



Roadmap to Student Success & Institutional Sustainability: Strategic Enrolment Plan 2025 - 2030

November 2025

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Message from the Vice-President, Academic and Research

This Strategic Enrolment Plan (2025 – 2030): Roadmap to Student Success and Institutional Sustainability presents a comprehensive plan to achieve and maintain optimal enrolments, recruitment, retention, and graduation rates. In this context, optimal is defined as enrolments that maintain a high quality of education and student success while reaching aspirational goals of academic units and sustainability in terms of available human, financial, and physical resources. The plan presents current and recent enrolment trends at the University and projected enrolment increases in the coming years.

As of the Winter 2025 semester, UPEI's total enrolment was approximately 5,400 students, including 530 graduate students. New faculties - Indigenous Knowledge, Education, Research and Applied Studies (IKERAS) and Medicine – are expected to contribute to future enrolment growth. The Senate recently approved a standalone major (Bachelor of Arts in Indigenous Studies). The first incoming cohort of 20 students into the Faculty of Medicine was recently accepted for the Fall 2025, in partnership with Memorial University of Newfoundland.

The plan presents and analyzes the total university student enrolment excluding the UPEI Cairo campus. Goals and objectives are presented, including for online education. A detailed assessment of recruitment and retention is offered, including the important roles of innovation in academic programs, recruitment processes, community outreach, admission and registration processes, financial aid, scholarships, and retention and graduation rates.

The land on which the UPEI community gathers is the traditional and unceded territory of the Mi'kmaq People. We acknowledge the original custodians of this land and give thanks to the Elders – those in the spirit world who came before us and gave us the teachings of life; those here today, who preserve stories and traditions and guide us as knowledge keepers; and those who are Elders in the making.

1. INTRODUCTION

This Strategic Enrolment Management (SEM) Plan is a roadmap for student success and our institution's long-term success and sustainability. The Plan is designed to provide a student-focused approach to delivering our academic and non-academic programs by ensuring our institution is competitive and resilient when responding to changes in the academic landscape. The development of this SEM Plan involved faculty, staff, students, and other stakeholders on campus to provide diverse perspectives. Most importantly, the Plan is guided by UPEI's mission, vision, and values.

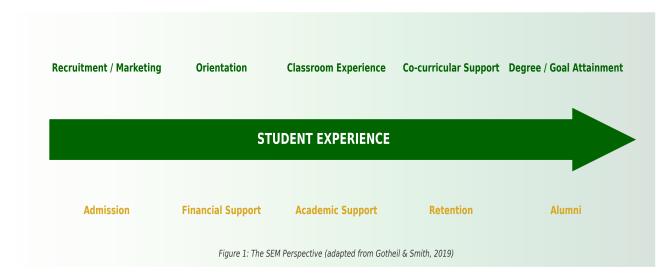
Strategic Enrolment Management (SEM) at UPEI is a coordinated, institution-wide approach to recruitment, admissions, retention, and student success. It is not a single project, but a framework that aligns academic programs, student services, and governance processes around a shared goal: supporting students from their first point of contact with the University through graduation and beyond.

At UPEI, SEM provides:

- A student-centred roadmap that ensures enrolment growth is sustainable and that students have access to the advising, supports, and learning opportunities needed to experience an engaged learning journey, persist, and flourish in society when they graduate.
- Data-informed decision-making by using consistent dashboards, retention metrics, and enrolment projections, our SEM gives us the tools to better utilize evidence-based planning.
- Cross-campus collaboration and coordinating across Faculties, Units, the Registrar's
 Office, Recruitment, Admissions, Institutional Research, ITSS, and Student Affairs.
 Each unit contributes to a shared accountability framework that keeps student
 success at the centre of our daily work.
- Sustainability and growth that stabilizes international enrolments, expands graduate programs, improves domestic recruitment, and ensures revenue sustainability to support the University's mission.

Figure 1 below illustrates how SEM works by mapping the student journey and shows how recruitment, admissions, advising, teaching, and co-curricular supports align within a single, coordinated system. This visual reinforces that SEM is about connecting strategy, culture, and student experience.

The UPEI SEM Perspective



The University of Prince Edward Island (UPEI) is currently in the process of developing its next five-year strategic plan, the *UPEI Strategic Plan (2025–2030)*. This process to create the plan was launched in September 2024, has involved a five-phase, consultative process, gathering input and feedback from over 700 participants from the University and wider community. This new strategic plan is intended to serve as the overarching framework for UPEI's future direction.

The Draft Framework of the UPEI Strategic Plan (2025–2030), shared on August 1, 2025, for further input, includes several key components that will guide all institutional endeavors, including enrolment management. The draft mission, vision, and values are outlined below.

OUR MISSION

The University of Prince Edward Island, founded on the tradition of liberal education, exists to encourage and assist people to acquire the skills, knowledge, and understanding necessary for critical and creative thinking, and thus prepare them to contribute to their own betterment and that of society through the development of their full potential. To accomplish these ends, the University is a community of scholars whose primary tasks are to teach and to learn, to engage in scholarship and research, and to offer service for the benefit of our Island and beyond.

OUR VISION

UPEI aspires to be a leader in transforming lives and communities through lifelong learning. With teaching and research at the heart of our identity, UPEI connects the Island and the world. UPEI enables learners to explore, grow, and discover their interests and their potential. Together, we share the purpose of making our world a better place.

OUR VALUES

Academic Freedom

Seeking and examining evidence and the pursuit of truth are guiding principles for universities. UPEI supports the principles of academic freedom in teaching, research, scholarship, and creativity; publication and collections; and scholarly discourse. The right to academic freedom carries with it the duty to use this freedom in a responsible way.

Pursuit of Excellence

We are committed to continuous improvement of the quality of our policies, processes, and programming, as well as our employee and learner environments. This includes fostering critical thinking, a culture of lifelong learning, and the pursuit of excellence in our teaching, research, and service, and our administration, operations, and technology. It also means innovative recruitment of scholars, employees, and students eager to support the mission of UPEI.

Accountability and Integrity

We act ethically, and with honesty, transparency, and integrity. We are committed to decision-making that aligns with our values. Individually and collectively, we have a responsibility to each other and the larger community for the impacts of our decisions, actions, and behaviours. Our policies and procedures will encourage respect, empathy, trust, and support.

EDI and a Sense of Belonging

We believe in equity, diversity, and inclusivity. We are committed to creating a culture of trust, safety, and inclusion that is characterized by a sense of belonging. We listen, support, and respect each other. The wellbeing, health, and safety of our community underpin our decision-making. We commit to building community within UPEI and relationships with communities across the Island and beyond.

Reconciliation

UPEI acknowledges the traditions and contributions of Indigenous peoples. We continue to work towards meaningful relations, inclusive education, and actions that support learning, truth, and reconciliation. Through an ongoing journey based on the recognition of rights, respect, and partnership, we are committed to renewed relationships by building an understanding of how the past and present influence the future.

Draft Framework of the UPEI Strategic Plan (2025–2030)

2. PURPOSE

Key elements of the UPEI Strategic Enrolment Management Plan are to improve the student experience and to achieve and maintain optimal enrolments through effective recruitment and retention activities. In this context, "optimal" is defined as enrolments that uphold a high quality of education and student success while operating sustainably in terms of human, financial, and physical resources.

The plan supports the direction and goals of the UPEI Strategic Plan:

"UPEI will be the university of choice for Islanders and a top destination in Atlantic Canada for learners from across Canada and the world. We will achieve this by delivering outstanding learning and experiences in a welcoming environment that values integrated and inspiring teaching, learning, and research. Together, our people, graduates, and research and scholarship will contribute to making our world a better place."

(UPEI Strategic Plan, 2025).

As of the Winter 2025 semester, UPEI's total enrolment was 5,416, including 536 graduate students (see Table 1). The SEM process analyzed the composition of enrolments, including international, domestic, and Indigenous students, to arrive at goals to provide quality education and experience for our students.

This plan sets out guidelines to attract students to enroll at UPEI and provide a climate to ensure their success and ultimately graduate from our institution. To achieve this aim, the institution must harness its resources, our people, finances, and culture, to provide the best possible experience for our students.

The goals and directions outlined in this document include:

- Establishing baseline metrics and Key Performance Indicators (KPIs), including establishing enrolment targets and retention and graduation targets.
- Ensuring diversity in enrolments.
- Improving the student experience and support.
- Supporting program development and enhancements.
- Recommending improvements in physical and technical infrastructure; and
- Setting direction to manage faculty and staff resources.

The SEM Plan is a living document and forward-thinking guide that sets the course for our institution over the next five years. While some strategies and tactics are already in motion, others represent ambitious goals that will unfold over time. To ensure a sustainable future, we must act decisively. An overarching theme in this document is the need to adopt data-driven decision-making. This plan lays out a framework of near-term actions, medium-term initiatives, and long-term goals, all designed to enhance the academic and non-academic experiences of UPEI students. This SEM Plan marks the beginning of a new chapter that reimagines how we support and empower our students and how we achieve success as an institution for years to come.

Faculty / Program	2025W
Undergraduate Level	
Arts	1105
Business	900
Science	1812
FSDE	283
Nursing	319
B'Ed and Certificates in Education	102
DVM	275
IKERAS	n/a
Unclassified	84
Total Undergraduate	4880
Graduate Level	
MArts	57
Doctor of Psychology	37
MBA	67
MSc Science	38
PhD MMS	4
PhD Envn	23
MSC SDE	26
PhD in SDE	8
Master of Nursing	16
MEduc	179
PhD Education	13
MSc AVC	17
PhD AVC	25
MVSc	9
PostGradDip/Certificate	9
MAHSR	8
Total Graduate Level	536
Grand Total	5416

Table 1: Winter 2025 enrolments (as of January 20, 2025)

3. CONTEXT AND TRENDS

Post-secondary education in Canada faces many challenges, and UPEI and PEI are not immune to these environmental conditions. Immigration, Refugees, and Citizenship Canada's (IRCC) changes to international student entry have upended a decade of student enrolment trends. This policy change has also created an environment where competition amongst higher education institutions for domestic students has increased. At the same time, economic conditions are uncertain as the world faces unprecedented tariff wars and global unrest. UPEI must respond to these challenges and develop a stable, long-term approach to enrolment that will ensure sustainability for decades. To build this plan, the Steering Committee and Sub-Committees considered these macro-environmental conditions, internal enrolment trends, and local market conditions.

A key consideration in the SEM planning process is the projected growth in the university-aged population in PEI. Figure 2 (below) charts the projected growth of PEI's university-aged population from 2021 to 2035 (indexed to 100 in 2021). This chart illustrates the importance of UPEI in addressing strategic enrolment management and adjusting our recruitment target markets. The projected growth for PEI suggests a stable pool of university-aged youth, meaning UPEI may not see

significant increases in Islanders. Still, we do not foresee declines that other neighbouring provinces will experience. In this plan, we address demographic changes by focusing our recruitment efforts on maintaining and improving our market share in local high schools and by improving articulation agreements with other institutions. We see opportunities to recruit students from different growing regions across the country and internationally, while balancing investment in areas with declining demographics. Most importantly, we find that we can improve our enrolments over the next five years by focusing our efforts on retention and supporting student success.

BC NB/NS

Figure 2: Projected 18-24 year-old cohort by province/region, 2021-2035

Source: Higher Education Strategy Associates: Strategic Enrolment at UPEI, 2024

Post-secondary participation rates and other demographic trends are important to understand as they reflect the proportion of individuals enrolled in higher education relative to the eligible population within a specific region. Figure 2 shows that PEI's participation rate has declined over 10 years. PEI's participation rate may have been influenced by the same factors affecting other provinces, such as demographic changes and economic conditions. The participation rate is important to note as it guides our decision-making regarding youth populations and the province's potential pool of university students. Macroeconomic conditions impact participation rates as more (or fewer) potential students seek employment or opt for higher education. Figures 2 and 3 highlight the need for UPEI to strengthen retention initiatives and enhance pathways for traditional and non-traditional students, as economic uncertainty will impact future participation rates.

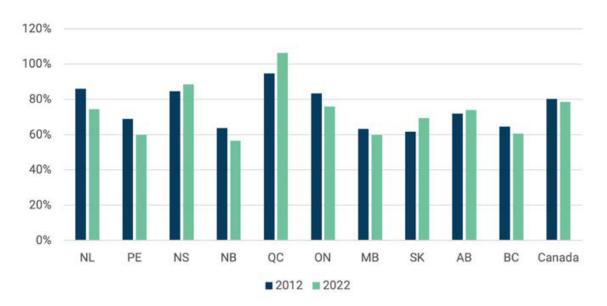


Figure 3: Gross Participation Rates, by Province, 2012 vs 2022

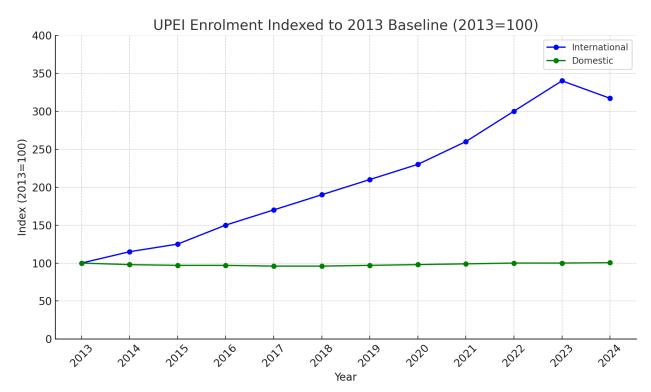
Source: Higher Education Strategy Associates: The State of Post-Secondary Education in Canada, 2024

Prospective students, parents, and agents' perception of Canada as a welcoming place for higher education has declined since the IRCC changes (Knott, 2024). For UPEI, the reduced allocation, a dramatically lower number of applications due to Canada's reputational damage abroad, and high visa rejections underscore the need to manage international student admissions strategically, ensuring alignment with study permit approval rates and available resources. Beginning in 2024, the IRCC changes have dramatically lowered the number of applications we have received. UPEI has experienced tremendous growth in international students over the past decade (see Figure 4), while domestic enrolment has been relatively flat. Over this decade, international students have contributed socially, culturally, and financially to the institution. However, there is an urgent need to stabilize enrolments and balance resources based on the changes in our projected enrolment patterns. However, we believe there continues to be an opportunity for stable enrolment growth focusing on student success, retention initiatives, enhanced recruitment, and investment in research and measurement.

Internally, we examined our current enrolment to determine trends and the current state of enrolment. Table 1 shows current (2024/2025) enrolment statistics, with an overall 4% decline compared to the same date a year earlier, primarily due to the impact of the IRCC policy changes on our enrolment. 2025 will be updated once the census is finalized. However, since our peak intake of international students in 2023, international student enrolments have dropped significantly. Our 2025 incoming class is about 30% of the size of the 2023 cohort, across both undergraduate and graduate levels. These numbers mean that while domestic enrolments remain strong and first-year intake is higher in 2025, they cannot offset

the significant financial shortfall created by the loss of international tuition revenue. The long-term impact is particularly concerning: the peak 2023 intake will carry through to graduation in 2027, meaning that the smaller 2024 and subsequent years will affect upper-year enrolments and revenue streams for the foreseeable future, unless we address enrolment management. Without targeted strategies to stabilize and gradually rebuild enrolments, the university faces a structural gap between our resources and enrolments.

Figure 4 UPEI Enrolment – International vs. Domestic students 336% growth in International Student enrolment numbers to 2023



Source: UPEI Institutional Research and Higher Education Strategy Associates: Strategic Enrolment at UPEI, 2024

We also evaluated and benchmarked our retention and graduation rates compared other regional institutions. Measuring retention and graduation rates is important for understanding student success and institutional effectiveness. Retention rates indicate how well universities support students transitioning from the first year to subsequent years. Graduation rates capture the longer-term outcome of whether students can complete their programs promptly, reflecting both academic quality and institutional support systems.

At UPEI, we must view our retention and graduation rates as core indicators of student success and institutional effectiveness at the program level. Table 2 (2019–

2021 retention cohorts; 2015 graduation cohort) shows strengths and opportunities by faculty (full program details are not published here). Viewed institutionally, UPEI's first-to-second-year retention is currently 69%, below the MPHEC median of 79%, and our six-year graduation rate is 60%, below the MPHEC median of 71%. These results identify where student supports (advising, clear academic pathways, classroom experiences, early-alert for at-risk students, etc.) can have the greatest impact (See Goal 1). UPEI can close the gap with MPHEC comparators by improving the student experience and recruitment.

Table 2

Faculty	First-Year Retention (2019–2021 cohorts)	Six-Year Graduation Rate (2015 cohort to 2021)
Arts	66%	47%
Business (BBA)	76%	64%
Nursing	96%	97%
Science (all programs)	67%	60%
FSDE	78%	66%

Table 2: Retention and Graduation Rates by Faculty – Source UPEI Institutional Research, 2024

4. STUDENT SUCCESS

While creating the SEM Plan, the Steering Committee recognized that two foundational principles are necessary for successfully implementing the Plan: 1) a culture of student success and 2) using data and research to inform decision-making. With rapid growth in student enrolments over the past decade, UPEI has experienced a strain on resources and infrastructure, which has impacted students, staff, and faculty. The Steering Committee and Sub-Committees have designed a forward-looking SEM Plan to address these constraints and prioritize investments. The two guiding principles of student success and evidence-based decision-making have informed this forward-looking approach to the Plan.

The Steering Committee and Sub-Committees spent considerable time exploring and consulting on the meaning of student success and what it means for UPEI. In

the literature, there is no singular definition of student success (Weatherton & Schussler, 2021). Definitions of student success are culturally and contextually embedded and often defined in terms of institutional metrics such as retention and graduation rates. The feedback from stakeholders across campus, including faculty, staff, and students, informs the goals and metrics for student success. However, we note that this work is far from complete. More work is needed to define student success and mobilize and continue building a culture that reflects student success principles beyond measuring graduation and retention rates. In the meantime, the SEM plan is guided by our mission that highlights students are our core of purpose and we here to ..." prepare them to contribute to their own betterment and that of society through the development of their full potential..." (UPEI, 2025). One of the Steering Committee's recommendations is to establish a separate undergraduate and graduate committees that develops and oversees the student experience at UPEI. We believe UPEI can harness its current commitment and investment in students to be a leader in Canada in student-first education.

Within UPEI's SEM framework, creating a climate that supports the success of equity deserving and Indigenous students is central to achieving enrolment sustainability and equity goals. SEM is not only about the numbers but also about building the conditions where all students can thrive. For Indigenous and equity deserving learners, this means embedding equity, reconciliation, and cultural safety into program design, advising, and student supports. This SEM Plan commits to advancing educational equity and decolonized practices that support Indigenous students' access, belonging, and success. This priority is embedded across SEM goals, with actions focused on data-informed recruitment, culturally aligned student supports, decolonized learning spaces, and community partnerships. Doing so addresses systemic barriers, strengthens belonging, and ensures that all student groups gain benefits by being a UPEI student. By making this commitment explicit within SEM, UPEI positions itself as an inclusive institution and a leader in student success.

We need additional efforts and measures to strengthen UPEI's commitment to a student-first education and position the university as a national leader in fostering student success. We encourage our campus to integrate student success principles into academic programming, student services, and campus life. This will foster stronger faculty-student engagement, enhance mental health and wellness resources, expand career development opportunities, and create more accessible and personalized student support. UPEI can set itself apart from other institutions by developing a campus-wide, student-first program to support students academically, professionally, and personally.

The SEM committees experienced gaps in some internal information that made establishing benchmarks in this SEM Plan challenging. The institution must invest in data and data collection resources, which are noted in our recommendations.

Research and data must inform enrolment planning as UPEI faces internal and external forces such as demographic shifts, changing student demand and interests, economic uncertainty, labour market dynamics, and policy changes (such as IRCC's study permit caps). Our institution is vulnerable to external disruptions without investing in the necessary market research and data and using it appropriately.

To improve enrolment management, we must also use data analytics, predictive modeling, and market research to make informed decisions about our existing students to improve the student experience. By acting and using these tools, we can:

- Understand program preferences and financial needs to tailor outreach efforts.
- Use student success data to identify at-risk students and implement targeted support programs; and
- Align faculty hiring, facility expansion, and program development with actual enrolment projections to maximize efficiency.

Some data and tracking are simple, such as tracking student usage of our programs and activities. At the same time, other initiatives will be more advanced, such as predictive modelling or tracking satisfaction measures, and will take resources and time to implement. All are important so we can improve and support our students. By integrating this evidence into our decision-making at every level, we can develop an adaptable, student-centered enrolment strategy that ensures long-term sustainability and growth.

5. STRATEGIC DIRECTIONS

This section outlines the goals, strategies, and tactics for achieving our institution's vision for sustainability and student success. As stated previously, this plan is drafted with the understanding that research and data will inform each decision in implementing the SEM Plan. Each section begins by defining overarching goals that align with our mission, such as optimizing enrolment, enhancing diversity, and improving retention rates. The report then delves into specific strategies to meet these objectives, including targeted recruitment efforts, enhanced student support systems, and data-driven decision-making. Finally, it breaks down actionable tactics that translate these strategies into measurable outcomes, providing a clear roadmap for implementation. These components form a cohesive plan to ensure the institution's long-term success.

To arrive at each of the stated goals, the Committee reviewed:

- 1) existing enrolment projections from each faculty (Appendix 4).
- 2) submissions from each faculty/unit on campus regarding student retention.
- 3) internal data, including but not limited to retention, enrolment trends, student demographics, and student use of support services.
- 4) external research, including, but not limited to, IRCC reports, National Survey of Student Engagement, McLean's rankings, Maritime Provinces Higher Education Commission reports, and other publicly available reports; and
- 5) Research from the Higher Education Strategy Associates' review of UPEI enrolment and the competitive environment.

The four main goals are outlined below.

5.1 Student Success

GOAL 1

Elevate Student Persistence and Completion

- First-to-second-year retention: UPEI aims to reach or surpass the MPHEC median of 79% — UPEI is currently at 69%.
- Six-year graduation rate: UPEI aims to reach or surpass the MPHEC median of 71% — UPEI is currently at 60%.
- Build an Indigenous student access and success framework in partnership with Indigenous communities and create shared measures of student success.

To achieve these outcomes, we must provide every academic program with the resources and support needed to meet or exceed these benchmarks. We will support each program in meeting these targets by implementing policies focusing on student success and recognizing that admissions, advising, and assessments will not solely improve student persistence. Retaining students requires campus-wide engagement in SEM, communication, and accountability. To monitor our progress, we will publish an annual KPI dashboard to inform adjustments to the tactics outlined below.

Strategy 1 Enhance Student Preparedness and Admission Standards

Objective: Admit academically and holistically prepared students so they thrive from day one.

#	Tactics
1	Re-evaluate posted program-specific minimum entrance requirements (minimum GPA and prerequisites) and ensure alignment with peer benchmarks and labour-market needs.
2	Ensure regular (at least twice per year) strategy meetings between the appropriate academic program leads (e.g., Chairs, Coordinators, Deans) and the Admissions Department, where KPIs are established and formalized for the minimum average to be considered for admission according to the pool of applicants and seat capacity, proportion of equity-denied seats, and international seats.
3	Program leads and the Admissions department will explore whether a holistic assessment process would be feasible and optimal for some applicants with a focus ensure equitable access for Indigenous students.
4	Use retention data to determine which Gateway and Summer Preparatory programs drive first-year persistence.
5	Target recruitment of high achievers through scholarships, high school counsellor toolkits, and data-driven outreach.

Strategy 2 Build a Supportive First-year Experience

Objective: Cultivate belonging, engagement, and academic confidence through structured cohorts, clear university norms, and ensure accessible and culturally welcoming spaces.

#	Tactics
1	Develop a "Campus Playbook" module embedded in Moodle and other platforms
	that helps students navigate university life.
2	Implement an extended Welcome Week and missed orientation session linking
	students to their cohort and mentors all semester. Customize these programs, when
	necessary, to meet the needs of first-generation and Indigenous students.

- 3 Ensure that all first-year students have a faculty advisor and/or student academic mentors.
- 4 Coordinate assessment calendar for first-year students to avoid exam clustering and overload.
- 5 Support/invest in additional first year advising and people.
- 6 Explore opportunities to further implement best practices in teaching such as seminar-style courses and writing intensive courses.
- Build student-centred learning environments that promote belonging, wellness, and academic success. Ensure there are minimum classroom standards and that there are spaces for students to collaborate and "find a home". This requires recognizing space as the "third teacher" and that space impacts a student's learning environment.

Strategy 3 Leverage Data Informed Advising and Early Intervention

Objective: Use timely data and proactive support to address emerging student challenges before they derail student progress.

