



## BOARD OF GOVERNORS

**Meeting**  
**Friday, May 10, 2024**

**OPEN SESSION: 1:00 p.m. – 2:30 p.m.**

### AGENDA

- 1. Welcome and Adoption of Agenda** D. Kirk, Acting Chair  
Declaration of Conflicts of Interest (if any)

“The Board respectfully acknowledges that we are on the treaty and traditional territory of the Mississauga Anishinaabeg. We offer our gratitude to First Peoples for their care for, and teachings about, our earth and our relations. May we honour those teachings.”

- 2. Consent Agenda** Chair

**Draft motion:**

**That the Consent Agenda be approved [as presented or as amended]**

- 2.1. Approval of Minutes**  
Open Session, March 22, 2024 (for approval) (pg. 3)
- 2.2. Financial Update**  
Report (for information) (pg. 7)
- 2.3. Capital Projects Update**  
Report (for information) (pg. 15)
- 2.4. Annual Report on Health and Safety**  
Report (for information) (pg. 21)

- 3. Chair’s Remarks** Chair

- 4. President’s Report** L. Groarke

- 5. Ancillary Fee Protocol** J. Smith/ VP Williams / VP Al-idrissi  
Report (for approval) (pg. 38)

**Draft motion:**

**That the Board of Governors approve the proposed revisions to the Ancillary Fee Protocol and the Memorandum of Understanding for Housing & Dining Fees as presented/amended.**

6. **Annual Review of Special Resolution II.6 SIP&P Endowment Fund** J. McGarrity/ VP Al-idrissi  
Report (for discussion/approval) (pg. 56)

**DRAFT Motion:**

**That the Board of Governors approve the revisions to Special Resolution II.6 Statement of Investment Policies and Procedures - Trent University Endowment Fund, as presented/amended.**

7. **Annual Review of Special Resolution II.12 Debenture Long-Term Sinking Fund Policy** J. McGarrity/VP Al-idrissi  
Report (for discussion/approval) (pg. 95)

**DRAFT Motion:**

**That the Board of Governors approve the revisions to Special Resolution II.12 Statement of Investment Policies and Procedures - Trent University Long-Term Sinking Fund, as presented/amended.**

8. **Fighting Against Forced Labour and Child Labour in Supply Chains Act Annual Report** J. McGarrity/VP Al-idrissi  
Report (for approval) (pg. 131)

**DRAFT Motion:**

**That the Board of Governors approve the annual report and attestation required under the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* for activities undertaken from January 1, 2023 to December 31, 2023.**

9. **Community Relations Report (Durham)** Dean & Head S. Henderson  
Report (for information) (pg. 138)

**DRAFT Motion:**

**That the Board of Governors receive this report for information.**

10. **CareerSpace - Co-ops, Placements, Internships, Experiential learning** President/ AVP Burns/  
K. Whitmore  
Verbal Report (for information)

**DRAFT Motion:**

**That the Board of Governors receive this report for information.**

11. **Meeting Adjournment** Chair

## **Board of Governors Minutes of the Meeting – Open Session**

Peterborough, March 22, 2024

**Present – In Person:** K. Honey (Acting Chair), D. de Launay, T. Gervais, L. Groarke, E. Kaszecki, M. Keefer, M. Lavallée, V. Lovekin, S. Martic, J. McGarrity, C. Nelan, J. Smith, H. Uluorta, (Vice-President, Finance & Administration) T. Al-idrissi, (Vice-President, Research & Innovation) C. Bruce, (Vice-President, Communications & Enrolment) M. Burns, (Vice-President, External Relations & Development) J. Davis, (Provost & Vice-President, Academic) M. Khan, (Associate Vice-President, Finance) C. Turk, (University Secretary) B. Blackburn, R. Hall (Recording Secretary)

**Present – Virtual:** Y. Craig, A. Ramsay

**Regrets:** D. Cooper Burger (Chair), D. Kirk, A. Mishra, K. Scaldwell

*[The Secretary confirms that quorum was present for this meeting.]*

1. **Welcome and Adoption of Agenda.** The Chair called the Open Session of the meeting to order at 1:02 p.m. Governor Keefer declared a conflict of interest for item 5.0 – 2024/2025 Budget – Final Draft. Hearing no amendments to the agenda, and no further conflicts of interest declared, it was moved/seconded (McGarrity/Keefer),

**That the Board approve the agenda as presented. Carried**

2. **Consent Agenda.** It was moved/seconded (Nelan/Uluorta),

**That the consent agenda be approved as presented. Carried**

- 2.1 **Approval of Minutes.** The Open Session minutes of February 2, 2024, were approved as presented.
- 2.2 **Financial Update.** Received for information.
- 2.3 **Capital Project Update.** Received for information.
- 2.4 **Investment Performance Summary Pension – Q4.**
- 2.5 **Investment Performance Summary Endowment/Sinking Fund – Q4.**
- 2.6 **Workplace Violence and Harassment Policy & Procedures.**

3. **Chair's Remarks.** The Chair reported that the Board met with student leaders over lunch. The Chair encouraged Board members to participate in Trent Day, taking place on April 3, 2024. Trent Day is focused on support, service, and spirit in the community.

**4. President's Report.** The President reported on various activities and events since the last meeting, including:

- February 10 – The crest for Gidigaa Migizi College was unveiled at an event during the 48<sup>th</sup> Annual Elders and Traditional Peoples Gathering.
- February 18-19 – Attended the ICEF Middle East Scholarship Summit in Oman with VP Al-idrissi and AVP Burns. The President was hopeful that this visit will lead to many of the scholarship recipients coming to Trent.
- March 18 – Trent was hosted by MPP Dave Smith at Queens Park.
- March 20 – The Allan Marshall Pool grand reopening took place.
- The President, TCSA, TDSA, and TGSA penned a letter on the impact of study permit changes in Canada.
- Trent announced the Honorary Degree recipients who will be honoured at convocation in June – Audrey Kobayashi, Harvey McCue, and Cheryl Perera.
- Following an extensive review, Stephanie Williams has been reappointed as VP, Human Resources for a second five-year term.

*Governor Craig joined the meeting at this time.*

*Governor Keefer excused himself from the meeting at this time.*

**5. 2024-2025 Budget – Final Draft.** Governor Smith, as Chair of the Finance and Property Committee, presented the 2024/2025 operating budget, ancillary budgets, tuition fees, and ancillary fees for approval. The budget assumptions remain unchanged from those presented to the Board on February 2, 2024. The budget does not include potential funding that was recently announced by the province, as any potential allocation is currently unknown. In light of the federal government's recent announcement regarding a cap on study permits, administration was recommending that \$10M be held back as a contingency to address any potential impact. Based on the budget assumptions and this contingency, the preliminary operating budget estimates \$9.1M being available for new strategic investments to address enrolment growth and other operating pressures. After careful consideration, the President and Vice-Presidents are recommending \$8.9M in strategic investments for approval. If approved, it would result in a nominal surplus of \$199K for the fiscal year. Ancillary budgets are expected to do quite well in 2024/2025 with all operating in a surplus position and able to make contributions to their reserves, with the exception of Athletics which was expecting an overall deficit of \$966K. Discussion took place regarding the Athletics operations and senior administration's plan to undertake a review of the funding model and consider how Athletics should move forward. Housing and dining fees had been reviewed and approved by the Colleges and Student Services Committee.

It was moved/seconded (Gervais/McGarrity),

**That the Board of Governors approve:**

- 1. The 2024/2025 Operating Budget;**
- 2. The 2024/2025 Ancillary Budgets;**
- 3. The 2024/2025 Tuition Fees; AND**

**4. The 2024/2025 Ancillary Fees as presented. Carried**

- 6. 2023/2024 In-Year Appropriation.** Governor Smith reported that most recent fiscal year-end forecasted an excess revenue over expenses of \$8.6M. The Finance & Property Committee was recommending that \$1.7M be appropriated to provide a one-time increase in scholarships across the grid. It was expected that this increase in scholarships would help bolster domestic enrolment, particularly in a time where there was considerable uncertainty regarding international enrolment as a result of the government's cap on study permits.

It was moved/seconded (Nelán/Martić),

**That the Board of Governors approve the in-year appropriations in the amount of \$1.7M as recommended by senior management. Carried**

- 7. Indirect Costs Policy.** VP Bruce presented revisions to the Indirect Costs Policy, on the recommendation of Senate. The changes to the policy will help ensure research grants are appropriate, realistic and can be reported on, while providing clarification in the policy. The changes presented were in line with such policies at other universities. It had been a number of years since the policy was last reviewed, however, moving forward it would be reviewed every five years. The policy has been reviewed by the Research Policy Committee, Senate Executive, Faculty Board, and then approved by Senate before tracking to the Board.

It was moved/seconded (de Launay/McGarrity),

**That the Board of Governors approve the revisions to the Indirect Costs Policy as presented. Carried**

- 8. Research Centre Proposal – Molecules, Cells & Systems Group.** The Trent Centre for Molecules, Cells & Systems Research group has been acting as a research group since January 2019. The group has membership from faculty across various departments. The research group was now looking to reclassify as a research centre. Doing so will elevate the status of the group while providing many benefits, including increased visibility and providing support for recruitment and collaboration. The centre would not require space or additional funding. Governor Martić declared a conflict of interest regarding this item.

It was moved/seconded (Keefer/Gervais),

**That the Board of Governors approve the proposal that the Molecules, Cells & Systems Group be designated as a Research Centre. Carried**

[1 Abstention]

- 9. Special Resolution IV.1 Meetings of the Board of Governors.** Governor Lovekin, on behalf of the Nominating & Governance Committee, presented revisions to Special

Resolution IV.1 - Meetings of the Board of Governors for approval. Changes included, updating the location of public materials, ensuring the policy was in line with the updated Board by-laws, updating the process for communicating with the Board, an update reflecting the move to hybrid/electronic meetings, and a housekeeping change.

It was moved/seconded (Nelan/McGarrity),

**THAT the Board of Governors approve the revisions to Special Resolution IV. 1 – Meetings of the Board of Governors policy as presented.** Carried

**10. Community Relations Report (Peterborough).** VP Davis presented the annual report on Trent's impact in the local Peterborough community. The University continues to meet regularly with the City and the County, which provides an opportunity to share and identify opportunities for collaboration. She highlighted various programs and events that encourage engagement with the community, including, active participation with the Peterborough Chamber, the downtown scavenger hunt, the Community Speaker Series, experiential learning opportunities, community-based research, and the United Way campaign. She announced that her office was currently accepting nominations for the Community Leadership Award, which will be awarded in May to a member of Trent's faculty or staff.

**11. Indigenous Relations Report.** VP Davis provided an update on Trent's engagement with local Indigenous communities, providing an overview of key actions, events and initiatives over the past year. The University continues to develop and update learning resources, making them freely available to the Trent and wider communities. Trent also continues to hold regular meetings with various councils and consultation officers to continue building on the mutually beneficial relationship with Indigenous communities. VP Davis reported that the University is in the final stages of drafting a systems-level management plan for the University Green Network in collaboration with the Michi Saagiig Land Resource Consultation Officers.

**12. Meeting Adjournment** The open session of the meeting was adjourned at 1:41 p.m.

Brenda Blackburn  
University Secretary

Kristi Honey  
Acting Chair



## Board Report

**Session:**  Closed Session;  Open Session

**Action Requested:**  Decision;  Discussion/Direction;  Information

**To:** Board of Governors

**Date:** May 10, 2024

**Presented by:** Julian Smith Chair, Finance and Property Committee  
Tariq Al-idrissi, VP Finance and Administration

**Subject:** Financial Update to March 31, 2024

### Motion for Consideration (if applicable):

That the Board of Governors receive updated information on Trent's financial operating performance.

### Executive Summary:

The 2023/2024 Operating Plan approved in March 2023 conservatively estimated total enrolment would increase from the previous year by 2.6% to a total of 12,146.4 full-time equivalents (FTEs) (11,844 FTEs in 2022/2023) resulting in increased tuition revenues despite domestic tuition rates being frozen and government grants fixed for the fiscal year. With investments to address enrolment growth, enhance student supports, maintain institutional capacity, and achieve other strategic priorities, the Board-approved budget is essentially balanced.

In June 2023, the Board also approved the Advanced Learning Centre (ALC) budget for the post-graduate certificates (PGCs) at the Durham Simcoe location effective September 2023. Together with the March 2023 board-approved plan, total enrolment was budgeted at 12,860.9 FTEs which represented an 8.6% increase from the prior year due to the significant growth in PGCs.

Based on the final February 1, 2024 enrolment count, actual enrolment grew to 13,275.2 FTEs or 3.2% more than planned. This increase in FTEs, which is primarily driven by growth in international enrolment and PGCs, resulted in approximately \$6.0 million more in net tuition revenue. Investment of excess cash on hand and higher than planned interest rates are expected to generate an additional \$2.3 million in miscellaneous revenue. The projection for government grant revenue reflects the Ministry's recent announcement of nearly \$10.0 million in one-time STEM funding and recent confirmations of almost \$0.9 million in nursing and other special purpose grants not previously budgeted. Instructional staff projections include the estimated impact of the CUPE 1 settlement of \$0.2 million and non-staff expense projections have been adjusted to reflect

actual expenditures to date extrapolated to year-end. In-year appropriations of \$8.7 million approved by the Board are reflected in this financial update.

As a result, Trent is now projecting approximately \$8.0 million in excess revenue over expenses (in addition to the board-approved ALC budget.)

An overview of Trent's current financial position as of March 31, 2024, and projections to year-end are attached. These projections are subject to change.

### **Analysis/Alternatives Considered:**

The Financial Update is intended to provide an overview of the current financial results of operations to the most recently completed month end and revised projections to year end compared to the Board-approved operating budget. It is typical for the actual results to date to indicate a positive variance throughout the year for a number of factors, including:

- Timing issues as the majority of expenditures are spent in the later eight months of the fiscal year;
- Departmental carry forwards of unspent budgets and university strategic appropriations of any surplus funds are determined closer to year end once the financial position is better known; and
- Significant year-end adjustments are determined at the end of the fiscal year.

The projection to year end will be updated when material changes to the budget assumptions arise, such as modifications to employee compensation once negotiations of collective agreements are completed, impacts on enrolment, activity or required expenditures in response to changes in legislation or Ministry policies, changes to funding, or unforeseen events.

### **Year-to-Date Performance**

Cash on Hand: Cash on hand at March 31, 2024, was \$81.6 million compared to \$74.8 million in cash on the same date in 2023. The increase is related to the increase and timing of tuition receipts and one-time grant Ministry funding received. The cash balance at March 31, 2024, is comprised of approximately \$29.6 million (2023 - \$23.9 million) in restricted funds (externally funded trust, research and fundraising) and \$52.0 million (2023 - \$50.9 million) in unrestricted cash. This unrestricted balance represents approximately 3.1 times the normal total monthly cash requirements for the University.

Cash on hand is currently earning 5.52% in bank interest (2023 - 4.95%).

Operating Line of Credit: The University has available an operating line of credit of \$6 million, which increases to \$12 million twice a year to offset periods of lower cash inflows. The interest rate on the operating line of credit, when drawn, is the bank's prime lending rate and amounts are repayable on demand. The University is currently using this line of credit to accommodate the standby letter of credit (LOC) issued to address solvency special payments for the staff pension plan, which had a cumulative value of \$2.6 million at March 31, 2024.

Short Term Investments: In addition to the cash on hand noted above, the University has \$80.0 million (2023 - \$39.0 million) invested in multiple short-term GICs to maximize



investment income on excess cash. These short-term investments are invested in amounts ranging from \$3.0 million to \$10.0 million earning between 5.30% to 6.40% with maturity in April 2024, June 2024, July 2024, August 2024, October 2024, February 2025, and April 2025 to ensure liquidity should some or all of this excess cash be required for operations.

Operating Results: The year-to-date budget is estimated by prorating the annual budget based on last year's actual performance to date adjusted for typical trends, known timing and other seasonal factors. The year-to-date actual financial performance indicates a favourable variance as at March 31, 2024, due primarily to the following:

- Increased tuition due to higher projected enrolment than planned;
- Cost recoveries, due to the timing of Additional Qualification courses;
- Increased bank and short-term investment income based on higher-than-planned interest rates and additional cash on hand;
- Increased grant revenue, due to one-time Ministry STEM programming funding of nearly \$10 million and unbudgeted Nursing grant revenue; and
- Change in internally restricted assets, due to the recognition of appropriations and carry forwards approved at April 30, 2023 for use in fiscal 2023/2024.

Advanced Learning Centre: This is the second term of instructional activity at the Simcoe location. Year-to-date results indicate lower than anticipated instructional salary and benefit costs before allocating non-ALC based resources that provided teaching and other supports to ALC. These costs, along with depreciation, renovation, and other adjustments will be made at year end.

Actual results are subject to change. As per past practice, all departments may request to carry forward any unspent budgets for future strategic initiatives; these requests are considered closer to the fiscal year-end.

## **Year-end Projection**

Enrolment Projections and Net Tuition Revenue: The 2023/2024 Operating Plan approved in March 2023 conservatively estimated total enrolment would increase from the previous year by 2.6% to a total of 12,146.4 full-time equivalents (FTEs) (11,844 FTEs in 2022/2023). In June 2023, the Board also approved the budget for the post-graduate certificates (PGCs) at the Durham Simcoe location effective September 2023. Together with the March 2023 board-approved plan, total enrolment was budgeted at 12,860.9 FTEs which represented an 8.6% increase from the prior year due to the significant growth in PGCs.

The February 1, 2024 enrolment count confirms FTE enrolment is 13,275.2 FTEs for 2023/2024, which is 3.2% more than planned. This increase in FTEs, which is primarily driven by growth in international enrolment and PGCs, is expected to generate approximately \$6.0 million more in tuition revenue net of increased international student recovery, student financial aid, international agency fees, and bad debts provision.

Operating Revenues: The Ministry announced a one-time 2023/2024 STEM grant of nearly \$10.0 million in March 2024. Trent has also received confirmation of almost \$0.9 million in nursing and other special purpose grants not previously budgeted.

**Operating Expenses:** The majority of the University's operating expenses are incurred during the Fall 2023 and Winter 2024 academic terms. Based on expenditures incurred to March 31, 2024 and anticipated or known adjustments to year end, this financial update includes the following adjustments to the forecast for other expenses (excluding those discussed as part of the net tuition revenue adjustment):

- CUPE 1 settlement of approximately \$0.2 million.
- Durham Occupancy Guarantee of approximately \$0.5 million.
- Utilities and other expenses already exceeding budget of \$2.2 million.
- In-year appropriations of \$7.0 million approved by the Board.
- In-year appropriations of \$1.7 million approved for scholarships.

Trent is now projecting an approximate \$8.0 million positive position (in addition to the board-approved ALC budget.)

### **Financial Implications:**

Appendix B provides a summary of the revised forecast for the fiscal year 2023/2024 adjusted for the February 1, 2024 enrolment count and known adjustments.

### **Enterprise Risk Assessment:**

The financial health of the University is paramount to the University's overall success and ability to fulfill its academic mandate and meet student expectations. Monitoring in-year financial performance against the approved budget is critical to ensuring well-informed decision making regarding the allocation and use of limited resources, and mitigating strategies if financial loss is anticipated.

### **Next Steps:**

The next financial update will be provided at the next Finance and Property meeting on June 17, 2024.

### **Alignment with Mission, Vision, Values, Strategic Plan:**

To fulfill their responsibilities, Governors should be informed of the University's financial situation. Regular financial updates will maintain Governors' awareness of the University's current financial status, and allow for input and oversight where needed. Such updates also allow for in-year decisions for strategic investments if possible, or mitigation strategies as necessary in alignment with Trent's mission to "foster sustainability, in its environmental, social and economic dimensions, on our campuses and in all aspects of our work" and Trent's Strategic Plan to "ensure that it is financially healthy and sustainable".

### **Consultation:**

Not applicable

### **Compliance with Policy/Legislation:**

Complying with a Board of Governors directive, the full Board will receive regular financial updates, through the Finance and Property Committee.

**Committee/Board Mandate:**

The Board of Governors is responsible for ensuring the financial health of the University and the proper management of its buildings, lands and capital projects. The Finance & Property Committee assists the Board in carrying out these responsibilities by monitoring the institution's financial, property and capital affairs and making related policy recommendations.

In its finance role, the Committee monitors budget projections and debt levels and recommends operating, ancillary and capital budgets for the approval of the Board of Governors. It recommends levels of student fees, spending authority, loans and lines of credit for Board approval. The Committee makes recommendations to the Board for the approval of any contract or purchase the total value of which exceeds the level of spending established for the President. The Committee may make financial policy recommendations to the Board including but not limited to policies on tuition and ancillary fees, banking, borrowing and purchasing. It may make recommendations to the Board concerning fiscal planning, internal financial controls or other areas affecting the financial health or accountability of the University. The administration may consult with the Committee on the subjects for internal audits and provide follow-up reports.

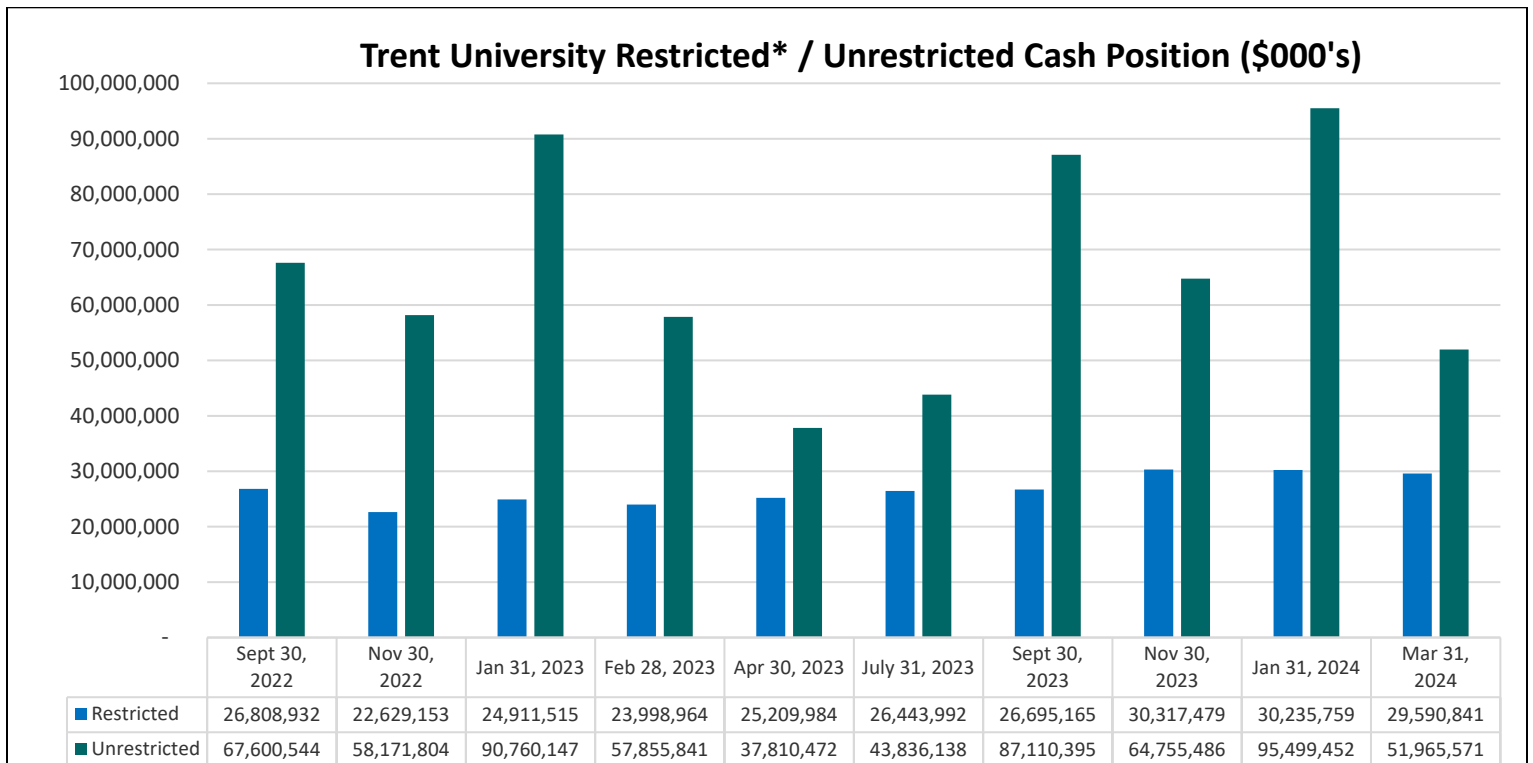
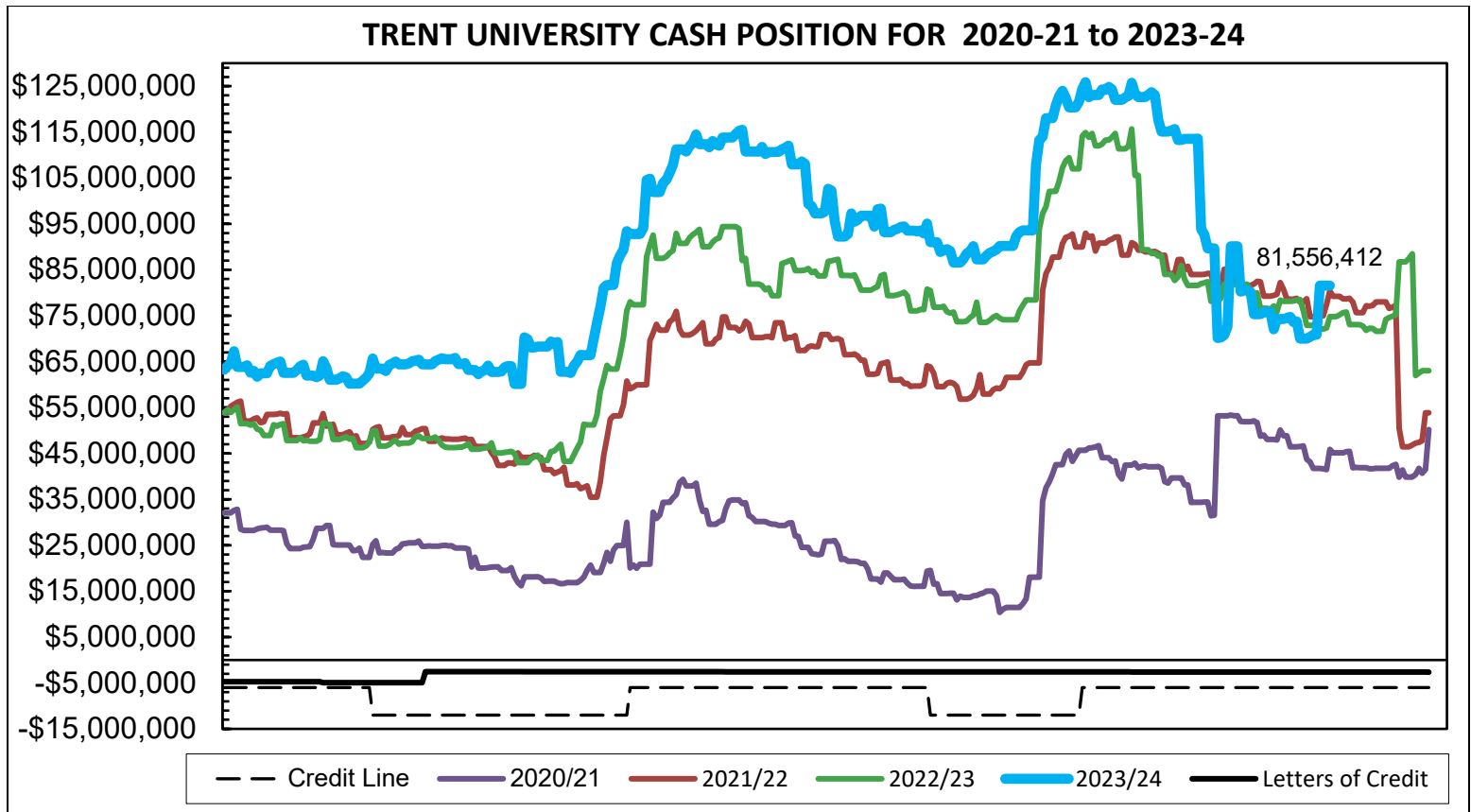
**Supporting Reference Materials (attached):**

