

Members are reminded of the requirement that they give notice of conflict of interest prior to consideration of any matter on the Board open and closed session agendas

BOARD OF GOVERNORS MEETING

**2:30 p.m., Thursday, November 26, 2015
Room 4155 Stevenson Hall**

1. Adoption of Agenda - Open Session
2. **Report of the President** (Amit Chakma)
3. Unanimous Consent Agenda - **Appendix I**
 - **Includes Open Session Minutes of the Meeting of September 22, 2015**
4. Business Arising from the Minutes
5. Reports of Committees:
 - Property & Finance Committee - **Appendix II** (Paul Jenkins)
 - Senior Operations Committee – **Appendix III** (Chirag Shah)
 - Fund Raising and Donor Relations Committee - **Appendix IV** (Jeremy Adams)
 - Report of the Joint Pension Boards - **Appendix V** (Louise Koza)
6. Items Referred by Senate – **Appendix VI** (Amit Chakma)
7. Report of the Governance Review Committee – **Appendix VII** (Matt Wilson)
8. Questions from Members
9. Other Business
10. Adjournment to Confidential Session

Meetings of the Board beginning at 2:30 p.m. will normally end by 6:00 p.m. unless extended by a majority vote of those present.

SUMMARY OF AGENDA ITEMS – November 26, 2015 - OPEN SESSION

| | |
|--|--------|
| Adoption of Agenda | ACTION |
| Report of the President | INFO |
| Unanimous Consent Agenda – Appendix I | ACTION |
| Minutes of the Meeting of September 22, 2015 – Open Session only | ACTION |

Property & Finance Committee- Appendix II

| | |
|--|------|
| Update on Rapid Transit | INFO |
| Lease Agreement for Room 80, University Community Centre | INFO |
| Investment Committee Report | INFO |
| 2014-2015 Budget Indicators | INFO |
| Key Financial Indicators | INFO |
| Report on Endowments | INFO |
| New Scholarships and Awards | INFO |

Senior Operations Committee – Appendix III

| | |
|---|------|
| Code of Student Conduct – Annual Report | INFO |
|---|------|

Fundraising & Donor Relations Committee – Appendix IV

| | |
|--|------|
| Fundraising Activity Quarterly Report to July 31, 2015 | INFO |
|--|------|

Items Referred by Senate - Appendix V

| | |
|---|--------|
| Introduction of MAPP 7.15 – Post Approval Monitoring (PAM) Program Policy | ACTION |
| Revisions to MAPP 7.12 – Policy and Procedures for the Use of Animals in Research, Testing and Teaching | ACTION |
| Revisions to MAPP 7.10 – Policy and Procedures – Standardized Training in Animal Care and Use | ACTION |
| Report of the Academic Colleague | INFO |

Governance Review Committee – Appendix VI

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|---|--------|
| Report of the Governance Review Committee | ACTION |
|---|--------|

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|------------------------|--|
| Questions from Members | |
|------------------------|--|

REPORT OF THE PRESIDENT

To: Board of Governors
From: Amit Chakma
Date: November 18, 2015
Re: President's Report to the Board

For the November 26, 2015 Board meeting, I'm pleased to provide the following update on important developments and achievements since the last meeting of the Board on September 22, 2015.

Post-election landscape:

The October 19 federal election brought to power a majority Liberal government whose campaign platform contained several policy initiatives related to post-secondary education. The following list includes commitments and statements made during the campaign and following the election by Prime Minister Justin Trudeau specifically with regard to research and student support:

1. Provide direct help for students from low- and middle-income families to ensure that debt loads related to education are manageable.
2. Increase the Canada Student Grant maximum for low-income students to \$3,000 per year for full-time students, and to \$1,800 per year for part-time students.
3. Increase income thresholds for the Canada Student Grant eligibility, giving more students access to larger grants.
4. Maintain the tuition tax credit.
5. Make the student loan system more flexible by ensuring that no graduate with student loans will be required to make any repayment until they are earning an income of at least \$25,000 per year.
6. Work with provinces and territories to ensure they do not assume any additional costs, and to make sure these investments go directly to students. Appropriate compensation will be offered to provinces and territories that do not participate in the Canada Student Loan program.
7. Invest \$50 million in additional annual support to the Post-Secondary Student Support Program, which supports Indigenous students attending post-secondary education, and will allow the program to grow in step with increasing demand.
8. Appoint a Chief Science Officer who will ensure that government science is fully available to the public, that scientists are able to speak freely about their work, and that scientific analyses are considered when the government makes decisions.
9. Restore the long-form census.

10. Make it easier for international students and other temporary residents to become Canadian citizens by restoring the residency time credit, including changes to the Canadian Experience Class to reduce the barriers to immigration imposed on international students.

Working closely with Universities Canada, the U15 Group of Canadian Research Universities, and the Council of Ontario Universities, these items will form the initial basis of our renewed advocacy efforts with the federal government. The PSE sector has several strong links with the new Liberal cabinet, sworn in November 4, which includes two key members who are Western graduates: William (Bill) Morneau (BA'86, Political Science) as Finance Minister, and Jane Philpott (MD'84) as Health Minister. An accomplished business leader based in Toronto, Mr. Morneau's political experience includes service on the Government of Ontario's Pension Advisory Council and as Pension Advisor to Ontario's Minister of Finance. Dr. Philpott's resume includes service as a family physician, Chief of Family Medicine at Markham Stouffville Hospital, and teaching as an associate professor at the University of Toronto's Department of Family and Community Medicine. We have sent our congratulations to these two exceptional Western alumni and look forward to strengthening our relationships with them.

Through its cabinet appointments, the Liberal government has signaled a renewed focus on science. Key appointments with ties to academia on this file include Navdeep Bains, a former chartered accountant with Ford Motor Company and a part-time professor at Ryerson's business school, is the new Minister of Innovation, Science and Economic Development, while medical geographer Kirsty Duncan, who has taught at Windsor, Toronto and Royal Roads, is the new Minister of Science. Prime Minister Trudeau himself has expressed his personal focus and priority on youth by assuming responsibility for portfolios related to intergovernmental affairs and youth. During the press conference following the swearing in of his new cabinet, the PM spoke about the importance of access to post-secondary education, especially for Canada's Indigenous population. Parliament returns December 3 and we look forward to learning more about the government's priorities through the December 4 Speech from the Throne.

Indigenous Strategic Plan development:

Western is currently developing its first-ever multi-year Indigenous Strategic Plan. Since early October, a campus-wide consultation process has been underway and the initial round of submissions is expected to conclude by November 30.

With the release of the University's Strategic Plan, Achieving Excellence on the World Stage in 2014, Western renewed its commitment to "improving the accessibility and success in higher education for Indigenous peoples." This includes strengthening our approach to planning and engaging Indigenous peoples at every level of the University, with a view to enhancing the study, work and research experiences for Indigenous students, staff and faculty members.

There are many compelling social imperatives to developing an Indigenous Strategic Plan that can support a shared vision and growth in this area. This process will also bring attention to many important issues in Indigenous education including the Truth and Reconciliation Commission (TRC) recommendations, and Universities Canada principles in Indigenous education. To date, Western's Indigenous Strategic Initiatives Committee has developed a draft Vision, Purpose, and Guiding Principles, which are grounded in feedback from the Indigenous Postsecondary Education Council, Gathering Our Voices Talking Circles (2013), and the Indigenous Graduate Student World Café (2014). More information on this initiative is at http://www.indigenous.uwo.ca/universitywide/indigenous_strategic_plan.html

Sexual violence prevention:

Proposed legislation introduced by the Province in late October will require universities, colleges and employers to establish stand-alone policies and stronger support programs aimed at eradicating sexual violence and harassment. If passed, the new Act would make safer communities across Ontario that are more responsive to the needs of survivors and complaints about sexual violence and harassment. Western has already taken several steps in meeting the aims of this important new legislation.

For example, in September 2014, Western was among the first Canadian universities to adopt a stand-alone policy on sexual violence. Our policy is backed by procedural guidelines, resources and programs designed to help students, faculty and staff deal with incidents of sexual violence on campus. Information on those resources are outlined on our sexual violence website, including a new video that provides an animated explanation of the meaning of consent.

Western also has a dedicated Sexual Violence Prevention and Education Committee, which is a working group of the Safe Campus Advisory Partners committee. The committee includes voices from across campus and the greater Western community, including representatives from Campus Community Police Services, Western's Centre for Research & Education on Violence Against Women & Children, Communications & Public Affairs, Equity & Human Rights Services, Housing & Ancillary Services, Indigenous Services, School of Graduate & Postdoctoral Studies, Student Development Centre, Student Health Services and Western International, as well as graduate, undergraduate students and community partners.

And Western recently learned it will benefit from a \$381,000 public education grant through the Ontario Women's Directorate to support our efforts in raising awareness about and responding to sexual violence. The Honourable Tracy MacCharles, Minister Responsible for Women's Issues, announced the grant as part of \$2.4 million in funding for eight public education projects across Ontario's education sector. The initiative Western is leading involves a partnership with Guelph, Queen's, Trent, Ryerson, UOIT, York, Fanshawe College, the Ontario Undergraduate

Student Alliance, and the Middlesex-London Health Unit. The partnership will leverage resources from the existing 'Draw the Line' and 'It starts with you, it stays with him' campaigns, and embed them into existing resources such as 'Upstander Training' and sexual violence education campaigns.

Ivey ranked top international MBA:

For the second year in a row Ivey has been named the top-ranked international MBA program by *Bloomberg Businessweek*, placing top of the class among 29 international schools located outside the United States, based on five ranking categories and criteria. Each school was ranked on the basis of an employer survey (35%), alumni survey (30%), student survey (15%), placement rate rank (10%) and salary rank (10%). According to *Bloomberg Businessweek* this year's ranking "focuses on what most people hope to get after business school: a satisfying, well-paying job." Ivey ranked first overall in employer satisfaction, the heaviest weighted category in the *Bloomberg* report, which takes into account recruiter feedback on the skills they look for in MBAs, and specifically which programs best equip students with those skills.

Top Canadian Employer:

For the third year in a row, Western has been named one of Canada's Top 100 Employers — one of four universities to make the list, along with Simon Fraser, Toronto and New Brunswick. My thanks go to each faculty and staff member who works every day to help Western pursue its teaching and research mission; this award is acknowledgment of their expertise and effort. Western continues to be one of our region's largest and most attractive employers and receives more than 32,000 job applications each year.

Leadership update:

On October 30, Dr. Vicki Schwean was renewed for a second term as Dean of Education. During the internal review conducted by the Senate-appointed decanal selection committee, Dr. Schwean was commended for the vital role she played in leading the Faculty's response to an extraordinary series of policy directives initiated by the Province early in her first term as Dean that resulted in significant programmatic and fiscal challenges for the Faculty, which in turn necessitated a period of rapid and transformative change. Among the results of Vicki's leadership and the collective efforts of her faculty and staff colleagues, the Faculty of Education today finds itself in a strong position bolstered by the creation of several new and innovative graduate education programs and an impressive record of success in attracting research grants from the Social Sciences and Humanities Research Council.

Looking ahead, external reviews have now been completed for the Deans of the Faculties of Music (Betty Anne Younker) and Science (Charmaine Dean), and the respective decanal selection committees are at crucial stage in their deliberations.

ACTIVITIES OF THE PRESIDENT

(September 15, 2015 – November 14, 2015)

| | | | |
|------------------|-------|----------|---|
| September | 15 | London | Audit Meeting |
| | 15 | | Property & Finance Meeting |
| | 15 | | Senior Operations Meeting |
| | 16 | London | Interview |
| | 16 | Oakville | Meeting with external stakeholder |
| | 17 | London | Breakfast meeting with Dean |
| | 17 | | Attend event at Canadian Club of London |
| | 17 | | Internal meeting |
| | 17 | | Promoted Faculty Reception |
| | 18 | | Internal meetings |
| | 18 | | Senate |
| | 19 | | Western Serves 2015 |
| | 19 | | Western Family Day Football Event |
| | 20 | | Senior Operations Meeting |
| | 20-21 | | Board of Governors Retreat |
| | 21 | | Board of Governors Meeting |
| | 23 | | Campus Council Meeting |
| | 23 | | Internal meetings |
| | 23 | | Lunch meeting with UWOFA President |
| | 23 | | WUSC teleconference |
| | 23 | | Reception for new Deans & Vice-Provosts |
| | 24 | | Internal meetings |
| | 24 | | Lunch meeting with faculty member |
| | 25 | | Internal meeting |
| | 25 | | St. Andrew's Luncheon |
| | 25 | | CST Board of Directors teleconference |
| | 25 | | 41 st Alumni Awards Dinner |
| | 25-27 | | Homecoming Weekend events |
| | 26 | | International Advisory Board Meeting |
| | 28 | | SACIR teleconference |
| | 29 | | Internal meetings |
| | 29 | | Lunch meeting with external stakeholder |
| | 29 | | STIC teleconference |
| | 29 | | The Next 36 Event |
| | 30 | Toronto | COU Executive Heads Retreat |
| October | 1 | London | Schulich Leaders Scholarship Luncheon |
| | 1 | | Internal meetings |
| | 5 | | CST teleconference |
| | 5 | | Internal meetings |
| | 5 | | Lunch meeting with UWOFA President |
| | 6 | Toronto | External meetings |
| | 6 | | Donor Recognition Event |
| | 7 | London | Deans meeting |

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|-----------------|-------|-------------|---|
| | 7 | | Internal meetings |
| | 8 | | Breakfast meeting with faculty member |
| | 8 | | Internal meetings |
| | 8 | | Boas Symposium reception |
| | 13 | | Meeting with Chirag Shah and Hanny Hassan |
| | 13 | | Property & Finance Meeting |
| | 13 | | Senior Operations Meeting |
| | 13 | | Internal meetings |
| | 13 | | Vanguard Awards |
| | 14 | | Internal meetings |
| | 14 | | National Scholars Reception/Lunch |
| | 15 | Toronto | COU Executive Heads Round Table & Council Meeting |
| | 15 | | Ivey Advisory Board Dinner |
| | 16 | | Ivey Advisory Board Meeting |
| | 16 | London | Senate |
| | 19 | | Opening of Mesocosm |
| | 19 | | Internal meetings |
| | 19 | | Lunch with USC President |
| | 19 | | CST teleconference |
| | 19 | | 2015 Awards of Excellence |
| | 20 | Toronto | Meetings with external stakeholders |
| | 20 | | Ivey Business Leaders Award Dinner |
| | 21 | London | Internal meetings |
| | 21 | | Research & Operations Retreat |
| | 21 | | Chancellor Installation rehearsal |
| | 22-23 | | Chancellor Installation and Fall Convocation Ceremonies |
| | 23 | | Breakfast meeting with external stakeholder |
| | 24 | | 75 th Anniversary of Cronyn Observatory |
| | 26-28 | Regina | Donor meetings and Alumni Event |
| | 28-29 | Toronto | CST Board of Directors dinner and meetings |
| | 29 | | Memorial service for Mr. John Bitove Sr. |
| | 30 | London | Leadership Symposium |
| | 30 | | STIC teleconference |
| November | 2 | | CEC teleconference |
| | 2 | | Western Retiree United Way luncheon |
| | 2 | | SCUP |
| | 3 | | Deans meeting |
| | 3 | | UWOSA Executive Meeting |
| | 3 | | Internal meetings |
| | 3 | | Lunch meeting with faculty member |
| | 3 | | Student residence dinner |
| | 4 | Six Nations | Six Nations Polytechnic Celebratory Luncheon |
| | 4 | London | Honorary Degree Committee Meeting |
| | 14 | | Yates Cup |

UNANIMOUS CONSENT AGENDA

FOR APPROVAL

Any member who wishes to ask a question, discuss, or oppose an item that is listed below may have it removed from the consent agenda by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the following motion.

Recommended: That the following items be approved or received for information by the Board of Governors by unanimous consent:

Minutes

| | |
|--|--------|
| 1. Open Session Minutes of the Meeting of September 22, 2015 | ACTION |
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Report of the Property & Finance Committee – Appendix II

| | |
|---|-------------|
| 2. Lease Agreement for Room 80, University Community Centre | INFORMATION |
| 3. Investment Committee Report | INFORMATION |
| 4. 2014-15 Budget Indicators | INFORMATION |
| 5. Key Financial Indicators | INFORMATION |
| 6. Report on Endowments | INFORMATION |
| 7. New Scholarships and Awards | INFORMATION |

Report of the Senior Operations Committee – Appendix III

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|---|-------------|
| 8. Annual Report on the Code of Student Conduct | INFORMATION |
|---|-------------|

Fundraising and donor Relations Committee – Appendix IV

| | |
|---|-------------|
| 9. Fundraising Activity Quarterly Report to July 31, 2015 | INFORMATION |
|---|-------------|

Report from Senate – Appendix V

| | |
|---|-------------|
| 10. Revisions to MAPP 7.12 – Policy and Procedures for the Use of Animals in Research, Testing and Teaching | ACTION |
| 11. Revisions to MAPP 7.10 – Policy and Procedures – Standardized Training in Animal Care and Use | ACTION |
| 12. Report of the Academic Colleague | INFORMATION |

The Unanimous Consent Agenda

The Board's parliamentary authority -- *Sturgis Standard Code of Parliamentary Procedure* -- explains the consent agenda:

Organizations having a large number of routine matters to approve often save time by use of a *consent agenda*, also called a *consent calendar* or *unanimous consent agenda*. This is a portion of the printed agenda listing matters that are expected to be non-controversial and on which there are likely to be no questions.

Before taking the vote, the chair allows time for the members to read the list to determine if it includes any matters on which they may have a question, or which they would like to discuss or oppose. Any member has a right to remove any item from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then unanimously approved en bloc without discussion, saving the time that would be required for individual votes.

A number of Canadian university Boards have employed the consent agenda format to include not only routine approval items, but also information items. One reason for using this format is to allow the Board to focus on major items of business. While approval of an omnibus motion saves time at Board meetings, Board members will want to review the agenda materials carefully in order that they properly discharge their responsibilities.

How it works:

The Secretary identifies action and information items that are routine and/or likely non-controversial. In so doing, she may consult with the Chair of the Board, the relevant committee chair, and principal resource persons. In each Committee's report, these items are noted in the list of items at the beginning of the report. Action and information items on the agenda and in committee reports that are not noted on the consent agenda will be presented singly for discussion and voting (when appropriate).

When members receive their Board agendas, they should review all reports in the usual manner. **If any member wants to ask a question, discuss, or oppose an item that is marked for the consent agenda, he or she can have it be removed from the consent agenda** by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.

At the Board meeting, before the unanimous consent motion is presented for approval, the Chair of the Board (1) will advise the Board of items that are to be removed from the list, based on prior requests from Board members; and (2) will ask if there are any other items that should be removed from the list. The remaining items are then unanimously approved *en bloc* without discussion, saving the time that would be required for individual presentation and voting. Those matters that have been struck from the consent agenda will be handled in the usual way as each Committee's report is presented.

The minutes of the Board meeting will report matters approved as part of the consent agenda as "carried by unanimous consent". Information items received as part of the consent agenda will be reported as received.

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

SEPTEMBER 22, 2015

The meeting was held at 1:00 p.m. in the Juniper Room at the Ivey Spencer Leadership Centre.

PRESENT: Mr. C. Shah, Chair
Ms. I. Birrell, Secretary

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|-------------------------|-------------------|
| Dr. S. Armstrong | Mr. P. Jenkins |
| Dr. C. Beynon | Mr. R. Konrad |
| Ms. W. Boye | Ms. G. Kulczycki |
| Mr. M. Brown | Mr. C. Lassonde |
| Ms. C. Burghardt-Jesson | Mr. M. Lerner |
| Dr. J. Capone | Mr. B. Ross |
| Dr. A. Chakma | Mr. T. Sutherland |
| Ms. K. Cole | Dr. B. Timmey |
| Mr. J. Cowin | Dr. J. Toswell |
| Dr. J. Deakin | Mr. M. Wilson |
| Dr. R. Giffin | |

By Invitation: M. Belanger, H. Connell, S. Fazilat, S. Jarrett, L. Logan

BG.15-87 REPORT OF THE PRESIDENT

The President's Report consisted of the following topics: incoming class, campus consultation update, Syrian refugee response, new Royal Society of Canada Fellows, International Undergraduate Awards, Ontario Retirement Pension Plan, leadership update, funding formula review and the President's activities since the June 25, 2015 Board meeting.

BG.15-88 UNANIMOUS CONSENT AGENDA [Appendix I]

It was moved by M. Lerner, seconded by R. Konrad,

That the 9 items listed in Appendix I, Unanimous Consent Agenda, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.15-89 Minutes from the Previous Meeting

The open session minutes of the meeting of June 25, 2015 were approved as circulated.

Business Arising from the Minutes

BG.15-90 Campus Master Plan [BG.15-59]

G. Kulczycki reported that section 2.3, Campus Culture, of the Campus Master Plan had been revised to include mention of indigenous connections to land and culture and a photograph as requested by Dr. Beynon on behalf of Western's aboriginal students. The revised page is contained

in [Appendix 1](#).

BG.15-91 **Investment Committee Report** [BG.15.63]

C. Lassonde asked, in reviewing the Statement of Investment Objectives, if the investment mix is appropriate for the environment. M. Belanger said the asset mix is based on stochastic modeling and believes the current mix maximizes reaching the goal of a 4 percent payout on investments. He stated that because of market uncertainty it is best to use the mix which was established after much research. R. Konrad added that it is a very confusing market with many conflicting signals in the economy. L. Logan said that the Investment Committee is constantly looking at down side protection strategies and that the investment climate is reviewed at every Investment Committee meeting, beginning with an overview from Doug Porter who is Chief Economist for BMO and a member of the Committee.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG.15-92 **Tuition Fee Approval**

It was moved by M. Lerner, seconded by R. Konrad,

That the proposed 2015-16 tuition fees for the following programs be approved:

MCLSc in Driver Rehabilitation Therapy
Domestic Fee: \$12,000
International Fee: \$25,813

GDip in Public Administration
Domestic Fee: \$1,000/course
International Fee: \$4,000/course

MBA/MEngg
Domestic Fee: \$46,221
International Fee: \$60,032

CARRIED (By Unanimous Consent)

BG.15-93 **Information Items Reported by the Property & Finance Committee**

The Report of the Property & Finance Committee, detailed in Exhibit II, contained the following items that were received for information by unanimous consent:

- Quarterly Ratio Report on Non-Endowed Funds
- New Scholarships and Awards

REPORT OF THE AUDIT COMMITTEE [Appendix III]

BG.15-94 **Revised Retirement Income Fund Financial Statements for the year ended December 31, 2014**

It was moved by P. Jenkins, seconded by M. Wilson,

That the revised Retirement Income Fund Financial Statements for the year ended

December 31, 2014, detailed in Annex 1, be approved.

CARRIED

BG.15-95 **Audited Financial Statements for the year ended April 30, 2015**

It was moved by R. Konrad, seconded by T. Sutherland,

That the Board of Governors approve the draft audited combined financial statements for the University for the fiscal year ended April 30, 2015 (Annex 2, Section 1).

CARRIED

BG.15-96 **Information Item Reported by the Audit Committee**

The Report of the Audit Committee, detailed in Appendix III, contained the following item that was received for information:

- Financial Statements: Related Companies

REPORT OF THE FUNDRAISING AND DONOR RELATIONS COMMITTEE [Appendix IV]

BG.15-97 **Fundraising Activity Quarterly Report to April 30, 2015**

The Report of the Fundraising and Donor Relations Committee, detailed in Appendix VI, contained the following item that was received for information by unanimous consent:

- Fundraising Activity Quarterly Report to April 30, 2015.

REPORT OF THE MCINTOSH GALLERY COMMITTEE [Appendix V]

BG.15-98 **McIntosh Gallery Committee Annual Report 2014/15**

The Report of the McIntosh Gallery Committee, detailed in Appendix V, contained the following item that was received for information by unanimous consent:

- McIntosh Gallery Annual Report 2014/15

ITEMS REFERRED BY SENATE [Appendix VI]

BG.15-99 **Information Items Reported by Senate**

Appendix VI, Items Referred by Senate, contained the following items that were received for information by unanimous consent:

- Report of the Honorary Degrees Committee
- Institutional Quality Assurance Report
- Report of the Academic Colleague (September, 2015)

The meeting adjourned to an in camera session followed by the confidential session.

C. Shah
Chair

I. Birrell
Secretary

2.3 Campus Culture

Another key aspect of the Western “experience” is the sense of culture that permeates life on campus. This Campus Master Plan takes a broad view of Western’s culture, including its architectural heritage; its landscape amenities and landmarks; traditions, including Indigenous connections to land and cultures; social life; the creative arts, leisure, sport, recreation and entertainment. All of this affects how Western’s students, faculty, staff, alumni and visitors experience the campus and each other.

Western offers a rich array of arts and cultural activity that enhances campus life and supports the development of the whole person as stated in the Strategic Plan. The academic departments, galleries, performance groups and venues, and student organizations across campus promote and raise the profile of the University’s culture scene. Partnerships with other arts initiatives and organizations contribute to and enhance the creative and cultural vibrancy of the campus and the city.

The campus community, alumni, visitors and the greater community all benefit from a number of venues that provide a rich, cultural experience year round.

Currently there are art galleries, performing arts and movie theatres, and various auditoriums that can accommodate a full complement of cultural activities.

In addition, outdoor venues for cultural activities include University Hill, the Concrete Beach, the area around the McIntosh Galley and TD Stadium.

Cultural activities take place in a variety of indoor and outdoor spaces on campus, and opportunities to enhance Western’s unique culture should be incorporated in future campus development.



McIntosh Gallery



Davenport Theatre

CHAPTER TWO: The Character of the Campus 33

REPORT OF THE PROPERTY AND FINANCE COMMITTEE

| Contents | Consent Agenda |
|--|----------------|
| Update on Rapid Transit | No |
| Lease Agreement for Room 80, University Community Centre | Yes |
| Investment Committee Report | Yes |
| 2014-2015 Budget Indicators | Yes |
| Key Financial Indicators | Yes |
| Report on Endowments | Yes |
| New Scholarships and Awards | Yes |

FOR INFORMATION

1. **Update on Rapid Transit**

See [Annex 1](#) and [Annex 2](#).

2. **Lease Agreement for Room 80, University Community Centre**

At its meeting on October 13, 2015, the Property and Finance Committee approved a one-year occupancy agreement of Room 80, University Community Centre (see [Annex 3](#)), between the University and Cellular Magician Inc. based on the principle terms identified below.

Cellular Magician would like to use the space to provide cell phone, tablets and game console repair services. Cellular Magician will not be in any direct competition with the University Computer Store or other tenants.

The term of the agreement is for a period of one year and two weeks commencing on October 16. The agreement is subordinate to the USC agreement. The monthly base rent would be \$5,600.00 inclusive of HST (approximately \$67,200 per year) or \$4,955.75 exclusive of HST (\$59,649 per year). In addition to the base rent, Cellular Magician would also pay a percentage fee based on its gross sales.

Pursuant to the University's general policy 1.25 – *Lease of University Facilities for Long Term Use*, approval must be sought from the Property and Finance Committee for leases and operating agreements when the annual value of the lease/agreement is greater than \$50,000.00. This policy is currently under review as it has not been updated since 2004.

3. **Investment Committee Report**

See [Annex 4](#).

4. **2014-2015 Budget Indicators**

See [Annex 5](#).

5. **Key Financial Indicators**

This report summarizes the key financial indicators that are currently being used to report certain elements of the University's financial position to the various committees of the Board of Governors.

The indicators have been broken into four categories:

- Policy Compliance
- Financial Health
- Stewardship & Monitoring
- Performance

The existing indicators have been summarized on the attached template accompanied by a brief explanation of each indicator and how it is utilized in [Annex 6](#).

It was agreed at the Board retreat in 2008 that this report would be brought forward to the Board each year and would reflect the results of the fiscal period ending April 30th.

6. **Report on Endowments**

See [Annex 7](#).

7. **New Scholarships and Awards**

See [Annex 8](#).

**CITY DOCUMENT: SHIFT RAPID TRANSIT UPDATE FOR STRATEGIC PRIORITIES AND POLICY
COMMITTEE MEETING NOVEMBER 9, 2015**

FOR INFORMATION

As Board members are aware, the City of London has made a commitment to the introduction of Rapid Transit. This is a significant and complex undertaking that will have profound implications for the City, and for the University, given our community is the largest user of transit. Commencing back in April of 2015, Administration and City representatives have been meeting to consider routes and options. On November 4, 2015 the City posted an update on Shift Rapid Transit for discussion at the upcoming meeting of Strategic Priorities and Policy Committee (a City Committee). This document indicates that the City Administration's preferred option for transit on the North-East Corridor, which includes the University, is light rail. The University learned of this recommended option on November 4.

History of Discussions:

Following is a record of the discussions between the University and the City regarding Rapid Transit:

April 27, 2015 – meeting at the University to discuss initiative including possible routings and options

June 2, 2015 -- informal presentation to the Property & Finance Committee including possible routings and options.

June 3, 2015 – consultation presentation to the broader University community

August 25, 2015 – meeting at City Hall regarding many files including Rapid Transit

September 22, 2015 – meeting with City transportation officials to lay out University concerns and considerations regarding Rapid Transit

In addition there have been two key document exchanges:

July 28, 2015 – document sent to a City official noting a number of outstanding files. This is what was stated relative to Rapid Transit:

We've had two good discussion sessions with City officials regarding this but much remains to be done. The prospect of having Rapid Transit move through our campus has profound implications to Western. I note that there has been an intent to finalize the routing with City Council in October. On Western's behalf, I need to go on record to state that no one should assume the routing will move through our campus, until such time as agreements are reached on a number of important campus land considerations. And please take note that once University Administration has achieved such agreements, our Governors who hold the ultimate authority on all land matters, need to approve as well which has to follow our official process. Given the importance of the RT file and the requirements and changes that will be included, we want to ensure that all aspects of the RT project and planning are properly defined, structured and finalized.

And the City's response on the same date: Noted. We are undoubtedly aware of the significance of the RT initiative and its impact on Western. We have spoken with our Legal department who are researching other 'transit hub' agreements with hopes to discuss with Western as soon as possible.

October 13, 2015 – document sent by City official entitled: Geometric Design Plan for LRT through the University of Western Ontario Campus. While there have been internal University meetings to discuss this document, there have been no meetings with City officials to discuss it as yet.

I have replicated the exchange from July 28 because we remain in the same position today, except that the City has now declared light rail as the preferred option for the North-East Corridor. The document also tells us this node would have tracks and catenary (overhead wires).

University Concerns:

The majority of University-related traffic on campus is pedestrian (our students); some 35,000 each day in the academic year. We also have a very residential campus in contrast to several others, for example the GTA universities, which are more commuter campuses on public streets. Safety of pedestrians and cyclists on our residential campus on University private roads is of paramount importance. The amount of cut through traffic on campus is significant and the prospects of that increasing with the addition of more lanes on certain campus routes to accommodate Rapid Transit is high. Our discussions to date have noted the need to introduce traffic calming measures.

The land required to accommodate Rapid Transit (with dedicated lanes) is significant. Development of new buildings on campus is already constrained because of the increasing restrictions on building in the proximity of the Thames River and Medway Creek.

The introduction of Rapid Transit on campus will require the construction of a new five-lane bridge across the Thames River on University Drive. The current bridge is iconic; it marks the main vista onto the University Campus. It currently has two narrow lanes plus sidewalks; only one bus at a time can cross the bridge. Replacement of a two-lane bridge with one that is five lanes wide is a profound change to a key feature of Western's campus and will (absent other measures) serve to invite significant additional traffic to route through campus.

Capital costs and whether the University would be asked to cost share in any part of these is unknown. Subsequent operations and maintenance costs and responsibilities are unknown.

We have also had a recent student tragedy: on the night of October 7 a car struck a first year student, Andrea Christidis, as she was walking on the sidewalk on Lambton Drive back to her residence, Sydenham Hall. Andrea died of her injuries on October 9. This tragedy prompted many to express concerns about the volume of vehicular traffic on campus and implications for pedestrian and cyclist safety. Administration has committed to undertake a review of potential measures that can be introduced to enhance the safety of campus for everyone. It is reasonable to observe that in the face of this tragedy, the mood on campus as it pertains to vehicular traffic has shifted.

The University – City discussions to this point have centered on a Rapid Transit solution focused on busses. There have not yet been any discussions specifically about a light rail solution, except to share the University's preliminary conclusion that it was not possible to introduce light rail given campus space constraints. This was likely the driving force behind the creation of the City document received on October 13 the purpose of which was to "present the conceptual geometric plan prepared for a potential light rail alignment through the campus of the University of Western Ontario."

