

**Cape Breton University  
Board of Governors  
Public Meeting**

**Friday, April 28, 2023  
Following Public  
CE339-MS Teams**

**1 – 5 Opening Information/Discussion**

**1. Roll Call**

**Present:**

Mr. Robert Sampson (Chair), Mr. David Dingwall (President), Mr. Gordon MacInnis (Treasurer), Dr. Richard MacKinnon (Secretary), Ms. Carol Beaton, Ms. Melissa Deane, Dr. Anne Frances D'Intino, Mr. Rany Ibrahim, Ms. Himali Kadam, Mr. Terry Kelly, Mr. Keith Maher, Mr. Keith MacDonald, Dr. Adango Miadonye, Ms. Tara Milburn, Mr. Peter Oyedijo, Mr. Darryl Poirier, Mr. Damanpreet Singh, Ms. Chloe Stewart

**Regrets:**

Denise Allen (Vice Chair), Ms. Valerie Bobyk, Ms. Kate Brooks, Mr. Michael Claener, Ms. Dena Richardson, Mr. Michael Henick, Dr. Donnie Holland, Dr. Janet Kuhnke, Mr. Kirk MacRae, Mr. Michael Sandalis, Ms. Harman Singh, Ms. Ann Sylliboy, Mr. Steve Wadden

The Chair declared quorum and called the meeting to order at 9:45 am.

Mr. Sampson began with the acknowledgement that Cape Breton University is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. This territory is covered by the "Treaties of Peace and Friendship" which Mi'kmaq and Wolastoqiyik (Maliseet) people first signed with the British Crown in 1726. The treaties did not deal with the surrender of lands and resources but, in fact, recognized Mi'kmaq and Wolastoqiyik (Maliseet) titles and established the rules for what was to be an ongoing relationship between nations.

**2. Minutes**

**2.1 - It was moved** by Mr. Kelly, seconded by Ms. Deane, to approve the minutes of March 10, 2023. **Motion carried.**

**3 Business Arising – N/A**

**4 Reports**

**4.1 Senate – N/A**

## 4.2 Report of the Students' Union

Mr. Singh thanked the Board of Governors for their support during their tenure as the 2022-23 Students' Union executive and then provided an overview of the Students' Union's activities over the past year. *{ The full report will be attached to the minutes of the meeting }*

Mr. Sampson thanked the Student's Union members for their participation and service to the Board of Governors during their term and for the great work they have accomplished. Mr. MacInnis also commended the Student's Union on their successful efforts of rejoining Students' Nova Scotia. Several comments were offered on their fundraising efforts and especially for their dedication to the Forever CBU Campaign. Mr. Sampson, as a token of appreciation on behalf of the Board of Governors, presented each of the members with a parting gift and, again, thanked them for their service.

## 4.3 Special Announcements, Questions – N/A

## 4.4 President

President Dingwall also thanked the student members for their substantial contributions during their term in office. He then referred to his circulated report and highlighted the following:

- The CBU Alumni will be in Ottawa on May 8<sup>th</sup> and 10<sup>th</sup>
- The Bachelor of Social Work has received 167 applications and 73 applications have been completed. Sixty applicants will be interviewed, with dedicated seats for an African Nova Scotian and 15 indigenous individuals. He applauded Andy Parnaby, Tanya Andrews, and Katie Ivey for their amazing work throughout the process. Through the community engagement processes, the feedback from the community of social workers and managers has been very positive.
- Efforts continue with respect to the CBU/Dal med school file.
- International student recruitment in various countries continues.

## 5 Treasurer's Report

The Treasurer's Report was presented as circulated with the meeting package. Responding to comments and questions as they arose, Mr. MacInnis highlighted the following:

- CBU's cash position remains very healthy thanks to capital financing received from the Province of Nova Scotia in March of 2022, bolstered by further provincial transfers in March of 2023 related to capital spending plans. The continued high volume of deposits from international students seeking to study at CBU is also a contributing factor to the positive cash flow. CBU's cash management strategy consists of a series of laddered GICs and favourable treasury agreements with banks with the goal of optimizing interest earnings while also maintaining the fluidity of cash flow to support general operations and capital spending.
- The student accounts receivable balance for the 2022/23 academic cycle has increased and remains a key managerial point. Some level of growth was expected due to the increased enrolment levels. Collection efforts, as per policy, have increased, and an upward adjustment in the allowance for doubtful accounts is likely as of year-end.

- An increase in current liabilities relates to a change in practice where cheque runs are now processed every two weeks as opposed to the traditional practice of weekly cheque runs.
- A campus planning exercise has commenced, which will inform capital budget decisions for the major infrastructure build planned to start in 2023.

## **6 Committee Reports**

### **6.1 Executive Committee**

The Chair, Mr. Sampson, reported that the Executive Committee met on April 27<sup>th</sup>, and most items discussed have been or will be, covered on the Prologue or Public agendas. He did note that members should expect communication with respect to committee preferences and a skills survey to be circulated in advance of the June meeting.

## **7 Items Requiring Action or Decision – N/A**

## **8 New Business – N/A**

## **9 Presentations**

### **9.1 CBU Campus (Precinct) Plan**

Mr. Sampson introduced Ms. Amy Campbell and Mr. MacIssac to provide members with an overview of the future plans for the CBU campus. Mr. MacIssac gave a brief high-level overview of the planned projects with regard to the overall plans for the campus.