Appendix A: Cash Position for the period ending March 31 2024

Appendix B: 2023/2024 Operating Budget Projection as at March 31 2024

Appendix C: 2023/2024 Alternative Learning Centre Projection as at March 31 2024

## Appendix A – Cash Position for the Period Ending March 31, 2024



**Appendix B:**

**TRENT UNIVERSITY**  
**2023-24 OPERATING BUDGET PROJECTION**  
**(\$000s)**  
**As of March 31, 2024**

	YTD ACTUAL	BOARD- APPROVED BUDGET	PROJECTION	ANTICIPATED VARIANCES
<b>REVENUE</b>				
Government grants	\$ 58,171	\$ 55,064	\$ 65,467	\$ 10,403
Tuition fees	126,488	119,969	126,300	6,331
Miscellaneous revenue	5,223	4,364	6,709	2,345
<b>TOTAL REVENUE</b>	<b>\$ 189,882</b>	<b>\$ 179,397</b>	<b>\$ 198,476</b>	<b>\$ 19,079</b>
<b>EXPENSES</b>				
Instructional staff	\$ 71,706	\$ 85,462	\$ 85,654	\$ (192)
Non-instructional staff	51,082	53,545	53,545	-
Student Financial Aid	10,347	14,186	13,279	907
Non-staff expense	30,430	36,921	40,361	(3,440)
Total expense	\$ 163,565	\$ 190,114	\$ 192,839	\$ (2,725)
Cost recoveries	(13,490)	(11,116)	(11,130)	14
<b>TOTAL NET EXPENSE</b>	<b>\$ 150,075</b>	<b>\$ 178,998</b>	<b>\$ 181,709</b>	<b>\$ (2,711)</b>
<b>EXCESS OF REVENUE OVER EXPENSE</b>	<b>\$ 39,807</b>	<b>\$ 399</b>	<b>\$ 16,767</b>	<b>\$ 16,368</b>
Change in Internally Restricted Assets & Endowment Transfers	430	(43)	(8,743)	(8,700)
<b>EXCESS (DEFICIT) from University Operations</b>	<b>\$ 40,237</b>	<b>\$ 356</b>	<b>\$ 8,024</b>	<b>\$ 7,668</b>

Note: excludes ALC, commenced September 1, 2023

**Appendix C:**

**TRENT UNIVERSITY**  
**2023-24 ADVANCED LEARNING CENTRE (ALC) BUDGET PROJECTION**  
Commenced September 1, 2023  
(\$000s)  
As of March 31, 2024

	<b>YTD ACTUAL</b>	<b>BOARD-APPROVED BUDGET</b>	<b>PROJECTION</b>	<b>ANTICIPATED VARIANCES</b>
<b>REVENUE</b>				
Government grants (International Student Recovery)	\$ (526)	\$ (536)	\$ (526)	\$ 10
Tuition fees	14,818	14,866	14,768	(98)
Miscellaneous revenue	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 14,292</b>	<b>\$ 14,330</b>	<b>\$ 14,242</b>	<b>\$ (88)</b>
<b>EXPENSES</b>				
Instructional staff	\$ 298	\$ 2,598	\$ 952	\$ 1,646
Non-instructional staff	923	1,112	1,112	-
Student Financial Aid	-	-	6	(6)
Non-staff expense	830	4,865	4,838	27
Total expense	\$ 2,051	\$ 8,575	\$ 6,908	\$ 1,667
Cost recoveries	-	-	-	-
<b>TOTAL NET EXPENSE</b>	<b>\$ 2,051</b>	<b>\$ 8,575</b>	<b>\$ 6,908</b>	<b>\$ 1,667</b>
<b>EXCESS OF REVENUE OVER EXPENSE</b>	<b>\$ 12,241</b>	<b>\$ 5,755</b>	<b>\$ 7,334</b>	<b>\$ 1,579</b>
Change in Internally Restricted Assets & Endowment Transfers	-	-	-	-
<b>EXCESS (DEFICIT) from ALC</b>	<b>\$ 12,241</b>	<b>\$ 5,755</b>	<b>\$ 7,334</b>	<b>\$ 1,579</b>



## Board Report

**Session:**  Closed Session;  Open Session

**Action Requested:**  Decision;  Discussion/Direction;  Information

**To:** Board of Governors

**Date:** May 10, 2024

**Presented by:** Julian Smith, Chair, Finance and Property Committee  
Tariq Al-idrissi, Vice-President, Finance & Administration

**Subject:** Capital Projects Update

### Motion for Consideration (if applicable):

That the Board of Governors receives this report for information.

### Executive Summary:

With the 2023 construction season behind us, the institution delivered several capital renewals or new construction projects. 2024 does not seem to be slowing down and future years continue to show promise. Although projects have ended, multi-year projects such as the Riverbank Erosion project will carry over to 2024.

Construction costs have continued to rise year after year and labour challenges or shortages continue. Considering this, staff will need to plan accordingly. Should this season be a sign of project paths to come, the Project Management Office of Trent will continue to devote more time to planning projects one to two years in advance.

Throughout the report, administration has highlighted assets that are sensitive to Trent's heritage architecture.

### Discussion:

#### Facilities Renewal Program (FRP) – 2024/2025

The FRP funding is to supplement postsecondary institutions' programs that address ongoing needs for the maintenance, repairs, renovations, and modernization of existing facilities.

The fall provincial announcement briefly discussed FRP funding to the institutional sector for their upcoming budget. Although initial suggestions implied a slight reduction in available funding to the sector for various funding programs, COU has confirmed that total FRP funding will not change. Trent's allocation of the total available funding is provided by July.

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If Trent's allocation is still unchanged, the Institution will once again receive \$3M. The sector anxiously awaits the terms and funding value for this year.

The FRP funding is to be used for academic space improvements but can also be used to improve campus access to students with disabilities. Consequently, a large volume of space on each Campus is not eligible for improvements through FRP funds.

The draft list for the upcoming program includes the following activities and staff must complete the projects before March 31, 2025, to qualify for FRP funding.

Table 1 – Draft Facilities Renewal Program Project List – 24/25

<b>FRP 2024/25 PROJECTS</b>	<b>Estimate</b>	<b>Status</b>
Roofing and Curtainwall Replacements & Repairs	\$1,190,000.00	Tendered
Mechanical & Electrical Improvements	\$710,000.00	Preliminary Design
AODA (Accessibility for Ontarians with Disabilities Act) Improvements and Keyway Improvements	\$609,500.00	Preliminary Design
Underground Service Repairs	\$45,000.00	Preliminary Design
Classroom and Educational Support Renovations and Repairs	\$502,000.00	Preliminary Design
<b>Total Estimated Expenses</b>	<b>\$3,056,500.00</b>	
FRP Grant	\$3,000,000.00	
Institution Contribution - FM Operating	\$56,500.00	

### **Riverbank Stabilization Project**

Phase 2 of the project will include the accessible walkway and landscaping along the top of the newly constructed riverbank wall. Staff are looking for the most economical yet practical and aesthetically pleasing solution for this phase of the project. Current considerations include added stonework along the embankment in place of concrete, seating, walkway material, landscaping, etc.

The staff has tentatively scheduled Phase 2 or the remaining works to be completed by the contractor before the Head of the Trent in October. The current contractor that administration is working with has suggested an extended completion date. Staff have asked that the date be kept as originally planned and all efforts must be made to complete the project for the event.

### **Student Housing Renovation**

The Housing Office and Project Management Office (PMO) are working towards the delivery of a multi-year capital renovation plan that supports student housing. A summary of the multiyear plan can be found in Table 2 below with further details of the current year's renovation projects detailed after.



Table 2 – Multiyear Capital Plan

<b>Fiscal Year</b>	<b>Estimate</b>	<b>Summary</b>
Year Ending 2024	\$1,000,000	Housing Office Reno Various HVAC, Plumbing, Lighting, & Doors Façade Replacement of Peter Gzowski College Condition Assessments of Various Assets Curtain Walls (detailed below, excluded from estimate)
Year Ending 2025	\$2,000,000	Curtain Walls Domestic Hot Water Tanks Mailroom Renovation Exterior Finish (PZC) RLC Apartment Reno
Year Ending 2026	\$1,900,000	Curtain Walls Exterior Doors Tap Access Room Entry Interior Doors Emergency & Exit Lighting
Year Ending 2027	\$2,100,000	Flooring Millwork Communal Space Reno Furnishings Air Handling Units
<b>Total Estimated Expenses</b>	<b>\$7,000,000</b>	

**CCW Quad Curtain Walls and Windows**

Champlain College has long been an iconic building on the Symons Campus. As it approaches 60 years of age, assets exist that are original to the building. This includes the curtain walls and windows in the building.

In recent months, staff have been working towards a solution for the replacement of these assets while being mindful of the building's heritage. An architect was engaged to provide specifications; however, the contractor will oversee the production of the detailed drawings through a manufacturer. The staff have mandated that the replacement windows must be the same in appearance.

The project has been awarded at a recent the meeting of the Board. The total project cost is currently estimated at \$2.3M. Due to the complexity of the work and the limited time with vacant residences, this project is expected to be completed over two construction seasons.

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### **New College Parking Lot**

To avoid a deficit of parking spaces on the east bank during the construction of the upcoming Gidigaa Migizi College, staff have chosen to construct this project in advance of breaking ground for the new college. Added spaces will also be constructed at the same time to address a current demand on the east bank.

The project management office is currently working with various engineering and environmental consultants to prepare for site plan submission to the city. Initial targets would see the parking lot construction begin in the fall/winter of this year with completion before September 2025.

### **Classroom Renovation and Academic Space Rehabilitation**

The overall space strategy on the Symons Campus recommended; the need for larger classrooms, reviewing space use of smaller classrooms, and refreshing existing spaces that are not welcoming from a learning perspective. The upcoming construction season will see a larger classroom being constructed from smaller adjacent classrooms as well as the refresh of various spaces.

The larger classroom is expected to have a potential capacity of 90-100 individuals. The two classes to be merged are OCA 205 and 208. This project will have an estimated cost of \$400k and is targeting a completion date of mid-August.

The project is approaching the tender stage. Administration has met with the heritage committee chair who has confirmed that the work can continue as planned.

### **Bata Catwalk Bridge Deck Replacement**

The Bata Catwalk was built during the original construction of the Symons Campus as an extension of the Library to the Champlain podium. In 2023 the University awarded a detailed condition assessment for the Bata Catwalk. The subsequent report concluded that the bridge deck for the Bata Catwalk had surpassed its expected useful life and recommended options for refurbishment. The Board supported administration and has set aside funds to begin the work required for the complete bridge deck replacement and preventative maintenance to extend the Bata Catwalk's estimated useful life for another 40 years.

The project is currently in the final stages of design. Administration has met with the heritage committee to discuss the scope of work and has outlined the preferred methods to proceed.

### **Preparation and Planning for the Upcoming Construction Season**

The following projects will be the focus of the project management office over the upcoming construction season.

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- Trent Enterprise Centre – Cleantech (Pre-Consultation with City) (\$15M)
- Enwayaang Housing/Conferences Office Reno - \$40K
- Trent Research Farm Master Plan - \$100K
- Trent Research Farm Out Building/Drive Shed - \$400K
- Demolition of unused buildings - \$300K
- Durham Medicine Garden - \$150K
- Bata Library Bathroom Design - \$100K
- Potential Sciences Greenhouse Replacement - \$300K
- Nursing Lab Renovation - \$200K
- Lady Eaton College Faculty Office Air Conditioning - \$300K
- Environmental Sciences Centre Curtain Wall Refurbishment - \$50K

**Future Capital Projects**

The university has multiple major capital projects tied into various ongoing developments such as the Trent Lands Plan and the Cleantech Commons. Three notable pre-consultation meetings are scheduled with the City to prepare for Site Plan Approval submission. Future projects include:

- New College and Otonabee College New Build (Pre-Consultation with City)
- Grounds Operation Facility relocation (pending lands plan priorities)
- Potential servicing of Seniors Village via Long Term Care project
- Replacement of the Water Quality Centre UPS (uninterruptable water supply) battery backup
- Replacement of water treatment system in Environmental Science Complex
- Rehabilitation of the Faryon Bridge
- Symons Space Capital Renewal
- DNA A block roof renewal
- Action items related to the Durham Task Force review.

**Financial Implications:**

- Added funding by the University to complete non-eligible components of the FRP projects.
- Capital planning for future projects.
- Academic/Research equipment replacement

**Enterprise Risk Assessment:**

Exceeding capital budgets and delaying the delivery of projects can result in added financial pressures or negative reputational impacts.

**Next Steps:**

1. Continue to develop the Infrastructure Asset Condition Inspection and Ratings,
2. Project development and project completion, and

### 3. Planning and formalized capital program.

#### **Consultation:**

- The Ellucian Colleague Financial system
- Facilities Condition Database
- Web Work Order system
- Heritage Committee
- Asset Condition Reports
- ECS (Education Consulting Services) Space Utilization Study
- Trent Lands and Nature Areas Report
- Registrar Office
- PPG

#### **Committee/Board Mandate:**

The Board of Governors is responsible for ensuring the financial health of the University and the proper management of its buildings, lands and capital projects. The Finance & Property Committee assists the Board in carrying out these responsibilities by monitoring the institution's financial, property and capital affairs and making related policy recommendations.

In its property role, the Finance and Property Committee is responsible for the overall monitoring of campus capital building programs, stewardship of heritage assets, and makes recommendations to the Board of Governors for the approval of revisions to the Master Plan (siting of new facilities), the appointment of architects, final building designs, and major construction contracts.



## Board Report

**Session:**  Closed Session;  Open Session

**Action Requested:**  Decision;  Discussion/Direction;  Information

**To:** Board of Governors

**Date:** May 10, 2024

**Presented by:** Jennifer McGarrity, Chair, Audit & Investment Committee  
Stephanie Williams, VP, Human Resources

**Subject:** **Annual Report on Health and Safety**

### Motion for Consideration (if applicable):

That the Board of Governors receive this report for information.

### Executive Summary:

The purpose of this report is to provide an overview of Occupational Health and Safety at Trent University. This is an update of the report provided on June 23, 2023.

### Analysis/Alternatives Considered:

The Occupational Health and Safety Act creates an Internal Responsibility System (IRS) by establishing rights and assigning duties to every member of a workplace. Health and safety in the workplace is highly regulated and requirements are detailed and complex. As of September 2019, Trent's health and safety program and the IRS are supported by the Human Resources Department.

Joint health and safety committees are mandated, advisory bodies, expected to monitor the effectiveness of the IRS, identify hazards, and make recommendations for the improvement of health and safety in the workplace.

Accident prevention initiatives and the enforcement of the Occupational Health and Safety Act and regulations are the responsibility of the Ministry of Labour, Immigration, Training, and Skills Development (MLITSD). Several federal and provincial laws addressing specific hazards contain similar duties and enforcement provisions (e.g. Ontario Fire Code, Canada's Criminal Code (negligence), Canadian Nuclear Safety and Control Act (materials and devices that produce ionizing radiation), Human Pathogens and Toxins Act (biohazards), etc.)

The following table provides updates on the various functional areas of the Trent Health and Safety program. **Good** means the functional area is in full compliance; **Fair** indicates partial compliance and **Requires Attention** denotes compliance issues that need to be addressed. **In progress** refers to an ongoing review and continual improvement activities in a functional area that **is currently compliant** with relevant regulations.

Functional Area	Update	Status	Action
<p><b>Fire Safety</b></p>	<p><b>1. Checks, tests, and inspections</b> Checks, tests and inspections of fire detection, alarm and suppression systems are being completed, as required.</p> <p><b>2. Fire Safety Plans, Trent Durham GTA</b> Trent Durham GTA campus operates under Fire Safety Plans filed by Trent University and London Property Corp for buildings located on Thornton Rd. and King St and approved by Oshawa Fire Services. A Fire Safety Plan for the building leased at 11 Simcoe St North in Oshawa is currently in work.</p> <p><b>3. Fire Safety Plans, Peterborough</b> A unique Fire Safety Plan (FSP) is required to be completed for each building on campus. FSPs are to be submitted to Peterborough Fire Services (PFS) for approval. A generic University FSP has been developed that addresses University practices and Fire Code requirements. The generic document has been approved by PFS and is amended to produce a building specific FSP for every University building.</p> <p>Updated FSPs, including updated technical drawings, have been completed and submitted to Peterborough Fire Services for all buildings in Peterborough, with the exception of the Science Complex.</p> <p>The University continues to operate under a FSP developed for the Science Complex in 2006 while the updated version is completed and submitted to PFS for approval.</p>	<p>Good</p> <p>Fair</p> <p>Fair</p>	<p>No action required.</p> <p>Oversee the completion of a Fire Safety Plan for the building leased by Trent University located at 11 Simcoe St. North in Oshawa and submit to Oshawa Fire Services for approval before May 1, 2024.</p> <p>Complete updates to the Fire Safety Plan for the Science Complex and submit to Peterborough Fire Services for approval. To be completed by October 2024.</p>

Functional Area	Update	Status	Action
<b>Hazardous Waste</b>	<b>Waste Generator Permits</b> Required waste generator permits are in place and hazardous wastes are collected two to three times each year by a qualified contractor.	Good	No action required.
<b>Multi-Workplace Joint Health and Safety Committee (MJHSC)</b>	<p>The MJHSC operates under detailed Terms of Reference. Adherence to the Terms is a condition of the Order permitting the MJHSC. An application was submitted to the MLTSD by the MJHSC in spring 2021 for the continuation of use of a MJHSC at Trent, and was approved by the Regional Director, Eastern Region, of the Ministry of Labour, Immigration, Training and Skills Development in October 2022. This order expires on October 23, 2027, and an application will need to be submitted 6 months prior to that day to keep the MJHSC designation.</p> <p>The Committee consists of 15 members. 10 members are worker representatives, appointed by their union<sup>1</sup>, or by election<sup>2</sup>: Five University representatives are appointed by the President of the University. Workplace inspections occur monthly, ensuring the entire University is inspected annually.</p> <p>Current MJHSC priorities are as follows:</p> <p><b>1. Automated External Defibrillator (AED) Program</b></p>	<p>Good</p> <p>Good</p>	<p>No action required.</p> <p>All new AED units have been purchased and installed, bringing the total to 37 AEDs</p>

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<sup>1</sup>TUFA (2) OPSEU (3) CUPE, Unit 1 (1) CUPE, Unit 2 (1)

<sup>2</sup> Exempt worker (1) student worker (1) Trent Durham GTA worker (1)

Functional Area	Update	Status	Action
	<p>A working group was formed with the goal of identifying proposed locations for new AEDs, the procurement of new AED units via funds provided by a substantial WSIB rebate, and the development of a program for communication and training, and AED monitoring and caretaking within the University.</p> <p><b>2. H&amp;S Program Review</b> An external review of the University’s health and safety program was completed by the Public Services Health and Safety Association (PSHSA) in August 2018. The review makes 11 ‘compliance’ (required by law) and 9 ‘due diligence’ (best practice) recommendations. The reviewer noted three key compliance findings:</p> <ul style="list-style-type: none"> <li>• A need to identify ‘supervisors’ in academic areas, ensure they are aware of their H&amp;S roles and responsibilities, and have completed an H&amp;S course designed for supervisors.</li> <li>• A comprehensive H&amp;S program manual should be made easily accessible to all employees.</li> </ul>	<p>Fair</p> <p>Good</p> <p>Fair</p>	<p>distributed across all campuses. <a href="https://www.trentu.ca">Trentu.ca</a> online map has been updated with AED locations. Communications to follow in April or May 2024, and again in September 2024.</p> <p>9 of the 11 ‘compliance’ recommendations have been completed to date.</p> <p><a href="#">H&amp;S Roles and Responsibilities procedure completed and communicated.</a></p> <p>All mandatory H&amp;S training modules (including Supervisor H&amp;S Awareness) have been updated and posted to VIP. All Supervisors have been notified by Human Resources to ensure their employees have completed the training by May 15, 2024. Comprehensive H&amp;S program manual is in work and will be posted on H&amp;S SharePoint portal by end of 2024.</p>



Functional Area	Update	Status	Action
	<ul style="list-style-type: none"> <li>Written H&amp;S processes need to be formalized and developed for all hazardous tasks, posted on-line, and communicated with all employees.</li> </ul> <p><b>3. Designated Substances</b> Designated substance assessments for laboratory chemicals have not been updated or reviewed by the JHSC in recent years.</p> <p>Updated asbestos assessment surveys for all Trent owned buildings are currently being completed by an environmental consultant. A new database with information related to all Asbestos Containing Materials (ACMs) will be created that will be managed and regularly updated by Trent employees going forward.</p> <p><b>4. Hazardous Materials Review</b></p>	<p>Fair</p> <p>Fair</p> <p>In Progress</p>	<p>H&amp;S process documents for hazardous tasks are being developed and released when ready. Recently completed include <a href="#">First Aid</a> and <a href="#">Boating Safety</a>. Processes in work include Working Alone, Training, Competence, and Communications, which will be completed in the next 12 months as part of the WSIB Excellence Program.</p> <p>Manager, Environmental, H&amp;S to work with Science Facilities Manager to have all laboratories update their assessments by the end of 2024.</p> <p>Manager, Environmental, Health &amp; Safety to work with Manager, Mechanical &amp; Electrical Services on development of Asbestos Management Program in 2025, using the information generated during the asbestos assessment surveys.</p>

Functional Area	Update	Status	Action
	<p>Web-based hazardous materials inventory tracking system (HECHMET) has been implemented. Presently, the existing inventory in the Sciences is complete. Inventories for the remainder of campus are outstanding (FM, Athletics, Caretaking).</p> <p>New Lab Hazard Posters have been created by the Science Safety Committee and approved by Peterborough Fire Services. Poster template was shared with all Lab Supervisors in November 2023 with instructions on how to complete, order a printed copy, and post on outside of lab door.</p>	In Progress	Manager, Environmental, H&S to oversee completion of chemical inventories for remainder of campus.
<b>Ministry of Labour, Training, and Skills Development Inspections or Investigations</b>	<p><b>1. Field Visit Report 2024-01-12</b></p> <p>The MLTSD was contacted by the Health and Safety and Training Advisor regarding multiple (5) non-workers who had experienced either a momentary loss of consciousness (syncope) or the feeling of being dizzy. The events all took place within a lab on the 2<sup>nd</sup> floor of the Environmental Science Building at different times during January 9<sup>th</sup> and 10<sup>th</sup>, 2024. The fire department was brought in to take air quality measurements (all parameters were within safe levels); Trent Facilities team inspected ventilation system, which was operating properly; classes were moved to a virtual platform for 1 week; Trent hired an environmental consultant to conduct air monitoring in the space for 1 week; Peterborough Public Health was also notified of the events.</p>	Good	The MLTSD inspector was satisfied with the report and actions taken by the employer, and no further actions were deemed necessary.

