

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

**REPORT NUMBER 243 OF THE BUSINESS BOARD**

**Monday, November 26, 2018**

To the Governing Council,  
University of Toronto.

Your Board reports that it met on Monday, November 26, 2018 at 5:00 p.m. in the Council Chamber, Simcoe Hall, with the following members present:

Keith Thomas (Chair)  
Brian Lawson (Vice-Chair)  
Scott Mabury, Vice-President, University  
Operations  
Kelly Hannah-Moffat, Vice-President,  
Human Resources & Equity  
Robert G. Boeckner  
Andrew Binkley  
David Bowden  
Harvey T. Botting  
P.C. Choo  
Sara Gelgor\*  
Gary D. Goldberg  
Avrum Gotlieb  
Sue Graham-Nutter  
Ian Peter Hutson  
Mala Kashyap  
Mark Krembil\*  
Jan Mahrt-Smith  
Price Amobi Maka  
*\*via conference call*

Brian A. Miron\*  
John Paul Morgan\*  
Chris Thatcher  
Bruce Winter

**Non-Voting Assessors:**

Trevor Rodgers, Assistant Vice-President,  
Planning and Budget  
Gilbert Delgado, Chief, Planning, Design  
and Construction  
Saher Fazilat, Chief Administrative Officer,  
UTM  
Ron Saporta, Chief Operations Officer,  
Property Services & Sustainability  
Professor Angela Hildyard, Special Advisor to  
the President

**Secretariat:**

Patrick F. McNeill, Secretary

**Regrets:**

Preet Banerjee  
Sheila Brown  
Ian Peter Hutson

**In Attendance:**

Alex Brat, Executive Director, Labour Relations  
Elizabeth Brown, Brown Mills Klinck Prezioso  
Tad Brown, Senior Legal Counsel, Office of the Vice-President, Advancement  
Will Campbell, Digital Communications Specialist, Division of HR & Equity

**In Attendance continued:**

Helen Chang, Senior Research Analyst, Planning and Budget Office

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Elizabeth Church, Director, Stakeholder Relations, Office of Vice-President Communications  
Elizabeth Cragg, Director, Office of the Vice-President, University Operations  
Cathy Eberts, Director, Enterprise Applications and Solutions Integration  
Hayley Fuller Project & Change Management Consultant, Division of HR & Equity  
Erin Jackson, Chief Human Resources Officer, Division of HR & Equity  
Karen McCarthy, Director, Communications Strategy and Planning  
Steve Moate, Senior Legal Counsel, Office of the President  
Paul Nakonechny, HR Analyst, Division of HR & Equity  
Luke Ng, Communications Officer, Division of HR & Equity  
Cherilyn Nobleza, Director, HR Strategic Initiatives  
Pierre Piché, Controller and Director of Financial Services  
Ben Poynton, AODA Officer, Division of HR & Equity  
Gurvira Sangha, Intern, Office of the Governing Council  
Allan Shapira, Aon

**ITEM 2 IS RECOMMENDED TO THE GOVERNING COUNCIL FOR APPROVAL. ITEMS 3 AND 7; AND *IN CAMERA* ITEMS 13(b), 13(c), 13(d) AND 14 WERE APPROVED. ALL OTHER ITEMS ARE REPORTED TO THE GOVERNING COUNCIL FOR INFORMATION.**

*Pursuant to section 33(i) of By-Law Number 2, items 12-14 were considered in camera.*

**OPEN SESSION**

**1. Chair's Remarks**

The Chair welcomed members and guests to the meeting and advised that four items would be added to the agenda and that the *In Camera* items 13(a)(b)(c) and (d) would be moved to the top of the agenda for consideration in camera.

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the following items be added to the agenda:

*Item 9(b) - Standard and Poor's Research Update (November 20, 2018)*  
*In Camera 13(b) - Compensation and Employee Pension Contribution Increases for USW Local 1998 (Staff-Appointed)*  
*In Camera 13(c) - Compensation and Pension Contribution Increases between the University of Toronto Faculty Association (UTFA)*  
*In Camera 13(d) - Compensation Increases for Professional, Managerial and Confidential Staff; Advancement Professionals; Senior Research Associates and Research Associates*

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**THE BOARD MOVED *IN CAMERA***

**13(a) Closed Session Reports of the Administrative Assessors**

Capital Projects Update

Professor Mabury provided an update on the New Student Residence at the University of Toronto Scarborough capital project.