The University concerns remain largely the same with the light rail option, noting that the space requirements will be even greater than under the bus rapid transit option and the operating and maintenance requirements will be different and potentially more complex in a light rail option. We had looked at the bus rapid transit option to rationalize the number of busses on campus hoping to eliminate buses from Alumni Circle altogether. The option of light rail now introduces the possibility of having both busses and trains on our campus, and the stations cannot co-mix. Finally, the prospect of having tracks and overhead wires through our campus is of major concern. Western with its consistent collegiate gothic

architecture and beautiful landscaped areas is one of the most beautiful campuses in Canada. This is threatened with the prospect of installation of overhead wires including across the distinctive bridge on University Drive.

As already noted, as of November 5, 2015 there have been no discussions with the City specifically focused on the light rail option, although this is being planned. We would see the next steps to include discussions with the City with a goal of outlining the University's concerns and working through potential options and alternatives. We are also hopeful that the City will soon be in a position to provide a draft memorandum of understanding so we can work through that as well. Once we can reach agreement on both routing and a memorandum of understanding that addresses land, cost and other considerations we will be in a position to make recommendation to Property & Finance and the Board.

Gitta Kulczycki
Vice-President (Resources & Operations)

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| TO: | CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON NOVEMBER 9, 2015 |
| FROM: | ART ZUIDEMA CITY MANAGER |
| SUBJECT: | SHIFT RAPID TRANSIT UPDATE |

| |
|-----------------------|
| RECOMMENDATION |
|-----------------------|

That on the recommendation of the City Manager, the following actions **BE TAKEN** with respect to the Shift Rapid Transit initiative:

- a) the information regarding the preferred Rapid Transit system, technology (types of vehicles) options and potential costs **BE RECEIVED** for information;
- b) the Civic Administration **BE DIRECTED** to utilize the Hybrid Network, which uses using a combination of bus and light rail vehicles, as the preliminary preferred alternative and the basis for the next round of community engagement and public input for the Rapid Transit Environmental Assessment;
- c) the Civic Administration **BE DIRECTED** to work with Western University to identify a preferred route through the campus area and to develop a memorandum of understanding with Western University regarding the preliminary preferred routing and implementation requirements through the campus;
- d) the preliminary preferred Rapid Transit system routes **BE INCORPORATED** into the draft London Plan as the basis for the Plan's final community information and consultation processes; and
- e) the Civic Administration **BE DIRECTED**, in partnership with the London Transit Commission, to continue to pursue available funding opportunities for Rapid Transit with other orders of government.

| |
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| PREVIOUS REPORTS PERTINENT TO THIS MATTER |
|--|

- Civic Works Committee - June 19, 2012 - London 2030 Transportation Master Plan
- Civic Works Committee - October 7, 2013 – Bus Rapid Transit Strategy
- Civic Works Committee – April 7, 2014 – Timelines for Major Environmental & Engineering Reports
- Civic Works Committee – July 21, 2014 – Rapid Transit Corridors Environmental Assessment Study Appointment of Consulting Engineer
- Civic Works Committee – June 2, 2015 – Rapid Transit Funding Opportunities
- Civic Works Committee – August 24, 2015 – Shift Rapid Transit Initiative Appointment of Survey Consultants

BACKGROUND

Purpose

The purpose of this report is to provide Committee and Council with an update regarding the Shift: Our Rapid Transit Initiative (Shift), and seek direction on the next steps in the Rapid Transit Environmental Assessment process and related funding requests.

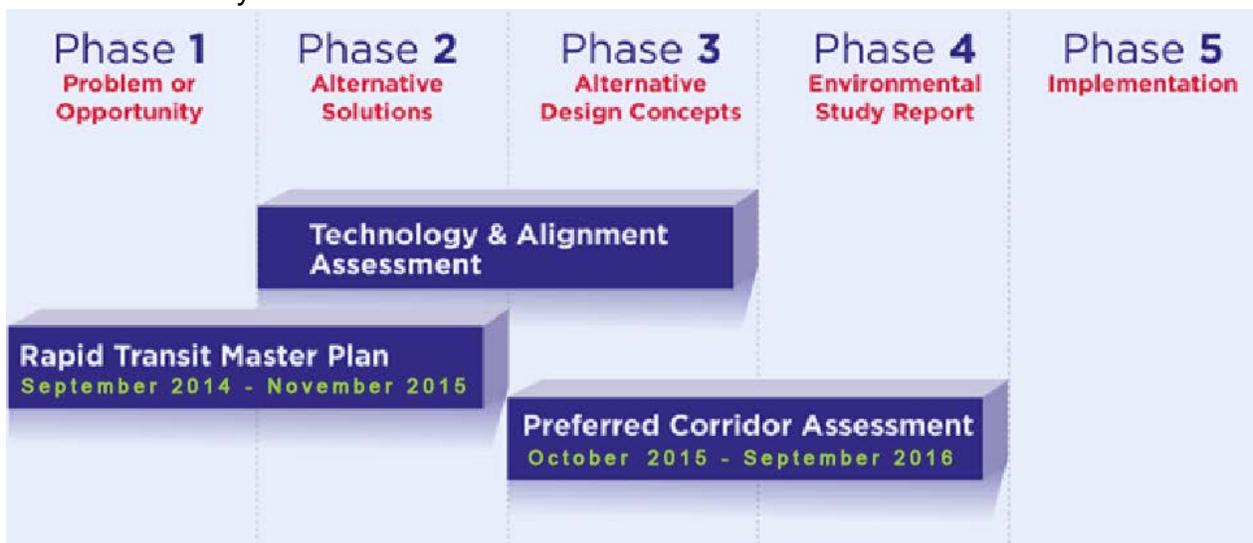
Context

Rapid Transit is the primary recommendation of the Smart Moves Transportation Master Plan (TMP), is identified in the current Official Plan, and represents a cornerstone of The London Plan and Council's 2015 - 2019 Strategic Plan. The 2015 – 2019 Strategic Plan identifies the Rapid Transit Implementation Strategy as a means to deliver convenient and connected mobility choices as part of a strategic area of focus called "Building a Sustainable City".

Following a significant research and public consultation process, the Shift Rapid Transit initiative is progressing towards the finalization of the preferred routes, technologies and network. The value of Rapid Transit is underscored by Council's financial commitment of approximately \$125 million for Rapid Transit implementation, funded primarily through Development Charges.

The implementation of a Rapid Transit system is a central component of London's land use and transportation policy, which will help shape the city's future pattern of growth, encourage intensification and regeneration, and stimulate economic growth for decades to come. Rapid Transit, combined with a strong base transit system with appropriate service coverage and frequency, will facilitate more transit trips, reduce traffic volumes and making transit a quicker, more convenient and comfortable option for residents.

The Rapid Transit Environmental Assessment (EA) is being undertaken to create a Rapid Transit Master Plan (Master Plan) that adheres to the legislative requirements of the Environmental Assessment Act. The Master Plan will provide a strategy for building a Rapid Transit system that will help meet the City's economic development, mobility, environmental and community buildings objectives while still being operationally feasible and economically viable.



The EA is progressing towards the stage of determining a preferred Rapid Transit system network structure (routes) and identifying the types of rapid transit technology (vehicles) to be used for each route. This report provides an overview of the work undertaken to date and outlines the next steps in the process.

DISCUSSION

The Rapid Transit project began in September of 2014. The community engagement component of the process was initiated in early January of 2015 with the launch of the Shift branding for the study.

Problem and Opportunity Statement

London is facing a number of problems which Rapid Transit can help solve:

- **Growing Congestion-** The volume of auto trips will grow by 25% by 2030. While the recommended road network improvements identified in the TMP will accommodate some of the demand, greater emphasis on a multi-modal transportation network is required. Rapid Transit is efficient at carrying large volumes of passengers compared to private vehicles, thereby reducing the need for future roadway construction, and will have a positive impact on the environment. London is a city of rivers and bridges, and Rapid Transit will provide a more efficient and effective way of crossing them.
- **Transit Travel Times and Service Frequencies-** Existing transit travel times are not competitive against auto travel. Service frequencies (time spacing between bus arrivals at a transit stop) on many routes are often 15 minutes or longer during peak periods, making transit an impractical option for many commuters (people who have an option to drive or take public transit). By implementing a frequent and fast Rapid Transit spine, in conjunction with supporting route structure improvements, the transit network can become an attractive option to commuters offering rapid, reliable, comfortable and frequent service;
- **Land Use and Density-** Large portions of the existing urban area consist of large single-use, low-density tracts of development. These uses often take forms that present inconvenient and unpleasant walking environments, making transit usage less attractive. These factors are not conducive to active modes or conventional transit services. Rapid Transit will create an environment that supports investments in more dense, mixed-use residential, commercial, office and institutional developments along its corridors and at future Transit Village nodes;
- **Growth Management** - The London Plan (draft) forecasts 77,000 new residents and 43,000 more jobs by 2035. Communities around London, which rely on London's amenities and institutions, are also growing. A spread pattern of growth could lead to very high infrastructure costs, consume significant amounts of agricultural land, and have significant environmental impacts. Rapid Transit offers a tremendous incentive for greater proportions of new development to

establish along rapid transit corridors and nodes. Transit-oriented development provides a tool to help promote growth, regenerate urban areas, encourage positive forms of infill and intensification and make efficient use of existing infrastructure;

A number of opportunities exist which also support Rapid Transit:

- **Existing Transit Ridership and Growth-** During the peak periods, more than half of all passenger boardings occur along a select number of corridors, indicating strong community acceptance of transit and a well-developed culture of transit use. Overall ridership grew to 24.1 million trips in 2014. Rapid Transit will help build ridership by attracting more choice riders who may be influenced by faster travel times;
- **Commuter Travel Habits-** The average auto and transit trip lengths were both 5.0 km in 2011, a transit-friendly distance. This indicates that many existing trips could be competitively made by Rapid Transit;
- **Existing Policy-** London's TMP and Official Plan (OP) identified the need for a multi-modal transportation network to support all forms of travel. Rapid Transit will enhance the conventional transit service; enable a growth in transit modal share and facilitate the health benefits associated with active transportation segments at the beginning and end of every transit trip.
- **Catalyst for Change-** Rapid Transit investments are a catalyst for urban rejuvenation and inclusive community building, that in turn can lead to new private sector investments. These types of actions are necessary if the City is to achieve its growth vision. This reflects the strong link between transportation, land use and urban form; and city building.
- **Land Use and Density-** The density downtown and along the potential Rapid Transit corridors is three to seven times higher than the city average, with multiple major activity nodes along them. Many corridors have a good foundation for Rapid Transit, which will only grow.

Community Engagement

An extensive community engagement effort has been undertaken to assist in the planning and impact assessment process for Shift. The engagement was undertaken by a multi-disciplinary team that included staff from Engineering and Environmental Services, Planning, Communications and London Transit.

Consultation was undertaken with technical and government agencies, municipal advisory committees, First Nations, major institutions (Western University and Fanshawe College) property owners, Business Improvement Associations (BIAs), community groups, student associations and the general public.

The engagement was conducted using a variety of communications and outreach methods in order to provide a wide range of options for the public and stakeholder groups to provide input. They were able to choose their level of involvement from the following options:

- Public Information Centres (2 PICs to date),
- Presentations to stakeholder groups,
- Project website, including interactive program for collecting information,
- Contacting the project team (phone, e-mail, fax, regular mail),
- Project eNewsletters,
- Project surveys,
- Social media (over 1,500 followers on Twitter, Facebook, YouTube and Instagram), and
- Pop-up booths at public events.

To date, the Shift engagement team has attended more than 50 events through which over 12,500 contacts with the public have been made.

Guiding Principles for a Preferred Rapid Transit System

The justification for a Rapid Transit system was a primary recommendation of the TMP. The evaluation and selection of a preferred Rapid Transit network forms the basis of the EA analysis in Phase 2. To frame the EA analysis, the following guiding principles were used based on the strategic goals set by the City, policy documents and the core attributes necessary to support Rapid Transit.



Throughout the assessment, the corridors were evaluated against these principles to ensure these overarching themes and objectives were being addressed:

- **Transportation Capacity and Mobility Focus**
The current transportation and transit network is experiencing overcrowding due to the growing ridership and population. Rapid Transit offers an opportunity to reduce overcrowding by providing a more efficient and higher capacity public transportation system.
- **Community Building and Revitalization Focus**
Encouraging growth through intensification will create vibrant new communities in under-utilized areas of the city. Rapid Transit will help to revitalize our Downtown – the heart and image of our City. Furthermore, rapid transit will help to regenerate existing neighbourhoods and reduce pressures to develop in rural areas.

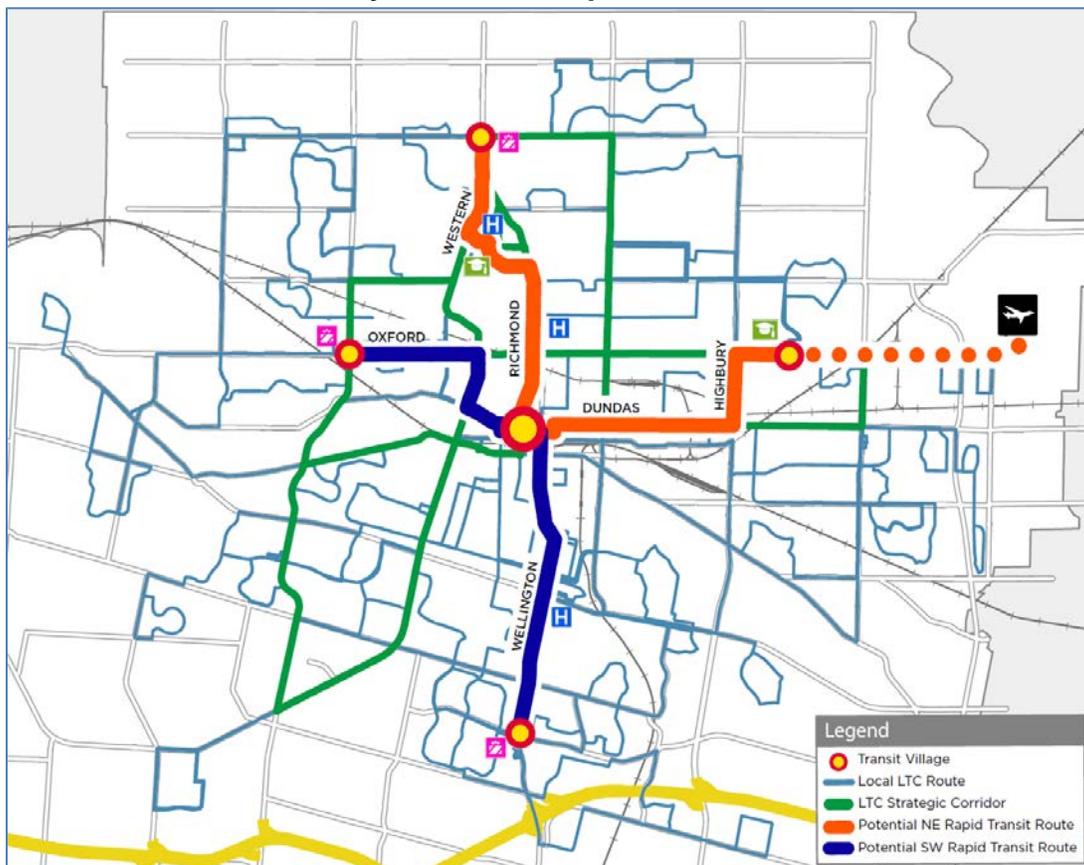
- **Economic Development and City Building Focus**
Rapid Transit has been shown to spur new development along the defined corridors, attract new jobs and help draw and retain millennial talent. It is a city-building catalyst that can help to build London's image in Canada and abroad as a top-tier city – one that can compete vigorously for investment, jobs and talent.
- **Ease of Implementation and Operational Viability**
The preferred Rapid Transit network must be practical to build and operate, minimizing and mitigating impacts on the environment, heritage areas, and existing communities. Infrastructure and budget requirements must be aligned with the needs of London. Similarly, the long-term needs to operate the system must ensure it is economically viable, provides a balance between time savings with service coverage, and integrates within the city-wide transportation system.

These four principles have been applied throughout to the Shift initiative.

The Preliminary Preferred Rapid Transit Network

The Preliminary Preferred Rapid Transit network serves major destinations including the Downtown, transportation hubs, retail centres, post-secondary institutions, research centres, office areas, hospitals, entertainment destinations and large employers. It integrates with the larger transportation network that includes automobiles, local buses, inter-city travel, potential future High Speed Rail, cyclists, pedestrians and goods movement.

Preliminary Preferred Rapid Transit Network



The Rapid Transit network will be defined by two main corridors. The North-East Corridor (orange line) connects Masonville Place, Western University, Western Research Park, London Health Science Centre-University Hospital site, St. Joseph's

Hospital, Downtown London, Old East Village, the London Psychiatric Hospital redevelopment lands, Fanshawe College and the London International Airport (longer term).

The South-West Corridor (blue line) connects White Oaks Mall, London Health Sciences Centre-Victoria and Children's hospital sites, Downtown London and the Oxford-Wonderland residential and commercial hub. Shift has also determined detailed routing options in the downtown and the two corridors meet along King Street with a proposed central transfer station in the area of King Street and Clarence Street.

The Rapid Transit network will consist of the two main corridors that will operate in conjunction with the existing transit route structure. A key initiative of the London Transit Commission, identified through the Route Structure Review, is to support the Rapid Transit system through the restructuring/refinement of the existing route structure to provide greater connectivity and integration with the introduction of higher frequency transit routes along strategic corridors (shown on the map by green lines) and enhanced local feeder services to support ridership on the rapid transit corridors. Rapid Transit will also integrate with air, rail and active transportation networks.

Western University Corridor Options



The preliminary preferred corridor alignment through Western University requires special consideration in order to ensure the campus is conveniently serviced while maximizing potential rapid transit system ridership, maximizing service efficiency and minimizing environmental and social impacts.

Various corridor alignments have been reviewed with the Western University administration and have been presented to the Property and Finance Committee

at Western.

In order to finalize the corridor alignment through the university and gain concurrence prior to the completion of the Rapid Transit Master Plan, it is recommended that a Memorandum of Understanding be developed with Western University for a preferred rapid transit alignment and principles related to the capital construction and ongoing maintenance and operation considerations.

Rapid Transit Network Alternatives

The implementation of a Rapid Transit system, together with a strong base transit system with appropriate service coverage and levels of service, will improve travel time performance, increase the passenger capacity of the transit network and improve the

quality of service for transit passengers. This will be achieved through several characteristics that differentiate Rapid Transit from local bus services including:

- Frequent and reliable service along the Rapid Transit corridors, allowing riders to use the service without needing to consult a schedule
- Limited key stops along the Rapid Transit corridors to ensure high operating speeds
- Dedicated lanes for Rapid Transit, separated from other traffic where feasible
- Timing traffic signals to improve efficiency for transit vehicles
- Enhanced stations: that is, transit stops with larger, more prominent waiting areas, larger shelters, seating, and potentially an enclosed waiting area integrated with urban uses (within transit-oriented building forms)
- Utilization of vehicles with enhanced passenger amenities and comfort features

The type of vehicle technology (vehicles) used, which are distinctly branded and higher capacity. They are a defining feature of a Rapid Transit system. There are a large number of Rapid Transit technologies available. A review of a long-list of possible technologies was undertaken to determine which are most applicable to London.

Bus Rapid Transit (BRT) or Light Rail Transit (LRT) generally aim to achieve the same goals: improved travel times, predictability, passenger comfort, and passenger capacity. Both technologies can operate on surface streets and may or may not include elements such as a dedicated running way, limited stops, off-board fare collection, minimized conflicts with traffic at intersections, safe, attractive and permanent stations, and high-capacity vehicles.

If aligned to the central median in the road right-of-way, the vehicles benefit from speed increases by avoiding conflicts with right-turning traffic and slow or stopped taxis, bicycles, delivery vehicles, and other causes of delay typically found in the curb lane. LRT provides for tracks and catenary (overhead wires) clearly identifying the presence of rapid transit at all locations, while BRT can operate on conventional road surfaces.

Based on ridership forecasts, and the existing and planned land uses, the potential vehicle technologies that are appropriate for London are BRT and LRT. Each of these technologies achieves the goal of moving more people in less space with improved travel times. Based on the assessment, various rapid transit network technology options were reviewed. A network assessment, which combined the list of preferred corridors and the findings of the applicable technology review, was utilized to develop a set of network alternatives as follows:

1. Base BRT Network Alternative
2. Modified BRT Network Alternative
3. Hybrid BRT/LRT Network Alternative
4. LRT Network Alternative

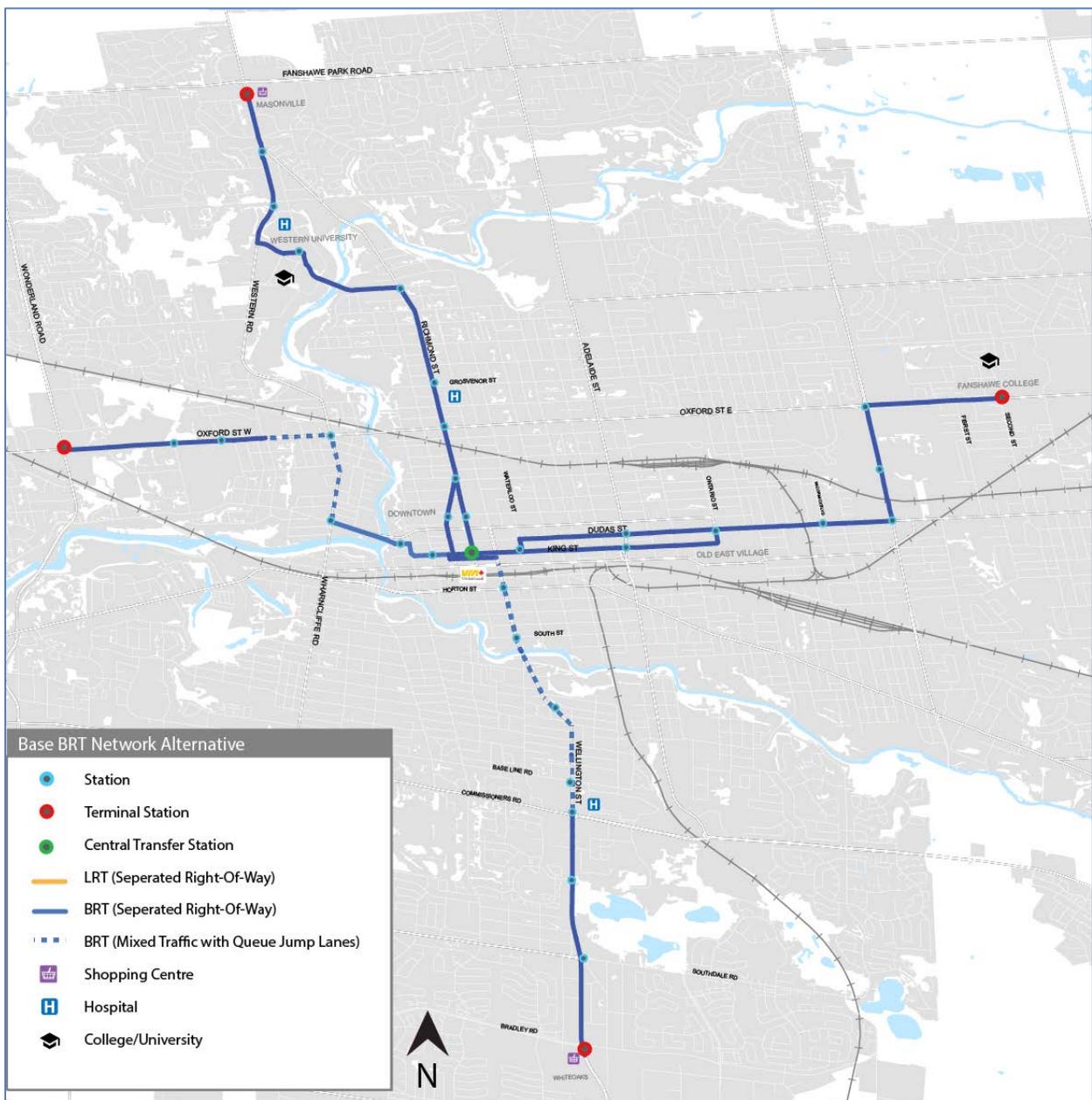
The key characteristics of these alternatives are discussed below, followed by an overall network comparison summary.

Base BRT Network Alternative

The BRT network previously developed through the TMP and LTC business case was refined to reflect updated conditions.

The alternative does not include dedicated transit lanes in a number of constrained corridors (Wellington Street) and retains the at-grade crossing of the Canadian Pacific Railway (CP) tracks on Richmond Street in the Richmond Row area.

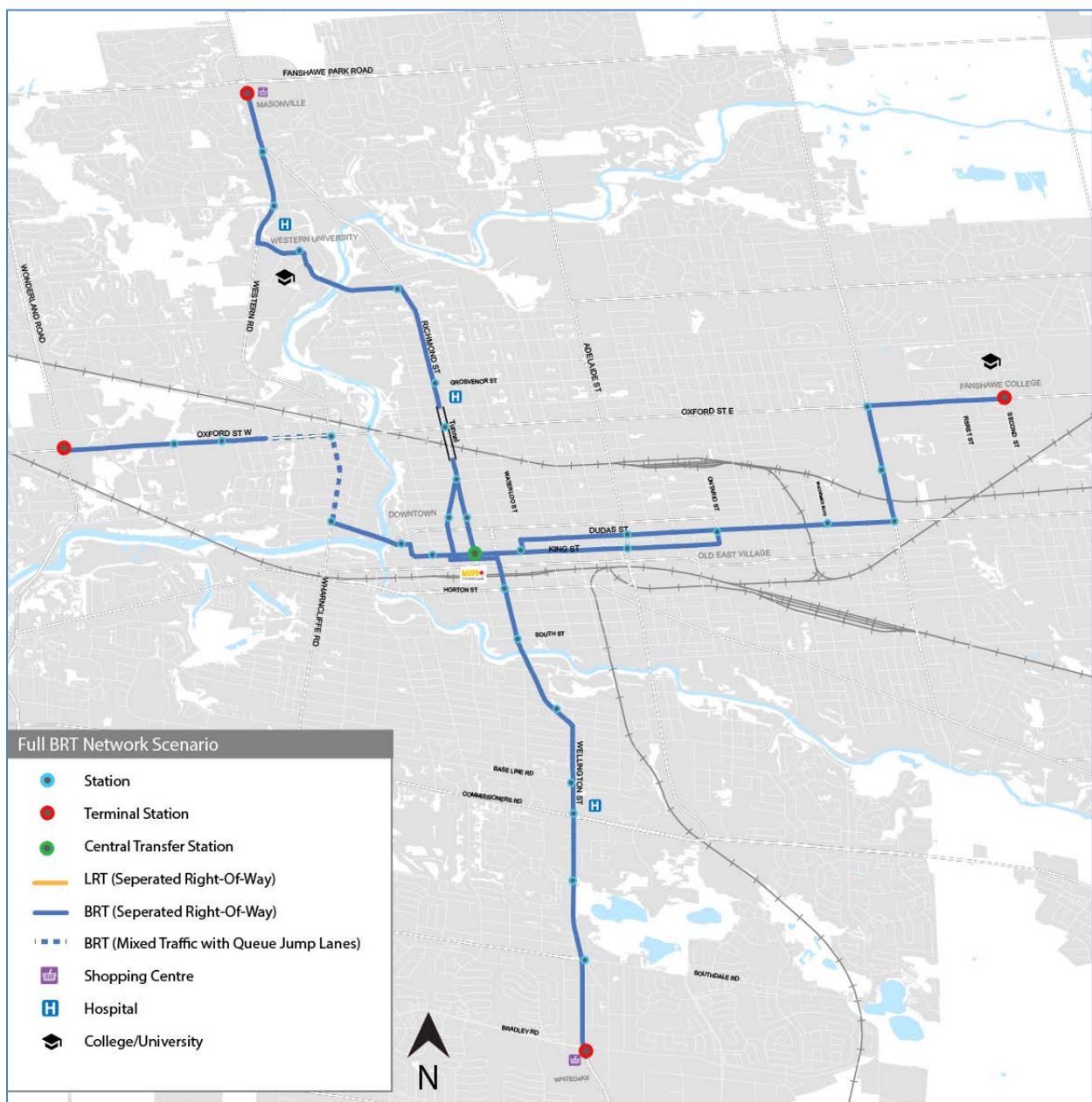
The projected capital cost of this alternative is \$260 – \$280 million, which is slightly lower than the TMP alternative which was estimated to cost \$380 million.



Full BRT Network Alternative

This BRT network alternative incorporates additional road widening along the corridors and a number of major structural projects, including a Richmond Street Rapid Transit Tunnel under the CP railway and fully separated transit lanes on Wellington Street between Commissioners Road and Horton Street. This alternative also includes allowances for a replacement bridge over the North Thames River on University Drive, pending finalization of alignments through Western University.

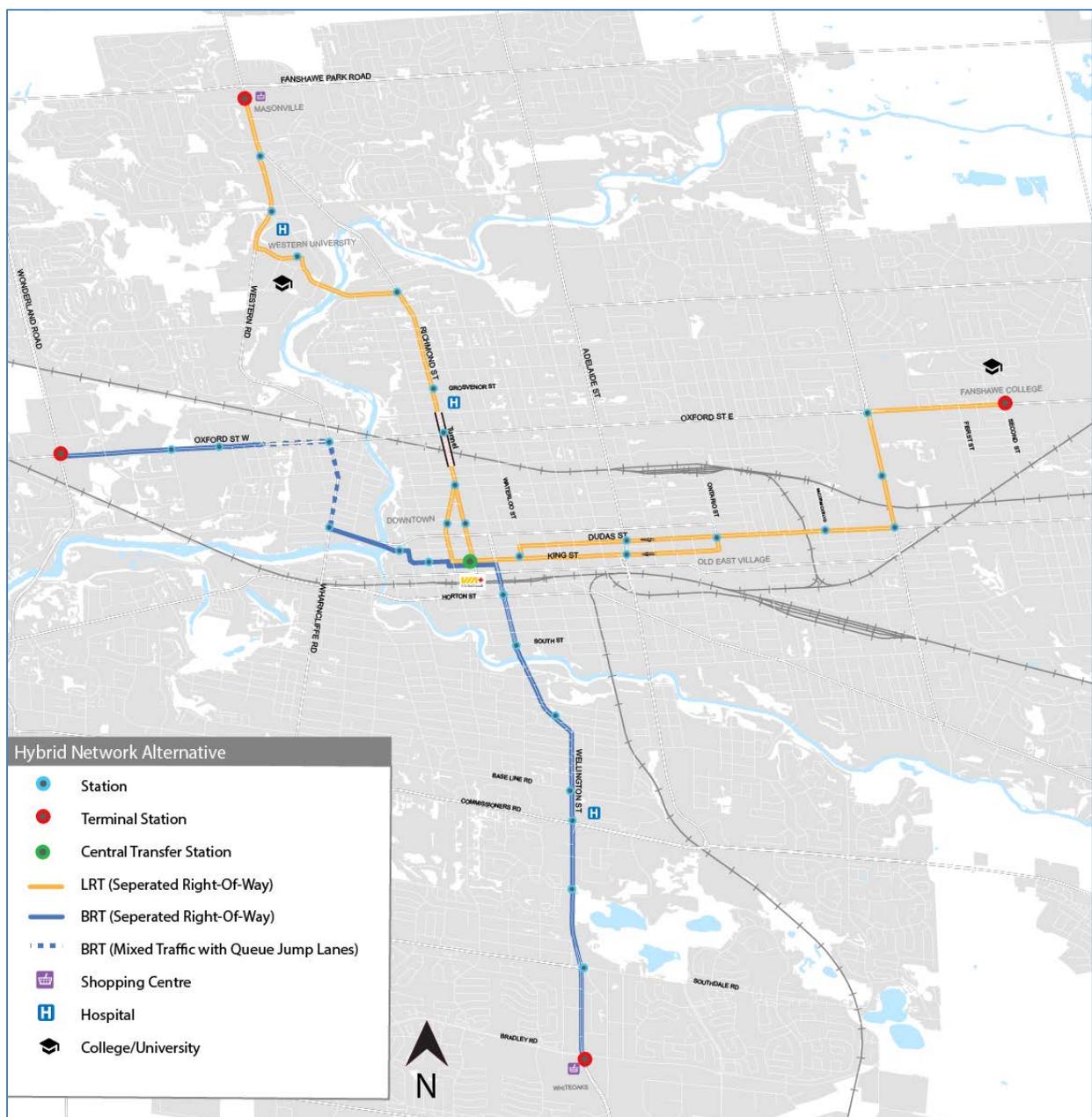
The estimated capital cost for this alternative is \$475 - \$525 million. The cost differences between this alternative and the base alternative are primarily related to the Richmond Street tunnel and allowances for property costs on Wellington South. However, these major enhancements would improve transit travel times and transit reliability over the Base BRT option.



