

**BOARD OF GOVERNORS**

**OPEN SESSION**

THURSDAY, FEBRUARY 27, 2025

7:00 p.m. EST

In person (UTD 256) and Zoom Videoconference

AGENDA ITEM	PAGE	ACTION
<b>Opening Remarks</b> [Mann]		
1. <b>Approval of the Agenda</b>		Decision
a. Declarations of Conflict of Interest		
2. <b>Guest Presentation</b> [Ashley Richard, Director, Indigenous Entrepreneurship]		Information
3. <b>Minutes of the October 17, 2024 Board of Governors Meeting*</b>	3	Decision
4. <b>Business Arising from October 17, 2024 Meeting</b>		
a. Sustainability Upgrades* [Lam]	8	Information
5. <b>Principal's Report*</b> [Myers]	12	Information
6. <b>Reports from Committees</b>		
a. Governance Committee [Mann]		
i. Board Committee Assignments*	17	Decision
ii. W4 – Harassment and Abuse Policy*	19	Decision
iii. E1 – Salary Administration Policy*	23	Decision
iv. E21 – Bonuses and Awards Policy*	28	Decision
b. Finance & Investment Committee		
i. Investment Report* [Myers]	30	Information
ii. Operating Forecast* [Steinmann]	31	Information
iii. TD Canada Trust Corporate Resolution* [Myers]	32	Decision
7. <b>Other Business</b>		
8. <b>Closed Session with Board Members</b>		Decision
9. <b>Adjournment</b>		

\*Denotes material included with agenda \*\*Denotes material distributed at/prior to meeting

**NOTICE OF MOTIONS**  
THURSDAY, FEBRUARY 27, 2025

1. Motion to approve the Agenda as presented.
2. Motion to approve the minutes of the Board of Governors Meeting of October 17, 2024.
3. Motion to approve the proposed changes to the Board Committee Assignments as presented.
4. Motion to approve the changes to the W4 – Harassment and Abuse Policy as presented.
5. Motion to approve the changes to the E1 – Salary Administration Policy as presented.
6. Motion to approve the changes to the E21 – Bonuses and Awards Policy as presented.
7. Motion to approve a change in signing requirements on the TD Canada Trust Corporate Resolution. Cheques for \$2,000.00 or less would require only one signature while cheques for more than \$2,000.00 would require two signatures.
8. Motion to move In-Camera with Board members.

**BOARD OF GOVERNORS**

**OPEN SESSION**

THURSDAY, October 17, 2024

7:00 p.m. EST

In person (UTD 256) and Zoom Videoconference

**ATTENDEES:** John Abraham, Jeff Casello, Charlene Hone (non-voting), Stephanie Horsburgh, Linda Jussaume, Winnie Lam, Tracy Mann, Allison Matthews, Julia Moldenhauer, Rick Myers, Tracy Primeau, Julia Salvini (Chair), Adam Schneider, Don Shilton, Banuja Sivarasah, Bill Watson

**REGRETS:** Tracey Ens, Matt Jamieson, Michaëlle Jean, Uche Onuora

**GUESTS:** Yaroslav Brovchenko, Mike Steinmann, Garth Yarde

1. Salvini welcomed everyone to the meeting.
2. **Motion to approve the agenda as amended. (Abraham/Sivarasah-Carried)**  
  
Ashley Richard was unable to attend the meeting and has rescheduled her presentation for the February Board meeting.
3. Board members were asked to declare any conflicts of interest they might have in relation to the items on the agenda. None were declared.
4. **Motion to approve the minutes of the Board of Governors Meeting of June 20, 2024 as presented. (Shilton/Mann-Carried)**
5. Principal's Report. Myers provided a few remarks about the contents of the report.
  - The College has been working hard to develop new academic programs in order to increase our course registrations. Our numbers for this year are nearly double our enrollment from last year. This is important because the University is going to be looking at underteaching more closely starting next year with regards to academic fund transfers.
  - The outdoor facilities project is near completion. We hope to be able to use the pickleball court next week. It is disappointing that the work has taken longer than anticipated, but setbacks are to be expected. We are going to hold off on an official grand opening until the skating rink is available.
  - The AFIW leadership has made a suggestion to Campus Housing for an alteration to their landing page that would incorporate a generic description of housing at the Colleges with a link to a different landing page that MUR will put together. We think that this will help tremendously. We will rely on the language from our Framework Agreement to stress the importance for students to know all of their housing options.
  - We have two Masters of Social Work (MSW) students working in Residence Life. Mary Brubacker-

Zehr has returned to help supervise these students. Undergraduate students are using their services, and the MSWs seem to have a good understanding of the needs of our students. The MSW students will be with us for 8 months.

Annual Report on Strategic Objectives. The highlighted points circulated in the report represent new developments since the last report.

- Colleagues at Conrad Grebel's Peace Incubator have nominated GreenHouse for the CCSBE Incubator award. It is a very impressive nomination package. A spot as a finalist would certainly raise the profile of the College on a national scale.
- The faculty in the Human Rights Minor have been working with students in their program to make United College the base for a chapter of Amnesty International.
- We have some ideas to solve a number of space problems at the College. We hope to bring a proposal to the Board in early 2025 for consideration.

**Action: Amend Strategic Objective #4 (Stronger Engagement of Upper-Year Students) to include increased engagement with graduate tenants.**

6. Report of the Governance Committee.
  - a. **Motion to approve the B11 – Employee Contract Policy as presented (Myers/Sivasah-Carried)**
  
7. Report of the Audit Committee.
  - a. Audit Report. The College received a clean audit opinion which is consistent with previous years. No evidence of fraud or illegal acts. Two entries were corrected in the financial statements. The auditors are comfortable that the corrected misstatements are isolated in nature and have no impact on the financial position of the organization.
  - b. Audited financial statements. The College had a good year overall. Retained earnings have increased from \$8M to \$10M with large increases to the Capital Fund. This is the result of changes to the interest swap valuation due to increased interest rates and large investment gains.  
**Motion to recommend the 2023-2024 audited financial statements at the Annual General Meeting as presented. (Mann/Sivasah-Carried)**
  
8. Report of the Building & Property Committee.
  - a. Energy Audit Report. Sustainability is a key value for the College. The energy audit conducted by WalterFedy concluded that a third of our energy usage comes from electricity, while two thirds comes from natural gas. The vast majority of carbon emissions comes from natural gas which contributes to the vast majority of our carbon footprint. In order for United College to use less energy and reduce our carbon footprint, there are a couple of win-win solutions we can consider: 1) Lighting fixture replacements and 2) Window replacements. These improvements offer energy savings and a financial payback within 4 years (these are things that the College is already doing).