Jointly Sponsored Pension Plan (JSPP)

Professor Angela Hildyard, Ms Elizabeth Brown and Mr. Allan Shapira provided an update on the jointly sponsored pension plan initiative.

**13(b) Compensation and employee pension contribution increases for USW Local 1998 (Staff-Appointed)**

On motion duly made, seconded and carried

YOUR BOARD APPROVED

The recommendation of Professor Hannah-Moffat, Vice-President, Human Resources and Equity, as outlined in the memorandum dated November 21, 2018, regarding compensation and employee pension contribution increases for United Steelworkers, Local 1998 (Staff-Appointed).

**13(c) Compensation and Pension Contribution Increases between the University of Toronto Faculty Association (UTFA)**

On motion duly made, seconded and carried

YOUR BOARD APPROVED

The recommendation of Professor Hannah-Moffat, Vice-President, Human Resources and Equity, as outlined in the memorandum dated November 22, 2018, regarding compensation and pension contribution Increases between the University of Toronto and the University of Toronto Faculty Association (UTFA).

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**13(d) Compensation and pension contribution increases for Professional, Managerial and Confidential Staff; Advancement Professionals; Senior Research Associates and Research Associates**

On motion duly made, seconded and carried

YOUR BOARD APPROVED

The recommendation of Professor Meric Gertler, President, as outlined in the memorandum dated November 20, 2018, regarding compensation and pension contribution increases for Professional, Managerial and Confidential Staff, Advancement Professionals and Senior Research Associates/Research Associates.

**The Board returned to open session.**

**2. *Smoke-Free Policy***

The Chair stated that the proposed *Smoke-Free Policy* was being presented for recommendation “for concurrence with the recommendation of the University Affairs Board”. The UAB had met on Monday, November 19, 2018, and recommended that the *Policy* be approved by Governing Council.

Professor Kelly Hannah-Moffat provided an overview to the proposed *Smoke-Free Policy*. She noted that the last update to the existing *Smoking Policy* was in 1995 and, since then, research demonstrating the harms of smoking had prompted municipal, provincial, and federal bodies to pass legislation controlling smoking. The proposed *Policy* reflected the University’s commitment to providing a safe and healthy environment for its community.

The proposed *Policy* would apply to all who are present on University of Toronto property at any time and for any purposes, including employees, students, contractors, volunteers, and visitors. The prohibition included inside or outside vehicles while parked on University property as well as vaping. Enforcement of the proposed *Policy* would focus on educating the University’s community about the *Policy* and the risks of smoke and second-hand smoke. Training would be provided to Campus Police on expectations for enforcement and approaching/engaging all groups in violation of the proposed *Policy*.

The proposed *Policy* contained provisions to accommodate smoking as part of Indigenous ceremonial activities, and the duty to accommodate persons with disabilities in accordance with the Human Rights Code. Existing smoking cessation programs for students, staff and faculty were also outlined.

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Professor Hannah-Moffat noted that the safety of all University community members on all three campuses was a top priority. As such, campus-specific transitional arrangements would be considered, which would allow for the creation of designated smoking areas. Additional costs for establishing these designated smoking areas as well as for signage may be incurred and would be the responsibility of the individual campuses. The transitional period would be reviewed annually.

In response to members' questions, Professor Hannah-Moffat stated the following:

- there had been discussions with all of the Federated Colleges at the University as well as other colleges (i.e. Knox College) associated with the University. There was widespread interest among all these institutions in adopting policies to address smoking based on the proposed *Policy* – these would be considered via each institution's governance process;
- other policies and guidelines (i.e. *Fitness for Work Guideline*) were already in place to set expectations and clarify employee obligations in relation to impairment in the workplace including the use of cannabis and alcohol; and
- the University would continue to engage in discussion with its leased property stakeholders regarding smoking issues.

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the Business Board concur with the recommendation of the University Affairs Board,

THAT the *Smoke-Free Policy*, dated January 1, 2019 be approved, effective January 1, 2019, replacing the *Smoking Policy*, dated April 4, 1995.

### **3. Real Estate Strategic Framework: *The University of Toronto's Four Corners Strategy (2018)***

The Chair stated that the Business Board was responsible for University owned or leased property which included the approval of acquisition or disposal of real estate and approval of arrangements for the non-University use or development of University property.