Hybrid Network Alternative

This alternative network incorporates LRT along the north and east corridors via downtown with BRT along the south and west corridors. It also incorporates additional widening along the corridors and a number of major structural projects, including a Richmond Street Rapid Transit Tunnel and widening of Wellington Street south of Horton Street to provide for fully separated lanes.

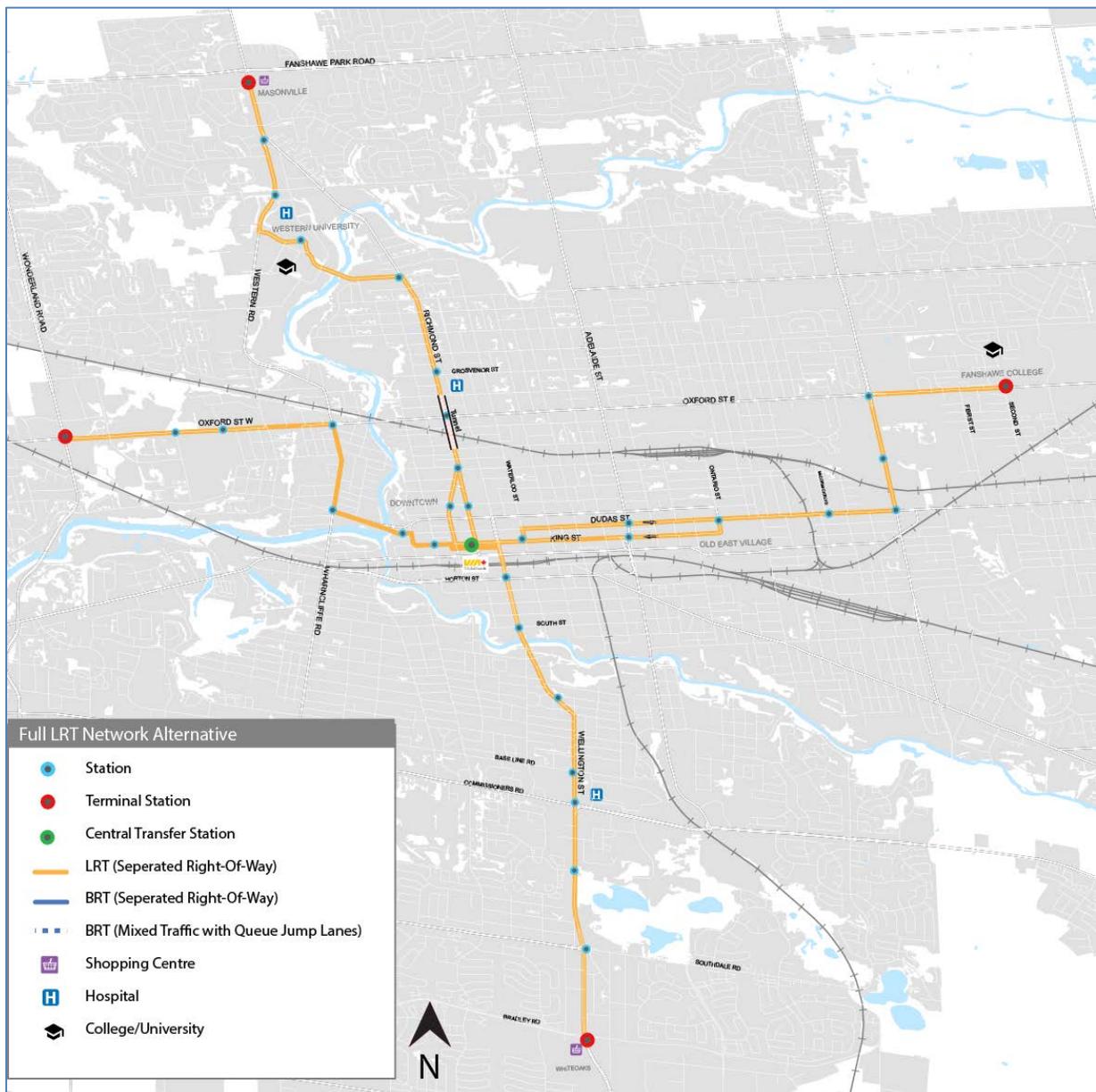
The selection of the north and east corridors for LRT was to a large extent based on ridership. These corridors have high ridership today and projected ridership growth in these corridors reaches the minimum levels for LRT to be considered. There is good potential for walk in traffic given the major institutions and area businesses that are directly along the corridors. The estimated capital cost for this alternative is \$850 - \$900 million. The major differences between this alternative and the Full BRT alternative is the added cost for rail tracks, electrical overhead power, LRT vehicles and a new LRT maintenance facility.



LRT Network Alternative

This alternative network incorporates LRT along all the corridors. It also incorporates additional widening along the corridors and the same structural projects as the previous two alternatives. The estimated capital cost for this alternative is \$1.1 - \$1.2 billion. This works out to approximately \$45 million per kilometre, which is within the range of typical costs from other jurisdictions. This option also requires a new LRT maintenance facility.

One of the advantages of this alternative is that the entire rapid transit network would utilize the same technology. The disadvantage, however, is that the LTR capacity is more than is needed for the projected ridership on the west and south corridors. As a result, either the frequency of trips would need to be reduced (likely to 15 minutes) or a higher subsidy per passenger would be required. Based on preliminary estimates, this subsidy could be over \$1 million per year.



Network Alternative Comparison

The EA process requires the assessment of all public undertakings on the potential to affect the environment from a natural, social, cultural, constructed and economic perspective. The guiding principles for the network assessment of the rapid transit system include:

- Transportation Capacity and Mobility
- Economic Development and City Building
- Community Building and Revitalization
- Ease of Implementation and Operational Viability

Any of the four network and technology alternatives examined will achieve these guiding principles to varying degrees in the long term.

From a Transportation Capacity and Mobility perspective, there are few differences between BRT and LRT. LRT may offer a slight advantage in that it can be perceived as a premium service thereby attracting more new riders to transit. While BRT's regular and reliable service will capture significantly more riders over time than conventional bus service, LRT stands to transform the image of transit in London in a more pronounced way, encouraging more discretionary riders to use transit over other modes of transportation. BRT may require fewer transfers, while at the same time offering greater flexibility to optimize routes and service levels to match demands and travel patterns.

LRT would have fewer benefits than BRT in the west and south corridors. In these corridors, the lower projected ridership would dictate lower frequencies and any travel time savings offered by rapid transit would be negated by longer waiting times. In the north and east corridors, the future projected ridership growth reaches the minimum levels for LRT to be considered.

The BRT and LRT are being planned to have the same quality of stations and number of stations, and both would run in dedicated lanes. The LRT would have catenary (overhead electric wires) and rails.

From a City Building and Community Building perspective, the permanency of the rail infrastructure associated with the LRT provides an advantage. Residents and businesses perceive an advantage to being close to the LRT, which is attractive to community investment and this can lead to greater demand for residential and business development.

Rapid Transit (either BRT or LRT) is an effective catalyst for growth and development and it can help to achieve the goals of compact urban form. In doing so, it can help avoid the high financial, environmental and social costs of a more sprawling form of development – high infrastructure and servicing costs, consumption of farmland, pressure on natural heritage areas, increased emissions and energy consumption, etc.

LRT can also have a greater impact on the city's image as a top tier city in North America. Many of Ontario's cities that are competing with London for talent, jobs and investment have, or are developing, LRT systems, including Ottawa, Hamilton, Waterloo, Kitchener and Brampton-Mississauga. Across Canada, cities such as

Montreal, Calgary, Edmonton and Surrey have, or are planning, light rail rapid transit systems. This is in addition to larger cities such as Toronto and Vancouver which both have extensive LRT networks in place. The city image benefits of LRT can also apply to our institutions, helping them to present a world-class image, being connected to one-another and our regional-provincial transportation hub by light rail.

The benefits of LRT over BRT would be greater in the north and east corridors. These corridors are anchored by University Hospital, St. Joseph’s Hospital, Western University and its affiliated colleges, the University Research Park, Fanshawe College, the Old East Village, Masonville Mall, the Downtown and many other trip generators. These areas have a higher potential for land use uplift and intensification.

From an Ease of Implementation and Operational Viability perspective, the construction of the Rapid Transit infrastructure will require consideration of the impacts on the existing mobility needs. BRT implementation is quicker and less disruptive as LRT has greater constraints due to the technology requirements and impacts on existing infrastructure.

In selecting a preferred alternative, it is also important to consider phasing options. The options can be implemented in a phased manner starting with the west and south corridors. A “quick-start” type BRT system could operate in the north and east corridors prior to the construction of the Richmond Street tunnel, which is a significant component of the Rapid Transit system cost. This phasing would allow many parts of the city to benefit from rapid transit prior to implementing Rapid Transit in the north and east corridors. The following table provides a summary of how the alternatives compare across different criteria (relative assessment - ✓ = slightly positive impacts - ✓✓ = positive impacts - ✓✓✓ = very positive impacts)

Rapid Transit Network Alternative Comparison

| Criteria | Base BRT | Full BRT | Hybrid BRT/LRT | LRT | Comments |
|---------------|----------|----------|-------------------|-----|---|
| City Building | ✓ | ✓✓ | ✓✓ ^{1/2} | ✓✓✓ | <ul style="list-style-type: none"> • LRT systems attract development near the corridors and station areas to a greater degree than BRT as development industry values permanency of rail. • LRT can have a more positive impact on city image. • BRT has been proven to induce development and many aspects of BRT (stations, runningways, and urban design enhancements) can be similar to LRT. • LRT can more effectively encourage a more compact form of city growth. |

| Criteria | Base BRT | Full BRT | Hybrid BRT/LRT | LRT | Comments |
|-------------------------|----------|-------------------|-------------------|-----|---|
| Quality of Service | ✓ | ✓✓ | ✓✓ ^{1/2} | ✓✓✓ | <ul style="list-style-type: none"> LRT provides a smoother ride and is perceived as a premium service. |
| Transit Ridership | ✓ | ✓✓ | ✓✓ | ✓✓ | <ul style="list-style-type: none"> New riders will be attracted to LRT due to comfort/quality. LRT has the potential to have more of a transformative impact on the image of transit in London. BRT's higher frequencies and fewer transfers are attractive to transit riders. |
| Frequency of Service | ✓✓ | ✓✓ ^{1/2} | ✓✓ | ✓ | <ul style="list-style-type: none"> BRT enables more frequent service due to the smaller capacity of the vehicle. |
| Accommodation of Demand | ✓✓ | ✓✓ | ✓✓ | ✓ | <ul style="list-style-type: none"> Projected peak hour demand can be accommodated by BRT or LRT. LRT vehicles will be significantly under-utilized in the west and south corridors, and off-peak periods. |
| Capital Cost | ✓✓✓ | ✓✓✓ | ✓✓ | ✓ | <ul style="list-style-type: none"> Capital and vehicle costs are greater for LRT. LRT vehicles have a longer life than BRT vehicles. LRT requires a new special purpose maintenance and storage facility. |
| Constructability | ✓✓✓ | ✓✓ | ✓✓ | ✓ | <ul style="list-style-type: none"> BRT has fewer construction impacts, with greater flexibility in terms of phasing. |
| Operating Cost | ✓✓ | ✓✓✓ | ✓✓ | ✓ | <ul style="list-style-type: none"> Above certain ridership levels, LRT has lower operating costs because few vehicle and drivers are required to provide the same capacity as BRT. LRT will be more expensive in the short-medium term given projected ridership. |
| Maintenance | ✓✓✓ | ✓✓ | ✓ ^{1/2} | ✓ | <ul style="list-style-type: none"> LRT tracks and vehicles are more complicated to maintain and require specialized equipment and staff. |

| Criteria | Base BRT | Full BRT | Hybrid BRT/LRT | LRT | Comments |
|--------------------------------------|----------|------------------|-------------------|-------------------|---|
| Transportation User Cost | ✓ | ✓✓ | ✓✓ | ✓✓ ^{1/2} | <ul style="list-style-type: none"> Both BRT and LRT facilitate lower car ownership and less private vehicle mileage, although LRT is able to draw more people away from private vehicles. |
| Right-of-way Impacts | ✓✓✓ | ✓✓ | ✓ | ✓ | <ul style="list-style-type: none"> Road widening is required for both BRT and LRT. Additional property required to accommodate turns for LRT. |
| Flexibility of Transit Service | ✓✓✓ | ✓✓ | ✓✓ | ✓ | <ul style="list-style-type: none"> BRT has greater flexibility for adjustment of routing. LRT is limited in capability to deal with disruptions in the event of emergencies/right of way blockages. |
| Compatibility with Land Use | ✓ | ✓ ^{1/2} | ✓✓ | ✓✓ ^{1/2} | <ul style="list-style-type: none"> LRT may be seen as more acceptable in tighter corridors such as Dundas Street and Richmond Street. With new technologies, LRT vehicles are generally quieter than buses. |
| Environmental Compatibility & Impact | ✓✓ | ✓✓ | ✓✓ ^{1/2} | ✓✓✓ | <ul style="list-style-type: none"> LRT is powered by electricity, no emissions in the corridor from vehicle operation. BRT vehicles generate more emissions as they utilize diesel or hybrid technologies. |

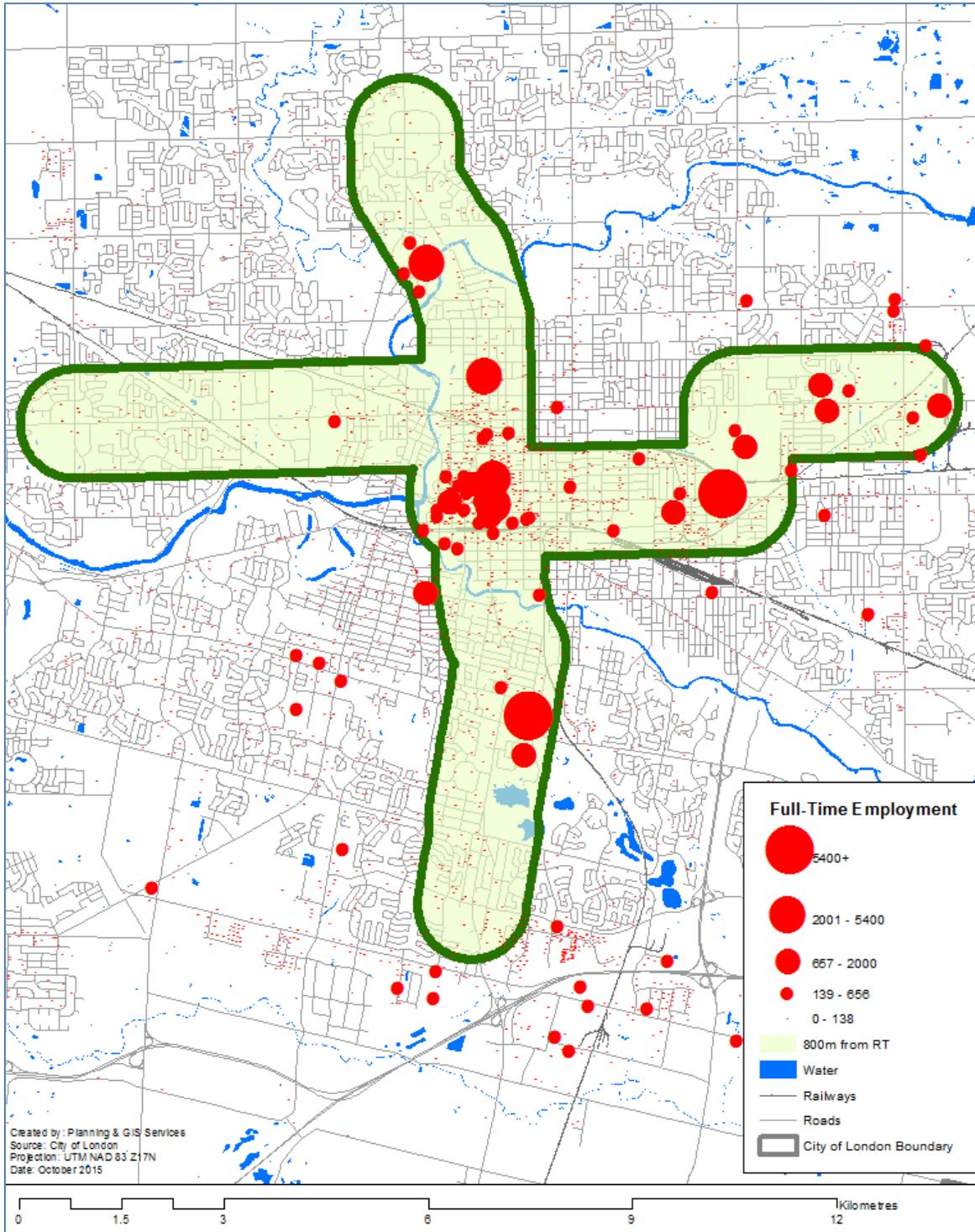
Note: ✓ = slightly positive impacts - ✓✓ = positive impacts - ✓✓✓ = very positive impacts.

Preliminary Rapid Transit Business Case

The downtown continues to be an important part of London. The city is structured along key corridors radiating out from the downtown - Wellington Street to the South, Richmond Street to the North, Oxford Street to the west and Dundas Street/Oxford Street to the east.

Most of the city's major institutions and commercial areas are located along these corridors. In terms of employment, 65 percent of all full time employment is located within 800 metres from the proposed RT corridors as illustrated on the following map.

Location of Major Employment Clusters in London Relative to Proposed Rapid Transit Routes



Over the next 20 years, London is projected to grow by 77,000 people and 43,000 jobs. By focusing this growth on Rapid Transit corridors, London can capitalize on its established transit-supportive urban form, becoming a more attractive city in Ontario for regeneration and sustainable cost-effective growth.

Factors that support a transformation and investment in Rapid Transit include:

- The draft London Plan implements a policy and planning framework to direct a large portion of London's future growth to the Downtown and along Rapid Transit Corridors.

- Almost 40% of London's future population and jobs would be within walking distance of the proposed Rapid Transit system.
- London is well connected to other parts of Ontario by rail, road, air and intercity bus. Rapid Transit would provide the local connections to these broader provincial networks supporting travel to London's major employers and institutions, as well as allowing greater access to other part of Ontario for London residents. With the implementation of High Speed Rail in the Quebec-Windsor Corridor, these benefits would be significantly amplified.
- Rapid Transit would serve to connect major economic activities in London – universities, colleges, hospitals, financial institutions, manufacturing and a rapidly growing high-tech industry. There is significant marketing potential associated with these connections – one being a “knowledge-based city”. Connecting Rapid Transit to economic growth is also critical to encouraging students who are educated in London to stay in London.

The Rapid Transit plan is the backbone of an integrated, multimodal transportation network that will provide enhanced travel options to Londoners. The current Official Plan and the draft London Plan, further reinforce Rapid Transit role in a future London.

Other factors that support investment in Rapid Transit include:

- Londoners continue to identify transit and transportation as a top issue facing the community in annual citizen surveys.
- Over 40,000 contacts have been made with the public and stakeholders as part of TMP, Shift and The London Plan. Throughout the discussions, there has been overwhelming support for Rapid Transit.
- Usage of London's existing transit system, LTC, has been growing steadily. At 63 annual rides per capita and 24.1 million rides per year, LTC significantly outperforms its peer systems. LTC currently carries more riders than Hamilton, MiWay (Mississauga), Grand River Transit (Waterloo) and York Region Transit/VIVA.
- With Rapid Transit, transit ridership in London is projected to increase to 33 million rides per year by 2035. This represents an increase of 40% over today's ridership
- London is the 11th largest urban area in Canada. All of the top ten cities, and some outside of the top ten, have some form of rapid transit.

As part of the Rapid Transit Master Plan, preliminary business cases were developed for each of the options using the Multiple Account Evaluation (MAE) approach, the standard by which the Province reviews transit projects. The MAE approach provides a qualitative and quantitative evaluation across a wide range of factors or “accounts” to identify the benefits and impacts of each Rapid Transit alternative. The business cases are a broad-based assessment of the benefits and costs of a new Rapid Transit service.

The business case takes into account not only the financial implications of the new Rapid Transit service, but also the transportation user benefits and the economic, environmental, operational and social impacts of the RT Strategy.

Recognizing the four guiding principles identified in the beginning of this report, the assessment considers the following categories of benefits:

- Operational viability and implementation
- Transportation user considerations which measures travel time savings, auto operating cost savings and safety benefits from reduced road traffic
- Environmental consideration which captures the impact on greenhouse gas (GHG) emissions
- Financial considerations which consists of the net capital and net operating costs (transportation and maintenance) associated with the Rapid Transit alternatives
- Economic development which captures land use uplift as well as the impact of capital spending on employment and output in the short-term and the impact of additional services and operations associated with the Rapid Transit Strategy over the long term
- City building and social/community considerations, which describes the impacts of the Rapid Transit Strategy on land use shaping and City Building potential

The Network Alternatives Summary provides an overview of the assessment taking into account the various benefits. The benefits vary for the various network alternatives, the area of most notable difference in terms of benefit relate to City Building and Economic Development.

The preferred network alternative that is recommended to form the basis for the next round of community engagement and public input is the Hybrid network which utilizes BRT technology on the west and south Rapid Transit corridors and LRT technology on the north and east corridors.

Further assessment of the economic development benefits and refinement of the capital and operating/maintenance costs will be undertaken as a next step in the EA process.

Network Alternatives Summary

| Network Alternatives | | Base BRT | Full BRT | Hybrid | Full LRT | |
|------------------------------------|---|--|--------------------|--|--------------------|--------------------|
| Operational | 2035 Ridership Projection (M) (Annual riders - 24 M today) | 31.4 | 31.6 | 32.0 | 32.1 | |
| | Projected Travel Time Savings (# minutes faster than transit today) | From King/Richmond to: | Time Savings (min) | Time Savings (min) | Time Savings (min) | Time Savings (min) |
| | | Western University | 5.5 | 7 | 7 | 7 |
| | | White Oaks | 3 | 4.5 | 4.5 | 4.5 |
| | | Fanshawe College | 7.5 | 7.5 | 7.5 | 7.5 |
| | Wonderland Road | 1 | 1 | 1 | 1.5 | |
| Operational Flexibility | | High | High | Medium | Low | |
| Transportation Benefits | Transit User Benefits (NPV \$M) | 465 | 523 | 597 | 623 | |
| | Qualitative User Benefits | ✓ | ✓ | ✓✓ | ✓✓✓ | |
| Environmental Benefits | GHG emissions savings (NPV \$M) | 2.03 | 2.18 | 2.47 | 2.55 | |
| Financial | Total Capital Cost (\$M) | 260 - 290 | 475-525 | 850-900 | 1,100-1,200 | |
| | City of London Max. Contribution to Capital Cost (\$M) | 125 | 125 | 125 | 125 | |
| | Cost per km (\$M/km) | 11 | 21 | 36 | 45 | |
| | Operating and Maintenance Costs (Annual \$M) * | 13.8 | 12.1 | 11.1 | 11.5 | |
| | NPV Capital Costs including Quick Start(\$M) | 280 | 497 | 880 | 1142 | |
| | Net Incremental Operating Costs (NPV \$M) | 370 | 319 | 287 | 252 | |
| | Benefit-Cost Ratio Including Environmental and Economic Development | 1.19 | 1.16 | 1.05 | 0.99 | |
| Economic Development | Land Value Uplift (\$M) | 80 | 90 | 110 | 115 | |
| | Short Term GDP Gains (NPV \$M) | 123 | 227 | 399 | 520 | |
| | Long Term GDP Gains (\$M) | 16 | 14 | 13 | 12 | |
| City Building and Social Community | Catalyst for Compact Urban Form of Growth | ✓ | ✓✓ | ✓✓½ | ✓✓✓ | |
| | Potential Impact on City Image | ✓ | ✓✓ | ✓✓½ | ✓✓✓ | |
| | Urban Regeneration Benefits | ✓ | ✓✓ | ✓✓½ | ✓✓✓ | |
| | Catalyst for Development | Moderate potential to attract outside investment and to promote intensified development along the RT corridors | | High potential to attract outside investment and to promote intensified development along the RT corridors | | |

Note: ✓ = slightly positive impacts - ✓✓ = positive impacts - ✓✓✓ = very positive impacts.
 (*) Annual maintenance costs in 2035 expressed in current dollars. LRT will be more expensive in the short-medium term given projected ridership; NPV = Net Present Value (Life Cycle Costing)

Preliminary Network Implementation

As part of the Rapid Transit EA, a preliminary implementation plan was developed taking into account constructability, financing constraints, land acquisition and the greater coordination with other construction projects.

Through the City's Smart Moves Transportation Master Plan, a number of transportation growth projects have been identified over the 2015-2025 timeframe that have an influence on the implementation of the Rapid Transit network. Improvements at the Canadian National (CN) and CP railway grade separations along Wharncliffe and Western Road are critical to the viability and implementation of the Rapid Transit network. Rehabilitation to the Queens Street and Kensington bridges is required in the short term to deal with deficiencies and potential modification of travel lanes to accommodate Rapid Transit.

Providing construction relief traffic capacity and detours for current LTC routes during the implementation of the rapid transit network is critical to ensure mobility in the downtown and parallel transportation corridors.

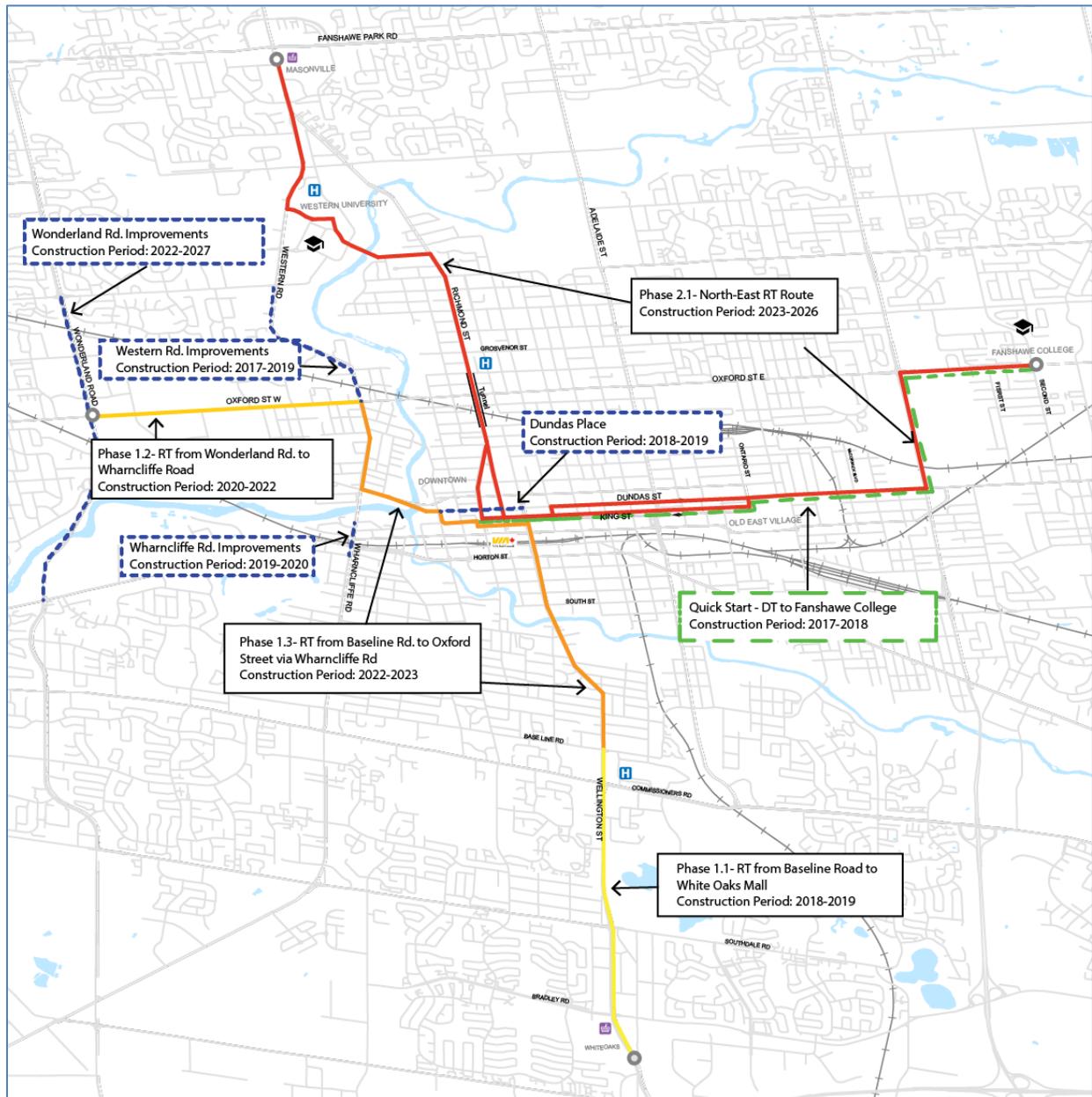
In addition, several initiatives related to water and wastewater projects and the Downtown Plan (Dundas Place) are scheduled for potential implementation during that timeframe. All these projects require coordination with utilities, in particular London Hydro, as they have numerous upgrades being planned.

A key consideration is the need for improved transit service in the short term. The implementation of a "Quick Start" program along a number of key corridors to allow for a growth in transit ridership is being proposed, similar to the implementation plans in other municipalities.

The initial stages of implementation will feature semi-express service along the planned rapid transit corridors, utilizing technologies such as transit signal priority to improve travel times. Providing a higher overall quality service in the early stage of implementation is critical to start building ridership and immediately increasing transit modal share.

An initial preliminary implementation phasing and timelines are shown on the following map.

Preliminary Rapid Transit Phasing



The next phase of the EA will determine in more detail the implementation timing and cross sectional elements. Details regarding the Rapid Transit network implementation such as the proposed cross sections, utilization of exclusive rapid transit lanes, mixed traffic use lanes, the removal of auto purpose lanes to transit only, removal of on-street parking, will be determined taking into consideration the social, environmental, engineering and financial impacts of each design option.

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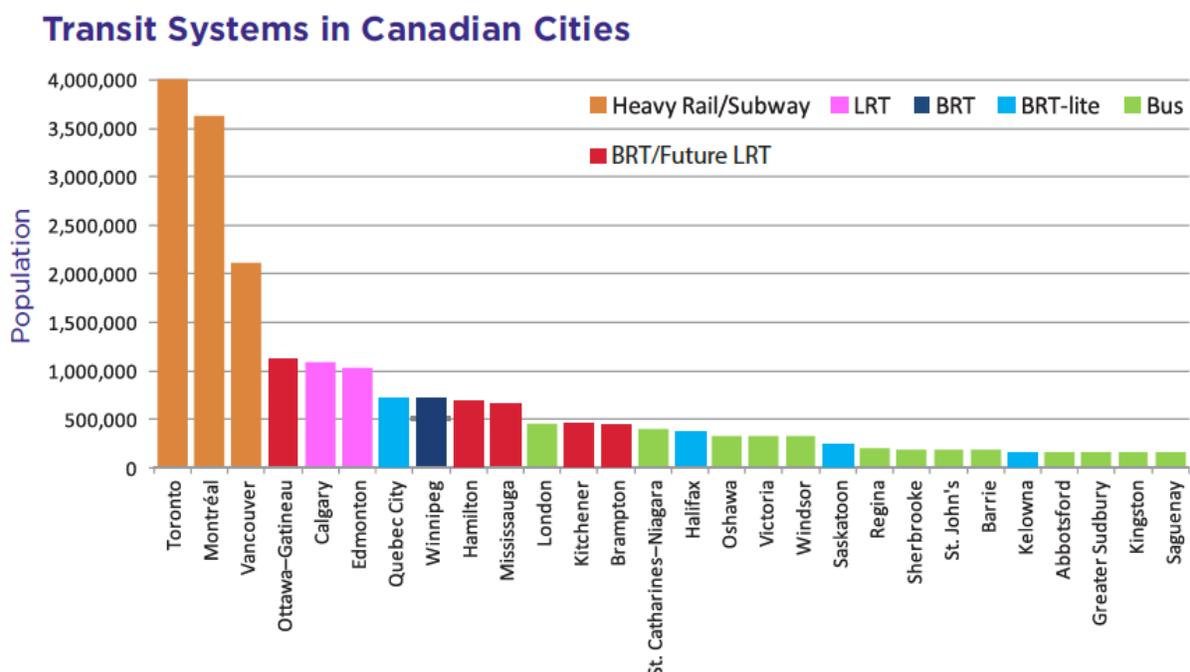
The capital cost to implement Rapid Transit in London will vary considerably (from \$260 million to \$1.2 billion) depending on the network alternative selected by Council. As identified through the EA, many factors influence the estimated cost including routing, technology option (BRT versus LRT) and potential enhancements to the network alternatives (tunnel, bridge upgrades).