The College may want to consider switching from natural gas to electric-powered heat

pumps. It is much more energy efficient and a way for us to drastically reduce carbon emissions by 85%. The incremental capital cost for heat pumps is estimated to be ~\$3M, which is a significant investment not currently budgeted for.

New boilers were installed in 2017. Rooftop units vary – some need to be replaced in the next year, others are fairly new.

A call is scheduled with the Sustainability Office at UW and Jay Treusch, Facilities Manager. The consultants have also provided us with a list of grant opportunities to explore.

#### **Questions + Action Items**

- Does the College want to set carbon reduction commitment goals? What does administration consider to be a realistic response?
- What is the feasibility of a staged approach? Can the transition to heat pumps be done gradually? Can the units be replaced overtime?
- What are the actual costs of the upgrades that have been identified (the report only provides estimates)?

**Action: Steinmann to lay out some of the financial options and report back to the Board in February.**

**Action: Explore the rebates and grants available to help offset costs.**

9. Report of the Finance & Investment Committee.
  - a. Investment Report. Our portfolio is doing very well. Markets have experienced strong performance since June.
  - b. **Motion to approve the changes to the B5 – Investment Policy as presented. (Shilton/Watson-Carried)**  
Suggested changes are aligned with recent revisions that UW has made to their Investment Policy and includes feedback from the June Board of Governors meeting.
  
10. Other Business.
  - a. **Motion to approve the Board meeting schedule for 2025 as presented. (Myers/Schneider-Carried)**  
Committee meeting times have been standardized.
  - b. Principal Nominating Committee. Myers' term expires on June 30, 2026. He will not be renewing, so we will be looking for a new Principal. B2 – The Principal of United College Policy outlines the procedures for forming the Nominating Committee. Two of the committee members will be community members from the Board. Tracy Mann will lead that effort as the incoming Board Chair.  
**Action: Board members should indicate their interest to participate in the Nominating Committee to Mann via email.**

**11. Motion to move In-Camera with Board members. (Mann/Horsburgh-Carried)**

Guests departed.

**12. The meeting adjourned at 8:38 p.m.**

**Notice of Motions Passed:  
Meeting of the Board of Governors on October 17, 2024**

- 1. Motion to approve the agenda as amended. (Abraham/Sivasarah-Carried)**
- 2. Motion to approve the minutes of the Board of Governors Meeting of June 20, 2024 as presented. (Shilton/Mann-Carried)**
- 3. Motion to approve the B11 – Employee Contract Policy as presented (Myers/Sivasarah-Carried)**
- 4. Motion to recommend the 2023-2024 audited financial statements at the Annual General Meeting as presented. (Mann/Sivasarah-Carried)**
- 5. Motion to approve the changes to the B5 – Investment Policy as presented. (Shilton/Watson-Carried)**
- 6. Motion to approve the Board meeting schedule for 2025 as presented. (Myers/Schneider-Carried)**
- 7. Motion to move In-Camera with Board members. (Mann/Horsburgh-Carried)**

Approved without amendments by the United College Board of Governors on February 27, 2025.

Signed, \_\_\_\_\_ Secretary of the Board      Date: \_\_\_\_\_

Signed, \_\_\_\_\_ Chair of the Board      Date: \_\_\_\_\_

# United College Sustainability & Heat pumps

Jay Treusch & Winnie Lam  
Board meeting on February 27, 2025



## Purpose

Share update on United College's plan to reduce greenhouse gas emissions, by installing heat pumps for the Front entrance as a first step.



## Background: Energy audit findings from Nov 2024

- 92% of United College's greenhouse gas (GHG) footprint comes from the use of natural gas for space and water heating.
  - Source: [Walter Fedy Energy Audit report in Nov 2024](#)
- United College's carbon emissions are forecasted to decrease by 85%, if we switch 100% of all heating from gas to heat pumps.
- Reason being that heat pumps are much more efficient. They are powered by electricity, and Ontario's electricity supply is relatively clean.

## Evaluating the use of heat pumps @ United College

- We propose to evaluate using heat pumps to replace existing equipment, as they reach end of life.
- The following is the schedule of heating and cooling equipment replacements over the next 10 years:
  - 2025: Front entrance (and possibly kitchen MUA)
  - 2026 - 2027: 2 Rooftop units (or package with kitchen MUA)
  - 2028 - 2029: 2 Rooftop units
  - 2030 - 2031: 2 Rooftop units
  - 2032 - 2033: 4 Rooftop units
- The Front entrance system represents a small fraction of United College's overall heating and cooling capacity. It can be a good opportunity for a pilot, if heat pumps are cost competitive compared to conventional gas-based systems.

## Comparison: Heat pumps (hybrid) vs. conventional gas @ Front entrance

		Heat pumps (hybrid)	Conventional gas
Description		Heating and cooling is powered by electricity. The system can run in hybrid mode during very cold days, using gas to supplement the electric mode.	Conventional natural gas based system.
Cost	Capital cost	\$33k (\$37k - \$4k rebate)	\$30k
	Operation cost	Heat pumps would cost \$400 more per year, compared to conventional gas.	
	Maintenance	About the same.	
Sustainability: Greenhouse gas emissions (CO2 equivalent)		Heat pumps are estimated to reduce emissions by 7.6 tonnes per year. This is roughly equivalent to the emissions from driving 30,000 km per year.	
Operations		Gain working knowledge of heat pumps hybrid unit with a fairly low initial capital investment, before evaluating further use of heat pumps at United College.	

## Comparison: Heat pumps (hybrid) vs. conventional gas @ Front entrance

BASE CASE VENTILATION		EEP VENTILATION	
Description	NG fired	Description	Hybrid
Heat Source	Gas Fired Indirect	Heat Source	Heat Pump - Hybrid
Max Supply Airflow [cfm]	3,000	Max Supply Airflow [cfm]	3,000
Max Exhaust Airflow [cfm]	3,000	Max Exhaust Airflow [cfm]	3,000
Outside Air Control	Fixed Damper	Outside Air Control	Fixed Damper
Humidifier	NO	Humidifier	NO
HRV/ERV	NO	HRV/ERV	NO
DCV	NO	DCV	NO
Electrical (kWh/yr)	-	Electrical (kWh/yr)	11,668
Nat Gas Cons (m3/yr)	4,820	Nat Gas Cons (m3/yr)	759

Savings	
Electrical (kWh/yr)	(11,668)
Nat Gas (m3/yr)	4,061
GHG (tonnes CO2e)	7.6

## **Next steps**

- We will proceed with installing heat pumps at the Front entrance, given the small cost differential.
- This will enable United College to gain experience from the installation, before deciding whether to proceed with heat pumps for the other rooftop unit (RTU) replacements in the coming years.