<b>Training</b>	<p>Mandatory health and safety training is offered in the areas described below. In addition, laboratory-related courses are offered through the Sciences. Hazard-specific training is the responsibility of individual departments (i.e. Fall Arrest).</p> <p><b>1. Tracking Compliance</b> As of January 8, 2024, all mandatory H&amp;S training has been moved to the University's Human Resources Information System (VIP). With this transfer, HR has updated the following training to ensure applicable legislative updates have been made to:</p> <ul style="list-style-type: none"><li>• Health &amp; Safety Awareness- Worker</li><li>• Health &amp; Safety Awareness- Supervisor</li><li>• Workplace Violence and Harassment</li></ul> <p>With this transfer of the modules, supervisors are now able to track and ensure all their workers have completed the mandatory training. Previously, supervisors did not have access to the training records in a direct manner, and training tracking and completion did not meet regulatory requirements.</p> <p>HR will work with supervisors over the coming years to develop a process for the tracking of hazard-specific training in VIP as well.</p> <p><b>2. Health and Safety Awareness Training – Worker and Supervisor</b> Occupational Health and Safety Awareness Training (Worker or Supervisor) is mandatory for all workers and supervisors in Ontario. Trent offers this training online through VIP. In the past year, 1,037 people completed this training; 193 people completed awareness training for supervisors, 844 people have completed awareness training for workers.</p>	Good	<p>A significant investment was made by the university in developing a Learning Management System (LMS) which integrates with VIP. Investments were also made in updating mandatory H&amp;S training modules.</p> <p>HR / H&amp;S to continue to communicate training needs to new employees and their managers. H&amp;S to create new safety training modules as the need arises, such as the Classroom Safety module which will be released in the summer of 2024.</p> <p>Continue to communicate training needs to new employees and their managers.</p>
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	<p><b>3. Workplace Violence and Harassment Awareness</b> Training is mandatory for all employees and is available online through VIP. In the past year, 1,513 people have completed this training.</p> <p><b>4. Workplace Hazardous Materials Information System (WHMIS)</b> University workers who work with or near hazardous materials must complete WHMIS training, available online through VIP. In the past year, 368 people completed WHMIS training.</p> <p><b>5. Standard Level First Aid</b> Standard level first aid training is required by Regulation 1101, under the Workplace Safety and Insurance Act. In the past year, 43 people completed First Aid training, which is up from 15 people in the previous year. The university has made an investment in getting 2 in-house trainers certified as Red Cross First Aid Instructors, so training offerings can be made more frequently throughout the year.</p> <p><b>6. Sciences Training</b> Biosafety online training (Blackboard delivery) is required by anyone who works with a Risk Group (RG) 1 agent or tissue. The course was completed by 22 people.</p> <p><b>Laboratory Safety for Non-Scientists:</b> This course has been developed to assist maintenance, security, and caretaking personnel who periodically work in university laboratories. The course is only offered when requested.</p>	<p>Good</p> <p>Good</p> <p>Good</p> <p>Good</p> <p>Good</p>	<p>Continue to communicate training needs to new employees and their managers.</p> <p>Continue to communicate training needs to new employees and their managers.</p> <p>No action required.</p> <p>H&amp;S to continue to work with Manager, Science Facilities to get all Science Safety training updated and posted on VIP.</p> <p>All applicable Caretaking, MEM, FM, Security, and IT employees have received this training in the past year.</p>
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	<p><b>Radiation Safety, Level 1:</b> Radiation Safety Level 1 training is required by anyone working with sealed source radioactive materials and x-rays. In total, 10 individuals completed this training.</p> <p><b>Radiation Safety, Level 2:</b> Anyone working with open-source radioactive materials must complete Level 1 and Level 2 Radiation Safety training. There are no open-source Radioactive Work permits currently active. No in-person course was offered this year.</p> <p><b>Additional Science training modules available online include:</b></p> <ul style="list-style-type: none"> <li>• Lab safety orientation (anyone working in an experimental lab)</li> <li>• LASER safety training (anyone working with a LASER of Class 2 or more)</li> <li>• Physical hazards</li> <li>• Compressed gases</li> <li>• Fume hoods</li> <li>• Dispensing liquid nitrogen</li> <li>• Chemical use, storage, spill and waste procedures</li> <li>• Disposal of lab waste, and</li> <li>• Personal protective equipment.</li> </ul>	<p>Good</p> <p>Good</p> <p>Good</p>	<p>Course to be offered in the coming year to any employees who may need it.</p> <p>Courses to be offered in the coming year to any employees who may need them.</p> <p>H&amp;S to continue to work with Manager, Science Facilities to get all Science Safety training updated and posted on VIP, and to work on the development of new training as the need arises.</p>
<p><b>Experiential Learning</b></p>	<p><b>1. Health and Safety obligations</b> The term worker, as defined by the Occupational Health and Safety Act, includes students on apprenticeships and unpaid placements. Careerspace supports experiential learning, and liaises with placement coordinator, the Health and Safety office, Risk Management, and others involved with experiential learning to ensure health and safety obligations are met in student placements and similar experiential learning initiatives.</p> <p><b>2. WSIB obligations</b> The definition of worker in the Workplace Safety and Insurance Act includes Learners (a term that includes placement students</p>	<p>Good</p> <p>Good</p>	<p>Affiliation Agreements with placement hosts need to be reviewed Regularly to ensure they have not expired, and that the placement host is identified as the employer as outlined in the OHSA.</p> <p>No action required</p>

	<p>and interns). Students placed with a WSIB-insured host are covered by the host's WSIB insurance, and the host becomes responsible for claim-related costs. Potential hosts are sometimes unwilling to assume this risk.</p> <p>The Ministry of Colleges and Universities (MCU) also offers a program that funds WSIB and private insurance for eligible placement students. In exceptional circumstances the University can be deemed the Employer and insure the student placement activity.</p>		
<p><b>Pending Legislation</b></p>	<p><b>1. Workplace First Aid Modernization</b> Ontario is proposing the transfer of workplace first aid responsibility from the Workplace Safety and Insurance Board (WSIB) to the Ministry of Labour, Training and Skills Development (MLTSD).</p> <ul style="list-style-type: none"> <li>• a new first aid regulation made under the Occupational Health and Safety Act (OHSA)</li> <li>• revocation of the current Regulation 1101 First Aid Requirements made under the Workplace Safety and Insurance Act, 1997 (WSIA)</li> <li>• the development of first aid training standards that are approved by the chief prevention officer (CPO)</li> <li>• enforcement of first aid requirements by MLTSD</li> </ul> <p><b>2. Defibrillator Registration and Public Access Act:</b></p> <p>The government is committed to increasing access to AEDs in communities across the province. This centralized, online registry provides Ontarians and Emergency Medical Services (EMS) personnel with information about where these life-saving</p>	<p>In progress</p> <p>Good</p>	<p>H&amp;S will continue to monitor status of proposed changes to create new first aid regulation under OHSA.</p> <p>26 new AED units have been purchased and installed, bringing the total to 37 AEDs distributed across all campuses, including at least 1 unit in every</p>

	<p>devices are located in their own communities.</p> <p>The act is not yet in force.</p> <p><b>3. Bill 26 Strengthening Post-Secondary Institutions and Students Act</b></p> <p><i>Amends the Ministry of Training, Colleges and Universities Act and the Private Career Colleges Act, 2005 to require post-secondary institutions to address faculty and staff sexual misconduct towards students.</i></p> <p><b>4. Regulations Amending the Transportation of Dangerous Goods Regulations (Site Registration Requirements): SOR/2023-206</b></p> <p>Following consultation in 2022, proposed regulatory amendments may impact training and require persons who transport dangerous goods to register in a database and provide information concerning materials and operations conducted at their respective sites.</p>	<p>Good</p> <p>Good</p>	<p>building at Symons, Traill, Durham main campus and downtown campus, as well as 4 outdoor units that are available to the public 24 hours a day.</p> <p>H&amp;S will continue to monitor status of proposed regulations under this act.</p> <p>Workplace Violence and Harassment policy has been updated to address faculty and staff sexual misconduct towards students.</p> <p>CEHSO, of which Manager, Environmental H&amp;S is a member, is monitoring this matter and liaising with Transport Canada for implications for universities' current practices.</p>
<p><b>Science Safety</b></p>	<p>Sciences have a web-based science safety program and have established a Science Safety Advisory Committee (SSAC) that meets regularly to review and provide comment on continued program improvements.</p> <p><b>1. Chemical Safety</b></p> <p>Changes recommended by the 2017 hazardous materials stakeholders' group</p>	<p>Good</p>	<p>Work continues on ensuring that</p>

	<p>have been implemented in the Sciences, in consultation with the SSAC.</p> <p>Trent University’s laboratory chemical inventories are now managed by the implementation of HECHMET. HECHMET is a database utilized by a number of Canadian universities. Upon delivery to campus via Shipping and Receiving, each lab chemical is assigned a unique barcode. When a chemical is consumed, the barcode information is removed from the database. HECHMET allows lab supervisors to monitor their chemical inventories and can reduce chemical purchases as we can view existing products onsite and share inter-lab where feasible. Completing the chemical inventories enabled the disposal of a number of legacy hazardous materials which decreases the risk significantly of an un-planned event resulting from older, degrading chemicals.</p> <p><b>2. Biosafety</b> The University’s Biosafety Officer (BSO) manages safety and related administrative requirements for Level 2 and Level 3 laboratories. The BSO reports to the Dean of Arts and Science and is a member of OUBSO (Ontario University Biosafety Officers) and CABS (Canadian Biosafety Association).</p> <p>We presently have 7 Biosafety Work Permits active for work with material classified as RG2.</p> <p><b>3. Radiation Safety</b> The University’s Radiation Safety Officer (RSO) manages safety and other requirements related to the use of ionizing materials, devices and LASER’s. The RSO reports to the Vice-President Research and International (VPRI) who holds the University’s consolidated radioisotope</p>	<p>Good</p> <p>Good</p>	<p>Designated Substances are identified and assessed for exposure as per regulations. Having the inventory system allows us to identify the locations and materials and conduct the assessments better.</p> <p>No action required.</p> <p>No action required.</p>
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	<p>license. The RSO is a member of the Canadian Radiation Protection Association. The university did renew its Nuclear Substance and Radiation Devices License for a further five years until 2027. The university received an additional X ray device (X- Ray Fluorescence or XRF for short). The university currently has 7 x-ray devices on campus, one is likely to be retired in the near future. The use of radioactive materials at Trent are at their lowest point in 20 years.</p> <p>The Canadian Nuclear Safety Commission conducted a Type II inspection at Trent University in December 2023, with only minor deficiencies noted, related to training and authorized users.</p>	Good	<p>Actions were taken and a response was submitted to the CNSC within 21 days of the inspection. All deficiencies have been corrected. Work continues to centralize all H&amp;S related training records in VIP for ease of access and identification of refresher dates.</p>
<b>Workplace Inspections</b>	<p>Joint Health and Safety Committee members conduct monthly workplace inspections to identify workplace hazards. A student employee assists Committee inspectors. Identified hazards and unsafe practices are recorded and shared with the applicable manager, who must respond with an action plan to address the hazard within 21 days.</p>	Good	<p>MJHSC has made a successful effort to recruit more Trent employees that are not members of the JHSC to become trained on conducting inspections to assist this year and into the future.</p>
<b>Workplace Safety and Insurance</b>	<p>The Human Resources Department (HR) manages the University's WSIB account including the reporting and management of claims for university employees, as well as for Trent students on unpaid placements.</p> <p>Effective January 1, 2020, the WSIB adopted a prospective method of setting employer premium rates called the rate framework. As a result, the experience rating plans have been phased out. Under the new framework, the insurable earnings,</p>	Good	<p>No action required.</p>

	<p>claims costs and the number of allowed claims, over a six-year period, are used by the WSIB to set premium rates.</p> <p>WSIB premiums paid for the year 2023 sum to \$291,178.89.</p> <p>Premiums paid for the year 2022 sum to \$229,231.37.</p>		
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**Financial Implications:**

<b>Fire Safety</b>	Fire Safety Plans are developed and Fire Warden training is done in-house, at no cost, with assistance from Peterborough and Oshawa Fire Services training officers. Infractions of the Fire Code can result in fines of up to \$20,000 per day. The current CURIE mandatory property deductible of \$50,000 means that fires in buildings with sprinkler systems or medium and large fires in any building will cost at least this amount.
<b>Hazardous Waste</b>	Current costs are approximately \$15,000 - \$20,000 per year. Unsafe practices (e.g. improper labelling, poor management of time sensitive chemicals) can result in chemicals becoming unstable and / or explosive, and other properties that could result in loss of life, illness, injury and property damage. Contraventions of the Environmental Protection Act are subject to fines of up to \$100,000 per day. Ontario will be broadening its existing administrative monetary penalties (“AMPs”) regime in order to be able to more easily sanction parties who contravene environmental laws.
<b>Multi-Workplace Joint Health and Safety Committee</b>	As a mandatory requirement of the Act, failure to maintain a JH&SC could result in corporate fines of up to \$2,000,000. Failure to govern the Committee in accordance with its Terms of Reference could lead to loss of Ministry approval of a multi-workplace Committee.
<b>Ministry of Labour, Training, and Skills Development</b>	Potential costs include work disruptions and delays, professional reviews (e.g. Engineer’s reports, hygiene testing), renovations or repairs to Ministry timelines.  A person who is convicted of an offence under the Occupational, Health, and Safety Act may be subject to: a fine of up to \$2,000,000 for a corporation, a fine of up to \$1,500,000 for directors and officers and / or up to 12 months imprisonment, and a fine of up to \$500,000 for all other individuals and / or up to 12 month imprisonment. Criminal charges may also apply if there has been personal or corporate negligence.
<b>Training</b>	Failure to provide adequate health and safety training can result in personal fines of up to \$ 500,000 and corporate fines of up to \$2,000,000, and / or up to 12 months imprisonment, as well as WSIB surcharges and possible criminal prosecution at both the personal and corporate level.
<b>Experiential Learning</b>	Students on unpaid placements are considered workers by both the Occupational Health and Safety Act and the Workplace and Insurance Act; where maximum corporate fine for non-

	<p>compliance are \$2,000,000 and individual fines are \$500,000. Civil litigation costs are possible where the WSIA does not apply to the experiential learning activity.</p>
<p><b>Science Safety</b></p>	<p>Failure to adequately address safety in the sciences could result in corporate charges under the Occupational Health and Safety Act (up to \$2,000,000) and/or civil litigation.</p> <p>Incidents resulting from the improper use or management of hazardous materials can result in significant disruption of teaching and research activities, fines and charges (health and safety, fire) and civil litigation.</p> <p>Penalties for non-compliance in work involving controlled, biohazardous substances include license amendment or revocation, security clearance amendment or revocation, forfeiture or seizure of materials, prosecution (up to \$1,000,000 and/or imprisonment for 5 years)</p> <p>Penalties for non-compliance in work involving controlled radioactive materials and/or devices that produce ionizing radiation include information/discussion, written notice, prosecution (up to \$1,000,000 and/or imprisonment up to 5 years).</p>
<p><b>Workplace Inspections</b></p>	<p>Workplace inspections are a requirement of the Occupational Health and Safety Act; non-compliance could lead to corporate fines of up to \$2,000,000.</p>
<p><b>Workplace Safety and Insurance</b></p>	<p>WSIB is experience rated: below average performance results in surcharges, above average performance results in rebates. Contravention of the Workplace Safety and Insurance Act can result in administrative penalties or prosecution (individual fines up to \$25,000, corporate up to \$500,000).</p>

**Enterprise Risk Assessment:**

Due to the potential severity and impact of workplace accidents, Health and Safety continues to be an enterprise risk. A healthy Internal Responsibility System, supported by an effective Health and Safety program, is more than a compliance requirement; it is foundational to worker safety, student safety, labour relations, morale, reputational risk, and productivity; it is also consistent with financial and ethical considerations.

**Next Steps:**

Development, approval, and implementation of the remaining outstanding fire safety plan. Implementation of Health and Safety program review recommendations via

participating in the WSIB Health and Safety Excellence Program. Continual monitoring of pending H&S legislation changes and industry best practices to ensure continual improvement in all aspects of the Trent Health & Safety Program.

Forge and maintain successful relationships with stakeholders across the University to support a safe, healthy and sustainable workplace. Look for creative ways to ensure research and teaching activities are undertaken in a safe manner. Minimize risk to the University through our focus on stakeholder engagement, hazard management and regulatory compliance.

### **Alignment with Mission, Vision, Values, Strategic Plan:**

To promote a safe and environmentally conscious campus by providing expert guidance and effective leadership in support of Trent University's strategic goals.

Health and Safety initiatives underpin all University operations, including teaching and learning, experiential learning, new program development and expansion of Trent Durham GTA. Physical Workplace is a specific criterion for Canada's Top 100 employer selection; and academic plan goal.

### **Consultation:**

JHSC members and workplace parties via JHSC; University employees and managers.

### **Compliance with Policy/Legislation:**

#### **Legislation:**

Occupational Health and Safety Act, Workplace Safety and Insurance Act, Environmental Protection Act, Smoke-Free Ontario Act, Ontario Fire Code, Ontario Building Code, Ontario Human Rights Code.

#### **Policies:**

Health and Safety, Smoke-Free, Employee Electronic Monitoring, Remote Work, Workplace Violence and Harassment, Activity Risk Management, Enterprise Risk Management, Fire Safety Plans, Pets on Campus, Service Animals on Campus.

### **Committee/Board Mandate:**

The Audit & Investment Committee monitors the University's overall compliance with legislation and other regulatory and government accountability requirements and reports to the Board of Governors on these periodically. It may make recommendations on the type of statutory compliance reporting that the Board should receive.

### **Supporting Reference Materials (attached):**

No attachments.



## Board Report

**Session:**  Closed Session;  Open Session

**Action Requested:**  Decision;  Discussion/Direction;  Information

**To:** Board of Governors

**Date:** May 10, 2024

**Presented by:** Julian Smith, Chair, Finance & Property Committee  
Stephanie Williams – Vice-President, Human Resources  
Tariq Al-idrissi – Vice-President, Finance & Administration

**Subject:** Ancillary Fee Protocol

### Motion for Consideration (if applicable):

That the Board of Governors approve the proposed revisions to the Ancillary Fee Protocol and the Memorandum of Understanding for Housing & Dining Fees as presented/amended.

### Executive Summary:

In accordance with the Ministry of Training, Colleges and Universities' (MCU) [Tuition Fee Framework and Ancillary Fee Guidelines](#), publicly-assisted university-level institution must have an ancillary fee protocol that will “set out the means by which students will be involved in decisions to introduce a new or modify an existing compulsory ancillary fee”. The protocol is a formal agreement between the institution’s administration and student governing body representatives.

There are three primary challenges with the current policy structure: administrative inefficiencies, disparate processes between Peterborough and Durham, and limitations of the 3% increase cap (i.e. financial sustainability, public-private partnerships).

In Fall 2023, a CASSC subcommittee was struck to review the current protocols, and is proposing the following amendments to address the above challenges:

Align the Peterborough & Durham Ancillary Fee approvals to a consistent process.

- Amend the automatic increase limit without approval from CASSC to CPI (previously: “CPI or 3%, whichever is lower”).
- Remove language regarding the outdated Student Choice Initiative.
- Remove repeating language of the CASSC Terms of Reference.
- Clarify the process for introduction of new compulsory and non-compulsory ancillary fees.

## Page 2 of 3

- Eliminate the “Non-Compulsory Ancillary Fee Protocol” and transfer the document’s principles regarding Housing & Dining Fees to a MOU to the Ancillary Fee Protocol
  - Implement an exemption to the increase cap for Public-Private Partnered projects.
  - Reduce the levels of endorsement needed for Housing & Dining Fee increases.

**Analysis/Alternatives Considered:**

With these changes, student ancillary fees will be able to increase by CPI without CASSC approval. The 3% increase cap has been a particular challenge during the pandemic when CPI was over double that limit, and departments were required to seek CASSC approval to meet the rising costs. In 2023, Colleges and Athletics were denied a fee increase of CPI by CASSC, and both departments were required to find alternative means to balance their budgets and maintain service levels.

The changes will also allow more independence for the University to adjust Housing and Dining Fees, and it will exempt any public-private partnered projects from this protocol which would have been a deterrent in that type of partnership.

Of note, Student Levy Fees (managed by the Student Associations for Levy Groups) are permitted an increase of CPI without student body approval. These changes to the Ancillary Fee Protocol would parallel the automatic fee increase level to that of the Levy Groups.

**Financial Implications:**

There is no financial cost to the institution in approving these changes, and it benefits the student experience overall by ensuring adequate resources for services and supports.

**Enterprise Risk Assessment:**

Not amending the automatic increase limit for ancillary fees (“CPI or 3%, whichever is lower”) poses considerable risk for ancillary-based services to maintain current levels of service.

Without an exemption to the increase cap for Public-Private partnered (P3) projects, it would be difficult to negotiate P3 deals for the university.

**Next Steps:**

For approval with the Board of Governors, followed by submission of updated protocol to MCU.

**Alignment with Mission, Vision, Values, Strategic Plan:**

N/A

**Page 3 of 3****Consultation:**

- CASSC subcommittee including senior members from housing and food services.
- Edits approved by PVP – February 26, 2024
- Edits approved by the Colleges & Student Services Committee (Peterborough) – February 28, 2024
- Edits approved by the Colleges & Student Services Committee (Durham) – March 28, 2024

**Compliance with Policy/Legislation:**

Tuition Fee Framework and Ancillary Fee Guidelines, MCU 2019

**Committee/Board Mandate:**

The Board of Governors is responsible for ensuring the financial health of the University and the proper management of its buildings, lands and capital projects. The Finance & Property Committee assists the Board in carrying out these responsibilities by monitoring the institution's financial, property and capital affairs and making related policy recommendations.

In its finance role, the Committee monitors budget projections and debt levels and recommends operating, ancillary and capital budgets for the approval of the Board of Governors. It recommends levels of student fees, spending authority, loans and lines of credit for Board approval.

**Supporting Reference Materials (attached):**

Ancillary Fee Protocol; and MOU for Housing & Dining Fees



**UNDERGRADUATE NON-TUITION COMPULSORY ANCILLARY FEE**  
**PROTOCOL**  
**TRENT UNIVERSITY, ~~PETERBOROUGH CAMPUS~~**

Trent Central Student Association (TCSA)  
Trent Graduate Students' Association (TGSA)  
Trent Durham Student Association (TDSA)  
Trent University

March ~~27<sup>X</sup>~~, 20~~24~~<sup>19</sup>

This document outlines the current process for introducing and approving non-tuition related compulsory ancillary student fees ~~at the Peterborough campus~~ of Trent University.

Part **A** is an update of the previous ancillary fee protocol agreement between the university and student associations on Trent's ~~Peterborough campus~~es. It recognizes the ~~Peterborough~~-CASSC committees as the body that oversees the introduction of new compulsory ancillary fees and increases to fees.

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~~Part B is an update of the previous ancillary fee protocol agreement between the university and the student association on the Durham campus. It recognizes the Durham CASSC as the body which oversees the introduction of new compulsory ancillary fees and increases to fees.~~

Part **BC** outlines the process that governs the introduction and management of compulsory levy fees at Trent University.

~~Part D outlines the requirements for compulsory fees set out by the provincial government in its "Student Choice Initiative" (2019).~~

Part **E-C** outlines a mechanism for students to raise any concerns they have about compulsory non-tuition fees at Trent University.

Part **F-D** includes ~~the signatures of the student association and university presidents~~information confirming the dates of the protocol approvals.

A separate Memorandum of Understanding is related to Residence & Dining fees.

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The university and the student associations are committed to work together to address any concerns or conflicts that arise in the administration of compulsory student fees at Trent University.

**Definitions**

Non-tuition-related Ancillary Fee: a fee levied to cover the costs of items which are not normally paid for out of operating or capital revenue.

Compulsory Ancillary Fee: a fee to deliver a service categorized as essential (as per the Tuition Fee Framework and Ancillary Fee Guidelines)

Non-compulsory Ancillary Fee: a fee to deliver a service categorized as non-essential (as per the Tuition Fee Framework and Ancillary Fee Guidelines), and is refundable upon request.

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## A. NON-TUITION-RELATED ~~COMPULSORY~~ ANCILLARY FEE PROTOCOL FOR TRENT UNIVERSITY ~~PETERBOROUGH~~<sup>4</sup>

### The Colleges and Student Services Committee (CASSC)

The process for student involvement in setting the level of non-tuition-related ~~compulsory~~ ancillary fees at Trent University is through the Colleges and Student Services Committee (~~CASSC~~). Both Peterborough and Durham campuses have a respective CASSCs at which applicable non-tuition-related ancillary fees will be presented and/or approved.

~~CASSC (Peterborough and Durham) includes 4 student representative from each of the following student governments:~~

- ~~• Champlain College Cabinet~~
- ~~• Eaton College Cabinet~~
- ~~• Gzowski College Cabinet~~
- ~~• Otonabee College Cabinet~~
- ~~• Traill College Cabinet~~
- ~~• Trent Central Student Association (TCSA)~~
- ~~• Graduate Student Association (GSA) student representatives as outlined in the respective Terms of Reference for each campus.~~

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~~These are~~ the student organizations at Trent University which, when viewed in combination, represent all students who are eligible to vote for a student organization.

### Protocol

Student government representatives on each CASSC will be responsible for the review and approval of Non-Tuition Related ~~Compulsory~~ Ancillary Fees. The updated list of fees charged to students of Trent University ~~in Peterborough~~ are posted annually on the Student Accounts and Student Affairs websites and include a description of the fee and the amount charged.

Increases to existing fees that apply to part-time students use the same percentage increase as the corresponding fee for full-time students and, in some cases, the fees themselves are pro-rated on a per course basis.

### Timetable

- ~~a)~~ Student representatives shall receive training on the budget process by December 31 each year.
- a) CASSC will receive presentations of all proposed budgets from each of the Directors or Managers of the Department.

- c) CASSC representatives will be required to take the proposed budgets to their constituents and report questions or requests for changes to the appropriate Director or Manager at the next meeting of CASSC. Agreement on an ~~ancillary compulsory~~ fee increase shall be indicated in writing and signed by supporting student government members of CASSC by April 1.

### **Budgets presented to CASSC**

Automatic fee increases up to the level of the Canadian Consumer Price Index (CPI), ~~of 3%, whichever is lesser,~~ will be permitted without a referendum or approval of CASSC. The CPI will be the most recent available at the time of budgeting. Requests for ~~compulsory ancillary~~ fee increases which go above the calculated CPI increase must be referred to CASSC for approval. CASSC may approve an annual budget increase up to 20%; beyond this threshold the fee increase will go to referendum.

All ~~compulsory~~ ancillary fees ~~for each campus~~ will be reviewed by ~~the respective~~ CASSC for either approval (i.e. for increase) or for information.

~~Compulsory a~~ncillary budgets not requesting more than an increase as outlined above will be required to present a budget directly to ~~respective~~ CASSCs for information purposes only, prior to April 1.

Formal approval of the ~~compulsory~~ ancillary fees by ~~the Colleges and Student Services Committee's~~ CASSC requires a simple majority of the student leaders specified in ~~this Protocol~~ the CASSC Terms of Reference (or their official designates). In the event that an eligible student government chooses not to participate in this step of the process, the written support of that student government will not be required for approval by ~~CASSC~~ the Colleges and Student Services Committee; however, the recommended level of fees will apply to the students represented by the non-participating student government.

The recommendations for the fees are submitted by the ~~Director of Financial Services~~ Associate Vice President, Finance, to the Finance and Property Committee of the Board of Governors. The Finance and Property Committee reviews the recommendations and determines if the recommendations are to be taken to the Board of Governors for approval.

On approval of the fees by the Board of Governors, the fees will be communicated to all prospective students by the most effective means possible.

### **New Non-Tuition-Related ~~Compulsory~~ Ancillary Fees**

All ~~n~~New ~~compulsory ancillary~~ fees must be in keeping with the account of ~~the principles compulsory fees provided~~ in this protocol. Increases to the new fee in subsequent years will be subject to this Protocol. The institution of new non-tuition related ~~compulsory~~ ancillary fees requires CASSC approval.

New compulsory non-tuition-related ancillary fees (as outlined in the Province's Tuition Fee Framework and Ancillary Fee Guidelines) will be proposed and approved by CASSC.

New ~~If CASSC supports the concept~~ non-compulsory non-tuition-related ancillary fees will need support from CASSC to proceed ~~of the fee then to~~ a referendum ~~will be called by CASSC~~ for all student government constituents to whom the fee would apply for approval.\* The referendum may or may not be held in conjunction with the applicable student government referenda schedule.

~~Where the Trent University administration requests a referendum for the implementation of a compulsory non-tuition-related ancillary fee and the referendum supports the fee implementation, increases to the new fee in subsequent years will be subject to this Protocol.~~

### Revisions

Any revisions to this agreement will be made through the CASSC Terms of Reference Committee, which will also review this protocol every three years from the date of the previous revision. The revised agreement must be approved by the same CASSC consultation and voting process as the budget increase voting process. The revised agreement must then be approved by Trent's Board of Governors. Minor typographical/title or name changes or corrections may be made without this process.

\*In the case of fees that apply to particular groups of students (e.g., business students, nursing students, nursing students at George Brown College, etc.) these are the only students eligible to vote in the referendum.