In addition to the capital costs to implement Rapid Transit in London, there will also be ongoing annual operating costs. The estimates identified also vary depending on the network alternative selected. It is important to note that the estimates reflect the annual cost once the Rapid Transit system has been implemented and is operating at an optimal level. These costs will need to be accommodated in future years' property tax operating budgets once the Rapid Transit system is operational. It should also be noted that, as with any business plan, the Rapid Transit system may require an infusion of tax subsidy in the initial years to build ridership, so the optimal level of operating cost can be attained over the long term; this would further impact operating budgets.

The numbers used in the report are high level based on long term projections and will be refined through the EA process and future budget cycles.

Rapid Transit Funding

London is now the largest city in Canada without a BRT or LRT system. Several communities that are smaller than London also have, or are in the process of building, a BRT or LRT system.



It is important to note, there are no known examples where municipalities have built a Rapid Transit system on their own. Significant investments from other orders of government are required and the precedent of governments working together to invest in public transit is well established in Canada. Implementation of Rapid Transit in London will be no exception: investments from other orders of government will be required.

Fortunately, public transit has been identified as a priority by the City of London, the Government of Ontario, and newly elected Government of Canada. This section provides an overview of the current environment with each partner with respect to investments in Rapid Transit in London.

City of London: Laying the Foundation

The City of London has a long history of investing in public transit in London. Council continues to invest in the operation of London's current transit system on an annual basis, and over the past few years, has also invested significantly in the planning work towards designing London's future transit systems.

To lay the foundation for future investment, Rapid Transit has been included in the 10-year capital plan and the 2014 Development Charges background study. It should be noted, however, that the dollar figured used in these documents were based on best available information at the time – specifically, the preliminary cost estimates for a full BRT system, which did not include significant capital works, nor were the estimates based on a detailed Environmental Assessment. Therefore, based on available information at the time, the amount included in the budget is approximately \$380 million, with an assumption of \$250 million in Provincial and Federal dollars (yet to be confirmed); \$117 million from Development Charges; and, \$12 million from the property tax payer.

As such, London City Council has set aside approximately \$125 million to invest in Rapid Transit implementation, funded primarily through Development Charges. This contribution is considered to be fixed, regardless of which Rapid Transit option is ultimately selected. It should be expected that the City of London will also bear additional costs during and after the implementation of Rapid Transit, including the ongoing operating expense and the cost of capital and related upgrades. Combined, this represents a significant municipal investment, ready to be leveraged with funding from other orders of government.

Province of Ontario

The Ontario Government has committed to investing \$130 billion over 10 years in Ontario's infrastructure, representing the largest infrastructure investment in the province's history.

This investment includes a \$31.5 billion *Moving Ontario Forward* plan, comprised of \$16.5 billion for transit projects in the Greater Toronto Hamilton Area (GTHA) and \$15 billion for "transportation and other priority projects" outside the GTHA.

Through this fund, the Province has recently announced major contributions to other cities' transit projects, including:

- \$1.6 billion support for the Hurontario-Main Light Rail Transit (LRT) project connecting Mississauga and Brampton;
- \$1.2 billion for the Finch West LRT project in the City of Toronto;
- Up to \$1 billion for a cross town LRT project in Hamilton linking the university to the downtown and other major nodes; and
- Investments in Kitchener-Waterloo and Barrie.

The Province's funding model for other cities' transit project has varied. Transit projects identified through the Big Move, the Greater Toronto and Hamilton Area (GTHA) regional transportation plan, is based on an investment strategy approved by Metrolinx, an agency of the Government of Ontario created to improve coordination and integration of all transportation within the GTHA.

The delivery of these projects is undertaken through public-private partnerships (P3), which are performance-based approach to procuring public infrastructure, and the systems are owned and operated through Metrolinx. These projects have been typically funded at 100 percent by the Province.

Existing projects outside of the GTHA are driven and managed by the municipality (Waterloo, Ottawa). Funding for these rapid transit initiatives has been subject to one third funding partnerships with the Province and Federal government.

During the summer of 2015, the Province led a consultation process called *Moving Ontario Forward – Outside the GTHA* to determine how funding would be allocated outside of the GTHA. The discussion guide specifically referenced Rapid Transit in London as a potential project for funding.

With Council direction, the City of London was an active participant in the *Moving Ontario Forward – Outside the GTHA* process, advocating for an investment in Rapid Transit in London. A formal written submission was made in advance of the September 18, 2015 deadline, which is attached as [Appendix A](#). The City's submission included several support letters from a range of community partners who are supportive of a Provincial investment in Rapid Transit in London.

This submission requested a commitment for "full funding of up to \$1.1 billion for Rapid Transit in London" and an invitation to work with the City of London as the right option for London is selected. The \$1.1 billion reflects the highest possible cost based on the network alternatives, less the City of London's committed contribution, and represents an upper limit based on the most expensive network alternative (full LRT). Once Council has identified a preferred alternative for London, this will be communicated to Provincial partners to amend, if required, the City of London's request.

It is unknown at this time how the unallocated funding for outside the GTHA will be distributed. On a purely per capita basis, London's "share" of the \$15 billion is between approximately \$805 million (based on City population) to \$1 billion (London CMA). However, there may be other projects funded through the Moving Ontario Forward program that will also benefit London, such as High Speed Rail.

Government of Canada

The newly elected Federal Government has committed to investing in public transit in Canada's cities. The Liberal platform, *Real Change: A New Plan for a Strong Middle Class*, included a commitment to quadruple federal investment in public transit, investing almost \$20 billion more in transit infrastructure over the next 10 years.

The platform also included commitments to establish a Canadian Infrastructure Bank to provide low-cost financing for new infrastructure projects, and to improve the process for the New Building Canada Fund.

Details on all of these programs are yet to be announced, but will be closely monitored by Civic Administration.

A key step towards securing funding for Rapid Transit in London is to identify the preferred network alternative, and the associated costs. Once Council has made a decision about the preferred alternative, continued conversations with federal and provincial leaders will take place to provide more precise information about London's needs, and determine what possibilities may exist to work together to invest in a Rapid Transit system for London.

Regardless of the alternative selected, Rapid Transit will have considerable economic, social and environmental benefits for London, Ontario and Canada. An investment of this scale will provide needed stimulus for the economy of London and Southwestern Ontario, while improving connectivity and quality of life. It is encouraging to see governments working together to invest in public transit in Canada's cities, and it is hoped that an investment in London's transit system will be forthcoming over time.

CONCLUSION

The Rapid Transit Environmental Assessment is delivering on Council's Strategic Plan objective of "Building a Sustainable City" through the implementation of convenient and connected mobility choices. Rapid Transit represents a significant component of the draft London Plan, the Transportation Master Plan, and many other strategic documents approved by Council.

Rapid Transit, combined with a strong local transit service with appropriate service coverage and levels of service, will facilitate significant social, economic and environmental benefits for London and Southwestern Ontario, and is arguably one of the most important decisions that this Council will make during its term as it will impact the London community for generations to come. This report has been prepared with considerable community input and technical analysis to provide Council with the information required to make a critical decision regarding London's future.

Major decisions on transit system investment are best made as part of a comprehensive EA process that considers affordability and investment needs relative to available funding. A decision on the preliminary preferred network alternative will provide a clearer picture on short and long term implementation options, project viability and will advance the dialogue of funding with the other levels of government.

The final Rapid Transit Master Plan will be developed following input from the community on the network alternatives. Subject to Council approval, the next round of community engagement for Shift is scheduled for December. A public meeting is tentatively scheduled for December 2nd and a drop in location will be located at City Hall from December 5th to December 18th.

Following the input from the public on the preliminary preferred rapid transit routes and network, the Rapid Transit Master Plan will be presented to Council for approval tentatively in January of 2016. Subsequent to the approval, the preliminary design stages will be undertaken and the project is anticipated to be completed in the fall of 2016.

Acknowledgements

This report was prepared with input from the Shift Rapid Transit Steering Committee members, including Kelly Paleczny, General Manager, LTC, John Ford, Director of Transportation, LTC, Jay Stanford, Director, Environmental Programs and Solid Waste, Sean Galloway, Manager of Urban Planning and GIS, Doug MacRae, Division Manager, Transportation Planning and Design and Rob Andrusevich, Manager II, Communications.

| | |
|---|--|
| SUBMITTED BY: | REVIEWED & CONCURRED BY: |
| | |
| EDWARD SOLDO, P.ENG. DIRECTOR, ROADS AND TRANSPORTATION | KATE GRAHAM DIRECTOR, COMMUNITY & ECONOMIC INNOVATION |
| REVIEWED & CONCURRED BY: | REVIEWED & CONCURRED BY: |
| | |
| JOHN BRAAM, P.ENG. MANAGING DIRECTOR, ENVIRONMENTAL & ENGINEERING SERVICES AND CITY ENGINEER | JOHN FLEMING MANAGING DIRECTOR, PLANNING AND CITY PLANNER |
| RECOMMENDED BY: | |
| | |
| ART ZUIDEMA CITY MANAGER | |

cc. London Transit Commission
Brian Hollingworth, IBI Group

Appendix "A"

Moving Ontario Forward – Outside the GTHA submission



OFFICE
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MATT BROWN



Friday, September 18, 2015

The Honourable Brad Duguid
Minister of Economic Development, Employment, and Infrastructure
8th Floor, Hearst Block
900 Bay Street
Toronto, Ontario
M7A 2E1

Dear Minister Duguid,

RE: City of London Submission – Moving Ontario Forward

We are pleased to participate in the *Moving Ontario Forward – Outside the GTHA* consultation process with the Ministry of Economic Development, Employment and Infrastructure.

We commend the Ontario Government for its leadership in making unprecedented and needed investments in Ontario's infrastructure. The *Moving Ontario Forward* plan will facilitate important economic, social and environmental benefits for all Ontarians, and the \$15 billion allocated for outside of the Greater Toronto Hamilton Area (GTHA) will enable key projects to move forward in communities across the province. We also appreciate the mention of London in the recent provincial budget and *Moving Ontario Forward* consultation discussion guide as a potential location for investment in Rapid Transit infrastructure.

London is Ontario's 6th largest city, and the 2nd largest outside the GTHA after Ottawa. London has a population of 381,000 within the city boundary and 450,000 in the metropolitan area. London is also the regional hub of Southwestern Ontario, serving 2.5 million Ontarians in the region who rely on London's health care and educational institutions, as well as services and amenities such as sports, music, culture, and recreation.

Over the next 20 years, London will grow by at least 77,000 people, adding approximately 43,000 jobs to the local economy. This growth will put a strain

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on the city's roadways and public transit system which are already operating over capacity. Ridership has grown by 94% over the last 20 years, and we expect it to grow an additional 40%, to 33 million rides per year, by 2035. London has the highest per capita transit ridership among peer municipalities in Ontario.

In a 2015 survey, Londoners identified infrastructure, transportation and economic development as the three most important issues facing the city. Council has identified Rapid Transit as a top priority, because of the positive and transformative impact it will have on all three issues facing London. Rapid Transit is an essential part of our strategic documents:

- Council's *2015-2019 Strategic Plan* identifies Rapid Transit as a key strategy towards 'Building a Sustainable City';
- London's new draft Official Plan, *The London Plan*, is currently in its second draft and envisions more efficient and compact growth and a more sustainable city designed around Rapid Transit corridors;
- The Transportation Master Plan, *SmartMoves*, defines how all modes of transportation will be improved and integrated; and
- *Shift*, London's Rapid Transit Initiative, redesigns public transit and the broader transportation system in London.

To date, more than 40,000 Londoners have been directly involved in building these plans, demonstrating the considerable momentum in the community for Rapid Transit in London. City Council has made a significant commitment of just under \$100 million, funded primarily through Development Charges, towards the implementation of a Rapid Transit system.

We are in the process of completing an extensive Environmental Assessment to identify optimal corridors, station locations, preferred technology, and costs for Rapid Transit in London. Through this process, we have identified an optimal Rapid Transit route, split into two corridors:

- A North-East Corridor, connecting Masonville Place, Western University, St. Joseph's Hospital, the London Health Sciences Centre, Downtown London (including amenities such as Budweiser Gardens, Covent Garden Market, Museum London, many cultural sites and hundreds of small businesses), the Old East Village, Fanshawe College, and future connection to the London International Airport; and

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- A South-West Corridor, connecting White Oaks Mall, the London Health Sciences Centre, Downtown London, and the Oxford-Wonderland residential and commercial hub.

The attached document provides a map of these two corridors. Through the Environmental Assessment, we are examining options to implement Rapid Transit along these corridors, including Bus Rapid Transit, Light Rail Transit, and hybrid models. City Council will be considering these options this fall. Public consultation is currently underway.

Importantly, both Rapid Transit corridors will be integrated into other transportation modes, including rail, air, road, bus transit, and active transportation routes. We are pleased that the Government of Ontario is moving ahead with plans for High Speed Rail which will transform community connections across southern Ontario from Windsor to Toronto, and we view Rapid Transit to be well aligned and supportive of these plans.

Rapid Transit will facilitate substantial economic, social and environmental benefits for London and Southwestern Ontario, but it will require a substantial infrastructure investment from the Ontario Government. We commend the leadership of the Province by investing in Rapid Transit in other Ontario cities, and strongly urge the Province to invest in London and Southwestern Ontario.

Specifically, we request the Ontario Government commit to full funding of up to \$1.1 billion for Rapid Transit in London. This investment is in line with the commitment which has been made to other communities and an appropriate share of the *Moving Ontario Forward* fund. We welcome the opportunity to work with the Province as we select the Rapid Transit option that is right for London.

The attached document provides an overview of what Rapid Transit would look like in London, and its many benefits for our community and region including job creation and economic investment, reduced congestion, compact and walkable communities, reduced Green House Gas emissions, convenience and accessibility and cost savings. An investment in Rapid Transit in London would also provide a major stimulus for our local and regional economy through significant job creation and long term economic growth for the 2.5 million Ontarians receiving services from London.

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Rapid Transit will benefit local businesses, health care and educational institutions, and nonprofit organizations. This project has wide public support and continues to be an important priority for the London and surrounding communities. We have included letters of support from the Chamber of Commerce, the London Economic Development Corporation, Western University, Fanshawe College, health care institutions, and many other partners.

We wholeheartedly support the Ministry's draft Guiding Principles, tabled during the consultation process, as a framework for making decisions on future investments. We believe that Rapid Transit in London fulfills each principle by benefitting Londoners as well as those 2.5 million in the Southwest Ontario region in the following ways:

- **Collaboration:** London's Rapid Transit plans have already involved significant collaboration between community partners, and implementation would require continued partnership. Additionally, the City has already met with Infrastructure Ontario and would welcome an opportunity to work together on implementing Rapid Transit in London;
- **Interconnectivity:** Rapid Transit in London would integrate with existing rail, air, road, bus and active transportation networks, and connect with regional transportation systems including future High Speed Rail;
- **Openness to Bold Solutions:** We fully appreciate the transformative impact that Rapid Transit will have in London, and we are open to innovative approaches for its implementation, including a range of financing and implementation options;
- **Shared Investments:** We are committed to investing in Rapid Transit in London, through a municipal contribution that is larger than that of other similarly-sized Ontario cities;
- **Evidence Based:** Our Rapid Transit plans will be rooted in an extensive Environmental Assessment process, supported by detailed research and analysis, and are well integrated into the City's other key strategic and guiding documents;
- **Outcome Oriented:** Our engineers and planning experts have reviewed many options and have selected the options which will have the most transformative impact on London, based on consideration for important economic, social and environmental outcomes;

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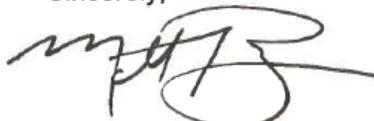
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- **Regionally Focused:** We know that the 2.5 million Ontarians living in the Southwest region rely on London's institutions, services and amenities, and the benefits of this investment will extend far outside of London's boundaries; and
- **Adaptive and Responsive:** With a commitment from the Ontario Government, we will continue to work towards detailed implementation plans which account for unforeseen circumstances and implications of climate change, further ensuring London's ability to thrive as a city today and tomorrow.

If you have any questions, I would welcome an opportunity to speak with you. Should your staff require further information, please contact Kate Graham, Director, Community and Economic Innovation at the City of London at kgraham@london.ca or 519-661-2500 ext. 5879.

Thank you again for your leadership in *Moving Ontario Forward* and your continued commitment to supporting Ontario's communities. I look forward to working with you to make strategic investments in infrastructure which will improve the lives of Londoners and Ontarians.

Sincerely,

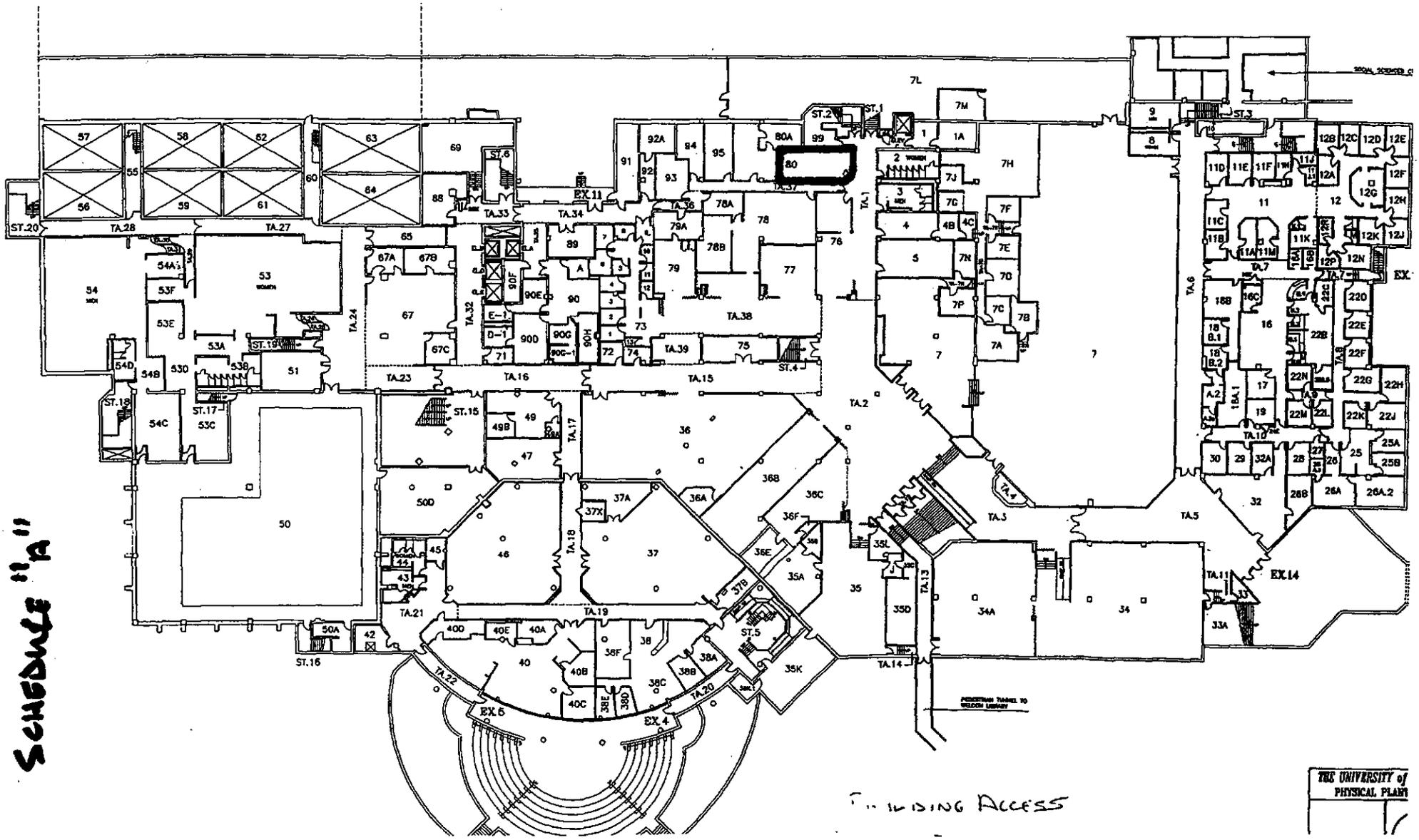


Mayor Matt Brown
City of London

- cc. The Honourable Kathleen Wynne, Premier of the Province of Ontario
The Honourable Deb Matthews, Deputy Premier and MPP, London North Centre
The Honourable Steven Del Duca, Minister of Transportation
Ms. Teresa Armstrong, MPP, London-Fanshawe
Mr. Jeff Yurek, MPP, Elgin-Middlesex-London
Ms. Peggy Sattler, MPP, London West

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Report of the Investment Committee

FOR INFORMATION

This report outlines the performance of the Operating and Endowment portfolio and the recent activities of the Investment Committee.

Performance

The performance of the portfolio for the past four years was as follows:

| <u>Asset Class</u> | Annual June 30 <u>2015</u> | Annual June 30 <u>2014</u> | Annual June 30 <u>2013</u> | Annual June 30 <u>2012</u> | Annualized for Four years Ending June 30, 2015 |
|-----------------------------------|---|---|---|---|---|
| Equities: | | | | | |
| Canadian | 3.30% | 30.02% | 15.17% | (7.69)% | 9.31% |
| US | 17.48 | 27.01 | 26.17 | 4.26 | 18.36 |
| Non North American | 12.76 | 24.03 | 24.12 | (7.71) | 12.51 |
| Private | 25.86 | 33.18 | 4.90 | 24.55 | 21.65 |
| Fixed Income | 6.26 | 5.26 | 0.23 | 9.22 | 5.19 |
| Real Estate | 7.68 | 7.56 | 11.35 | 8.29 | 8.71 |
| Absolute Return Strategies | 8.92 | 8.00 | 8.51 | - | - |
| Infrastructure | 12.20 | - | - | - | - |
| <i>Total Fund Return</i> | <u>10.25%</u> | <u>20.09%</u> | <u>14.15%</u> | <u>1.01%</u> | <u>11.16%</u> |
| <i>Policy Return</i> | <u>7.47%</u> | <u>18.11%</u> | <u>12.65%</u> | <u>0.43%</u> | <u>9.47%</u> |

Returns in relation to the real rate of return objective

One of the Investment Committee's objectives is to earn a 4% real rate of return over the long term (i.e., to earn 4% over the rate of inflation, as measured by the Consumer Price Index). Inflation has averaged 1.5% per year for the four year period and 1.8% per year for the ten year period.

For the four years ending June 30, 2015, the annualized real rate of return was 9.7%. For ten years ending June 30, 2015, the annualized real rate of return for the portfolio was 5.5%.

Value added by Active Management

Another of the Investment Committee's objectives is to earn the return produced by the asset mix policy based on the returns of the market indices plus a premium to reflect the additional fees related to active management.

Over the four years ending June 30, 2015, the actual annualized return for the portfolio was 11.2% and the return generated by the market indices for the portfolio was 9.5% (the policy return). Over the ten years ending June 30, 2015, the actual annualized return for the portfolio was 7.3% and the return generated by the market indices for the portfolio was 6.5%. The objective was met for both of these periods.

Please refer to the attached pages for additional information related to the real returns and total fund value added for periods ending June.

The table below provides the classifications and market value of the assets held at June 30, 2015:

| | Market Value | Target Asset Mix | | | Actual Asset Mix |
|--|-------------------------|------------------|--------------|--------------|------------------|
| | | Minimum | Target | Maximum | |
| Equities | | | | | |
| <i>Canadian</i> | 207,233,371.99 | 15.0% | 20.0% | 25.0% | 19.9% |
| <i>US</i> | 222,585,728.05 | 15.0% | 20.0% | 25.0% | 21.4% |
| <i>EAFE</i> | 222,004,104.95 | 15.0% | 20.0% | 25.0% | 21.3% |
| <i>Private</i> | 41,662,236.15 | 0.0% | 5.0% | 10.0% | 4.0% |
| Total Equities | 693,485,441.14 | 60.0% | 65.0% | 70.0% | 66.6% |
| Fixed Income | | | | | |
| <i>Core Fixed Income</i> | 162,135,158.16 | 5.0% | 10.0% | 30.0% | 15.6% |
| <i>Commercial Mortgages</i> | 49,964,692.00 | 0.0% | 5.0% | 10.0% | 4.8% |
| Total Fixed Income | 212,099,850.16 | 10.0% | 15.0% | 35.0% | 20.4% |
| Real Assets | | | | | |
| <i>Real Estate</i> | 31,039,300.08 | 0.0% | 5.0% | 10.0% | 3.0% |
| <i>Infrastructure</i> | 58,294,165.49 | 5.0% | 10.0% | 15.0% | 5.6% |
| Total Real Assets | 89,333,465.57 | 5% | 15% | 20% | 8.6% |
| Diversifiers | | | | | |
| <i>Cash</i> | 20,301,410.42 | 0.0% | 0.0% | 10.0% | 2.0% |
| <i>Absolute Return Strategies, Market Neutral Strategies</i> | 25,628,104.34 | 0.0% | 5.0% | 10.0% | 2.4 |
| Total Diversifiers | 45,929,514.76 | 0% | 5% | 15% | 4.4% |
| Grand Total | 1,040,848,271.63 | | | | 100.0% |

The following chart summarizes the total investments held at June 30, 2015:

| Investment Portfolio | Value Invested |
|--|----------------|
| Short term | 238.6 |
| <i>Operating:</i> | |
| <i>Obligations</i> | 264.5 |
| <i>Surplus</i> | 210.3 |
| Total Operating | 474.8 |
| Endowed | 566.0 |
| Total Operating & Endowed Portfolio | 1040.8 |
| Total Investments | 1,279.4 |

Update on Investment Committee Activities

- The Committee remains focused on risk management practices and is regularly provided with an assessment of the portfolio risk by the administration.
- Discussion continues regarding the allocation to the Diversifiers strategic asset class. Currently, only half of the 5% allocation to that strategic asset class has been filled. The Committee has

narrowed its focus to liquid equity strategies that exhibit a low correlation with the rest of the portfolio.

- The Committee decided to hedge our investment in First State European Infrastructure fund back into Canadian dollars.
- The Committee is in the early stages of developing terms of reference for a working group on responsible investing.
- Administration has invited Adams Street Partners, our Private Equity manager, to attend the meeting on November 24, 2015.

UWO Operating - Combined

Total Fund Value Added – June 30, 2015

Good value added from active management in all annualized time periods!

| | 1 Year Annualized | 2 Years Annualized | 3 Years Annualized | 4 Years Annualized | 5 Years Annualized | 6 Years Annualized | 7 Years Annualized | 8 Years Annualized | 9 Years Annualized | 10 Years Annualized |
|---------------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| UWO Annualized Return (1) | 10.3 | 15.1 | 14.8 | 11.2 | 11.9 | 11.4 | 7.6 | 6.3 | 7.2 | 7.3 |
| Policy Return (2) | 7.5 | 12.7 | 12.7 | 9.5 | 10.6 | 10.3 | 6.7 | 5.5 | 6.4 | 6.5 |
| Value Added | 2.8 | 2.4 | 2.1 | 1.7 | 1.3 | 1.1 | 0.9 | 0.8 | 0.8 | 0.8 |

| | Yr Ending 6/30/2015 | Yr Ending 6/30/2014 | Yr Ending 6/30/2013 | Yr Ending 6/30/2012 | Yr Ending 6/30/2011 | Yr Ending 6/30/2010 | Yr Ending 6/30/2009 | Yr Ending 6/30/2008 | Yr Ending 6/30/2007 | Yr Ending 6/30/2006 |
|-----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| UWO Annual Return (1) | 10.3 | 20.1 | 14.1 | 1.0 | 15.0 | 8.6 | -12.4 | -2.8 | 15.3 | 7.5 |
| Policy Return (2) | 7.5 | 18.1 | 12.7 | 0.4 | 15.4 | 8.6 | -12.8 | -2.5 | 14.0 | 7.5 |
| Value Added | 2.8 | 2.0 | 1.5 | 0.6 | -0.5 | 0.0 | 0.4 | -0.2 | 1.2 | 0.0 |

6/30/2015

| | | | | | | | | | | |
|-------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| S&P/TSX Composite | 20% | 20% | 20% | 20% | 20% | 20% | 20% | 20% | 20% | 20% |
| S&P 500 | 5% | 5% | 5% | 5% | 5% | 5% | 5% | 5% | 15% | 15% |
| S&P 500 Hedged Currency | 11% | 11% | 11% | 11% | 11% | 11% | 11% | 10% | 5% | 5% |
| S&P 400 Hedged Currency | 4% | 4% | 4% | 4% | 4% | 4% | 4% | 5% | 5% | 5% |
| MSCI EAFE | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| MSCI EAFE Hedged Currency | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 5% | 5% |
| Total Equity | 60% |
| FTSE TMX Bond Universe (3) | 18% | 20% | 25% | 25% | 30% | 40% | 40% | 40% | 40% | 40% |
| MSCI All Country World (ACWI) | 5% | 5% | 5% | 5% | 5% | 0% | 0% | 0% | 0% | 0% |
| 90-Day LIBOR | 3% | 10% | 5% | 5% | 5% | 0% | 0% | 0% | 0% | 0% |
| Infrastructure (CPI + 5) | 10% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Real Estate (4) | 5% | 5% | 5% | 5% | 0% | 0% | 0% | 0% | 0% | 0% |

Notes:

(1) All returns are before deducting investment managers' fees.

(2) The UWO Policy Return is the return that would have been earned (before investment managers' fees) by investing the portfolio in index funds in proportion to the target or policy asset mix.

(3) Currently allocation is 10% FTSE TMX Bond Universe, 5% using a combination of (60% FTSE TMX ST / 40% FTSE TMX MT), and 2.5% FTSE TMX ST Bond Index. Includes hedge fund and private equity prior to July 2010

(4) Current 5% allocation consists of 2.5% REALpac / IPD Canada - All Property Index and 2.5% REALpac / IPD Canada - All Industrials Index

UWO Operating - Combined

Total Fund Real Returns – June 30, 2015

A Real Return of 9.7% over the last 4 years and well above the 4% Real Objective Over the Long Term

| | 1 Year | 2 Years | 3 Years | 4 Years | 5 Years | 6 Years | 7 Years | 8 Years | 9 Years | 10 Years | 20 Years |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| UWO Annualized Returns | 10.3 | 15.1 | 14.8 | 11.2 | 11.9 | 11.4 | 7.6 | 6.3 | 7.2 | 7.3 | 8.2 |
| CPI (Inflation) | 1.0 | 1.7 | 1.5 | 1.5 | 1.8 | 1.7 | 1.4 | 1.6 | 1.7 | 1.8 | 1.9 |
| Real Return | 9.2 | 13.4 | 13.2 | 9.7 | 10.1 | 9.7 | 6.2 | 4.6 | 5.5 | 5.5 | 6.3 |
| | Yr Ending |
| | 6/30/2015 | 6/30/2014 | 6/30/2013 | 6/30/2012 | 6/30/2011 | 6/30/2010 | 6/30/2009 | 6/30/2008 | 6/30/2007 | 6/30/2006 | |
| UWO Annual Returns | 10.3 | 20.1 | 14.1 | 1.0 | 15.0 | 8.6 | -12.4 | -2.8 | 15.3 | 7.5 | |
| CPI (Inflation) | 1.0 | 2.4 | 1.2 | 1.5 | 3.1 | 1.0 | -0.3 | 3.1 | 2.2 | 2.4 | |
| Real Return | 9.2 | 17.7 | 13.0 | -0.5 | 11.9 | 7.7 | -12.1 | -5.9 | 13.1 | 5.1 | |

**The University of Western Ontario
2014-15 Budget Indicators**

FOR INFORMATION

Review of Five Budgetary Indicators

Each spring our annual Operating Budget contains references to important budget indicators: the Carryforward Reserve, the Operating Reserve, Operating Revenue, and Student Aid, along with preliminary estimates of those figures for the fiscal year just ending. Annually in the fall, we report to the Property & Finance Committee the actual values for these indicators. Table 1 shows the final values for these indicators for 2014-15, and historical data back to 1983-84. These are presented to the Committee for information, and to allow for questions that members might have on the data.