# Principal's Report to the Board

## February 2025

In the past, the College has at times had a staff member dedicated to Alumni Relations. In one case, this was the staff member's primary responsibility. In the other, it was one of two primary responsibilities.

In last year's hiring in External Relations, we decided to focus more directly on the two highest priorities for the unit: marketing and communications. The thinking was that Alumni Relations would be supported by the Principal and through those ongoing College events and publication that are aimed at, or include Alumni.

As Principal, I have turned for help in Alumni Relations to a group I believe can represent us more effectively than anyone – our students! Three great Residence Dons – Bethany Poltl, Izzy Mills and Callie Sweet – have been designated "Alumni Ambassadors." They have been making calls to Alumni and other friends of the institution to trade stories about life at the College then and life at the College now. They are careful to note that their calls do not include a request for a donation! They are really just trying to make our Alumni feel connected and welcome.

So far, the initiative is working very well. Our three Ambassadors have reached out to seventy Alumni with an invitation to chat and over half have accepted. Our Ambassadors report that their conversations typically run between thirty minutes and an hour and they are hearing many interesting and amusing stories about life at the College "in the past." And they're having fun!

I think we have hit on a winning formula for strengthening (or in some cases, rekindling) our relations with College Alumni. We will certainly repeat this initiative next year.

And now, please permit me to provide a summary of new developments since our November meeting.

### 1. **Academics**

1.1 *Human Rights* Our Human Rights program has been provided a budget to organize one or more special events each year. On January 29<sup>th</sup>, the unit hosted an afternoon panel titled **Transitional Justice and Human Rights: A Dialogue between Colombia and Canada**, with Dr. Karla Tait (Director, Unist'ot'en Healing Centre), Prof. Bernard Duhaime (United Nations Special Rapporteur on Truth, Justice and Reparation) and our own Prof. Luis C. Sotelo Castro. In the evening, the unit hosted a screening of the film **Yintah: Wet'suwet'en women leading the defence of dignity, territory and rights**, followed by discussion with Dr. Karla Tait, one of the protagonists in the film.

1.2 *Teferi Mergo Sabbatical* For his upcoming sabbatical leave, Professor Mergo will be a Visiting Academic at Oxford University and a Research Fellow at the London School of Economics. LSE just published a very nice profile of him here: [Teferi Mergo](#)

1.3 *Social Innovation and Impact Minor* In the fall, 4 students completed INNOV 200: Theory and Practice of Social Innovation. The second course in the minor, INNOV 201: Social Innovation for Global Impact, is being offered this winter. There are 4 students enrolled. This new program was recently profiled in the [Waterloo Region Record](#).

1.4 *Sustainability Integration in Curriculum Grant* John Abraham and Tania Del Matto were successful in receiving a \$7,400 grant from the Sustainability Office to support the development of SDG-based case studies that will be used to support social innovation and entrepreneurship education through the INNOV minor.

## 2. **External Relations**

2.1 *Golf Tournament* Our 16<sup>th</sup> Annual Golf Tournament is scheduled for August 22 at the Springfield Golf and Country Club, just south of Guelph. This year, we will join forces with our partners, the Women's Varsity Basketball Team, who operated a modest tournament of their own last year. The partnership will inject new life into our tournament and will allow us to extend our unique arrangement as patrons of the WBB program.

2.2 *Beer and Bites* External Relations staff are working on this year's *Beer and Bites* event, which is held on UW's Alumni Weekend and is organized in collaboration with the other three AFIW. Participants spend 30 minutes at each institution, sampling a different craft beer and a variety of appetizers. (It's a reasonable substitute for supper.) Local Board Members are encouraged to join in the fun – meet some of our Alumni and learn a bit about the other colleges. June 6, 6:00 pm to 8:00 pm.

## 3. **Finance and Administration**

3.1 *Winter Occupancy* Occupancy in the undergraduate residence has been better than expected in the Winter term: 274 students vs. the budget prediction of 266.

3.2 *Spring Occupancy Forecast* At this point, we are expecting a good number of students in the undergraduate residence for the Spring Semester. It appears that we will have around 50 returning students along with an estimated 35 students in the Ukraine program and another estimated 20 Upper-Year Research Fellows through a new partnership with our friends at the Faculty of Engineering.

3.3 *24/25 Forecast* As the fiscal year approaches its end, it is clear that we will finish with a six-figure surplus for the year, driven primarily by higher-than-expected revenues from our Conference Services and by unusually strong investment income.

3.4 *Heat Pumps* In an effort to reduce the College's carbon footprint, we are embarking on a process of replacing gas-fired HVAC units with hybrids that are primarily electric. Many thanks to Board Member Winnie Lam for her work with Jay Treusch and Mike Steinmann on this project. Winnie will share more at our meeting.

3.5 *Facilities* As a point of reference, From November 1 to February 18<sup>th</sup>, our facilities staff have completed 208 maintenance requests and 248 scheduled preventive maintenance tasks in addition to other day to day maintenance projects.

3.6 *Skating Rink* Due to very poor service from our general contractor, the skating rink is not functional. The compressors for the chilling system that were supposed to arrive in August, and then in December, and then in January, are *still* missing and we have no credible information as to when they may arrive.

#### 4. **GreenHouse**

4.1 *National Recognition from CCSBE* In November, United College was recognized with the inaugural Award for Outstanding Contributions to Inclusive Venture Creation and Community Engagement from the Canadian Council for Small Business and Entrepreneurship. This award recognizes all the work that GreenHouse and FlintHub do to strengthen our community. To learn more about our impact, visit [GreenHouse's fall 2024 impact report](#).

4.2 *Social Innovators in Training* This term, GreenHouse is supporting 30 social innovators. There are two opportunities for community members to meet the students and learn about their projects – [Demo Day](#) (February 26) and the [Social Impact Showcase](#) (March 26).

4.3 *Changemaker Labs* Over the fall term, Changemaker Labs supported 17 students through weekly workshops and micro-projects focused on soil regeneration, mycology, and traditional ecological knowledge. 35 students engaged in Envirothon, a climate change hackathon hosted in collaboration with Young & Restless. This term, Changemaker Labs continues with weekly Food Futures sessions and is planning several green innovation gatherings across the country, starting in Brandon, MB this February.

