



Minutes of the 190th Meeting

Board of Directors Meeting
Sheridan Student Union Incorporated (SSUI)

Date: Thursday, November 3rd 2016

Time: 7:00 PM

Location: President's Board Room, HMC 402f Campus, Sheridan College

Directors Present : Ben LeBlanc, Vice-Chairman of the Board
Aadesh Puri, Secretary of the Board
Gunjan Arun Makwana, Director, Davis
Richard Mohorovich, Director, TRC
Faiza Qaiser Rana, Director, HMC
David Roy Siringo Ringo, Director, HMC
Navnit Bains, Director, HMC
Nicholas Ameerpaal Singh Grewal, Director, TRC. (arrived 7:25)
Raymond Luk, Director, TRC (arrived 7:25)
Maninder Singh Khehra, Director, Davis (arrived 7:45)

Directors Absent: Tyler Bogaert, Chairman of the Board
Manmeet Singh Nanra, Director, Davis

Ex-Officio Members Present: Sylvia Ibrahim, President
Jamie King, General Manager
Maria Lucido-Bezely, Dean of Students, Sheridan College

Ex-Officio Members Absent:

Guests Present: Katie Di Ilio, CRO & Special Projects Coordinator
Jenna Pulver, Leadership and Engagement Coordinator
Enrique Ponce, EVP, HMC
Azhar Ali, EVP, Davis
Hanh Ngo, Senior Manager Finance

Guests Absent: Anders Gatten, EVP, Trafalgar

I Call to order: at 7:13PM by the Chairman Ben LeBlanc.

II Quorum: Nine Board members present (eight required).

III Approval of Meeting Agenda:

- **Be it resolved that the SSUI approve the 190th Meeting Agenda to note that Values session is tabled to the next meeting.**
 - First by Gunjan , Second by Aadesh : **Motion Carried**

IV Approval of the Meeting Minutes:

- **Be it resolved that the SSUI approve the 189th Meeting Minutes.**
 - First by Ben, Second Aadesh, **Motion Carried**

V HMC2A Program Presentation:

- Jenna and Katie go through the most up to date HMC2A program for the board's review

- They identify the space allocation that has been developed by the board/Jenna/Katie/ Fulltime staff/ KAIZEN and the architects, including offices, club space, food services space, atrium, stage storage, common lounge/quiet space, sensory room, games room

Universal Washrooms:

- Jenna then brings up the concept of universal washrooms in hopes to gauge the boards interest in supporting this initiative in the HMC2a building
- Generally, there is support for the concept of something progressive like this
- There is an identified concern for security
- Concern for having the same facilities at all three campuses
- More research from student feedback
 - Jenna recognizes that we are looking to get involved with students to hear more about their opinions
 - There is a gender and diversity survey that was conducted last year that will be brought to the board on December 8th for them to review and utilize as part of their research
 - The board also identifies and interest in finding out more about the general community interest in this initiative, and are supportive of reaching out to clubs

Food and Beverage:

- Jenna walks through the assumptions that were made surrounding the food and beverage recommendation
- All vendors are opening up at the same time
- We want to approach our food and beverage as service
- Loading Dock decisions
 - *Will be using the loading dock in HMC2 for the purpose of deliveries*
 - *Approximate number of deliveries : 12 trucks*
 - *Incorporate into our operational agreement*
 - *Hoping to negotiate some storage space in HMC2 for dry deliveries*
- Jenna gives an overview about the food services for all campuses and discusses about the delivery times for the loading docks.
- Kaizen's recommendation for the HMC 2A is combining the options that we had as adding café and tuckshop

See below for KAIZEN's recommendation:

Venue	Description
<u>Café/ Tuck Shop</u>	<ul style="list-style-type: none"> ▪ Offer consistent brand of coffee across all campuses and support student loyalty/ Student Union brand identity. Opportunity to expand offering to include convenience items through an adjoining Tuck Shop. ▪ Offers potential late night/ weekend food option for students.
<u>Grill/ Burrito</u>	<ul style="list-style-type: none"> ▪ The combined Grill/ Burrito concept can accommodate food needs for a convenient lunch option and can include healthy options (i.e. grilled chicken salad) without the operational risk of a full pub offering. The Burrito concept further supports a consistent Union brand.
<u>Bar</u>	<ul style="list-style-type: none"> ▪ The open concept meets student desires for a Sheridan branded bar, while mitigating operating expenses. The Grill/Burrito venue can provide food to complement the bar.
<u>Booster Juice</u>	<ul style="list-style-type: none"> ▪ Booster Juice presents a low risk franchisee opportunity for the SSU, while meeting a student desire for healthy, on the go meal/snack options.