## **~~B. NON-TUITION-RELATED COMPULSORY ANCILLARY FEE PROTOCOL FOR TRENT UNIVERSITY DURHAM<sup>2</sup>~~**

### **~~The Durham CASSC~~**

~~The process for student involvement in setting the level of non-tuition related compulsory ancillary fees at Trent University Durham is through Durham CASSC.~~

~~The Trent Durham Student Association (TDSA) is the student organization at Trent University Durham that represents all undergraduate students who are eligible to vote for a student organization.~~

### **~~Protocol~~**

~~The Durham CASSC will review, deliberate and make recommendations with regard to compulsory student ancillary fees in accordance with the provisions of this document. Compulsory ancillary fees may not be increased, or new ancillary fees added, without review under this protocol and the subsequent approval of the Board of Governors.~~

### **~~Membership~~**

- ~~1 The Dean/Head, Trent Durham to Chair (non-voting)~~
- ~~2 Trent University Durham faculty or staff members appointed by the Dean/Head of Trent Durham in consultation with the Manager of Student Affairs~~
- ~~1 Senior Student Affairs Officer at Trent University Durham~~
- ~~3 student representatives to be drawn from the Trent in Durham Student Association (TDSA) Board of Directors~~
- ~~1 Student at large appointed by the TDSA Board of Directors~~

~~At least 1 of the 4 student representatives drawn from and appointed by the TDSA Board of Directors shall be a part time student.~~

### **~~Timetable~~**

~~The Durham CASSC shall convene by mid-January each year for this purpose and provide its recommendations by April 1 each year.~~

~~Student services budgets that are not wholly based on ancillary fees\* are presented for information and review to Durham CASSC prior to February 15<sup>th</sup> of each year.~~

### **~~Duties of the Committee~~**

- ~~i. At the first meeting of the committee, the committee members shall receive information and training on the budget process and a schedule of future meetings.~~
- ~~ii. The Committee will meet once to receive presentations of all proposed budgets from each of the Directors or Managers of the Departments~~
- ~~iii. Durham CASSC student members will be required to take the proposed budgets to their constituents and report questions or requests for changes to the appropriate Director or Manager at the next meeting.~~
- ~~iv. Failure by any member of the committee to attend meetings called with five (5) business days' notice, in order to observe this timetable shall not prevent the committee deliberations. In case of an emergency meeting, if individual members are unable to attend, they will still be eligible to vote if they meet individually with the Chair prior to voting.~~
- ~~v. Agreement on a compulsory fee increase shall be indicated in writing and signed by supporting members of the Durham CASSC committee.~~

#### **Budgets presented to the Committee**

- ~~vi. Automatic fee increases up to the level of the Ontario CPI will be permitted without a referendum or approval of the Durham CASSC.~~
- ~~vii. CPI increases will be based on the Ontario CPI and measured from May 1 to April 30.~~
- ~~viii. Requests for approvals which go above the calculated CPI increase must be referred to the Durham CASSC to undergo review. Provided that these increases do not amount to over a 5% increase to the gross compulsory non-academic ancillary fees charged to Trent University Durham students in the prior year, they need not go to referendum for approval. Convocation and Campus Card Fees will undergo an automatic review as part of the Durham CASSC protocol every four years regardless of requested increases, on a rotating basis, and coinciding with the review of these fees by the Colleges and Student Services Committee (CASSC). The review of the convocation fee and campus card fee shall be discussed with the appropriate Trent budget managers.~~

#### **Ancillary Fee Budgets for Information Only**

~~Ancillary Fees not requesting more than an increase as outlined above and not scheduled for full review in the four year rotation outlined above, will be required to present a budget directly to Durham CASSC for information purposes only prior to April 1~~

#### **Approval of Ancillary Fees**

~~Formal approval of the ancillary fees by the Durham CASSC requires a simple majority of the student leaders specified on page 1 of this Protocol (or their official designates).~~

~~The recommendations for the fees are submitted by the Director of Financial Services to the Finance and Property Committee of the Board of Governors. The Finance and Property Committee reviews the recommendations and determines if the recommendations are to be taken to the Board of Governors for approval.~~

~~On approval of the fees by the Board of Governors, the fees will be communicated to all prospective students by the most effective means possible. The updated list of fees charged to students of Trent University in Durham are posted annually on the Student Accounts and Student Affairs websites and include a description of the fee and the amount charged.~~

### ~~**New Non-Tuition-Related Compulsory Ancillary Fees**~~

~~New compulsory fees must be in keeping with the account of compulsory fees provided in this protocol. The institution of new non-tuition-related compulsory ancillary fees requires consultation with Durham CASSC. If the committee supports the concept of the fee then a referendum will be called by Durham CASSC for all student government constituents to whom the fee would apply. The referendum may or may not be held in conjunction with the applicable student government referenda schedule. Referenda conducted by the administration will be electronic with votes.~~

~~Where the Trent University administration requests a referendum for the implementation of a compulsory non-tuition-related ancillary fee and the referendum supports the fee implementation, the new fee will be subject to the Protocol.~~

~~Durham CASSC will determine if the fee is subject to annual review or to CPI increases and review every four (4) years.~~

### ~~**Revisions**~~

~~Any revisions to this agreement will be made through the CASSC Terms of Reference Committee, which will also review this protocol every four years from the date of the previous revision. The revised agreement must be approved by the same CASSC consultation and voting process as the budget increase voting process. The revised agreement must then be approved by Trent's Board of Governors. Minor typographical/title or name changes or corrections may be made without this process.~~

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~~2. Until the 2010-11 fiscal year recommendations with regard to the amount of non-tuition related compulsory ancillary fees charged to Trent Durham students was determined by the Trent University Colleges and Student Services Committee (CASSC) and subject to its protocol (a copy of which is appended to this document). The original CASSC Protocol was written in 1994 to comply with Ministry expectations for student consultation on the~~



~~implementation or increase of student ancillary fees (a copy of which is appended to this document.) Prior to 2010-11 Trent University Durham was located on the campus of the University of Ontario Institute of Technology and Durham College. Trent Durham students were members of the Student Association representing students from all three institutions. With the move to a separate Trent University Durham campus and the establishment of a separate Trent in Durham Student Association, the need for an independent Student Services and Campus Fee Committee and a protocol which recognizes the unique needs of the Trent University Durham student community in the determination ancillary fees for student services and student life programs became apparent.~~

## **CB. COMPULSORY LEVY FEES**

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### **Introduction and Amendment of Levy Fees**

The introduction of any new compulsory levy fee or the modification of existing fees beyond the limits already established any levy fee policy or agreement must be approved by a student referendum and agreed to by the University.

- The student referendum process for introducing new compulsory levy fees and modifying current fees for undergraduate students in Peterborough will be managed by the TCSA.
- The student referendum process for introducing new compulsory fees and modifying current fees for undergraduate students in Durham will be managed by the TDSA.
- The student referendum process for introducing new compulsory levy fees and modifying current fees for graduate students will be managed by the Graduate Student Association.

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The University collects and disburses all compulsory fees. It reserves the right to ensure that fees are being used in ways that are in keeping with the purpose for which the fees have been collected. ~~All new compulsory fees must be for "essential" services and fit within the categories outlined by the government (as in D below).~~

**~~D. COMPULSORY NON-TUITION FEES AND PROCESSES,  
AS DEFINED BY THE STUDENT CHOICE INITIATIVE~~**

~~Compulsory fees are fees which (i) have been approved as mandatory in a referendum; (ii) are “collected for the purpose of delivering an essential service”; and (iii) fit within the following areas identified by the government.~~

- ~~Athletics and Recreation~~
- ~~Career services~~
- ~~Student buildings~~
- ~~Health and counselling~~
- ~~Academic support~~
- ~~Student ID cards~~
- ~~Student achievement and records~~
- ~~Financial aid offices~~
- ~~Campus safety programs~~
- ~~Health and dental plans\*~~
- ~~Student transit passes~~

~~Other approved fees must be optional — i.e. students must have the opportunity to opt out of these fees when they are billed by the university.~~

~~New compulsory fees must be approved by the existing processes for approving fees (i.e. by student referendum) and agreed to by the university.~~

~~\*with the proviso that students must be allowed to opt out if they can provide proof of pre-existing coverage~~

**~~Online Billing~~**

~~As of September 2019, the university must institute an online billing system which will specify compulsory fees and allow students to opt out of optional fees.~~

~~=====~~

**EC. FEE QUERIES**

Students who have any concerns about ancillary compulsory fees they are required to pay may raise their concerns with the office of the Associate Vice-President of Students, who will investigate and respond. The AVP Students will work with student associations to resolve such issues. The university and student associations recognize (i) that the university has a responsibility to ensure that fees that it collects and disburses are used in ways that are in keeping with the purpose for which they have been disbursed; and (ii) that the government will intervene if students are required to pay fees which are not compulsory according to its guidelines.

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**DF. APPROVALS**

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The undersigned confirm that the most recent versions of the Trent ~~Compulsory~~ Non-Tuition Ancillary Fee Protocols, included in this document, have been approved at the following meetings:

- Trent University Peterborough Protocol through the Peterborough CASSC on ~~March 27, 2019~~<DATE>.
- Trent University Durham Protocol through the Durham CASSC on ~~<DATE>~~March 29, 2019
- Trent University Board of Governors on ~~May 10, 2019~~<DATE>.

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Leo Goarke  
President and Vice-Chancellor, Trent University

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~~Ann Majella McKelvie~~Aimee-Marie Anctil  
President, Trent Central Student Association

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~~Nick Ryan~~Riley Ambrose  
President, Trent Durham Student Association

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Emma Kaszecki  
President, Trent Graduate Students' Association

## MEMORANDUM OF UNDERSTANDING

Between Trent University and Trent Central Students' Association (TCSA), Trent Durham Students' Association (TDSA), and Trent Graduate Students' Association (TGSA) regarding Residence & Dining Plan Fee increases.

### Definitions

#### Residence Fees

Purpose: accommodation in university residences where the university has exemption under the Residential Tenancies Act.

Service group: only those students who apply and are assigned to residence for the Fall/Winter semester.

#### Dining Plan Fees

Purpose: food for students receiving accommodation in university residences where the university has exemption under the Residential Tenancies Act.

Service group: only those students who apply and are assigned to residence and who pay housing and residential meal dining plan fees.

### Protocol Agreement

1. Housing and Dining plan Residence and Dining Plan Fees will be reviewed and approved the Housing Services Advisory Committee and Food Services Advisory Committee respectively, and presented to CASSC (Peterborough and Durham respectively) for information.
2. Housing Residence and Dining Pplan Fee increases up to the level of the Canadian Consumer Price Index (CPI), or 3%, whichever is lesser, will be permitted annually. The CPI figure will be the most recent available at the time of budgeting.
- 2-3. Residence and Dining Plan Fee increases between CPI and 20%, will be subject to without a referendum or approval endorsement of the Housing Services Advisory Committee and Food Services Advisory Committee respectively. The CPI figure will be the most recent available at the time of budgeting.
- 3-4. Any new Residence and Dining Plan Fee-fee or increase above 20% will be voted on in a referendum of students living in residence.
- 4-5. No new ancillary new Residence and Dining Plan Fees- fees may be added, without review under this protocol the terms above and the subsequent approval of the Board of Governors.

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5-6. The recommendations for the fees are submitted by the ~~Director of Financial Services~~ Associate Vice President, Finance, to the Finance and Property Committee of the Board of Governors. The Finance and Property Committee reviews the recommendations and determines if the recommendations are to be taken to the Board of Governors for approval.

7. On approval of the fees by the Board of Governors, the fees will be communicated to ~~all prospective~~ students by the most effective means possible.

8. Residence and Dining Plan Fees for buildings operated as part of a public-private partnership are exempt from the provisions in this ~~protocol~~ agreement.

**Revisions**

Any revisions to this Memorandum of Understanding will fall subject to review and agreement between the parties, and review by CASSC ~~the same revision principles as outlined in the Protocol~~

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**Signatures**

\_\_\_\_\_  
Leo Groarke  
President and Vice-Chancellor, Trent University

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Aimee-Marie Anctil  
President, Trent Central Student Association

\_\_\_\_\_  
Riley Ambrose  
President, Trent Durham Student Association

\_\_\_\_\_  
Emma Kaszecki  
President, Trent Graduate Students' Association



## Board Report

**Session:**  Closed Session;  Open Session

**Action Requested:**  Decision;  Discussion/Direction;  Information

**To:** Board of Governors

**Date:** May 10, 2024

**Presented by:** Jennifer McGarrity Chair, Audit and Investment Committee  
Tariq Al-idrissi, VP Finance and Administration

**Subject:** **Annual Review of Special Resolution II.6 - Statement of Investment Policies and Procedures - Trent University Endowment Fund**

### **Motion for Consideration (if applicable):**

That the Board of Governors approve the revisions to Special Resolution II.6 Statement of Investment Policies and Procedures - Trent University Endowment Fund, as presented/amended.

### **Executive Summary:**

In 2022, the Statement of Investment Policies and Procedures for the Endowment Fund underwent a substantive revision to capture the changes made to the University's investment strategy. This year's annual review was conducted by TELUS Health. Many of the recommended changes are to clarify gross versus net of fee expectations and amend the real rate of return objective from 4.0% to 4.6% over a four-year trailing period to reflect the expected added value of active management to mitigate the increase in active management costs. Other recommended revisions are to provide further clarity or detail aligned with best practice, or for consistency with other Board resolutions.

### **Analysis/Alternatives Considered:**

Please refer to the Memo from TELUS Health dated April 23, 2024 (Appendix A) for a summary of key recommended changes.

### **Financial Implications:**

The revisions to this SIPP do not have any direct financial implications.

### **Enterprise Risk Assessment:**

The Statement of Investment Policies and Procedures provides the framework for the investment of the assets of the Endowment Fund. Its purpose is to guide the Board of Governors in ensuring that funds donated to the University are managed responsibly and with a view to producing real capital and income growth to support the University's academic mission. The primary objective is to ensure an appropriate balance between long-term performance with optimal return on investment and delivering returns in as



stable a manner as possible to preserve original capital, maintain purchasing power, pay associated fees and expenses and meet the University's annual distribution target of 3.5%. The investment strategy includes diversification in its asset mix to mitigate volatility in the market and active management to optimize returns net of expected fees and expenses. ESG considerations are incorporated to meet the University's commitment to being actively engaged in contributing to climate change abatement and environmental sustainability and being responsive to socially responsible investment options.

**Next Steps:**

N/A

**Alignment with Mission, Vision, Values, Strategic Plan:**

The Statement of Investment Policies and Procedures aligns with the University's strategic directions to "actively manage the University's endowment funds with a focus on both economic returns and ESG values".

**Consultation:**

University administration consulted TELUS Health (formerly Lifeworks), its investment consultant, in changes that need to be made to the University's statement of investment policies and procedures regarding the Endowment Fund.

**Compliance with Policy/Legislation:**

None

**Committee/Board Mandate:**

The Board of Governors is responsible for ensuring the financial health of the University and the proper management of its buildings, lands and capital projects.

The Audit and Investment Committee is responsible for the review and recommendations for approval of investment policies and procedures, and annual distribution policies. This committee also has delegated authority for the appointment of custodian/trustees and investment managers for Trent's investment funds.

**Supporting Reference Materials (attached):**

Appendix A: Memo from Telus Health dated April 23, 2024

Appendix B: Revised Special Resolution II.6: Statement of Investment Policies and Procedures - Trent University Endowment Fund (track changes copy).



## Memo

Date: April 23, 2024  
 To: Trent University Audit & Investment Committee  
 Re: Statement of Investment Policies and Procedures (SIPP) Review for the Endowment Fund and Sinking Fund

### Background

- Trent University requested TELUS Health assist in completing a comprehensive review of the Statement of Investment Policies and Procedures (SIPP) for the Endowment Fund and Sinking Fund.
- Key objectives of the review included:
  - Incorporate SIPP industry best practices.
  - Revise the Sinking Fund SIPP to align more closely with the Endowment Fund SIPP.

### Summary of Key Changes

The following table highlights SIPP sections where significant changes were made. Minor updates for clarity were made throughout the document.

#### Endowment Fund

Section	Key Changes
1 – Overview	Section 1.02 <ul style="list-style-type: none"> <li>• Amended list of signing authorities to be consistent with Board Special Resolution II.1: Banking Resolution concerning Accounts held in the name of Trent University</li> </ul> Section 1.03 <ul style="list-style-type: none"> <li>• Clarified gross vs. net of fee expectations to address inconsistencies in the document and align with monitoring best practices.</li> <li>• Increased gross return objective from 4.0% to 4.6% to account for active management costs. We note that active managers are expected to add value in excess of their fee (over the longer-term) so this increased return expectation is appropriate.</li> <li>• Included detail on Operational Expenses.</li> </ul> Section 1.05 <ul style="list-style-type: none"> <li>• Removed reference to fiduciary responsibilities as it is a higher standard of care than required for endowments.</li> </ul>
2 – Asset Mix and Diversification Policy	Section 2.01 <ul style="list-style-type: none"> <li>• Clarified gross vs. net of fee expectations to address inconsistencies in the document and align with monitoring best practices.</li> </ul>

	<ul style="list-style-type: none"> <li>Included wording to specify that net of fee performance expectations apply for each manager, rather than at the Fund level. This requires each manager to add value over their fee, rather than one manager’s performance “subsidizing” another manager’s.</li> </ul> <p>Section 2.03</p> <ul style="list-style-type: none"> <li>Included more detailed wording on the rebalancing process.</li> </ul>
<p>5 – Administration</p>	<p>Section 5.06</p> <ul style="list-style-type: none"> <li>Revised wording on Valuation of Investments Not Regularly Traded to apply more broadly and be consistent with current valuation practices.</li> </ul>

**Sinking Fund**

The Sinking Fund SIPP was revised to be consistent with the format and wording of the Endowment SIPP and incorporates relevant key changes identified above. Additionally, wording in Section 1.03 – Objective of the Fund was streamlined to be consistent with the level of detail in the Endowment SIPP.



## Special Resolution II.6

# Statement of Investment Policies and Procedures

Trent University Endowment Fund

~~April June 23, 2024~~ May 10, 2024

Prepared by Trent University with the assistance of TELUS Health (formerly LifeWorks)

**Approved** on ~~June April 23, 2024~~ May 10, 2024 by the Board of Governors of Trent University

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## Section 1—Overview

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### 1.01 Purpose of Statement

This Statement of Investment Policies and Procedures (the “Policy”) provides the framework for the investment of the assets of the Trent University Endowment Fund (the “Fund”). Its purpose is to guide the Board of Governors of Trent University (the “Board”) in ensuring that funds donated to the University are managed responsibly and with a view to producing real capital and income growth to support the University’s academic mission.

This Policy is based on the “prudent person portfolio approach” to ensure the prudent investment and administration of the assets of the Fund.

### 1.02 Fund Background

Trent University (the “University”) was created by the Ontario Legislature in April 1963. The Fund was established early in the University’s history to help support its academic mission. The investment of endowment assets enables the University to annually distribute funds that support a broad range of worthy activities including student scholarships and bursaries.

The Fund contains assets donated to the University directly, and through certain government matching programs. Assets are pooled for investment purposes. The purpose of the Fund is to provide a secure source of capital, on which expenditures are drawn from the earnings while the principal remains intact.

The University is a registered charity and, under the Federal Income Tax Act, is exempt from income tax. The Board, by special resolution, establishes a formula for calculating the rate of annual distribution from the Fund (currently a maximum of 3.5%). The Board’s spending policy is reviewed periodically by the Audit & Investment Committee of the Board (the “Committee”).

For financial accounting purposes, retained gains (in dollars) in each endowed fund are recognized in the Fund.

The annual expendable funds may be spent according to any conditions of the gift, retained in an expendable trust account, or reinvested in the Fund. The endowed fund can be liquidated to create expendable funds, with the written approval of any two of the following unique individuals: the Chair of the Board, a Vice-chair of the Board, the Chair of the Executive Committee, the President, a Vice-President of the University, the Secretary of the Board, and the Associate Vice-President, Finance. Each signing authority must be a distinct individual, and no individual may hold more than one of these designated roles for the purposes of signing. This requirement is subject to the guidelines outlined in the Policy and

~~the conditions of a gift. The annual expendable funds may be spent according to any conditions of the gift, retained in an expendable trust account or reinvested in the Fund. The endowed fund can be liquidated to create expendable funds, with the written approval of any two of the President, the Vice-President, External Relations and Development, and the Vice-President, Finance & Administration, subject to the guidelines outlined in the Policy and the conditions of a gift.~~

All interest earned from the investments, including all realized profits, interest and dividend income are reinvested in the Fund.

The University may accept endowed funds with different investment objectives from the Fund, subject to the guidelines outlined in this Policy. These funds will not be co-mingled with the Fund but will be managed and reported on separately under the direction of the Committee.

On May 12, 2022, a donor agreement between the Jarislowsky Foundation and Trent University was reached. A \$2 million gift from the Jarislowsky Foundation was matched by a \$2 million contribution from Trent University. A copy of the investment policy for these funds can be found in Appendix B – The Investment Policy of Jarislowsky Chair Accounts. These funds will not be subject to the guidelines in this Policy and will be overseen by the Committee.

### 1.03 Objective of the Fund

The University's long-term goal is to achieve real capital and income growth to offset future distributions which support the University's teaching/research mission. The Fund ~~must~~ earn a real rate of return over a trailing four-year period of 4.6%, gross of fees and expenses, of at least 4.0% to meet its following obligations:

- ~~• A~~ annual distribution target of 3.5%;
- ~~• Allowance of a maximum approximately up to 1.1% for~~ investment management fees and operational expenses; and
- ~~M~~ maintain the purchasing power of the endowed capital (defined as the annual change in the Canadian Consumer Price Index).

### Distribution Policy

It is the policy of the Committee to distribute, following each calendar year, an amount calculated as follows:

The annual distribution rate from the Endowment Fund will be 3.5% of the average market value of the total Endowment over a trailing four-year period, as of the end of the prior calendar year. The distribution rate of 3.5% assumes a



4. ~~0.65~~% real rate of return, gross of fees and expenses, over the long term for the Fund. The formula is as follows:

$$\text{\$Distribution}(T) = \text{MV}(4 \text{ yr avg}) * .035$$

where  $\text{\$Distribution}(T)$  equals the total distribution in dollar terms and  $\text{MV}(4 \text{ yr avg})$  equals the four-year average market value of the Fund

Unless otherwise determined by the Committee, the distribution amount shall be paid out regardless of the actual income or appreciation experienced that fiscal year. Amounts earned in excess of the distribution allocation may be held in an expendable account or added to the capital and reinvested.

The Committee will review the distribution policy and performance of the Fund at least annually to ensure the appreciation of the Fund is adequate to sustain the following items:

1. Purchasing power of the Fund by growing the Fund at the rate of inflation; ~~:-~~
2. The annual distribution rate of the Fund to maintain a constant pay out to meet its longer-term commitments; ~~and-~~
2. Investment management fees and operational expenses.
- 3.

The Committee may adjust the distribution rate as it deems appropriate to ensure the items mentioned above are sustained.

### Operational Expenses

The management and operation of the Fund incur various expenses that are essential to its ongoing administration and investment management. These operational expenses include, but are not limited to, custodial fees, auditing fees, and other administrative costs directly related to the oversight and management of the Fund. Operational expenses include fundraising expenses but exclude investment management fees paid to the Fund's investment managers. :-

Operational expenses profiles are to be reviewed annually as part of the SIPP review process. This review will ensure that all operational costs are necessary, reasonable, and aligned with the Fund's financial goals and budgetary constraints. The Committee shall assess variations in operational expenses and make adjustments as needed to optimize financial management and cost-efficiency of the Fund.

## 1.04 Investment and Risk Philosophy

The Board's investment objective set out in Section 1.03 is consistent with the overall investment risk level that the Fund could assume in order to meet the obligations of the Fund and is to be measured over rolling four-year periods. The Fund should be prudently managed to help avoid excessive volatility in annual distributions.

To achieve its long-term investment goals, the Fund must invest in assets that have uncertain returns. However, the University attempts to reduce the overall level of risk by diversifying among the asset classes and further diversifying within each individual asset class.

The Fund has a moderate to moderately high tolerance for risk.

## 1.05 Environmental, Social And Governance (ESG)

"ESG" refers to the environmental, social and governance factors relevant to an investment that may have a financial impact on that investment.

The Board's primary objective ~~fiduciary responsibility~~ is to ensure an appropriate balance between the need to seek long-term performance to ensure optimal return on investment, and to ensure that those returns are delivered in as stable a manner as possible (given the behaviour of the investment markets).

Alongside this primary objective, the University is committed to being actively engaged in contributing to climate change abatement and environmental sustainability, and to being responsive to select donor interest in socially responsible investment options. Investment managers are reviewed with ESG principles in mind. The intention is to see that investment managers do incorporate ESG considerations into the investment decision making process for their funds, alongside the achievement of the primarily ~~fiduciary~~ objectives described above.

~~The Committee intends to send an annual letter to the managers asking them to confirm their continued adherence to ESG principles in their investment process.~~

The Committee believes that consideration of ESG factors into the investment process and manager selection ~~would be more~~ is in line with the core beliefs and key areas that are of importance to the University.

## 1.06 Administration

The Board is responsible for ensuring the prudent management of the Fund. The Board designates a senior administrative official in the University who is responsible to the Board for the administration of the Fund. The senior

administrative official may invest any part of the Fund not assigned to the investment managers in short term investments or other investments, under the direction of the Committee, and is subject to the guidelines specified in this document. The Board has also appointed the Committee to whom the Board has delegated certain oversight responsibilities, as set out in the Committee's terms of reference in section 5.03.

## Section 2—Asset Mix and Diversification Policy

---

### 2.01 Portfolio Return Expectations

The investment managers appointed by the Committee to manage the assets of the Fund (the “Investment Managers”) are expected to achieve a satisfactory return through a diversified portfolio, consistent with acceptable risks and prudent management.

~~The long-term target of the Fund, measured over rolling four-year periods, is to achieve a total annual real rate of return of at least 4.6%. This target rate of return is established to meet the financial obligations as set out in section 1.03, including maintaining the purchasing power of the endowed capital, covering annual distribution targets, and accommodating investment management fees and operational expenses. The long-term target of the Fund, measured over rolling four-year periods, is to achieve a total annual real rate of return (i.e., greater than the annual increase in the Canadian Consumer Price Index, net gross of all fees and expenses) of at least 4.05%.~~

The four-year rolling period investment objective is to earn, ~~net gross~~ of fees and expenses, the target policy benchmark return indicated in 4.02 below. Where active management is utilized, an additional objective is for each active Investment Manager to earn a four-year rolling period return, net of fees, that exceeds their benchmark. The long-term asset mix policy has been established in order to provide a reference for long-term return requirements which are consistent with the Fund’s distribution requirements at a risk level acceptable to the Committee.

~~In summary, return objectives of the Fund are:~~

- ~~• Rolling four-year net return of at least CPI + 4% per annum.~~

### 2.02 Expected Volatility

The volatility of the Fund is directly related to its asset mix, specifically, the balance between the asset classes chosen in the asset mix reflected in Section 2.03. The volatility of the Fund should be similar to the volatility of the Benchmark Portfolio set out in Section 4.02.