4.4 *Class Collaborations* GreenHouse is collaborating with the Faculty of Health and the Faculty of Environment to deliver a new model of community-engaged classrooms. Through HLTH 480, 100 students are working with community partners to identify needs related to health and accessibility and come up with innovative health solutions. Through ENBUS 314, 30 students are working with community partners to identify needs and opportunities related to community wealth building.

4.5 *Staffing Updates* GreenHouse was grateful to have Sophia Badakhshan serve as our Student Engagement Coordinator from August to February. Joshua Taylor-Detlor will assume the role for the next few months to take over the remainder of Sophia's contract.

4.6 *Speaking Engagements* Tania Del Matto and Erin Hogan presented on a virtual panel featuring authors from Ashoka U, who shared their insights on how higher education institutions can embed social innovation, changemaking, and community impact into their core mission. Lily Viggiano recently represented GreenHouse on a panel discussion titled "Explore Your Future: Empowering Young Entrepreneurs" hosted by the Business and Education Partnership of WR.

4.7 *Publication in Social Innovations Journal* Tania Del Matto and Erin Hogan published an article in the Social Innovations Journal alongside colleagues from the Faculty of Health. The paper, titled ["Equipping Students as Changemakers Within a Health Sciences Capstone Course at the University of Waterloo" explores the community-embedded classroom model piloted in HLTH 480.](#)

4.8 *Green Office Program* GreenHouse staff continue to lead the College's participation in UW's *Green Office Program*. This year, our goal is to explore sustainable energy pathways and improve our integration with the residence-led student Green Team.

## 5. **Student Life**

5.1 *Music Programming* This winter term, we have begun regular music and jam sessions on Saturday evenings, hosted by Liam McCrory (winner of the Tom Dabrowski Award). Each Saturday, Liam brings a variety of musical instruments to Watson's Eatery and students come out to play together or learn a new instrument. The sessions are very popular as students prepare for Blackforest Coffee House, often running late into the evening. The College has also been offering free guitar lessons in the new music room to a group of six students this term.

5.2 *Faculty of Environment Living Learning Community* As the MOU between the College and the Faculty of Environment comes to an end, we have been engaged with creating a new MOU focused on continuing the successful ENV LLC. The final draft has been submitted to the Dean of Environment for review and signing. This was an opportunity to reimagine what the LLC does and how it operates, resulting in two key changes. First, we will be collaborating with staff in the Faculty of Environment to organize activities available to all first year Faculty of Environment students. Their hope is that all students in the faculty see United College as a home for them while they are students. Second, we have changed the Peer Leader role to be a live-in position, allowing our upper year mentors to form deeper relationships with the first-year participants.

5.3 *Residence Life Conference* Two of our current Dons, Bethany Poltl and Ben Bogias, were accepted to speak at the OACUHO Residence Life Conference, held at George

Brown Waterfront Campus in Toronto. The conference brings together Dons and student leaders from all across Ontario to learn from each other and develop their skills. Bethany and Ben will be speaking on their involvement in the United College GreenTeam and how they have harnessed student engagement to create a more sustainable residence through behaviour change and activism.

## 6. **Waterloo Indigenous Student Centre**

6.1 *Wiisniidaa End of Term Feast* WISC hosted another phenomenal end of term feast in December. Because the Office of Indigenous Relations paid this year's Pow Wow costs, we were able to shift funds to have a larger holiday buffet style dinner. We had 82 attendees who participated in the various activities including: an ice breaker bingo game, gift exchange, and photo booth.

6.2 *Drum Making Workshop* The WISC hosted a drum-making workshop with Aki Absolon, on January 31<sup>st</sup>. The intention was to use this event to get more students involved in the growing drum circle. Every spot was taken. There are tentative plans to follow up with a drum bag workshop later in the term.

6.3 *Princess Cinema Outing* Programming Coordinator Wanda Kidd is collaborating with Princess Cinema to organize a screening of *Seeds*, an Indigenous film from TIFF 2023. Admission will be offered free for Indigenous students and community.

6.4 *WISC Closing* With the WISC migrating across the creek to UW, the final Soup and Bannock Lunch will be held on Thursday, April 3 and is meant to a celebration of 21 years of service to UW Indigenous students. Former staff have been invited.

Respectfully,



Richard Myers  
Principal





**For Decision**

**Date of Meeting:** February 27, 2025

**To:** Members, Board of Governors

**From:** Richard Myers, Principal

**RE:** **Item #6) a.i. Revised Board Committee Assignments**

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**Recommendation:**  
**Motion to approve the proposed changes to the Board Committee Assignments.**

**Background:**

At the October 2024 AGM, the Board of Governors approved the 2025 Board Slate and Committee Assignments.

After that time, we realized that Bill Watson was ineligible to serve on the Audit Committee (see Section 5 of the Audit Committee Resolution). We have proposed that Julia Salvini replace Bill Watson on the Audit Committee.

Consequently, we learned that Yaroslav Brovchenko, Graduate Student representative has experience in Economics and would be better suited to serve on the Finance & Investment Committee. We are proposing that he swap committees with Julia Moldenhauer, Undergraduate Student representative, who would serve on the Building & Property Committee.

**Documentation Provided:**

- 2025 Board Committee Assignments

### 2025 Board Committee Assignments

SURNAME	FIRST NAME	TYPE	COMPETENCY	EXECUTIVE	GOVERNANCE	FINANCE & INVESTMENT	BUILDING & PROPERTY	AUDIT	ACADEMIC COUNCIL	
ABRAHAM	John	UTD Faculty	N/A			■				
BROVCHENKO	Yaroslav	Graduate Student	N/A			■				
ENS	Tracey	Community	Business Management				Chair			
HONE	Charlene	UTD Secretary	N/A	Secretary or designate is non-voting member of all committees excluding Audit Committee						
HORSBURGH	Stephanie	UTD Staff	N/A				■			
JAMIESON	Matt	Community	Indigenous /Business Management					■		
JEAN	Michaëlle	Chancellor	N/A	N/A						
JUSSAUME	Linda	Community	Management		■					
LAM	Winnie	Community	Sustainability/Strategic Leadership				■			
MANN	Tracy	Community	Accounting/Finance	Chair	■					
MATTHEWS	Allison	Community	Sustainability/Strategy						■	
MOLDENHAUER	Julia	Undergraduate Student	N/A				■			
MYERS	Rick	Principal	N/A	■	■	■	■			
ONUORA	Uche	Community	Social Entrepreneurship			■				
PRIMEAU	Tracy	Community	Indigenous/Property	■	Chair					
ROY	Susan	UW Faculty	Indigenous Rights & History							
SALVINI	Julia	Community	Engineering	■	■			■		
SHILTON	Don	Community	Management			Chair				
SIVARASAH	Banuja	Community	Financial Management	■		■		Chair		
WATSON	Bill	Community	Strategy/Law		■					