#	Tactics
1	Develop a university-wide retention definition and dashboard distinguishing program-level from institution-level retention.
2	Define the term and roles for "advising" on campus. Formalize academic advising and coordinate advising across campus. Strengthen academic advising, accessibility services, and career development supports for students.
3	Establish an early alert or early assist system, at the program level, triggered at GPA < 2.0, missed logins, or attendance flags with timely notification to relevant student advising team. Explore feasibility of mid-term academic and wellness check-ins.
4	Build one advising system with trained staff who will use clear steps to help students but adjust them as needed for each faculty. Publish a simple guide explaining the help students can get from each advising office.
5	Create a Student Experience Advisory Council (one for undergraduate and one for Graduate), providing continuous feedback to institutional leadership and SEM.
6	Implement the curricular coherence initiative at the program level to ensure

program pathways are clear, logical, and easy for students to understand. This

- will help students see how their courses connect, reduce confusion about requirements, and support stronger retention and completion.
- 8 Integrate quality assurance into our programs with annual reviews of drop/failure/withdrawal courses to determine student pain points. Review programs, courses, tutorials, and labs to ensure these pain points are understood and addressed.
- 9 Institute annual retention/satisfaction, exit surveys, and program loss analysis to identify issues and inform interventions. Customize these as needed for units and faculties.

Strategy 4

Strengthen supports and belonging pathways for Indigenous students.

Objective: Decolonize our admissions practices and processes. Build capacity to ensure existing and prospective Indigenous students can thrive at UPEI.

- Tactics

 1 Expand visibility and support for the Mawi'omi Centre.

 2 Implement campus-wide Indigenous culture and belonging initiatives such as elder-in-residence and faculty and staff decolonization training,

 3 Hire Indigenous people who can recruit, advise, and mentor prospective and
- 3 Hire Indigenous people who can recruit, advise, and mentor prospective and existing Indigenous students.

5.2 Enrolment

GOAL 2

Stabilize then grow enrolment

To ensure a sustainable future, UPEI must stabilize and rebalance its enrolment profile by strengthening student recruitment and retention, enhancing the overall student experience, and achieving a balanced mix of domestic, international, undergraduate, and graduate students. This goal outlines the roadmap to ensure the University can scale responsibly toward a target of approximately 6,000 students by 2030. Central to this goal is ensuring international enrolment levels are no more than 25% of the total student body while expanding access for equity deserving communities and building flexible delivery models. We must diversify our international markets, so we are not overly dependent on any one market and risk being exposed to geo-political factors. By stabilizing before growing, UPEI can

manage quality and grow in a way that aligns with capacity and sustainability. Achieving this goal requires a whole-campus effort: faculty, staff, students, and alumni all play a role as ambassadors and recruiters, shaping the student experience and extending UPEI's reach.

- Stabilize and rebalance enrolment mix (focusing on Indigenous and equity deserving groups, retention, and student experience) in the short term, then scale responsibly to approximately 6,000 students by 2030. (See Table 1)
- Balance international student enrolment at 22-25% of total enrolments.

Strategy 1 Strengthen Recruitment

Objective: Expand enrolment through diversifying markets and enhance the use of digital technologies to help us improve recruitment.

#	Tactics
1	Build specific market plans for domestic and international students (graduate and undergraduate), using market data to define prospective student markets and develop tailored recruitment plans/messaging. Establish 2–3-year targets and KPIs for each market. In identifying these markets, seek prospective students and families who value the unique advantages of UPEI's location, such as the Island's lifestyle, close-knit community, and supportive learning environment.
2	Build a stronger student prospect funnel for graduate and undergraduate students (See Figure 5 below) by raising UPEI's profile and brand by increasing investment in marketing and recruitment. Host an institution-wide Open House for undergraduates (in-person and virtually) every year, implementing virtual campus tours, improving partnerships with PEI schools, investing in and improving our digital presence and social media, and developing a welcome kit for new students. Update and enhance the website so it is relevant and attractive to prospective students in graduate and undergraduate programs.
3	Develop capacity to support and recruit students from equity deserving and Indigenous communities.

Review existing and improve articulation agreements with a focus on supports for students entering these pathways. Ensure these pathways are promoted with recruitment and marketing resources dedicated to these pathways.

UPEI Recruitment Funnel

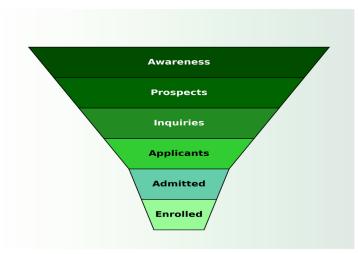


Figure 5

Strategy 2 Diversify Delivery Models

Objective: Align enrolment growth with flexible learning.

#	Tactics
1	Conduct market analysis (domestically and internationally) to identify program trends and design micro-credentials and certificate pathways.
2	Develop online and hybrid courses and programs using UPEI's Institutional Framework for Online and Technology-Supported Learning and MPHEC guidelines to ensure quality and credibility. Ensure existing courses following these guidelines and that instructors are offered professional development on these guidelines and teaching effectively online.
3	Leverage online delivery to reach new markets (internationally when possible and domestically) and create flexible options for students, reducing pressure on space/campus capacity.
4	Strengthen clarity and transparency in course delivery expectations. Ensure that students know in advance how their courses will be delivered (e.g., online, hybrid, or in-person) and that the chosen delivery mode is followed as communicated. Online courses should be fully online, without unexpected inperson components such as on-campus exams or activities. This clarity supports student planning, reduces stress, and reinforces trust and belonging.

Strategy 3 Align Programs with Capacity and Sustainability

Objective: Ensure growth matches institutional capacity, promotes program and research innovation, and fosters long-term sustainability.

#	Tactics
1	Develop a comprehensive model to assess the capacity of high-demand programs to expand responsibly and sustainably, ensuring that such growth is supported by appropriate institutional resources, including physical space, instructional capacity, and academic and student support services, to maintain program quality and integrity.
2	Identify and evaluate under-subscribed programs/courses and recommend steps to repackaging with other interdisciplinary programs/courses, rebrand, or remove.
3	Increase summer offerings to accelerate time-to-completion and promote part-time funding opportunities for students. Consider how summer programming can prepare first entry students for the transition to university.
4	Innovate our programs to align with our research priorities and interdisciplinary collaboration.

Strategy 4

Grow Indigenous student recruitment through community partnerships and access pathways.

Objective: Create an environment where Indigenous students feel welcome and can see that UPEI supports their academic goals.

#	Tactics
1	Establish an Indigenous student outreach strategy.
2	Introduce Indigenous application support and transition pathways such as application fee waivers and high school transition programs.
3	Work with Indigenous community to establish enrolment targets.

5.3 Graduate Enrolment

GOAL 3

Strengthen Graduate Capacity and Excellence

Graduate education is important to UPEI's academic reputation, research impact, and long-term sustainability. Expanding graduate enrolment will diversify the student body and increase the institution's contribution to innovation, research, and community engagement. To achieve this, UPEI must create flexible, high-quality programs aligned with its research strengths, increase support that ensures timely student completion, and expand faculty and institutional capacity to deliver graduate programs. This investment will strengthen UPEI's brand and appeal to potential undergraduate and graduate students.

• Increase Graduate Enrolment to 15% of total enrolment by 2030

Strategy 1 Strengthen Graduate Studies Capacity

Objective: Position graduate expansion as a critically important element in the building of UPEI's reputation and funding.

#	Tactics
1	Develop a clear process to decide when and how programs can grow. Make sure high-demand programs have enough space, instructors, and student supports before expanding. Offer training for faculty and graduate supervisors to strengthen program quality and effective supervision.
3	Expand graduate student funding and fellowship opportunities to attract and retain top candidates. Increase multi-year funding/stipends for thesis/research students so that our stipends are competitive regionally and nationally. Broaden faculty participation in graduate supervision to increase capacity and mentorship opportunities. Develop a framework to support graduate supervisors in recruiting and contributing to graduate student success.
4	Develop new and flexible graduate pathways including thesis-based and course-based degrees, short, specialized certificates, and micro-credentials, that reflect changing student interests and workforce needs.

Regularly review enrolment and labour-market data to see which graduate programs are thriving and which are struggling. Use this information to adjust admission targets or re-design/remove programs.

Strategy 2 Expand Graduate Programs and Pathways

Objective: Create flexible and innovative graduate opportunities that align with labour market demands and UPEI's Strategic Plan, 2025 - Pillar 2 "Innovative and Connected Teaching, Research, and Scholarship."

#	Tactics
1	Develop and implement a graduate student recruitment plan that is
	informed by research and with input from each program.
2	Develop new course-based master's and certificate programs based on market research and UPEI's research focus (e.g., Sustainability and One Health) and where there is an opportunity to innovate across disciplines, support innovation and entrepreneurship, and link to current and future
	labour market needs and demands.
3	Promote and create pathways into graduate degrees for existing undergraduate students. Demystify graduate studies for undergraduates. The "Student as a Scholar" program can help build undergraduate research and develop future graduate students.
4	Create part-time and self-funded pathways for working professionals who seek to "up-credential".
5	Develop an annual Graduate Pathways Fair to engage UPEI undergraduate students interested in pursuing graduate studies and to promote UPEI's own graduate programs and research strengths.

Strategy 3 Enhance Graduate Student Support and Retention

Objective: Address time-to-completion challenges and improve the graduate student experience.

#	Tactics
1	Develop a comprehensive recruitment plan and onboarding program for
	graduate students that introduces academic expectations, research integrity,
	wellness resources, and professional development opportunities early in the
	program.

- 2 Streamline administrative processes (admissions, funding, thesis submissions) and create a clear "one-stop" graduate student portal for policies, forms, timelines, and supports.
- 3 Offer teaching assistantships and PhD fellowships to support funded graduate students and develop paid or professional development opportunities for self-funded students to help offset their costs and strengthen their experience.
- Determine existing retention rates and time to completion for graduate students at the program level. Develop clear benchmarks for time-to-completion and implement checks to support students' completion before the end of their funding.
- Provide equitable access to support services such as academic advising, accessibility services, counselling services, and career development tailored to graduate students.
- 6 Create opportunities and pathways for Indigenous and equity deserving students such as mentorship, community-embedded projects and research, and assistantships.

5.4 Data Governance

GOAL 4

Build SEM Data and Governance Accountability

Enrolment management requires transparency, delegated, and shared data governance. Data governance for SEM at UPEI is defined as the coordinated framework of policies, standards, roles, and processes that ensures enrolment-related data is accurate, consistent, and accessible across the student lifecycle, from recruitment to graduation. It establishes a single source for key SEM metrics such as applications, yield, retention, graduation, and enrolment by faculty, program, and student group. By clarifying data ownership (who is accountable), stewardship (who maintains quality), and access (who can use it for decision-making), data governance reduces duplication and conflicting reports between units, strengthens compliance with privacy and MPHEC requirements, and builds confidence in the evidence used for Senate, Board, and government reporting. Effective SEM data governance ensures that recruitment strategies, retention initiatives, and program planning are all guided by trusted, timely, and well-defined data.

We have strong research expertise in our institution that provides institutional-wide data and external reporting. UPEI faces significant data gaps that limit its ability to

make timely, day-to-day operational and strategic decisions. Addressing these gaps requires building integrated systems, shared accountability, and institutional capacity for data analysis. By strengthening data governance, UPEI can monitor enrolment performance, anticipate challenges, and allocate resources more effectively to support student success and institutional sustainability.

- By Spring 2026, we will establish and adopt a formal SEM data governance framework, with Admissions, Registrar, Recruitment, Student Affairs, Scholarships, Awards, & Financial Aid, Marketing, and all Faculties using similar definitions, protocols, and access rules.
- By Fall of 2027, we will establish a fully integrated data warehouse and dashboard of SEM KPIs (applications, offers, conversions, enrolments, retention, satisfaction).
- By Fall 2027 and annually thereafter, produce and present a SEM Data Report to the Senate and the Board of Governors, including performance against KPIs, recruitment metrics, and evidencebased recommendations for enrolment and student success interventions.

Strategy 1 Establish Transparent Data Governance Structures Supported by Digital Transformation

Objective: Create an institutional framework that defines roles, responsibilities, and shared accountability for SEM data.

#	Tactics	
1	Formalize a data governance framework outlining data stewardship roles, responsibilities, and delegated authority across Recruitment, Admissions, Registrar, Faculties, and Institutional Research.	
2	Establish clear access protocols to ensure transparent data sharing across units while safeguarding integrity and compliance.	
3	Embed data governance oversight into the SEM governance structure to align reporting and accountability.	

Strategy 2 Build an Integrated SEM Data Infrastructure

Objective: Implement digital tools and systems that provide centralized and shared retention and student success data.

#	Tactics		
1	Complete the systems inventory mapping (marketing, recruitment, admissions, registrar, and customer relationship management (CRM) system and integrate this into a data warehouse.		
2	Develop a SEM data warehouse and dashboard, prioritizing recruitment funnel analytics, conversion rates, and retention indicators. Ensure the warehouse and systems are regularly updated and maintained.		
3	Link SEM KPIs (applications, offers, enrolments, retention, satisfaction, student feedback) to a dashboard and create real-time monitoring that is accessible to all who require access.		

Strategy 3 Strengthen Data Capacity and Culture

Objective: Build analytical and reporting capacity to support evidence-based decision making.

#	Tactics
1	Increase staffing and training for data analysis and intelligence dedicated to SEM and ensure resources are available and engaged at the program level. Ensure this reporting features measures on academic quality.
2	Create a campus-wide reporting cycle, sharing progress on KPIs and highlighting improvement opportunities. Produce an annual SEM data report for senior leadership, Senate, and the Board of Governors, aligned to institutional goals.
3	Improve data collection of Indigenous identity and under-represented groups.
4	Develop predictive modelling tools to forecast enrolment trends, student progression, and risk indicators.

6. IMPLEMENTATION PLAN

The development and implementation of this SEM plan are presented in two phases: 1) overall institutional goals, strategies, and tactics; and 2) detailed implementation, including specific activities. The four overarching goals and associated strategies and tactics have been outlined in the previous sections of this document. At the same time, an implementation plan is being created by the Prioritization and Implementation Sub-Committee. The document created by the Prioritization and Implementation Committee will be forthcoming later this year and added as an appendix to this SEM Plan. This implementation plan is an evolving set of activities that will be continually updated to reflect emerging trends and external factors. Throughout this process, there is a recognition from stakeholders that we must be flexible and nimble.

The Prioritization and Implementation Subcommittee is examining and making recommendations regarding the physical infrastructure, space, and IT resource implications to prioritize goals and tactics. This effort includes prioritizing student support and services; retention activities; financial aid; scholarships; and co-curricular, experiential learning and co-operative education opportunities. The implementation plan will also address how recruitment goals must be aligned with marketing and communications support. For each tactic, the Prioritization and Implementation Committee will answer the five questions below:

- 1. Who is the person(s) best positioned to enact this tactic?
- 2. What is the level of priority (acute, somewhat urgent, nice to have) for this tactic?
- 3. When should the tactic be enacted (year 1, 2, 3)?
- 4. What steps do you recommend for enacting the tactic?
- 5. What kind of resources are needed?

7. SUMMARY

UPEI Strategic Enrolment Plan provides several key recommendations and strategic directions for the university's future:

- 1. Champion a Student-First and Student Success Culture: We must demonstrate a student-first culture that positions students and their success, wellbeing, and goals at the centre of institutional decision-making and daily practice. This includes cultivating a learning environment rooted in belonging, care, and respect, with particular attention to Indigenous students and the integration of decolonization. By centring students in our policies, systems, supports, and physical spaces, we will strengthen student engagement, retention, academic success, and community trust.
- Respond Urgently to Federal Policy Changes: This plan recommends that UPEI
 implement urgent responses to the new external constraints introduced IRCC
 changes to international study permits in 2024. These responses include
 committing to adjust tactics as conditions evolve, particularly in response to
 federal policy changes.
- 3. Focus on the Full Student Lifecycle and Composition: UPEI should set its direction for undergraduate and graduate success across the entire student lifecycle, from recruitment to graduation. This SEM plan specifically recommends examining the total headcount and the intended composition of the student body, including domestic, international, and Indigenous learners. It also suggests assessing the drivers of recruitment and persistence.
- 4. **Enhance Student Support for Timely Graduation:** To improve student support and help them graduate on time, the plan recommends coordinating efforts around several key factors:
 - Innovative and clear academic programming
 - Community (all of campus and stakeholder) engaged recruitment
 - Streamlined admissions and registration processes
 - Coordinated advising
- 5. Implement and Monitor with Transparency: For effective implementation, the SEM plan recommends that all efforts must be focused on clear targets, milestones, and evidence-based decisions. It also calls for establishing baseline measures, monitoring progress through shared dashboards, and publishing KPIs to ensure transparency.
- 6. Foster Collaboration and Adaptability: This plan recommends working collaboratively with faculty, staff, students, and Indigenous and community partners. Enrolment and student success are not the responsibility of a single office. By involving faculty, staff, students, and community partners, the plan

creates shared accountability. This broad ownership increases the likelihood that initiatives will be implemented effectively.

An important recommendation is to adjust tactics so we can be flexible and nimble as conditions evolve especially in response to external factors like federal policy changes, to ensure UPEI remains on a sustainable trajectory prioritizing access, belonging, and student success.

7. ACKNOWLEDGEMENTS

The contributions of faculty and staff members, students, Strategic Enrolment Management (SEM) Steering Committee and its Subcommittees, and others, through written input, participation at meetings, or otherwise, are gratefully acknowledged. Special thanks to Dr. Melissa James (Chair, SEM Steering Committee), Dr. Miles Turnbull (Chair, Prioritization and Implementation Subcommittee), Jonathan Hewitt (Chair, Student Experience Subcommittee), and Deans Council for their leadership in the development of this SEM plan.

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APPENDIX 1:

TERMS OF REFERENCE AND MEMBERSHIP OF COMMITTEES

Steering Committee for UPEI's Strategic Enrolment Plan Terms of Reference

Purpose

The Steering Committee provides guidance and oversight of the development of UPEI's Strategic Enrolment Plan. It develops the framework for the overall enrolment plan and establishes specific questions for subcommittees. The Steering Committee will prepare a report with recommendations to the President including future enrolment projections for the University by Faculty / School; recruitment and retention initiatives; strategies to enhance student success; and online learning strategy.

<u>Duties and Responsibilities</u>

- Provide direction for the consultation and planning process.
- Coordinate activities and liaison among the subcommittees.
- Collect and analyze data involving University enrolment trends.
 - Develop enrolment recommendations and projections including international, Cairo campus, Indigenous and other enrolment objectives related to a diverse and inclusive student body.
 - Support the development of programmatic enrolment goals in consultation with Faculties / Schools.
- Present regular updates and consult with the University senior leadership team
- Liaison with the Working Group for an Institutional Framework for Online Learning.

Membership

The membership consists of the Chair, Director of Strategic Planning; Chair, Student Experience Subcommittee; Chair, Prioritization and Implementation Subcommittee; University Librarian; Undergraduate and graduate student representatives; member of the Faculty, Associate Vice-President (Students) and Registrar; Associate Vice-President (Research) and Dean of Graduate Studies, and University Librarian.

Communication

Feedback collected from subcommittees will be assembled and used to create a draft enrolment plan for review by a range of stakeholders – subcommittees; Deans Council; academic units (via Deans and their Faculty Councils); Library Council; Student Union; and senior executive team. The Strategic Enrolment Plan will then be submitted for review and approval by the Academic Planning and Curriculum Committee (APCC); Senate and Board of Governors.

Prioritization and Implementation Sub-Committee

<u>Purpose</u>

The Prioritization and Implementation Subcommittee has two main mandates:

- 1) Identifying short-term actions (low-hanging fruit) that are required immediately as a foundation for implementing a SEM Plan in the mid-to-long term. Costing for the implementation of these actions will be estimated, and all actions will be prioritized over the 2025-26 and 2026-27 fiscal years. The individual(s) responsible and the proposed timeline for completion will be proposed. This will also involve documenting actions that have already begun in 2024-25 and assessing the degree to which these actions are complete as well as any additional resource needs to bring actions to fruition.
- 2) Examining the physical infrastructure, space, human and IT resource implications associated with the overall goals, strategies and tactics proposed in the draft enrolment plan. This assessment will include but will not be limited to:
- Identifying space and physical infrastructure constraints with continued enrolment growth.
- Identifying new labs and classrooms that may be required to achieve enrolment goals.
- Considering human resources needed for academic program delivery and recruitment and retention initiatives.
- Recommending opportunities for more efficient use of available resources such as classroom utilization, work from home, and re-assignment of under-utilized spaces.
- Considering room usage data for the development of more efficient space utilization.
- Recommending how new learning spaces and revitalization of existing learning spaces on campus can facilitate and support the enrolment plan.
- Assisting the University in planning for capital investments for equipment, building and technical infrastructure.

Membership

The membership of the Prioritization and Implementation Subcommittee consists of: Associate CIO, TLC Coordinator, Associate Vice-President (Facilities Management and Construction); Graduate Programs Officer, Comptroller or designate; Scheduling Coordinator from the Registrar's Office; Recruitment Manager, Admissions Manager, Marketing Director, and three Faculty members, Dean representative from Dean's Council (Nola Etkin), representative from the APCC Steering Committee (Chair).

Student Experience Subcommittee for Strategic Enrolment Plan Terms of Reference

Purpose

The Student Experience Committee is responsible for a comprehensive review and the progression of all elements essential to fostering an exceptional environment that promotes academic excellence, student development and career readiness. This encompasses student support services, strategies for improving student retention and reducing attrition, financial aid and scholarship programs, as well as co-curricular, experiential, and co-operative education opportunities. The University's strategic enrolment planning, recruitment and retention initiatives depend on communication and decision making, informed by a collective understanding of student success and the student experience at UPEI. The Committee is entrusted with exploring and promoting the implementation of innovative approaches to academic programming, enhancing sense of community and engagement, and improving admissions and retention through collaboration with campus partners to advance the University's Strategic enrolment goals.

Duties and Responsibilities

- Develop the UPEI definition of Student Success.
- Identify student support and services to ensure an exceptional student experience in the context of future enrolment goals.
- Gather and utilize key data to understand and promote Student Success to enhance the student experience.
- Develop recruitment and retention plans that align with the enrolment objectives.
- Consider strategies to enhance the reputation and innovation of academic programs.
- Consider strategies to enhance the co-curricular activities.
- Examine admission and registration processes with changing enrolments.
- Identify financial aid and scholarships associated with enrolment goals.
- Connect the enrolment objectives with planning of communications.
- Embrace diversity and inclusiveness in the enrolment including strategies to achieve diversity in terms of Indigenous and under-represented groups.

Membership

The Student Experience Subcommittee consists of a Dean; Members of Faculty, Manager of Residence, Manager of Academic Support Services, Manager of Student Culture and Community Standards (Chair), Manager of Experiential Education

APPENDIX 2: TIMELINE

Activity	Completion	Deliverable
Steering Committee established	Jan. 2024	
Higher Education Associates engaged	April 2024	Conduct a situation analysis of the internal and external environment.
Enrolment input from Faculty and Schools	July – Oct 2024	Each faculty/unit provided input on student experience, enrolments, and improving retention
Higher Education Associates presentation and findings	Oct. 2024	Presentation on high-level opportunities and threats
Steering Committee Meetings and Workshops	Nov. 2024 – Jan. 2025	Steering Committee meetings and workshops to establish high-level goals
Steering committee priorities are established	End of Jan. 2025	4 – 6 key goals to direct the work of the sub-committees
Student Experience Sub- Committee begins work	April 2025	Committee seeks input on priorities and defining student success with campus stakeholders
Priorities and Implementation Committee begins work	April 2025	Committee identifies immediate actions for enrolment management and prioritizes initiatives.
Dean's Council Update	April 2025	Steering and sub-committees deliver update to Senate
Presentation and consultation with campus	May 2025	Steering Committee presents draft goals to campus
Sub-committee objectives and key actions are identified	June 2025	Sub-committees submit to Steering Committees
Steering committee incorporates feedback from sub-committees & Campus community		Steering Committee finalizes draft SEM Plan
Draft SEM Plan completed	Sept-Oct 2025	Document for Senate consultation
Committees review feedback	Nov. 2025	Finalize SEM Plan
Present final plan to the Board	Dec. 2025	Plan is finalized

APPENDIX 3: HISTORY AND CONSULTATION

Consultation and Planning and Development of a Strategic Enrolment Plan Office of the Vice-President, Academic and Research

- Deans Council retreat and meetings on Strategic Enrolment Management (2023 and 2024)
 - Deans and University Librarian presented an overview of historical and projected future enrolments in their unit
- Presented materials were compiled into draft documents for each Faculty / program
 - Deans and University Librarian review draft document, hold collegial consultation within their unit, then provide feedback on the document by late Fall
- 2. Creation of an institutional Steering Committee and subcommittees
 - a) Steering Committee: Director of Strategic Planning; Chair, Student Experience Subcommittee; Chair, Prioritization and Implementation Subcommittee; University Librarian; Undergraduate and graduate student representatives; Associate Vice-President (Students) and Registrar; Associate Vice-President (Research) and Dean of Graduate Studies; and VPAR (Chair).
 - b) Student Experience Subcommittee: Dean; Librarian; undergraduate and graduate student representatives; Director of Recruitment; Director of Student Affairs; Director of Experiential Learning; Director of Marketing and Production; Manager of Institutional Research; and Faculty Member (Chair).
 - c) Prioritization and Implementation Subcommittee: Associate CIO; TLC Coordinator; Associate Vice- President (Facilities Management and Construction); Comptroller; Scheduling Coordinator; and Dean representative from the APCC Steering Committee (Chair).
 - 3. Steering Committee develops framework for the overall enrolment plan and establishes specific questions for subcommittees

- 4. Feedback collected from subcommittees and draft document created by Steering Committee
- 5. Consultations on draft document subcommittees, Deans Council, academic units (via Deans and their Faculty Councils), Library Council, Student Union, senior executive team
- 6. Submission to APCC followed by Senate and Board

APPENDIX 4: ENROLMENT PROJECTIONS BY FACULTY *

Enrollment Projections by Faculty (# students / headcounts in program as of December 1 each year)

Including both full-time and part-time students.