### 2.03 Asset Mix

#### (a) Total Asset Mix

Taking into consideration the investment and risk philosophy of the Fund, the following asset mix (at market value) has been established:

<b>Assets</b>	<b>Minimum %</b>	<b>Benchmark %</b>	<b>Maximum %</b>
Canadian Equities	5.0	10.0	15.0
Global Equities	30.0	40.0	50.0
<b>Total Equities</b>	<b>40.0</b>	<b>50.0</b>	<b>60.0</b>
Bonds	15.0	25.0	35.0
<b>Total Fixed Income</b>	<b>15.0</b>	<b>25.0</b>	<b>35.0</b>
Real Estate	7.5	12.5	17.5
Infrastructure	7.5	12.5	17.5
<b>Total Alternatives</b>	<b>15.0</b>	<b>25.0</b>	<b>35.0</b>

For purpose of the total asset mix described above, the Investment Managers' asset class pooled funds are deemed to be 100% invested, even though these funds may contain a portion held in cash and cash equivalent instruments.

In the absence of a sufficient allocation to one or more of the above asset classes, particularly Alternatives, assets will be temporarily pro-rated across the remaining asset classes until a suitable allocation can be made.

~~In order to ensure that the Fund operates within the minimum and maximum ranges, the University shall monitor the asset mix on an on-going basis. In addition, the Committee shall review the asset mix at least quarterly, to ensure compliance within the ranges noted above.~~

The Committee shall monitor the asset mix at least quarterly and take action as needed to rebalance the asset mix or bring the allocation to each asset class back within the stated ranges as outlined above. The Committee may permit the allocation to an asset class to fall outside the stated ranges on a temporary basis when it considers such action to be prudent.

Upon triggering a rebalancing event, the following steps will be taken:

- Assess the deviation of the current asset mix from the target allocation.
- Determine the transactions required to realign the portfolio with the target allocation, considering the cost-effectiveness of potential trades.

- Prioritize the use of cash flows (e.g., donations, distributions, contributions) to minimize transaction costs associated with rebalancing.
- Execute trades of investment manager pooled funds in a manner that minimizes costs and market impact subject to approval by the Investment Committee.

## Section 3—Permitted ~~and Prohibited~~ Investments

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### 3.01 General Guidelines

The investments of the Fund must comply with the requirements and restrictions set out in the Income Tax Act (Canada) and any relevant regulations.

### 3.02 Permitted Investments

The Investment Managers may invest in any of the following asset classes and investment instruments listed below.

#### (a) Canadian and Global Equities

- (i) Common and convertible preferred stock;
- (ii) Debentures convertible into common or convertible preferred stock provided such instruments are traded on a recognized public exchange or through established investment dealers;
- (iii) Rights warrants and special warrants for common or convertible preferred stock;
- (iv) Instalment receipts, American Depository Receipts and Global Depository Receipts;
- (v) Units of real estate investment trusts (REITs);
- (vi) Units of income trusts domiciled in jurisdictions that provide limited liability protection to shareholders;
- (vii) Units of limited partnerships which are listed on the TSX exchange; and
- (viii) Exchange traded index-participation units (e.g. iShares; SPDRs).

#### (b) Bonds

- (i) Bonds, debentures, notes, and other evidence of indebtedness of Canadian, supranational or developed market foreign issuers whether denominated and payable in Canadian dollars or a foreign currency;
- (ii) Mortgage-backed securities;
- (iii) Asset backed securities;
- (iv) Term deposits and guaranteed investment certificates;
- (v) Investments in good quality foreign issuers of debt in Canadian dollars (i.e., maple bonds) are allowed;

(vi) Private placements of bonds subject to Section 3.03 below, provided that they are marketable and meet the liquidity and minimum issue size requirements for inclusion in the FTSE Canada Universe Bond Index;

(vii) Real return bonds.

**(c) Cash and Short Term Investments**

(i) Cash on hand and demand deposits;

(ii) Canadian Treasury bills issued by the federal and provincial governments and their agencies;

(iii) Sovereign short-term debt instruments of developed countries, with maturities not exceeding 180 ~~days~~ months;

(iv) Obligations of trust companies and Canadian and foreign banks chartered to operate in Canada, including bankers' acceptances;

(v) Commercial paper and term deposits;

(vi) Other money market instruments (maturity not exceeding 365 days).

**(d) Alternatives**

(i) Infrastructure private investments such as open-ended funds and LP structures. This may cover any geographical area;

(ii) Real Estate private investments such as open-ended funds and LP structures. This may cover any geographical area.

**(e) Other Investments**

(i) Investments in open-ended or closed-ended pooled funds provided that the assets of such funds are permissible investments under this Policy;

(ii) Deposit accounts of the Fund's custodian can be used to invest surplus cash holdings;

(iii) Currency forward and futures contracts to hedge the currency risk of investment positions in non-Canadian dominated securities;

(iv) Index-linked futures contracts/swaps are permissible derivative investments for stock/bond exposure.

**(f) Fund Structures**

While the guidelines in this Policy are intended to guide the management of the Fund, it is recognized that, where pooled funds are held, there may



be instances where there is a conflict between this Policy and the investment policy of a pooled fund. In that case, the pooled fund policy shall dominate, subject to the compliance reporting procedures outlined in Section 4.03 ~~and Appendix A~~. However, the Investment Managers are expected to advise the Committee in the event of any material discrepancies between the above guidelines and the pooled fund's own investment guidelines. In addition, the Investment Managers will ensure that the Committee has received a copy of the most recent version of the pooled fund policy and of any amendments made to the pooled fund policy.

**(g) Derivatives**

Derivatives of equity, fixed-income or currency-related investments, futures and/or forward contracts, swaps, options, warrants, depository receipts, rights or other similar instruments are all permitted for the purposes of exposure and/or hedging. The exposure should be consistent with the Fund's investment objectives and guidelines laid out in this document.

Any derivative will be measured against its underlying exposure. Derivatives cannot be used for speculative purposes or to leverage the portfolio. Similarly, the Fund may indirectly invest in derivatives through its investment in pooled or mutual funds, if the objectives and strategies of these funds permit.

**3.03 Minimum Quality Restrictions**

**(a) Quality Standards**

Within the investment restrictions for individual portfolios, all portfolios may hold a prudently diversified exposure to the intended market.

- i. The minimum quality standard for individual bonds and debentures is 'BBB' rating or equivalent as rated by at least two of the three recognized bond rating Agencies at the time of purchase. Unrated bonds should be assigned a rating by the Investment Manager before purchase.
- ii. The minimum quality standard for individual short term investments is 'R-1' or equivalent as rated by at least two of the three recognized bond rating agencies, at the time of purchase.
- iii. The minimum quality standard for individual preferred shares is 'P-1' or equivalent as rated by at least two of the three recognized bond rating agencies, at the time of purchase.
- iv. All investments shall be reasonably liquid.

**(b) Split Ratings**

In cases where recognized bond rating agencies do not agree on the credit rating, the bond will be classified according to the methodology used by FTSE Canada, which states:

- i. If two agencies rate a security, use the lower of the two ratings;
- ii. If three agencies rate a security, use the middle of the three ratings; and
- iii. If four agencies rate a security, use the middle of the three lowest ratings.

**(c) Downgrades in Credit Quality**

- i. An active Investment Manager, based on its own internal credit analysis, may invest in fixed income securities with credit ratings that do not meet the Quality Standards described above in Section 3.03 (a), as rated by the Recognized Rating Agencies described in 3.03 (d), provided that it supplies a detailed report on the credit ratings for fixed income securities in the portfolio or pooled fund in question, at least semi-annually.
- ii. A passive Investment Manager will not comply with the above notification requirements. Its reporting will be limited to the compliance reporting as described under Section 4.03.

**(d) Ratings Agencies**

For the purposes of this Policy, the following rating agencies shall be considered to be a 'recognized bond rating agency':

- i. Dominion Bond Rating Service;
- ii. Standard and Poor's;
- iii. Moody's Investors Services; and
- iv. Fitch Ratings.

**3.04 Maximum Quantity Restrictions**

**(a) Total Fund Level**

No securities of any one company or organization shall represent more than 10% of the total market value of the Fund.

**(b) Individual Investment Manager Level**

The Investment Managers shall adhere to the following restrictions:

- i. Equities
  - a. No one equity holding or private placement shall represent more than 10% of the total market value of the Investment Manager's equity portfolio.
  - b. No one equity holding shall represent more than 10% of the voting shares of a corporation.
  - c. No one equity or private placement holding shall represent more than 10% of the available public float of such equity or private placement security.
  - d. No more than 15% of the Canadian equity portfolio shall be invested in income trusts and limited partnerships.
- ii. Bonds and Short Term
  - a. Except for federal and provincial bonds, no more than 10% of an Investment Manager's bond portfolio may be invested in any one company or affiliated group of companies.
  - b. No more than 15% of the market value of an Investment Manager's bond portfolio shall be invested in bonds rated 'BBB'.
  - c. Net foreign currency exposure is limited to no more than 5% of the market value of the bond portfolio.
  - d. No more than 20% of the market value of the bond portfolio may be held in foreign issuer bonds.
  - e. No more than 10% of the market value of the bond portfolio shall be invested in direct mortgages backed by Canadian real estate.
- iii. Pooled Funds

The investment by the University in a pooled fund may not exceed 10% of the market value of the pooled fund.

### **3.05 Prior Permission Required**

The following investments are permitted provided that prior permission for such investments has been obtained from the Committee:

- (a) Direct investments in resource properties;
- (b) Direct investments in venture capital financing;
- (c) Investments in a pooled fund that conflicts with this Policy;
- (d) Investments in private placement equities;
- (e) Derivatives other than those otherwise permitted by this Policy;
- (f) Commercial and residential mortgages secured against Canadian real estate;
- (g) Private Placement Bonds.

Private placement bonds that do not qualify for inclusion in the FTSE Canada Universe Bond Index are only permitted subject to all of the following conditions:

- (a) The issues acquired must be at least 'A' or equivalent rated;
- (b) The total investment in such issues must not exceed 10% of the market value of the Investment Manager's bond portfolio;
- (c) The Investment Manager's portfolio may not hold more than 5% of the market value of any one private placement; and
- (d) The Investment Manager must be satisfied that there is sufficient liquidity to ensure sale at a reasonable price.

### **3.06 Prohibited Investments**

The Investment Manager shall not:

- (a) Purchase securities on margin or engage in short sales;
- (b) Invest in debt instruments issued by the University; or,
- (c) Make any investment not specifically permitted by this Policy.

### **3.07 Securities Lending**

The investments of the Fund may, with the approval of the Committee, be loaned for the purpose of generating revenue for the Fund subject to the provisions of the Income Tax Act (Canada) and its applicable regulations.

Such loans must be secured by cash and or/readily marketable government bonds, treasury bills and/or letters of credit, discount notes, banker's acceptances of Canadian chartered banks or high quality, liquid equities. The amount of collateral taken for securities lending should reflect OSFI standards and best practices in local markets. This market value relationship must be calculated at least daily.

The terms and conditions of any securities lending program will be set out in a contract with the Fund's custodians which, at all times, ensure that the University has a current list of those institutions that are approved to borrow the Fund's investments. If the Fund is invested in a pooled fund, security lending will be governed by the terms and conditions set out in the pooled fund contract.

### **3.08 Borrowing**

The Fund shall not borrow money, except to cover short-term contingency and the borrowing is for a period that does not exceed ninety days, subject to the written permission of the Board.

## Section 4—Monitoring and Control

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### 4.01 Delegation of Responsibilities

(a) The Board and The Audit & Investment Committee

The Board has responsibility for overseeing the Fund administered by the senior University official as stated in Section 1.06 of this Policy. The Board is also responsible for amending this Policy upon the review and recommendation of the Committee.

The Committee will:

- i. Assist the Board in fulfilling its fiduciary duties and provides direction to the Vice-President, Finance and Administration with respect to the Fund;
- ii. May hire or terminate the Investment Manager(s) at its discretion, without obtaining the approval of the Board;
- iii. Develop the Policy for the Fund;
- iv. Review the Fund policy statement at least annually;
- v. Make recommendations regarding the appointment or dismissal of Investment Managers, custodians, consultants and others as required;
- vi. Monitor and co-ordinate the activities of the Investment Managers and other service providers to the Fund; and
- vii. Review and evaluate the investment performance of the assets of the Fund, including asset allocation and the rates of return achieved relative to established objectives.

The Committee can also delegate certain functions relating to the management and administration of the Fund to external organizations, as outlined below:

(b) Investment Managers

The Investment Managers will:

- i. Invest the assets of the Fund in accordance with this Policy;
- ii. Meet with the Committee as required and provide written reports regarding their past performance, their future strategies and other issues requested by the Committee;

- iii. File quarterly compliance reports, unless the investment is in a mutual fund (see Section 4.03 ~~and Appendix A~~);
- iv. Reconcile their own records with those of the Fund's custodian, at least monthly;
- v. Provide quarterly a performance report in a form acceptable to the Committee. The performance should be provided for the total portfolio managed by the Investment Manager and for each major asset class; and,
- vi. Where investment via a pooled fund or mutual fund has been authorized by the Committee, the Investment Manager will provide the Committee with copies of each pooled fund's audited financial statements within 180 days of the pooled fund's fiscal year end.

**(c) Custodian/Trustee**

The custodian/trustee will:

- i. Maintain safe custody over the assets of the Fund;
- ii. Execute the instructions of the Board, the Committee and the Investment Manager; and,
- iii. Record income and provide monthly financial statements to the University or as required.

**(d) Investment Consultant**

The investment consultant will:

- i. Assist in the development and implementation of this Policy;
- ii. Monitor the performance and asset allocation of the Fund on a regular basis;
- iii. Support the Committee on matters relating to investment management and administration of the Fund; and,
- iv. Meet with the Committee as required.

**4.02 Performance Measurement**

For purposes of evaluating the performance of the Fund and the Investment Manager, all rates of returns are measured over rolling four-year periods, and on a time-weighted return basis.

**(a) Total Fund**

- The long-term target performance objective of the Fund is to outperform the CPI by at least 4.65% over four-year rolling periods, on a grossnet of fees and expenses basis.

Investment weightings and performance of the Fund are to be tested regularly against a Benchmark Portfolio comprising:

<b>Policy Benchmark</b>	<b>%</b>
S&P/TSX Composite Total Return Index	10.0
MSCI ACWI Net Total Return Index (in Canadian dollars)	40.0
FTSE Canada Universe Bond Index	25.0
Real Estate 6% annual return (in Canadian dollars)	12.5
Infrastructure 6% annual return (in Canadian dollars)	12.5

**4.03 Compliance Reporting by the Investment Managers**

The Investment Managers are required to complete and deliver a compliance report to the Committee each quarter ~~(a sample is included in Appendix A (Compliance Report))~~. The compliance report will indicate whether or not the Investment Manager was in compliance with this Policy during the quarter.

In the event that the Investment Manager is not in compliance with this Policy, the Investment Manager is required to advise the Committee immediately, detail the nature of the non-compliance and recommend an appropriate course of action to remedy the situation.

The Fund may invest in pooled funds with separate investment policies. Should a conflict arise between those investment policies and this Policy, the Investment Manager is required to advise the Committee as per section 3.02(fe).

The Fund may invest in mutual funds with separate fund prospectuses. In this case, at inception the Investment Manager is required to provide the prospectus to the Committee and identify any areas in which the investment policy of the mutual fund may not be fully compliant with this Policy. Subsequent to this initial disclosure, the Investment Manager must notify the Committee if it is not in compliance with its own policy or fund prospectus.



#### **4.04 Standard of Professional Conduct**

The Investment Managers are expected to comply, at all times and in all respects, with the Code of Ethics and Standards of Professional Conduct as promulgated by the CFA Institute. All professional service providers are expected to comply with the standards of their professions and general prudence.

The Investment Managers will manage the Fund with the care, diligence and skill that an investment manager of ordinary prudence would use in dealing with endowment funds. Each Investment Manager will also use all relevant knowledge and skill that it possesses or ought to possess as a prudent investment manager.

## Section 5—Administration

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### 5.01 Conflicts of Interest

#### (a) Responsibilities

This standard applies to members of the Board and the Committee, members of all other committees involved in supporting the work of the Fund and all agents employed by the University in the execution of their responsibilities (the “Affected Persons”).

An “agent” is defined to mean an organization, association or individual, as well as its employees who are retained by the Committee to provide specific services with respect to the investment, administration and management of the assets of the Fund.

#### (b) Disclosure

In the execution of their duties, the Affected Persons shall disclose any material conflict of interest relating to them, or any material ownership of securities, which could impair their ability to render unbiased advice, or to make unbiased decisions, affecting the administration of the Fund’s assets.

Further, it is expected that no Affected Person shall make any personal financial gain (direct or indirect) because of his or her fiduciary position. However, normal and reasonable fees and expenses incurred in the discharge of their responsibilities are permitted if documented and approved by the University.

No Affected Person shall accept a gift or gratuity or other personal favour, other than one of nominal value, from a person with whom the employee deals in the course of performance of his or her duties and responsibilities for the Fund.

It is incumbent on any Affected Person who believes that he or she may have a conflict of interest, or who is aware of any conflict of interest, to disclose full details of the situation to the attention of the Committee immediately. The Committee, in turn, will decide what action is appropriate under the circumstances but, at a minimum, will table the matter at the next regular meeting of the Committee.

An Affected Person who has or is required to make a disclosure as contemplated in this Policy shall normally withdraw from the meeting until the issue causing the conflict has been dealt with. He or she may be present at or take part in the discussions on the issue causing the conflict

only if the voting members of the Committee unanimously agree that circumstances warrant such participation. Regardless of the position taken by the Committee, an individual member may still elect to suspend all activities relating to the conflict. In no case is a member permitted to vote on any resolution to approve a contract or investment transaction in which he or she has a material interest.

Notwithstanding the above, the parties listed above may, instead of adhering to the Conflict of Interests in this section, adhere to an alternate Conflict of Interest Policy that the University and the Board deem reasonable.

## **5.02 Related Party Transactions**

A “related party” is defined to mean the Board or any member of the Board, any officer, director or employee of the University, or any member of the Committee. It also includes the Investment Manager and their employees, a spouse or child of the persons named previously, or a corporation that is directly or indirectly controlled by the persons named previously, among others. Related party does not include government or a government agency, or a bank, trust company or other financial institution that holds the assets of the Fund, where that person is not the administrator of the Fund.

The University, on behalf of the Fund, may not enter into a transaction with a related party unless:

- (a) The transaction is both required for operation and or administration of the Fund and the terms and conditions of the transaction are not less favourable than market terms and conditions;
- (b) The combined value of all transactions with the same related party is nominal or the transaction(s) is immaterial to the Fund.

For the purposes of this Section 5.02, only the market value of the combined assets of the Fund shall be used as the criteria to determine whether a transaction is nominal or immaterial to the Fund. Transactions less than 0.5% of the market value of the Fund are considered nominal.

Effective July 1, 2016, the “purchase of securities of a related party, provided [they] are acquired on a public exchange” will no longer be an allowed exemption. This exemption will be replaced with allowing the Fund to indirectly invest in the securities of a related party “if the securities are held in an investment fund or segregated fund in which investors other than the University and its affiliates may invest, and that complies with certain quantitative limits.

### **5.03 Appointing and Monitoring the Investment Managers**

In accordance with its terms of reference, the Committee is responsible for the appointment of the Investment Managers and is not required to obtain the approval of the Board before appointing any Investment Manager, as highlighted under Delegations of Responsibilities in section 4.01 (a). The Committee will monitor and review the:

- (a) Assets and net cash flow of the Fund;
- (b) Investment Managers' organizational and financial stability, staff turnover, consistency of style and record of service;
- (c) Investment Managers' current economic outlook and investment strategies;
- (d) Investment Managers' compliance with this Policy where a manager is required to complete and sign a compliance report; and,
- (e) Investment performance of the assets of the Fund in relation to the rate of return expectations outlined in this Policy, on a quarterly basis.

### **5.04 Dismissal of an Investment Manager**

It is the responsibility of the Committee to monitor the performance of the Investment Manager and to remove the Investment Manager where necessary, in accordance with this section. Reasons for considering the termination of the services of an Investment Manager include, but are not limited to, the following factors:

- (a) Changes in the overall structure of the Fund assets such that the Investment Manager's services are no longer required;
- (b) Change in personnel, firm structure or investment philosophy which might adversely affect the potential return and/or risk level of the portfolio;
- (c) Performance results which are below the stated performance benchmarks; and/or
- (d) Failure to adhere to this Policy.

When one of these or any other serious concern arises, the Committee will normally request a special meeting with the manager to discuss the issue. In any such case, the Committee may recommend corrective action up to and including termination of the services of the Investment Manager. The Committee is not required to obtain Board approval to terminate the services of an Investment Manager.

## 5.05 Voting Rights

The Board has delegated voting rights acquired through the investments held by the Fund to the custodian of the securities to be exercised in accordance with the Investment Managers' instructions. The Investment Managers are expected to exercise all voting rights related to investments held by the Fund in the interests of the beneficiaries in cases where a pooled fund is used. On an annual basis, the Investment Managers shall report their voting activities to the Committee.

The Board reserves the right to take-back voting rights of assets held in segregated portfolios for specific situations.

## 5.06 Valuation of Investments Not Regularly Traded

Marketable securities, including investment in a pooled fund comprising of marketable securities, shall be valued by the Custodian/Trustee no less frequently than monthly at their market value.

If a market valuation of an investment is not readily available, an estimate of fair value shall be supplied by the relevant Investment Manager to the Custodian no less frequently than annually. Such fair value may be determined by reference to the most recent independent expert appraisal or by other means such as discounted cash flow or comparison with similar assets which are publicly traded. In all cases the methodology should be applied consistently over time and in accordance with generally accepted industry valuation procedures. This valuation methodology shall also apply to non-tradable investments held directly or through co-investment with other investors.

~~The following principles will apply for the valuation of investments that are not traded regularly:~~

~~(a) — Equities~~

~~Average of bid and ask prices from two major investment dealers, at least once every month.~~

~~(b) — Bonds~~

~~Same as for equities.~~

~~(c) — Mortgages~~

~~Unless in arrears, the outstanding principal plus/minus the premium/discount resulting from the differential between face rate and the currently available rate for a mortgage of similar quality and term, determined at least once every month.~~

~~(d) — Alternatives & Real Assets~~

~~A certified written appraisal from a qualified independent third party appraiser at least every two years.~~

#### **5.07 Policy Review**

This Policy should be formally reviewed by the Committee at least annually and may be amended by the Board at any time. A copy of the most current policy is to be provided to the Investment Managers.

## Appendix A - Glossary of Terms

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As used in this Policy:

### **Active Management**

Managing the investments of a fund with the objective of outperforming the return of a broad-based index or combination of broad based indices.

### **American Depository Receipt (ADR)**

Receipt for the shares of a foreign-based corporation held in the vault of a U.S. bank and entitling the shareholder to all dividends and capital gains.

### **Asset**

Anything having exchange value.

### **Asset Classes**

Groups of securities or assets with similar characteristics. These may be broadly defined (equities, bonds) or more narrowly defined (Canadian small cap equities, Real Return Bonds).

### **Basis Point**

One-one hundredth of one percent (0.01%).

### **Bond**

Any interest-bearing or discounted government or corporate security that obligates the issuer to make specified payments of interest and principal to the holder over a specified period.

### **Book Value**

The acquisition cost of an asset, including all direct costs associated with the acquisition, prior to any external financing.

### **Common Stock**

Units of ownership of a public corporation where owners typically are entitled to vote on the selection of directors and other important matters as well as to receive dividends on their holdings, and in the event that a corporation is liquidated, the claims of secured

and unsecured creditors and owners of bonds and preferred stock take precedence over the claims of those who own common stock.

### **Consumer Price Index (CPI)**

The Consumer Price Index for Canada as published by Statistics Canada under the authority of the Statistics Act (Canada).

### **Custodian**

A bank or other financial institution that holds the investment assets of the Plan.

### **Debenture**

A general debt obligation backed only by the integrity of the borrower and documented by an agreement called an indenture.

### **Derivative Instruments or Securities**

Financial contracts that derive their value from the value of an underlying asset (such as a financial instrument, index, or commodity) through contractual relationships. Derivatives include forwards, swaps, futures, options and warrants.

### **FTSE Canada Universe Bond Index**

An index maintained by FTSE Canada that covers all marketable Canadian bonds with term to maturity of more than one year. The purpose of the index is to reflect the performance of the broad Canadian investment grade bond market, including federal, provincial and municipal government issues, as well as corporate issues.

### **FTSE Canada 91-day T-Bill Index**

An index maintained by FTSE Canada that covers Canadian Treasury Bills. The index is constructed by selling and repurchasing Government of Canada T-bills with an average term to maturity of 91 days.

### **Diversification**

The spreading of risk by investing assets in different categories of investments.

### **Duration**

The weighted-average time (in years) to cash flow recovery.



## **Equity**

The ownership interest possessed by a shareholder in a corporation - stocks as opposed to bonds.

## **Foreign Equity**

Ownership in non-Canadian stocks.

## **Foreign Exchange Contract**

A contract for the immediate (spot) delivery of a specified amount of foreign currency in exchange for Canadian dollars.

## **Forwards**

Any over-the-counter (OTC) contract, which calls for the delivery of an underlying asset, for a specified price (the forward delivery price), to be delivered at contract maturity.

## **Futures**

Any exchange-traded contract, which calls for the delivery of an underlying asset at a predetermined maturity date, for a pre-specified price (the futures delivery price), to be delivered at contract maturity.

## **Global Depository Receipt**

A receipt denoting ownership of foreign-based corporation stock shares, which are traded in numerous capital markets around the world.

## **Income Tax Act (ITA)**

The Income Tax Act (Canada) and the regulations made thereunder, as amended from time to time.

## **Income Trust**

An investment structured as a trust that invests in income-producing assets where the revenues, net of expenses, are distributed to investors.

## **Index**

A statistical composite that measures changes in the economy or in financial markets, often expressed in percentage changes from a base year or from the previous month.

## **Inflation**

The rise in the prices of goods and services.

## **Investment Manager**

An investment manager who is an individual or company with the responsibility for providing investment advice to clients and executing discretionary investment decisions.

## **Liquidity**

- (a) The characteristics of a security or commodity with enough units outstanding to allow large transactions without a substantial drop in price, and
- (b) The ability of an individual or company to convert assets into cash or cash equivalents without a significant loss.

## **Market Value**

The most probable price that would be obtained for property in an arm's length sale in an open market under conditions requisite to a fair sale, the buyer and seller each acting prudently, knowledgeably and willingly.

## **MSCI ACWI Net Total Return Index**

An index maintained by MSCI, the MSCI ACWI Index is a free float-adjusted market capitalization index that is designed to represent performance of large and mid-cap stocks across developed and emerging market countries. The Net Total Return Index specifically assumes dividends reinvested after the deduction of withholding taxes.

## **Mortgage**

A debt instrument by which the borrower (mortgagor) gives the lender (mortgagee) a lien on property as security for the repayment of a loan.

## **Options**

Any contract granting the purchaser of the contract, the right, but not the obligation, to exercise or fulfil the terms and conditions specified in the contract.

## **Passive Management**

Managing the investments of a fund with the objective of matching the return of a broad-based index such as the S&P/TSX Composite Index.

## **Policy**

The Statement of Investment Policies and Procedures for the Trent University Endowment Fund.

## **Policy Benchmark**

A portfolio that represents the long-term asset allocation set by the Board of Governors in order to meet the portfolio return expectations.