(1) Carryforward Reserve

Each year resources are allocated to the individual Faculties and Support Units, with no requirement that they be spent in the year in question. Unspent funds are carried forward into the next budget and appear in the Carryforward Reserve, shown in column (1) of the Table. There is no Board target for the size of this reserve, which reflects a great many individual decisions in our decentralized budgetary environment. The Carryforward Reserve grew sharply from 1988 to 1992, at a time when real operating spending was also growing. The reductions in real operating spending during the 1994 to 1997 period resulted in a sharp fall in the Carryforward Reserve from 1996 to 2001, as units have spent the funds in the Reserve. Carryforward Reserves have been increasing over the past ten years. At April 30, 2015 the Carryforward Reserve had a balance of \$184.1 million, a decrease of \$5.1 million from April 30, 2014.

(2) Operating Reserve

For the period 1984 to 1998, the Board recommended a target level of 1% of operating revenues for the Operating Reserve. As column (2) shows, from 1984 to 1996, this target was achieved once (in 1986), and from 1989 to 1996 the Reserve was in deficit position. In 1997 the Operating Reserve achieved the target of 1% after a \$9.3 million transfer from the investment reserve, and in 1998 the Operating Reserve exceeded the target by \$1.8 million. Since 1999 the Operating Reserve target level has been set at \$2.5 million. This target was recently re-affirmed by the Board on April 20, 2009. At April 30, 2015 the Operating Reserve was \$39.5 million, \$37 million above the target level recommended by the Board and above the budgeted Operating Reserve of \$32.1 million. The 2015-16 University Budget shows revenues forecast to exceed expenditures next year, bringing the operating reserve forecast to \$39.8 million in 2015-16.

(3) Student Aid

Student Aid continues to be of high priority to the University. As column (4) indicates, Student Aid grew by approximately 576% between April 1997 and April 2015, in part because of government-mandated transfers of tuition revenues to the student aid budget. During the past year total funds available in the central University Budget for student aid increased by \$0.2 million reflecting increased support for graduate students and support from the University's private fundraising and endowments.

During these same years Total Operating Revenue (column 3) grew by 176%, thus indicating a growth in the proportion of the budget that is allocated to student aid.

(4) Real Operating Revenue Excluding Student Aid

This measure, shown in column (7), is one indicator of the budgetary stress the University is experiencing. The years shown can be divided into a number of periods: from 1984 to 1993, Real Net Revenue grew by 24.2%, from 1993 to 1998 Real Net Revenue decreased by 9.7%, and from 1998 to 2008 it again increased by 59.0%. In 2009, Real Net Revenue decreased by 1.9%, due mainly to negative investment returns. From 2010 to 2015, Real Net Revenue increased by 15.0%.

(5) Real Operating Revenue Excluding Student Aid per Student FTE

Column 10 provides Real Net Revenue per Student FTE and shows that the budgetary stress on the University is more evident than is concluded in the above indicator. During 1984 to 1993, Real Net Revenue per Student FTE increased by 18.1%, from 1993 to 1998 it decreased by 8.0% and then from 1998 to 2008 Real Net Revenue per Student FTE increased 17.0%. Note that this last period was during a time of significant increases in Real Net Revenue. Between 2009 and 2013, Real Net Revenue per Student FTE has hovered near 2008 levels but with increased volatility. In 2014 and 2015, increases in Real Net Revenue per FTE have increased by 1.1% and 1.7% respectively.

Table 1

The University of Western Ontario
Operating Reserve & Revenue History

| Year Ended | Carryforward Reserve (\$000) (1) | Operating Reserve (\$000) (2) | Change in Real Operating Revenue Excluding Student Aid | | | | | | Student FTE's (9) | Real Net Revenue Per FTE (\$) (10)=(7)/(9) | % Change (11) |
|------------|-------------------------------------|----------------------------------|--|----------------------------------|--------------------------------------|---------------|---|-----------------|----------------------|---|------------------|
| | | | Total Revenue (\$000) (3) | Total Student Aid (\$000) (4) | Net Operating Revenue (\$000) (5) | C.P.I. (6) | Real Net Revenue (\$000) (7)=(5)/(6) | % Change (8) | | | |
| 30-Apr-84 | 3,119 | 696 | 145,200 | 2,527 | 142,673 | 1.000 | 142,673 | - | 20,961 | 6,807 | - |
| 30-Apr-85 | 2,673 | 1,448 | 153,554 | 2,711 | 150,843 | 1.038 | 145,321 | 1.9% | 20,918 | 6,947 | 2.1% |
| 30-Apr-86 | 2,551 | 1,647 | 160,900 | 2,808 | 158,092 | 1.078 | 146,653 | 0.9% | 20,787 | 7,055 | 1.6% |
| 30-Apr-87 | 3,215 | 986 | 167,701 | 2,723 | 164,978 | 1.127 | 146,387 | -0.2% | 20,965 | 6,982 | -1.0% |
| 30-Apr-88 | 3,046 | 1,185 | 183,221 | 2,770 | 180,451 | 1.172 | 153,968 | 5.2% | 21,426 | 7,186 | 2.9% |
| 30-Apr-89 | 4,278 | (502) | 197,237 | 3,003 | 194,234 | 1.225 | 158,558 | 3.0% | 21,951 | 7,223 | 0.5% |
| 30-Apr-90 | 6,878 | (1,147) | 210,636 | 3,197 | 207,439 | 1.286 | 161,306 | 1.7% | 22,326 | 7,225 | 0.0% |
| 30-Apr-91 | 9,880 | (3,207) | 225,572 | 3,664 | 221,908 | 1.367 | 162,332 | 0.6% | 22,292 | 7,282 | 0.8% |
| 30-Apr-92 | 10,712 | (4,828) | 240,323 | 3,934 | 236,389 | 1.390 | 170,064 | 4.8% | 22,814 | 7,454 | 2.4% |
| 30-Apr-93 | 9,807 | (4,104) | 254,616 | 3,915 | 250,701 | 1.415 | 177,174 | 4.2% | 22,032 | 8,042 | 7.9% |
| 30-Apr-94 | 11,581 | (4,036) | 254,075 | 4,342 | 249,733 | 1.418 | 176,116 | -0.6% | 22,690 | 7,762 | -3.5% |
| 30-Apr-95 | 11,595 | (3,831) | 250,027 | 5,946 | 244,081 | 1.453 | 167,984 | -4.6% | 22,505 | 7,464 | -3.8% |
| 30-Apr-96 | 11,255 | (7,122) | 252,149 | 6,754 | 245,395 | 1.474 | 166,482 | -0.9% | 22,107 | 7,531 | 0.9% |
| 30-Apr-97 | 9,325 | 2,533 | 247,540 | 8,926 | 238,614 | 1.499 | 159,182 | -4.4% | 21,264 | 7,486 | -0.6% |
| 30-Apr-98 | 3,315 | 4,297 | 253,267 | 11,489 | 241,778 | 1.511 | 160,012 | 0.5% | 21,629 | 7,398 | -1.2% |
| 30-Apr-99 | 982 | 497 | 271,530 | 14,277 | 257,253 | 1.536 | 167,482 | 4.7% | 21,754 | 7,699 | 4.1% |
| 30-Apr-00 | (1,579) | (531) | 290,834 | 17,022 | 273,812 | 1.568 | 174,625 | 4.3% | 22,626 | 7,718 | 0.2% |
| 30-Apr-01 | 3,990 | 423 | 312,037 | 19,834 | 292,203 | 1.624 | 179,928 | 3.0% | 23,350 | 7,706 | -0.2% |
| 30-Apr-02 | 13,000 | 7,152 | 337,817 | 22,464 | 315,353 | 1.652 | 190,892 | 6.1% | 24,691 | 7,731 | 0.3% |
| 30-Apr-03 | 24,449 | 7,294 | 352,543 | 26,529 | 326,014 | 1.701 | 191,660 | 0.4% | 25,987 | 7,375 | -4.6% |
| 30-Apr-04 | 41,590 | 16,154 | 388,727 | 32,076 | 356,651 | 1.728 | 206,395 | 7.7% | 27,029 | 7,636 | 3.5% |
| 30-Apr-05 | 45,349 | 12,144 | 416,518 | 31,071 | 385,447 | 1.769 | 217,890 | 5.6% | 27,464 | 7,934 | 3.9% |
| 30-Apr-06 | 47,539 | 7,311 | 446,812 | 34,730 | 412,082 | 1.811 | 227,544 | 4.4% | 27,879 | 8,162 | 2.9% |
| 30-Apr-07 | 45,482 | 8,953 | 484,055 | 45,316 | 438,739 | 1.851 | 237,028 | 4.2% | 28,164 | 8,416 | 3.1% |
| 30-Apr-08 | 55,630 | 25,465 | 521,985 | 52,849 | 469,136 | 1.882 | 249,275 | 5.2% | 27,981 | 8,909 | 5.9% |
| 30-Apr-09 | 47,071 | 29,007 | 522,747 | 54,363 | 468,384 | 1.890 | 247,822 | -0.6% | 28,197 | 8,789 | -1.3% |
| 30-Apr-10 | 70,992 | 31,420 | 555,479 | 57,148 | 498,331 | 1.924 | 259,008 | 4.5% | 28,987 | 8,935 | 1.7% |
| 30-Apr-11 | 93,830 | 33,014 | 585,915 | 58,753 | 527,162 | 1.987 | 265,305 | 2.4% | 29,913 | 8,869 | -0.7% |
| 30-Apr-12 | 115,713 | 43,947 | 610,893 | 60,915 | 549,978 | 2.027 | 271,326 | 2.3% | 30,679 | 8,844 | -0.3% |
| 30-Apr-13 | 152,223 | 46,744 | 633,962 | 60,341 | 573,621 | 2.035 | 281,878 | 3.9% | 31,018 | 9,088 | 2.8% |
| 30-Apr-14 | 189,205 | 41,386 | 661,262 | 60,164 | 601,098 | 2.080 | 288,989 | 2.5% | 31,448 | 9,189 | 1.1% |
| 30-Apr-15 | 184,082 | 39,534 | 683,916 | 60,313 | 623,603 | 2.100 | 296,954 | 2.8% | 31,766 | 9,348 | 1.7% |

KEY FINANCIAL INDICATORS

CAPITAL DEBT POLICY 2.30

Policy defines the responsibilities for approval of capital debt, the maximum limits on the amount of capital debt and the system of accountability

Administration reports quarterly to the Property & Finance Committee on the four measures contained within the Capital Debt Policy:

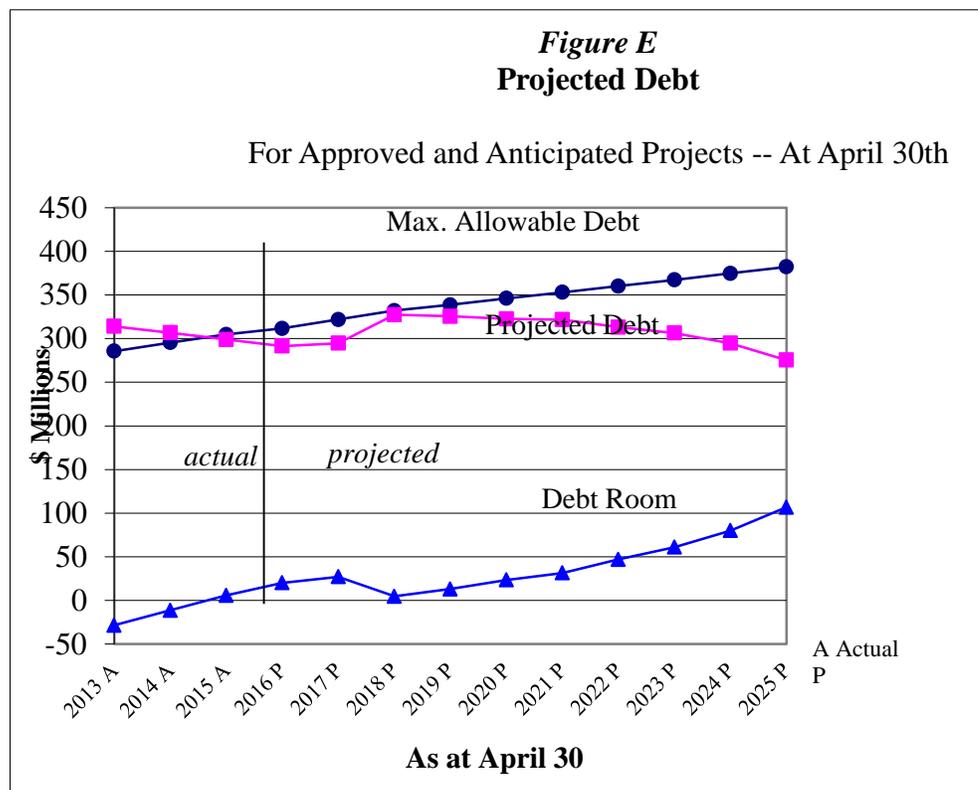
- a) Debt per Student FTE measures the amount of total UWO capital debt on a per FTE basis. The amount of total debt shall remain less than \$7,500 (adjusted by the change in CPI annually) per student FTE.
- b) Ratio of Debt to Total Revenue measures the amount of total UWO capital debt as a percentage of total UWO revenue. Total debt shall remain less than 35% of total revenue.
- c) Debt Service Costs as a Percentage of Revenues measures the percentage of total revenue that is allocated to debt principal and interest payments. The amount of obligatory debt principal and interest payments shall not exceed 4% of total University revenues.
- d) Ratio of Debt to Revenues that are Available for Debt Repayment measures the amount of total UWO capital debt as a percentage of revenues that are available to service debt. Such revenues include ancillary revenue, provincial operating grants, tuition fees and a portion of investment returns, but do not include research grants. Total debt shall remain less than 45% of revenues that are available to repay such debt.

The most limiting of the above ratios is the Debt per Student FTE. The Quarterly Report on Capital Debt informs the Property & Finance Committee about the impact that newly approved and proposed projects will have on the level of capital debt and on the debt ratios.

This Policy is also closely monitored by Standard and Poor's as part of their annual credit rating review of the University.

Chart 1 below shows the maximum debt; actual and projected debt; and Debt Room, which is the difference between the two. Total debt at April 30, 2015 was \$299.0 million.

In June 2011, the Board of Governors approved a recommendation to authorize the University to exceed the limits set out in the Capital Debt Policy, if required, by up to \$45 million for the fiscal periods 2013 and 2014 subject to review and renewal for an additional two years, with a commitment to minimize the quantum of the overage. Chart 1 reflects the relief that was required from 2013 and 2014. In 2015, limits are within Board policy.



The Capital Debt Policy also provides a guideline for administration to manage the percentage of floating rate debt within the range of 0% - 50% of total debt.

RATIO REPORT ON NON-ENDOWED FUNDS

Administration reports quarterly on the ratio of total investments to total obligations for non-endowed funds. The total obligations reflect funds that are owed to University accounts and other creditors. The Board target for this ratio is an average of 1.08 over the previous 12 quarters. At April 30, 2015 the ratio of investments to obligations for non-endowed funds was 1.59. When this ratio falls below 1.08, draws from non-endowed funds cease until the target ratio is reached as part of an approved annual budget.

BUDGET INDICATORS

This report tracks the actual annual results for five budget indicators: the Carryforward Reserve, the Operating Reserve, Operating Revenue, and Student aid.

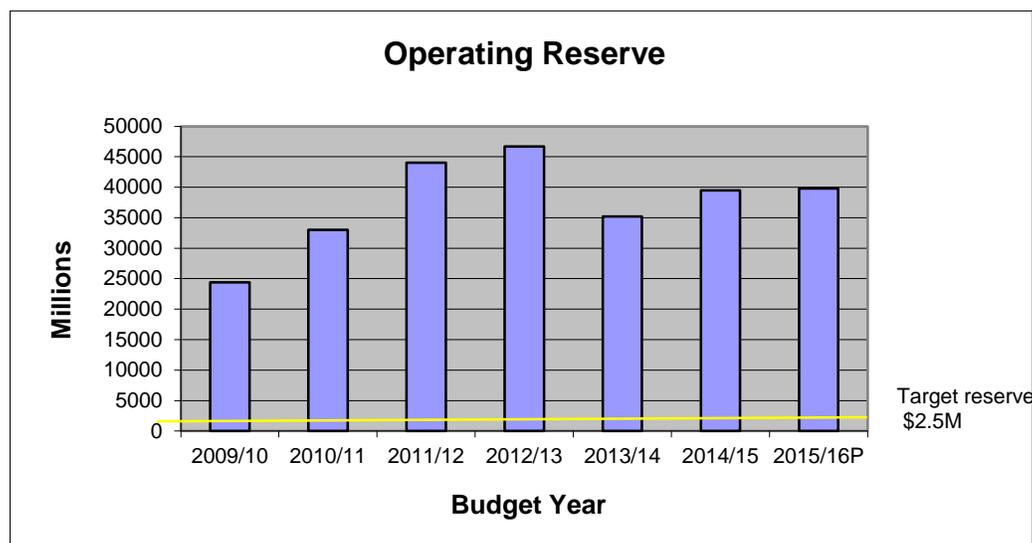
CREDIT RATING (AA)

Standard & Poor's measures financial health using a variety of indicators. The most recent credit rating review was issued February 20, 2015 which reaffirmed Western's AA Stable rating. The rating identified the following rationale for Western's outlook:

- Strong enrollment demand profile
- Good budgetary performance
- Significant growth in unrestricted financial resources
- Tight operating environment for Canadian universities
- Good and fairly stable government support
- Western will continue to generate modest consolidated surpluses
- Debt will not increase materially

OPERATING RESERVE

The Board of Governors has set a minimum level for the operating reserve at \$2.5M. The University has maintained an operating reserve above this level since 2002. The 2015/16 operating and capital budgets project the operating reserve at \$39.8M at April 30, 2016.



DEFERRED MAINTENANCE

Deferred maintenance is defined as work on the maintenance of physical facilities that has been deferred on a planned or unplanned basis to a future budget cycle or postponed until funds become available. To avoid increasing the size of the deferred maintenance backlog, it is necessary to carry out replacement of facility components on an annual basis.

As part of the 1995 Strategic Plan, the Board of Governors approved an incremental annual base transfer of \$750,000 from operating to capital in support of maintenance spending for 10 years, from 1996-97 to 2005-06 (the Maintenance, Modernization, and Infrastructure (MMI) transfer). In 2004, Western's Board of Governors approved the recommendation that the base transfer of \$750,000 be continued for another ten years after 2005-06 until 2015-16, when the annual transfer will be \$15.5 million. This commitment establishes Western as a leader among Canadian universities in maintaining its facilities and dealing with deferred maintenance.

For 2009-10 and 2010-11, the Board of Governors approved the transfer be maintained at \$10.25 million. In 2011-12, the base transfer was again increased by \$750,000. The MMI transfer, coupled with Facilities Renewal Funds received from MTCU will allow Western to allocate \$32.0M to maintenance expenditures in 2015-16, representing 1.8% of the Current Replacement Value of our nonresidential buildings, utilities and infrastructure.

Our ability to achieve the 2% target over the long-term is entirely dependent on Facilities Renewal Funds received from government (MTCU).

REPORT ON ENDOWMENTS

Annually, a report is provided to the Property & Finance Committee that details the growth of the endowment portfolio and any underwater endowments (current market value of the funds is less than the original donated amount(s)) that exist. The University's policy with respect to management of endowments permits a temporary draw down of

endowment capital on the premise that the funds will recover. The market value of endowments at April 30, 2015 was \$586M, an increase of \$76.1M or 15%.

REPORT OF THE INVESTMENT COMMITTEE

This report is provided quarterly to the Property & Finance Committee and outlines the performance of the operating and endowment investment portfolio and the recent activities of the Investment Committee.

Capital Markets

The performance of Western's portfolio is a reflection of Western's investment policies, the decisions of the Investment Committee within that policy, the implementation of these decisions by staff and the returns that are generated in the capital markets. The table below shows annualized returns as of December 31, 2014.

The following outlines Western's endowments in relation to the December 31, 2014 Investment Survey issued by the CAUBO¹ Treasury Committee.

Annualized returns for periods ending December 31, 2014

| | 1-Yr | 2-Yr | 3-Yr | 4-Yr | 5-Yr | 10-Yr |
|-------------------------------|--------|--------|--------|--------|--------|-------|
| S&P/TSX | 10.55% | 11.77% | 10.22% | 5.15% | 7.53% | 7.60% |
| S&P 500 (in CAD) | 23.93% | 32.32% | 25.70% | 20.07% | 17.78% | 7.31% |
| MSCI EAFE (in CAD) | 4.12% | 17.04% | 16.46% | 9.33% | 7.94% | 4.56% |
| FTSE TMX Bond Universe | 8.79% | 3.68% | 3.65% | 5.13% | 5.45% | 5.32% |
| FTSE TMX 91-Day T-Bills Index | 0.91% | 0.96% | 0.98% | 0.98% | 0.89% | 1.93% |

Investment Returns

There were 24 universities with endowments in excess of \$100 million at the end of 2014. Western's returns were at or above median over every investment horizon. The table below compares Western's returns with the distribution of the returns for the largest 24 Canadian university endowments.

CAUBO Universe of Universities with Endowments Larger than \$100 Million

Annualized Return as of December 31, 2014

| | 1-Yr | 2-Yr | 3-Yr | 4-Yr | 5-Yr | 10-Yr |
|-----------------------------|-------|-------|-------|-------|-------|-------|
| 95 th Percentile | 13.7% | 17.0% | 15.9% | 12.4% | 11.5% | 7.8% |
| 75 th Percentile | 12.2% | 15.9% | 14.3% | 10.7% | 10.6% | 7.2% |
| Median | 11.5% | 14.9% | 13.3% | 10.2% | 10.2% | 6.7% |
| 25 th Percentile | 10.2% | 13.4% | 12.2% | 9.2% | 9.2% | 6.3% |
| 5 th Percentile | 7.2% | 9.1% | 8.4% | 7.7% | 7.9% | 5.0% |
| Western | 11.6% | 15.7% | 14.2% | 10.2% | 10.2% | 7.1% |

¹ Canadian Association of University Business Officers

Total Endowments

Prior to 2014, Western and Foundation Western endowments were separately managed. The table below shows the combined the endowment assets of the University and Foundation Western:

Market Value of Endowments

| | December 31, 2014 | | December 31, 2013 | |
|--------------------|-------------------|--------|-------------------|--------|
| | \$(000's) | % | \$(000's) | % |
| Western | \$546,121 | 100.0% | \$295,683 | 61.4% |
| Foundation Western | \$0 | 0% | \$186,233 | 38.6% |
| Total | \$546,121 | 100.0% | \$481,916 | 100.0% |

With total endowments of \$546.1 million (\$481.9 million in 2013), Western is the 9th largest Canadian university endowment, same position as last year.

The following table compares the 10 largest Canadian university endowments at the end of 2014 and 2013. Of the 10 largest university endowments, Western had the largest increase in assets with 13%.

Ten Largest Canadian University Endowments As of December 31, 2014

| | University | Endowment Value (millions) | | % Change |
|----|------------------|----------------------------|---------|----------|
| | | 2014 | 2013 | |
| 1 | Toronto | \$2,060 | \$1,839 | 12% |
| 2 | British Columbia | \$1,401 | \$1,271 | 10% |
| 3 | McGill | \$1,356 | \$1,217 | 11% |
| 4 | Alberta | \$1,057 | \$979 | 8% |
| 5 | Queen's | \$852 | \$774 | 10% |
| 6 | Calgary | \$715 | \$638 | 12% |
| 7 | Manitoba | \$605 | \$546 | 11% |
| 8 | McMaster | \$551 | \$521 | 6% |
| 9 | Western Ontario | \$546 | \$482 | 13% |
| 10 | Dalhousie | \$511 | \$466 | 10% |
| | | Average change: | | 10% |

The change in the value of endowments is the result of investment returns and new donations to endowments, offset by allocations for spending and administrative costs.

EMPLOYEE FUTURE BENEFITS

Reported annually through the operating budget.

Employee Future Benefits – Obligation and Expense as a % of Total Expenditures 2010 through 2015

| | <u>Obligation</u> | <u>Expense</u> | <u>Total</u> <u>Expenses</u> | <u>Obligation</u> <u>%</u> | <u>Expense</u> <u>%</u> |
|------|-------------------|----------------|---------------------------------|-------------------------------|----------------------------|
| | (in millions) | (in millions) | (in millions) | | |
| 2015 | \$482.3 | \$22.5 | \$ 1,084 | 44.0% | 2.1% |
| 2014 | \$401.7 | \$23.2 | \$ 1,070 | 38.0% | 2.2% |
| 2013 | \$362.6 | \$22.6 | \$ 1,010 | 35.9% | 2.2% |
| 2012 | \$339.9 | \$19.6 | \$ 976 | 34.8% | 2.0% |
| 2011 | \$272.1 | \$24.0 | \$ 952 | 28.6% | 2.5% |
| 2010 | \$248.1 | \$18.3 | \$ 915 | 27.1% | 2.0% |

FINANCIAL REPORT (OPERATING BUDGETS)

This report is provided to the Property & Finance Committee on a quarterly basis and tracks budget versus actual revenues, expenses and operating reserve.

ANCILLARY FINANCIAL REPORT

This report is provided to the Property & Finance Committee on a semi-annual basis and tracks budget versus actual revenues and expenses for Student Fee Funded units, Ancillaries, Academic Support Units and Associated Companies.

FUNDRAISING

This quarterly report presented to the Property & Finance Committee outlines pledge data for the current and two previous fiscal years and provides a status report on fundraising initiatives.

FIDUCIARY RESPONSIBILITY - KEY FINANCIAL INDICATORS

From Document - Role of the Board of Governors: (attached)

Item 1

To provide stewardship and ensure that University actions support University objectives

Item 8

To ensure adequate resources and financial solvency

| TYPE OF INDICATOR | FREQUENCY & REPORT | PERFORMANCE MEASURE | TARGET/ MAXIMUM | OUTCOME |
|---|--|---|---|--|
| POLICY COMPLIANCE Capital Debt Policy 2.30 | Quarterly Report on Capital Debt <i>(P&F - September, January, March, June)</i> | Debt per Student FTE Ratio of Debt to Total Revenue Debt Service Costs as a Percentage of Revenues Ratio of Debt to Revenues that are Available for Debt Repayment Maximum allowable debt based on Student FTE Floating rate debt between 0% - 50% of total debt | \$9,581 35% 4.0% 45% \$304.8 0-50% | Actual at April 30/15: \$9,398 25% 1.3% 36% 299.0 0% |
| Ratio on Non-endowed Funds (also an indicator of Financial Health) | Quarterly Ratio Report on Non-Endowed Funds <i>(P&F - September, January, March, June)</i> <i>(Investment Committee)</i> | Target Ratio of Investments to Obligations | 1.08 | 1.59 |
| FINANCIAL HEALTH | | | | |
| Budget Indicators | Annual <i>(P&F - October)</i> | Carryforward Reserve Operating Reserve Student Aid Real Operating Revenue excluding Student Aid Real Operating Revenue excluding Student Aid per Student FTE | N/A \$2.5M N/A N/A N/A | \$184.0 \$39.5 \$85.3 \$297.0 \$9,348 |
| Credit Rating | Annual | External credit rating - Standard & Poor's | AA | AA - February 2015 |
| STEWARDSHIP & MONITORING | | | | |
| Statutory Financial Statements | Annual <i>(Audit Committee - September)</i> | Approval of Combined Financial Statements Approval of Retirement Income Fund Financial Statements Pension Financial Statements for information | N/A N/A N/A | Unqualified Audit Opinion Unqualified Audit Opinion - |
| Audit Findings Report | Annual <i>(Audit Committee - September)</i> | External auditors report to the Audit Committee. | N/A | No recommendations/ One corrected audit difference |
| Operating Reserve | Annual Budget <i>(P&F - April)</i> | Minimum target set by Board | \$2.5M | \$39.5 |
| Deferred Maintenance | Annual Budget <i>(P&F - April)</i> | Comparison annually to 2% target | 2% | Budget 1.8% |
| Report on Endowments | Annual <i>(P&F - October)</i> | Endowment Performance and Underwater endowments Endowment per FTE Rank of Endowment/FTE per CAUBO Investment Survey Rank - Endowments > \$100M per CAUBO Investment Survey | 4% \$16,850 at 12/31/13 21 9 | One year 11.6% \$18,953 at 12/31/2014 18 9 |
| Report of the Investment Committee | Quarterly <i>(P&F - September, January, March, June)</i> | Performance of the operating and endowment investment portfolio and the recent activities of the Investment Committee | | See Appendix 1 |
| Employee Future Benefits | Annual Budget <i>(P&F - April)</i> | Reported through the operating budget. | 2014-\$401.7M | \$482.3 |

| TYPE OF INDICATOR | FREQUENCY & REPORT | PERFORMANCE MEASURE | TARGET/ MAXIMUM | OUTCOME |
|---|--|---|--------------------------------------|---------------------|
| PERFORMANCE | | | | |
| Financial Report (Operating Budgets) | Quarterly <i>(P&F - September, January, March, June)</i> | Performance - Actual versus budget for Operating Budgets Surplus/(Deficit) | (\$7.7M) | (\$1.9M) |
| Statutory Financial Statements - Combined | Annual <i>(P&F - September)</i> | Excess of revenues over expenses (expenses over revenues) | 2014 \$91.9M | \$76.2M |
| Ancillary Financial Report | Semi-Annual <i>(P&F - January, June)</i> | Budget versus actual revenues and expenses for Student Fee Funded units, Ancillaries, Academic Support Units and Associated Companies Surplus/(Deficit) | \$2.5M | \$6.4M |
| Fundraising | Quarterly <i>Development & Fundraising Committee Property & Finance Committee</i> | Performance against fundraising targets | 2013-14 \$65M 2014-15 \$65M | \$69.6M \$110.9M |
| CAUBO Investment Survey | Annual | Investment portfolio performance against our Canadian peers Endowment per FTE. Included in the Report of the Investment Committee. | No target | - |

REPORT ON WESTERN'S UNDERWATER ENDOWMENTS

FOR INFORMATION

The University's policy with respect to the management of endowments permits a temporary draw down of endowment capital outlined in MAPP policy 2.11, as follows:

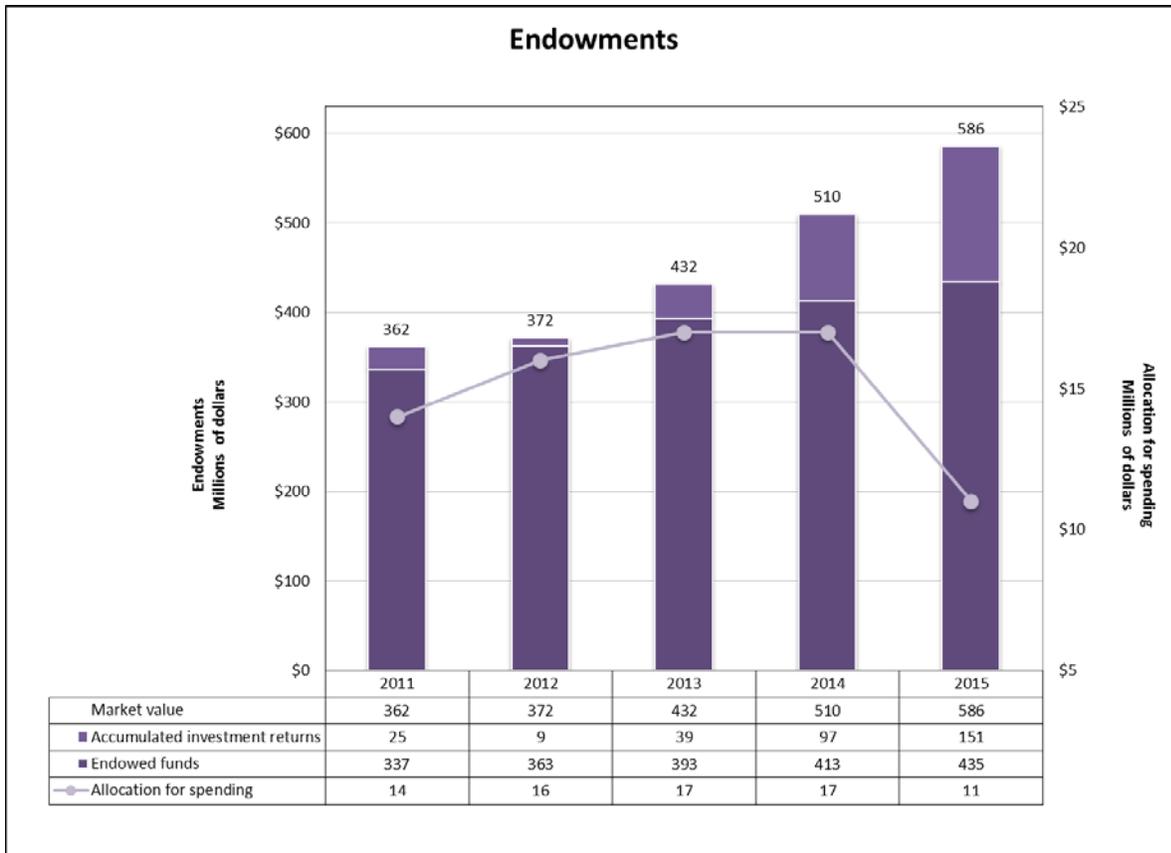
"In any particular year, should accumulated investment returns be insufficient to fund the amount made available for spending, endowment capital will be used, with the expectation that such amounts will be recovered from future investment returns."