AY = Academic Year (from September to following August)

Faculty	2025 *	2026	2027	2028	2029	2030	5-year Growth
Arts 1	2023	2020	2021	2020	2023	2000	Growth
* Undergraduate (BA, BIS, BM)	1,121	1,070	1,065	1,085	1,105	1,121	
* Graduate (MA, PsyD)	102	104	108	116	120	124	
Business ²							
* Undergraduate (BBA, BIS)	895	860	855	870	880	895	
* Graduate (MBA, EMBA)	71	74	77	80	82	86	
Education							
* Undergraduate (BEd) ³	106	116	120	121	122	124	
* Graduate (MEd, PhD)	257	258	260	262	264	266	
Graduate Studies							
* Graduate (Cleantech)	15	25	35	40	45	50	
IKERAS							
* Undergraduate (BAIS)		20	36	50	62	72	
* Graduate (MAIS)			2	4	6	8	
Medicine							
* MD Joint Program ⁴				20	40	60	
Nursing ⁵							
* Undergraduate (BScN)	325	345	355	362	365	365	
* Graduate (MN)	12	18	22	24	27	30	
Science ⁶							
* Undergraduate (BSc, BES, BIS)	1,746	1,640	1,660	1,740	1,800	1,850	
* Graduate (MSc, MAHSR, PhD)	53	58	62	68	70	75	
Sustainable Design Engineering							
* Undergraduate (BSc) ⁷	274	280	320	380	440	490	
* Graduate (MSc, PhD)	37	42	47	53	57	63	
Veterinary Medicine							
* Undergraduate (DVM, 69 to 96) 8	276	296	316	336	366	384	
* Graduate (MSc, MVSc, PhD, Dipl)	64	67	70	74	78	81	
Total (Undergraduate Students)	4,879	4,627	4,727	4,944	5,140	5,301	
Total (Graduate Students)	609	646	683	741	789	843	
Unclassified / Non-program	120	120	120	120	120	120	
GRAND TOTAL	5,609	5,393	5,530	5,805	6,049	6,264	

Assumptions:

- * Reported on December 1 2024; projected year over year reduction of 1.9% from June 2 2025 enrolment report
- 1: Undergraduate enrolment recovers within 5 years; expansion of graduate program offering
- 2: Undergraduate and Graduate enrolments recover within 5 years
- 3: Projected increase of incoming cohort size from 30 to 35 (a 17% increase)
- 4: Startup date of MD joint program with Memorial University unconfirmed
- 5: Continuation of Nursing expansion; expansion of LPN to BScN, MN and PhD offerings
- 6: Undergraduate enrolment recovers within 5 years; expansion of undergraduate offering
- 7: Original submission to government (enrolment of 527); expansion of undergraduate offering
- 8: Projected increase of incoming cohort size from 69 to 96 (a 39% increase)

Student Perspective Report for the UPEI Board of Governors

November 18th, 2025

Confusion about Fees

Students often have confusion about the various small fees that are required to pay, as well as where they go exactly and how to access the services they provide. Additionally, students express dissatisfaction in regards to clarity. For example, some students mention visiting financial services to ask about the meaning of each fee, and not receiving a clear explanation.

Academics

Another recurring concern is around the cost of course materials. We've heard from students who have spent over \$1,500 in one semester on course materials alone. Many students also expressed that they feel it is unfair to have to pay for an assessment platform or material, given that they feel it should be included in their tuition.

Moreover, many students are upset that exams have been scheduled over the weekends without considering the transportation challenges faced by those who rely on public transportation.

Food Bank

Many students are grateful for the amazing support the Food Bank provides every week and all the partnerships it has secured. However, some mention that having the pick-up area in one of the zones with the most foot traffic on campus makes them feel "ashamed" or "embarrassed" about accessing this support. Unlike when it was delivered within the chaplaincy center, which was not only a place for students to have more privacy but also built community.

Accessibility on Campus

While students acknowledge that UPEI's infrastructure was developed many years ago in line with a more classical style, they do worry about the lack of physical accessibility in diverse buildings, both in modern and more antique ones. For example, the engineering building is often discussed because it is modern and features many amenities; however, some classrooms lack accessible door buttons. The case is the same with some other buildings, such as a memorial that features very small elevators that don't accommodate individuals in certain types of wheelchairs and often break down.

Report of Senat to the Board, from Governor member of Senate, Mary Anne McMahon

Presented to the open session of the Board on December 2, 2025

Since the Board last met, the Senate has met twice, on October 24 and November 21, 2025.

During the two meetings, Senate considered the Second and Third Curriculum Reports of the Academic Planning and Curriculum Committee

The Senate approved several motions made by the Dr. Naterer, the Vice-President of Academic and Research. On October 24, Dr. Naterer brought 38 recommendations to the Senate for consideration, most being updates to course content and calendar entries. A discussion arose around 2 recommendations which provided new rules regarding a proposed requirement that faculty enter a grade for a student worth at least 20% of the final grade in a course before the deadline for the student to discontinue enrollment in that course. With there being some unresolved elements that need further discussion, those recommendations were tabled till the February meeting of Senate.

A further 22 recommendations came to the Senate on November 21, most concerning course listing and deletions. Senate also considered a more significant recommendation amending the English requirements for undergraduate graduation, and in particular the requirement that particular English courses be taken to graduate from any undergraduate program. There was considerable discussion on the issue, noting that some faculties will continue to require an English writing course to graduate. After some debate, the Senate voted to approve all recommendations.

Majors on undergraduate degree parchments

During its meeting on October 24, the Senate agreed with a recommendation of the *Admissions and Degrees Committee* to include a mention of the student's major on undergraduate degree parchments. The new mentions will be added to degree parchments in time for graduation next May. The Senate has also indicated a desire to look at other mentions that could be added to the University's degree parchments in the future.

Policy on the Sale of Course Materials

A new version of the Policy was presented to the Senate by the VPAR during the October 24 meeting. Although the Policy falls within the Board's purview, it is discussed in the Senate as it carries implications for the delivery of examinations. Issues remain regarding the provision of course materials in courses based on integrated materials where the course evaluation cannot be delivered separately and where separate fees for the evaluation may

be payable. The Policy is being reviewed again by the Steering Committee to consider the input received from the Senate and is tracking towards approval by the Board in March.

Policy on Academic Accommodations for Students with Disabilities

Senate approved an amendment to the *Policy on Academic Accommodations for Students with Disabilities*. The reviewed policy has been significantly rewritten to better align with current standards of care for students with disabilities. As Senate raised some concerns as to the University's capacity to deliver services under the Policy, it was informed by the VPAR that the University has increased resources in support of student services and that streamlined processes are expected to ensure greater efficiency in their delivery.

Senate Training Plan

In much the same way as we have done for the Board, the Senate has approved a training plan for the very first time. The plan was developed following a survey of Senators and advice from the University Secretary.

Transfer of role of Secretary of Senate

With the creation of the role of University Secretary, the Processes and Procedures of Senate were amended to reflect that the University Secretary will take over the role of Secretary of Senate, a role previously vested in the University Registrar.

Training on the Roles and Responsibilities of Senators

At the November meeting of the Senate, the University Secretary delivered a training session to Senators on the University Act, and their roles and responsibilities, which follows a recommendation to that effect under the Governance Review.

Addition of the Associate Vice President, Students to Senate

As the role of University Registrar and Associate Vice-President Students are now separate, Senate was notified that the seat reserved under the Act for a role consistent with that of the AVPS will now be occupied by Dr. Donna Hardy Cox. Dr. Cox was appointed to the position of Associate Vice-President Students for a five-year year effective November 1, 2025.

That concludes my report.



BRIEFING NOTE

Subject: New Undergraduate Program in Indigenous Studies

Prepared by: Dr. Greg F. Naterer, Vice-President, Academic and Research

Prepared for: UPEI Board of Governors

Date: November 24, 2025

ISSUE

Review and approval of a new Bachelor of Arts, Major in Indigenous Studies, at UPEI.

BACKGROUND

The Minor in Indigenous Studies in the Faculty of IKERAS was established in 2022. This current proposal builds upon this past success to launch a separate new Major in Indigenous Studies. The program responds the need for students to learn about the diverse cultures and societies of Indigenous peoples, their histories, languages, and cultures. It supports the TRC Call to Action #63 which refers to "building student capacity for intercultural understanding, empathy, and mutual respect".

Article 13 of the United Nations Declaration on the Rights of Indigenous Peoples, states: "Indigenous peoples have the right to revitalize, use, develop, and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems, and literatures".

This new undergraduate program is distinguished from other similar programs in Canada by its focus on land-based education and traditional in-person learning. The program has introductory courses on Indigenous knowledge whereby students gain new skills and knowledge which will support greater levels of proficiency in addressing Indigenization, decolonization, and reconciliation.

This program aims to teach critical aspects of Indigenous knowledge through the range of courses offered. Elders, Indigenous community members, IKERAS faculty, and students in the IKERAS Minor were consulted in the development of this program. The Bachelor of Arts, Major in Indigenous Studies, program is designed to support Indigenous knowledge and move forward with "the journey to reconciliation and action reform", as stated in University's Indigenous Strategic Framework: *Pesk'tek, The Path Ahead: Journey to Reconciliation and Action Reform (2024 - 2028)*.

The program will advance the UPEI Strategic Plan for reconciliation, decolonization, and Indigenization. The UPEI Strategic Plan (2018-2023) refers to the need to "encourage the use and consideration of Indigenous ways of knowing to complement Western forms of knowledge and scholarship within UPEI research and graduate programs".

This program would also aid the university community to "better understand and implement calls to action of the Truth and Reconciliation Commission of Canada, including providing education, cultural awareness and sensitivity training for members of the Board of Governors, faculty, staff, and students".

Although the program covers a broad view of Indigeneity, it prioritizes Mi'kmaq epistemology, ontology, and pedagogy.

BRIEFING NOTE



RECOMMENDATION

To approve the proposed new undergraduate program in Indigenous Studies (Bachelor of Arts, Major in Indigenous Studies) in the Faculty of Indigenous Knowledge, Education, Research and Applied Studies.

RATIONALE

Evidence of student demand has been gathered for this new program. It is anticipated that an incoming cohort of at least 20 students per year will enroll in the program. At UPEI, currently there are approximately 1,400 students who register in the IKE 1040 course every semester. This is a required course for all UPEI undergraduate students to complete their degrees. The IKERAS Minor in Indigenous Studies has 30 students who have declared this Minor.

On December 5, 2024, students in the Minor were invited to a Focus Group to determine interest and support for a Bachelor of Arts in Indigenous Studies program. Students were in full support of a Bachelor of Indigenous Studies and stated that the Indigenous aspects would support their career goals. Personal aspects help everyday life and help them to meaningfully engage with others. Students were also attracted to the social justice and diversity issues which are taught. Students indicated that the new program would serve as a great step toward other career pathways.

It has been confirmed by the Office of the Vice-President, Academic and Research, that sufficient human and budgetary resources exist for the delivery of this program. Currently there are six full-time faculty members in IKERAS and thirty-two (32) Sessional Instructors who teach (or who have previously taught) in the program. Faculty members teach up to five courses per year in a normal teaching workload, as outlined in the Faculty Collective Agreement. There is a further commitment to hire a faculty member at the Associate Professor level.

The proposal was submitted and approved conditionally by the Maritime Province Higher Education Commission (MPHEC). This detailed proposal contained the following information:

- Program content, structure and delivery modes reflect a coherent program design that allows for the program objectives and anticipated student outcomes to be achieved, while providing sufficient depth and breadth to meet the standards of quality associated with the credential;
- Clearly defined and relevant program objectives and anticipated student and graduate outcomes;
- Appropriate fit of name, level and content to ensure "truth in advertising" and to facilitate credential recognition;
- Adequate resources (human, physical and financial) to implement and sustain the program; and
- Program need and viability.

One of the conditions was "two additional faculty members to support the program, who have completed their PhD and are at the Associate or Full Professor level, have been hired as planned". The Dean and VPAR have developed a hiring plan to meet this requirement. MPHEC has reviewed and approved this revised plan and therefore has granted approval of the program.

At a recent meeting of Senate on Friday October 28, 2025, the proposal for the creation of this new program was approved to begin in the Fall 2026. Many thanks to all who have contributed in significant ways to make this remarkable accomplishment possible, especially the Dean, Dr. Angelina Weenie; interim Deans Erin Reid and Gary Evans; Elder Judy; Dr. Corinne Chappell; and all faculty and staff in the Faculty of IKERAS.





Purpose: DISCUSSION/DECISION

Subject: PID 373084 Blaze Pizza (480 University Avenue)

Prepared by: Tim J. Walker, Vice-President Administration and Finance

Prepared for: Properties and Environmental Sustainability Committee & Board of Governors

Date: November 25, 2025

ISSUE

Will the Properties and Environmental Sustainability Committee recommend, and Board of Governors approve, the purchase of PID 373084 (480 University Ave), Charlottetown, Prince Edward Island for the sale price of \$3.5 Million (excluding reasonable and normal due diligence and closing costs)?

BACKGROUND

When the property was previously available, UPEI entered unsuccessful discussions to acquire the property.

A Blaze Pizza franchise was later announced for that location, however in early September 2025, Blaze Pizza announced that it would close its doors on September 30, 2025.

UPEI has considered future planning and development of landholdings along Belvedere Ave to be challenging due to the non-contiguous nature of its landholdings.

Board members will recall that UPEI recently acquired PID 373118 (99 Belvedere Avenue). Should UPEI successfully acquire this property, it would provide maximum flexibility on that side of the main campus.

See **Appendix One** for an aerial view of the property as well as other salient facts.

Austin Clement, Director of Ancillary Services; Blair MacKay, acting Director of Facilities Management; and the Vice-President Administration and Finance have toured the property and believe there to be a significant potential impact to UPEI's residence life and conference services in the medium term and a potential transformative effect on campus culture in the longer term should the property be acquired.

OTHER IMPORTANT INFORMATION

UPEI and the owner (through legal counsel) have drafted an agreement, inclusive of a \$50,000 deposit. That agreement will not be executed unless the Board resolves to support the purchase of this property.

Resources

Based on UPEI's audited financial statements for 2024-25¹, the University has accumulated Operating Fund Balances (i.e., accumulated surpluses) in the amount of \$11.5M (for our main campus²) over prior years, having contributed a \$2.3M net increase in 2024-25. Though not anticipated, the use of 'cash' to fund the acquisition of this property would, effectively, reverse one to two years of growth.

¹ UPEI Consolidated Financial Statements - 2024–2025

² As compared to Operating Fund Balance related to Atlantic Veterinary College



Governance Framework

As noted in **Appendix Two**, "The Board shall not incur any liability or make any expenditure for the purchase of land or the erection of buildings or for any other purpose (a) unless the liability or expenditure can be provided for out of the annual income of the year **or out of other moneys available for the purpose**" {emphasis added}.

Having identified such funds, approval by the Lieutenant Governor in Council is not required.

Valuation Analysis

See **Appendix Three** for UPEI Valuation Analysis and **Appendix Four** for an external Appraisal Report. On review of the external Appraisal Report, it is apparent that the use of the Income Approach and Direct Comparison Value Approach might indicate the owner's potential overvaluation of the property. The Direct Cost methodology was not applied by the appraiser.

As shown in Appendix Three, UPEI's recent acquisition of another property in the immediate area suggests that the value placed on the proposed land purchase might be considered similar (on a price per square foot basis).

Also as shown in Appendix Three, though the Direct Cost Approach was not applied by the appraiser, the cost estimated by UPEI to construct the building is within the Medium to High cost per square foot range and reflects the recent experience of the University (e.g., proposals for Robertson Library expansion and Atlantic Veterinary College MRI Human Access).

While these assumptions may still lead to a Potential Over Valuation by the owner, the property is a 'working property' and turnkey restaurant operation (*and not a rental property as outlined by the appraiser*) suggesting a higher capitalization rate – and therefore a higher valuation- under the Income Approach².

An inspection of the property has been undertaken and is attached as **Appendix Five**. On review of the inspection by UPEI Facilities Management, there were no material issues raised.

DISCUSSION/DECISION: OPTIONS AND RATIONALE

Options include:

- 1. **Status Quo**: Properties and Environmental Sustainability Committee does not recommend, and Board does not approve, the purchase of PID 373084 (480 University Ave).
- 2. Properties and Environmental Sustainability Committee recommends, and Board approves Board approves the purchase of PID 373084 (480 University Ave).

DISCUSSION/DECISION: RECOMMENDATION

That the Properties and Environmental Sustainability Committee recommends, and Board of Governors approves, the purchase of PID 373084 (480 University Ave), Charlottetown, Prince Edward Island for the sale price of \$3.5M (excluding any reasonable and normal due diligence and closing costs).

² It is estimated that a restaurant operation yielding \$227K per annum would yield the proposed purchase price of \$3.5M at a Capitalization Rate of 6.5%.





APPENDICES

Appendix One: Aerial View of Property
Appendix Two: Governance Framework
Appendix Three: UPEI Valuation Analysis

Appendix Four Appraisal Report (effective date October 31, 2025)

Appendix Five: Inspection Report





APPENDIX ONE: AERIAL VIEW OF PROPERTY



Facts: PID 373084 480 University Avenue, Charlottetown, PE

- ~0.48 Acre
- Building of \sim 3,200 sq.ft.
- Annual maintenance costs of building and grounds: ~\$45K per annum
- 32 General parking spaces +2 Dedicated accessibility parking spaces
- According to <u>City of Charlottetown Zoning and Development By-Law</u>, the property is zoned C2 (Mixed Use Residential and Commercial (Highway)





APPENDIX TWO: GOVERNANCE INFORMATION

Pursuant to Article 4 section (h) i.e., **Powers** (University Act current to November 29, 2023),

"The University, through its appropriate governing body or bodies, has the power and authority ... to receive, purchase, acquire, build upon, hold, possess, enjoy and maintain any property for the use or benefit of the University without limitation as to the period of holding, and to sell, convey, lease or otherwise dispose of such property."

Further, Article 14 (1) i.e., Powers of Board states,

"Without thereby limiting the general power by this Act conferred upon or vested in the Board, it is hereby declared that the Board has the following powers:

...to exercise all financial powers, **property rights**, powers of appointment, powers of negotiation, powers of acquisition, powers of appropriation, and other general powers reasonably incidental of the powers, rights, privileges and objects of the University..."

It is important to note that the Board has not delegated approval authority to management for purchases of property (land and buildings).

Article 17 i.e., **Limitations on spending powers** also states,

"The Board shall not incur any liability or make any expenditure **for the purchase of land** or the erection of buildings or for any other purpose (a) unless the liability or expenditure can be provided for out of the annual income of the year or out of other moneys available for the purpose; or (b) unless the liability or expenditure is approved by the Lieutenant Governor in Council."



APPENDIX THREE: UPEI VALUATION ANALYSIS

		NOTE
Appraisal Municipal Data (Assessed Value)	\$883,100	1
Valuation Methodology		
Income Approach (as rental property)	\$1,614,000	2
Approach	\$1,705,000	3
Direct Cost	Not applied	

		Medium-		
JPEI Analysis	High	High	Medium	Low
Valuation of Land based on recent purchase	\$ 1,022,836	\$ 1,022,836	\$ 1,022,836	\$ 1,022,836
uation of 'replacement cost' based on UPEI experience	\$ 2,480,000			
		\$ 2,170,700		
			\$ 1,860,000	
				\$ 1,550,000
Sub-total value per UPEI Analysis	\$ 3,502,836	\$ 3,193,536	\$ 2,882,836	\$ 2,572,836
Proposed purchase price by owner	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000
Potential Over(Under) Valuation	\$ (2,836)	\$ 306,464	\$ 617,164	\$ 927,164

NOTES

- 1. Based on 2025 assessment
- 2. Based on \$104,893 Net Operating Income and 6.5% Capitalization Rate
- 3. Based on \$550 \$/sq.ft

CONVERSIONS:	Acre	sq.ft	Price Alloc.	Price /	Sq.ft
	1.0	43,560			
UPEI recent purchase PID 373118 99 Belvedere	0.275	11,979	\$ 586,000	\$ (4	18.92
Subject property PID373084 480 University	0.48	20,909	TBD		TBD



BRIEFING NOTE

APPENDIX FOUR: APPRAISAL REPORT





· Subject Property Front View ↑

Appraisal Report

PID No. 373084 **COMMERCIAL DEVELOPMENT** 480 University Avenue Charlottetown, PE C1A 4P2

> Prepared For: **UNIVERSITY OF PEI**

Prepared By: McQuaid & Associates - ARA 554 North River Road

Charlottetown, PE

C1E 1K1

Phone: (902) 626-3335 Fax: (902) 368-1499

www.ara.ca

File #. 2025218

Effective Date: October 31, 2025



November 19, 2025

UNIVERSITY OF PRINCE EDWARD ISLAND

C/o Mr. Ian Burge, BBA 550 University Avenue | Charlottetown, PE | C1A 4P2 Ph.: 902-906-0041 | E-mail: ikburge@upei.ca

Re: As per PID No. 373084, Valuation of a Commercial Property Located at 480 University Avenue, Charlottetown, PE C1A 5P5

As per your instructions, we have completed an investigation and analysis of the above-mentioned property and herewith submit our appraisal report for your consideration. This report is for the authorized client and user, University of Prince Edward Island, c/o Mr. Ian Burge for financial planning purposes for the subject property.

The Appraisal was made for the purpose of expressing our updated value opinion of the *Market Value* of the Fee Simple Interest in the subject property. The definition of *Market Value*, as employed in this report, is outlined under the *Terms of Reference* section of this report.

This report complies with the Canadian Uniform Standards of Professional Appraisal Practice and is subject to the Contingent and Limiting Conditions and Extraordinary Assumptions outlined in Section 2.0 of the report.

Based on our interpretations and analysis of the data outlined within this report as well as a personal inspection of the property, it is our considered opinion that the updated *Market Value* of the Fee Simple Interest in the subject property as of October 31, 2025 is:

ONE MILLION SIX HUNDRED AND SEVENTY-FIVE THOUSAND DOLLARS (\$1,675,000.00)

"Subject to Extraordinary Assumptions & Limiting Conditions"

If you have any questions regarding this report, please contact the undersigned at your convenience.

Respectfully submitted,

Ha Ilca

Mr. Herman McQuaid, AACI, P. App

hmcquaid@ara.ca

Ms. Rebecca McQuaid, AACI - Candidate rmcquaid@ara.ca

m' Quaid

McQuaid & Associates - ARA

554 North River Road, Charlottetown, PE C1E 1K1 P. 902.626.3335 | www.ara.ca

New Brunswick Nova Scotia Newfoundland Prince Edward Island

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PID 373084, Valuation of a Commercial Development 480 University Avenue, Charlottetown PE

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1.0 EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Property Identification: Commercial Restaurant Development

480 University Avenue Charlottetown PE PID No. 373084

Property Type: A one storey commercial development

Owner: Red Coast Holdings Inc.

Current Assessed Value:\$883,100.00Current Property Taxes:\$34,087.66

Zoning: (C2) Highway Commercial

Highest & Best Use: Commercial use

Site Area: $0.50 \text{ (ft}^2) \pm / 21,780 \text{ (ft}^2)$

Parking: Lined on-site parking at the front and sides

Gross Building Area:3,100 (ft²)Stabilized NOI:\$104,893Capitalization Rate6.50%

Value by Direct Capitalization:\$1,614,000.00Value by Direct Comparison:\$1,705,000.00Final Value Estimate:\$1,675,000.00Reasonable Exposure Time:6 Months plus

Typical Purchaser: Local or Regional Investor

Effective Date: October 31, 2025 **Date of Report:** November 19, 2026



2.0 ASSUMPTIONS, LIMITING & HYPOTHETICAL CONDITIONS

2.1 ORDINARY ASSUMPTION AND LIMITING CONDITIONS

The certification that appears in this appraisal report is subject to compliance with the following conditions:

- This report has been prepared at the request of the client for the purpose of providing an estimate of the market value for the subject property denoted herein. It is not reasonable for any person to rely upon this appraisal without first obtaining written authorization from this appraiser. There may be qualifications, assumptions, or limiting conditions in addition to those set out below relevant to that person's identity or intended use. The report is prepared on the assumption that no other person will rely on it for any other purpose and that all liability to all such persons is denied.
- While expert in appraisal matters, the author is not qualified and does not purport to give legal advice. It is assumed that:
 - i. The legal description employed in this report is correct;
 - ii. Title to the property is good and marketable;
 - iii. There are no encroachments, encumbrances, restrictions, leases or covenants that would in any way affect the valuation, except as expressly noted herein;
 - iv. The existing use is a legally conforming use which may be continued by any purchaser from the existing owner; and
 - v. Rights of way, easements, or encroachments over other real property and leases or other covenants herein are legally enforceable.