## **Preferred Stock**

A class of capital stock that pays dividends at a specified rate, usually does not have voting rights and that has preference over common stock in the payment of dividends and the liquidation of assets.

## **Private Placement**

Stocks, bonds or other investments that are issued directly to an institutional investor and are not publicly traded.

## **Real Estate**

Investments with returns derived from rental incomes from properties and gains from development, redevelopment and/or sale of properties including office buildings, multi-unit residential buildings and retail space.

## **Resource Property**

Any property that is,

- (a) A right, license or privilege to explore for, drill for or take petroleum, natural gas or related hydrocarbons;
- (b) A right, license or privilege to;
  - i. Store underground petroleum, natural gas or related hydrocarbons;  
or
  - ii. Prospect, explore, drill or mine for minerals in a mineral resource;
- (c) An oil or gas well or real property, of which the principal value depends on its petroleum or natural gas content, excluding any depreciable property used or to be used in connection with the extraction or removal or petroleum or natural gas there from;

- (d) A real property, of which the principal value depends on its mineral resource content, excluding any depreciable property used or to be used in connection with the extraction or removal of minerals there from; or
- (e) A right to or interest in any property described in clause (a) to (d) above.

### **S&P/TSX Composite Total Return Index**

An index maintained by the S&P/TSX Canadian Index Policy Committee that measures the return on the largest companies that trade on the Toronto Stock Exchange. The index is float-weighted and calculated on a total return basis with dividends reinvested.

### **S&P/TSX Capped Composite Total Return Index**

Contains all the constituents of the S&P/TSX Composite Total Return Index, with weight of any single index constituent capped at 10 percent.

### **Securities Lending Agreement**

An agreement entered into by the trustees of Trent University and a borrower of the securities outlining the terms of the loan.

### **Security**

Any document, instrument or writing commonly known as a security and includes a share of any class or series of shares or a debt obligation of a corporation, a certificate evidencing such a share or debt obligation and a warrant.

### **Segregated Fund or Portfolio**

A fund established by a sponsor that is duly authorized to operate a fund in which money from one or more contributors is accepted for investment and the assets of the fund are maintained by the sponsor as separate and distinct from the general funds of the sponsor.

### **Supranational bonds**

Debt issued by supranational organizations such as the World Bank (IBRD), the European Development Bank (EIB) or Inter-American Development Bank (IADB).

### **Warrant**

A type of security, usually issued together with a bond or preferred stock that entitles the holder to buy a proportionate amount of common stock at a specified price, usually higher than the market price at the time of issuance, for a period of years or to perpetuity.

## Appendix B – The Investment Policy of Jarislowsky Chair Accounts

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### The Investment Policy of JARISLOWSKY CHAIR ACCOUNTS

#### 1. Introduction

As per the Donor Agreement between The Jarislowsky Foundation and **Trent University** dated May 12, 2022, the \$2 million gift from the Jarislowsky Foundation matched by \$2 million contribution from Trent University will be managed as a segregated investment, but always under the control and oversight of the Trent University Audit and Investment Committee.

#### 2. Investment Objectives & Strategy

The overall investment objective is to ensure that the **Jarislowsky Chair Accounts** will be invested in a prudent and effective manner so as to preserve and enhance capital while generating sufficient return on investment to meet the disbursement requirements of the Trent University Endowment Fund. The performance objective is to provide total returns greater than 7% per annum after all fees measured over rolling 5-year periods.

The investment strategy will be to construct a quality, dividend growth and income focused portfolio of predominately North American equities. Emphasis will be on companies in growing industries with resistance to recessions, inflation and currency fluctuations.

#### 3. Investment Guidelines

3.1 The **Jarislowsky Chair Account** will ordinarily be invested as follows:

(a) Equities as follows:

- 82% to 92% in segregated Canadian U.S., and International Equities

(b) Cash or Cash Equivalents as follows:

- 8% to 18% in T-bills and/or Money Market Funds approved by Trent University Audit and Investment Committee.

3.2 The Equity portion of the portfolio shall be invested as follows:

- Total number of positions will be between 35-50.
- Maximum 5% of the total market value of the equity portfolio will be invested in the securities of any single issuer.
- Emphasis on dividend growth stocks with a track record of consistent dividend increases on a yearly basis.
- Under normal economic and political conditions, currency positions are not hedged.
- Maximum 15% of the total market value of the portfolio can be invested in Non-North American equities via American or Global Depository Receipts with no withholding taxes and minimal dividend fees.
- The portfolio will not invest in securities of companies domiciled in emerging markets.
- Maximum 5% of the total market value of the equity portfolio can be invested in securities not currently paying a dividend.
- Maximum 10% of the total market value of the equity portfolio can be invested in 'junior'

companies with a minimum CDN\$1 billion market capitalization.

3.3 Refer to **Appendix A** for additional investment guidelines.

### **Appendix A: Additional Investment Guidelines**

#### **JARISLOWSKY CHAIR ACCOUNTS**

- Emphasis on dividend paying stocks with average dividend increases of 7% plus per annum over 5-year periods.
- No investments in large authoritarian countries.
- No investments in countries with high foreign currency debts.
- No investments in any country without the strict rule of law.



## Board Report

**Session:**  Closed Session;  Open Session

**Action Requested:**  Decision;  Discussion/Direction;  Information

**To:** Board of Governors

**Date:** May 10, 2024

**Presented by:** Jennifer McGarrity Chair, Audit and Investment Committee  
Tariq Al-idrissi, VP Finance and Administration

**Subject:** **Annual Review of Special Resolution II.12 – Statement of Investment Policies and Procedures – Trent University Debenture Long-Term Sinking Fund**

### **Motion for Consideration (if applicable):**

That the Board of Governors approve the revisions to Special Resolution II.12 Statement of Investment Policies and Procedures - Trent University Long-Term Sinking Fund, as presented/amended.

### **Executive Summary:**

In 2022, the Statement of Investment Policies and Procedures for the Sinking Fund underwent a substantive revision to capture the changes made to the University's investment strategy. This year's annual review was conducted by TELUS Health. Many of the recommended changes are to simplify the objective of the Fund, to clarify gross versus net of fee expectations and amend the gross return objective from 4.0% to 4.6% to reflect the expected added value of active management to mitigate the increase in active management costs.

### **Analysis/Alternatives Considered:**

Please refer to the Memo from TELUS Health dated April 23, 2024 (Appendix A) for a summary of key recommended changes.

### **Financial Implications:**

The revisions to this policy do not have any direct financial implications.

### **Enterprise Risk Assessment:**

The Statement of Investment Policies and Procedures provides the guidelines for the Sinking Fund for the Debentures issued February 17, 2017. The University's long-term objective is to provide sufficient funds to repay 100% of the principal amount of the Debentures by the maturity date of February 17, 2057 by investing the annual contributions in a prudent manner which achieves sufficient long-term returns while minimizing the University's exposure to a loss of capital. The investment strategy

includes diversification in its asset mix to mitigate volatility in the market and active management to optimize returns net of expected fees and expenses. ESG considerations are incorporated to meet the University's commitment to being actively engaged in contributing to climate change abatement and environmental sustainability and being responsive to socially responsible investment options.

**Next Steps:**

N/A.

**Consultation:**

University administration consulted TELUS Health (formerly Lifeworks), its investment consultant, in changes that need to be made to the University's statement of investment policies and procedures regarding the Sinking Fund.

**Compliance with Policy/Legislation:**

None

**Committee/Board Mandate:**

The Board of Governors is responsible for ensuring the financial health of the University and the proper management of its buildings, lands and capital projects.

The Audit and Investment Committee is responsible for the review and recommendations for approval of investment policies and procedures, and annual distribution policies. This committee also has delegated authority for the appointment of custodian/trustees and investment managers for Trent's investment funds.

**Supporting Reference Materials (attached):**

Appendix A: Memo from TELUS Health dated April 23, 2024

Appendix B: Revised Special Resolution II.12: Statement of Investment Policies and Procedures – Trent University Long-Term Sinking Fund (track changes copy).





## Memo

Date: April 23, 2024  
 To: Trent University Audit & Investment Committee  
 Re: Statement of Investment Policies and Procedures (SIPP) Review for the  
 Endowment Fund and Sinking Fund

### Background

- Trent University requested TELUS Health assist in completing a comprehensive review of the Statement of Investment Policies and Procedures (SIPP) for the Endowment Fund and Sinking Fund.
- Key objectives of the review included:
  - Incorporate SIPP industry best practices.
  - Revise the Sinking Fund SIPP to align more closely with the Endowment Fund SIPP.

### Summary of Key Changes

The following table highlights SIPP sections where significant changes were made. Minor updates for clarity were made throughout the document.

#### Endowment Fund

Section	Key Changes
1 – Overview	Section 1.02 <ul style="list-style-type: none"> <li>• Amended list of signing authorities to be consistent with Board Special Resolution II.1: Banking Resolution concerning Accounts held in the name of Trent University</li> </ul> Section 1.03 <ul style="list-style-type: none"> <li>• Clarified gross vs. net of fee expectations to address inconsistencies in the document and align with monitoring best practices.</li> <li>• Increased gross return objective from 4.0% to 4.6% to account for active management costs. We note that active managers are expected to add value in excess of their fee (over the longer-term) so this increased return expectation is appropriate.</li> <li>• Included detail on Operational Expenses.</li> </ul> Section 1.05 <ul style="list-style-type: none"> <li>• Removed reference to fiduciary responsibilities as it is a higher standard of care than required for endowments.</li> </ul>
2 – Asset Mix and Diversification Policy	Section 2.01 <ul style="list-style-type: none"> <li>• Clarified gross vs. net of fee expectations to address inconsistencies in the document and align with monitoring best practices.</li> </ul>

	<ul style="list-style-type: none"> <li>• Included wording to specify that net of fee performance expectations apply for each manager, rather than at the Fund level. This requires each manager to add value over their fee, rather than one manager’s performance “subsidizing” another manager’s.</li> </ul> <p>Section 2.03</p> <ul style="list-style-type: none"> <li>• Included more detailed wording on the rebalancing process.</li> </ul>
<p>5 – Administration</p>	<p>Section 5.06</p> <ul style="list-style-type: none"> <li>• Revised wording on Valuation of Investments Not Regularly Traded to apply more broadly and be consistent with current valuation practices.</li> </ul>

**Sinking Fund**

The Sinking Fund SIPP was revised to be consistent with the format and wording of the Endowment SIPP and incorporates relevant key changes identified above. Additionally, wording in Section 1.03 – Objective of the Fund was streamlined to be consistent with the level of detail in the Endowment SIPP.



## Special Resolution II.12

# Statement of Investment Policies and Procedures

Trent University Debenture Long-Term Sinking Fund

~~April June 23, 2024~~ May 10, 2024

Prepared by Trent University with the assistance of TELUS Health (formerly LifeWorks)

**Approved** on ~~April June 23, 2024~~ May 10, 2024 by the Board of Governors of Trent University

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## Section 1—Overview

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### 1.01 Fund Background

On February 17, 2017, Trent University (the “University”) issued \$71,000,000 in Senior Unsecured Series A Debentures (the “Debentures”) due on February 17, 2057 (the “Maturity Date”).

The Debentures ~~have been~~were issued to refinance then-existing indebtedness and finance various capital projects.

The Debentures are direct obligations of the University and have been issued pursuant to a Trust Indenture between the University and BNY Trust Company of Canada. The Debentures have been assigned a rating of A (Stable) by Dominion Bond Rating Service (DBRS).

The Debentures bear interest at the rate of 4.139% per annum, payable in equal semi-annual instalments in arrears on the 17th day of February and August in each year until maturity commencing August 17, 2017, with repayment of the principal of the Debentures on February 17, 2057.

The Trust Indenture does not require the establishment of a sinking fund. In alignment with its fiduciary responsibilities, the Board of Governors (the “Board”) has requested that the University establish a voluntary, internally administered sinking fund (the “Fund”) from which to repay 100% of the principal of the Debentures at maturity.

### 1.02 Purpose of Statement

The purpose of this Statement of Investment Policies and Procedures (the “Policy”) is:

- To establish the guidelines for a sinking fund for the Debentures
- To set out the investment objectives and risk strategy
- To establish the asset mix and investment guidelines
- To establish the annual contributions
- To set out timing for revaluation of performance and review of the investment strategy

This Policy applies to the \$71,000,000 in Senior Unsecured Series A Debentures (the “Debentures”) due on February 17, 2057 (the “Maturity Date”).

This Policy is based on the “prudent person portfolio approach” to ensure the prudent investment and administration of the assets of the Fund.

### 1.03 Objective of the Fund

The University's ~~long-term financial~~ objective is to provide sufficient funds to repay 100% of the principal amount of the Debentures by the Maturity Date. The University will invest the annual contributions in a prudent manner as authorized by the Board. ~~Specifically, the following objectives will govern the investment strategy of the sinking fund:~~

~~Liquidity—There is no liquidity requirement expected from the sinking fund investments; therefore, holding cash positions are not necessary.~~

~~Income—There is no income requirement expected from the portfolio; therefore, generating regular cash flows is not necessary.~~

~~Growth—The sinking fund is required to accumulate \$71,000,000 by the Maturity Date or earlier. As a result, the sinking fund aims to maximize investment earnings over the time horizon and to achieve a minimum annual average rate of return at least equal to the blended rate on the University's debt—over the life of the sinking fund.~~

The primary objective of the investing strategy outlined in this Policy is to set aside a pool of assets that is sufficient to repay the principal amount of the Debentures at the Maturity Date. As a result, the primary goal is to invest in assets that will both achieve sufficient long-term returns while minimizing the University's exposure to a loss of capital. For this reason, the results of investing activities will be measured in terms of the growth of assets over time in comparison to the principal amount needed for repayment of the Debentures.

At least once every five years the Committee will review the investment objectives of the sinking fund with respect to time horizon and risk tolerance and determine the appropriateness of the investment strategy.

- ~~1. Time Horizon—The investment strategy is based on a very long-term perspective, as no outflows are required until the Maturity Date. As a result, short-term market fluctuations should not receive undue emphasis or require a change in the investment strategy for the sinking fund plan. As the time horizon becomes less than 15 years, a review of the Policy should occur.~~

~~2. Risk—Due to the long-term perspective of the sinking fund, the risk tolerance of the sinking fund is above average. However, as the main objective of the sinking fund is to ensure sufficient funds for the repayment of the Debentures, preservation of capital should be taken into consideration, especially in the last few years of the sinking fund.~~

#### 1.04 Investment and Risk Philosophy

The Board's investment objective set out in Section 1.03 is consistent with the overall investment risk level that the Fund could assume in order to meet the obligations of the Fund and is to be measured over rolling four-year periods. The Fund should be prudently managed to help avoid excessive volatility in annual ~~distributions~~returns.

To achieve its long-term investment goals, the Fund must invest in assets that have uncertain returns. However, the University attempts to reduce the overall level of risk by diversifying among the asset classes and further diversifying within each individual asset class.

The Fund has a moderate to moderately high tolerance for risk.

#### 1.05 Required Annual Contributions

Annual contributions to the ~~sinking fund~~Fund will be based on a calculation of the amount reasonably required to meet the debt retirement objective as approved by the Finance and Property Committee of the Board.

At least once every five years the annual contributions will be reviewed given the value of the assets at market value to ensure the adequacy of the ~~sinking fund~~Fund in comparison to the debt requirement objective. Any changes in the annual contributions will be recommended by the Audit & Investment Committee of the Board ("the Committee").

Special contributions to the ~~sinking fund~~Fund can be made at any time should the University have surplus funds available or if the ~~sinking fund~~Fund balance is not accumulating sufficiently to meet the debt retirement obligation of the Debentures.

#### 1.06 Environmental, Social And Governance (ESG)

"ESG" refers to the environmental, social and governance factors relevant to an investment that may have a financial impact on that investment.

The Board's primary ~~fiduciary responsibility~~objective is to ensure an appropriate balance between the need to seek long-term performance to ensure optimal return on investment, and to ensure that those returns are delivered in as stable a manner as possible (given the behaviour of the investment markets).



Alongside this primary objective, the University is committed to being actively engaged in contributing to climate change abatement and environmental sustainability, and to being responsive to select donor interest in socially responsible investment options. Investment managers are reviewed with ESG principles in mind. The intention is to see that investment managers do incorporate ESG considerations into the investment decision making process for their funds, alongside the achievement of the primarily ~~fiduciary~~ objectives described above.

~~The Committee intends to send an annual letter to the managers asking them to confirm their continued adherence to ESG principles in their investment process.~~

The Committee believes that consideration of ESG factors into the investment process and manager selection ~~is~~ would be more in line with the core beliefs and key areas that are of importance to the University.

## 1.07 Administration

The Board is responsible for ensuring the prudent management of the Fund. The Board designates a senior administrative official in the University who is responsible to the Board for the administration of the Fund. The senior administrative official may invest any part of the Fund not assigned to the investment managers in short term investments or other investments, under the direction of the Committee, and is subject to the guidelines specified in this document. The Board has also appointed the Committee to whom the Board has delegated certain oversight responsibilities, as set out in the Committee's terms of reference in section 4.03.

## ~~1.08 Evaluation of Performance & Review of Strategy~~

~~The primary objective of the investing strategy outlined in this Policy is to set aside a pool of assets that is sufficient to repay the principal amount of the Debentures at the Maturity Date. As a result, the primary~~

~~goal is to invest in assets that will both achieve sufficient long term returns while minimizing the University's exposure to a loss of capital. For this reason, the results of investing activities will be measured in terms of the growth of assets over time in comparison to the principal amount needed for repayment of the Debentures.~~

~~At least once every five years the Committee will review the investment objectives of the sinking fund with respect to time horizon and risk tolerance and determine the appropriateness of the investment strategy.~~

## Section 2—Asset Mix and Diversification Policy

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### 2.01 Portfolio Return Expectations

The investment managers appointed by the Committee to manage the assets of the Fund (the “Investment Managers”) are expected to achieve a satisfactory return through a diversified portfolio, consistent with acceptable risks and prudent management.

~~The long-term target of the Fund, measured over rolling four-year periods, is to achieve a total annual real rate of return (i.e., greater than the annual increase in the Canadian Consumer Price Index, grossnet of fees and all expenses) of at least 4.50%. The long-term target of the Fund, measured over rolling four-year periods, is to achieve a total annual real rate of return of at least 4.6%. This target rate of return is established to meet the financial obligations as set out in section 1.03, which is to provide sufficient funds to repay 100% of the principal amount of the Debentures by the Maturity Date.~~

The four-year rolling period investment objective is to earn, ~~grossnet of fees and expenses~~ fees, the target policy benchmark return indicated in 4.02 below. ~~Where active management is utilized, an additional objective is for each active Investment Manager to earn a four-year rolling period return, net of fees, that exceeds their benchmark.~~ The long-term asset mix policy has been established in order to provide a reference for long-term return requirements which are consistent with the Fund’s ~~capital accumulation~~ distribution requirements at a risk level acceptable to the Committee.

~~In summary, return objectives of the Fund are:~~

- ~~• Rolling four-year net return of at least CPI + 4.0% per annum.~~

### 2.02 Expected Volatility

The volatility of the Fund is directly related to its asset mix, specifically, the balance between the asset classes chosen in the asset mix reflected in Section 2.03. The volatility of the Fund should be similar to the volatility of the Benchmark Portfolio set out in Section 4.02.

### 2.03 Asset Mix

#### (a) Total Asset Mix

Taking into consideration the investment and risk philosophy of the Fund, the following asset mix (at market value) has been established:

<b>Assets</b>	<b>Minimum %</b>	<b>Benchmark %</b>	<b>Maximum %</b>
Canadian Equities	5.0	10.0	15.0
Global Equities	30.0	40.0	50.0
<b>Total Equities</b>	<b>40.0</b>	<b>50.0</b>	<b>60.0</b>
Bonds	15.0	25.0	35.0
<b>Total Fixed Income</b>	<b>15.0</b>	<b>25.0</b>	<b>35.0</b>
Real Estate	7.5	25.0	35.0
<b>Total Alternatives</b>	<b>15.0</b>	<b>25.0</b>	<b>35.0</b>

For purpose of the total asset mix described above, the Investment Managers' asset class pooled funds are deemed to be 100% invested, even though these funds may contain a portion held in cash and cash equivalent instruments.

In the absence of a sufficient allocation to one or more of the above asset classes, particularly Alternatives, assets will be temporarily pro-rated across the remaining asset classes until a suitable allocation can be made.

The Committee shall monitor the asset mix at least quarterly and take action as needed to rebalance the asset mix or bring the allocation to each asset class back within the stated ranges as outlined above. The Committee may permit the allocation to an asset class to fall outside the stated ranges on a temporary basis when it considers such action to be prudent.

Upon triggering a rebalancing event, the following steps will be taken:

- Assess the deviation of the current asset mix from the target allocation.
- Determine the transactions required to realign the portfolio with the target allocation, considering the cost-effectiveness of potential trades.
- Prioritize the use of cash flows to minimize transaction costs associated with rebalancing.
- Execute trades in a manner that minimizes costs and market impact subject to approval by the Investment Committee.

~~In order to ensure that the Fund operates within the minimum and maximum ranges, the University shall monitor the asset mix on an on-going basis. In addition, the Committee shall review the asset mix at least quarterly, to ensure compliance within the ranges noted above.~~

## Section 3—Permitted ~~and Prohibited~~ Investments

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### 3.01 General Guidelines

The investments of the Fund must comply with the requirements and restrictions set out in the Income Tax Act (Canada) and any relevant regulations.

### 3.02 Permitted Investments

The Investment Managers may invest in any of the following asset classes and investment instruments listed below.

#### (a) Canadian and Global Equities

- (i) Common and convertible preferred stock;
- (ii) Debentures convertible into common or convertible preferred stock provided such instruments are traded on a recognized public exchange or through established investment dealers;
- (iii) Rights warrants and special warrants for common or convertible preferred stock;
- (iv) Instalment receipts, American Depository Receipts and Global Depository Receipts;
- (v) Units of real estate investment trusts (REITs);
- (vi) Units of income trusts domiciled in jurisdictions that provide limited liability protection to shareholders;
- (vii) Units of limited partnerships which are listed on the TSX exchange; and
- (viii) Exchange traded index-participation units (e.g. iShares; SPDRs).

#### (b) Bonds

- (i) Bonds, debentures, notes, and other evidence of indebtedness of Canadian, supranational or developed market foreign issuers whether denominated and payable in Canadian dollars or a foreign currency;
- (ii) Mortgage-backed securities;
- (iii) Asset backed securities;
- (iv) Term deposits and guaranteed investment certificates;
- (v) Investments in good quality foreign issuers of debt in Canadian dollars (i.e., maple bonds) are allowed;

(vi) Private placements of bonds subject to Section 3.03 below, provided that they are marketable and meet the liquidity and minimum issue size requirements for inclusion in the FTSE Canada Universe Bond Index;

(vii) Real return bonds.

**(c) Cash and Short Term Investments**

(i) Cash on hand and demand deposits;

(ii) Canadian Treasury bills issued by the federal and provincial governments and their agencies;

(iii) Sovereign short-term debt instruments of developed countries, with maturities not exceeding 180 ~~months~~days;

(iv) Obligations of trust companies and Canadian and foreign banks chartered to operate in Canada, including bankers' acceptances;

(v) Commercial paper and term deposits;

(vi) Other money market instruments (maturity not exceeding 365 days).

**(d) Alternatives**

(i) Infrastructure private investments such as open-ended funds and LP structures. This may cover any geographical area;

(ii) Real Estate private investments such as open-ended funds and LP structures. This may cover any geographical area.

**(e) Other Investments**

(i) Investments in open-ended or closed-ended pooled funds provided that the assets of such funds are permissible investments under this Policy;

(ii) Deposit accounts of the Fund's custodian can be used to invest surplus cash holdings;

(iii) Currency forward and futures contracts to hedge the currency risk of investment positions in non-Canadian dominated securities;

(iv) Index-linked futures contracts/swaps are permissible derivative investments for stock/bond exposure.

**(f) Fund Structures**

While the guidelines in this Policy are intended to guide the management of the Fund, it is recognized that, where pooled funds are held, there may

be instances where there is a conflict between this Policy and the investment policy of a pooled fund. In that case, the pooled fund policy shall dominate, subject to the compliance reporting procedures outlined in Section 4.03 and Appendix A. However, the Investment Managers are expected to advise the Committee in the event of any material discrepancies between the above guidelines and the pooled fund's own investment guidelines. In addition, the Investment Managers will ensure that the Committee has received a copy of the most recent version of the pooled fund policy and of any amendments made to the pooled fund policy.

**(g) Derivatives**

Derivatives of equity, fixed-income or currency-related investments, futures and/or forward contracts, swaps, options, warrants, depository receipts, rights or other similar instruments are all permitted for the purposes of exposure and/or hedging. The exposure should be consistent with the Fund's investment objectives and guidelines laid out in this document.

Any derivative will be measured against its underlying exposure. Derivatives cannot be used for speculative purposes or to leverage the portfolio. Similarly, the Fund may indirectly invest in derivatives through its investment in pooled or mutual funds, if the objectives and strategies of these funds permit.

**3.03 Minimum Quality Restrictions**

**(a) Quality Standards**

Within the investment restrictions for individual portfolios, all portfolios may hold a prudently diversified exposure to the intended market.

- i. The minimum quality standard for individual bonds and debentures is 'BBB' rating or equivalent as rated by at least two of the three recognized bond rating Agencies at the time of purchase. Unrated bonds should be assigned a rating by the Investment Manager before purchase.
- ii. The minimum quality standard for individual short term investments is 'R-1' or equivalent as rated by at least two of the three recognized bond rating agencies, at the time of purchase.
- iii. The minimum quality standard for individual preferred shares is 'P-1' or equivalent as rated by at least two of the three recognized bond rating agencies, at the time of purchase.
- iv. All investments shall be reasonably liquid.

**(b) Split Ratings**

In cases where recognized bond rating agencies do not agree on the credit rating, the bond will be classified according to the methodology used by FTSE Canada, which states:

- i. If two agencies rate a security, use the lower of the two ratings;
- ii. If three agencies rate a security, use the middle of the three ratings; and
- iii. If four agencies rate a security, use the middle of the three lowest ratings.

**(c) Downgrades in Credit Quality**

- i. An active Investment Manager, based on its own internal credit analysis, may invest in fixed income securities with credit ratings that do not meet the Quality Standards described above in Section 3.03 (a), as rated by the Recognized Rating Agencies described in 3.03 (d), provided that it supplies a detailed report on the credit ratings for fixed income securities in the portfolio or pooled fund in question, at least semi-annually.
- ii. A passive Investment Manager will not comply with the above notification requirements. Its reporting will be limited to the compliance reporting as described under Section 4.03.

**(d) Ratings Agencies**

For the purposes of this Policy, the following rating agencies shall be considered to be a 'recognized bond rating agency':

- i. Dominion Bond Rating Service;
- ii. Standard and Poor's;
- iii. Moody's Investors Services; and
- iv. Fitch Ratings.