Note: The Chair of the Board is invited to all committee meetings as a courtesy

**For Decision**

**Date of Meeting:** February 27, 2025

**To:** Members, Board of Governors

**From:** Richard Myers, Principal

**RE:** **Item #6) a.ii. W4 – Harassment and Abuse Policy – Staff & Faculty**

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**Recommendation:**

**Motion to approve the proposed changes to W4 – Harassment and Abuse Policy.**

**Background:**

In June 2024, the University of Waterloo made some recommendations for maintaining a campus environment for open inquiry and exchange, free expression, and inclusive engagement. In doing so, the University has recommended a revision to the definition of “poisoned environment”. The revision removes references to subjective terms such as “offensive” in favour of the definition provided by the Ontario Human Rights Commission.

On October 28, 2024, Ontario’s [Working for Workers Five Act, 2024](#) (Bill 190) received Royal Assent. Bill 190 amends several statutes including the *Employment Standards Act, 2000*, the *Occupational Health and Safety Act* and the *Workplace Safety and Insurance Act, 1997*.

As a result, the definition of workplace harassment and workplace sexual harassment is expanded to include harassment that occurs in a workplace “virtually through the use of information and communications technology.”

The proposed amendments to W4 are recommended to keep the College consistent with the current Ontario employment law landscape.

**Documentation Provided:**

- W4 – Harassment and Abuse Policy – Staff & Faculty

## ***W4: Harassment and Abuse Policy – Staff & Faculty***

Created: June 2014  
Board Approval Required: No

Last Updated/Reviewed: February 2025  
Next Review: 2026

### **1. Preamble**

The management of United College is committed to providing an environment that is free from all forms of harassment, including Workplace Harassment, Sexual Harassment and Discriminatory Harassment.

Harassment will not be tolerated from any person at United College. Everyone at United College must be dedicated to preventing harassment. Everyone is expected to comply with this policy and will be held accountable by the United College management and residence leaders.

### **2. Workplace Harassment**

Workplace harassment is defined as engaging in a course of vexatious comments or conduct against a worker in a workplace that is known, or ought reasonably to be known, to be unwelcome. It may include a pattern of behavior with any of the following elements:

- **Physical Abuse** is defined as, but not limited to, the use or threat of intentional force that can result in physical harm or injury to an individual. It can take the form of slapping, hitting, punching, shaking, pulling, throwing, kicking, biting, choking, strangling, or the abusive use of restraints. Specific incidents of physical abuse may be covered by the *W5 – Workplace Violence Policy*
- **Emotional Abuse** is defined as, but not limited to, a chronic attack on an individual's self-esteem. It can take the form of name-calling, threatening, ridiculing, berating, intimidating, isolating, hazing, habitual scapegoating and blaming
- **Verbal Abuse** is defined as, but not limited to, humiliating remarks, name calling, swearing at, taunting, teasing or continual put-downs.
- **Psychological Abuse** is defined as, but not limited to, communication of an abusive nature, sarcasm, exploitive behavior, intimidation, manipulations, and insensitivity to race, sexual preference or family dynamics.
- **Virtual Abuse** is defined as, but not limited to, harassment that occurs virtually through the use of information and communications technology.

A reasonable action taken by an employer or supervisor relating to the management and direction of workers or the workplace is not workplace harassment.

### **3. Workplace Sexual Harassment**

Workplace Sexual Harassment or abuse includes vexatious comments or conduct against an individual because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or where acceptance of sexual advances is a condition of education or employment, or where rejection of sexual advances negatively impacts decisions that concern the recipient (e.g., grades, performance evaluation or any academic or employment decisions) or where unwelcome sexual advances, comment, conduct or communications interfere with the recipient's work or study, or comment or conduct that is known, or ought reasonably to be known, to be unwelcome.

## **W4: Harassment and Abuse Policy – Staff & Faculty**

Created: June 2014  
Board Approval Required: No

Last Updated/Reviewed: February 2025  
Next Review: 2026

### **4. Discriminatory Harassment**

Every person has a right to equal treatment with respect to employment without discrimination because of race, ancestry, place of origin, colour, national or ethnic origin, religion, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status, genetic characteristics, or disability. **Discriminatory Harassment** includes any action or behaviour that results in adverse or preferential treatment related to those grounds prohibited under the *Ontario Human Rights Code*.

Discriminatory harassment can produce a 'poisoned environment'. A poisoned environment can arise from even a single incident, if serious or substantial enough. It may be created by the comments or actions of any person, regardless of his or her status. The comments or conduct do not have to be directed at a particular individual.

### **5. Sexual Misconduct by an Employee Toward a Student**

Sexual Misconduct includes physical sexual relations with the student, touching of a sexual nature of the student or behaviour or remarks of a sexual nature toward the student by an employee of the College where:

- a) The act constitutes an offence under the *Criminal Code* (including but not limited to sexual assault, aggravated sexual assault, sexual assault with a weapon, voyeurism, sexual exploitation, sexual exploitation of a person with a disability, sexual interference, child pornography, criminal harassment/stalking, and invitation to sexual touching as examples); or
- b) The act infringes the right of the student under clause 7(3)(a) of the *Human Rights Code* to be free from a sexual solicitation or advance by a person in a position to confer, grant or deny a benefit or advancement to the student; or
- c) The act constitutes sexual misconduct as defined in this policy, or contravenes this policy or any other rule or other requirement of the College respecting sexual relations between employees and students; or
- d) The act constitutes Sexual Harassment or Sexual Violence as defined in Policy W6 – Sexual Violence Policy; or
- e) Any conduct by a College employee that infringes the right of the student under clause 7(3)(b) of the *Human Rights Code* to be free from reprisal or threat of reprisal for the rejection of a sexual solicitation or advance.

### **6. Violations**

Anyone in the United College community who has reason to believe that they have been treated in violation of this policy is urged to contact the Principal or Executive Director of Finance and Administration. Members of the United College community have the right to lodge complaints and to participate in proceedings without reprisal or threat of reprisal for so doing. Those who receive complaints or who perceive what they believe to be violations of this policy shall act promptly to notify the Principal, or the Executive Director of Finance and Administration. If the complaint pertains to that individual, it should be directed to the Principal or Board Chair. Management will investigate appropriately to the circumstances and deal with all concerns, complaints, or incidents of workplace harassment or abuse in a fair and timely manner while respecting workers' privacy and confidentiality as much as possible.