Café and Tuck Shop

- At TRC, the coffee loft is running at a Net loss and Bruins Coffee House is running at a profit (averaging out to approximately a break even)
- Sylvia points out the way that we operate food and beverage – unlike other pubs who are open late, we close weekends, holidays, early nights (strongly affects our numbers)
- Looking to reduce the risk at HMC
- Shows KAIZEN's projected numbers indicate a profit (22,000), Jamie points out this is more of an ideal situation
- Hanh clarifies that this information is an average of the Past three years of data,
- There is a questions about whether the full time staff are included in this number, however they are not included

Burrito

- KAIZEN projects a net profit of 24,960 (KAIZEN)
- The average of the two outlets (Union Burrito and Union Fresh) are running at a net profit of about 6,000 (SSU)
- KAIZEN's estimation of food cost is much lower than our actual, based off the past few years
- Food costs, labour costs are generally higher than what the consultant is (playing a worst case scenario)
- Potentially projecting breakeven
- Trafalgar and Davis numbers are what we are basing this off of- with the proposal for KAIZEN/HMC is that the plan is lower risk
- Pointing out student population being much smaller
- Full-service venues, cost of food and labour (most of the loss at TRC/Davis) which were concerned higher risk
- KAIZEN gave us recommendations for low risk
- The operation will reflect the sales (number of staff, cost of food) in comparison to other campuses, generating proportional sales – population will not have a large impact

Bar

- Jamie identifies that the bar would not necessarily be profitable but it would be subsidized by the other services
- We have isolated it by the staffing etc.

Booster Juice

- Recognized brand to bring to students
- Low risk in terms of the overhead
- Suggested that booster juice would be 400% more profits at Booster Juice
- Gunjan suggests that we should sell to the franchisee so that we don't have to worry about trying to make a profit
- Jenna identifies what spaces are able to be buy from us (Compass/Chartwells)
- Bare some risk, there are employment opportunities from our staff
- Currently, we are aiming for a balanced budget (instead of the surplus that we have seen in past years)
- Jamie identifies the assumptions that are made regarding our finances
- Conservative estimates of our student enrollment and revenues
- Factoring net losses and expenses rising over the next 5 years, including HMC2a facility costs, and shuttle bus fee
- Moving from a position of surpluses closer to breaking even
- Assuming modest enrollment growth and worst case scenarios – we are still in a safe place, general reserve balance, we would still have a positive reserve balance
- If we would need to dip into the reserve, we would be at \$3,193,578

Next steps:

- Operational agreement
 - Timeline for operational agreement
 - Identify non-negotiables in the Operational Agreement
 - Develop a list of items that need to go into our operational agreement
 - Garbage disposal
 - Cleaning/maintenance
 - Loading dock schedule
- Determine the impact on staff for a new building
 - Implications on full time staff needed or moving to HMC2a
- Booster juice – investigate the probability of booster juice and have a plan developed
- Bar licensing - understand this better and develop a plan for this operationally
- Commitment into looking into services at TRC and Davis
- Understand the impact on the overall operational budget
- Is there going to be a discussion on the cost of food and beverage?
 - Most likely a future discussion (closer to the opening of the building)
- Have you considered the community kitchen?
 - Yes the design is allowable for the option of a unique use of the kitchen space
- How can we make a decision on food and beverage without all the details?
 - In a catch 22, need the building to get a franchise, need a franchise to approve the building

Be it resolved that the SSUI Board of Directors approve the HMC2A program presented.
First, Ben, Second, Navnit, **Motion Carried**

Be it resolved that the SSUI Board of Directors request a business plan assessment and recommendations for all SSU operations, aiming to mitigate and protect against future fiscal risk to the organization posed through our expansion to a three student centre model, and that further, this assessment be received by the board by early March, 2017.

First, Ben, Second Navnit, **Motion Carried**

Be it resolved that the SSUI election dates as presented.

First, Richard, Second Gunjan **Motion Carried**

anyone having concerns surrounding *EL TB*

Richard asks for ~~support on~~ starting a Facebook group regarding the Shuttle Bus ~~group~~.

- Navnit identifies that it is not in our control anymore
- Sylvia wants to make sure that we are focusing on the survey that was done
- Faiza agrees
- Nick sees both sides, but says he doesn't see anything wrong with it if he can keep up with the board duties
- Individual student voices by using Facebook

VI Adjournment:

A. There being no further business,

- **Be it resolved that the SSUI Board of directors adjourn the 189th meeting at 9:39pm.**
 - First by Aadesh , Second Faiza , **Motion Carried**

B. Meeting adjourned at 9:39pm

Respectfully submitted by,



Aadesh Puri
Secretary of the Board

Adopted by the Board in the meeting

of 10 November 2016,
(Date of Meeting)


(Signature of Board Chair)