**3.04 Maximum Quantity Restrictions**

**(a) Total Fund Level**

No securities of any one company or organization shall represent more than 10% of the total market value of the Fund.



**(b) Individual Investment Manager Level**

The Investment Managers shall adhere to the following restrictions:

i. Equities

- a. No one equity holding or private placement shall represent more than 10% of the total market value of the Investment Manager's equity portfolio.
- b. No one equity holding shall represent more than 10% of the voting shares of a corporation.
- c. No one equity or private placement holding shall represent more than 10% of the available public float of such equity or private placement security.
- d. No more than 15% of the Canadian equity portfolio shall be invested in income trusts and limited partnerships.

ii. Bonds and Short Term

- a. Except for federal and provincial bonds, no more than 10% of an Investment Manager's bond portfolio may be invested in any one company or affiliated group of companies.
- b. No more than 15% of the market value of an Investment Manager's bond portfolio shall be invested in bonds rated 'BBB'.
- c. Net foreign currency exposure is limited to no more than 5% of the market value of the bond portfolio.
- d. No more than 20% of the market value of the bond portfolio may be held in foreign issuer bonds.
- e. No more than 10% of the market value of the bond portfolio shall be invested in direct mortgages backed by Canadian real estate.

iii. Pooled Funds

The investment by the University in a pooled fund may not exceed 10% of the market value of the pooled fund.

### **3.05 Prior Permission Required**

The following investments are permitted provided that prior permission for such investments has been obtained from the Committee:

- (a) Direct investments in resource properties;
- (b) Direct investments in venture capital financing;
- (c) Investments in a pooled fund that conflicts with this Policy;
- (d) Investments in private placement equities;
- (e) Derivatives other than those otherwise permitted by this Policy;
- (f) Commercial and residential mortgages secured against Canadian real estate;
- (g) Private Placement Bonds.

Private placement bonds that do not qualify for inclusion in the FTSE Canada Universe Bond Index are only permitted subject to all of the following conditions:

- (a) The issues acquired must be at least 'A' or equivalent rated;
- (b) The total investment in such issues must not exceed 10% of the market value of the Investment Manager's bond portfolio;
- (c) The Investment Manager's portfolio may not hold more than 5% of the market value of any one private placement; and
- (d) The Investment Manager must be satisfied that there is sufficient liquidity to ensure sale at a reasonable price.

### **3.06 Prohibited Investments**

The Investment Manager shall not:

- (a) Purchase securities on margin or engage in short sales;
- (b) Invest in debt instruments issued by the University; or,
- (c) Make any investment not specifically permitted by this Policy.

### **3.07 Securities Lending**

The investments of the Fund may, with the approval of the Committee, be loaned for the purpose of generating revenue for the Fund subject to the provisions of the Income Tax Act (Canada) and its applicable regulations.

Such loans must be secured by cash and or/readily marketable government bonds, treasury bills and/or letters of credit, discount notes, banker's acceptances of Canadian chartered banks or high quality, liquid equities. The amount of collateral taken for securities lending should reflect OSFI standards and best practices in local markets. This market value relationship must be calculated at least daily.

The terms and conditions of any securities lending program will be set out in a contract with the Fund's custodians which, at all times, ensure that the University has a current list of those institutions that are approved to borrow the Fund's investments. If the Fund is invested in a pooled fund, security lending will be governed by the terms and conditions set out in the pooled fund contract.

### **3.08 Borrowing**

The Fund shall not borrow money, except to cover short-term contingency and the borrowing is for a period that does not exceed ninety days, subject to the written permission of the Board.

## Section 4—Monitoring and Control

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### 4.01 Delegation of Responsibilities

(a) The Board and The Audit & Investment Committee

The Board has responsibility for overseeing the Fund administered by the senior University official as stated in Section 1.06 of this Policy. The Board is also responsible for amending this Policy upon the review and recommendation of the Committee.

The Committee will:

- i. Assist the Board in fulfilling its fiduciary duties and provides direction to the Vice-President, Finance and Administration with respect to the Fund;
- ii. May hire or terminate the Investment Manager(s) at its discretion, without obtaining the approval of the Board;
- iii. Develop the Policy for the Fund;
- iv. Review the Fund policy statement at least annually;
- v. Make recommendations regarding the appointment or dismissal of Investment Managers, custodians, consultants and others as required;
- vi. Monitor and co-ordinate the activities of the Investment Managers and other service providers to the Fund; and
- vii. Review and evaluate the investment performance of the assets of the Fund, including asset allocation and the rates of return achieved relative to established objectives.

The Committee can also delegate certain functions relating to the management and administration of the Fund to external organizations, as outlined below:

(b) Investment Managers

The Investment Managers will:

- i. Invest the assets of the Fund in accordance with this Policy;
- ii. Meet with the Committee as required and provide written reports regarding their past performance, their future strategies and other issues requested by the Committee;

- iii. File quarterly compliance reports, unless the investment is in a mutual fund (see Section 4.03 ~~and Appendix A~~);
- iv. Reconcile their own records with those of the Fund's custodian, at least monthly;
- v. Provide quarterly a performance report in a form acceptable to the Committee. The performance should be provided for the total portfolio managed by the Investment Manager and for each major asset class; and,
- vi. Where investment via a pooled fund or mutual fund has been authorized by the Committee, the Investment Manager will provide the Committee with copies of each pooled fund's audited financial statements within 180 days of the pooled fund's fiscal year end.

**(c) Custodian/Trustee**

The custodian/trustee will:

- i. Maintain safe custody over the assets of the Fund;
- ii. Execute the instructions of the Board, the Committee and the Investment Manager; and,
- iii. Record income and provide monthly financial statements to the University or as required.

**(d) Investment Consultant**

The investment consultant will:

- i. Assist in the development and implementation of this Policy;
- ii. Monitor the performance and asset allocation of the Fund on a regular basis;
- iii. Support the Committee on matters relating to investment management and administration of the Fund; and,
- iv. Meet with the Committee as required.

**4.02 Performance Measurement**

For purposes of evaluating the performance of the Fund and the Investment Manager, all rates of returns are measured over rolling four-year periods, and on a time-weighted return basis.

**(a) Total Fund**

- The long-term target performance objective of the Fund is to outperform the CPI by at least 4.65% over four-year rolling periods, on a gross net of fees and expenses basis.

Investment weightings and performance of the Fund are to be tested regularly against a Benchmark Portfolio comprising:

<b>Policy Benchmark</b>	<b>%</b>
S&P/TSX Composite Total Return Index	10.0
MSCI ACWI Net Total Return Index (in Canadian dollars)	40.0
FTSE Canada Universe Bond Index	25.0
Real Estate 6% annual return (in Canadian dollars)	25.0

**4.03 Compliance Reporting by the Investment Managers**

The Investment Managers are required to complete and deliver a compliance report to the Committee each quarter ~~(a sample is included in Appendix A (Compliance Report))~~. The compliance report will indicate whether or not the Investment Manager was in compliance with this Policy during the quarter.

In the event that the Investment Manager is not in compliance with this Policy, the Investment Manager is required to advise the Committee immediately, detail the nature of the non-compliance and recommend an appropriate course of action to remedy the situation.

The Fund may invest in pooled funds with separate investment policies. Should a conflict arise between those investment policies and this Policy, the Investment Manager is required to advise the Committee as per section 3.02(fe).

The Fund may invest in mutual funds with separate fund prospectuses. In this case, at inception the Investment Manager is required to provide the prospectus to the Committee and identify any areas in which the investment policy of the mutual fund may not be fully compliant with this Policy. Subsequent to this initial disclosure, the Investment Manager must notify the Committee if it is not in compliance with its own policy or fund prospectus.

#### **4.04 Standard of Professional Conduct**

The Investment Managers are expected to comply, at all times and in all respects, with the Code of Ethics and Standards of Professional Conduct as promulgated by the CFA Institute. All professional service providers are expected to comply with the standards of their professions and general prudence.

The Investment Managers will manage the Fund with the care, diligence and skill that an investment manager of ordinary prudence would use in dealing with endowment funds. Each Investment Manager will also use all relevant knowledge and skill that it possesses or ought to possess as a prudent investment manager.

## Section 5—Administration

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### 5.01 Conflicts of Interest

#### (a) Responsibilities

This standard applies to members of the Board and the Committee, members of all other committees involved in supporting the work of the Fund and all agents employed by the University in the execution of their responsibilities (the “Affected Persons”).

An “agent” is defined to mean an organization, association or individual, as well as its employees who are retained by the Committee to provide specific services with respect to the investment, administration and management of the assets of the Fund.

#### (b) Disclosure

In the execution of their duties, the Affected Persons shall disclose any material conflict of interest relating to them, or any material ownership of securities, which could impair their ability to render unbiased advice, or to make unbiased decisions, affecting the administration of the Fund’s assets.

Further, it is expected that no Affected Person shall make any personal financial gain (direct or indirect) because of his or her fiduciary position. However, normal and reasonable fees and expenses incurred in the discharge of their responsibilities are permitted if documented and approved by the University.

No Affected Person shall accept a gift or gratuity or other personal favour, other than one of nominal value, from a person with whom the employee deals in the course of performance of his or her duties and responsibilities for the Fund.

It is incumbent on any Affected Person who believes that he or she may have a conflict of interest, or who is aware of any conflict of interest, to disclose full details of the situation to the attention of the Committee immediately. The Committee, in turn, will decide what action is appropriate under the circumstances but, at a minimum, will table the matter at the next regular meeting of the Committee.

An Affected Person who has or is required to make a disclosure as contemplated in this Policy shall normally withdraw from the meeting until the issue causing the conflict has been dealt with. He or she may be present at or take part in the discussions on the issue causing the conflict



only if the voting members of the Committee unanimously agree that circumstances warrant such participation. Regardless of the position taken by the Committee, an individual member may still elect to suspend all activities relating to the conflict. In no case is a member permitted to vote on any resolution to approve a contract or investment transaction in which he or she has a material interest.

Notwithstanding the above, the parties listed above may, instead of adhering to the Conflict of Interests in this section, adhere to an alternate Conflict of Interest Policy that the University and the Board deem reasonable.

## **5.02 Related Party Transactions**

A “related party” is defined to mean the Board or any member of the Board, any officer, director or employee of the University, or any member of the Committee. It also includes the Investment Manager and their employees, a spouse or child of the persons named previously, or a corporation that is directly or indirectly controlled by the persons named previously, among others. Related party does not include government or a government agency, or a bank, trust company or other financial institution that holds the assets of the Fund, where that person is not the administrator of the Fund.

The University, on behalf of the Fund, may not enter into a transaction with a related party unless:

- (a) The transaction is both required for operation and or administration of the Fund and the terms and conditions of the transaction are not less favourable than market terms and conditions;
- (b) The combined value of all transactions with the same related party is nominal or the transaction(s) is immaterial to the Fund.

For the purposes of this Section 5.02, only the market value of the combined assets of the Fund shall be used as the criteria to determine whether a transaction is nominal or immaterial to the Fund. Transactions less than 0.5% of the market value of the Fund are considered nominal.

Effective July 1, 2016, the “purchase of securities of a related party, provided [they] are acquired on a public exchange” will no longer be an allowed exemption. This exemption will be replaced with allowing the Fund to indirectly invest in the securities of a related party “if the securities are held in an investment fund or segregated fund in which investors other than the University and its affiliates may invest, and that complies with certain quantitative limits.

### **5.03 Appointing and Monitoring the Investment Managers**

In accordance with its terms of reference, the Committee is responsible for the appointment of the Investment Managers and is not required to obtain the approval of the Board before appointing any Investment Manager, as highlighted under Delegations of Responsibilities in section 4.01 (a). The Committee will monitor and review the:

- (a) Assets and net cash flow of the Fund;
- (b) Investment Managers' organizational and financial stability, staff turnover, consistency of style and record of service;
- (c) Investment Managers' current economic outlook and investment strategies;
- (d) Investment Managers' compliance with this Policy where a manager is required to complete and sign a compliance report; and,
- (e) Investment performance of the assets of the Fund in relation to the rate of return expectations outlined in this Policy, on a quarterly basis.

### **5.04 Dismissal of an Investment Manager**

It is the responsibility of the Committee to monitor the performance of the Investment Manager and to remove the Investment Manager where necessary, in accordance with this section. Reasons for considering the termination of the services of an Investment Manager include, but are not limited to, the following factors:

- (a) Changes in the overall structure of the Fund assets such that the Investment Manager's services are no longer required;
- (b) Change in personnel, firm structure or investment philosophy which might adversely affect the potential return and/or risk level of the portfolio;
- (c) Performance results which are below the stated performance benchmarks; and/or
- (d) Failure to adhere to this Policy.

When one of these or any other serious concern arises, the Committee will normally request a special meeting with the manager to discuss the issue. In any such case, the Committee may recommend corrective action up to and including termination of the services of the Investment Manager. The Committee is not required to obtain Board approval to terminate the services of an Investment Manager.

## 5.05 Voting Rights

The Board has delegated voting rights acquired through the investments held by the Fund to the custodian of the securities to be exercised in accordance with the Investment Managers' instructions. The Investment Managers are expected to exercise all voting rights related to investments held by the Fund in the interests of the beneficiaries in cases where a pooled fund is used. On an annual basis, the Investment Managers shall report their voting activities to the Committee.

The Board reserves the right to take-back voting rights of assets held in segregated portfolios for specific situations.

## 5.06 Valuation of Investments Not Regularly Traded

Marketable securities, including investment in a pooled fund comprising of marketable securities, shall be valued by the Custodian/Trustee no less frequently than monthly at their market value.

If a market valuation of an investment is not readily available, an estimate of fair value shall be supplied by the relevant Investment Manager to the Custodian no less frequently than annually. Such fair value may be determined by reference to the most recent independent expert appraisal or by other means such as discounted cash flow or comparison with similar assets which are publicly traded. In all cases the methodology should be applied consistently over time and in accordance with generally accepted industry valuation procedures. This valuation methodology shall also apply to non-tradable investments held directly or through co-investment with other investors.

~~The following principles will apply for the valuation of investments that are not traded regularly:~~

~~(a) — Equities~~

~~Average of bid and ask prices from two major investment dealers, at least once every month.~~

~~(b) — Bonds~~

~~Same as for equities.~~

~~(c) — Mortgages~~

~~Unless in arrears, the outstanding principal plus/minus the premium/discount resulting from the differential between face rate and the currently available rate for a mortgage of similar quality and term, determined at least once every month.~~

~~(d) — Alternatives & Real Assets~~

~~A certified written appraisal from a qualified independent third party appraiser at least every two years.~~

### **5.07 Policy Review**

This Policy should be formally reviewed by the Committee at least annually and may be amended by the Board at any time. A copy of the most current policy is to be provided to the Investment Managers.

## Appendix A - Glossary of Terms

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As used in this Policy:

### **Active Management**

Managing the investments of a fund with the objective of outperforming the return of a broad-based index or combination of broad based indices.

### **American Depository Receipt (ADR)**

Receipt for the shares of a foreign-based corporation held in the vault of a U.S. bank and entitling the shareholder to all dividends and capital gains.

### **Asset**

Anything having exchange value.

### **Asset Classes**

Groups of securities or assets with similar characteristics. These may be broadly defined (equities, bonds) or more narrowly defined (Canadian small cap equities, Real Return Bonds).

### **Basis Point**

One-one hundredth of one percent (0.01%).

### **Bond**

Any interest-bearing or discounted government or corporate security that obligates the issuer to make specified payments of interest and principal to the holder over a specified period.

### **Book Value**

The acquisition cost of an asset, including all direct costs associated with the acquisition, prior to any external financing.

### **Common Stock**

Units of ownership of a public corporation where owners typically are entitled to vote on the selection of directors and other important matters as well as to receive dividends on their holdings, and in the event that a corporation is liquidated, the claims of secured

and unsecured creditors and owners of bonds and preferred stock take precedence over the claims of those who own common stock.

### **Consumer Price Index (CPI)**

The Consumer Price Index for Canada as published by Statistics Canada under the authority of the Statistics Act (Canada).

### **Custodian**

A bank or other financial institution that holds the investment assets of the Plan.

### **Debenture**

A general debt obligation backed only by the integrity of the borrower and documented by an agreement called an indenture.

### **Derivative Instruments or Securities**

Financial contracts that derive their value from the value of an underlying asset (such as a financial instrument, index, or commodity) through contractual relationships. Derivatives include forwards, swaps, futures, options and warrants.

### **FTSE Canada Universe Bond Index**

An index maintained by FTSE Canada that covers all marketable Canadian bonds with term to maturity of more than one year. The purpose of the index is to reflect the performance of the broad Canadian investment grade bond market, including federal, provincial and municipal government issues, as well as corporate issues.

### **FTSE Canada 91-day T-Bill Index**

An index maintained by FTSE Canada that covers Canadian Treasury Bills. The index is constructed by selling and repurchasing Government of Canada T-bills with an average term to maturity of 91 days.

### **Diversification**

The spreading of risk by investing assets in different categories of investments.

### **Duration**

The weighted-average time (in years) to cash flow recovery.

## **Equity**

The ownership interest possessed by a shareholder in a corporation - stocks as opposed to bonds.

## **Foreign Equity**

Ownership in non-Canadian stocks.

## **Foreign Exchange Contract**

A contract for the immediate (spot) delivery of a specified amount of foreign currency in exchange for Canadian dollars.

## **Forwards**

Any over-the-counter (OTC) contract, which calls for the delivery of an underlying asset, for a specified price (the forward delivery price), to be delivered at contract maturity.

## **Futures**

Any exchange-traded contract, which calls for the delivery of an underlying asset at a predetermined maturity date, for a pre-specified price (the futures delivery price), to be delivered at contract maturity.

## **Global Depository Receipt**

A receipt denoting ownership of foreign-based corporation stock shares, which are traded in numerous capital markets around the world.

## **Income Tax Act (ITA)**

The Income Tax Act (Canada) and the regulations made thereunder, as amended from time to time.

## **Income Trust**

An investment structured as a trust that invests in income-producing assets where the revenues, net of expenses, are distributed to investors.

## **Index**

A statistical composite that measures changes in the economy or in financial markets, often expressed in percentage changes from a base year or from the previous month.

## **Inflation**

The rise in the prices of goods and services.

## **Investment Manager**

An investment manager who is an individual or company with the responsibility for providing investment advice to clients and executing discretionary investment decisions.

## **Liquidity**

- (a) The characteristics of a security or commodity with enough units outstanding to allow large transactions without a substantial drop in price, and
- (b) The ability of an individual or company to convert assets into cash or cash equivalents without a significant loss.

## **Market Value**

The most probable price that would be obtained for property in an arm's length sale in an open market under conditions requisite to a fair sale, the buyer and seller each acting prudently, knowledgeably and willingly.

## **MSCI ACWI Net Total Return Index**

An index maintained by MSCI, the MSCI ACWI Index is a free float-adjusted market capitalization index that is designed to represent performance of large and mid-cap stocks across developed and emerging market countries. The Net Total Return Index specifically assumes dividends reinvested after the deduction of withholding taxes.

## **Mortgage**

A debt instrument by which the borrower (mortgagor) gives the lender (mortgagee) a lien on property as security for the repayment of a loan.

## **Options**

Any contract granting the purchaser of the contract, the right, but not the obligation, to exercise or fulfil the terms and conditions specified in the contract.

## **Passive Management**

Managing the investments of a fund with the objective of matching the return of a broad-based index such as the S&P/TSX Composite Index.



## **Policy**

The Statement of Investment Policies and Procedures for the Trent University  
Debenture Long-Term Sinking Fund.

## **Policy Benchmark**

A portfolio that represents the long-term asset allocation set by the Board of Governors  
in order to meet the portfolio return expectations.

## **Preferred Stock**

A class of capital stock that pays dividends at a specified rate, usually does not have  
voting rights and that has preference over common stock in the payment of dividends  
and the liquidation of assets.

## **Private Placement**

Stocks, bonds or other investments that are issued directly to an institutional investor  
and are not publicly traded.

## **Real Estate**

Investments with returns derived from rental incomes from properties and gains from  
development, redevelopment and/or sale of properties including office buildings, multi-  
unit residential buildings and retail space.

## **Resource Property**

Any property that is,

- (a) A right, license or privilege to explore for, drill for or take petroleum,  
natural gas or related hydrocarbons;
- (b) A right, license or privilege to;
  - i. Store underground petroleum, natural gas or related hydrocarbons;  
or
  - ii. Prospect, explore, drill or mine for minerals in a mineral resource;
- (c) An oil or gas well or real property, of which the principal value depends on  
its petroleum or natural gas content, excluding any depreciable property  
used or to be used in connection with the extraction or removal or  
petroleum or natural gas there from;

- (d) A real property, of which the principal value depends on its mineral resource content, excluding any depreciable property used or to be used in connection with the extraction or removal of minerals there from; or
- (e) A right to or interest in any property described in clause (a) to (d) above.

### **S&P/TSX Composite Total Return Index**

An index maintained by the S&P/TSX Canadian Index Policy Committee that measures the return on the largest companies that trade on the Toronto Stock Exchange. The index is float-weighted and calculated on a total return basis with dividends reinvested.

### **S&P/TSX Capped Composite Total Return Index**

Contains all the constituents of the S&P/TSX Composite Total Return Index, with weight of any single index constituent capped at 10 percent.

### **Securities Lending Agreement**

An agreement entered into by the trustees of Trent University and a borrower of the securities outlining the terms of the loan.

### **Security**

Any document, instrument or writing commonly known as a security and includes a share of any class or series of shares or a debt obligation of a corporation, a certificate evidencing such a share or debt obligation and a warrant.

### **Segregated Fund or Portfolio**

A fund established by a sponsor that is duly authorized to operate a fund in which money from one or more contributors is accepted for investment and the assets of the fund are maintained by the sponsor as separate and distinct from the general funds of the sponsor.

### **Supranational bonds**

Debt issued by supranational organizations such as the World Bank (IBRD), the European Development Bank (EIB) or Inter-American Development Bank (IADB).

### **Warrant**

A type of security, usually issued together with a bond or preferred stock that entitles the holder to buy a proportionate amount of common stock at a specified price, usually higher than the market price at the time of issuance, for a period of years or to perpetuity.



## Board Report

**Session:**  Closed Session;  Open Session

**Action Requested:**  Decision;  Discussion/Direction;  Information

**To:** Board of Governors

**Date:** May 10, 2024

**Presented by:** Jennifer McGarrity Chair, Audit and Investment Committee  
Tariq Al-idrissi, VP Finance and Administration

**Subject:** **Fighting Against Forced Labour and Child Labour in Supply Chains Act Annual Report**

### **Motion for Consideration (if applicable):**

That the Board of Governors approve the annual report and attestation required under the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* for activities undertaken from January 1, 2023 to December 31, 2023.

### **Executive Summary:**

The *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the Act), which came into effect on January 1, 2024, mandates organizations conducting business in Canada and meeting the specified conditions to complete a prescribed questionnaire, annual report and public attestation of their activities to address and eradicate risk of forced labour and child labour on imported goods and goods for sale. Trent University meets the criteria of a covered entity under this Act. The first annual report and attestation (attached as Appendix A) is due May 31, 2024 for the reporting period of January 1, 2023 to December 31, 2023.

### **Analysis/Alternatives Considered:**

On May 3, 2023, the Canadian Parliament passed the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the Act, formerly Bill S-211) to protect vulnerable populations from human rights abuses and exploitation, in particular forced labour and child labour risks which occur primarily through the global supply chains of businesses. Entities and government institutions doing business in Canada have a responsibility to ensure that exploitative practices are addressed and eradicated from their supply chains. The measures introduced through the Act aim to increase industry awareness and transparency and drive businesses to improve practices. The Act also encourages organizations to re-evaluate and accelerate environmental, social, and governance (ESG) strategies.

The Act came into effect on January 1, 2024 with the first annual report and attestation, addressing activities undertaken during the previous year, due to the Ministry May 31, 2024. The detailed reporting requirements were released in late January 2024 and the

sector has since been consulting with legal counsel to understand and interpret the requirements.

Under these new reporting requirements, covered entities include any corporation, trust, partnership or other unincorporated organization who has a place of business or holds assets in Canada and whose activities include producing, selling, or distributing goods in Canada or importing goods into Canada. Additional criteria include, but are not limited to, meeting two of the following three criteria for at least one of its two most recent financial years:

- \$20 million or more in assets
- \$40 million or more in revenue
- An average of 250 or more employees

The definitions provided in the Act are broad. For example, assets include money, land, buildings, investments, inventory, vehicles, equipment or other valuable tangible or intangible property owned. There are no exemptions available to exclude a registered charity, non-profit organization, or municipalities from being considered a covered entity under the Act.

Entities required to report must complete the Ministry's prescribed questionnaire, and ensure responses are consistent with information provided in their uploaded report. Evidence of approval by the governing board, with a signed statement of attestation with the required signature(s) must be provided.

The Ministry's questionnaire asks for the following information:

- Identity information, reporting years, business numbers(s), sector, or industry;
- A description of the steps taken to prevent and reduce risks of forced labour and child labour;
- A description of the organizational structure, supply chains, policies, and due diligence processes in relation to forced labour;
- Parts of the business and supply chains carrying risk of forced labour and child labour;
- Measures taken to remediate forced labour and child labour, remediate the loss of income to those vulnerable to measures taken to eliminate the use of forced labour or child labour;
- Training provided to employees on forced labour and child labour; and
- The effectiveness of measures ensuring forced labour and child labour are not being used in its supply chain.

Appendix A provides the first annual report for the reporting period of January 1, 2023 to December 31, 2023 for Trent University. Consistent with others in the university sector, this first report was prepared on a "best efforts" basis and includes the deemed appropriate level of detail proportionate to Trent's size and risk profile.

### **Financial Implications:**

There are no direct financial implications of completing the prescribed questionnaire, annual report and public attestation. Failure to comply with reporting provisions, or providing false or misleading information is a summary offense punishable by a fine of up

to \$250,000. Entities, directors, officers, and agents of the entity can be charged under the Act.

### **Enterprise Risk Assessment:**

Under the Act, entities and government institutions doing business in Canada have a responsibility to ensure that exploitative practices, including forced labour and child labour, are addressed and eradicated from their supply chains. The Act aims to increase industry awareness and transparency, drives businesses to improve practices, and encourages organizations to re-evaluate and accelerate environmental, social, and governance (ESG) strategies. Failure to comply with the Act may result in substantial penalties, as noted above, and potential damages to the University's reputation.

### **Next Steps:**

The prescribed questionnaire, annual report and public attestation is required to be submitted to the Ministry of Public Safety by May 31, 2024. All reports will be made available to the public in two ways:

- In a prominent location on the entity's website
- In an electronic registry on Public Safety Canada's website.

### **Consultation:**

Trent's Purchasing Services has consulted with other Ontario universities and the Ontario University Professional Procurement Management Association (OUPPMA) to gain legal insight and advice for the completion of this inaugural report.

### **Compliance with Policy/Legislation:**

This report is in compliance with the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, which came into effect January 1, 2024.

### **Committee/Board Mandate:**

The Board of Governors is responsible for ensuring the financial health of the University and the proper management of its buildings, lands and capital projects.