Professor Mabury provided an overview of the real estate strategic framework which had been named "*The University of Toronto's Four Corners Strategy (2018)*". The primary goals of the initiative included:

1. providing quality amenity spaces (e.g. housing, retail, commercial office, innovation space) to support the mission of the University and improve quality of life for the University population; and,

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2. generating financial returns directed to the operating fund through income from its properties that are comparable to the University's annual endowment payout.

Professor Mabury reminded the Board of the many hours spent by members considering real estate issues and property acquisitions including the UTM residential property and the Centre for Addiction and Mental Health (CAMH) property acquisitions. The Board had also participated in three information sessions with the University's consultant. The U3 Advisors and their team had been selected through a competitive process to guide the development of the framework.

Professor Mabury further explained that the that the proposed strategy outlined significant development opportunities for both off campus real estate assets and key edge sites on all three campuses with the overall objective of matching the university's significant endowment payout directed to the operating fund through income of its improved properties. The understanding of the overall plan would facilitate the approval of individual projects as part of an overall institutional goal and framework.

Professor Mabury commented that it was an ambitious strategy but that he was confident that its goals could be reached by the dates outlined in the document. He further stated that it was heartening the degree to which support had been shown for the *Four Corners Strategy*. The VPUO expressed his gratitude to his team and many others for their hard work and dedication to bring the strategy forward (this also included Principals, Deans and other stakeholders as part of the consultation process outlined on page 7 of the document).

Professor Mabury stated that the *Four Corners Strategy* was intended to replace the "Real Estate Strategy for University of Toronto St. George, Mississauga & Scarborough Campuses" which was approved through Business Board, and brought to the Planning and Budget Committee, for information, in 2007.

In response to members' questions and comments, Professor Mabury stated the following:

- the number of acres owned by the University and delineated in the framework would be updated to include newly acquired real estate assets (i.e. properties in the Huron-Sussex neighbourhood, CAMH, etc.) and had been adjusted for the presence of the non-owned University properties (i.e. the 3 Federated Colleges);
- the development of a capital and phasing model to inform the sequencing of projects would be built into the process;
- the University would build a real estate team and enter into discussions with academic divisions regarding changes to the current process of re-directing net revenues from leases back to the divisions;

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- all proposals over \$5 million would be brought forward to the Board and would be presented with a view based on the University's stated academic mission and values – one of the first priorities was the expansion of residential spaces for graduate students and some expansion for faculty and staff; and
- the strategy aligned well with the *President's 3 Priorities* to engage with the City's neighbours – all the municipalities welcomed U of T's approach and further discussions would be held.

The Chair and members thanked Professor Mabury for his detailed presentation of "*The University of Toronto's Four Corners Strategy (2018)*". Professor Mabury and his team were congratulated on their excellent work on developing the strategy.

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the goals and directions outlined in the *University of Toronto's Four Corners Strategy (2018)* be approved in principle, replacing the *Real Estate Strategy for University of Toronto St. George, Mississauga & Scarborough Campuses* approved on January 15, 2007.

**4. Annual Report: Vice-President, Human Resources and Equity, 2017-2018**

The Chair stated that the Board was responsible for approving and monitoring employee policies and terms and conditions of employment for administrative and unionized staff; and for reviewing an annual report from the Vice-President, Human Resources and Equity.

Before beginning her annual report, Professor Hannah-Moffat introduced the members of her team who were in attendance. Professor Hannah-Moffat's [presentation](#) provided an overview of the initiatives and showcased the efforts of the Division of Human Resources and Equity in 2017-18 (representing an 18-month period), including the following:

- Reviewed and improved its client service delivery models (including self-service);
- Continued to improve communications both within and outside of the Division;
- Helped its communities to become a great place to work, learn and thrive;
- Elevated and cemented U of T's role as a leader in Equity;
- Provided a safe and healthy teaching, learning and working environment;
- Focused on leadership and succession planning;
- Promoted a culture of recognition across the University;
- Proactively responded to the changing recruitment needs of the University;
- Managed the University's relationships with its 23 unions and other employee groups.