## **W4: Harassment and Abuse Policy – Staff & Faculty**

Created: June 2014  
Board Approval Required: No

Last Updated/Reviewed: February 2025  
Next Review: 2026

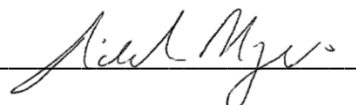
Management will report back to the alleged victim and the alleged harasser, in writing, with the outcome of any investigation or corrective action taken against the alleged harasser. Consequences up to and including termination may result from the investigation.

Disciplinary measures resulting from alleged infringement of this policy (other than a finding of Sexual Misconduct by an Employee Toward a Student) may be appealed to the Principal.

Where a decision is made to investigate a finding of Sexual Misconduct by an Employee Toward a Student, careful consideration of whether an internal or external investigator with expertise on the subject-matter, will be retained, giving thought to the complexity of the complaint, potential impacts on procedural timelines and the expressed wishes of the parties to the complaint. Both the complainant and the respondent to the complaint will have the opportunity to challenge the appointment of the investigator with reasons.

Disciplinary measures resulting from a finding of Sexual Misconduct by an Employee Toward a Student range, up to and including the termination of employment. Where disciplinary measures resulting from a finding of Sexual Misconduct by an Employee Toward a Student include the termination of employment, or where resignation occurs as a result of a finding of Sexual Misconduct by an Employee Toward a Student, the employee shall not be entitled to notice of termination, termination pay, or other compensation or restitution as a result of the discharge or disciplinary measure, and the employee shall not be subsequently re-employed by the College. Disciplinary measures resulting from a finding of Sexual Misconduct by an Employee Toward a Student are final.

Individuals who believe they have been treated in violation of the Ontario *Human Rights Code* have the right to proceed directly to the Human Rights Tribunal of Ontario. If taken, such a step does not relieve or alter the College's responsibility to take appropriate administration action to address the alleged violation.

Signed: 

Dr. Richard Myers, Principal

Date: February 5, 2025

**For Decision**

**Date of Meeting:** February 27, 2025

**To:** Members, Board of Governors

**From:** Richard Myers, Principal

**RE:** **Item #6) a.iii. E1 – Salary Administration Policy (Staff)**

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**Recommendation:**

Motion to recommend the proposed change to E1 – Salary Administration.

**Background:**

In November 2024, the staff employees voiced their preference to change the compensation structure from a merit system to a step system. This decision was grounded in many months of transparent conversations with staff and the new performance management system that was launched last year.

The new seniority system should fix some of the current negative aspects of the merit-based system and will get employees to job value quicker. The new system will have 10 steps; the first step would be 80% of job value and increase by 2.51% at each step up until step 10 (100% job value). Each year, the employee would move up a step and receive the 2.51% increase plus any cost of living adjustment (COLA). After reaching step 10, an employee’s salary would be increased by 1% plus COLA until they hit the maximum (120% job value).

The change in compensation structure is cost neutral to the College. The transition to the new compensation structure would be in effect as of May 1, pending 2025-2026 budget approval.

**Documentation Provided:**

- E1 – Salary Administration Policy

# ***E1: Salary Administration Policy - Staff***

Last Reviewed/Updated: January 2025  
Next Review: 2027

Board Approval Required: Yes

## **1. STATEMENT OF GENERAL POLICY**

The policy of United College (UTD) is to offer competitive salaries within the limits of its financial situation. UTD uses a salary grid as a framework for salary decisions (see Appendix A). Jobs are placed within the salary grid based on an assessment by the Job Evaluation Committee taking into consideration task focused job descriptions. The Job Evaluation Committee includes the Principal and the most senior operating officer. In the case of the position of the senior operating officer, the Job Evaluation Committee shall consist of the Principal and the Board Chair. Individual salaries are further assessed by taking years of service into account.

## **2. ADMINISTRATION OF SALARY PROGRAM**

It is the responsibility of United's Principal or their designate(s), to ensure:

- i. newly established jobs have a job description; and,
- ii. job grades are evaluated as necessary, which includes without limitation when significant changes in job content occur.

It is the responsibility of the Job Evaluation Committee to:

- i. Review and decide on the classifications of positions.

It is the responsibility of the Supervisor with assistance from the most senior operational officer to:

- ii. Maintain up-to-date job descriptions for each member of the department, a copy of which is to be made available to the incumbent;
- iii. Request in writing to the Principal a review of a job classification. Accompanying the request will be an accurate description of the skill, effort, responsibility and working conditions of the job to be evaluated, along with any other information deemed pertinent; and,
- iv. Promptly relay to the staff member the decision, and the reasons for the decision, regarding the job evaluation.

## **3. GENERAL PROVISIONS/DECISIONS**

### **A. Salary Range**

Salary ranges have a "minimum" (80%), a "job value" (100%) and a "maximum" (120%) for each job grade level.

### **B. Starting Salary**

The starting salary in a position may be at the bottom of the range for a person with little or no experience, up to the "job value" for a person with full qualifications and experience as determined by UTD. Starting salary levels are reviewed by the most senior operational officer or their designate(s) to ensure internal consistency and are approved by the Principal.

### **C. Maximum Salaries**

"Maximum" salaries for job grades are not to be exceeded.



## ***E1: Salary Administration Policy - Staff***

Last Reviewed/Updated: January 2025  
Next Review: 2027

Board Approval Required: Yes

### **D. Job Classifications**

UTD employs its own point system of job evaluation to maintain competitive and equitable pay rates and to facilitate the use of the UTD salary grid. This system allows comparison of jobs internally by evaluating the skill, effort, responsibility and working conditions of each position.

UTD has a Pay Equity Plan as required by the Pay Equity Act. UTD's Pay Equity Plan is posted in the shared network drive.

### **E. New Positions**

New positions must have a job description and be graded.

### **F. Salary Increases: Job Reviews/Reclassifications**

Normally an upward reclassification of a job will be accompanied by a salary increase. Individual situations may vary due to a variety of factors, including internal equity. Staff members will receive a salary adjustment appropriate to the circumstances up to the "job value" (100%). Increases are reviewed by the most senior operational officer to ensure internal consistency and are approved by the Principal.

### **G. Salary Increases: Promotion and Transfer**

- i. Normally when a staff member is promoted to a new position at a higher grade level, salary is increased. Individual situations may vary due to a variety of factors including internal equity. Staff members will receive a salary adjustment appropriate to the circumstances up to the "job value" (100%). Increases are reviewed by the most senior operational officer to ensure consistency with the grid, and are approved by the Principal.
- ii. If a staff member is promoted and their salary is below the minimum of the new salary grade the salary will be brought to the minimum immediately.
- iii. A lateral transfer to a job with the same grade level generally will not be accompanied by a salary increase.