Because these assumptions have been made, no investigation, legal or otherwise, has been undertaken which would verify these assumptions except as expressly noted herein.

- The author is not a qualified surveyor. Sketches, drawings, diagrams, photographs, etc. are
 presented in this report for the limited purpose of illustration and are not to be relied upon in
 themselves.
- The author is not qualified to give engineering advice and no soil tests have been completed.
- No investigation has been undertaken with the local zoning office, the fire department, the building inspector, the health department, or any other government regulatory agency unless such investigations are expressly represented to have been made in this report. The subject property must comply with such government regulations and, if it does not comply, its non-compliance may affect market value. To be certain of compliance, further investigations may be necessary.
- Neither possession of this report nor a copy of it carries with it the right of publication. All copyright
 is reserved to the author and is considered confidential by the author and the client. It shall not be
 disclosed, quoted from or referred to, in whole or in part, or published in any manner, without the
 express written consent of the appraiser. This is subject only to confidential review by the Appraisal
 Institute of Canada as provided in the Code of Ethics, Standards of Professional Conduct and
 Standards of Professional Practice of the Institute.
- Because market conditions, including economic, social and political factors change rapidly and, on occasion, without warning, the market value expressed as of the date of this appraisal cannot be relied upon to estimate the market value as of any other date except with further advice of the appraiser.



- This appraisal report is only valid if it contains the original signature of the author.
- Market data has been obtained, in part, from documents at the land registry office, or as reported
 by the real estate board (sales data is not publicly registered on Prince Edward Island). As well as
 using such documented and generally reliable evidence of market transactions, it was also necessary
 to rely on hearsay evidence. Except as noted herein, a reasonable attempt has been made to verify
 all such information. WHERE INFORMATION HAS BEEN SUPPLIED BY OTHERS, ABSOLUTELY NO
 OBLIGATION IS ASSUMED BY THE APPRAISER FOR ITS ACCURACY.
- The compensation for services rendered in this report does not include a fee for court preparation or court appearance, which must be negotiated separately. However, neither this nor any other of these limiting conditions is an attempt to limit the use that might be made of this report should it properly become evidence in a judicial proceeding. In such a case, it is acknowledged that it is the judicial body which will decide the use of the report which best serves the administration of justice.
- The author of this report has not inspected woodwork or other parts of the structure which are covered, unexposed, or inaccessible, and we are therefore unable to report that such parts of the property are free of rot, beetle or other defects.
- Unless otherwise stated in this report, the appraiser is not qualified to comment on environmental issues that may affect the market value of the property appraised, including but not limited to pollution or contamination of land, buildings, water, groundwater or air. Unless expressly stated, the property is assumed to be free and clear of pollutants and contaminants, including but not limited to moulds or mildews or the conditions which may give rise to either, and in compliance with all regulatory environmental requirements, government or otherwise, and free of any environmental conditions, past, present or future, that might affect the market value of the property appraised. If the party relying on this report requires information about environmental issues, then that party is cautioned to retain an expert qualified in such issues. The author(s) of this report expressly denies any legal liability relating to the effect of environmental issues on the market value of the property appraised.
- Unless otherwise stated in this report, the appraiser has no knowledge of any hidden or unapparent conditions of the property (including, but not limited to, its soils, physical structure, mechanical or other operating systems, its foundation, etc.) or adverse environmental conditions (on it or a neighbouring property, including the presence of hazardous wastes, toxic substances, etc.) that would make the property more or less valuable. It has been assumed that there are no such conditions unless they were observed at the time of inspection or became apparent during the normal research involved in completing the appraisal. This report should not be construed as an environmental audit or detailed property condition report, as such reporting is beyond the scope of this report and/or the qualifications of the appraiser. The author makes no guarantees or warranties, express or implied, regarding the condition of the property, and will not be responsible for any such conditions that do exist or for any engineering or testing that might be required to discover whether such conditions exist. The bearing capacity of the soil is assumed to be adequate.
- The appraiser reserves the right to review all calculations referred to in this report and, if necessary, revise their opinion in the light of any new facts, trends, or changing conditions existing at any date prior to or at the valuation date which became apparent to him subsequent to the date of this appraisal.



- For the purpose of this appraisal, the author of this report has calculated the gross building areas for the subject property from information retained on file. These calculations are subject to technical correction.
- IF APPLICABLE, it is assumed that all rents referred to in this report are being paid in full when due and payable under the terms and conditions of the attendant leases, agreements to lease or other contractual agreements. Furthermore, it is assumed that all rents referred to in this report represent the rental agreements stipulated in the leases, agreements to lease or other contractual agreements pertaining to the tenants' occupancy, to the extent that such rents have not been prepaid, abated, or inflated to reflect extraordinary circumstances, unless such conditions have been identified and noted within this report.
- The subject property has been appraised employing a summary appraisal report format. A summary appraisal report differs from a self-contained appraisal report within the level of detail and presentation. Certain aspects (analytical data relating to the subject property building specifications, operation, etc.) associated with this analysis has not been fully presented; however, this information has been retained on file.



2.2 EXTRAORDINARY ASSUMPTIONS & LIMITING CONDITIONS

An extraordinary assumption is a hypothesis, either supposed or unconfirmed, which, if not true, could alter the appraiser's opinions and conclusions (e.g. an absence of contamination where such contamination is possible, the presence of a municipal sanitary sewer where unknown or uncertain). An extraordinary limiting condition is a necessary modification or exclusion of a Standard Rule which must be explained and justified by the appraiser (e.g. exclusion of one or more valuation approaches). The appraiser must conclude before accepting the assignment which involves invoking an Extraordinary Limiting Condition that the scope of the work applied will result in opinions and conclusions which are credible. Both must accompany statements of each opinion/conclusion so affected. The following is a description of each extraordinary assumption and limiting condition applied within this report, the rationale for its use and its effect on the result of the assignment.

- The undersigned has not conducted a title search, nor examined the existence of easements, rights
 of way (ROW), or restrictions (if any) and their effect on the appraised property except as expressly
 outlined herein.
- The Cost Approach has not been employed in the value estimation of the subject property due to the limited potential of this approach in providing a value indication that could be relied upon.

2.3 Hypothetical Conditions

Hypothetical conditions may be used when they are required for legal purpose, for purpose of reasonable analysis or for purpose of comparison. Common hypothetical conditions include proposed improvements and prospective appraisals. For every Hypothetical Condition, an Extraordinary Assumption is required. An analysis based on a hypothetical condition must not result in an appraisal report that is misleading or that relies on actions or events that would be illegal or improbable within the context of the assignment. The following is a description of each hypothetical condition applied within this report, the rationale for its use and its effect on the result of the assignment.

Not applicable to this report.



3.0 TERMS OF REFERENCE

3.1 PROPERTY RIGHTS APPRAISED

The property rights being appraised in this report are those which will accrue to the owner of the property described herein. This encompasses the rights normally attached to the freehold (or fee simple) interest in the property. The property has been appraised on a debt-free basis.

3.2 PURPOSE OF ASSIGNMENT

The investigation and appraisal have been undertaken for the purpose of estimating the market value of the subject property as of October 31, 2025.

3.3 AUTHORIZED USE OF THE REPORT

This report is for the authorized client and user, University of Prince Edward Island c/o Mr. Ian Burge for financial planning purposes for the subject property.

3.4 DEFINITION OF MARKET VALUE

The term "Market Value" as used in this report is defined as:

The most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus. Implicit in this definition is the consummation of a sale as of a specified date and the passing of title from seller to buyer under conditions whereby:

- 1) buyer and seller are typically motivated;
- both parties are well informed or well advised, and acting in what they consider their best interests;
- 3) a reasonable time is allowed for exposure in the open market;
- 4) payment is made in terms of Canadian dollars or in terms of financial arrangements comparable thereto; and
- 5) the price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale.

3.5 EXPOSURE TIME

The value estimate assumes that the subject property was exposed for sale on the open market in a manner typical for this class of property for six months prior to the effective date.

3.6 SALES HISTORY

The subject property as per PID 373084 located at 480 University Avenue is currently owned by Red Coast Holdings Inc. The last parcel update registered to this property was on December 10, 2018 when there was a name change registered.

The client, the University of Prince Edward Island , has been in discussion with the property owner regarding the potential purchase of the subject property. Details of these discussions have not been shared with the appraiser.



3.7 SCOPE OF THE APPRAISAL

The scope of this appraisal encompassed those methods procedures and investigations considered to be typical and appropriate for this class of property and the intended use of this report. A physical inspection of the subject property was undertaken on October 31, 2025. The neighbourhood was inspected noting relevant competition characteristics and general physical make-up. Zoning information was obtained from the City of Charlottetown, PE. Property tax rates, ownership and assessment information was acquired from the Service Province of Prince Edward Island Geolinc Plus Property Online database. Comparable sales data was obtained from vendors, purchasers, property managers, brokers and MLS® data as well as information retained on file.

The client has provided the following information:

- Onsite building inspection authorized by the current owners.
- The property was inspected by the appraiser and information was obtained from the inspection and information retained on file.



4.0 LOCATIONAL OVERVIEW

4.1 MACRO-MARKET CHARACTERISTICS

4.1.1 Regional Description · Province of Prince Edward Island

Prince Edward (PEI) lies in the Gulf of St. Lawrence on Canada's east coast. The crescent shaped commonly referred to as the "Cradle of Confederation" did not officially become a province until 1873. Since 1 June 1997, PEI has been linked to the mainland by the 12.9 kilometre-long Confederation Bridge which crosses the Northumberland Strait and ended almost seventy years of ferry service. Prince Edward is Canada's smallest province and encompasses approximately 5,681.18 square kilometres of Vacant Land area of which 44.0 per cent and/or 2,509 square kilometres are comprised of farming areas. Prince Edward has an overall length of 224.0 km, and ranges from 6.0 to 64.0 km width.

During the late seventeen sixties the land was mapped and divided into (67) parcels and/or lots. These townships/lots now make up Prince Edward Island's three distinct regions which include Prince County, Queens County, and Kings County. Prince County with an area of 2,006.27 km² encompasses the western third of the and has a population of approximately 46,234. Queens County containing an area of 1,987.32 km² covers the middle third of the land and has a population of 9,770. Kings County with an area of 1,687.58 km² encompasses the eastern third of the land and has a population of 18,327. The main urban centre for Queens County is the City of Charlottetown, while the major urban centres for Prince County and Kings County are the City of Summerside and the Town of Montague respectively.

The City of Charlottetown covers a land area of 44.27 square kilometres and is bound by the Hillsborough River and the Town of Stratford to the east; the Town of Cornwall to the west; the Charlottetown Harbour to the south. Charlottetown is 71.0 km from the City of Summerside, and 45.0 km from the Town of Montague. The nearest cities outside of the province are Moncton, New Brunswick, 171.0 km away, and Halifax, Nova Scotia, 232.0 km further east. Charlottetown is 423.0 km northeast of the Maine border of the United States.

Charlottetown was incorporated as a town on 17 April 1855 and became the island's first city in 1875. Municipal amalgamation in 1995 incorporated the outlying independent municipalities of Parkdale, Sherwood, East Royalty, West Royalty and Winsloe, which merged into a larger city - Charlottetown. At the same time, rural communities east and west of the city were amalgamated to form the Towns of Stratford and Cornwall respectively.

The one-time independent Municipalities of Charlottetown (original municipality), Brighton, Spring Park, Parkdale, Sherwood, Winsloe, as well as East and West Royalty including Hillsborough Park, now make up the individual neighbourhoods of the capital city.

Charlottetown serves as the seat of government for the Island, housing the provincial legislature as well as administrative offices and services. Much of the employment in the capital city is derived from year-round industries, which include government service, retail trade, accommodation, food/beverage service, as well as health care and social services. The (2) largest employers are the Government of Canada and the Province of Prince Edward Island, respectively.



4.1.2 Provincial Description · Community Profiles (Subject Specific)

The subject property is located in the City of Charlottetown. Charlottetown is both the largest city as well as the provincial capital of Prince Edward Island. Charlottetown is situated on its namesake harbour (formed by the confluence of three rivers), within Queens County, in the central portion of the island's south shore.

Selected Census Statistics are summarized in the following table:

		Charlottetown (City)
Land Area (km²)		44.27
2021 Population		38,809
Population Change from 2016		7.5%
Total Private Dwellings		17,184
Average value of Dwelling		\$378,800
	Queens (County)	Prince Edward Island (PEI)
Land Area (km²)	1,987.32	5,681.18
2021 Population	89,770	182,657
Population Change from 2016	9.7%	8.0%
Total Private Dwellings	42,210	74,934
Average value of Dwelling	\$360,400	\$313,200

PEI population was published by Statistics Canada on July 1, 2025.



4.1.3 Economic Outlook – Fiscal and Economic Highlights

- The current forecast for FY2024-2025 is a deficit of \$129.5 million, a \$44.5 million increase from the budget released in February 2024.
- Housing starts have increased 50.9 per cent through the first three quarters of 2024. Nationally, starts are up 1.8 per cent.
- PEI's population was 178,550 as of July 1, 2024, a new all-time high. Prince Edward Island had the fourth fastest annual growth rate in Canada over this timeframe at 2.8 per cent (4,837 persons).
- Total revenues are forecasted to decrease by \$6.5 million primarily due to reductions in sales tax revenue of \$13.6 million which is a result of the 2-month HST break.
- Provincial expenditures are expected to increase by \$38.0 million. This reflects growing caseloads and cost per caseload for Social Programs, demand for energy efficiency programs, and growth in healthcare costs.
- The change in the All-Items Consumer Price Index for P.E.I. slowed to 2.0 per cent on a year-to-date basis through November. Nationally inflation increased 2.4 per cent through November.
- Forecasted net debt as a percentage of GDP for fiscal 2024-2025 has increased in comparison to
 what was anticipated when the 2024-2025 Operating Budget that was tabled in February 2024 as a
 result of slightly weaker than expected GDP growth, as well as a larger forecasted deficit and higher
 capital expenditures anticipated for 2024-2025 compared to budget.
- Employment on PEI has increased 4.1 per cent (3,700 persons) on a year-to-date basis through November. Nationally, employment increased 1.7 per cent over this timeframe.
- Average weekly earnings have increased 5.2 per cent to average just over \$1,067 on a year-to-date basis through September, while nationally they are up 4.3 per cent to just under \$1,251.
- Total labour income continues to grow on the Island, up 9.4 per cent through September, the fastest growth amongst provinces.
- The value of manufacturing shipments has increased 4.8 per cent on a year-to-date basis through September. Nationally, manufacturing shipments have decreased 2.9 per cent through September.
- The value of international exports from PEI has increased 8.9 per cent on a year-to-date basis through October, the fastest growth amongst provinces. Nationally, international exports are up 0.6 per cent.



4.1.4 Economic Outlook

Economy

Overall, economic conditions continued to normalize through 2024, and the economic situation continues to evolve. Although there are challenges, the economic situation on the Island is continuing to normalize as interest rates decline and inflation returns towards the Bank of Canada's two per cent target. Growth in total labour income will slow over the forecast horizon as a result of slower employment growth. However, as the economy continues to pivot toward higher wage employment while supporting the lower end of the labour market through minimum wage increases, growth in this metric should remain robust. Retail trade should continue to improve over the forecast horizon as the economy returns to more normal conditions. Manufacturing shipments and exports are projected to continue to make a positive contribution to the economy in 2024, and over the forecast horizon due to the continued rebound in the aerospace industry, the expansion of the pharmaceuticals industry and the continued strong performance of food manufacturing.

Gross Domestic Product (GDP)

The Department of Finance 2024 has been revised down from 4.1 per cent at Budget to 3.8 per cent due largely to weaker than expected consumer sentiment and slower employment growth. Real GDP growth for 2023 was in the range of 3.0 per cent in 2023.

• Consumer Price Index (CPI)

Consumer prices on the Island increased by 2.0 per cent on a year-to-date basis through November. Decreases in inflation have occurred in clothing and footwear, recreation, education and reading and household operations, furnishings and equipment. The largest increases over this time period were in food, health care and personal items, and shelter. Nationally, inflation increased 2.4 per cent through November.

• Labour Force

The employment situation on the Island continued to be robust through 2024. On a year-to-date basis through November, employment increased by 4.1 per cent to reach 92,400 people, the fastest growth amongst provinces. Nationally, employment increased by 1.7 per cent over this time period. Average weekly earnings in PEI were 85.3 per cent of the national average, compared to 84.5 per cent for this time period in 2023. Total labour income increased by 9.4 per cent on a year-to-date basis through September with national total labour growth increasing by 5.8 per cent through September.

Income

Total labour income continues to grow on the Island, up 9.4 per cent through September, the fastest growth amongst provinces. With average weekly earnings increased 5.2 per cent to average just over \$1,067 on a year-to-date basis through September, while nationally they are up 4.3 per cent to just under \$1,251. Nationally, total labour income has increased by 5.8 per cent through September.

Population

The Island population continued to grow in 2024, though the pace moderated somewhat. PEI's population reached 178,550 people on July 1, 2024. This represents an increase of 4,837 people for a yearly growth rate of 2.8 per cent. This was slightly higher than the 2.6 per cent forecast. PEI's population growth was the fourth highest yearly growth rate amongst provinces and territories. Population growth continued to be driven by international immigration. The Island population is forecast to continue to grow, though the rate of population growth will continue to trend down over the forecast horizon. This result will be driven by changes to certain immigration programs by both the Federal and Provincial governments.



Agriculture

Through the third quarter of 2024, farm cash receipts on the Island increased by 2.0 per cent from the same period last year. Declines were recorded in crops, down 3.6 per cent, while livestock receipts rose over this period. Nationally, farm cash receipts declined 3.0 per cent through the third quarter. Agriculture is projected to contribute positively to growth in 2024 and going forward, despite price declines in some commodities as the growing season on the Island has been positive.

Retail

On a year-to-date basis through September, the value of seasonally adjusted retail sales increased 2.3 per cent on the Island. Nationally, retail sales increased 0.8 per cent over this time period. Retail sales growth is projected to be lower than was forecast at Budget as price pressures have persisted in the economy, and higher borrowing costs have constrained consumers, especially through the first half of the year. It is expected that consumer sentiment will improve over the latter half of the year as lower interest rates, normalizing inflation and strong wage growth will allow for higher retail spending.

Fisheries

The spring lobster season opened after several delays related to bad weather; the majority of the spring fishery opened on May 5, 2024. Catches in many areas have been good, though prices for a good part of the season remained in the \$6.50-\$7.00 range. The discovery of the parasite MSX on July 11, 2024 has been a blow to the oyster industry. As a result of the detection of this disease, oyster production may decrease, though declines will likely not be felt until 2025 or later. \$3.1 million in funding for aquaculture capital projects has been announced by provincial government.

• Construction & Housing

The construction rebound has begun in earnest on the Island. Population growth and the numerous supports from all levels of government are driving this activity, with large increases in the multi-unit segment, particularly apartments. Increases have also been seen in non-residential construction, as commercial building increases to keep up with the growing population. Investment in building construction increased by 35.7 per cent through September, the fastest growth amongst provinces. Growth was recorded in both residential and non-residential investment, up 46.6 per cent and 8.2 per cent respectively. Nationally, growth increased by 6.6 per cent over this time period. Housing starts increased in all segments, with single-detached houses up 21.1 per cent, and multi-unit housing up 66.5 per cent. Apartments were the fastest growing segment over this period, up 85.6 per cent.

Tourism

On a year-to-date basis through October, traffic to the Island is up over all modes of transport. Bridge traffic is up 4.7 per cent, while ferry traffic is up 11.6 per cent. Air traffic to the Island increased 3.5 per cent, while cruise ship traffic is up 28 per cent. On a year-to-date basis through September, overnight stays at fixed roof accommodations were down 1.1 per cent, while the occupancy rate declined by 2.7 percentage points. Campgrounds saw an increase in overnight stays of 8.7 per cent through September, while the occupancy rate increased by 0.7 percentage points. The tourism industry is continuing to normalize in 2024 after a series of years impacted by visitor restrictions. The Port of Charlottetown set a new record for the cruise sector with 94 ships, and over 220,000 visitors coming to the Island this season. However, failure to have reliable ferry service to the eastern end of the province will negatively impact the tourism and transportation industries on the Island, and particularly the eastern part of the province.



• Manufacturing & Exports

Manufacturing shipments and exports continue to be important contributors to growth on the Island. On a year-to date basis through September, the value of seasonally adjusted manufacturing shipments increased by 4.8 per cent. Growth was recorded in both durable and non-durable goods, up 9.4 per cent and 2.6 per cent respectively. Nationally, manufacturing shipments declined by 2.9 per cent through September. Exports increased by 8.9 per cent on a year-to-date basis through October, the fastest growth amongst provinces. However, the announced 25 per cent tariffs to be levied on all Canadian goods entering the U.S. market as of January 20, 2025, if enacted, would have a significant negative impact in this sector for the duration of the tariffs. ¹



 $^{^{\}rm 1}$ 2024-2025 Fall Fiscal and Economic Update PEI

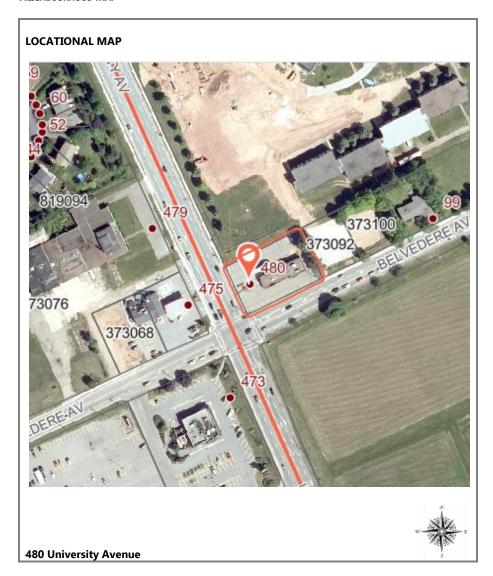
4.1.5 Current Economic Indicators

The following table summarizes current statistical and financial information for Canada, the Province of Prince Edward Island.

Component	Market Area	Date	Statistical Figures	Total Change Previous Year
Component	Alea	Date	rigures	Teal
Population	(PEI)	Jul-25	182,657	1.60%
Labour:				
· Labour Force	(PEI)	Aug-25	102,100	1.40%
· Unemployment Rate	(PEI)	Jul-25	8.1%	-0.10%
· Participation Rate	(PEI)	Aug-25	66.1%	-0.20%
· Employment Rate	(PEI)	Aug-25	93,800	1.30%
Total Exports	(PEI)	Jul-25	265.2 M	15.4%
Total Manufacturing Shipments	(PEI)	Jun-25	310.9 M	8.1%
Retail Sales	(PEI)	Aug-25	305.9 M	6.3%
Farm Cash Receipts (\$,000)	(PEI)	Q2 2025	202.4 M	5.9%
Consumer Price Index (All Items)	(PEI)	Aug-25	168.6	1.1%
Construction:				
· Housing Starts	(PEI)	Q2 2025	328	11.0%
· Permits Residential	(PEI)	Jul-25	81.9 M	60.9%
· Permits (Non-Residential \$,000)	(PEI)	Jul-25	21.7 M	-6.9%

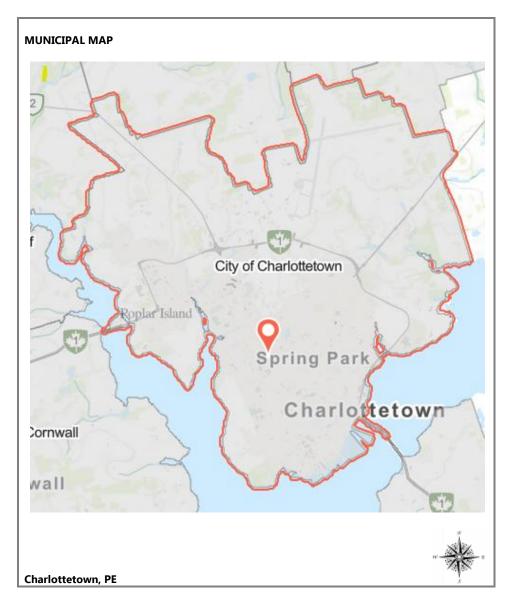


4.2 NEIGHBOURHOOD MAP





4.3 REGIONAL MAP





4.4 MICRO-MARKET CHARACTERISTICS

The subject property being appraised is located in the City of Charlottetown. Charlottetown is the capital and main metropolitan centre of Queens County, and of the Province as a whole. Given this, the amenities, necessary infrastructure and characteristics expected of a capital city are in place.

Charlottetown comprises the following neighbourhoods which were one-time independent municipalities which include: Charlottetown (original municipality), Brighton, Spring Park, Parkdale, Sherwood, East Royalty (inclusive of Hillsborough Park), West Royalty, and Winsloe.