An endowment becomes underwater when the current market value of the fund is less than the original donated amount.

This report incorporates Foundation Western endowments that were unified with Western effective April 30, 2014.

Financial markets posted positive returns across the board over the one-year period ending April 30, 2015. U.S. large cap equities provided leadership again this year as the S&P 500 posted a 24.69% return in Canadian dollars, with the weakening of the Canadian currency providing a strong tailwind. Non-North American equity markets, achieved respectable returns. The Canadian stock market was a laggard again this year as the S&P/TSX posted a 6.93% total return, on the back of a weak performance from the Energy and Materials sectors. Fixed income markets rebounded strongly with the decline in interest rates, as the yield on Government of Canada 10-Year bonds went from 2.40% to 1.59% during the past fiscal year. As a result, the FTSE TMX Canada Bond Universe Index posted an 8.21% return and the FTSE TMX Canada Long-Term Bond Index achieved a return of 15.64%. Money market returns were even worse than last year as the cut by the Bank of Canada to its key interest rate had a negative impact on the FTSE TMX Canada 91-Day T-Bills return. Net returns for the Operating & Endowment portfolio for fiscal 2015 were 12.5%.

The chart below shows the growth in our endowments. The market value of endowments has grown from \$362 million in 2011 to \$586 million in 2015. \$98 million of growth came from new gifts and \$126 million was generated through investment returns.



(The allocation for spending dropped from \$17 million in 2014 to \$11 million in 2015. The decline is a result of the unification of Foundation Western endowments. Foundation Western did their allocation for spending in advance. Their allocation in fiscal 2014 was for spending in fiscal 2015. The effect of the transition to Western's policies was that there was no allocation for spending in fiscal 2015 related to Foundation Western Endowments resulting in the decrease noted in the above table.)

With the unification of Foundation Western, Western now administers 1,973 endowed accounts. Of the 1,973, there are 14 that are underwater by a total of \$768,236.86 (.13% of the endowed market value). Two of those are part of the Schulich group of endowments and are underwater by \$727,448.50 (.12% of the endowed market value). These endowments are administered outside of Investment Payout Policy 2.11. The balance of \$40,788.36 is spread over 12 endowments and represent only .01% of the total endowment value.

NEW SCHOLARSHIPS AND AWARDS

FOR INFORMATION

At its meeting on October 13, 2015, the Property and Finance Committee approved on behalf of the Board of the Governors the following terms of reference for new scholarships, awards, bursaries and prizes.

Marguerite and Harry W. Hilborn Graduate Memorial Entrance Scholarship (School of Graduate and Postdoctoral Studies, Hispanic Studies)

Awarded annually to full-time international graduate students entering the Graduate Program in Hispanic Studies, Department of Modern Languages and Literatures, based on academic achievement. A committee in the Graduate Program in Hispanic Studies, will select the recipients. At least one representative of the committee must hold current membership in the School of Graduate and Postdoctoral Studies. This scholarship was established by a generous gift from the Estate of Dr. Kenneth H. Hilborn, in memory of his parents Marguerite and Harry W. Hilborn and in recognition of his father's distinguished career as a professor of Spanish language and literature.

Value: 2 at \$4,500

Effective Date: May 2015

Professor Kenneth Hilborn taught courses in History and International Relations at Western for 36 years from 1961 to 1997. He was a graduate of Queen's University (Kingston) and the University of Oxford (England). His love of both history and his students led him to establish this award in the hope that future students would receive the support they need to complete their studies. Professor Hilborn retired in 1997 from Western. He died in 2013 at age 79.

Marguerite and Harry W. Hilborn Undergraduate Memorial Scholarship (Faculty of Arts and Humanities, Spanish)

Awarded annually to a full-time undergraduate student entering a Major or Honors Specialization in a Spanish module, based on academic achievement (minimum 80% average). The scholarship committee in the Faculty of Arts and Humanities will select the recipient. This scholarship was established by a generous gift from the Estate of Dr. Kenneth H. Hilborn, in memory of his parents Marguerite and Harry W. Hilborn and in recognition of his father's distinguished career as a professor of Spanish language and literature.

Value: 1 at \$1,000

Effective Date: 2015-2016 academic year

Professor Kenneth Hilborn taught courses in History and International Relations at Western for 36 years from 1961 to 1997. He was a graduate of Queen's University (Kingston) and the University of Oxford (England). His love of both history and his students led him to establish this award in the hope that future students would receive the support they need to complete their studies. Professor Hilborn retired in 1997 from Western. He died in 2013 at age 79.

Teresa Rivero Award (Any Undergraduate Program)

Awarded annually to a full-time undergraduate student registered in any year, of any program, with a minimum 70% average, and demonstrated financial need. Preference will be given to a student who has had a parent diagnosed with, or deceased from, the disease Amyotrophic Lateral Sclerosis (ALS), or has/had a parent suffering from a terminal illness. Online financial assistance applications are available through Student Centre and must be submitted by September 30. The Office of the Registrar will select the recipient. This award was established by Mr. Robert Rivero (HBA '08) to honour his mother Teresa Rivero, and in memory of his father, Theodore Rivero who died of ALS.

Value: 1 at \$2,000

Effective Date: 2015-2016 to 2019-2020 academic years inclusive

Robert Rivero has always valued the education he received from Western. After his father passed away from ALS, his mother was left to provide for the family. Her hard work and dedication ensured that all four

of her sons received a university education. Mr. Rivero established this award as a legacy to his mother; to help other students and their families facing the challenges of ALS with their financial costs, and to receive a top quality education.

Doherty Engineering Inc. Award in Engineering (Faculty of Engineering)

Awarded annually to a full-time undergraduate student in Year 4 in the Faculty of Engineering in Chemical, Electrical or Mechanical Engineering, with academic achievement (minimum 75%), who is involved in extracurricular activities in the community or at the University. Preference will be given to a student who has construction, industrial or manufacturing experience, and is interested in pursuing a career as a consulting engineer. An award application must be completed online through the Engineering Undergraduate Services website and submitted by September 30, along with a one-page statement describing the candidate's extracurricular involvement, work experience and career aspirations. The recipient will be selected by the Scholarship and Awards Committee in the Faculty of Engineering. This award was established by a generous donation from Doherty Engineering Inc.

Value: 1 at \$1,500

Effective Date: 2015-2016 to 2019-2020 academic years inclusive

John A. Taylor Jr. Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Social Science)

Awarded annually to a full-time Masters or Doctoral student in the Faculty of Social Science who is a current holder of an Ontario Graduate Scholarship (OGS), based on academic achievement and research merit. Preference will be given to a student in the combined JD/MA program with the Department of History. If there is no student in the combined JD/MA program, it will be awarded to a graduate student holding an OGS in History. The School of Graduate and Postdoctoral Studies will consult with the Department of History to select the recipient. This award was established by Dr. Margaret Kirk in honour of her late husband, John A. Taylor Jr. (Hons. BA '69), a lifelong student of history and dedicated teacher of history and law.

Value: 1 at \$5,000*

Effective Date: May 2015 to April 2025 inclusive

**Ontario Graduate Scholarship funding ensures a 2:1 match through the Provincial Government, increasing the value of each scholarship to \$15,000.*

Dennis Shaw Football Award (Any Undergraduate Program, Athletic Award [Football])

Awarded to a full-time undergraduate student in any year of any degree program at Western (constituent University only), who is making a significant contribution as a member of the Men's Football Team. Preference will be given to a student enrolled in the Faculty of Engineering or Science, who graduated from the public school system. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipients. This committee will base its decision on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award is made possible by Dennis A. Shaw (BA '97), a former Mustang who was a member of the 1994 Vanier Cup Championship team.

Value: 1 at \$4,000

Effective Date: 2015-2016 to 2024-2025 academic years inclusive

MBA Class of 2004 Award (Ivey Business School)

Awarded annually to a full-time student entering the Masters of Business Administration program at the Ivey Business School, based on academic achievement and demonstrated community leadership. Candidates may apply for this award at the time of applying for admission to the MBA Program at Ivey. Final selection of the recipient will be made by the MBA Scholarship Review Committee with at least one member of the selection committee holding membership in the School of Graduate and Postdoctoral Studies. Recipients will be notified at the time of acceptance into the program. This award is made possible through the generosity of the MBA Class of 2004.

Value: 1 at \$12,150
Effective Date: May 2015 to April 2021 inclusive

MBA '64 Award (Ivey Business School)

Awarded annually to a full-time graduate student entering the Master of Business Administration program at the Ivey Business School, based on academic achievement and demonstrated community leadership. Candidates may submit applications for this award at the time of application to the MBA Program at the Richard Ivey School of Business. The MBA Scholarship Committee at Ivey will make the final selection of the recipient, with at least one representative holding current membership in the School of Graduate and Postdoctoral Studies. Recipients will be notified at the time of acceptance into the program. This scholarship is made possible through the generosity of the MBA Class of 1964.

Value: 1 at \$1,200
Effective Date: May 2015

Duncan Fulton Creativity in Business Award (Ivey Business School)

Awarded annually to a full-time student entering the MBA program at the Ivey Business School, based on academic achievement and demonstrated creative, innovative, "outside the box" thinking in past marketing roles. Candidates must submit applications for this scholarship at the time of application to the MBA Program. The MBA Scholarship Committee at Ivey will make the final selection of the recipient. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. Recipients will be notified at the time of acceptance into the program. This award was established with a generous gift from Mia Pearson and Justin Creally of North Strategic Inc. in honour of Duncan Fulton EMBA '13.

Value: 1 at \$1,000
Effective Date: May 2015

Shui Chin Van-Sze and Kong Nee Van Bursary (Any Undergraduate Program)

Awarded annually to an undergraduate student, in any year, of any faculty, who has demonstrated financial need. Online financial assistance applications are available through Student Centre and must be submitted by October 31. The Registrar's Office will select the recipient. This bursary was established by Ms Renata Van (BSc '77) in memory of her parents, Shui Van-Sze and Kong Nee Van.

Growing up in Hong Kong, Ms. Van realized how much her parents saved and sacrificed for her to come to Canada to study, so she could have a better future.

Value: 1 at \$2,000
Effective Date: 2015-2016 to 2019-2020 academic years inclusive

Ivey Energy Policy and Management Centre Scholarships (Ivey Business School)

Awarded annually to a student entering the PhD program at the Ivey Business School based on academic achievement and research interests in the energy sector. A scholarship committee within the Ivey Energy Policy and Management Centre will select the recipient. One representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This scholarship is renewable annually for up to four years, dependent on the recipient's progress in energy sector research as determined by the Director of the Ivey Energy Policy and Management Centre. A new recipient will be selected if the current recipient no longer qualifies. This scholarship was established through funding from the Ivey Energy Policy and Management Centre at the Ivey Business School.

Value: 2 @ \$10,000
Effective Date: May 2015

At its meeting on November 10, 2015, the Property and Finance Committee approved on behalf of the Board of the Governors the following terms of reference for new scholarships, awards, bursaries and prizes.

DAN Management Graduate Diploma in Accounting Scholarship (School of Graduate and Postdoctoral Studies, Management and Organizational Studies)

Awarded annually to a full-time graduate student entering the Graduate Diploma in Accounting program, with academic achievement (minimum 80% average). The recipient will be selected by the scholarship committee in the DAN Management and Organizational Studies Program. At least one representative of the committee must hold current membership in the School of Graduate and Postdoctoral Studies. This scholarship is being supported by a generous donation made by Mr. Aubrey Dan (BA '85).

Value: 1 at \$3,000

Effective Date: May 2015 to April 2020 inclusive

DAN Management Global Opportunities Award (Social Science, Management and Organizational Studies)

Awarded annually to full-time undergraduate students enrolled in the Management and Organizational Studies Strategic Management Course 4410 in Hong Kong. Students participating in this course must be registered at the constituent University and must be currently registered in a full-time course load (minimum 3.5 full courses). Students may apply for this award in advance of being enrolled in this course with receipt of the award contingent upon acceptance into the course. Students may only receive a Global Opportunities award once during their academic career at Western. Online applications are available on the Global Opportunities website, Western International. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on November 15 (for decisions in early January) and March 15 (for decisions in early May). Western International will consult with the Chair of the DAN Management and Organizational Studies Program when selecting the students. Students will be selected based on a combination of academic achievement, as well as a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn through their program of study and how they will be an effective Ambassador for Western. These awards are being supported through a generous donation made by Mr. Aubrey Dan (BA '85).

Value: 3 at \$2,000*

Effective Date: 2015-2016 to 2019-2020 academic years inclusive

*\$3,000 from the endowment will be matched by \$3,000 through the University's Global Opportunities Award Matching Program.

Jean and Victor Redekopp Scholarship in Music (Music)

Awarded annually to full-time undergraduate students entering Year 1 of a Bachelor of Musical Arts program in the Don Wright Faculty of Music, with academic achievement and strong musical ability. The recipients will be selected by the Scholarships Committee in the Don Wright Faculty of Music. This scholarship was established through a generous estate gift from Jean Ann Redekopp, in memory of her husband Victor E. Redekopp.

Value: 2 at \$1,000

Effective Date: 2015-2016 to 2019-2020 academic years inclusive

William and Cecilia Davies Bursary in Science (Science)

Awarded annually to a full-time undergraduate student in the Faculty of Science who has demonstrated financial need. Online financial need assistance applications are available from Student Centre and must be submitted by October 31. The Office of the Registrar will select the recipient. This bursary was established by a gift from Mr. William Davies (BA'56 Honors Business) and Mrs. Cecilia Davies. This bursary is offered through the Ontario Trust for Student Support (OTSS) program, and recipients must meet Ontario residency requirements.

Value: 1 at \$1,500

Effective Date: 2015-2016 to 2019-2020 academic years inclusive

William and Cecilia Davies Bursary in Engineering (Engineering)

Awarded annually to a full-time undergraduate student in the Faculty of Engineering who has demonstrated financial need. Online financial need assistance applications are available from Student Centre and must be submitted by October 31. The Office of the Registrar will select the recipient. This

bursary was established by a gift from Mr. William Davies (BA'56 Honors Business) and Mrs. Cecilia Davies. This bursary is offered through the Ontario Trust for Student Support (OTSS) program, and recipients must meet Ontario residency requirements.

Value: 1 at \$1,300

Effective Date: 2015-2016 to 2019-2020 academic years inclusive

William and Cecilia Davies Bursary in Music (Music)

Awarded annually to a full-time undergraduate student in the Don Wright Faculty of Music who has demonstrated financial need. Online financial need assistance applications are available from Student Centre and must be submitted by October 31. The Office of the Registrar will select the recipient. This bursary was established by a gift from Mr. William Davies (BA'56 Honors Business) and Mrs. Cecilia Davies. This bursary is offered through the Ontario Trust for Student Support (OTSS) program, and recipients must meet Ontario residency requirements.

Value: 1 at \$700

Effective Date: 2015-2016 to 2019-2020 academic years inclusive

Engineering Ontario Graduate Scholarship (Engineering)

Awarded annually to a full-time graduate student in the Chemical & Biochemical Engineering Program at the Masters or Doctoral level who is a current holder of an Ontario Graduate Scholarship (OGS) or a Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST), based on academic achievement and research merit. The School of Graduate and Postdoctoral Studies will select the recipient, in cooperation with the Graduate Chair in the Department of Chemical & Biochemical Engineering. If, during any year, there is no OGS or QEIGSST holder in Chemical & Biochemical Engineering, then the scholarship will be awarded to a non-OGS/QEIGSST student in Chemical & Biochemical Engineering. This scholarship was made possible by a generous gift by an anonymous donor.

Value: 1 at \$5,000*

Effective Date: May-15

*OGS or QEIGSST funding ensures a 2:1 match through the Provincial Government, increasing the value of the scholarship to \$15,000 each.

Syrian Refugee Student Award (Any Undergraduate or Graduate Program)

Available to a student who is entering or recently entered Canada as a refugee from Syria. Recipient must meet Western admission and English language requirements and be admitted for full-time studies at the constituent university in an undergraduate degree program or a graduate MA, MSc or PhD program. The Office of the Registrar will liaise with the School of Graduate and Postdoctoral Studies, Western International and World University Service of Canada (WUSC) or another similar agency to select the recipient. The award will integrate with Federal and Provincial student loan programs to cover tuition and living costs.

Number and value will vary

Effective Date: 2015-2016 academic year

Chair's Essay Prize in Philosophy (Arts and Humanities, Philosophy)

Awarded annually to a full-time undergraduate student in Year 2, 3 or 4 who is judged to have written the best essay in Philosophy. Essay regulations will be advertised through the Philosophy Department Office, with essays to be submitted by April 15. In addition to this, Philosophy professors may also nominate exceptional essays submitted through the year. The Chair of Philosophy will select the recipient.

Value: 1 at \$500

Effective Date: 2014-2015 to 2018-2019 academic years

REPORT OF THE SENIOR OPERATIONS COMMITTEE

| | |
|--|---------------------------|
| Contents | Consent Agenda |
| Code of Student Conduct – Annual Report | Yes |

FOR INFORMATION

1. **Code of Student Conduct**

Attached in [Annex 1](#) is the annual report on cases of non-academic misconduct dealt with through the Code of Conduct for the period July 1, 2014 to June 30, 2015.



Western

Student Experience

July 1, 2014 - June 30, 2015

This is the 14th report of actions taken under the terms of the Code of Student Conduct since the Code was enacted by the Board of Governors. The office of the Associate Vice-President (Student Experience) continues to work closely with the University's Legal Counsel, Deans' offices and Campus Community Police Service to ensure all matters involving the Code are handled according to the established procedures for record-keeping, communication and follow-up.

The information presented spans from July 1, 2014 to June 30, 2015. As shown in the table below, there were 32 incidents resulting in 45 formal code proceedings (sanctions) that were either dealt with by the Acting Associate Vice-President (Student Experience) or Associate Vice-President (Student Experience). You will notice a significant rise in incidents in comparison to 2013/14. The 2014/15 Academic Year had 9 more incidents, involving 16 more students than the year prior.

It is important to note that amongst these Code of Conduct offences, nationally speaking Western has a very low report rate of sexual violence. The University is committed to providing and maintaining an environment in which sexual violence is not tolerated. Newly proposed legislation introduced by the Province of Ontario will require universities to offer stronger support programs aimed at eradicating sexual violence and harassment. In Student Experience, we want to ensure that victims are given the opportunity to report sexual violence. With Western increasingly offering stronger programming around sexual violence prevention, we believe there will be a significant increase in reports around sexual violence for next year.

| INCIDENT | SANCTION | DECISION BY |
|--|---|--|
| Forgery | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Engaging or participating in conduct that is, or is reasonably seen to be, humiliating, or demeaning to another person (8 students)* | Educational Sanctions. (Research and read story of Kitty Genovese and write a reflection letter. Written apology addressed to victim.) | Associate Vice-President (Student Experience) |
| | Educational Sanctions. (Read Dalhousie report and provide in writing recommendations for guidelines that can be used by future mentors around moderating social media posts. Through this, develop a program that can be used by school.) | Associate Vice-President (Student Experience) |
| | Educational Sanctions. (Read Dalhousie report and write a review on how the content from the report may apply to the events of this incident. Provide in writing, recommendations for preventing reoccurrence of similar situations. Read story of Kitty Genovese and write a reflection letter on how the sociological theory stemming from this situation may apply to events of this incident.) | Associate Vice-President (Student Experience) |



Western

Student Experience

| | | |
|-----------------------|--|--|
| | Educational Sanctions. (Read Dalhousie report and provide in writing recommendations for guidelines that can be used by future mentors around moderating social media posts. Written apology addressed to victim.) | Associate Vice-President (Student Experience) |
| | Educational Sanctions. (Read Dalhousie report and provide in writing recommendations for guidelines that can be used by future mentors around moderating social media posts.) | Associate Vice-President (Student Experience) |
| | Suspended (six months). Decision appealed to UDAC. Appeal granted. Suspension overturned. Educational sanctions were imposed. (Letter of apology, presentation on acceptable use of social media and paper discussing the Code of Conduct.) | Associate Vice-President (Student Experience) |
| | Educational Sanctions. (Letter of apology, presentation on acceptable use of social media and paper discussing the Code of Conduct.) | Associate Vice-President (Student Experience) |
| | Educational Sanctions. (Letter of apology, presentation on acceptable use of social media and paper discussing the Code of Conduct.) | Associate Vice-President (Student Experience) |
| Assault (2 students)* | Probation (one year). Educational sanctions (20 hours of community service and reflection letter). | Acting Associate Vice-President (Student Experience) |
| | Probation (one year). Educational sanctions (20 hours of community service and reflection letter). | Acting Associate Vice-President (Student Experience) |
| Hazing (3 students)* | Probation (one year). Educational sanctions (20 hours of educational workshop on hazing and public address of wrong doing, and admission/reflection). | Acting Associate Vice-President (Student Experience) |



Student Experience

| | | |
|---|---|---|
| | Probation (one year). Educational sanctions (20 hours of educational workshop on hazing and public address of wrong doing, and admission/reflection letter). | Acting Associate Vice-President (Student Experience) |
| | Probation (one year). Educational sanctions (20 hours of educational workshop on hazing and public address of wrong doing, and admission/reflection letter). | Acting Associate Vice-President (Student Experience) |
| Trespass to Property Act, failed to leave when directed | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Mischief to Private Property | Probation (one year). Student required to pay restitution for damages. Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Threats | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Theft and fraudulently obtaining food on Western One card (2 students)* | Probation (one year). Student required to pay restitution for the food charges placed on stolen card. Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| | Probation (one year). Student required to pay restitution for the food charges placed on stolen card. Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Assault | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Domestic Assault and Breach of Conditions | Final sanctions delayed until criminal proceedings complete. | Acting Associate Vice-President (Student Experience) |
| Sexual Assault | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Fail to Comply with Undertaking | Student to report to Campus Police before and after class. | Acting Associate Vice-President (Student Experience) |



Student Experience

| | | |
|--|---|---|
| Assault (2 students)* | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Harassment/Threats | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Assault Causing Bodily Harm | Suspension for eight months. | Acting Associate Vice-President (Student Experience) |
| Assault, possession of a BB gun | Student voluntarily and permanently withdrew from Western. | Acting Associate Vice-President (Student Experience) |
| Possession of a controlled substance for the purpose of trafficking | Suspension (one year). | Acting Associate Vice-President (Student Experience) |
| Possession of a controlled substance for the purpose of trafficking | Suspension (six months). Student appealed decision. Appeal denied. | Acting Associate Vice-President (Student Experience) |
| Inappropriate online comments | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Theft over \$5000.00 | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Fraudulently submitted a reference letter | Suspension (one year). | Acting Associate Vice-President (Student Experience) |
| Possession of a controlled substance for the purpose of trafficking | Suspension (six months). Student appealed decision. Appeal denied. | Acting Associate Vice-President (Student Experience) |
| Discharged contents of fire extinguisher into a hallway | Probation (one year). Student required to pay restitution for damages. Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Unauthorized Activity - accessed a Campus Rec computer and Twitter account, posting racist comment | Student has voluntarily withdrawn from Western on a permanent basis. | Acting Associate Vice-President (Student Experience) |
| Mischief to private property | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |



Student Experience

| | | |
|---|--|--|
| Mischief to private property | Probation (one year). Educational Sanction (reflection letter). | Associate Dean, Faculty of Engineering |
| Obstruct Police Investigation (2 students)* | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Assault | Probation (six months). | Acting Associate Vice-President (Student Experience) |
| Unlawful access to Western University Housing and USC databases and computers | Probation (one year). All privileges to the use of and access to University computing facilities Suspension, including use of any computer that is the property of Western or is physically located on the premises of Western. | Acting Associate Vice-President (Student Experience) |
| Discharging Air Soft BB Rifle in residence hallway | Suspension (two years). Student appealed decision. Appeal denied. | Acting Associate Vice-President (Student Experience) |
| Theft and Property Damaged Under \$5,000.00 | Probation (one year). Student required to pay restitution. Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |
| Unauthorized Activity, failure to act | Probation (one year). Educational Sanction (reflection letter). | Acting Associate Vice-President (Student Experience) |

NOTE: Jana Luker joined Western on June 1, 2015 in the role of Associate Vice-President (Student Experience). Therefore, for the majority of the year the sanctions were delivered by Dr. Angie Mandich, Acting Associate Vice-President (Student Experience).

*Incidents in which 2 or more students were involved in formal code proceedings.
If not stated, only 1 student.

REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE

| Contents | Consent Agenda |
|--|---------------------------|
| Fundraising Activity Quarterly Report to July 31, 2015 | Yes |

FOR INFORMATION

1. **Fundraising Activity Quarterly Report to July 31, 2015**

See [Annex 1](#).



Fund Raising Initiatives Quarterly Report
as at July 31, 2015
(with comparative figures from the fiscal year 2013/14 to 2014/15)

| (1) PLEDGE DATA | May 1, 2015 to April 30, 2016 (000's) | | | May 1, 2014 to April 30, 2015 (000's) | | | May 1, 2013 to April 30, 2014 (000's) | | |
|---|--|----------------|-------------------------|--|----------------|-------------------------|--|----------------|-------------------------|
| | Target | Actual | Actual as a % of Target | Target | Actual | Actual as a % of Target | Target | Actual | Actual as a % of Target |
| Pledges outstanding May 1, | 161,936 | 161,936 | N/A | 111,191 | 111,191 | N/A | 101,618 | 101,618 | N/A |
| New Gifts & Pledges (Gross) | 65,000 | 7,082 | 10.90% | 65,000 | 110,976 | 170.73% | 65,050 | 69,908 | 107.47% |
| Pledges cancelled/amended on new/prior pledges | -3,066 | -75 | 2.46% | -2,797 | -3,905 | 139.58% | -2,962 | -3,154 | 106.50% |
| Net New Pledges/Gifts | 61,934 | 7,007 | 11.31% | 62,203 | 107,072 | 172.13% | 62,088 | 66,754 | 107.51% |
| (2) Contributions received in payment of pledges/gifts: | | | | | | | | | |
| Foundation Western | | | | | | | 5,000 | 7,993 | 159.86% |
| Western University | 115,594 | 6,214 | 5.38% | 55,122 | 55,936 | 101.48% | 47,714 | 49,181 | 103.07% |
| Richard Ivey School of Business (Asia) Limited | 383 | 0 | 0.00% | 394 | 391 | 99.25% | 9 | 7 | 77.78% |
| Total contributions received | 115,978 | 6,214 | 5.36% | 55,516 | 56,327 | 101.46% | 52,723 | 57,181 | 108.46% |
| Net Pledges Outstanding | 107,893 | 162,729 | 150.82% | 117,877 | 161,936 | 137.38% | 110,983 | 111,191 | 100.19% |

| (3) Cost Per Dollar Raised | Advancement Fund Raising Units | | | Net Pledges/Gifts | | | Expenses | | | Cost per Dollar Raised | | |
|--|--------------------------------|--------------|------------------------|-------------------|---------------|------------------------|-------------------|---------------|------------------------|------------------------|----------|------------------------|
| | Net Pledges/Gifts | Expenses | Cost per Dollar Raised | Net Pledges/Gifts | Expenses | Cost per Dollar Raised | Net Pledges/Gifts | Expenses | Cost per Dollar Raised | Net Pledges/Gifts | Expenses | Cost per Dollar Raised |
| Alumni Relations & Development | 6,177 | 1,638 | NA | 103,870 | 5,522 | \$0.05 | 51,918 | 4,968 | \$0.10 | | | |
| Richard Ivey School of Business | 906 | 245 | NA | 7,011 | 1,202 | \$0.17 | 12,035 | 1,556 | \$0.13 | | | |
| Foundation Western | | | | | | | 5,658 | 185 | \$0.03 | | | |
| Total Expenses/Cost Per Dollar Raised | 7,083 | 1,883 | NA | 110,881 | 6,724 | \$0.06 | 69,610 | 6,709 | \$0.10 | | | |
| (4) 3-Year Average Cost Per Dollar Raised | NA | NA | NA | 250,102 | 20,142 | \$0.08 | 259,552 | 20,248 | \$0.08 | | | |

(1) Includes total activity of:

- Western University
- The University of Western Ontario Inc.
- The University of Western Ontario (UK) Foundation
- The University of Western Ontario (HK) Foundation
- Foundation Western (FY2014)
- Richard Ivey School of Business (Asia) Limited

(2) Represents all contributions including cash, gift in kind and gift in purchase discounts entered in the Contributor Relations System within reporting period and may differ from the general ledger reporting period.

(3) FY15, FY14 expenses include salary, benefits and other expenses directly incurred within unit.

(4) 3 Year Rolling Average - reflects the major gift factor and the post campaign period.

REPORT OF THE JOINT PENSION BOARD

FOR APPROVAL

1. Group Annuity Purchase of Defined Benefit Liabilities

Recommended: That the University purchase annuity policies through a competitive bid process among Canadian insurers to meet the remaining benefit obligations to Special Members in each plan.

Background:

See [Annex 1](#).

Recommendation from the Academic Staff and Administrative Staff Pension Boards

Group Annuity Purchase of Defined Benefit Liabilities

Western closed its defined benefit pension plans to all but Special Members in 1970 (Academic) and 1974 (Administrative). Special Members continued to earn a minimum defined benefit guarantee as a supplement to their defined contribution pension plan from the 1970's. There are 14 Academic and 38 Administrative Special Members remaining in the two plans. Only 3 of the 16 **active** Administrative Special Members are expected to benefit from the minimum defined benefit guarantee. The present value of the supplemental defined benefit pensions is estimated to be \$3.5 million supported by \$4.5 million of assets.

Recommendation

The Academic and Administrative Staff Pension Boards recommend that the University purchase annuity policies through a competitive bid process among Canadian insurers to meet the remaining benefit obligations to Special Members in each plan.