### **H. Salary Increases: Baseline**

Annual salary increases, if any, occur on May 1 every year subject to UTD's financial considerations and generally include a baseline inflation adjustment as well as seniority increases (see Section 3.I of this policy). United College considers the University of Waterloo's annual staff baseline adjustment, along with affordability, institutional needs and employment market conditions, to inform its decision regarding the staff salary grid baseline adjustment. The annual baseline shift is recommended by the most senior operational officer and approved by the Principal.

### **I. Salary Increases: Seniority**

Each year, on May 1, the baseline salary grid is increased subject to the considerations outlined in Section 3.H. Each year, the Individual salary is increased by 2.51% from the previous year's salary until an employee reaches "job value". Once an employee reaches "job value" (100%), the annual increase will be set at 1% until the employee reaches the "maximum" (120%) for their job grade level.

## ***E1: Salary Administration Policy - Staff***

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Last Reviewed/Updated: January 2025

Board Approval Required: Yes

Next Review: 2027

### **J. Salary Increases: New Staff**

Employment contracts for new staff members whose employment begins between February 1 and April 30, will reflect that the first salary increase, if any, will occur on the subsequent May 1 (i.e. 12 to 15 months later). The starting salary level for such contracts must be no less than the minimum (80% “job value”) for the upcoming fiscal year.

### **K. Performance Incentive Compensation**

See E21 – Payment of Bonuses (Staff) for details on criteria for earning a bonus and the procedure for awarding a bonus.

### **RELATED POLICIES:**

E21 – Payment of Bonuses (Staff)

## ***E1: Salary Administration Policy - Staff***

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Board Approval Required: Yes

Last Reviewed/Updated: January 2025

Next Review: 2027

### **APPENDIX A: UNITED COLLEGE SALARY GRID 2025-2026**

[Pending 2025-2026 budget approval]

**For Decision**

**Date of Meeting:** February 27, 2025

**To:** Members, Board of Governors

**From:** Richard Myers, Principal

**RE:** **Item #6) a.iv. E21 – Bonuses and Awards Policy (Staff)**

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**Recommendation:**

Motion to recommend the proposed change to E21 – Bonuses and Awards Policy.

**Background:**

As part of the revision to our general compensation structure to replace merit salary increments with seniority increments, we are recommending a proposal to expand our current bonus policy for staff employees. The revised policy seeks to recognize deserving employees for exceptional achievement with an award while still reserving the idea of a bonus for its current use (compensating employees who temporarily assume some of the duties of a colleague who is on leave for an extended period.

**Documentation Provided:**

- E21 – Bonuses and Awards Policy

## ***E21: Bonuses and Awards - Staff***

Created: October 9, 2018  
Board Approval Required: Yes

Last Updated/Reviewed: January 2025  
Next Review: 2027

### **1. GENERAL**

Staff receive annual salary increments based on their years of service (see E1 – Salary Administration Policy – Staff).

There may be occasions when additional one-time payments to individual employees will be appropriate:

- a) Awards may be paid for exceptional achievement in relation to an employee’s assigned duties; or
- b) Bonuses may be paid in cases where an employee has taken on substantial additional duties for an extended period to cover for a colleague who is on leave.

### **2. AWARDS TO RECOGNIZE EXCEPTIONAL PERFORMANCE**

The College will recognize exceptional performance by staff members. Its recognition program will be supported by an annual allocation to be determined during the annual budget cycle. The program will have the following features:

- a) Awards are for *exceptional achievement* rather than for good or even excellent performance of an employee’s normal duties. “Exceptional achievement” could be a special project that added significant value, or extraordinary outcomes in a staff member’s area of responsibility.
- b) Any member of the non-academic staff may apply for an award or nominate a colleague. The letter of application or letter of nomination must explain what makes their achievement exceptional and should include any relevant evidence. It must be signed by the staff member’s supervisor and submitted to the Principal. Supervisors may not nominate direct reports.
- c) Decisions are to be made by the Executive Committee of the Board, in camera. There is no fixed number of awards and no fixed amount per award. The Executive Committee has the discretion to award less than the entire allocation available each year.
- d) No staff member is eligible for an award in two consecutive years.
- e) The Principal shall take appropriate steps to publicize any and all awards for exceptional performance.

### **3. BONUS FOR ADDITIONAL DUTIES**

A bonus may be paid in cases where an employee has been asked by the College to take on some of the duties of a different employee who is absent on a temporary but extended basis. Such bonuses will be awarded at the initiative of the Principal, with the consent of the Chair and Vice-Chair of the Board.

The Principal shall provide the Chair and Vice-Chair with a brief, written proposal, including the rationale for the bonus and a suggested amount. A copy of the proposal, and the written (email) consent of the Chair and Vice-Chair shall be placed in the employee’s file.

Payment of this type of bonus is normally a confidential matter unless the Principal and the recipient decide otherwise.

**United College**

**Investment Report Date: December 31, 2024**

<b>Metric</b>	<b>Min</b>	<b>Max</b>	<b>Target</b>	<b>Reported Result</b>
Long Term Mandate Market Value (CAD)				\$6,758,923.00
Short Term Mandate Market Value (CAD)				\$4,175,232.70
Combined Market Value (CAD)				\$10,934,155.70
Combined Rate Of Return			Market Index* YTD: 15.47% 1 Year: 15.47% 5 Year: 7.23%	YTD: 17.03% 1 Year: 17.03% 5 Year: 8.41%
Combined Equity %	25%	65%	50%	48.67%
Combined Cash, Cash Equivalents & Fixed Income %	35%	75%	50%	51.33%
Foreign Equity % as a % of Equity	0%	50%	n/a	49.24%
Transfers	April 8 <sup>th</sup> , 2024: -\$500,000 June 19 <sup>th</sup> , 2024: -\$300,000 July 2 <sup>nd</sup> , 2024: -\$200,000 Sept 6 <sup>th</sup> , 2024: +\$750,000			

\* Market Index is comprised of 25% S&P/TSX Composite, 25% S&P 500 Index, 50% Dex Bond Universe