The original municipal boundary between Charlottetown and the common area of the township of Queens Royalty was the northern edge of the original five hundred lots along present-day Euston Street. This boundary was extended north to Water Street and Kirkwood Drive during the early twentieth century, taking in part of the rural Community of Brighton west of the downtown. The Village of Spring Park was amalgamated into the city in 1959, extending the city's boundary north to Hermitage Creek, which also formed the southern boundary of the Village of West Royalty. Development filled in most vacant land in the Brighton and Spring Park neighbourhoods by the nineteen eighties.

Municipal amalgamation in 1995 saw the outlying independent Municipalities of Parkdale (town), Sherwood, East Royalty, West Royalty and Winsloe (villages) merged into a larger city of Charlottetown. At the same time as rural communities east and west of the city were amalgamated to form the Town of Stratford and Town of Cornwall respectively. A green belt is in place around the northern fringe of the municipal boundary, although it is poorly enforced by the provincial government, leading to suburban sprawl. The present-day Charlottetown landscape is dominated by urban development along the Waterfront areas, suburban development to the west, north and east, as well as the airport to the north. Commercial Office Development, aside from the central business district, is concentrated along several road corridors which include: University Avenue/Malpeque Road, North River Road/Lower Malpeque Road, St. Peter's Road, Mount Edward Road, as well as Kensington Road.

More specifically, the subject property is located on University Avenue, a two and four-lane municipal street in the core of the city. Amenities conducive to commercial and residential developments are nearby and easily accessible via St Peters Road. The subject area is comprised of a variety of commercial, mixed use residential properties in varying design/style, size, age and condition. Overall, the subject displays similar value trends as prevailing neighbouring properties. No adverse influences noted during the subject area inspection.





5.0 PHYSICAL AND FUNCTIONAL DATA

5.1 SITE DETAILS

5.1.1 Site Description

The subject is high-exposure site with frontage on University Avenue. The subject is outlined in red in the following provincial map.



The corner lot is rectangular in configuration and contains a total area of ± 0.50 acres and/or $\pm 21,780$ square feet. The site has a level topography at an elevation similar to that of adjoining properties; adequate drainage has been assumed. The parcel is bordered along the north and east by adjoining lands, the south by Belvedere Avenue and the west by University Avenue. Direct vehicular egress/ingress to the property is available from both University Avenue and Belvedere Avenue. Refer to *Schedule B* in the Addendum of this report for applicable Orthomatics/Geomatics maps depicting the subject property.



5.1.2 Site Improvements

The subject site is almost entirely improved by the current structure, and paved parking, inclusive of traffic markings, lighting standards, concrete curbing, and walkways containing approximately ±20 surface parking stalls, exterior illuminated street signage along the foregoing municipal roadway, sod-covered portions, as well as general landscaping.

5.1.3 Site Services

The subject property has the following services available:

- Municipal sewer and water.
- Aboveground utilities (inclusive of overhead electrical service, telephone, fibre-optic lines, and high-speed internet).
- Public (Charlottetown Police), fire (Charlottetown Fire Department) and ambulance (Island EMS)
 assistance.

5.1.4 Easements and/or Rights of Way (ROW)

The survey plan does not indicate any easements or rights-of-ways. Therefore, any typical utility easements or rights-of-way crossing the site are assumed not to adversely affect the property value.

5.1.5 Environmental Consideration

No environmental assessment report has been reviewed. The value indicated in this report assumes an environmentally clean site.



5.2 BUILDING DETAILS

5.2.1 Overview

The subject site is improved with a single storey $\pm 3,100$ (ft²) commercial building which formerly operated as Blaze Pizza

5.2.2 Areas

BUILDING AREA	
Description	Gross (ft²)
Main Floor	3,100
Gross Building Area	3,100

Building area has been derived from information retained on file. These calculations are subject to technical correction.



5.2.3 Brief Specifications

BUILDING DESCRIPTION

GENERAL DESCRIPTION

Building Use: Commercial Development

Year Constructed: 2020±
Remaining Economic Life: 50 Years
Storey Height One storey

Plumbing: PVC, copper and PEX

(HVAC) System: Roof mounted HVAC systems (heat and air conditioning)

with supplemental electric heat

Hot Water: Commercial hot water heater

Air Conditioning: Yes, roof mounted

Sprinkler: N/A

Electrical: 400 amp main with splitter panels

BASEMENT DESCRIPTION

Foundation: Concrete

Floor: Poured concrete, slab on grade

EXTERIOR DESCRIPTION

Structure: Steel and wood frame
Exterior Walls: Prefinished panels and stone

Roof: Modified

Windows: Aluminum frame commercial windows

Doors: Aluminum frame entry systems and steel insulated doors

INTERIOR DESCRIPTION

Interior Walls: Gyproc and ceramic tile

Ceilings: Gyproc, suspended acoustic tile, open to frame

Interior Floors: Ceramic tile

Doors: Solid core wood passage with steel door frames

Plumbing: Male, female and staff washrooms

Layout: The subject formerly operated as quick service restaurant.

With service area, restaurant seating, kitchen, office, staff room,

washrooms and utility room.

Miscellaneous: Interior/exterior surveillance system, illuminated exit signage,

security system, wall-mounted fire extinguishers, emergency

lighting, hard-wired sound system, (1) walk-in cooler,

(1) walk-in freezer

Condition: Good overall condition

5.2.4 Condition and Appearance

The subject property is a one storey food service development. The building is in good overall condition. Design and construction of the subject property provides good commercial space.

Refer to *Schedule B* in the Addendum of this report for relevant site and building photographs as per the subject property.



5.3 MUNICIPAL DATA

5.3.1 Assessed Value and Annual Taxes

The following schedule highlights property charges from 2025.

Property Owner Red	Coast	Holdings Inc
Site Size		0.50 acres
2025 Assessment	\$	883,100.00
Provincial Charges	\$	13,246.50
Less Provincial Credits	\$	-
Municipality of Charlottetown	\$	20,841.16
Island Waste Management Charges	\$	-



5.3.2 **Zoning and Planning Considerations**

The subject property is located in a (C2) Highway Commercial Zone as per the City of Charlottetown Zoning and Development Bylaw.

A summary of allowable uses are listed below.

(C-2) HIGHWAY COMMERCIAL ZONE

- Permitted Uses: Uses permitted in the (R-4A) Zone subject to the Regulations for Permitted Uses for the (R-4A) Zone;
 - Uses permitted in the (I) Zone subject to the Regulations for Permitted Uses for the (I) Zone;
 - · Commercial Uses permitted in the (MUC) Zone, including those permitted in the ER-MUVC Zone subject to C-2 Regulations.



6.0 HIGHEST AND BEST USE

The *Highest and Best Use* of a property is defined for the purposes of this report as "the use, at the time of the appraisal, from among reasonable probable and legal alternative uses found to be physically possible, appropriately supported and financially feasible, that is likely to produce the greatest net return over a period of time."

6.1 HIGHEST & BEST USE CRITERIA

The (4) tests to support the highest and best use analysis are as follows:

- <u>Physically Possible</u>
 - The size, shape, terrain, and soil conditions of a parcel of land affect its physical utility and adaptability.
- <u>Legally Permissible</u>

This is dependent on public restrictions such as zoning, building codes, historic preservation regulations, environmental controls, as well as the private or contractual restrictions found in deeds and long-term

- Financially Feasible
 - Defined by uses which should produce returns that exceed the income required to satisfy operating expenses and debt service (interest and amortization).
- Maximum Return
 - Among financially feasible uses, the use that produces the highest price or value consistent with the rate of return warranted by the market.

6.2 As If VACANT

The zoning Highway Commercial and location of the subject site suggests that commercial, multiple family or institutional development would maximize uses of the site. The location has good access as well as very good exposure on a high traffic corner and would have appeal to local, regional and national tenancies. There is evidence of demand for good quality commercial space and therefore, the highest and best use is considered to be a commercial type of development designed to accommodate a local, regional or national tenant.

6.3 As Improved

The subject site is improved with a free standing one storey commercial building in a high traffic location. The size of the structure is similar to many competing developments. The use is consistent with the highest and best use, as if vacant. Therefore, the highest and best use of the improved property is considered to be that of a commercial development.



7.0 VALUATION METHODOLOGY

There are three basic approaches available to the appraiser in the estimation of the market value of the subject property. The methods and procedures of these approaches are summarized as follows:

7.1 INCOME APPROACH

This approach is applied in the valuation of income producing or investment properties. The basic steps of this procedure are the estimation of gross income less expenses resulting in net income and the determination of an appropriate method of capitalization which, when applied to net income, results in an indication of economic value.

The Income Approach to value will be utilized in the value estimation within this report.

7.2 DIRECT COMPARISON APPROACH

This approach involves the analysis of properties of comparable nature which have sold on the open market of recent date. Where applicable, the sale price of a comparable sale is adjusted for dissimilar features such as differences in location, market conditions, and physical characteristics. Adjustments for differences equate the sale price of a comparable sale to an expression of market value for the subject property.

The Direct Comparison Approach to value will be utilized in the value estimation within this report.

7.3 COST APPROACH

The Cost Approach consists of two basic components. Firstly, the valuation of the land as if free and clear of improvements under the highest and best use and secondly, the estimation of the reproduction cost new of the improvements less any loss in value (depreciation) due to the deterioration or obsolescence. The actions of typical buyers and sellers in the subject property market would not generally reflect this approach for established properties. In addition, the age of the properties as well as projected occupancy considerations would result in significant physical depreciation and economic obsolescence adjustments. Therefore, the Cost Approach has not been employed.

The Cost Approach to value will not be utilized in the value estimation within this report.

7.4 RECONCILIATION

For the purpose of this appraisal, considering the type of property, the author of this report will employ the Income Approach and the Direct Comparison Approach in the value estimation of the subject property outlined herein.



8.0 REVENUE AND EXPENSE ANALYSIS

8.1 CURRENT LEASING

The subject property is currently vacant therefore no lease details have been provided.

		Rent	Rent	Total
Tenant	ft²	\$ /ft²	\$ / Month	\$ / Annual
Main floor	3,100	\$ -	\$ -	\$



8.2 MARKET RENT

The following table outlines comparable lease information for commercial spaces derived from the Atlantic Canada market.

#.	Property Location	Property Description	Leasable Area (sf)	Lease Type	Base Rent
1	Charlottetown, PE	Retail	1,023	Triple Net	\$ 20.94
2	Summerside, PE	Fast Food Restaurant	2,017	Triple Net	\$ 22.08
3	Stratford, PE	Coffee Shop	2,147	Triple Net	\$ 22.71
4	Charlottetown, PE	Quick Lube	1,920	Triple Net	\$ 47.50
5	Charlottetown, PE	Fast Food Restaurant	1,543	Triple Net	\$ 35.17
6	Charlottetown, PE	Fast Food Restaurant	1,650	Triple Net	\$ 50.91
7	Charlottetown, PE	Mixed Use	6,110	Triple Net	\$ 35.34
8	Charlottetown, PE	Fast Food Restaurant	1,327	Triple Net	\$ 34.36
9	Charlottetown, PE	Fast Food Restaurant	1,690	Triple Net	\$ 35.00
10	Stratford, PE	Gas Bar/Convenience	4,200	Triple Net	\$ 32.00
11	Stratford, PE	Fast Food Restaurant	3,000	Triple Net	\$ 58.00
12	Stratford, PE	Fast Food Restaurant	1,796	Triple Net	\$ 29.33
13	Amherst, NS	Fast Food Restaurant	1,818	Triple Net	\$ 60.59
14	New Minas, NS	Fast Food Restaurant	1,818	Triple Net	\$ 52.81
15	Bridgewater, NS	Fast Food Restaurant	1,818	Triple Net	\$ 59.76
16	Moncton, NB	Coffee Shop	2,000	Triple Net	\$ 45.00
17	Dieppe, NB	Fast Food Restaurant	2,400	Triple Net	\$ 29.60
18	Moncton, NB	Fast Food Restaurant	2,272	Triple Net	\$ 36.00
19	Moncton, NB	Fast Food Restaurant	1,720	Triple Net	\$ 30.00

The foregoing commercial rental rates range from \$20.94 to \$60.59 per square foot averaging a rate of \$38.79 and a median of \$35.17 per square foot.

As a whole, the subject development is in very good overall condition and is situated in a high traffic location in the main urban centre of Charlottetown. The property has good accessibility and exposure in a commercial area of the city and is well suited to commercial oriented tenancies.

A market and will be assigned for the calculation of the Income Approach.



8.3 REVENUE

8.3.1 Potential Gross Income

			Rent		Rent		Total
Tenant	ft²	9	/ft²	\$ /	Month	\$,	/ Annual
Main Floor	3,100	\$	36.00	\$	9,300	\$	111,600

8.3.2 Basic Rent

For Direct Capitalization purposes, a market lease rate will be employed. Based on the aforementioned, basic net rent is estimated to be \$111,600.00 per annum.

8.3.3 Recovery Income

The subject rent is projected as triple net. Therefore all expenses will be recovered.

8.3.4 Other Income

No other significant income for the subject property has been identified.



8.4 VACANCY

Detailed vacancy figures for the subject market are not available. However, an inspection of the area indicated there are very few ground floor vacant spaces within the immediate trade area, with the unoccupied premises being considered physically inferior to the subject property. Remaining occupied buildings appear to be fully utilized, typically by owner-occupiers. As such, the author of this report, after considering the subject's location and age, as well as properties in the immediate area, has selected a rate at the low end of the market range to apply to the subject property.

The subject property is located in a commercial area of Charlottetown with good exposure and accessibility. The property is an above average quality establishment and is anticipated to be on the lower end of the vacancy range.

As such, considering the foregoing, a normalized long-term stabilized vacancy rate 1.0% is considered to reasonable apply to the subject.



8.5 EXPENSES

The current development is anticipated to be leased on a triple net basis. Based upon this, all expenses are being recovered by the property owner. The expenses have been normalized at \$7.50 per square foot plus the current property taxes.

		ARA	(%) of
Revenue:	No	ormalized	Income
Rental Income	\$	111,600	
Total Income	\$	111,600	100.00%
Expenses:			
Operating Expenses	\$	23,250	20.83%
Property Taxes	\$	34,088	30.54%

Expense estimates above are based on an expense of \$18.50 per foot for the building areas, which are similar to above other competing properties of this type in the area.



8.5.1 Rechargeable Operating Expenses

Based upon typical performance of similar commercial properties, the stabilized expenditures are recovered by the property owner.

8.5.2 Non-Rechargeable Operating Expenses

• Structural Reserve

A structural reserve allocation for capital items is based on 1.0 per cent of EGI.

• Management/Administration

Taking into consideration the commercial buildings on the subject property, this fee is based on 2.0 per cent of EGI which is consistent with rates typically charged for this class of property within the subject area.

Non-rechargeable expenses total \$5,017.00 (\$1.62 per ft² of above grade rentable area).

8.5.3 Capital Expenditures

In the case of the subject, no allocation has been deemed necessary for capital item replacement as per the subject property.

8.5.4 Non-Rechargeable and Rechargeable Operating Expenses

Total operating expenses are \$62,355.00 which are 37.3 percent of effective gross income or \$20.11 per ft² of above grade building area



9.0 INCOME APPROACH

9.1 OVERALL CAPITALIZATION RATE

The following schedule illustrates overall market capitalization rates for various commercial properties:

Inde	x Property	S	Sale Price	Overall Cap Rate
1	Capital Drive, Charlottetown, PE	\$	1,500,000	7.07%
2	Fourth Street, Charlottetown, PE	\$	1,750,000	6.85%
3	Belvedere Avenue, Charlottetown, PE	\$	3,450,000	6.11%
4	John Yeo Drive, Charlottetown, PE	\$	800,000	6.17%
5	Capital Drive, Charlottetown, PE	\$	2,900,000	6.78%

The foregoing capitalization rates range from 6.11% to 7.07%, averaging 6.60% with a median rate of 6.78%.

Based on the type of property, two unit fast food restaurant; the subject would be reasonably represented by a cap rate slightly below the average and median rates. On this basis, a rate of 6.50% has been adopted.



9.2 DIRECT CAPITALIZATION

Based on the foregoing revenue, expense and cap rate considerations, the value based on direct capitalization of stabilized net operating income is summarized as follows:

REVENUE					
Rental Income Recoverable Expenses		\$ \$	111,600 57,338		
Total		\$	168,938		
POTENTIAL GROSS INCOME		\$	168,938		
Vacancy Allowance	@ 1.0%	\$	(1,689)		
EFFECTIVE GROSS INCOME		\$	167,248		
OPERATING EXPENSES				% of EGI	\$/ft²
Rechargeable: Operating Expenses		\$	57,338	34.3%	\$ 18.50
Non Rechargeable: Structural Reserve Management		\$ \$	1,672 3,345	1.0% 2.0%	0.54 1.08
Total Expenses		\$	62,355	37.3%	\$ 20.11
NET OPERATING INCOME		\$	104,893	62.7%	\$ 33.84
Overall Capitalization Rate			6.50%	GIM	
Value by Direct Capitalizati	on	\$	1,613,741		



10.0 DIRECT COMPARISON APPROACH

10.1 COMPARABLE SALES DATA · MICRO AND MACRO SALES

No.	Property	Sale Date	Sale Price	Area (ft²)	Price Per (ft²)	Remarks
1	John Yeo Drive Charlottetown, PE	Mar-25	\$ 800,000	2,300	\$ 347.83	Sale of a commercial condo unit with a good lease.
2	Belmont Street Charlottetown, PE	Nov-23	\$ 385,000	1,050	\$ 366.67	Sale of a small commercial restaurant inclusive of equipment.
3	Capital Drive Charlottetown, PE	Mar-25	\$ 2,900,000	6,110	\$ 474.63	Sale of a stand alone commercial, three tenant building. Convenience Store and Gas Bar. Two fast food tenants and an industrial car wash building.
4	Queen Street Charlottetown, PE	Dec-24	\$ 1,850,000	6,900	\$ 268.12	Sale of a commercial development with three tenants. Food service on main floor and retail office on the upper floors.
5	Capital Drive Charlottetown, PE	Oct-21	\$ 1,000,000	2,356	\$ 424.45	Sale of a coffee shop purchased to be converted to a sales and service shop. High traffic location, good visibility and on-site parking.
6	Robert Angus Drive Amherst, NS	Jun-23	\$ 1,310,000	2,134	\$ 613.87	Single level wood frame building with slab on grade foundation, utilized and designed as a Dairy Queen Restaurant. 22 year old building in good condition.
7	Pictou Road Bible Hill, NS	May-25	\$ 700,000	1,650	\$ 424.24	Wood & masonry frame building with slab on grade foundation, utilized and designed as a Subway Restaurant with drive thru. Constructed in 1995. Good condition.
8	Bedford Highway Bedford, NS	Dec-23	\$ 2,100,000	2,560	\$ 820.31	Single level wood & masonry frame building with slab on grade foundation. Built as part of a local chain of fast food & gas bar with a three pump island. Building was constructed in 2004. Average condition.
9	Robie Street Truro, NS	Jul-24	\$ 1,530,000	4,018	\$ 380.79	Two single level steel & masonry frame buildings with slab on grade foundations on a single site. Utilized as Wendys Restaurant & Tim Hortons. Recent renovations.
10	James Street Antigonish, NS	May-24	\$ 1,875,000	2,940	\$ 637.76	Single level wood & masonry frame building with slab on grade foundation. Utilized as a Tim Hortons restaurant. Building is 8 years old in good condition.

The foregoing schedule outlines sales of comparable properties which have been evaluated based on the price per square foot of gross floor area for Direct Comparison purposes. The rates per square foot range from \$268.12 to \$820.31 per ft², averaging \$475.87 per ft², with a median rate of \$424.35 per ft².



10.2 COMPARATIVE ANALYSIS AND ADJUSTMENTS

• Property Rights

All of the transactions reflect the acquisitions of the freehold interest in the property and no adjustment is required for this consideration.

Financing Terms

All of the properties are believed to have been traded on a cash basis with no special financing concessions. Therefore, no adjustment is required for this consideration.

• Conditions of Sale

All of the properties are believed to have been traded on an arm's length basis with no undue motivation on the part of the buyer or seller. Therefore, no adjustment is required for this consideration.

Market Conditions

An adjustment has been made to all transactions to reflect the estimated change in value between the date of the comparable sale and the effective date of the appraisal. The adjustment has been based on an average annual increase of three per cent per annum.

Location Adjustment

All transactions are located within similar trade area as the subject. Therefore, no adjustment for variance in location was required.

• Quality/Condition/Other

No adjustments for relative quality and condition at the time of sale were deemed applicable for the comparable sales.



10.2.1 Adjustment Table

The following table summarizes the adjustments that have been made to the selected comparables:

Index	Sale Price	Market Conditions	Adjusted Sale Price
muex	Sale Price	Conditions	Sale Price
1	\$ 347.83	1.02	\$ 354.78
2	\$ 366.67	1.06	\$ 388.67
3	\$ 474.63	1.02	\$ 484.12
4	\$ 268.12	1.02	\$ 273.48
5	\$ 424.45	1.12	\$ 475.38
6	\$ 613.87	1.07	\$ 656.84
7	\$ 424.24	1.02	\$ 432.73
8	\$ 820.31	1.05	\$ 861.33
9	\$ 380.79	1.04	\$ 396.02
10	\$ 637.76	1.04	\$ 663.27

After adjustments, the rates range from \$273.48 to \$861.33 per ft², with the average of \$498.66 per ft² and median at \$454.05 per ft² respectively.

As of the effective date there are limited numbers of sales transactions (when considering the subject property's locational, physical, and operational characteristics) which trade on the marketplace on an annual basis. Based on this, the undersigned has employed a mix of current as well as older comparable sales transactions within this assignment. Although each index required a market adjustment of 3.0% per annum. reliance has been placed on the entire adjusted market range in the value estimation of the subject property. The sales were comprised of restaurant and commercial type of developments.

The subject is a commercial development of good quality construction, amenities, and services. The subject setting has very good profile and accessibility. The subject trade area is in close proximity to all major amenities, services, and transportation routes conducive to commercial type of developments.

Overall, of the adjusted indices no singular sale provides an exact value estimate for the subject property and primary reliance has been placed on the calculated average and median of the market range of the group of selected sales. Consideration the foregoing, a rate above the average and median is anticipated to best reflect the subject's value.



10.3 SUMMARY AND VALUE CONCLUSION

Based on the foregoing considerations, a rate of 550.00 per ft^2 for the main floor leasable area is considered to be reasonably representative of this area. As such, the estimate of value by the Direct Comparison Approach is calculated as follows:

DIRECT COMPARISON VALUE SUMMARY							
	Leasable Area (ft²)	Rate	(\$)/(ft²)	Estir	nated Value		
Subject Property First Floor	3,100	\$	550.00	\$	1,705,000		
TOTAL				\$	1,705,000		
TOTAL ROUNDED				\$	1,705,000		



11.0 CONCLUSION

11.1 FINAL VALUE ESTIMATE

The indication of value arrived at by the method employed in this report are summarized as follows:

VALUE SUMMARY BY APPROACH		
	Value	Indication
Income Approach	\$	1,614,000
Direct Comparison Approach	\$	1,705,000

The subject is considered to be an income property which would be suitable for leasing or owner-occupancy, which would be expected to trade to private investors or end users on a local or regional level. The Income Approach best reflects the actions of typical buyers and sellers for this class of property. As such, in the final analysis, reliance has been placed on the Income Approach indicator.

The Direct Comparison Approach is based upon comparable properties found within a specified trade area, and which are adjusted (to the subject property) in order to provide an indication of value. In most cases, this approach to value is deemed as applicable to all types of properties as long as there are recent, sufficient, and reliable comparable sales. This methodology attempts to quantify or assess the way market participants' view and/or value specific types of properties. Although, in the case of the subject property there are no identical comparable sales; the resulting indication of value does provide support for the Income Approach. As such, reliance has also been placed on the value derived within the Direct Comparison Approach.

Based on the foregoing, the market value of the subject property as of October 31, 2025, is considered to be fairly represented at:

ONE MILLION SIX HUNDRED AND SEVENTY-FIVE THOUSAND DOLLARS (\$1,675,000.00)

"Subject to Extraordinary Assumptions & Limiting Conditions"



12.0 CERTIFICATION

Re: PID No. 373084, Valuation of a Commercial Property: Located at 480 University Avenue, Charlottetown, PE C1A 4P2

ARA - McQuaid & Associates certifies that to the best of our knowledge and belief,

- The statements of fact contained in this report are true and correct.
- The property was personally inspected by Herman McQuaid, AACI, P. App, on October 31, 2025.
- The analyses, opinions, and conclusions reported herein are our personal and unbiased views and are limited only by the Assumptions and Limiting Conditions contained herein.
- We have no past, present or contemplated future interest in the real estate which is the object of this report and we have no personal interest or bias with respect to the properties or the parties involved.
- Our compensation is not contingent upon any action or event resulting from the analysis, opinions or conclusions in, or the use of, this report.
- This appraisal has been made in conformity with, and is subject to, the Canadian Uniform Standards of Professional Appraisal Practice (CUSPAP) as well as the bylaws and regulations of the Appraisal Institute of Canada
- We, the undersigned, have collaborated in the preparation, documentation, analysis and research, as well as the valuation of the subject property.
- We have the knowledge and experience to complete the assignment competently.
- We, the undersigned, are members in good standing with the Appraisal Institute of Canada (AIC). We are registered in the AIC's Professional Liability Insurance Program and have fulfilled the requirements of the Continued Professional Development program for designated and candidate members.