Rational:

- An annuity policy purchase transfers the risk and volatility of guaranteeing members' pensions to an insurance company
- It removes administrative burdens from Western including new reporting requirements that are coming in 2017, if the status quo is maintained
- It removes potential of future funding burdens from Western
- Removes the role of Northern Trust in providing these periodic pensions to retirees and surviving spouses
- Pensions are (close to) fully funded right now and so minimal financial impact

Data:

| | Academic Staff Plan | Administrative Staff Plan |
|---|--|---------------------------|
| Number of Retired Payees | 14 | 22 |
| Number of active special members | 0 | 16 |
| Assets set aside for liabilities (Sept 30) | \$3,060,000 | \$1,394,000 |
| Estimated cost of annuity purchase (will depend on market and interest rates at time of purchase) | \$2,023,000 | \$1,480,000 |
| Surplus (deficit) of funding position | \$1,037,000 | (\$86,000) |
| Average Age of Retired Payees | 91.1 | 89.5 |
| Average Annual Pension Amounts | \$23,708 | \$7,639 |
| Estimated minimum administrative costs to maintain status quo per annum | External Actuarial: \$7,600 per annum Internal Accounting and Communication Time: \$3,000 per annum | |

Statutory and other constraints:

- The Pension Benefits Act (Ontario) and both pension plan documents filed with regulators permit the purchase of annuities to meet the defined benefit obligations of the pension plans
- The trust agreement and pension plan documents for each plan permit the use of the “General Accounts” (assets set aside to meet the obligations) to purchase annuities for beneficiaries under the plans
- The trust agreement and pension plan documents permit the use of remaining assets in the General Account, after all liabilities have been met, to provide additional benefits to the beneficiaries of the plan or to fund administrative expenses of the pension plans
- Purchase of annuity has no tax implications for the payees – the payments remain taxable in accordance with registered pension plan/life annuity policy regulations
- No amendments to the pension plan documents or trust agreements are required
- No obligation to seek consent under any collective agreements in place
- The protection for the beneficiary, should the paying entity fail, is covered under Assuris (Insurance co-operative)
- Protection of Personal Information statute must be adhered to as pensioner data is provided to new payer

Anticipated Challenges with Recommendation:

- Some pensioners may be uncomfortable or confused with the change in payer
- There will be a surplus remaining in the Pension Plan for Academic Staff and no liabilities – there are specific legitimate uses of the surplus but there could be claims made on these funds by former beneficiaries, currently active members or the bargaining units representing them
- If the anticipated surplus is to be used to enhance pension amounts payable to the remaining 14 members in the Academic Plan, a recommendation on the calculation, amount and entitlement of the enhanced pensions must be approved by the Board of Governors and premiums sent to the new payer to increase the pension amounts – timing will vary depending on the payer selected
- There are a limited number of insurance companies in the Canadian market, amounts are small and annuitants are advanced in age – this may impact the competitiveness of annuity quotes received

Implementation:

- Liabilities with respect to **retired** Special members will be considered first; active Special members in the Administrative Staff pension plan will be considered if and when they become entitled to payment of the minimum guaranteed defined benefit pension (at retirement)
- Data on retirees will be finalized and a request for market quote will be prepared and published (anonymously through University actuarial consultants); questions from insurers will be received and responses provided; We expect 4 Canadian financial institutions to quote on the business
- Anticipate final quotes following the Board of Governors meeting and will typically have 24-48 hours to confirm; organization submitting lowest premium costs and the demonstrating required client service capabilities will be selected
- The payees will be notified of a pending change in payer – anticipate first payment date January 1, 2016 from new payer if approved by the Board of Governors
- Assessment of funding position effective December 31, 2015 will be completed by the University actuarial consultant and published

ITEMS REFERRED BY SENATE

| Contents | Consent Agenda |
|---|----------------|
| <p>Introduction of MAPP 7.15 – Post Approval Monitoring (PAM) Program Policy</p> | <p>No</p> |
| <p>Revisions to MAPP 7.12 – Policy and Procedures for the Use of Animals in Research, Testing and Teaching</p> | <p>Yes</p> |
| <p>Revisions to MAPP 7.10 – Policy and Procedures – Standardized Training in Animal Care and Use</p> | <p>Yes</p> |
| <p>Report of the Academic Colleague</p> | <p>Yes</p> |

FOR APPROVAL

1. **Introduction of MAPP 7.15 – Post Approval Monitoring (PAM) Program Policy**

Recommended: That the new MAPP 7.15 – Post-Approval Monitoring (PAM) Policy as shown in **Annex 1** be approved, as recommended by Senate.

Background

In response to some concerns raised regarding the Post Approval Monitoring (PAM) process associated with Animal Use Protocols, Western undertook an external review of Western’s PAM program. Dr. Albrecht Schulte-Hostedde, a CRC Chair at Laurentian University, who is also a Canadian Council on Animal Care (CCAC) board member, agreed to undertake the review.

This new MAPP policy was developed to address the recommendations made by Dr. Schulte-Hostedde. The policy applies to all animal-based science associated with the Western community under the oversight of Western’s Animal Care Committee (ACC – note that, at a recent meeting, the University Council on Animal Care changed the name of its Animal Use Subcommittee (AUS) to Animal Care Committee (ACC) consistent with CCAC suggested nomenclature). The new PAM Program Policy encompasses regular assessment of core animal use protocol elements including, but not limited to animal procurement, animal housing and husbandry, animal procedures, animal monitoring, sick animal response, animal health/procedural records and related documentation. It also codifies a number of practices and procedures that were already in place.

A copy of Dr. Schulte-Hostedde’s review report is available from the University Secretariat upon request.

2. **Revisions to MAPP 7.12 – Policy and Procedures for the Use of Animals in Research, Testing and Teaching**

Recommended: That revisions to MAPP 7.12, Policy and Procedures for the Use of Animals in Research, Testing and Teaching as set out in **Annex 2**, be approved, as recommended by Senate.

Background

Most of the revisions incorporate non-substantive updates from the CCAC, or provide clarification to accurately reflect current procedures and processes.

Substantive changes:

- The policy now includes a Terms of Reference for the “Institutional Senior Administrator”, as required by CCAC
- The policy has been reformatted to meet the requirements of the policy on MAPP set by the Board in 2011, which separates policy from administrative procedures within the MAPP

[Secretary’s Note: Because of the reformatting, the “track changes” version of the revised policy is difficult to follow and has not been provided with the Board agenda package. It was reviewed by the University Council on Animal Care which recommended the changes to the URB. A copy of that version is available upon request to the University Secretariat.]

3. **Revisions to MAPP 7.10 – Policy and Procedures – Standardized Training in Animal Care and Use**

Recommended: That changes to MAPP 7.10, Policy and Procedures - Standardized Training in Animal Care and Use as set out in [Annex 3](#) be approved, as recommended by Senate.

Background

The majority of the revisions incorporate non-substantive updates, or provide clarification to accurately reflect current procedures and processes

As with MAPP 7.12, the policy has been recast in the new policy format and a copy of the “track changes” version is available upon request.

FOR INFORMATION

4. **Report of the Academic Colleague**

See [Annex 4](#).

Secretary’s Note: Report of the Vice-President (Research)

The annual report of the Vice-President (Research) was received at the October Senate meeting and normally would have been in this report. However, as Dr. Capone is unable to attend this meeting, the report is deferred to the January meeting of the Board.]



Manual of Administrative Policies and Procedures

POLICY 7.15 – Post Approval Monitoring (PAM) Program

Policy Category: Research

Subject: Post approval monitoring program for all Animal Care Committee (ACC) approved animal-based science at Western

Approving Authority: Board of Governors

Responsible Officer: Vice-President (Research)

Responsible Office: Office of the Vice-President (Research)

Related Procedures:

Related University Policies: [MAPP 7.12](#) - Policy and Procedures for the Use of Animals in Research and Teaching

MAPP 7.10 – Policy and Procedures for Standardized Training in Animal Care and “Use

ACVS internal policies - <http://www.uwo.ca/animal-research/compliance/policies.html>

Effective Date: November 19, 2015

Revised: N/A

I. PURPOSE & SCOPE

This policy provides a framework for the establishment and maintenance of a post approval monitoring (PAM) program for all animal-based science at Western.

It applies to all animal-based science associated with the Western community under the oversight of Western’s Animal Care Committee (ACC). All approved Animal Use Protocols (AUPs) are subject to post approval monitoring by the ACC. PAM encompasses regular assessment of core AUP elements including but not limited to animal procurement, animal housing and husbandry, animal procedures, animal monitoring, sick animal response, animal health/procedural records, and related documentation.

II. DEFINITIONS

A Glossary of Terms used in this policy is listed in [Appendix 1](#).

III. POLICY

1. The Vice-President (Research), the Animal Care Committee (ACC), the ACVS Veterinarians, the Animal Care (AC) staff, and Principal Investigators (PIs) must have safeguards in place to ensure that difficulties experienced with any aspect of animal care or use can be effectively identified and addressed.
2. The ACC must actively work with PIs, ACVS Veterinarians and Animal Care (AC) Facility Managers, and their designates, to identify and correct all variances from approved AUPs, institutional policies and ACC-approved standard operating procedures (SOPs) and/or current veterinary standards.
3. The ACC must work with the members of ACVS veterinary and Animal Care staffs to ensure compliance with its decisions and with the conditions set out in approved Animal Use Protocols (AUPs).
4. All stakeholders must work collaboratively in a collegial manner in attempting to correct variances from the approved AUP and institutional policies and procedures.
5. The ACC and its designates must prioritize post approval monitoring (PAM) activities for AUPs by sensitive species, categories of invasiveness, and projects associated with previous incidents and non-compliance.
6. Persistent breaches of compliance or threats to the health and safety of personnel or animals must be reported promptly to the ACC Chair.
7. The ACC and ACC Chair must promptly address persistent breaches of compliance or threats to the health and safety of personnel or animals through communications with PIs and their staffs, related meetings and site visits, and communications with the Senior Administrator, as necessary.
8. Breaches of compliance that cannot be corrected by the ACC working with the concerned animal-based scientists, Veterinarians and Animal Care staffs must be referred to Senior Administration.
9. The Senior Administrator, or designate, must inform all members of the animal-based science program about sanctions to be taken in the event of serious breaches of non-compliance.
10. Animal procurement must be undertaken in accordance with the Animal Procurement Policy.
11. Sick animal response must be undertaken in accordance with the Sick Animal Response Policy.
12. Animal-based science record-keeping must be undertaken in accordance with the Animal Care and Use Records Policy.
13. Invasive animal procedures must be undertaken in accordance with the Inclusion of Veterinary Technicians in Invasive Procedures Policy.
14. Continuing Care visits and facilitation by the ACC and its designates must be undertaken in accordance with the Continuing Care Visits & Facilitation Policy.
15. Certifications of non-arms-length-managed sites must be undertaken in accordance with the Non-Arms-Length-Managed (NALM) Sites Policy.

16. The ACC must follow-up on concerns regarding animal-based science activities in accordance with the Concerns Identification, Project Refinements and Corrective Response Policy and related procedures.
17. ACC Leaders and ACVS Veterinarians must have unrestricted access to all areas where animals are held or used at all times.

IV. ROLES AND RESPONSIBILITIES

All stakeholders are expected to demonstrate collaborative, collegial communications and commitment to act in good faith.

1. The Vice-President (Research) is responsible to:
 - a) provide adequate resources to establish and maintain an effective post-approval monitoring program for animal-based projects having approved AUPs
 - b) ensure clear roles and responsibilities for individuals and groups involved in the PAM process
 - c) provide direct support to the ACC, as requested
 - d) meet regularly with the ACC Chair and ACVS Director to discuss concerns and ways of addressing them
2. UCAC is responsible to:
 - a) provide direct support to the ACC and its leadership, as requested
 - b) via its designates, annually review CCAC policy and guidelines to ensure Western remains current with changes to regulatory requirements
 - c) annually review and approve all institutional policies associated with Western's PAM program
3. ACVS Director is responsible to:
 - a) provide leadership support to the ACC Chair in PAM undertakings
 - b) meet regularly with the ACC Chair and Vice-President (Research) to discuss concerns and ways of addressing them
 - c) provide ACVS Veterinarians with sufficient resources to fulfill PAM obligations
4. ACVS Veterinarian(s) responsible for the PAM program is (are) responsible to:
 - a) provide day-to-day assistance and information with respect to animal care and use to animal-based scientists and Animal Care staffs in remaining compliant with approved AUPs and institutional and CCAC standards by ensuring,
 - (i) individual animal users are comfortable handling animals and carrying out procedures successfully, and that they are able to do so in appropriate conditions, and
 - (ii) endpoints are applied as approved by the ACC to avoid unnecessary distress to animals
 - b) act as a designate of the ACC as outlined by other PAM policies and procedures
 - c) advise the ACC of current veterinary standards
 - d) act as a designate of the ACC, when requested, to ensure new procedures and those more likely to result in animal pain or distress are closely monitored
 - e) inform the ACC of any animal health and welfare concerns that are not readily resolved through work directly with PIs and their staffs

5. ACC is responsible to:
 - a) align its PAM practice with all UCAC-approved PAM policies and procedures
 - b) educate animal-based scientists regarding all institutional and regulatory policies and procedures associated with the PAM program
 - c) work with Principal Investigators, ACVS Veterinarians and Animal Care staffs to fully understand and, as needed, to give direction on modifying an animal-based project that diverges from the approved AUP, and/or institutional, regulatory and/or veterinary standards by
 - d) performing regular site visits, and
 - e) promptly addressing concerns with animal-based science brought to its attention through effective communication
 - f) ensure new animal procedures and those more likely to result in animal pain or distress are closely monitored
 - g) provide assistance to an animal-based scientist in amending his/her AUP when it cannot be successfully continued in practice as originally approved for technical or logistical reasons
 - h) promptly address persistent breaches of compliance or threats to the health and safety of personnel or animals
 - i) apprise the Vice-President (Research) of all non-compliance instances
6. ACC Chair is responsible to:
 - a) ensure the ACC is educated on and aligns its practice with all UCAC-approved PAM policies and procedures
 - b) lead in undertaking timely, effective, collegial and collaborative communications with all persons and groups involved in the PAM program
 - c) meet regularly with the ACVS Director and Vice-President (Research) to discuss concerns and ways of addressing them
 - d) take the lead in promptly addressing persistent breaches of compliance or threats to the health and safety of personnel or animals through effective communications with the animal users, meetings and site visits, and communications with the Vice-President (Research) and ACVS Director
7. ACC Coordinator is responsible to:
 - a) assist animal-based scientists with their AUP paperwork to ensure it is up-to-date and complete
 - b) facilitate the process of amending an AUP when it cannot be successfully continued in practice as originally approved for technical or logistical reasons
 - c) support the ACC, ACC Chair, Facility Managers, ACVS Veterinarians, ACVS Operations Manager and ACVS Director, or designates, in their efforts to deliver this policy effectively
8. Animal Care Facility Managers are responsible to:
 - a) provide day-to-day assistance and information with respect to animal care and use to animal-based scientists and Animal Care staff in remaining compliant with approved AUPs and institutional and CCAC standards by ensuring that:
 - i. animal scientists and their staffs are comfortable handling animals and carrying out procedures successfully, and that they are able to do so in appropriate conditions, and
 - ii. endpoints are applied as approved by the ACC to avoid unnecessary distress to animals
 - b) act as a designate of the ACC as outlined by other PAM policies and procedures
 - c) inform the ACC or its designates of any animal health and welfare concerns that are not readily resolved through direct work with PIs and their staffs

9. Principal Investigator (PI) is responsible to:
 - a) treat all animals with respect and dignity
 - b) assist the ACC in complying with institutional, CCAC, OMAFRA and Health Canada standards and requests
 - c) undertake his/her AUP in practice as approved in principle by the ACC
 - d) ensure his/her research staff who directly work with animals are apprised of, appropriately trained and competently undertake only those procedures in a manner outlined within the approved AUP
 - e) work with the ACC Coordinator to ensure his/her AUP is up-to-date and complete
 - f) work with research and animal care staff to ensure animal use records align with the Animal Care and Use Records Policy.
 - g) work with the ACC and/or its designate(s) to ensure new procedures and those more likely to result in animal pain or distress are appropriately classified (category or invasiveness) and associated monitoring procedures implemented
 - h) work with the ACC and its designates to promptly resolve any concerns brought to his/her attention

APPENDIX 1 - Glossary of Terms

Animal Based Science – Any and all use of animals including display, teaching, research, and testing

Animal Care Committee (ACC) - A subcommittee of the University Council on Animal Care, officially named the Animal Use Subcommittee, but hereto referred to as the ACC; the institutional animal care committee “responsible for overseeing all aspects of animal care and use and for working with animal users, animal care personnel and the institutional administration”; responsible to ensure animal ethics and care for animal-based science and animal displays directly associated with Western’s Research Community is in accordance with all regulatory and institutional policies and guidelines.

ACC Coordinator – An administrative role dedicated to providing the ACC and PIs and their staffs with support for ACC and AUP-related activities as outlined by CCAC.

ACC Executive Team - A subset of the ACC tasked with performing preliminary assessments of concerns and related evidence brought forward to the ACC; developing recommendations for Project Refinements and Action Plans; and assigning a specific PI Rep to incidents as they arise. This subset must include at least one ACC and ACVS leader, an ACVS veterinarian, ACC Community Rep, and ACC Coordinator.

ACC Leaders – ACC Chair and Vice Chair(s)

Animal Use Protocol (AUP) – The ACC’s mandatory animal ethics form that contains details of a AUP holder’s intended live vertebrate animal care and use, which must be reviewed and approved by the ACC in advance of animal-based science or public viewing of displayed animals.

Categories of Invasiveness –

A – Experiments on most invertebrates or on live isolates

B – Experiments which cause little or no discomfort or stress

C – Experiments which cause minor stress or pain of short duration

D – Experiments which cause moderate to severe distress or discomfort

E – Procedures which cause severe pain at or above their pain tolerance threshold of anaesthetized conscious animals

CCAC – The Canadian Council on Animal Care is a not-for-profit organization, created in 1968 to oversee the ethical use and care of animals in science (research, teaching and testing) throughout Canada.

Concerns – Anything raised to any member regarding animal health and/or welfare, human safety, and AUP-related issues. Concerns will be reviewed by an ACC Executive Team, as appropriate. Concerns will be communicated to the PI before they are classified as either Incidents or Non-Compliance.

Designate – An individual who is adequately trained and appropriately experienced with the animals under his/her care/oversight, and who is authorized to act on behalf of either the ACC, VP Research, ACVS Director, ACVS Veterinarian, a Principal Investigator, or a Facility Manager.

Animal Care (AC) Facility Manager – A trained, competent individual responsible for the oversight of an area or facility that houses research animals, and who is accountable to the ACVS Director for animal health and welfare-related matters.

NALM Certification – Annual, announced assessment of a NALM (non-arms-length managed) site using an ACC approved NALM checklist performed by designates of the ACC and involving related PIs and their staff.

Principal Investigator (PI) – A scientist responsible for undertaking animal-based science in alignment with an approved Animal Use Protocol and current veterinary standards of animal care.

Sanction – Immediate measures taken to stop Non-Compliance, e.g. AUP ‘on hold’

Senior Administration – University Council on Animal Care (UCAC) members, including the Vice-President (Research)

Senior Administrator – The Vice-President (Research), Chair of the UCAC.

University Council on Animal Care (UCAC) – Western’s Senate committee ultimately responsible for the Animal Ethics and Care program directly associated with Western’s Research Community.

Western’s Research Community – Institutions and their departments involving animal-based scientists having Animal Use Protocols under the jurisdiction of Western’s Animal Care Committee (ACC).



Manual of Administrative Policies and Procedures

POLICY #7.12 – POLICY FOR THE USE OF ANIMALS IN RESEARCH, TESTING AND TEACHING

| | |
|-------------------------------------|---|
| Policy Category: | Research |
| Subject: | Use of Animals in Research, Testing, Teaching and Display |
| Approving Authority: | Board of Governors |
| Responsible Officer: | Vice-President (Research) |
| Responsible Office: | Office of the Vice-President (Research) |
| Related Procedures: | <u>Procedures for the Use of Animals in Research, Testing & Teaching</u> |
| Related University Policies: | MAPP 7.0 – Academic Integrity in Research Activities <u>MAPP 7.10</u> – Standardized Training in Animal Care and Use MAPP 7.15 – Post Approval Monitoring Program |
| Effective Date: | November 19, 2015 |
| Revised: | September 26, 2006, November 26, 2009, November 22, 2012 |

I. PURPOSE & SCOPE

This policy and its associated procedures apply to all instances of research, testing, teaching and display involving animals at Western, its affiliated hospitals, affiliated university colleges and research institutes, to field research that involves more than simple observation (e.g. trapping, artificial provisioning), and to Principal Investigators (PIs) using animals owned by the public, and to all PIs and/or instructors and their staffs.

The policy outlines the responsibilities and accountabilities of university officers and the various committees and subcommittees established in accordance with the regulations of the Canadian Council on Animal Care ([CCAC](#)) and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

Failure to comply with this policy and its associated procedures may prevent approval of *Animal Use Protocols* (AUPs), and may result in the withdrawal of AUP approval by ACC. As warranted by the severity of circumstances, this may also include revoking University approval for animal-based research, testing, teaching and displaying, and notification of this decision to Department Chairs, Institute Heads, and appropriate granting and licensing agencies.

II. POLICY

1. The University Council on Animal Care (UCAC), chaired by the Vice-President (Research), is responsible to Senate for all aspects of procurement, maintenance, use and ethical treatment of animals in research, testing, teaching and display as defined by the Canadian Council on Animal Care (CCAC), hereafter referred to as “animals.” UCAC must ensure adequate institutional oversight according to the outlined procedures in this document, and as outlined within its *Terms of Reference*.
2. The Vice-President (Research) is the senior administrative officer of the University responsible for the care and use of animals at the University and its affiliated institutions - London Health Sciences Centre/Lawson Health Research Institute, St. Joseph’s Hospital, Robarts Research Institute, Siebens-Drake Medical Research Institute, Huron University College, Kings University College, Brescia University College, Child and Parent Resource Institute, as outlined within the *Senior Administrator’s Terms of Reference* (see [Appendix 1](#)).
3. The institution’s Animal Care Committee (ACC) of UCAC, under the leadership of its Chair and Vice Chairs, is responsible to UCAC for ensuring that the care and use of animals associated with the University’s animal-based research, testing, teaching and display activities are in compliance with all Federal, Provincial, and University policy statutory requirements, regulations and guidelines, as outlined within its *Terms of Reference*.
4. The Department of Animal Care and Veterinary Services (ACVS), under the leadership of its Director and directly accountable to the Vice-President (Research), serves the University and its affiliated institutions, its associated committees, and the research community, by ensuring animal care and use meets all Federal, Provincial, and University policy statutory requirements, regulations, and guidelines, and by facilitating the research of scientists using CCAC-defined animal models.
5. ACVS, Institutional Compliance Officers, Animal Care Facility Managers, Principal Investigators, and their respective staff, students and trainees share responsibility for the ongoing assessment and maintenance of ethically appropriate animal care and welfare.

6. Any Principal Investigator or instructor intending to use animals for research, testing, teaching or display in association with the University or its affiliates must be a University faculty member, an ACVS-veterinarian, or a LHSC-Lawson appointed scientist, unless otherwise approved by the ACC.

MAPP 7.12 - Procedures for the Use of Animals in Research, Testing & Teaching

I Animal Use Protocols (AUPs)

The Animal Care Committee and animal-based scientists must align their AUP and related processes with the *Animal Use Protocols* policy and related procedures.

II Post Approval Monitoring (PAM)

The ACC must undertake post approval monitoring in accordance with MAPP 7.15 *Post Approval Monitoring Program*, all related UCAC policies, and related procedures, including but not limited to:

- Animal Procurement
- Animal Care & Use Record Keeping
- Sick Animal Response
- Continuing Care and Facilitation Visits
- Non-Arms-Length Managed Sites
- Concerns Identification, Project Refinement and Corrective Response
- Inclusion of Veterinary Technicians in Invasive Procedures

III CCAC-Mandated Training

The ACC must ensure that all personnel listed on the AUP have been appropriately trained according to the expectations defined in the CCAC Guidelines and Policy Statements and as provided for in *MAPP 7.10 "Standardized Training in Animal Care and Use."*

IV Other Procedures

1. **Development and Maintenance of Policies and Standard Operating Procedures** – Policies and procedures associated with Western's animal care and use program must be developed and maintained in accordance with *The Development and Maintenance of Animal Care & Use Policies and Standard Operating Procedures Policy*.
2. **Health Monitoring** - Surveillance of animal health must align with ACC-approved standard operating procedures and must be centrally coordinated by ACVS so as to facilitate the transfer of animals between rodent barriers of equivalent health status; conventional facilities of equivalent health status; and specialized areas such as imaging equipment.
3. **Cell Line & Biological Testing** – Testing of cell lines and biological on animals must follow ACC-approved standard operating procedures.
4. **Animal Displays** – All displays of animals, hereto referred to as "displays", that can be encountered by Western's community and/or public at large must have an ACC-approved AUP. Displays may include aviaries, fish ponds, and fish tanks within classrooms. Excluded from this requirement are displays in private offices, e.g. fish tanks, caged birds.

V Appeals

1. Appeals of ACC decisions must be made to the Chair of University Council on Animal Care c/o the University Secretariat, in writing, within 30 days of a decision.
2. The Letter of Appeal must set out in detail a full description of the matter under appeal; the grounds of appeal; a copy of the ACC decision; and all supporting documentation. Appeals may be made on either, or both, of the following grounds: that the decision was inappropriate or

- unreasonable in light of the evidence (scientific or other) presented to ACC, and that the review of ACC lacked procedural fairness.
3. Within three weeks of receipt by the Chair of the UCAC of an appeal notice, the UCAC will hold a preliminary meeting and ACC will forward to the UCAC Chair, c/o the University Secretariat, full documentation pertaining to the appeal.
 4. Parties to the appeal shall be given copies of all material filed with the UCAC, and given an opportunity to be heard. Opinions of external experts may be provided to the UCAC by the parties.
 5. Meetings of the UCAC held for consideration of appeals shall include as non-voting members University legal counsel and the Secretary of Senate (or designate).
 6. At the preliminary meeting the UCAC will establish its own procedures for hearing an appeal and will determine its decision-making basis preference for either written submissions or an oral hearing.
 - 6.1 If the appeal is made regarding a decision to disallow animal use or to terminate a research, testing, or teaching activity, the UCAC must hold an oral hearing.
 7. The parties will be advised of this decision.
 8. In the case of an appeal by a Principal Investigator or instructor, the parties to the appeal are the Principal Investigator, ACC and the ACVS Director.
 9. In the case of an appeal by an ACVS Veterinarian, the parties to the appeal are the ACVS veterinarian, ACC, the ACVS Director, and the Principal Investigator.
 10. The right to be represented by counsel will be accorded to the principal parties to the appeal. The UCAC also reserves the right to retain counsel.
 11. Deliberations of the UCAC will be held in camera.
 12. The Committee's decision will be based on a "balance of probabilities" standard.
 13. Each voting member of the Committee must cast a vote; there will be no abstentions.
 14. The UCAC may:
 - 14.1 Deny the appeal,
 - 14.2 Grant the appeal and quash or modify the original decision, or
 - 14.3 Direct ACC to re-hear the matter or reconsider some pertinent aspect of its decision.
 15. The parties to the appeal will be informed in writing of the decision of the UCAC, and the reasons for the decision, within a reasonable time following the hearing. The decision, including reasons, will be reported to ACC at their next regular meeting. Other individuals will be notified of the decision on a need to know basis only as determined by the UCAC.
 16. The decision of the UCAC is final.
 17. Costs will not be awarded by the UCAC.



Institutional Senior Administrator Responsible for Western's Animal Care and Use Program Terms of Reference

Purpose

The Canadian Council on Animal Care's (CCAC) *policy statement for senior administrators responsible for animal care and use programs* (2008),¹ requires that an institution have a single senior administrator ultimately responsible for ensuring appropriate animal care and use in partnership with institutional members and with the CCAC. While the institution ultimately bears responsibility for its animal care and use program, the senior administrator is the individual responsible to coordinate efforts, ensure that all organizational responsibilities are met, and ensure the Institution provides adequate resources to fulfill its commitments.

As a signatory to the Tri-Agencies' "Agreement on the Administration of Agency Grants and Awards by Research Institutions", Western has committed to this obligation.

The senior administrator ultimately responsible for the Western Research Community's animal care and use program is Western's Vice President (Research).

Responsibilities

Western's senior administrator is responsible to ensure that:

- a) A CCAC Certificate of GAP – Good Animal Practice – is in place for all areas associated with animal-based science under the authority of Western's Animal Care Committee (ACC),
- b) At minimum one Animal Care Committee (ACC) is appropriately composed, structured and well-functioning in accordance with CCAC's policy statement on terms of reference for animal care committees; that this committee is provided with sufficient human resources to function appropriately and effectively,
- c) Appropriate animal care and use operations are in place to meet the institution's scientific goals of research, teaching and testing; appropriate and sufficient animal facilities are in place to accommodate the species and types of work to be undertaken,
- d) Sufficient, well-structured and knowledgeable veterinary and animal care staffs are in place to provide effective support to animal-based researchers within Western's Research Community; adequate resources are provided to these roles to support their continuing education and training specific to their fields,

¹ Canadian Council on Animal Care (2008) Retrieved from
http://www.ccac.ca/Documents/Standards/Policies/Senior_administrators.pdf

- e) Animal care and use is conducted appropriately, according to institutional and CCAC policies and guidelines and the Animals for Research Act (Ontario Ministry of Agriculture and Rural Affairs-Ontario),
- f) Animal users are well-informed with regard to all aspects of Western's animal care and use program; animal users understand that animal use is a privilege granted conditionally upon adherence to all regulatory and institutional standards of animal care and use,
- g) A sound structure is in place to support solid pre- and post-approval monitoring programs that eliminates unnecessary barriers to animal-based research, that fosters effective communications between animal users, the ACC and veterinary and animal care staffs and that results in prompt resolution of concerns; in the event of serious differences of opinion that cannot be readily resolved between researchers and the ACC, the senior administrator will provide direct support to the ACC in order to seek prompt resolution that aligns with regulatory and institutional standards,
- h) Institutional measures are in place to protect those who may be exposed to animals from related hazards, including an occupational health and safety and a crisis management program,
- i) Western's Research Community appropriately prepares for and contributes to every CCAC assessment visit; key roles associated with the animal care and use program, including the senior administrator, are made available to respond to questions; the senior administrator acts as the main institutional contact with CCAC by receiving and sending all formal CCAC communications; comprehensive responses from the senior administrator are provided in a timely manner to address CCAC recommendations about institutional program deficiencies.



Manual of Administrative Policies and Procedures

POLICY 7.10 – Standardized Training in Animal Care and Use

| | |
|-------------------------------------|--|
| Policy Category: | Research |
| Subject: | Standardized training in animal care and use |
| Approving Authority: | Board of Governors |
| Responsible Officer: | Vice-President (Research) |
| Responsible Office: | Office of the Vice-President (Research) |
| Related Procedures: | <u>Procedures for Standardized Training in Animal Care and Use</u> |
| Related University Policies: | <u>MAPP 7.12</u> - Policy and Procedures for the Use of Animals in Research and Teaching MAPP 7.0 – Academic Integrity in Research Activities |
| Effective Date: | November 22, 2012 |
| Revised: | January 27, 2005, November 29, 2009, September 24, 2015 |

I. PURPOSE & SCOPE

This policy applies to all individuals who care for and/or use animals, as defined by the Canadian Council on Animal Care (CCAC), in academic endeavours for research, teaching, testing, and/or display or through their employment at the University and its affiliated institutions, herein referred to as “Animal Users,” describes the training required by CCAC for such individuals, and assigns responsibility for the oversight of that training.

II. POLICY

1. “Animal Users,” must complete the following CCAC-mandated animal training prior to undertaking animal-based science or animal care work, as outlined within Animal Use Protocols (AUPs) approved by the Animal Care Committee (ACC) and/or institutional position descriptions:
 - 1.1 Animal Care and Veterinary Services (ACVS) developed *Animal Care and Use* online ethics course, and
 - 1.2 Appropriate ‘hands-on’ animal workshops and their associated online course prerequisites.

2. Documentation confirming the successful completion of the courses outlined in 1. must be in place prior to performing procedures on animals.
3. On behalf of the ACC, the ACVS Research Education Team and/or other ACC-approved trainers must administer the University's CCAC-mandated training programs in accordance with all federal, provincial and institutional policies and procedures.
4. Exemption from the requirements outlined in 1. may be requested and will be considered by the AUS based upon documented and/or demonstrated evidence that an equivalent course or experience has been obtained elsewhere. Detailed information with respect to potential exemptions is found in the associated procedures for this policy.
5. The responsibility for institutional animal user training and competence assurance must be shared among ACC-approved trainers as well as Principal Investigators and other supervisors, e.g. animal facility managers.
 - 5.1. Principal Investigators and other supervisors must oversee all animal users and ensure demonstrated competence of all individuals working with animals associated with ACC-approved Animal Use Protocols within ACC-approved areas.
 - 5.1.1. Competence in animal procedures is defined as meeting the appropriate standards in accordance with all regulatory guidelines.
6. Any concerns associated with the institutional training program must be forwarded to the ACC for consideration.

MAPP 7.10 - Procedures for Standardized Training in Animal Care & Use

I Training Program

1. On behalf of the Animal Use Subcommittee, herein referred to as the ACC - the ACVS Research Education Team or other ACC-approved animal educators will:
 - 1.1 Develop appropriate training programs with reference to CCAC requirements;
 - 1.2 Assess the training requirements of all personnel at the University and its affiliated institutions that have been added to the *Personnel Training Requirements* section within *Animal Use Protocol*, and *Protocol Modification* forms, and those associated with animal care and use as employees of the University and its affiliates;
 - 1.2.1 Where problems of animal care and use occur, the ACC may require further individual training before animal work may resume.
 - 1.3 Communicate outstanding training requirements and associated processes to individuals and their supervisors (Principal Investigator or Supervisor);
 - 1.4. Implement training programs;
 - 1.5 Document training requirements and history using a training database for all individuals requiring CCAC-mandated training.
2. Any concerns associated with CCAC-mandated training and/or animal user competence that cannot be readily resolved by accountable parties must be forwarded to the ACC Executive as per the *Concerns Identification, Project Refinement and Corrective Response* policy.