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Professor Hannah-Moffat reported that the University continued to be recognized for its leadership and remained employer of choice. It had received the following recognition in 2017-18: *Canada's Top 100 Employers; Canada's Greenest Employers; Greater Toronto's Top Employers; Canada's Family-Friendly Employers; Canada's Best Diversity Employers; and Canada's Top Employers for Canadians over 40.*

In response to members' question and comments, Professor Hannah-Moffat stated the following:

- although the University offered a high-quality and affordable day care service and that demand had always exceeded the availability of day care spots, the University had no immediate plans to expand these services on campus; and
- the University had experienced an increase in the number of grievances related to the failure to hire, the majority of which were internal.

**5. Employment Equity Report, 2017-2018**

Professor Hannah-Moffat presented the [Employment Equity Report 2017-2018](#) for information.

She stated that the Employment Equity Survey was a voluntary, confidential questionnaire open to all employees (appointed and non-appointed). The survey allowed the University to analyze its workforce composition relative to the Canadian workforce, using the principles outlined in the Federal Contractors Program (FCP). The *Report* marked the second analysis of workforce composition following an overhaul of the survey in 2016. Professor Hannah-Moffat stated that the employment equity survey had experienced a considerable improvement in the response rate (11% increase to 81%), since its launch.

Professor Hannah-Moffat commented that the *Report* was for internal use, and was meant to inform recruitment practices to improve representation rates from the designated groups – related strategies had had started to show actual results.

Professor Hannah-Moffat expressed thanks to her team for the level of sophistication and expertise in the area of employment equity-related issues and initiatives – U of T continued to be a leader in Canada.

The Chair commented on the depth and breadth of the content of VPHRE's reports and thanked Professor Hannah-Moffat for her informative presentation noting that it had represented the incredible amount of hard work and dedication of so many in her portfolio.

The Chair extended special thanks to her and her team in the Division of HR & Equity.



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**6. Reports of the Administrative Assessors**

Ontario's Fall Economic Statement

Professor Mabury reported that the University was assessing the Fall Economic Statement that was presented by the Provincial Government on November 15, 2018. He noted that it was too early to understand the Government's long term plans for spending restraint as it related to post-secondary education and any pending cuts.

In response to a member's question regarding the Province's decision to cancel the planned university and college campus expansion projects in the GTA, Professor Mabury commented that there had been no announcements on the re-distribution or addition of any new student spaces as a result of the decision.

Pending Capital Projects Update

Professor Mabury stated that there were a number of capital projects that would be forthcoming for the Board's consideration. These included the following capital projects: Landmark Project; New Graduate Residence; Partners in Innovation & Entrepreneurship Complex (PIE-C).FitzGerald Building Renovations; new School of Cities Building; Artistic Resource Team (ART) project at UTM; and Instructional Centre 2 at UTSC.

**OPEN SESSION CONSENT AGENDA**

On a motion duly moved, seconded, and carried

YOUR BOARD APPROVED

THAT the consent agenda be adopted.

**7. Report of the Previous Meeting**

*Report Number 242*, from the meeting of October 9, 2018 was approved.

**8. Business Arising from the Report of the Previous Meeting**

There was no business arising from the Report of the previous meeting.

**9. (a) Status Report on Debt to October 31, 2018**

Members received the status report on debt to October 31, 2018, for information.

**(b) Standard and Poor's Research Update (November 20, 2018)**

Members received the Standard and Poor's Research Update dated November 20, 2018, for information.

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**10. Date of the Next Meeting – Monday, February 4, 2019**

The Chair advised members that the next meeting would be Monday, February 4, 2019.

**11. Other Business**

No other business was raised.

**THE BOARD MOVED BACK INTO *IN CAMERA***

**12. Quarterly List of Donations of \$250,000 or more to the University of Toronto – August 1, 2018 to October 31, 2017, 2017 to July 31, 2018**

The *Quarterly Report* was received by the Board for information.

**14. Business Board Striking Committee: 2018-19 Membership**

On motion duly moved, seconded and carried

YOUR BOARD APPROVED

THAT the following be appointed to the Business Board Striking Committee to recommend appointments for 2019-2020:

Preet Banerjee (Lieutenant-Governor-in-Council)  
P. C. Choo (Administrative Staff)  
Price Amobi Maka (Student)  
Jan Mahrt-Smith (Teaching Staff)  
Bruce Winter (Alumni)

**The Board returned to open session.**

The meeting adjourned at 7:10 p.m.

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Secretary

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Chair

November 27, 2018