Based upon the analysis and conclusions contained within this assignment, it is our opinion, the market value of the subject property, as of October 31, 2025 is:

ONE MILLION SIX HUNDRED AND SEVENTY-FIVE THOUSAND DOLLARS (\$1,675,000.00)

"Subject to Extraordinary Assumptions & Limiting Conditions"

Respectfully submitted,

Han Ucal

Mr. Herman McQuaid, AACI, P. App hmcquaid@ara.ca

McQuaid & Associates - ARA

Ms. Rebecca McQuaid, AACI - Candidate rmcquaid@ara.ca

McQuaid & Associates - ARA

R.M. Quaid



Title Abstract Schedule A

DEPAR	RMMENT OF PRINCE EDWARD ISLAND TMENT OF FINANCE ION AND PROPERTY RECORDS DIVISION	Reg	jistry Information Lis	ting				
Parcel	Original Parcel Number	Map #	Property Locat	_ocation		Owner Name & Mailing Addre		
373084	N/A MENTS FILED ON PARCEL	11L066A2-23	480 UNIVERSIT		PO BOX	RED COAST HOLDINGS INC PO BOX 130 CORNWALL PE COA 1H0		
Year	Description			Туре	Document Numb	er Liber/Book	Foli	
2021	AGREEMENT CONCERNING MORTGAGE			74	11612	5933		
2019	OTHER ASSIGNMENTS			68	992	5751		
2019	MORTGAGE			51	991	5751		
2018	CHANGE OF NAME			32	10048	5744		
2014	DISCHARGE, RELEASE OR SATISFACTION	(i.e. MORTGAGE, ME	ECHANICS' LIEN)	61	1217	5499		
2013	ASSIGNMENT OF MORTGAGE			62	5425	5476		
2012	OTHER ASSIGNMENTS			68	7548	5436		
2012	MORTGAGE			51	7547	5436		
2008	AGREEMENT CONCERNING MORTGAGE			74	2918	5193		
2004	DISCHARGE, RELEASE OR SATISFACTION	(i.e. MORTGAGE, ME	ECHANICS' LIEN)	61	8171	5003		
2004	DISCHARGE, RELEASE OR SATISFACTION	(i.e. MORTGAGE, ME	ECHANICS' LIEN)	61	668			
2004	MORTGAGE			51	5540	1599	2	
2001	DISCHARGE, RELEASE OR SATISFACTION	(i.e. MORTGAGE, ME	ECHANICS' LIEN)	61	6566			



Title Abstract Schedule A

TITLE ABSTRACT						
11112	ABSTRACT					
2000	MORTGAGE	51	4857	1164	42	
1998	DISCHARGE, RELEASE OR SATISFACTION (i.e. MORTGAGE, MECHANICS' LIEN)	61	6696			
1998	DISCHARGE, RELEASE OR SATISFACTION (i.e. MORTGAGE, MECHANICS' LIEN)	61	150			
1997	MORTGAGE	51	7838	999	33	
1997	MORTGAGE	51	7837	999	32	
1997	DEED	11	7836	910	11	
1997	POWER OF ATTORNEY	35	6695	902	35	
1997	LEASE	21	230	857	21	
1996	MORTGAGE	51	4442	918	31	
1995	MORTGAGE	51	19956479	885	2	
1994	DISCHARGE, RELEASE OR SATISFACTION (i.e. MORTGAGE, MECHANICS' LIEN)	61	19944192			
1994	DISCHARGE, RELEASE OR SATISFACTION (i.e. MORTGAGE, MECHANICS' LIEN)	61	19944191			
1994	DISCHARGE, RELEASE OR SATISFACTION (i.e. MORTGAGE, MECHANICS' LIEN)	61	19944085			
1992	DISCHARGE, RELEASE OR SATISFACTION (i.e. MORTGAGE, MECHANICS' LIEN)	61	19924171			
1992	DEED	11	19922629			
1992	DISCHARGE, RELEASE OR SATISFACTION (i.e. MORTGAGE, MECHANICS' LIEN)	61	19921805			
1992	MORTGAGE	51	19921152	724	18	
1992	DEED	11	19921151	653	69	
1992	CHANGE OF NAME	32	19921011	653	11	
1987	DISCHARGE, RELEASE OR SATISFACTION (i.e. MORTGAGE, MECHANICS' LIEN)	61	19874110			
1985	LEASE	21	19851174	410	105	
DID 37	72094					
PID 373084 Page 2 of 3						



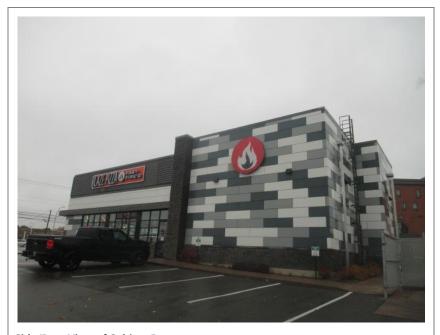
Title Abstract Schedule A

TITLE	ABSTRACT						
1981	MORTGAGE	51	19813498	356	37		
1981	MORTGAGE	51	19810806	346	84		
1981	MORTGAGE	51	19810805	346	83		
1978	MORTGAGE	51	19784437	287	6		
1978	LEASE	21	19784397	263	114		
1972	MORTGAGE	51	19720610	199	36		
1969	MORTGAGE	51	19690270	180	11		
1965	MORTGAGE	51	19650648	167	588		
1964	DEED	11	19640793	152	24		
1963	DEED	11	19630206	149	414		
1962	DEED	11	19622091	149	65		
PID 373084							
Page 3 of 3							





Front View of Subject Property



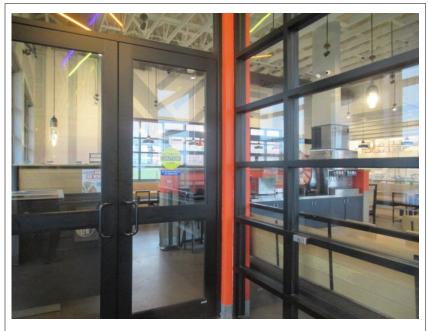
Side/Rear View of Subject Property









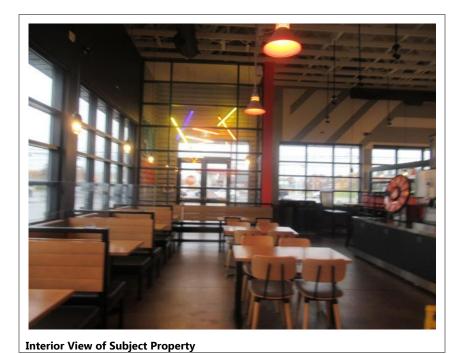


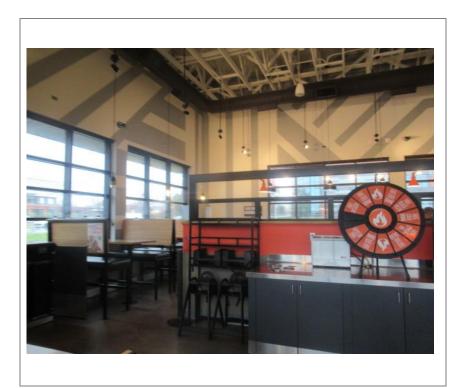
Interior View of Subject Property



Interior View of Subject Property









Interior View of Subject Property



Interior View of Subject Property





Interior View of Subject Property



Interior View of Subject Property



Interior View of Subject Property



Schedule B















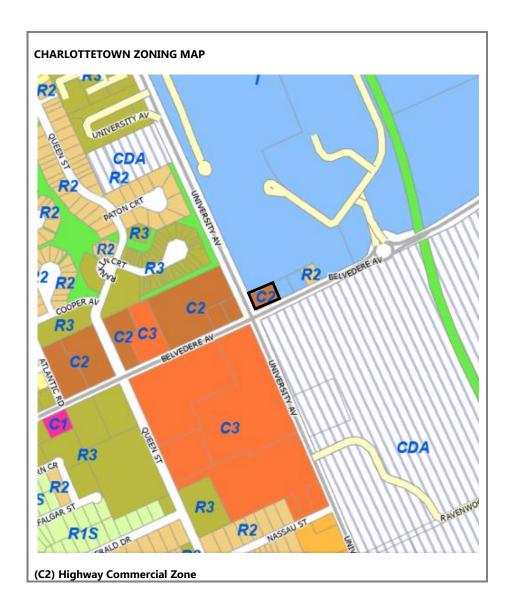


Subject Property Maps Schedule C





Subject Property Maps Schedule C







BRIEFING NOTE

APPENDIX FIVE: INSPECTION REPORT



FOR THE PROPERTY AT:

480 University Avenue Charlottetown, PE C1A 6B3

PREPARED FOR:

UNIVERSITY OF PRINCE EDWARD ISLAND

INSPECTION DATE:

Wednesday, November 19, 2025

PREPARED BY:

Robert G MacArthur





RGM Home / Building Inspection Services 951 Union Rd - Rte 221 Union Road, PE C1E 3B6

902-894-4477 Toll Free 1-877-262-4477

www.rgmhomeinspections.com robert@rgmhomeinspections.com



November 21, 2025

Dear University of Prince Edward Island,

RE: Report No. 2746 480 University Avenue Charlottetown, PE C1A 6B3

Thank you for choosing us to perform your Building Inspection, 480 University Avenue. We trust the experience was both useful and enjoyable.

Please feel free to contact us with questions about the report or the Building itself any time for as long as you own the Building. Our consulting service via telephone is available at no cost to you for as long as you own the Building. Toll free 1-877-262-4477

Please visit our website at your convenience www.rgmhomeinspections.com.

Thanks again for allowing us to work with you.

Sincerely,

Robert G MacArthur on behalf of RGM Home / Building Inspection Services

> RGM Home / Building Inspection Services 951 Union Rd - Rte 221 Union Road, PE C1E 3B6 902-894-4477 Toll Free 1-877-262-4477 www.rgmhomeinspections.com robert@rgmhomeinspections.com

ROOFING Report No. 2746

480 University Avenue, Charlottetown, PE November 19, 2025 www.rgmhomeinspections.com

ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING INTERIOR

Description of Building

The front of the building is considered to face;:

South

Belvedere Ave

West

University Avenue

Flat roofing material: • The flat roof is modified bitumen roof covering.



1. Modified bitumen roof covering

Approximate age: • 5 years

Inspection Methods and Limitations

Inspection performed: • By walking on roofAge determined by: • Reported by seller

Observations and Recommendations

FLAT ROOFING \ General notes

1. Condition: • Blue tarp in the attic area directing water into a bucket below, suggesting roof leaking in the past. Dry at the time of Inspection. We see / suspect just above this area is the roof drain where there is signs of ponding. Implications: Continued leaking, Chance of water damage to structure, finishes and contents.

Location: East roof

Task: Inspect / Repair roof by an experienced commercial roofing company

480 University Avenue, Charlottetown, PE November 19, 2025

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STRUCTURE ELECTRICAL

PLUMBING





2. Signs of ponding just above tarp?

3. Tarp in the attic area with bucket below



4. Water stains

2. Condition: • Appears the Women's washroom ceiling has leaked in the past. Dry at the time of Inspection. Possible roof vent leaking as we see roof staining on the sheathing. Implications: Continued leaking, Chance of water damage to structure, finishes and contents.

Location: Women's washroom ceiling / Roof

Task: Inspect / Repair roof by an experienced commercial roofing company

480 University Avenue, Charlottetown, PE November 19, 2025

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STRUCTURE ELECTRICAL

INSULATION

PLUMBING

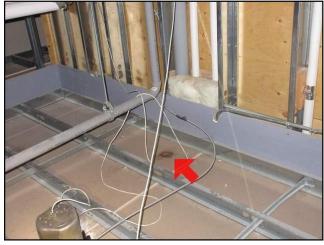




5. Vent through roof



6. Women's Washroom ceiling







8. Vent through roof

3. Condition: • We see a stain at the ceiling tile above the back door. Just above we see the roof sheathing is also water stained. All stains are dry at the time of Inspection. Implications: Continued leaking, Chance of water damage to structure, finishes and contents.

Location: East, above back door

Task: Inspect / Repair roof by an experienced commercial roofing company

480 University Avenue, Charlottetown, PE November 19, 2025

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STRUCTURE ELECTRICAL

INSULATION

PLUMBING





9. Roof above back door. Possible leak source??

10. Dry Ceiling stain, above back door



11. Dry Ceiling stain, above back door

4. Condition: • * Regular Roof Inspections recommended. Consult roofing contractor for intervals.

FLAT ROOFING \ Modified bitumen

5. Condition: • Ponding

Water is ponding on these ledges. Implications: Chance of water damage to structure, finishes and contents.

Location: South & west building Ledge

Task: Inspect / Repair by an experienced commercial roofer for water to drain

480 University Avenue, Charlottetown, PE November 19, 2025

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STRUCTURE ELECTRICAL

PLUMBING



12. Ponding, south ledge, 1" of water



13. Ponding, south ledge, 1" of water



14. Ponding, West ledge, 1/2" of water



15. Ponding south & west building ledges

FLAT ROOF FLASHINGS \ General notes

6. Condition: • Replace missing roof flashing on the top of the parapet wall. Implications: Possible water intrusion, possible hidden wall water damage.

Location: North wall, roof top of parapet wall

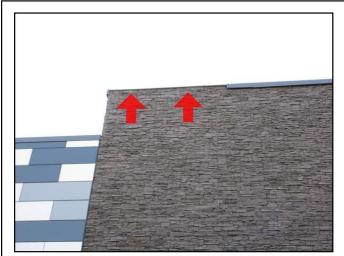
Task: Replace missing flashing Time: Regular maintenance

ROOFING Report No. 2746

480 University Avenue, Charlottetown, PE November 19, 2025

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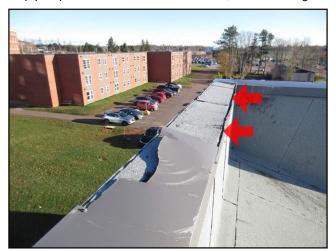
ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING INTERIOR





16. Flashing missing, North roof top parapet wall

17. South, Roof Flashing end cap missing



18. Flashing missing, North roof top parapet wall

480 University Avenue, Charlottetown, PE November 19, 2025

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EXTERIOR

STRUCTURE ELECTRICAL

PLUMBING

INTERIOR

Description of Building

Gutter & downspout material: • Aluminum • Galvanized steel

Downspout discharge: • Above grade

Lot slope: • Flat

Wall surfaces and trim: • Commercial metal siding

Inspection Methods and Limitations

Not included as part of a building inspection: • Underground components (e.g., oil tanks, septic fields, underground drainage systems) • Screens, shutters, awnings, and similar seasonal accessories

Observations and Recommendations

RECOMMENDATIONS \ General

7. Condition: • The garbage bins chain link door is out of place and appears damaged. Implications: Cosmetic.

Location: East side of building

Task: Repair / replace chain link doors to the garbage bins

Time: Regular maintenance



19. Garbage bins door damaged

ROOF DRAINAGE \ Downspouts

8. Condition: • Clogged

The downspouts are partially clogged with leaves / debris. Implications: Chance of downspout being plugged & water backing up to near the exterior wall, damage to contents, finishes and/or structure.

Location: Roof downspouts exit point East side near parking lot

Task: Clean downspouts at the exit point Time: ASAP, Regular maintenance

EXTERIOR Report No. 2746

480 University Avenue, Charlottetown, PE November 19, 2025

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ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING INTERIO



20. Partially clogged downspout outlet

9. Condition: • Missing

The bottom section of the downspout is missing at the North exterior wall. The brick wall is staining as a result of water splashing due to the missing downspout. Implications: Chance of water damage to structure, finishes and contents.

Location: North downspout

Task: Replace downspout to drain to the ground and kick away from the wall

Time: Regular maintenance



21. Missing, bottom section of the downspout

WALLS \ Masonry (brick, stone) and concrete

10. Condition: • Efflorescence

Efflorescence is the white, powdery deposit that appears on the surface of porous building materials like brick, stone, or concrete. It occurs when water moves through these materials, bringing soluble salts to the surface. Once the water evaporates, the salts are left behind, resulting in the white staining you see on the brick. Further evaluation is recommended by an experienced contractor. Here the photos are a few of many examples. Implications: Possible Indication of a more serious issue

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480 University Avenue, Charlottetown, PE November 19, 2025

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EXTERIOR

STRUCTURE ELECTRICAL

HEATING

COOLING

INSULATION

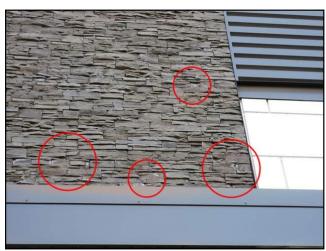
PLUMBING

Location: Various areas of the exterior siding

Task: Further evaluation by an experienced contractor



22. Efflorescence



23. Efflorescence



24. Efflorescence

25. Efflorescence

480 University Avenue, Charlottetown, PE November 19, 2025

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EXTERIOR

STRUCTURE ELECTRICAL

INSULATION

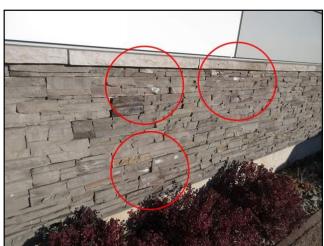
PLUMBING



26. Efflorescence



27. Efflorescence



28. Efflorescence

29. Efflorescence

11. Condition: • Missing section/s of the window sill brick at the exterior of the building in two places. Implications: Chance of water damage to structure, finishes and contents.

Location: Exterior Wall

Task: Repair or replace missing brick sections

480 University Avenue, Charlottetown, PE November 19, 2025

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EXTERIOR

STRUCTURE ELECTRICAL

INSULATION

PLUMBING



30. Missing section window sill, North Wall

31. Missing section window sill, South Wall



32. Observation: One of the missing sections??

12. Condition: • Observation: Appears to have spray painted in the past ???

Location: Roof / wall section

Task: Clean walls

480 University Avenue, Charlottetown, PE November 19, 2025

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EXTERIOR

STRUCTURE ELECTRICAL

HEATING

COOLING

INSULATION

PLUMBING

INTERIOR



33. Roof parapet brick wall, Spray painted?



34. Spray Painted ??

STRUCTURE Report No. 2746

480 University Avenue, Charlottetown, PE November 19, 2025 www.rgmhomeinspections.com

ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING

General: • No major structural deficiencies noted as of date of Inspection.

Configuration: • Slab-on-grade

Description of Building

Foundation material: • Poured concrete

Exterior wall construction: • Not visible

Roof and ceiling framing:

• Trusses Wood trusses

· Plywood sheathing

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Page 13 of 29

Report No. 2746 **ELECTRICAL**

480 University Avenue, Charlottetown, PE November 19, 2025

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ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING

INSULATION

PLUMBING

Description of Building

General: • No major electrical deficiencies as of date of Inspection.

Service entrance cable and location: • Underground - cable material not visible

Main disconnect/service box rating:

• 400 Amp electrical panel



35. 400 Amp electrical panel

Main disconnect/service box type and location: • Breakers - utility room

Distribution wire (conductor) material and type: • Copper - metallic sheathed

Inspection Methods and Limitations

Inspection limited/prevented by: • Alarm system not tested. Recommend yearly Inspection by Fire Panel Service Technician.

System ground: • Continuity not verified • Quality of ground not determined

Circuit labels: • The accuracy of the circuit index (labels) was not verified.

Not included as part of a building inspection: • Testing of smoke and/or carbon monoxide alarms • Amperage, voltage, and impedance measurements

Observations and Recommendations

DISTRIBUTION SYSTEM \ Outlets (receptacles)

13. Condition: • Test faulty on GFCI/GFI (Ground Fault Circuit Interrupter) GFI outlet no power / not resetting. Implications: No power, nuisance.

Location: East exterior wall outlet

Task: Repair or replace outlet by a licensed electrician

ELECTRICAL Report No. 2746

480 University Avenue, Charlottetown, PE November 19, 2025

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ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING INTERIOR



36. Test faulty on GFCI/GFI outlet

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ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING INTERIOR

Description of Building

Heating system type:

- Electrical convection wall mounted heaters
- X 2 (one in west entry, one in Electrical utility room).



37. West entry electric heater

• Electric baseboard heaters X 2 (bathrooms)



38. bathroom Electric baseboard heater

• Furnace

Two YORK propane forced air Heat furnaces (Each with its own cooling unit), mounted on the roof. Model # ZXGA7D2C3AA2B221A2
Serial # N2M0414630

Model # ZXG12S2B3AA2B221A2 Serial # N2M0414625

480 University Avenue, Charlottetown, PE November 19, 2025

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ROOFING

EXTERIOR

STRUCTURE ELECTRICAL

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* Both units manufactured in 2000.

Regular yearly maintenance plan recommended.



39. X 2 Propane Rooftop Furnaces

Fuel/energy source:

Propane

Propane storage tank. Note: Most propane storage tanks are owned by the propane company. They should perform periodically maintenance Inspections.



GAS SHUT OFF

40. Propane storage tank

41. Propane main shutoff

Heat distribution: • Ducts and registers

Exhaust venting method:

• Direct vent

Sidewall venting through the wall for the 2 propane water heaters.

Approximate age: • 5 years

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ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING INTERIOR

Typical life expectancy: • A properly maintained York propane rooftop furnace generally has a life expectancy of 15 to 20 years, with some units lasting up to 30 years. The specific lifespan depends heavily on proper installation, maintenance, and usage conditions.

Inspection Methods and Limitations

General: • Propane roof top furnaces tested in the heating mode only.

Not included as part of a building inspection: • Heat loss calculations

Observations and Recommendations

RECOMMENDATIONS \ General

14. Condition: • One of the two rooftop propane furnaces did not produce heat at the time of Inspection with the thermostat turned up. The back half of the building, staff area of cooking, cleaning, utility area, heating vents produced no heat. Implications: No heat, uncomfortable, pipes freezing, costly repairs.

Location: Heating system

Task: Further evaluation by an experienced heating Contractor







43. 2 Thermostats , Rooftop propane furnaces

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ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING INTERIOR



44. No heat, back / kitchen area

COOLING & HEAT PUMP

Report No. 2746

480 University Avenue, Charlottetown, PE November 19, 2025 www.rgmhomeinspections.com

ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING INTERIOR

Description of Building

Cooling capacity: • 1st rooftop furnace Rated in Normal as 220,000 BTU = 18.33 Tons (cooling and Heating) 2nd rooftop furnace Rated in Normal as 70,000 BTU = 5.8 Tons (Cooling and Heating)

Typical life expectancy: • A properly maintained York propane rooftop cooling unit generally has a life expectancy of 15 to 20 years, with some units lasting up to 30 years. The specific lifespan depends heavily on proper installation, maintenance, and usage conditions.

Failure probability: • Low

Inspection Methods and Limitations

General: • Propane furnace/s tested in the heating mode only.

General: • Walk in cooler/ freezer not in operation at time of Inspection.



45. Walk in cooler not in operation

INSULATION AND VENTILATION

Report No. 2746

480 University Avenue, Charlottetown, PE November 19, 2025

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ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING

INSULATION

PLUMBING

Description of Building

Attic/roof insulation material: • Not visible Wall insulation material: • Not visible

Wall insulation amount/value: • Estimated R-20

Wall air/vapor barrier: • Not determined

Inspection Methods and Limitations

General: • This type of flat roof construction applies insulation above the roof sheathing. Consult Builder / building specs if insulation values are desired.

Wall insulation values are expected to be R 20 to R-25. This cannot be confirmed at the time of Inspection. Consult Builder / building specs if insulation values are desired.



46. Flat roof trusses with sheathing



47. Flat roof trusses with sheathing

PLUMBING Report No. 2746

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ROOFING

EXTERIOR

STRUCTURE ELECTRICAL

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COOLING

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PLUMBING

NTERIOR

Description of Building

Water supply source (based on observed evidence): • Public

Service piping into building: • Not visible Supply piping in building: • Not visible

Main water shut off valve at the: • Main water shutoff valve in kitchen area.



48. Main water shutoff valve

Water flow and pressure: • Functional

Water heater type:

- Tankless/On demand
- 2 Bradford White Direct vent Propane water heaters.

High-efficiency, condensing, residential, tankless water heaters that runs on liquid propane gas .

1st Model # RGT-199HE-X Serial # MAB0002027 199,000 BTU/hr

- * 2nd water heater unit label against the wall, not readable. (although both units appear identical)
- * Manufacture date/s are unclear?
- * Hot water was available at the time of Inspection.