II Training Exemptions

1. Training exemptions may be considered if written documentation illustrating equivalent training obtained elsewhere is provided to the ACVS Research Education Team or other ACC-approved animal educators.
 - 1.1 The ACC has final authority for the granting of training exemptions.
 - 1.2 An animal user may request exemption from institutional animal training, as outlined in 1., by electronically submitting a Training Exemption Form with accompanying documentation outlining previous training history to the Animal Educator.
 - 1.3. The ACC approved educator reviews and forwards all related documents to the ACC requesting consideration of the exemption request.
 - 1.4. The ACC reviews all provided material, determines the exemption request outcome, and sends an email to the requestor outlining its decision, either:
 - 1.4.1. Exemption granted, or
 - 1.4.2. Competency assessment required, or
 - 1.4.3. Institutional training session required.
 - 1.5. Any concerns associated with ACC decisions must be forwarded to the ACC Executive.
2. Competency Assessment – Principal Investigators may request a competency assessment for their research staff in lieu of hands-on workshop completion. Competency assessments are available only to individuals with extensive and demonstrated experience in animal care and use. In lieu of instruction, participants will be asked to demonstrate skills as outlined within their Animal Use Protocols. The ACC Chair and/or the ACVS Director and/or an ACVS Veterinarian and/or arms-length Principal Investigators with recognized expertise may be asked to assist the ACVS Research Education Team in evaluating the Animal User's eligibility for a competency assessment or other training exemption.

- 2.1. Individuals exempted through a competency assessment (II. 1.) will receive a *Certificate of Competence* from the ACVS Research Education Team or its designates.
- 2.2. The ACC may revoke a *Certificate of Competence* if evidence is presented to the Committee that the individual is no longer competent in a defined procedure or specialty. The individual will be required to take training indicated by the ACC before resuming

**Report to Senate of the Academic Colleague, Council of Ontario Universities
Erika Chamberlain, November 2015**

Both the Academic Colleagues and the full Council met on 15 October 2015.

The primary item for discussion was experiential education at Ontario's universities. We discussed the need to develop a taxonomy of the various forms that experiential education may take, including traditional forms like co-op programs and internships, but also simulations, field work, etc. It was noted that experiential education presents the opportunity for positive communications by the university sector, showing how our students help to serve the community and develop important skills in the process. This could counter some of the negative perceptions that university graduates are not ready for the real world.

Council members also discussed the resources and infrastructure needed to make experiential learning programs sustainable, including risk management and appropriate recognition of the workload implications for faculty who develop such programs. In this respect, the Colleagues suggested that universities may wish to identify areas where we could develop a common approach so as to maximize efficiency and avoid duplication of efforts (eg workplace safety training). Finally, we considered the metrics by which we might evaluate whether experiential learning programs are providing a benefit to students, universities, and communities.

Other updates from the COU

eCampus Ontario was officially launched on 8 October. This portal provides students with access to more than 13,000 online courses offered at Ontario's postsecondary institutions. This should provide students with greater flexibility and mobility, making it easier to transfer credits between institutions. The Ontario government will be providing another \$30 million over the next two years to support eCampus Ontario and the development of foundational online courses.

The sixth annual Going Greener Report was released by the COU on 22 October. The report highlights progress made by campus communities toward environmental sustainability. This includes initiatives like free/discounted public transit, energy efficiency programs, bike repair stations, community gardens, and farmer's markets. Western was highlighted for the "Rez Powers Down" energy conservation challenge and its Energy Dashboard.

The 2015 David C Smith Award was given to Alastair Summerlee, former President of the University of Guelph and newly-appointed Chair of the Higher Education Quality Council of Ontario. Summerlee was recognized for his academic leadership and his humanitarian efforts to develop sustainable solutions to global hunger, poverty and illness.

Report of the Governance Review Task Force

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FOR APPROVAL

1. **Report of the Governance Review Task Force**

Recommended: That the Board of Governors approve the Report of the Governance Review Task Force contained in [Annex 1](#).

Background:

See [Annex 1](#).



**Report of the Governance Review Task Force
to the Board of Governors**

November 19, 2015

Report of the Governance Review Task Force
November 19, 2015

I. PREAMBLE

This has been a very difficult year for Western. The issue of the President's compensation and the move for votes of non-confidence at the university's Senate in the spring deeply affected the community, including the members of the Board of Governors. As is so often the case when organizations face significant challenges, there is an opportunity to review governance policies and procedures and make them better. Over the course of this review, in addition to hearing criticisms and concerns, the Task Force heard a common refrain that we all need to work to make the university stronger. The Board is made up of dedicated individuals who believe in Western and share that interest. The members are committed to working with the Western community to address the concerns that have been raised about how governance is carried out at this institution and to develop practices and processes that will allow the Board and the many stakeholder groups that make up the university, to communicate with and understand each other better.

This report is only a first step. It outlines the concerns that were presented to the Task Force by members of the community and by members of the Board, and provides recommendations for moving forward. Some of those recommendations can be implemented relatively quickly; others will take time and effort. However, it is critical to persevere and to keep the conversation going.

The Task Force also recognizes that Senate is conducting its own review of governance. The Board looks forward to receiving their report and finding opportunities to work with Senate to improve governance at Western.

II. CONTEXT

In carrying out this review, the Governance Review Task Force kept three principles as priorities:

- Commitment to open communication and transparency to the benefit of the university community;
- Commitment to bicameralism, shared governance, and the complementary partnerships those terms embody;
- Commitment to our fiduciary responsibilities as Board members.

The University of Western Ontario Act (the Act) establishes the Board and Senate, describes their membership and outlines the responsibilities of each. The Board's responsibilities are summed up in the Act as follows:

Except in such matters as are assigned by this Act to the Senate or other body, the government, conduct, management and control of the University and of its property and affairs are vested in the Board, and the Board may do such things as it considers to be for the good of the University and consistent with the public interest.

Senate's mandate under the Act includes such matters as academic programs, examinations, admission requirements, and requirements for degrees. In short, the Act describes a classic bicameral governing structure that can be found in many Canadian universities, combining an academic senate, largely composed of faculty and students, and a governing board, with a majority of its members from outside the academy. It is an eminently sensible structure that ensures that academic decisions are made by those with the most expertise in those matters, and that financial and capital decisions are made by individuals

with expertise in those areas. However, the Board is given special responsibility to ensure that decisions are made in both the university's and the public interest – again, appropriately so, because the university is a public institution.

There are areas where the Act, or the university's governance processes, brings Senate and Board together to make decisions. Those include matters such as major academic structural changes and strategic planning. Perhaps the most significant of these shared responsibilities is the selection of the president and other senior administrators. The Act requires that the Presidential Selection Committee be composed of members from both Board and Senate; the *Appointment Procedures for Senior Academic & Administrative Officers of the University*, which is a policy requiring support by both bodies, stipulates that members of selection committees for the vice-presidents include representation from both.

In addition to the Act, the Board is governed by the legal responsibilities it carries as a fiduciary. Fiduciary responsibility requires that each governor act independently, with due diligence and with good faith in the best interests of the institution he or she serves. This will be discussed in greater detail, below.

III. TERMS OF REFERENCE AND PROCESS

The Governance Review Task Force was created by the Board in June 2015 in response to issues and concerns about governance that were triggered by decisions with respect to the President's compensation. The Task Force was one of two formal steps taken by the Board with respect to the matter – the other was the engagement of the Hon. Stephen Goudge to review the president's compensation and the Board's contract approval process. Mr. Goudge's work was independent of the work of the Task Force. He delivered his report at the end of September and the Board has publicly declared its intention to implement the recommendations in that report.

The remit given to the Task Force was to look at the full range of governance policies, practices and processes, as well as the relationship of the Board to Senate, the university community, and the wider community external to the university, and to report by the November meeting of the Board. The terms of reference of the Task Force and the list of Board members elected to it are attached in Appendix A.

The Task Force issued invitations for input to a large number of stakeholder groups both within the university and without, and to members of the Senate, and all faculty and staff of the university. Over the course of the last few months, the Chair and Vice-Chair of the Task Force along with, at some meetings, the Vice-Chair of the Board, met with the representatives of the University Students' Council (USC), the Society of Graduate Students (SOGS), the Postdoctoral Association of Western (PAW), the University of Western Ontario Staff Association (UWOSA), the University of Western Ontario Faculty Association (UWOFA/UWOFA-LA), the Alumni Association, the Professional Managerial Association (PMA), the President and Vice-Presidents of the university and others from the senior administrative group, the chairs of departments in the Faculty of Science, and other members of the Western community. Written and oral input was also received from individual members of the Board of Governors. A full list of those invited to provide input can be found in Appendix B. The Task Force very much appreciates the time and effort involved for all of those who provided their thoughts and advice.

The Task Force's mandate covered three broad areas:

- Relationships and Communications with the Community
- Structure of the Board/Delegation of Authority
- Role of the Board and Board Members

In each case, a series of questions was formulated to begin the conversation.

IV. RELATIONSHIPS AND COMMUNICATIONS WITH THE COMMUNITY

A. The Board's relationship with Senate

The Act sets out the membership and responsibilities of Senate and the Board. It gives each body complementary responsibilities, and those different mandates are reflected in the way each is structured. However, the Act also makes clear that Senate and the Board share responsibility for the governance of the university. It provides for each body to appoint representatives to the other, makes the President both the Chair of Senate and a full voting member of the Board, stipulates that certain matters must be approved by both bodies, provides the ability for the Senate to give advice to the Board on any matter it sees fit, and gives reciprocal ability to the Board.

In addition to the measures provided by the Act, through policy and practice, the Board and Senate have established mechanisms to foster interaction. For example: two members of the Board serve on the Senate Committee on University Planning (SCUP) and the Chair of SCUP sits on the Board's Property & Finance Committee; significant documents such as strategic plans and campus master plans must be approved by both bodies as must certain classes of policy; and the Board defers consideration of the budget until it receives the advice of Senate.

So, there are tools in place that recognize the shared responsibilities of bicameral governance. The question is whether those tools are being used effectively. The conclusion of the Task Force, from all the information and views that have been provided and from what the community experienced this past year, is that they clearly are not:

- Each body does its part in carrying out responsibilities in areas where mandates overlap, but that is largely done separately;
- There is a report from Senate at each Board meeting but most items are on the consent agenda (out of a desire of the Board not to intrude on what are, fundamentally, academic decisions);
- There is no opportunity for Senate to receive a report from the Board on what the Board is doing;
- There are no opportunities for members of Senate and Board to meet, either formally or informally.

All of this leads to a significant gap in knowledge between the two bodies about what they do, how they function, and what they see as priorities going forward.

B. The Board's relationship with the wider university community

One of the most common observations the Task Force heard was that the Board appears disconnected and insulated from the university community and makes its decisions without fully understanding what is happening across the campus.

One solution presented in meetings with leaders of several stakeholder groups was to have an official voice at the Board table through voting seats for those organizations. This proposal comes up against a fundamental governance principle, iterated above, of the requirement for governors to be independent. It would be contrary to this fiduciary responsibility to have “representatives” of particular constituencies voting at the direction of their organizations. Regardless of how someone gets to the Board table, or who put them there, once a person becomes a Board member, his or her loyalty must lie with the best, long-term interests of the university. The situation would be especially problematic if the appointee were an executive member of the constituent organization. As noted in Daniel Bourgeois’ *The Law of Charitable and Not-for-Profit Organizations*, an executive member of a group could “potentially [be] in breach of a fiduciary duty to one or the other organization, in particular if those two or more organizations have relationship between or among each other.”¹ The Act determines the membership of the Board and provides for members to be elected from faculty, staff and student constituencies and those internal members of the Board bring the views and concerns of their constituents to the table. There are nine such members, comprising one-third of the Board’s voting members. The Task Force fully recognizes the importance of the Board hearing and understanding the range of concerns among all stakeholder groups and the Board needs to find additional ways of doing that; it is part of the Board’s fiduciary responsibility to act with due diligence.

The Board also needs to establish better ways of letting the campus community know what it is doing and how it operates, and there need to be means by which Board decisions can be regularly communicated back to stakeholders.

Finally, members of the Board have a responsibility to learn more about what is happening in different divisions of the university, to better understand the work that is being done on a daily basis and how the Board’s decisions both arise out of that work and have impact on it. There is a challenge here in that the Board as a collective meets only five times per year, and not all members are local to London. However, there are steps that can be taken.

C. The Board’s relationship with the external community

The Board has had different mechanisms in place over the years to allow members of the community external to the campus to bring forward issues and concerns. They have not been well used. As with knowing about the concerns of those within the university, it is part of the due diligence of Board members to be informed about the relationship between the university and the community within which it resides. The Mayor of the City of London and the Warden of Middlesex County are ex officio members of the Board and can bring some of that perspective to the table. Similarly, the four members of the Board appointed by the Alumni Association bring the views of a critical subset of the external community. Alumni straddle both the internal and external groups. They provide the Board access to what is happening and what is being talked about outside the university gates, and are also among the university’s strongest supporters. This is true whether one looks to the members of the Alumni Board of Directors, the International Advisory Board, or international alumni chapters which support the university’s initiatives around the world.

However, the ability of other voices to be heard is also important. There are key institutions within London with which the university is a partner on many levels. As noted in the university’s strategic plan, *Achieving Excellence on the World Stage*, “Western cherishes its longstanding ties to its home in London, and we are highly cognizant of the importance of relationships with key local stakeholders and institutional

¹ Donald J. Bourgeois, *The Law of Charitable and Not-for-Profit Organizations* Fourth Edition (Markham: LexisNexis Canada, 2012) 120.

partners.” The views of our partners, including community members in the neighbourhoods surrounding the university, donors, and business people should be welcomed and sought as appropriate.

D. Recommendations

1. Request a place on the Senate agenda for regular Board reports – similar to the reports from the Academic Colleague regarding matters discussed at the Council of Ontario Universities. This would provide an opportunity for dialogue and input on some of the issues before the Board and an opportunity to advance communications between the two bodies. The report could be given by one of the two Board representatives on Senate.
2. Request a series of regular meetings, perhaps semi-annually, between the Senior Operations Committee of the Board (which consists of the chairs of the Board’s standing committees and the chair and vice-chair of the Board) and the chairs of Senate’s standing committees.
3. Propose to Senate the development of a joint orientation and education program focused on the roles and processes of the Board and the Senate, so that members of both bodies can have a better understanding of the work and role of both the Board and Senate.
4. Establish a schedule of meetings between Board members and leaders of stakeholder groups; meetings might be formal or informal in nature but the goal should be to provide opportunities for unfiltered discussion between members of the Board and stakeholder groups.
5. Improve electronic communication measures to allow the Board and individual Board members to inform the campus community and others about Board discussions and decisions.
6. Develop an annual plan for Board education that might include such options as space on Board agendas for information presentations, and opportunities for visits to different divisions/areas of campus.
7. Create an annual “Report of the Board” to the community outlining key strategic issues assessed by the Board and its activities in support of those issues.
8. Consider ways to build stronger relationships, continue to increase engagement in the broader London community, and work with our external partners to develop appropriate communication and consultation mechanisms.
9. Allocate time in meetings to reviewing the university’s relationship with and place in the community.

V. STRUCTURE OF THE BOARD

A. Fiduciary Duties

Fiduciary responsibility is a legal responsibility, commonly described as comprising three “duties”: duty of care, duty of loyalty and duty of obedience. Duty of care means that members carry out their responsibilities in good faith and with diligence, care and skill, all in the best interests of Western. Duty of loyalty means that each individual Board member must be independent of any outside influence, including the body or group that appointed or elected the member to the Board, and make decisions solely on the

basis of his or her good judgment. Finally, duty of obedience speaks to the need to ensure that the institution is operating in accordance with its purposes and that it is compliant with the law.

The Board needs to structure itself to ensure that these three duties are consistently met. This has implications for the role and conduct of individual Board members, which are discussed later in this report. It also has implications for the types of committees that are struck, the mandates they are given, and the authority that is delegated to them, and for the ways in which the Board reaches decisions. Open, transparent decision-making processes are necessary to build trust in the efficacy and integrity of the Board.

B. Strategic Decision Making/Effective Decision Making

There are key areas of strategic focus for any board, regardless of the type of institution it governs:

- Strategic plans
- Selection of the president and appointment of senior management, and matters of compensation
- Fiscal integrity
- Risk management

All are necessary for the long-term sustainability of the institution and are tied to the Board's fiduciary role. They are inter-related and not dealt with in isolation. However, of the four, strategic planning is the driving force. Strategic plans state where an institution wants to go and what kind of institution it wants to be. However, such plans will only be successful if there is effective leadership, sufficient resources, and prudent management of the risks that change and growth bring. It is important, therefore, that the Board focus its attention and its priorities on the implementation of Western's plan, approved by both Senate and Board. The strategic plan should be at the heart of every discussion, not just discussed when it is being developed or reviewed.

Every governor, regardless of constituency, and all committees of the Board have responsibility for each of these areas of focus. Take, for example, responsibility for risk management. This is clearly a matter of concern for the Audit Committee. It needs to ensure that there is an effective risk management framework in place for both operational and enterprise risks. But the Property & Finance Committee must ensure that appropriate policies and practices are in place to manage the risks inherent in investing and in capital projects; the Senior Operations Committee needs policies and processes to assess university leaders; the Fund Raising & Donor Relations Committee must ensure that funds are raised in an ethical way and that donors do not have influence on the essential academic enterprise.

The Board must design its processes to ensure that its oversight is strategically focused and not diffused through the work of the committees. Effective decision making means that the Board remains seized of critical, high level decisions, while delegating authority to committees with respect to implementation of those decisions when it is appropriate to do so.

Agenda development and design have an impact on how the Board conducts its discussions. Currently, items of business come to the Board through the committees in a piecemeal way. The information provided and the focus of discussion is usually on financial or technical details which have already been thoroughly vetted by the committees, rather than on the questions of the strategic fit or the long-term impact. Not only does this focus on financial and technical details take time that could be used for more strategic discussion, it keeps members without professional expertise in those areas out of the conversation.

The timing of when issues are brought to the Board also has impact on effective decision-making. Most often, matters come before the Board and its committees late in the university decision-making process when there may not be opportunity to provide meaningful input or make any significant change to a proposal from the senior administration. Earlier input from Board members in decision making could encourage the development of a range of perspectives, enhance the deliberative process, and spur consideration of a broader array of possible proposals and solutions.

The current format of transaction-based agendas combined with the use of a consent agenda can lead to a perception that the “real” work of the Board is being carried out in closed session. The consent agenda process was adopted by the Board many years ago to allow the Board to use its meeting time more effectively. Items on the consent agenda are those that, traditionally, have not elicited or required significant discussion but, nonetheless, must be approved or received by the Board. Any member of the Board may ask to have an item removed from the consent agenda for questions or discussion. Many of the agenda items dealt with in the open session fall within this framework. However, their placement on the consent agenda without sufficient context means that their import is not always understood or expressed. So, for example, while the Board receives a report from Senate at each meeting, for the most part, the items in that report are dealt with on the consent agenda. This is because these are academic decisions that come to the Board only because they must as a matter of policy and it would be very rare for the Board to question those decisions or substitute its judgment for Senate’s. However, because they are on the consent agenda, discussion with respect to the strategic importance of Senate’s decisions is also rare.

The Act provides in section 31 that meetings of the Board are open except where “confidential matters of the University are being considered” or where “matters of a personal nature concerning an individual may be disclosed.” In its Bylaws in paragraph E.9, the Board has defined confidential business to mean “matters concerning personnel, finance, acquisition or disposal of property, and other confidential matters of the University, the disclosure of which might be prejudicial to an individual or to the best interests of the University.” In keeping with a commitment to openness and transparency, care must be taken to ensure that matters are dealt with in closed session only when necessary and that confidentiality restrictions are lifted when possible.

During the Task Force consultation process, it was suggested that members of the Board should have opportunities to meet without any administration present, including the President, notwithstanding that the President is a member of the Board. This is a common practice in corporate governance; there is a range of practices across the Canadian university landscape. The Task Force believes this is a proposal that warrants further review.

The role of the Senior Operations Committee has come under particular scrutiny over the past year. Its work is not well understood, nor well communicated. The name itself is viewed as problematic in that it does not provide a clear picture of the role of the committee (as compared to “Bylaws Committee” or “Audit Committee,” for example). The committee consists of the chair and vice-chair of the Board, and the chairs of the standing committees of the Board, and serves a range of functions:

- It is the Board’s compensation committee. This includes delegated authority for contracts and compensation for the university’s senior administration, and members of the Board holding faculty seats. The report provided by the Hon. Stephen Goudge speaks directly to the Board’s and the committee’s roles with respect to presidential compensation in particular. As well, the committee deals with matters related to labour negotiations with campus bargaining units.
- As part of its mandate with respect to compensation for senior administrators it has responsibility for the performance review processes for the presidents and the vice-presidents.

- It is responsible for human resource policy matters. All new and amended human resource policies are reviewed by the committee before being recommended to the Board for approval.
- It is the Board's nominating committee. The committee keeps a running list of individuals who might be potential members of the Board and tracks skills needed at any given time.
- It has responsibility for reputational issues, especially as they relate to the external community. When the Campus and Community Affairs Committee was disbanded in 2007, a process was established whereby concerns could be raised through the Senior Operations Committee and the Chair of the Board. As with Campus and Community Affairs Committee processes, this process has gone largely unused.
- It provides guidance and support to the President on a wide range of matters as they are developing.

Given that the committee's membership is drawn solely from the external constituencies of the Board and that the nature of its mandate requires a high level of confidentiality, it can be, and has been seen as, an "inner circle". It must do a better job of informing the full Board about the issues it is dealing with and the bases for the decisions it is making. The proposed changes to the process for Board agendas and committee reports at the Board will help with this. However, in reviewing its mandate, the committee should also consider what other processes might be put in place to allow greater transparency about its decisions. This would include bringing forward to the Board for consideration and approval, processes around executive compensation in response to the Goudge Report.

C. Board Membership

Western's Board, like most other university boards in the province, is a constituency Board, with representatives appointed or elected from the student population, faculty, administration, local, regional and provincial government, alumni, and the Board itself. Thus, considerable diversity is built into the university's governance structure when viewed from a constituency perspective. This is important in terms of ensuring the right issues are coming forward to the Board.

In addition to this diversity by constituency, the Board strives to have a diversity of skill sets to help it carry out its complex functions and responsibilities. This complexity requires competency and experience in a number of key areas in order to give the Board depth and balance. The Senior Operations Committee has developed, and regularly reviews, a skills matrix which has helped inform discussions around external Board appointments. Gender and culture are also important aspects of diversity for Western's Board, and success in achieving such diversity has been variable. Finally, succession planning must be a central focus of any leader and Board. Traditionally, the Board has used its committee structure to help members gain experience in preparation for assuming progressively expanding responsibilities. For example, an individual who takes on the role of a committee chair also becomes a member of the Senior Operations Committee. This type of experience with and exposure to the business of Western has proved to be an important step in ultimately taking on the vice-chair and chair positions. However, the Board may also need to take into consideration leadership experiences acquired elsewhere so that members' talents and expertise are used to the utmost from the start.

D. Recommendations

1. Each standing committee of the Board should review its terms of reference both with respect to mandate and membership. This should include consideration of whether there is the appropriate level of delegation from the Board to the committee and from the committee, through policy, to the administration. The review process, while conducted by each standing committee, should be overseen by the Bylaws Committee to ensure consistency and coordination among committees' terms of reference are maintained.
2. The Board and each of the committees should have an annual work plan focused on strategic priorities.
3. In order to provide time in meetings for strategic dialogue and in-depth discussion of issues, the Board agenda should be redesigned to move away from final transactional decisions as the driver. Committee chairs should report in a more coherent, holistic way, focusing on strategic issues and discussions, whether or not those issues have reached a point of decision. There are many agenda models that could be considered, including placing all motions on a consent agenda to be dealt with at the end of the meeting instead of the beginning, after the contextual committee presentations have taken place.
4. There should be a review of which items are dealt with in open session and which in closed session, with an emphasis on the Board and its meetings being as open and transparent as possible.
5. Consideration should be given to the possibility of the Board setting aside time to meet with no members of the administration present.
6. The list of standard reports that come forward throughout the year should be reviewed. Are they giving the Board and the committees the information they need for strategic, effective decision making? How are they related to the Board's fiduciary responsibilities? How are they related to the strategic directions of the university?
7. The timing of when issues are brought before the Board should be reviewed with the administration.
8. The Senior Operations Committee, as matter of practice, and in consultation with members of the Board, should maintain and update a comprehensive pool of potential members, with focus on closing any skills gaps and ensuring a breadth of diverse individuals and experiences are reflected in the pool.
9. The members' skills matrix should be updated annually and shared with members of the Board and appointing bodies.

VI. ROLE OF THE BOARD AND BOARD MEMBERS

In 1997, the Board of Governors published two documents outlining the ["Role of the Board of Governors"](#) and ["Responsibilities of a Board Member"](#). As high-level guidance documents, the direction of each remains the same today as it was in 1997, even as the internal and external environment has changed.

Despite the continued relevance of the principles and responsibilities outlined in these documents, there is an opportunity for the Board to engage in a more regular assessment of these roles and responsibilities.

A number of the statements in the 1997 documents deal with matters discussed in the foregoing sections. For example, one of the roles of the Board is to “explain [the University, its mission, its strategic plan, and its culture] to the external community.” This speaks to the need for better communication with the various communities discussed in Section IV, and is reflective of the responsibility of a Board member to “help enhance the public image of the University and the Board of Governors.” Similarly, the idea of Board members being regularly informed of the affairs of the university beyond the routine responsibilities, is part of the call for better orientation and education around the activities and priorities of campus constituencies and university divisions.

Another role of the Board is “to assess board performance.” In this instance, there is a considerable opportunity for the Board to establish a system of performance assessment in order to identify both successes and challenges facing the organization and how those successes can be leveraged and the challenges mitigated. Performance reporting should have a role in Board communications to the Western community so constituents can better understand how the Board measures its performance against strategic objectives.

A notable absence in the documentation outlining the responsibilities of a Board member is the lack of an outline of the responsibility of the Board chair or the chairs of various committees of the Board. Best practices at other institutions suggest that there is an opportunity for Western to better define these roles as a function of improved governance and transparency, consistent with the recommendations contained in Section V regarding the structure of the Board.

While an annual program of education will benefit all current members of the Board, it is important that the Board’s orientation and on-boarding program sets the tone at the outset of a member’s term. The current on-boarding process is highly individualized. It includes an information package from the Secretariat and personalized meetings with the Board Secretary. Members can “self-select” on areas of interest to receive a more comprehensive briefing on subjects such as budgeting. There is no requirement or formality to this process and there is room for improvement here.

The recommendations of the Association of Governing Boards of Universities and Colleges (of which Western is a member) on best practices for on-boarding suggest that a formal session is the preferred option. Mentorship or buddy systems for new members are encouraged. Structured meetings with all senior administrators are also useful. Even for incumbents, establishing a routine update on policies, roles, priorities and functions has the benefit of improving overall Board awareness, accountability, and performance.

To assist in meeting these objectives, assigning oversight to a committee with specific responsibility for governance matters is critical.

Recommendations

1. Develop a structured Board performance assessment plan, including an understanding of current skills and gaps within the membership.
2. Establish role statements for the chair of the Board and for the chairs of Board committees, and consider whether the 1997 statements on roles and responsibilities need to be refreshed.

3. Develop a formal on-boarding orientation and annual education program for Board members designed to maintain and improve awareness and understanding of campus activities and constituent priorities and to provide regular policy refreshers on key compliance topics with respect to board policies.
4. Amend the mandate of the Bylaws Committee to encompass both its current responsibilities and the responsibilities of a governance committee (including, but not limited to, board orientation, ongoing education, ethical standards, and performance assessment).

VII IMPLEMENTATION AND NEXT STEPS

As noted in the preamble, not all of the recommendations contained in this report can be implemented immediately. The Task Force recommends that the Bylaws Committee be charged with development and oversight of an implementation plan, including time lines, for the recommendations contained herein. The terms of reference of the Bylaws Committee give it responsibility for matters “affecting the proper functioning of the Board” and for the review of “By-laws, Special Resolutions, rules of order and operating procedures of the Board.” This provides sufficient scope for the task. Further, its membership includes representation from all constituencies of the Board.

The meetings held, and the submissions received by the Task Force highlight a common goal that Western emerge from the events of the past year stronger, and well positioned for the future. To achieve excellence on the world stage, Western also needs to focus on excellent governance for our institution. It is the hope of the Task Force that the recommendations outlined in this report are steps in that direction. Achieving excellence is an ongoing process that does not and cannot, end with the publication of this report.

Again, the Task Force wishes to thank the dedicated members of the Western community for their time and effort in helping to move this governance review process forward.

Matthew Wilson, Chair

Brian Timney, Vice-Chair

Jeremy Adams

Paul Jenkins

Jonathan English

Rick Konrad

Susan Grindrod

Michael Lerner

Hanny Hassan

Brendan Power

**Board of Governors
Task Force on Governance 2015**

1. Members

The Task Force was struck by the Board of Governors in June 2015 in response to the issue of the president's compensation and to the non-confidence votes held by the Senate in April 2015. The following were elected to the Task Force by the Board:

Jeremy Adams, Alumni
Jonathan English, Student
Susan Grindrod, Staff
Hanny Hassan, Alumni
Paul Jenkins, Alumni
Richard Konrad, Board-Elected
Michael Lerner, City Appointee
Brendan Power, Student
Brian Timney, Faculty
Matthew Wilson, City Appointee

Matthew Wilson and Brian Timney were elected chair and vice-chair, respectively, by the Task Force.

2. Terms of Reference

Using universal board governance principles as its template, the task force will review and assess the Board's governance processes and procedures, and make recommendations as required to ensure that Western is at the forefront of university governance.

To carry out this mandate, the Task Force has determined that it will focus its attention on three key areas:

- 1) Relationships and communications with the larger community
 - a) What is our relationship with the Senate?
 - What structural connections are in place? Are they effective? Are they being properly used?
 - b) What is our relationship with the wider university community?
 - How can the Board engage more directly with the university community?
 - What opportunities are available for the Board, and for Governors, to learn more about day-to-day campus operations?
 - c) What is our relationship with the wider external community?
 - How can the Board engage more directly with the wider external community?
 - To what extent is Board engagement appropriate?
 - How can the wider external community bring issues and concerns to the attention of the Board?
 - d) What communications measures are in place to support the above?
- 2) Structure of the Board / Delegation of Authority
 - a) Do we have any structural gaps in our Board structure? Are our processes being properly implemented?

- b) Are the terms of reference of our committees appropriate?
 - What is the role of the Senior Operations Committee?
 - Are we properly delegating responsibilities to committees, to the appropriate committee, or to administration?
 - Does our committee structure follow U15/Ontario-wide best practices for governance structures?
 - c) How are external, Board-elected members selected?
 - How do we ensure we have diversity of membership appropriate for our Board?
 - d) Do Board meetings meet the needs of the University, and Governors?
 - Are Board and committee agendas appropriately structured?
 - How do we ensure that members are confident in the delegations that have been made, ensuring enough information is being presented without being overwhelmed with information?
 - Is information presented to members at an appropriate time in the decision process?
 - e) What are the roles and responsibilities of the Board Chair and of Committee Chairs?
- 3) Role of the Board and of Board Members
- a) Are the statements approved by the Board in 1997 with respect to the [role of the Board](#) and [Board member responsibilities](#) still relevant? Should they be reviewed?
 - b) Is our current orientation / on-boarding process sufficient? If not, how should the process be revised to make it more effective?
 - c) Are there issues of Board culture? If so, what are they and how can they be addressed?

Consultation List

The following were invited to make written submissions and/or to meet with the chair and vice-chair of the Task Force:

- Alumni Association Executive
- Chair of the Senate Ad Hoc Committee on Renewal
- Members of Faculty and Staff at Western
- Members of the Board – current and immediate past members
- Members of the London City Council
- Members of the Senate
- Post-doctoral Association of Western
- President, Vice-Presidents and other senior administrators
- Professional Managerial Association
- Society of Graduate Students
- University Students' Council
- University of Western Ontario Faculty Association
- University of Western Ontario Faculty Association – Librarians & Archivists
- University of Western Ontario Staff Association

In addition, the Task Force website included a dedicated email address through which anyone with an interest in the university's governance processes could make a submission.