The Audit and Investment Committee monitors the University's legislative compliance and maintains a watching brief on statutory and accountability requirements. The Committee will assess and monitor risks related to its responsibilities for statutory compliance matters, and reports to the Board on these periodically. It may make recommendations on the type of statutory compliance reporting that the Board should receive.

### **Supporting Reference Materials (attached):**

Appendix A: Trent University Annual Report for January 1, 2023 to December 31, 2023 under the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*



## **Fighting Against Forced Labour and Child Labour in Supply Chains Act (former Bill S-211)**

### **Trent University Annual Report**

Reporting Period January 1, 2023, to December 31, 2023

Canada's *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the Act) includes an obligation that applies to defined entities to report on the measures taken to prevent and reduce the risk that forced labour or child labour is used by them or in their supply chains. Trent University is a corporation that has a place of business in Canada and meets the conditions of at least \$20 million in assets, at least \$40 million in revenue, and it employs more than 250 employees. As a result, Trent University is submitting a report to the Ministry of Public Safety, as required by the Act as an applicable entity, reflective of the financial reporting period January 1, 2023, to December 31, 2023.

This report will address the mandated requirements as defined in subsections 11(1) and 11(3) of the Act and is accompanied by a signed approval and attestation from Trent University's applicable governing body. A completed questionnaire will be submitted in conjunction with the attested annual report.

### **Annual Report**

**11 (1) The steps the entity has taken during its previous financial year to prevent and reduce the risk that forced labour or child labour is used at any step of the production of goods in Canada or elsewhere by the entity or of goods imported into Canada by the entity.**

For this reporting period, Trent University has minimal defined practices in place but anticipates expanding on its proactive measures annually. For instance, Purchasing Services is planning to incorporate a strategy of risk assessments to increase understanding of human rights risks and overall effectiveness of supply chain due diligence. Assessments may include defining suppliers located in geographies with known human rights violations, identifying high-risk sectors such as food and apparel, and conducting outreaches to new and existing suppliers the University procures from to review their approach to mitigating risks of forced labour or child labour.

The objective of the University will be to ensure measures are taken to remediate any forced labour or child labour within our supply chains. Trent University intends to develop and grow proactive interventions to prevent and reduce the risk of forced labour or child labour of goods imported into Canada and to enhance its supply chain transparency and

ethical business practices in its supply chain management. Various activities will be conducted to ensure proactive measures are incorporated into the University's procurement activities.

### **11 (3) (a) Its structure, activities and supply chains**

Trent University is a Canadian corporation focused on post-secondary education that employs 1,697 full- and part-time employees. Trent University is located in Peterborough, Ontario with a satellite campus in Oshawa, Ontario.

During this reporting period, Trent University's Purchasing Services department consisted of two (2) Purchasing Officers responsible for the procurement of goods and services for the University and one (1) Manager overseeing the Purchasing Officers.

Procurement requests are initiated through a requisitioning platform that is generated by the end users advising Purchasing Services of the need to procure and the Purchasing Officers initiating the buy based on policy defined processes. The University also has a corporate credit card program available for approved staff for low value dollar buys that has limited availability for international procurements and has commodity merchant category controls in place.

The University does not produce goods (including manufacturing, extracting, growing, and processing) and has very minor dealings regarding importation into Canada. The number of Trent University imports during this reporting period was 289 shipments with 40% of said shipments being from countries of origin outside of the United States per the following: AR, AU, BZ, CN, CZ, DE, DK, FR, GB, JP, KR, MN, TW. These imports are described as lab samples, reagents, lab equipment, lab consumables and equipment parts. The total value of imported shipments was \$590,624.56.

### **11 (3) (b) Its policies and due diligence processes in relation to forced labour and child labour**

Trent University has a Fair Trade Purchasing Policy for Apparel that was effective during this reporting period. The purpose of the policy is to ensure that apparel manufactured for Trent University is made under humane working conditions in compliance with accepted international standards and local laws and to improve working conditions and labour practices in the apparel industry worldwide.

The University is drafting a Supplier Code of Conduct Policy anticipated to be approved and effective later this year. The policy objective will be that Suppliers shall uphold the human rights of employees, communities, and vulnerable populations and ascertain human rights, prohibiting utilizing child labour, forced/involuntary/indentured labour and promoting supplier diversity. Suppliers shall at all times act with integrity and in an ethical manner, in accordance with applicable laws and regulations.

Management of the policy, if a breach or non-compliance is determined, affords the University use of any measures at its disposal to bring about compliance, including

requiring remediation by the Supplier or its subcontractors and/or termination of the contract. Embedded responsible business conduct is defined in the policy with the objective of ceasing, preventing or mitigating adverse impacts.

The policy will be applicable for contracted agreements with the University and as agreed to by both parties at the time of contract execution.

**11 (3) (c) The parts of its business and supply chains that carry a risk of forced labour or child labour being used and the steps it has taken to assess and manage that risk.**

During this reporting period, the University initiated a tracking form that overviews categories of products of high ethical risk that includes product categories, relevant ethical risk, countries of concern, and relevant standards and certifications. The goal is to continue growing the document and building a robust list of product categories that identify sources of information, per category, providing links to guidance and industry standards information that will be used as a reference tool in the Purchasing Services Department for future procurements. This information will assist in preparing tender documentation and the requirements, including criteria for scoring purposes.

**11 (3) (d) Any measures taken to remediate any forced labour or child labour.**

Not applicable currently as we have not identified any forced labour or child labour in our activities and supply chains.

**11 (3) (e) Any measures taken to remediate the loss of income to the most vulnerable families that results from any measure taken to eliminate the use of forced labour or child labour in its activities and supply chains.**

Not applicable currently as we have not identified any loss of income to vulnerable families resulting from measures taken to eliminate the use of forced labour or child labour in our activities and supply chains.

**11 (3) (f) The training provided to employees on forced labour and child labour.**

The Purchasing Services team has been socialized with the requirements of the Act and attended the Public Safety Canada Supply Chains Act Information Session. Trent University Purchasing Services is a CCSP member and attends sessions relevant to discussions about the Act and relevant ethical supply chain initiatives. Purchasing Services anticipates further training in forced labour and child labour per supply chain is needed and intends to review opportunities as they become available.

An intensive review of the Purchasing Services website will be conducted to update information on the Act and provide educational information regarding forced labour and child labour for its clients.

**11 (3) (g) How the entity assesses its effectiveness in ensuring that forced labour and child labour are not being used in its business and supply chains.**



For this reporting period, Trent University has minimal defined practices but anticipates expanding on assessing its effectiveness annually.

During this reporting period, the University has begun vendor outreach initiatives regarding product categories of high ethical risk to determine public policy and endorsement of the Act. The objective of the supplier outreach is to review the supplier’s position and commitment to addressing and preventing forced labour and child labour globally. Supplier information such as modern slavery statements, policy documentation and supply chain standard manuals are being requested and reviewed by the Purchasing Services department.

Trent University plans to enhance its effectiveness in ensuring that forced labour and child labour are reduced or eradicated in its supply chains and plans to incorporate the following activities through the Purchasing Services department:

- Periodic auditing of contracted suppliers of high-risk geographies and product categories to strengthen and enhance social supply chain disclosures ensuring international commitment against forced labour and child labour.
- Develop and incorporate socially responsible criteria in tendering events when applicable to include fair trade/labour standards and practices. This includes scoring parameters and information collection including; how suppliers protect human rights and policies and practices that promote responsible supply chain management.
- Working with Group Purchasing Organizations (i.e. OEM) regarding vendor of record arrangements to ensure their assessment and award of market opportunities recognizes the requirements of the Act prior to commitment by the University.

**Attestation:**

In accordance with the requirements of the Act, and in particular section 11 thereof, I attest that I have reviewed the information contained in the report for the entity listed above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above.

Name	
Title	
Date	
Signature	<i>I have the authority to bind Trent University</i>



## Board Report

**Session:**  Closed Session;  Open Session

**Action Requested:**  Decision;  Discussion/Direction;  Information

**To:** Board of Governors

**Date:** May 10, 2024

**Presented by:** Dr. Scott Henderson, Dean & Head, Trent University Durham GTA

**Subject:** Durham Community Engagement Report

### **Motion for Consideration (if applicable):**

That the Board of Governors receive this report for information.

### **Executive Summary:**

A summary of the partnerships, initiatives and activities undertaken by the Trent University Durham GTA campus between May 2023 and April 2024 with resource and personnel support through the Community Engagement office at the Durham campus.

### **Analysis/Alternatives Considered:**

A review was conducted which examined the following:

1. Annual Snapshot
2. Partnership, Participation & Dialogue with Community Associations & Groups
3. Experiential Learning: Placements, Community-Based Research, and Collaborations

### **Financial Implications:**

There could be negative financial implications to fundraising and outreach efforts if our community relations and stewardship are unsuccessful. This report demonstrates positive relations with the local community, which will contribute to philanthropic success. Positive community relations foster partnerships that can result in, for example, donations of land for expansion.

### **Enterprise Risk Assessment:**

As the Trent University Durham GTA campus continues to grow both in size and impact, community and philanthropic outreach will increase. This update on community relations at Trent Durham demonstrates positive stewardship of the local community which positions the institution well to successfully continue with the developments.

### **Next Steps:**

Continue to strengthen Trent's visibility and image in the Durham Region, which will contribute to the overall growth of Trent Durham.

**Alignment with Mission, Vision, Values, Strategic Plan:**

The Community Engagement Office serves to strengthen Trent's visibility and image in the Durham Region. It seeks to promote positive university engagement through community associations, sponsorships and public events and build out a mutually beneficial relationship with the private sector and community partners. The office works to foster meaningful linkages between University faculties, students and staff and community leaders and organizations.

**Consultation:**

Produced by Kevin Maina, Manager, Community Engagement and Dr. Scott Henderson, Dean and Head, Trent University Durham GTA. Various departments on the Trent Durham campus were consulted to collect the information including: Student Affairs, Workplace Partnerships and Experiential Learning and Campus Operations.

**Compliance with Policy/Legislation:**

N/A

**Committee/Board Mandate:**

The Trent Act vests with the Board of Governors the government, conduct, management and control of [Trent University]. The Board of Governors recognizes that the Durham GTA campus is critical to Trent's long-standing reputation for academic excellence and continues to invest in its continued success. In 2016, the Board approved a number of strategic objectives, including but not limited to working collaboratively with our host communities, Indigenous peoples, and with municipal, provincial and federal governments; as well as enhancing the facilities for students at the Trent Durham campus.

At least once in every governance cycle, the Board engages with the dynamic Durham campus and explores that campus's vibrant community connections.

**Supporting Reference Materials (attached):**

Appendix 1: Durham Community Engagement Report



## Trent University Durham-GTA – Community Engagement Report

May 2023 - April 2024

**Vision:** The Community Engagement office serves to strengthen Trent’s visibility and image in the Durham Region. It seeks to promote positive university engagement through community associations, sponsorships, and public events and build out a mutually beneficial relationship with the private sector and community partners. The office works to foster meaningful linkages between university faculties, students and staff, and community leaders and organizations.

### 1. Annual Snapshot

Trent Durham has continued to achieve enhanced community visibility and perception over the past year. Several elements contributed to this success, including, but not limited to the following:

- Trent Durham Advanced Learning Centre Grand Opening brought community members, municipal partners, and campus community together to commemorate the growth of the campus into downtown Oshawa
- Oshawa Orientation Experience 2023 continued the strong collaboration between the City of Oshawa, the Greater Oshawa Chamber of Commerce, and the post-secondary institutions in welcoming new and returning students to Oshawa in September 2023.
- Growth in experiential learning and community-based research engagements in Durham Region
- Committee and working group appointments to support community-centered organizations and initiatives, while having a forum to provide relevant Trent Durham updates
- Sustained engagement in the Government Relations and Advocacy committees at the area Chambers and Board of Trades to remain well informed on challenges faced by local industry and provide support
- Enhanced informal stakeholder engagement to ensure key stakeholders and community members remained aware of Trent Durham’s growth and presence in the Durham Region

## Partnership, Participation & Dialogue with Community Associations & Groups

### Community Memberships:

Trent University Durham continued to hold membership with important associations in the Durham Region:

- **Member and Sponsor of Whitby Chamber of Commerce** (Sponsorship allows for logo placement on some Chamber correspondence, websites and at all events, and includes registration for attendees at some signature Chamber events - <http://www.whitbychamber.org/>)
- **Member and Sponsor of Oshawa Chamber of Commerce** (Sponsorship allows for logo placement on banner at all chamber events and two key high-profile sponsorships throughout the year)
- **Member and 'Community' Sponsor of the Ajax-Pickering Board of Trade** (Community Sponsor allows for logo placement on some BOT correspondence, websites and at all events, and includes registration for attendees at some signature events)
- **Member of the Clarington Board of Trade** (attend workshops and key events/functions)

### Community Partnerships:

The following is a list of some of the organizations that the Community Engagement Office at Trent Durham has partnered with in the Durham Region:

- **Collision Conference** – led by Invest Durham, Trent University Durham GTA is a Lead Partner of the Collision Conference participating alongside OntarioTech and Durham College to promote the strength of research, development, and innovation that the Durham Region has to offer
- **TeachingCity** – Trent is a partner and has two representatives on the steering committee – a partnership of municipal government, City partners, and academic institutions focused on studying and addressing urban issues in Oshawa through innovation, collaboration, and shared experiential learning opportunities
- **Ontario Shores** – Ontario Shores has partnered with Trent University to offer on-site specialized CBT therapy to students 5 days a week. Students are referred to the service through Trent personal counselling service and the development of the Living Lab course that operates under the academic leadership of Dr. Nancie Im-Bolter
- **Autism Home Base** – agreement to continue and expand partnership, research, and experiential learning opportunities
- **CityStudio Durham** - Led by the Region of Durham, [CityStudio Durham](#) is an innovation initiative that brings together regional staff, students, and faculty to co-create experimental projects that make the Region more sustainable, livable, and joyful.

**Community Support and Increased Profile:**

Trent University Durham continued to sponsor, support or participate in multiple initiatives and organizations via the Community Engagement office over the past year and looking ahead in the coming months:

- **Ajax Pickering Board of Trade Business Excellence Awards** – Community Sponsor
- **Autism Home Base World Autism Day** – Host & Event Sponsor
- **Back Door Mission** – Event Sponsor
- **Convergence Festival** – Community Sponsor
- **Durham Rape Crisis Centre Take Back the Night: Brighter than Ever** – Sponsor
- **Oshawa Chamber of Commerce Business Excellence Awards** – Presenting Sponsor and Lunch Sponsor at Annual Golf Tournament
- **Oshawa Orientation Experience** – Lead Partner
- **Oshawa Mayor’s Golf Classic** – Tee sponsor and foursome
- **Oshawa Mayor’s Address** – Community Sponsor
- **Oshawa Music Awards** – 2023 Gold Sponsor: Music Producer of the Year Award
- **Lakeridge Health Golf Classic** – Mulligan Partner
- **Lakeridge Health Gala** – Pewter Sponsorship
- **Regional Chair Luncheon hosted by the Joint Chambers** – Reception Sponsor
- **Whitby Chamber of Commerce Business Summit & Expo** – Lunch Sponsor
- **Whitby Mayor Annual Community Fundraiser** – Supporting Sponsor
- **Whitby Mayor’s Address with Mayor Roy** – Lunch Sponsor
- **United Way** – Durham

**Sharing & Promotion of Community Use of Campus Services & Facilities:**

Trent University Durham continues to promote community use of campus services, facilities, and other resources to the community. The following community organizations partnered with Trent to deliver community events or services on campus (open to students) over the past year:

- Autism Home Base
- RESOUND Choir – Community Club
- 2024 Mathematics Kangaroo Contest
- AIDs Committee of Durham Region
- Durham Council for the Arts - Cinechats
- Durham Rape Crisis Centre
- Canadian Blood Services – educational campaigns (virtual blood drive);
- TeachingCity – Idea Jam
- Learning Disabilities Association of Durham Region
- The LivingRoom Community Art Studio
  - Spring Art Sale

- Handmade with Heart Artisan Marketplace (Winter)
- Quad Ball Canada Championships

### **Community Lectures, Presentations, and Events**

Trent University Durham has hosted and collaborated on several events with and for the community:

- Durham Pride Parade Float (June 4, 2023)
- Oshawa Orientation Experience (September 9, 2023)
- Durham Region Innovation Fellowship Celebration Event (September 29, 2023)
- Hack for Good: Seed to Solution (September 16, 2023)
- Oshawa Chamber Local Business Check-in (December 7, 2023)
- Trent University Durham Advanced Learning Centre Opening (December 14, 2023)
- Sociology 60<sup>th</sup>: *Going Beyond a Month of 'Celebration': Sustaining Student Success through*
- *Black Studies* with guest speaker Dr. Carl James (February 5, 2024)
- TCAS Aging & Society Seminar Series: Aging & Dementia Research at Trent University Durham GTA (February 29, 2024)
- Northern and Rural Innovation Cluster Summit (March 7, 2024)
- City of Oshawa Centennial Celebration (March 8, 2024)
- *Arts, Culture as a lever for Economic Development* a community presentation by Dr. Scott Henderson at the annual Oshawa Tourism Stakeholders Meeting (March 27, 2024)
- World Autism Day Celebration and Fundraiser in collaboration with Autism Home Base (April 7, 2024)

Additionally, staff, faculty, and students from Trent University Durham supported and engaged with numerous other community events, initiatives, and philanthropy.

### **Representation on Community Councils, Committees, Working Groups & Consultations in Durham Region:**

Trent University Durham has been represented on several councils, committees, working groups, and stakeholder consultations over the past year:

- **City of Oshawa Community Centennial Committee**  
In 2024, the City of Oshawa will celebrates its 100<sup>th</sup> anniversary. The creation and purpose of a Community Centennial Committee relates to the action item to “plan a coordinated approach to celebrating significant upcoming anniversaries.” Also participating in the Stakeholder Engagement Working Group. Seat held by Kevin Maina.
- **City of Oshawa’s Cultural Leadership Council (CLC)**  
The CLC was formed to align resources across the public, private and voluntary sectors to

build the collective capacity to implement the CLC Plan and ongoing cultural development. The seat is held by Kevin Maina.

- **CityStudio Durham Steering Committee**

Led by the Region of Durham, CityStudio Durham is an innovation initiative that brings together regional staff, students, and faculty to co-create experimental projects that make the Region more sustainable, livable, and joyful. Seat held by Kevin Maina.

- **Durham Entrepreneurship Ecosystem Forum**

Organized by the Brilliant Catalyst office at OntarioTech University to bring together community stakeholders connected to the entrepreneurship ecosystem in the region of Durham. Attendance by Kevin Maina.

- **Durham Region Intelligent Community – Key Stakeholder**

Working group established by Durham Region to develop objectives, advance collaboration, and develop a governance framework for the Intelligent Community. Trent participates as a key post-secondary stakeholder. Seat held by Kevin Maina.

- **International Community Partnership Committee**

Current and projected international and domestic student growth will significantly impact the Durham Region. The International Community Partnership committee and respective subcommittees on housing, employment, community connections, and mental health seek to ensure the post-secondary institutions, municipalities, community partners and members throughout Durham Region are aware of the planned growth and involved in coordinating the appropriate infrastructure to support the overall student population. Kevin Maina, Jenifer Richardson, and Paul Longhurst sit on various subcommittees

- **Oshawa Music Awards (OMA) Steering Committee**

The Oshawa Music Awards aim to celebrate music in the Durham Region. The steering committee guides the OMAs in its business plan and the awards process. The committee assists the OMAs with outreach and development in its mission to promote and support music throughout the Durham Region. Scott Henderson has been a member of the steering committee since 2019.

- **Oshawa Chamber - Government Relations Committee**

A committee to discuss, strategize and advocate for the business community in Oshawa. The committee is comprised of a variety of business professionals and brings to light the GR issues that businesses in Oshawa face. Seat held by Kevin Maina.

- **Oshawa Chamber – Board of Governors**

The Greater Oshawa Chamber of Commerce and an essential partner in business success and plays a key role as an advocate, connector, and promoter of business that drives community prosperity. Seat held by Kevin Maina.

- **Stakeholder Advisory Group – Durham-Scarborough Bus Rapid Transit**

A stakeholder group organized and led by Metrolinx to review the plans for a Bus Rapid Transit (BRT) network along highway 2 from east Scarborough through to east Oshawa. Kevin Maina has assumed the role of lead liaison on this project.



- **Parkwood National Historic Site Board of Governors**  
The Parkwood Board oversees the estate and works to balance tourism, education, and film and television industry interests while maintaining the prestige of this national historic site. Seat held by Dr. Scott Henderson.
- **TeachingCity Oshawa Steering Committee**  
Trent currently holds two seats on the TeachingCity Oshawa Steering Committee which is responsible for strategic oversight and priorities of the TeachingCity partnership, approval of project applications and liaising with council, business partners and academic staff and faculty to continue building the profile of the project in the community. Seats held by Kevin Maina and Kristen Papadakos.
- **Whitby Chamber – Advocacy Committee**  
A committee to discuss, strategize and advocate for the business community in Whitby. The committee is comprised of a variety of business professionals and brings to light the GR issues that businesses in Whitby face. Seat held by Kevin Maina.

Additionally, some staff and faculty members are represented on local Boards of Directors and involved in other charitable organizations.

## 2. Experiential Learning: Placements, Community-Based Research, and Collaborations

- Student placements within the local community continue to grow. **Over 185 students were successfully placed** by the Office of Workplace Partnerships & Experiential Learning
  - There were **136** Master of Management students working with various employers across Durham Region between Summer 2023 and Winter 2024 through several available experiential learning streams
    - Consultancy: 22 students worked in groups to address community-partner challenges supported by program faculty, Dr. Rob Elkington. These projects included:
      - Developing Best Practices in Diversity, Equity, Accessibility and Inclusion for the City of Clarington Staff
      - Creation of a Professional Training Module to inform a Diversity, Equity, and Inclusion strategy for Brock Township
    - Riipen: 20 students completed Trent-sourced remote paid internship opportunities through this Ontario-funded program aimed at advancing skills development in underserved communities
    - Placement: 94 students completed Trent- and/or self-sourced placement opportunities within Durham Region
  - **15** student placements were coordinated through the School of Business field placement program from May 1, 2023 – April 30, 2024. Note that placements in this program are optional and not required for graduation.

- **34** Child and Youth Studies field placements were completed over Fall 2023 and Winter 2024 terms in Durham. It should be noted that placements in this program are optional and not required for their graduation and have an alternate option of completing a 4000-level research project.

#### Community Based Research

- TeachingCity (City of Oshawa) - 3 Projects Completed
  - Child & Youth Program faculty started a Dungeons & Dragons group in collaboration with Recreation Services geared towards autistic youth at the Civic starting in September 2023. They continued the pilot program in Winter 2024 with a waitlist. Based on the success of the pilot, Dr. Alba Agostino has applied for a Youth Employment and Skills Strategy Program Grant to launch the Autistic Youth Leadership and Mentoring Program to expand on the above D&D Club pilot success with more locations, using D&D to foster leadership skills and a research component to explore impact.
  - Third-year Communications capstone students worked closely with Corporate Communications staff to develop a content creator program to support increased civic engagement for young adults aged 18-30.
  - Students in the Child and Youth studies program worked with Recreation Services with research and a jurisdictional scan of other municipal Youth Community Plans to support the development of a framework required as a starting point for Oshawa.
  - Trent Durham GTA, Ontario Tech University, and Durham College are collaborating with the City of Oshawa on the Student Civic Engagement Events & Vote Oshawa Communication Competition. Components will include engagement events, community pop-ups, social media communications and info sessions. The above will lead into a Vote Oshawa Communication Competition where students are challenged to create a strategic election campaign geared to inspire the student population to vote.
- Summer Innovation Fellowship 2023 (Durham Region)
  - The Innovation Fellowship program aims to build capacity to innovate solutions to complex municipal challenges that improve the lives of Durham Region residents.
  - Durham Region adopted its CSWB Plan in November 2021, outlining seven priority risk factors to improve safety and well-being in the community: criminal involvement, experiences of racism, homelessness and basic needs, mental health,
  - social isolation, substance use, and victimization. These seven risk factors will guide Durham Region's focus and efforts for plan implementation. The overall objective of the Innovation Fellowship project in summer 2023 was to develop plans, tools and methodologies for evaluating and reporting progress for the 7 priority risk factors for the [Durham's Community Safety and Well-Being Plan](#).
  - Dr. Amy Spendik spearheaded the Trent Durham portion of the MITACs funded project overseeing two summer research interns in the Policing & Community Well-Being program to complete the evaluation and reporting process
- CityStudio Durham (Durham Region) - 5 Projects Completed

### Policing & Community Well-Being

- Students worked on the Mary's Place: An Emergency Shelter Facility for Women Exiting Human Trafficking project which focused on the exit process, healing process, recovery process, and the reintegration process for female victims of human trafficking
- Students collaborated on developing a Victim-Perpetrator Screening Tool for Human Trafficking. This tool is designed to create a better understanding of victim-perpetrators and their experiences and to help women who end up facing criminal charges a tool to identify that they were a victim of human trafficking

### Communications

- Students were tasked with identifying relevant demographic groups within the broader public and developing strategic plans to effectively connect with them regarding the proposed Durham Meadowway initiative, a linear park and active transportation corridor that will stretch from Pickering to Oshawa. The students identified five target groups – active transportation enthusiasts, arts producers and patrons, the local Indigenous population, Secondary school students, and young families – and developed strategic communications plans to help the region engage them.

### School of Business

- The project aimed to measure the relationship between the prevalence of online activity (virtual work and online shopping) and the relative value of residential and commercial properties.
- Students worked to develop a report on what carbon capture opportunities exist for the Durham Energy from Waste and Duffin Creek facility co-operated with York Region

### Collaborations

- Human Trafficking Educational Walk and Community Awareness Events #StuckInTraffick – May 27, 2023
- The Policing & Community-Well Being program partnered with Durham Region Victim Services to organize the Stuck In Traffick fundraising and educational walk in Oshawa.
  - The walk, organized by Policing and Community Well-Being (PLCW) student Robyn Dombroski, and supervised by Dr. Amy Spendik, brought together supporters from Trent, around Durham Region, and from community organizations dedicated to fighting human trafficking. Over 100 participants were in attendance, and many were seen marching through Oshawa as they listened to a guided audio file that identified risk factors, techniques of human traffickers and ways to combat it.
  - <https://www.trentu.ca/news/story/36845>
- Hire & Retain Resource – Whitby Chamber of Commerce
  - Launched in 2023, this resource features Whitby Chamber of Commerce business members dedicated to supporting the business community requirements to hire and retain talent. Experiential Learning resources are available to businesses who want to learn more about how you can engage local talent to help grow your business and retain your existing workforce.

- Mentorship Program – Whitby Chamber of Commerce
  - In partnership with the WCC, this mentorship program introduces experienced business-people with less experienced ones. Current students and recent graduates of Trent Durham are eligible to connect with seasoned business professionals as they shape their careers.