Note: The expected lifespan of a Bradford White Infiniti tankless water heater, such as model RTG-199HE-X, is typically 15 to 20 years with proper installation and regular maintenance.

Appendix Five (Page 25)

PLUMBING Report No. 2746

480 University Avenue, Charlottetown, PE November 19, 2025

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49. X2 Tankless Propane water heaters Direct vent

Water heater fuel/energy source: • Propane

Water heater manufacturer: • Bradford White Corporation

Water heater approximate age: • Not determined

Water heater failure probability: • Low

Waste disposal system: • Municipal sewage system

Waste and vent piping in building: • ABS plastic • Not visible

Backwater valve: • Not visible

Inspection Methods and Limitations

Items excluded from a building inspection: • Water quality • Concealed plumbing • Tub/sink overflows • The performance of floor drains or clothes washing machine drains

Observations and Recommendations

RECOMMENDATIONS \ General

15. Condition: • The 2 hot water heaters are overdue for servicing. Last serviced in 2020. Yearly servicing recommended.

Location: Near back door

Task: Service hot water heaters annually **Time**: ASAP, Regular maintenance

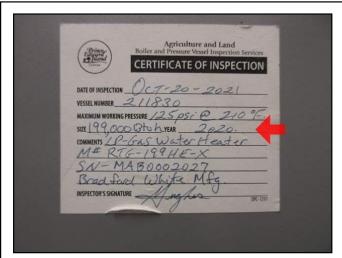
Report No. 2746 **PLUMBING**

480 University Avenue, Charlottetown, PE November 19, 2025

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STRUCTURE ELECTRICAL

PLUMBING



50. Last serviced 2020

51. Recommend inspection yearly

SUPPLY PLUMBING \ Water shut off valve

16. Condition: • Leak

Reported as a slow leak at this shutoff valve. Location: Kitchen, main shutoff valve

Task: Repair slow leak Time: Regular maintenance



52. Slow Leak reported

FIXTURES AND FAUCETS \ Toilet

17. Condition: • The automatic flushing sensor not working for this toilet in the Women's washroom. Implications: Out of service toilet.

Location: Women's washroom toilet Task: Repair automatic flushing sensor

Time: Prior to use

PLUMBING Report No. 2746

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ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING INTERIOR



53. Toilet not flushing

INTERIOR Report No. 2746

480 University Avenue, Charlottetown, PE November 19, 2025

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ROOFING

EXTERIOR

STRUCTURE ELECTRICAL

HEATIN

COOLING

NSULATION

PLUMBING

INTERIOR

Description of Building

General: • No major deficiencies of the interior as of date of Inspection.

Major floor finishes: • Tile • Concrete

Major wall and ceiling finishes: • Plaster/drywall

Windows: • Fixed • Aluminum

Glazing: • Double

Exterior doors - type/material: • 2 Commercial Glass doors. Steel door for receiving at the back.

Evidence of basement leakage: • Stains

Bathroom ventilation: • Exhaust fan

Inspection Methods and Limitations

Not included as part of a building inspection: • Cosmetic issues

Appliances: • Appliances are not inspected as part of a building inspection

Observations and Recommendations

RECOMMENDATIONS \ General

18. Condition: • Recommend installation of a Carbon Monoxide Detector in any home burning fossil fuels and / or an attached garage. Also recommended in bedrooms with a fuel-burning appliance. The detectors should be wired to the home electrical system with a battery back up. These detectors are designed to alarm people in the house of impending high levels of poisonous Carbon Monoxide.

Carbon Monoxide can be colorless, odorless and can be harmful even fatal to humans. Manufactures instructions must be followed when installing detectors. (We do not verify manufacture installations / compliance instructions during the inspection).

- **19. Condition:** This report does not replace the need to consult the local Municipal Office for a Building Inspection of the property. This person can assist in local municipal bylaws that may affect your property.
- 20. Condition: Smoke detectors save lives. Photoelectric smoke alarms with battery back up are the recommended type (we did not verify the type of alarm). It is recommended that smoke detectors be connected to each other such that if one alarm is activated, all alarms will sound (interconnection may be hard-wired or wireless). Smoke detectors should be tested on a monthly basis as part of your regular maintenance. It is recommend that the batteries be replaced and lightly vacuum the interior of every smoke detector every six months. Not knowing the age of these smoke detectors we recommend all smoke detectors be replaced ASAP and every 10 years as recommended by most manufactures to reduce the risk of a malfunction. Smoke alarms are not tested as part of the Inspection, as pushing the test button is not is a guarantee that the alarms will function during emergency conditions. Smoke alarms should be installed as per manufactures instructions, we do not verify these instructions as part of the Inspection.
- **21. Condition:** The emergency light over the back door did not operate when pushing the test button. Implications: Difficult to escape in an emergency, injury.

Location: Back door emergency lighting

Task: Inspect / replace battery?

RGM Home / Building Inspection Services / 902-894-4477 / Toll Free 1-877-262-4477 - *This report intended only for client named above

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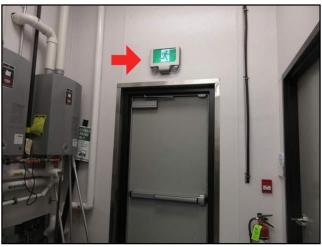
STRUCTURE ELECTRICAL

INSULATION

PLUMBING

INTERIOR

Time: ASAP



54. Test light did not work

22. Condition: • Observation: Fire Alarm system in place, up to date, kitchen oven hood fire suppression system up to date and several fire extinguishers in the building tagged & up to date. Testing is beyond the scope of the Building Inspection. Recommend yearly inspections on all 3 systems.



55. West Entry panel (reading normal)



56. Fire extinguishers last serviced April 2025

480 University Avenue, Charlottetown, PE November 19, 2025

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STRUCTURE ELECTRICAL

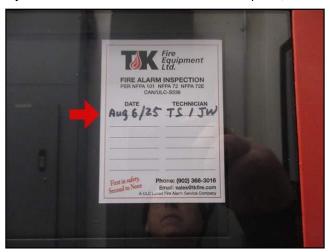
PLUMBING

INTERIOR



57. Oven hood fire suppression system

58. Fire Alarm panel, Electrical room (Normal)



59. Last serviced August 6th 2025

FLOORS \ Concrete floors

23. Condition: • Cracked

The floor crack remains flat. If crack shows signs of upward movement repairs will be needed to prevent a trip hazard.

Location: Near south entry concrete Floor

Task: Monitor floor crack, repair if and when necessary

INTERIOR Report No. 2746

480 University Avenue, Charlottetown, PE November 19, 2025 www.rgmhomeinspections.com

ROOFING EXTERIOR STRUCTURE ELECTRICAL HEATING COOLING INSULATION PLUMBING INTERIOR



60. Cracked floor

END OF REPORT



Agenda of the Open Session of the Board of Governors of Tuesday, December 2, 2025, from 4:45pm to 7:00pm at Alumni Hall, Room 102 and Via Teams

#	Title	Lead/Support	Action	Time
1	Call to Order and Land Acknowledgement	S. MacDonald	Procedure	4:45 pm
2	Chairs' Report	S. MacDonald	Information	4:47 pm
3	President's Report	W. Rodgers	Information	4:52 pm
-	BREAK	-	-	5:02 pm
4	Strategic Enrolment Management	G. Naterer /	Information	5:12 pm
		M. James		
5	Student Perspective Update	L. Paredes	Information	5:45 pm
6	Senate Report to the Board	M. A.	Information	5:55 pm
		McMahon		
7	Establishment of the Bachelor of Arts, Major	W. Rodgers /	Approval	6:05 pm
	in Indigenous Studies	G. Naterer		
	MOTION: That the degree program of the			
	Bachelor of Arts, Major in Indigenous			
	Studies is established with immediate			
	effect.			
8	Purchase of Land at 480 University Avenue	G. Johnston/	Approval	6:15 pm
	MOTION: That the purchase of land at 480	T. Walker		
	University Avenue is approved.			
9	In-Camera Session	S. MacDonald	Procedure	6:25 pm
	MOTION: That the Board move to an in-			
	camera session.			
	MOTION: That the Board move to an open			
	session.			
10	Adjournment	S. MacDonald	Procedure	7:00 pm
11	Consent Agenda	S. MacDonald	Approval	-
	APPROVED UNDER CONSENT			
	a. Dec 2, 2025, Open Session Agenda			
	b. Oct 7, 2025, Minutes of AGM			
	c. Oct 7, 2025, Minutes of Open Session			
	d. Nov 4, 2025, Record of Decision on			
	Appointment of Committee members			
	e. Appointment of members of the Board			
	of Trustees of the University Pension			
	Plan			
	RECEIVED UNDER CONSENT			
	f. Board Training Plan			

g.	Governance Review Implementation		
	Update		
Commi	ittee quarterly reports		
h.	Quarterly report of the Finance, Audit		
	and Risk Committee		
i.	Quarterly report of the Governance,		
	Nominating and Appeals Committee		
j.	Quarterly report of the Campus Culture		
	Oversight Committee		
k.	Quarterly report of the Human		
	Resources Committee		
I.	Quarterly report of the Executive		
	Committee		

Transmitted on November 25, 2025

Pascal Robichaud, University Secretary



UPEI BOARD OF GOVERNORS BOARD OF GOVERNORS' MEETING Tuesday, October 7, 2025 Alumni Hall, Room 102 and Via Teams 3:30 pm

MINUTES OF THE ANNUAL GENERAL ASSEMBLY

Members Present: Shannon MacDonald (Chair) Wendy Rodgers (President) Karen Creighan; Gary

Evans; Hon. Diane Griffin; Geraldine Johnston; Erica Kyalo; Alex MacBeath; Kevin Magee; Mary Anne McMahon; William Montelpare; Luciana Quiroa Paredes; Ajay

Sahajpal; Brian Thompson; John McIntyre, Richard Raiswell

Regrets: Lynn Ellsworth, Alexander (Sandy) MacDonald, Brian Affouan, Don MacKenzie,

Pam Montgomery, Kateri Coade

Staff Present: Jane Ngobia, Vice-President, People and Culture; Tim Walker, Vice-President,

Administration and Finance; Greg Naterer, Vice-President, Academics and Research; Mark Caduc Chief Information Officer; Pascal Robichaud, University Secretary; Pam Trainor, Advisor to the Board of Governors; Gloria Tsoi,

Administrative Assistant

1. Call to Order and Land Acknowledgement

Chair, S. MacDonald called the meeting to order at 3:35 pm and acknowledged the land.

The Chair noted that this is the first AGM of the University's history, which fulfils a commitment following the Governance Review.

The Chair noted the departure from the Board of Sara Underhill and the coming of two new members, John McIntyre and Richard Raiswell.

John McIntyre, a professor and Chair of the in the English Department at the Faculty of Arts was elected by Senate to a three-year term on Board of Governors starting in September 26. Welcome Governor McIntyre.

Richard Raiswell, a professor and Chair of History at the Faculty of Arts was elected from the Teaching Staff of the University to a three-year term on the Board of Governors on October 1, 2025. Welcome to you as well, Governor Raiswell.

There being no request for items of business to be moved from the consent agenda to the deliberative agenda, the following are approved under consent: the meeting agenda and the committee annual reports.

2. Conflict of Interest

There were no conflicts declared.

3. President's Annual Report

A written report was provided to members ahead of the meeting. The President's report is structured along the lines of the fourteen points presented to the Board a year ago.

The 2024–2025 academic year marked a period of transition, renewal, and progress for UPEI. Guided by the University's mission and values, significant milestones were achieved across leadership renewal, governance, financial stability, and academic growth. The institution balanced a challenging budget environment, advanced enrolment and student success strategies; completed major steps toward the establishment of a Faculty of Medicine; and strengthened UPEI's research profile. Governance and leadership renewal provided a solid foundation for continued accountability and transparency. Collectively, these efforts reinforced UPEI's position as a student-centered, forward-looking university, committed to community, research, and academic excellence.

4. Chair's Annual Report

Written report included in the meeting materials under number 4 and is considered read.

The Chair takes the opportunity to reflect on the path taken by the Board over the last few years. Following the Governance Review conducted by Cheryl Foy, Board members have collectively committed to the improvement of the University's governance. Our progress has been impressive. She outlined many accomplishments that allow members to better focus their time and energy on fiduciary responsibilities and provide due oversight of the University's many important initiatives to bring its commitments under the Action plan to fruition.

The Chair reminded members of the ongoing process to select the next Chair and Vice Chairs of the Board, with candidacies open till October 31.

5. Audited Financial Statements

The Chair of the Finance, Audit and Risk Committee introduced the topic and presented the recommendation of the Committee. He noted that the statements have been provided to members ahead of the meeting and pointed out that the external auditors at Doane Grant Thornton have provided an unqualified opinion, with some recommendations mostly related to process and documentation. FARC held an in-camera session with the auditors in absence of management.

T. Walker presented an overview of the Audited Financial Statements and highlighted the chosen approach is comparative to the budget, as reflected in the Terms of Reference of the Finance, Audit and Risk Committee. Slides will be posted after the meeting today.

MOTION: MOVED BY A. McBeath and SECONDED by W. Montelpare that the Audited Financial Statements of UPEI for 2024 – 2025 be approved. CARRIED

6. Appointment of Committee Chair

B. Thompson speaks to the process to select a Chair of the Campus Culture Oversight Committee in replacement of Carolyn Simpson, who stepped down from the Board following her election to the PEI Legislature. A candidate has been identified but requires more time to ponder the role. The Board may be electronically consulted in the coming days to approve the appointment.

As for the appointment of a member to be appointed by the Board, the Governance, Nominating and Appeals Committee has put out a call for nominations and received five candidates. Interviews with prospective members are now proceeding with the aim of having a recommendation before the Board before long.

7. Consent Agenda

All items are approved.

8. Adjournment

MOTION: MOVED by M. A. McMahon, SECONDED by L. Paredes that the meeting adjourned at 4:30 pm.



UPEI BOARD OF GOVERNORS BOARD OF GOVERNORS' PUBLIC MEETING Tuesday, October 7, 2025 Alumni Hall, Room 102 and Via Teams 4:30 pm

MINUTES OF THE PUBLIC MEETING

Members Present: Shannon MacDonald (Chair) Wendy Rodgers (President) Karen Creighan; Gary

Evans; Hon. Diane Griffin; Geraldine Johnston; Erica Kyalo; Alex MacBeath; Kevin Magee; Mary Anne McMahon; William Montelpare; Luciana Quiroa Paredes;

Ajay Sahajpal; Brian Thompson; John McIntyre, Richard Raiswell

Regrets: Lynn Ellsworth, Alexander (Sandy) MacDonald, Brian Affouan, Don MacKenzie,

Pam Montgomery, Kateri Coade

Guests: T. Furgeson, Deloitte (Virtual)

Staff Present: Jane Ngobia, Vice-President, People and Culture; Tim Walker, Vice-President,

Administration and Finance; Greg Naterer, Vice-President, Academics and Research; Mark Caduc Chief Information Officer; Pascal Robichaud, University

Secretary; Pam Trainor, Advisor to the Board of Governors; Gloria Tsoi,

Administrative Assistant

1. Call to Order

Chair, S. MacDonald called the meeting to order at 4:30 pm.

There being no request for items of business to be moved from the consent agenda to the deliberative agenda, the following are approved or received under consent: the meeting agenda, the minutes of the May 27 meeting of the Board, minutes of the special meeting of the Board of August 25, the Board's Annual Workplan, and the committee annual reports, committee quarterly reports.

Consent: approved.

No conflict declared.

2. Chair's report

S. MacDonald delivered the quarterly report of the Chair.

3. President's Report

Documents to be posted after the meeting.

W. Rodgers spoke to the results of the management's work since the last meeting of the Board.

4. Strategic Plan

B. Thompson. What has been the reaction. A – its positive. Much appreciation with the forward momentum.

Motion: Mover: B. Thompson Seconder: Lucianna. CARRIED

5. Action Plan Audit Report

T. Fugerson speaks to the process, that has been very positive with the University.

Have provided a reasonable assurance report. The University has delivered the plan as scheduled. 68 criteria were developed and broken down into activities. 55 were met, 8 partially met and 5 were not tested as the policies are not yet approved. 95% of activities were completed.

Recommendations: There is only one person responsible, which creates vulnerabilities. EDI and HR, that are not currently fully staffed. The Plan is ambitious and point out that there is much to be done in the next five years.

Received by the Board. Will be made public.

6. Student perspective report

L. Paredes presented the Student Perspective Report, with a written report submitted ahead of the meeting and considered read.

Q: Students have raised issues that they were submitting their essays to an American company. Moodle raises concerns overall.

Q: E-books and professors comment is spot on. The current situation is unfair.

7. Senate Report to the Board

M. A. McMahon has written in the materials.

Break

8. Policies

Visual Identity

B. Thompson. This policy is coming back to the Board after a first consideration. This policy is in need of a significant refresh. The new Policy is a complete rewrite, so we recommend repealing the current policy and replacing it with the new one.

W. Rodgers. We need a strong recognizable brand.

Motion: Mover: B. Thompson Seconder: G. Evans. CARRIED

Q: Recourses outside of the Community?

Q: Connection with Student Code of Conduct. A: one of the policies with which students must comply.

Harassment and Discrimination and Sexual Violence

Not ready to approve them today and are withdrawn. Should be back for approval shortly.

No consent to replace the FTP yet from FA. There is need for continued discussion with them before we can have a final version of the policy before the Board for approval.

We have received some comments from members of the Board as to the current version of the policy.

B. Thompson is taking over the chair of the replacement committee and come back to the Board with a new proposal to respond to concerns raised by members and seek approval of the FA.

Q: Is the objection one of program or policy? A: Uncertain at this time. We believed that we had received and responded to all issues raised. The process was very open and brought forth diverse points of view. Some of the new comments have come after the conclusion of the committee's work. We are going back to the Committee so that the Braintrust on the issue can be solicited once more. If need be, we can have a single-purpose meeting on this.

Q: In the meantime, what do we do? A: The existing policy remains in effect until replaced.

Copy of the FA letter added to materials.

9. In Camera session

Motion: Mover: Wendy Seconder: Karen. CARRIED

Motion: Mover: M. A Seconder: Wendy

10. Adjournment

MOVED by Bill, SECONDED by Luciana that the meeting adjourned at 4:30 pm.

11. Consent Agenda

All items are approved and received



UPEI BOARD OF GOVERNORS November 4, 2025 Record of Electronic Vote

On November 3, 2025, the Chair of the *Board of Governors* authorized an electronic consultation to approve the following:

- Mary Ann McMahon and John McIntyre as members of the Campus Culture Oversight Committee
- Brian Affouan to the Development, Fundraising and External Relations Committee.
- Richard Raisewell to the Governance, Nominating and Appeals Committee.
- Mary Ann McMahon as Chair of the Campus Culture Oversight Committee.

The University Secretary conducted the consultation and, on November 4, reported to the Chair that a majority of members have responded in the positive and that the motion put to the Board had, therefore, carried.

This decision, along with accompanying documentation received by the Board in support of its decision, is reported to the meeting of the Board of December 02, 2025, and is recorded in the minutes of that meeting.

Pascal Robichaud, University Secretary

Purpose:	DECISION
Subject:	Appointments to the Board of Trustees of the Jointly Sponsored Pension Plan
Prepared by:	Jane Ngobia, Vice President People and Culture and Pascal Robichaud, University Secretary
Prepared for:	Board of Governors
Date:	September 24, 2025

ACTION

Appointment of three trustees to the Board of Trustees of the Jointly Sponsored Pension Plan.

BACKGROUND

The Governance of the Jointly Sponsored Pension Plan is shared among two Board; a Sponsor Board and a Board of Trustees. The Board of Trustees administers the Plan, manages investments and takes decisions about the plan's day-to-day operations.

RECOMMENDATION

That Kathy MacKenzie, Marianne Carter and Phil Hooper be re-appointed as Employer Trustees on the Board of Trustees of the PEI Jointly Sponsored Pension Plan, effective January 1, 2026, to December 31, 2028.



BOARD MEMBER, BOARD OF GOVERNORS ROLE DESCRIPTION

Approved by: Governance, Nominating and Appeals Committee on September 18, 2025

Purpose

Members of the Board of Governors ("Board members") at the University of Prince Edward Island are fiduciaries of the University, entrusted with governing the institution in the public interest. They provide strategic oversight, ensure accountability, and support the long-term success of the University. As members of one of two primary governing bodies within UPEI's bicameral governance system, Board members work alongside Senate (the academic governing body) to uphold UPEI's mission, vision, values, and responsibilities to students, the province, and the public. Their collective role is to help the University navigate complexity and change with courage, compassion, and integrity.

Key Responsibilities

1. Governance, Legal, and Fiduciary Duties

- Act honestly, in good faith, and in the best interests of the University as a whole.
- Fulfill fiduciary duties of loyalty and care and comply with relevant legislation, Board by-laws, and University policies.
- Understand the respective roles of the Board and the Senate, and the distinct responsibilities of each under UPEI's bicameral governance structure.
- Maintain a clear distinction between:
- Strategic and policy-level governance (Board responsibility), and

 Academic matters and operational implementation (Senate and administration responsibility).

Note: While Board members may bring the perspective of the constituency from which they hail (e.g., faculty, students, government), they do not serve as representatives of those groups. All decisions must be made based on the best interests of the University as a whole.

2. Institutional Oversight and Strategy

- Provide informed input into the development and monitoring of the University's strategic plan, institutional goals, and performance measures.
- Be knowledgeable about the University's mandate, objectives, operations, and public role.
- Monitor progress on financial, reputational, strategic, and risk-related goals.

3. Financial and Risk Stewardship

- Review and approve the annual budget, audited financial statements, and material capital expenditures.
- Oversee institutional risk, internal controls, audit processes, and long-term financial health.

4. Participation and Board Effectiveness

- Attend all Board and assigned committee meetings, development sessions, and related events.
- Review materials in advance, ask questions, and engage thoughtfully and respectfully in discussions.
- Serve on at least one Board committee and contribute actively to its work.
- Participate in self-assessment and evaluation processes to support continuous Board improvement.

5. Communication

 Recognize that the Chair of the Board (or their express delegate) is the sole spokesperson on Board matters, and the President (or their express delegate) is the sole spokesperson on behalf of the University.

- Refer any requests for comment or information to the appropriate spokesperson and refrain from making unofficial statements about Board matters.
- Promptly communicate any significant concern from the community to both the Board Chair and President.
- Maintain the confidentiality of all in-camera or sensitive discussions.

6. Ethical, Collegial, and Compassionate Governance

- Govern with integrity, independence, respect, and professionalism.
- Demonstrate compassion and awareness for those in the university community who may have experienced or may be experiencing fatigue, stress, or hardship, particularly during times of uncertainty, transition or crisis.
- Be courageous and principled in the commitment to do the right thing for the institution and its communities, especially in difficult or complex situations.
- Consider the impact of decisions on key stakeholders, demonstrate this through asking
 questions and raising issues, and treat stakeholders fairly and equitably, while acting in
 the best interests of the University.
- Disclose any real, potential, or perceived conflicts of interest to the Board Chair, Committee Chair or University Secretary, and withdraw from related discussions or decisions in accordance with the University's conflict-of-interest policy.
- Maintain the confidentiality of sensitive Board materials and discussions, particularly during in-camera sessions.
- Support a Board culture that is inclusive, respectful, and open to diverse perspectives.

7. Public Trust and Institutional Advocacy

- Act as stewards, safeguarding the autonomy, reputation, and integrity of the University.
- Promote transparency, inclusion, sustainability, and reconciliation with Indigenous Peoples.
- Serve as ambassadors of the University in the community, advancing its mission through networks, advocacy, and service.
- Support the President and senior administration in advancing the University's goals and reputation.

Qualifications and Attributes

- Commitment to postsecondary education and public service.
- Independent judgment, integrity, and the ability to collaborate in a complex governance environment.
- The skills matrix outlines the key competencies required for effective governance by the Board of Governors. While individual Board members are not expected to possess all of these skills, it is important that the Board as a whole reflects a well-distributed and balanced range of these competencies to fulfill its responsibilities effectively.
- Appointees should be willing and able to devote sufficient time and attention to Board work.

Time Commitment

- Attend 4–6 Board meetings per year, along with committee work, retreats, and preparation.
- Estimated time commitment: 12–20 days per year, depending on responsibilities.

Term of Appointment

 Board and Government appointed members are typically appointed for a three-year term, renewable in accordance with the University Act. Terms for other appointed or elected members vary according to the rules of the appointing bodies (e.g. Senate, Alumni Association).

Support and Orientation

- Board members receive comprehensive orientation and ongoing access to professional development opportunities.
- Governance support and information are provided through the University Secretariat.

UPEI Board of Governors Training Plan 2025 – 2027

Introduction

Effective governance relies on ongoing education and development of Board of Governors (Board) members. It is essential that University of Prince Edward Island (UPEI) Board members receive timely and relevant learning opportunities that strengthen their knowledge and skills and enable them to provide informed oversight of university operations.