Ms. Campbell then provided members with a detailed plan, including:

- An RFP for design services for the Centre for Discovery and Innovation (CDI) in June 2021 (RFP 2111) included a space plan that was completed in 2021, and three proposals were chosen based on experience, local content and price: Kasian–Toronto based, partnered with Danish firm, Perkins & Will–top 10 firm with worldwide practice and Toronto office, and Gensler, the largest firm with worldwide practice and Toronto office.
- Changes to the initial proposal included the Strategic Enrollment Plan, Availability of Marconi Campus, Healthcare Initiatives (Clinic and Regional Medical Campus), Growth in the Post-Bac Program, Growth in Staffing (500 George Street), and the Future of Marvin-Harvey Building.
- Due to these changes, she noted the following considerations were necessary: a reassessment of CDI location, accommodation of a regional Medical Campus, provision for 10,000 person collaborative care clinic, and a revision of the space plan.
- An overview of the proposal was detailed, and the RFP was awarded to Perkins & Will. Their several consultation sessions, to date were described.

- These sessions resulted in the following guiding principles: a renewed and enriched student experience, a deepened connectivity to the Cape Breton Island community, a vibrant profile for CBU and a leader in indigeneity, inclusion and sustainability.
- The Precinct Plan's objectives were detailed as building locations, arrival and identity on campus, the flow of vehicles and people, long-term growth, the alignment of short-term plans, the demolition of buildings, and future development.
- An extensive overview of the proposed plan, along with a long-term vision, was presented *{the proposed plan will be attached to these minutes}*.

On the question of the utility, transmission and distribution lines, Mr. MacIsaac and Ms. Campbell responded that these are limiting factors and have to be addressed before any projects can proceed.

With regard to accessibility, Ms. Campbell responded that CBU will go above and beyond the standards for accessibility and that parking and access have been incorporated into the access plan for all access points to the buildings on campus.

With regard to a parking hub and transit, Ms. Campbell responded that this is top-of-mind and thanked Ms. Dean for the suggestion as the conversations continued with regard to parking and transit.

President Dingwall shared with members that the pressures from various internal and external entities have been realized regarding various items, such as when ground will be broken to parking lots being moved. Another concern is construction risk, and he suggested the need for a risk management individual for CBU. He also suggested that the branding for any new or reconstructed buildings needs to be considered. In looking at future plans, he suggested some possibilities for CBU, including a commercial precinct and teaching hotel for the Hospitality and Tourism Management program at the beginning of University Boulevard. In conclusion, he noted that no space on the CBU campus, now and in the future, should be vacant as this would be considered an underperforming asset. With regard to the redistribution lines noted in the presentation, he noted this will be a significant cost, and he has been in contact with Nova Scotia Power on several occasions on this proposal.

On the question of sustainability for the entire plan, President Dingwall and Mr. MacIsaac noted that this is a fundamental goal of the project and that Perkins and Will and the energy efficiencies and carbon neutrality are the basis of Perkins & Will's practice. Comments were also offered on the opportunities for presenting the CBU campus as a leader in carbon neutrality.

## **9.2 CBU Affiliated Operations - CBU Foundation, CBU Business Trust**

In a PowerPoint presentation, Ms. Stephanie Myles, CBU's University Counsel, provided members with an overview of the workings of the CBU Foundation, LearnCorp International and the Wind Farm Operations.

- The CBU Foundation was detailed as a corporate body established pursuant to the University Foundations Act (Nova Scotia) and a sole shareholder: the Minister of Finance,

and holds a tax-exempt status as a provincially-owned corporation. It provides financial support for CBU and develops, fosters and encourages public knowledge and awareness of CBU and its benefits to the people of Nova Scotia. It encourages, facilitates and carries out programs and activities that will, directly or indirectly, increase the financial support of, or confer a benefit on, CBU and programs in which CBU is involved, and receives, manages and invest funds and property of every nature and kind from any source for the establishment, operation and maintenance of the foundation and to further the purposes of the foundation.

- LearnCorp was explained as a wholly-owned subsidiary of the CBU Foundation that shares tax-exempt status. LearnCorp delivers training programs for technicians in the oil and gas industry, including ExxonMobile. The CBU Foundation has the authority to appoint directors of LCI, and funds flowing from LCI to CBU Foundation would be for the benefit of CBU.
- The Wind Farm operations produce a 6.9-megawatt wind farm that sells energy to NS Power pursuant to Nova Scotia's Community Feed-in Tariff (COMFIT) program and is located across Grand Lake Road from CBU. The related entities consist of Gardiner Mines Renewable Energy Limited Partnership, General Partner (Operating Company), Gardiner Mines Renewable Energy Inc. with limited partners consisting of CBU Developments Inc. as trustee of CBU 2015 Business Trust and Natural Forces Wind Inc.

Mr. MacInnis provided a fulsome report on the relationships of the three entities, and Mr. Sampson confirmed that the composition of the board would be in keeping with CRA.

On the question of the appointments of members to the Foundation, President Dingwall noted this is an ongoing issue CBU continually endeavours to address with the Province.

#### **10 Open Session – N/A**

#### **11 Date of Next Meeting**

The next meeting will be on Friday, June 23, 2023, at the Inverary Inn in Baddeck.

#### **12 Adjournment**

**It was moved** by Mr. Poirier, seconded by Mr. Maher, to adjourn the meeting at 11:30 am.

**Dr. Richard MacKinnon**  
**Secretary to the Board**