United College  
2024-12-31  
2024/2025 Operating Statement

**24/25 Forecast by Department**

	Academic	Residence	GreenHouse	Trading Post	Indigenous	Ancillary	Total 24/25 Forecast	Total 24/25 Budget
Revenue	\$1,546,429	\$6,159,021	\$342,214	\$280,942	\$234,791	\$1,160,381	\$9,723,777	\$9,264,859
Staff & Program Expenses	<u>\$1,525,640</u>	<u>\$2,056,227</u>	<u>\$539,198</u>	<u>\$270,942</u>	<u>\$266,723</u>	<u>\$423,951</u>	<u>\$5,082,680</u>	<u>\$4,954,965</u>
Excess (Shortfall) of revenues over expenditures	\$20,788	\$4,102,794	(\$196,984)	\$10,000	(\$31,932)	\$736,430	\$4,641,097	\$4,309,895
Administration, Facilities & Capital Overhead Contribution	\$584,585	\$3,381,761	\$163,287	\$140,622	\$108,356	\$248,257	\$4,626,867	\$4,451,985
Employee Future Benefits Overhead Contribution	<u>\$38,022</u>	<u>\$11,323</u>	<u>\$10,200</u>	<u>\$6,489</u>	<u>\$7,334</u>	<u>\$4,262</u>	<u>\$77,631</u>	<u>\$84,862</u>
Excess (Shortfall) of revenues over expenditures including Overhead	(\$601,818)	\$709,709	(\$370,471)	(\$137,111)	(\$147,622)	\$483,911	(\$63,401)	(\$226,952)
Transfer in from other funds	<u>\$162,234</u>	<u>\$2,000</u>	<u>\$30,000</u>	<u>\$0</u>	<u>\$31,932</u>	<u>\$10,000</u>	<u>\$236,165</u>	<u>\$242,339</u>
23/24 Forecast Excess of revenues over expenditures after transfers	<u>(\$439,584)</u>	<u>\$711,709</u>	<u>(\$340,471)</u>	<u>(\$137,111)</u>	<u>(\$115,690)</u>	<u>\$493,911</u>	\$172,764	\$15,387
23/24 Budget Excess of revenues over expenditures after transfers	<u>(\$407,449)</u>	<u>\$764,475</u>	<u>(\$351,970)</u>	<u>(\$126,908)</u>	<u>(\$118,607)</u>	<u>\$270,113</u>		
Operating Budget Surplus/(Deficit) before EFB							<u>\$172,764</u>	<u>\$15,387</u>
DSC Ratio 24/25 Estimate	1.17							
DSC Ratio 24/25 Budget	1.1							



**TD Canada Trust  
Corporate Resolution**

Resolution of the Directors of UNITED COLLEGE (the Corporation)  
carrying on business under the name of \_\_\_\_\_ (the Business Name)

Whereas it is in the interest of the Corporation to enter into arrangements for the provision of financial products and/or services with The Toronto-Dominion Bank, TD Mortgage Corporation, TD Pacific Mortgage Corporation and The Canada Trust Company<sup>1</sup> (collectively, the "Bank"), therefore;

**Be it resolved that:**

1. The Corporation may from time to time:
  - (a) open, maintain and operate one or more accounts with the Bank and do all things in relation thereto;
  - (b) borrow money or otherwise obtain credit from the Bank in such amounts and on such terms as may be deemed appropriate, by loans, advances, overdrafts, financial leases or otherwise;
  - (c) mortgage, hypothecate, charge, pledge, assign, convey, transfer or otherwise grant a security interest in any or all of the property, real and personal, immovable and moveable, undertaking and rights of the Corporation, present and future, to secure the payment and performance of any or all of the present and future indebtedness, liabilities and obligations of the Corporation to the Bank;
  - (d) enter into further arrangements for the provision of financial products and/or services with the Bank;
  - (e) guarantee the obligations of any third party to the Bank either with or without security; and
  - (f) do all such acts and things and execute and deliver any and all agreements or other instruments as deemed necessary by the Bank to give full effect to this resolution.
2. In accordance with any restrictions set out below, the persons holding the offices listed below from time to time are authorized for and on behalf of the Corporation to:
  - (a) execute and deliver all of the documents and instruments contemplated by this resolution;
  - (b) give the Bank instructions in connection with any of the foregoing;
  - (c) conduct all aspects of the Corporation's banking relationship with the Bank;
  - (d) further delegate the authority granted hereunder to such person or persons as the authorized signing officer(s) may select at any time and from time to time; and
  - (e) appoint, add, remove and/or replace signing officers (including appointing specific signing officers in respect of specified accounts) and to establish and change the Signing Officer Requirements/Restrictions from time to time on prior written notice to the Bank.

The Bank is entitled to rely on such documents, instruments, instructions and transactions as duly and validly authorized and binding on the Corporation including, without limitation, any documents, instruments, instructions and transactions made, drawn, accepted, endorsed or signed by any delegate(s). The Bank does not need to make any further inquiry into the authority of the authorized signing officers or delegates to bind the Corporation.

**Signing Officers (Identify by title and not by name)**

Title: CHAIR

Title: PRINCIPAL

Title: TREASURER

Title: VICE CHAIR

Title: \_\_\_\_\_

Title: \_\_\_\_\_

**The persons holding the corresponding offices, as of the date hereof, are:**

Name: TRACY M MANN

Name: RICHARD MYERS

Name: BANUJA SIVARASAH

Name: TRACY PRIMEAU

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Any titled officer or signing officer of the Corporation is authorized to certify to the Bank the names of those persons who are holders from time to time of the positions authorized as signing officers, and such certification, when received by the Bank, shall be binding on the Corporation.

**Signing Officer Requirements/Restrictions**

*Record the signing requirements, using titles only and not names, e.g. "any one to sign", "the President to sign alone", the President and the Secretary to sign together.*

CHEQUES WITH \$500.00 OR LESS REQUIRE ONLY ONE SIGNATURE

CHEQUES WITH MORE THAN \$500.00 REQUIRE TWO SIGNATURES

Certified a true copy of a Resolution duly passed by the Board of Directors of the Corporation and that this Resolution is now in full force and effect and unamended.

Date: 2024-10-15  
YYYY-MM-DD

Signature:

Name: Richard Myers

Signature:

Name: Tracy Mann

Note: This form must be signed by the Corporation's titled officer(s), e.g. President, Secretary, Treasurer, Vice-President or signing officer(s) of the Corporation.

<sup>1</sup> TD Mortgage Corporation and TD Pacific Mortgage Corporation are loan companies incorporated under the Trust and Loan Companies Act of Canada, and member institutions of the Canada Deposit Insurance Corporation. The Canada Trust Company is a trust company incorporated under the Trust and Loan Companies Act of Canada, and a member institution of the Canada Deposit Insurance Corporation.