This plan includes updates to year 2 of the 2024-2026 Training Plan and is informed by:

- Year 2 Action Plan commitments
- 2025 Board member evaluation results
- Feedback from senior administration
- Feedback from Board members on completed training events
- Continued priorities identified the 2024 Governance Review

The University Secretariat monitors participation and will report annually on progress to the Governance Nominating and Appeals Committee Annually.

Year One Education Plan 2025-2026

Topic	Board or Committee	Resource	Timeframe
Indigenous Reconciliation –	Board	Lennox Island First Nations	October 2025
Blanket Exercise			
Future Landscape of	Board	Ken Steele,	November 2025
Higher Education		Academica Top 10	
Role of Board and Committee Chairs	EC	University Secretary	November 2025
Cyber Security	Board	ITSS Self Study	November 2025
Awareness			
(Terranova)			
The Committee's Role	HRC	Chief Negotiator	November 2025
in Labour Relations			
The Board's Role in	Board	Chief Negotiator	December 2025
Labour Relations			
Enterprise Risk	Board	TBD	January 2026
Management			
- Compliance			
and Audit			
- Monitoring			
Risk			
Appeals Process	GNAC	Stewart McKelvey	January 2026
University Finances	Board	Self-Study	January 2026
(Financial Literacy)			
University Finances	Board	Vice President Admin	March 2026
		and Finance	

Topic	Board or Committee	Resource	Timeframe
NDA Act and	Board	TBD	March 2026
Associated Policies			
Board Governance	Board	University Secretary	March 2026
-Role of Mebers			
-Asking Good			
Questions			
-Conflict of Interest			
Environmental	PESC	TBD	March 2026
Sustainability			
Capital Projects	PESC	TBD	March 2026
Oversight			
Equity, Diversity and	Board	TBD	April 2026
Inclusion			
Privacy and Access	Board	Chief Privacy and	May 2026
		Access Officer	
New Member	New Members	Various Senior Staff	May 2026
Orientation			

Year Two Education Plan 2026-2027

Topic	Board or Committee	Resource	Timeframe
Governance Refresher	Board	University Secretary	October 2026
University Finances	Board	VPAF	October 2026
Indigenous	Board	TBD	November 2026
Reconciliation			
Cyber Security	Board	ITSS	November 2026
Awareness			
(Terranova)			
University	Board	President	December 2026
Organization			
Structure – How the			
University Works			
Appeals Process (if	GNAC	University Secretary	February 2027
new members)			
Board and Committee	EC	University Secretary	March 2027
Chair Roles (if new			
Chairs)			
Organizational Values	Board	TBD	March 2027
and Ethics			
Performance	Board	TBD	March 2027
Monitoring			
Equity, Diversity and	Board	TBD	April 2027
Inclusion			
New Member	New Members	Various Senior Staff	May 2027
Orientation			

Committee Acronyms: Campus Culture Oversight Committee (CCOC), Development, Fundraising and External Relations (DFEC), Executive Committee (EC), Finance, Audit and Risk Committee (FARC), Governance, Nominating and Appeals Committee (GNAC), Human Resources Committee (HRC), Property and Sustainability Committee (PESC).

Onboarding Education Program

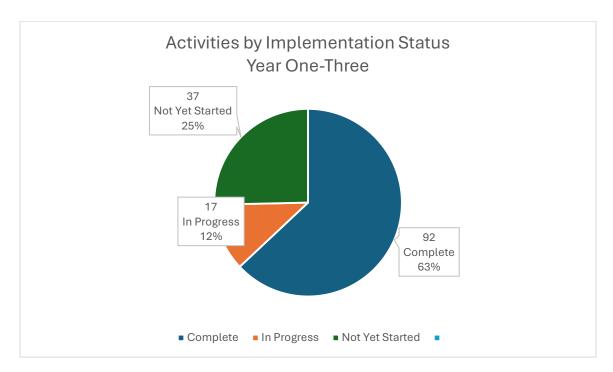
Topic	Resource
University Governance	University Secretary
University Finances	Vice President Admin and Finance
Human Resources	Vice President People and Culture
Risk Management	Risk Management Officer
Policy Development	University Secretary
Internal Audit	Internal Auditor
Information Technology	Chief Information Officer
Communications	Director Of Communications
Academic and Research	Vice President Research and Academic
Programs Overview	
Fundraising and Development	Executive Director of Development and Alumni

Note: Additional orientation topics may be identified for each Board committee.

Governance Review Implementation Plan Status Report Board of Governors November 25, 2025

The Governance Review Implementation Plan includes 146 activities to strengthen governance practices and align with Board priorities. This report provides a snapshot of progress across the full three-year implementation plan. To date, 92 activities have been completed, including 35 additional activities (highlighted in yellow below) since the September report to the Committee.

Year One- Three Activities Status



Completed Activities

Outline number	Name	Implemen- tation Year	Status
1.1.1	Include reminder in the Board member role description and on the meeting placemats for the Board to be mindful of fatigue, stress, and resourcing issues and having compassion for those who continue to be affected and troubled will be important.	Year 1	Complete
2.1	Include in Board member role description and meeting placements that Board members individually and as a whole encouraged to continue to be brave in their bid to do the right thing for the institution and its communities.	Year 1	Complete

Outline number	Name	Implemen- tation Year	Status
3.2	Develop process for selection of Board Chair that recognizes work of Action Plan	Year 2	Complete
3.3	Develop process for selection of vice chair that recognizes work of Action Plan	Year 1	Complete
3.1	Board start planning now for next leadership transition	Year 1	Complete
4.1	Supporting the President to develop a strategy as stewardship of the institution depends on having a strategy to guide its future progress.	Year 1	Complete
4.3	Although led by the President, the Board will participate in the following three aspects of the planning process: develop an approach, carry out the strategic planning process and develop a proposed strategic direction for board approval.	Year 1	Complete
4.2	The Board will approve the process by which a strategic direction is developed, as well as engage critically in the substance of the strategy.	Year 1	Complete
5.1	Document a presidential performance review and renewal processes, clearly stating the Board's role.	Year 1	Complete
5.2.2	Include President performance check-ins on Board workplan	Year 2	Complete
6.1	Complete annual Board workplan by June of the previous year, which considers the following: 1. UPEI Act 2. Major university plans including the strategic plan, action plan, capital plan, fundraising plans, budget and financial plans. 3. Significant operational priorities. 4. Compliance and risk. 5. Policy projects. 6. Environmental scan results. 7. Progress on previous year workplans - input from Committees and President	Year 1	Complete
6.2	Board Committees complete annual workplans based on terms of reference and priorities delegated from Boards annual workplan	Year 1	Complete
7.1	Approve Board and committee meeting schedules for the following academic year no later than June for the next board year	Year 1	Complete
7.2	Publish Board and committee meeting schedules on the board website not later than August.	Year 1	Complete

Outline number	Name	Implemen- tation Year	Status
7.3	Regularize the Board meeting schedule to include and hold 4 to 5 meetings per year for the board and its committees.	Year 1	Complete
7.4	Call special meetings infrequently and only in genuinely urgent circumstances.	Year 1	Complete
7.5	Document and report to the Board annually on reasons for special meetings	Year 2	Complete
8.1.1	Develop an annual President performance evaluation process	Year 1	Complete
8.1.2	Publish the annual President performance evaluation process	Year 2	Complete
8.1.3	Implement the annual President performance evaluation process	Year 2	Complete
8.2.1	President provides written report to the Board's annual meeting	Year 2	Complete
8.2.2	President provides a report at each Board meeting	Year 1	Complete
8.3	Include in the Board Chair role the responsibility to meet regularly with the president, provide advice and monitor the president's wellbeing and performance providing updates to the Board on how things are going.	Year 1	Complete
8.4	Develop, document and publish a presidential renewal process that includes community input and engagement and include a discussion of the key achievements of the university under the president's leadership and future area	Year 3	Complete
9.1.1	Create templates for staff to use when presenting material to Board	Year 2	Complete
9.1.2	Include in role descriptions requirement for Board and committee chairs seek feedback from committee members during in-camera sessions	Year 1	Complete
9.1.3	Include in Chair role description requirement to provide President with feedback on quality and sufficiency of materials at end of each board cycle	Year 1	Complete
9.1.4.1	Include requirement to confirm whether sufficient information has been provided to make a decision in Chair role description	Year 1	Complete
9.1.5	Continue to encourage attendance at the board meeting by the community via campus communiques prior to meeting.	Year 1	Complete
9.1.6	To encourage community engagement with the Board, the University Secretary adopt a practice of inviting administrators to meetings.	Year 1	Complete
9.1.7	To avoid blurring lines between the Board and administration, only Board members and the minute-taker will sit at the board or committee tables.	Year 1	Complete

Outline number	Name	Implemen- tation Year	Status
11.3	The Board will revisit the threshold for approval of expenditures as \$1M may be too low given the materiality threshold for the University.	Year 1	Complete
12.2	The Board will revisit the practice of including a Student Union update at board meetings. These updates are largely operational in nature and thus not the purview of the Board.	Year 1	Complete
12.3	Continue the Senate report in the context of the Board's obligation to work closely with the Senate as a governing body.	Year 1	Complete
12.5	The Board will establish and enforce deadlines for timely submission of documents to the Board and to committees. One week in advance is a recommended minimum.	Year 1	Complete
12.7	The Board and its committees will receive clear and comprehensive motions clearly setting out the basis for their decisions in advance. This has been modified to "receive comprehensive briefing notes for motions setting out the basis for their decisions in advance"	Year 1	Complete
13.1.1	Include requirement to remind Board members of the role of the Board in Chair role descriptions	Year 1	Complete
13.4	Board members will receive training in "due diligence" so that they understand their role in considering and recommending decisions to the Board for approval and so that the Board can assure itself that the committee's process was thorough before adopting a committee recommendation and its appropriate that Board members ask the Committee Chairs questions.	Year 1	Complete
13.5	The University Secretary will ensure that any material on which administration relies in support of a proposed decision, including presentations, will form part of board and committee packages.	Year 1	Complete
15.1	Members receive annual training in conflict of interest and must ensure that they do not operate in conflict of interest.	Year 1	Complete
15.2.1	Develop role description for Board members	Year 1	Complete
15.2.2	Provide education to Board members on defined role	Year 1	Complete

Outline number	Name	Implementation Year	Status
15.3	Board candidates from any constituency will be informed that all Board members are fiduciaries with a legal obligation to make decisions in the best interests of the University. Anyone with conflicting interests should not seek a board role.	Year 1	Complete
15.4	The Board will clarify through written role descriptions and expectations for all members, that their role is to bring the perspective of the constituency from which they hail, but not to represent the group.	Year 1	Complete
16.1	UPEI's Board minute taker will be experienced in or trained in good minuting practices.	Year 1	Complete
16.2	Viewing minutes as a key tool for communications, the Board will continue to develop and adhere to a disciplined practice regarding minutes ensuring: i. Consistent format ii. Timely completion and presentation to the Board or committee for approval at the next meeting iii. Timely finalization / execution of the minutes iv. Timely posting of the Board minutes of open meetings on the Board website.	Year 1	Complete
18.1	UPEI will adopt a set of definitions for its meeting types and use them consistently.	Year 1	Complete
18.2	The Board will ensure that transparency to stakeholders is a primary consideration in the use of meeting types. The Board will err on the side of transparency and conduct as much business as possible in open session.	Year 1	Complete
20.1	Develop Standing Committee Chairs role descriptions which include directions to the Committee Chairs as follows:	Year 1	Complete
19.1	Adopt and publish by-laws that reflect those recommendations in this Review Report appropriate for inclusion in the by-laws.	Year 1	Complete
19.2	At the same time that the by-laws are passed, the Board will approve the rescission of the Procedures and Guidelines and the amendment of Terms of Reference and other policy instruments as appropriate to ensure consistency with the by-laws.	Year 1	Complete
20.2	Members of Sr. Admin (other than the ex officio Board members) should be removed as members of the Standing Committees and identified as committee supporters with a	Year 1	Complete

Outline number	Name	Implemen- tation Year	Status
	standing invitation to attend the meetings to support the work of the committees.		
20.3	Each Standing Committee Terms of Reference should, like Finance and Audit, state the preferred skills and experience of the committee members.	Year 1	Complete
20.4	All committee meeting schedules should be based on the board calendar (September to August), and not the fiscal calendar. This has been modified to "(June to May)"	Year 1	Complete
21.1	Amend the Executive Committee Terms of Reference to reflect the following: a. The Committee retains responsibility for the development and coordination of the board work plans, committee work plans, and board agenda setting by explicitly approving by motion the board agendas and overseeing and improving the quality of board and committee materials. b. The Committee retains responsibility for supporting the Board Chair to facilitate the performance management process for the president, and for deciding on the president's performance rating and compensation adjustments, if any. c. The Committee retains responsibility for the performance management and compensation of the University Secretary. d. The Committee will assume responsibility for overseeing the relationship with the Senate and recommending ways in which to fulfill the Board's statutory obligation to "maintain close liaison with the Senate" (s. 13(2)). e. The Committee will work with the President to consider and make recommendations regarding board involvement in important strategic and reputational matters such as academic quality and research. f. The Committee's delegation to act on behalf of the Board be retained on the understanding that it is to be used only in emergency situations. The current language should convey that intention adequately, but the intention should be fully respected in practice. g. Responsibility for all matters of strategy oversight, objective setting and development of the strategic plan should be removed and this responsibility assumed by the Board as a whole.	Year 1	Complete

Outline number	Name	Implemen- tation Year	Status
	h. Responsibility for the Standing Committees' Terms of Reference, and recruitment and nominations of new board members, attendance monitoring, role descriptions, and Code of Conduct compliance, as well as board member appointment and assignment processes be assigned to the Governance Committee. i. Oversight of bargaining, approval of mandates, and recommendations for collective agreement approval be		
21.2	assigned to the Human Resources Committee. The Executive Committee will discontinue the practice of receiving Standing Committee reports as they properly go to the full Board.	Year 1	Complete
22.1	Amend the Finance and Audit Committee Terms of Reference to reflect the following: 1. The inclusion of "governance" in the Committee's Purpose overlaps with the work of the Governance and Appeals Committee and should be removed.	Year 1	Complete
22.2	Composition - the Finance and Audit Committee should require a composition that includes more than one "financial expert" - a minimum of 3 is suggested with the remaining members being financially literate.	Year 1	Complete
22.3	Finance and Audit Committee executive sessions with the internal and external auditors must be held at least annually as a matter of course. These sessions are more properly described as in camera sessions within the meeting nomenclature	Year 1	Complete
22.4	The Finance and Audit Committee Terms of Reference should be amended to add explicit responsibility for oversight of the Endowment Oversight Committee and for pension plan compliance and liability.	Year 1	Complete
23.3	While Finance and Audit may recommend the approval of the annual capital budget, and also a budget for capital projects, this Committee will have responsibility for oversight of capital projects implementation.	Year 1	Complete
23.5	The Committee will be renamed the "Property and Environmental Sustainability Committee" to better reflect its mandate.	Year 1	Complete
24.2	Remove oversight of risk management from the Governance And Appeals Committee terms of reference as that duplicates the work of the Finance and Audit Committee.	Year 1	Complete

Outline number	Name	Implemen- tation Year	Status
24.3	Given the change in scope of the mandate of this Committee, rename the committee to "Governance, Nominating, and Appeals Committee".	Year 1	Complete
25.1	The HR Committee (HRC) will focus on specific human resources issues, such as recruitment, retention, compensation, succession planning processes and oversight of succession plans for the senior team.	Year 1	Complete
25.4	Amend the HRC terms of reference to reflect the following: the removal of the approval of sabbaticals as that is not required by the UPEI Act. This approval should normally be the purview of the Vice-President Academic & Research.	Year 1	Complete
25.5	Clarify how the HRC will work with the president to ensure appropriate oversight of matters affecting the senior team organization structure, hiring, performance management, and succession, employee communications, human resources compliance matters (health and safety, human rights, etc.) and labour relations philosophy and approach. The output of their work, for example observations about turnover rates or trends in complaints/grievances, should be relayed to the Campus Culture Oversight Committee as its focus should remain at the high level monitoring the trends and indicators of culture that form its framework for cultural oversight.	Year 2	Complete
25.6	The following changes to the HRC Terms of Reference: i. The Terms of Reference will be amended to delegate to the Committee the responsibility and authority for approval of the hiring of academic and other staff, as well as the tenure and promotion of faculty members. ii. The Committee will report in writing on its work to the Board (in the closed session report) but not seek board approval. iii. The Committee's meeting schedule will be different from other committees as it will be required to meet monthly (suggest 8 monthly meetings of 30 minutes in which the focus is on hiring and promotion decisions and 4 quarterly meetings of 2 hours in which hiring and promotion decisions will be made along with the other business of the Committee). iv. The Committee will conduct a review of the policies and practices related to hiring, tenure and promotion such that they understand the level of diligence the University undertakes prior to making a recommendation for hiring, tenure or promotion. They should identify any concerns	Year 1	Complete

Outline number	Name	Implementation Year	Status
26.2	they have about gaps and ensure the gaps are addressed. The processes should be reviewed every 3 to 5 years. v. Once the Committee has confidence in the processes in place, and in recognition of the robust collegial processes that give rise to academic hiring, tenure and promotion decisions, and the fact that all recommendations come through the president, the Committee will take an approach to approvals that focuses on process rather than getting involved in decisions themselves. Rather than conducting detailed reviews of files to ensure compliance (which has been the practice), the Committee will require the president to confirm compliance with the University's processes as part of the president's recommendations, ensure that any concerns they see are raised, and then approve the recommendations as appropriate. The approval of the creation of awards, but not the	Year 1	Complete
26.2	awarding of awards, is appropriately a committee task and the Development, Fundraising and External Relations Committee (DFE)Committee will be delegated with responsibility to approve the creation of awards and scholarships.	real I	Complete
26.3	The DFE Committee will request reports from the Senate annually respecting the granting of awards.	Year 2	Complete
27.1.2	Ensure clarity between roles of CCOC and HRC	Year 1	Complete
28.1	Continue to use a skills matrix process and applying it in the recruitment of Board members.	Year 1	Complete
28.3	Board will review the skills matrix regularly and after the committees have identified their skills needs, ensure that the Board skills matrix reflects those skills required by the committees.	Year 1	Complete
28.5	While the skills matrix includes "Not for profit and shared governance system" it will be expanded to include all governance experience and skills.	Year 1	Complete
28.6	UPEI will ensure that its application portal is always open and should focus on creating a pool of qualified candidates from which to draw for future appointments.	Year 1	Complete
29.3	Develop role descriptions.	Year 1	Complete
29.4	Identify potential Board members	Year 2	In Progress

Outline number	Name	Implementation Year	Status
29.6	Adopt a practice of appointing Vice Chairs to the Board and committees with the expectation that those in the Vice-Chair role will shadow and support the Chair and step into the Chair's role at the end of the current Chair's term.	Year 2	Complete
31.5	Members of senior administration to receive training on the role of the board and what information the board requires to fulfill its obligations of due diligence.	Year 1	Complete
32.1	UPEI will seek a governance professional with university governance experience or comparable experience.	Year 1	Complete
32.3	The University Secretariat position will include: a. supporting effective integrated university governance at UPEI including implementing the governance plan arising from the Governance Review recommendations adopted by the Board. b. supporting the Board and its committees in effective governance. c. supporting the Senate and its committees in effective governance. d. responsibility for the Policy framework at UPEI.	Year 1	Complete
32.4	The University Secretary will have at least part-time administrative support.	Year 1	Complete
33.4	The Board will develop and publish a process to elect annually a Chair and at least one, and normally two Vice-Chairs from among the External Board Members.	Year 1	Complete
33.7	Board meeting agendas and all materials required to address the items on the agenda for all meetings will be provided to Board Members no less than one (1) week in advance of the meeting date.	Year 1	Complete
33.8	Agendas and all materials required to address the items on the agenda for Public Meetings will be published no less than one (1) week in advance of the meeting date.	Year 1	Complete
33.11	Under exceptional circumstances, and with the consent of the Chair of the Board, the Board may use an electronic or written process for voting on special resolutions outside of its regular meeting schedule.	Year 1	Complete
33.12	Meetings of the Board and its committees will be conducted respectfully, efficiently and with a view to reaching consensus in accordance with the values of the University.	Year 1	Complete
33.13	The Board will approve the Committee meeting schedule for the following Board Year by not later than June each year.	Year 1	Complete

Outline number	Name	Implemen- tation Year	Status
33.14	The Committee meeting schedule will be published by not later than September each year.	Year 1	Complete
33.3	The Board will develop, maintain, document and publish in Policy Instruments the means, processes, and procedures for: a. The identification of the skills and attributes and characteristics needed for an effective and diverse Board. b. The application of skills-based recruitment criteria to the recruitment of Board Members. c. The application of skills-based recruitment criteria to the appointment and election of Board Members. d. The identification of the skills, attributes and characteristics required for Board Leaders. e. The application of skills-based nomination criteria to the recruitment, selection, and appointment of those nominated to be Board Leaders and, where applicable Officers. f. The application of skills-based nomination criteria to the recruitment, selection, and appointment of Board Members to Board committees. g. A transparent and easily accessible process for potential Board candidates to apply to be a Board Member.	Year 1	Complete
33.6	Committee reporting to the Board annually the progress of the committee against delegated priorities, the Committee workplan, and the Committee terms of reference.	Year 1	Complete
33.9	Notice of each special meeting shall be given to each Board Member not less than three days before the meeting is to take place	Year 1	Complete

Outstanding Activities

The table below outlines the remaining implementation activities. As indicated in the chart above, 17 activities are currently in progress, while 37 have not yet started.

Outline number	Name	Implem en- tation Year	Status	Responsi ble Cmttee
4.4	The Board will assess the planning process to ensure it is collegial with a focus on the engagement of the university community.	Year 1	In Progress	EXEC & Board

Outline number	Name	Implem en- tation Year	Status	Responsi ble Cmttee
5.2.1	Develop criteria and metrics to facilitate president performance check ins.	Year 2	Not Started	EXEC
6.3	Board Committees provide updates (check-ins) on progress on workplans at Board meetings	Year 1	In Progress	EXEC
6.4	Board and Committees assess progress of the workplans at the end of the year, which informs priorities for next year.	Year 1	Not Started	EXEC
7.6	Establish draft Board and committee meeting agendas by June each year so all involved have a good sense of the full year of agendas for the coming year (subject to emerging priorities).	Year 2	Not Started	EXEC
10.1	The Board and senior administration will engage in a comprehensive exercise to clarify the decisions that must come to the Board and then ensure that this work is captured in applicable policy and procedures.	Year 3	Not Started	GNAC & Board
11.1	The Board will require that as part of a comprehensive budgeting process a Capital budget be developed for annual review and approval by the Board (through the Finance and Audit Committee).	Year 3	Not Started	FARC & PESC
11.2	The Board will ensure effective prioritization and oversight of major capital projects through the Property and Asset Management Committee.	Year 2	Not Started	FARC & PESC
11.4	The Board will clarify its role of oversight of collective bargaining ensuring that the president and senior team formulate and recommend the approach to bargaining, lead the activity, and report to the pertinent board committee only as required to seek approval for changes in mandate or where risk of labour disruption increases. Collective agreements are material contracts and the Board's role is one of oversight and approval.	Year 1	Not Started	HRC & Board
12.1	Improve the content of reports from the president and committees.	Year 2	In Progress	EXEC & Board
12.4.1	Develop guidelines for staff presenting to include committee's requirement to bring major items twice	Year 2	In Progress	GNAC
12.6	The Board and senior administration should generally engage in an exercise to clarify the materials needed to support requests for board decisions.	Year 2	Not Started	GNAC & Board

Outline number	Name	Implem en- tation Year	Status	Responsi ble Cmttee
12.8	When approving motions, the Board and its committees will include any requirements for updates and reports back and the specific timing of the same.	Year 2	Not Started	EXEC & All Committ ees
12.9	The administration, under the direction of the president, will develop and implement a project analysis template for new initiatives and projects for board consideration and approval.	Year 2	Not Started	PESC & FARC
13.2	Provide training for Board members in asking good questions including the provision of tools and opportunities to practice.	Year 1	Not Started	GNAC
13.3	When recommending a decision to the board for approval, the Committee Chair will prepare comprehensive remarks describing to the Board the nature of the presentation received, the concerns and risks explored by the committee and the basis for the committee's recommendation and should invite questions.	Year 2	In Progress	EXEC & All Committ ees
13.6	Committee reports that do not contain motions will still contain a full discussion of the work of the committee, explicitly tying it to their delegated role and Terms of Reference.	Year 2	In Progress	EXEC & Board
13.7	Committee Chairs and administrators presenting to the board should identify questions for the board to address - these may be areas of risk or uncertainty, of opportunity, or alignment with strategic priorities.	Year 2	Not Started	EXEC & Board
14.1	Ensure accountability through the continued use and regular review of its motion register and the register should feed into the work plan such that follow up is assured.	Year 1	In Progress	EXEC
14.2	Board ensures that when approving initiatives or projects, milestones or indicators of performance are identified and there is an agreement as to how and how often the Board will receive reports back on the initiative or project and against specific criteria tied to project risk.	Year 2	Not Started	EXEC & All Committ ees
14.3	Include the obligation to report back on projects and initiatives are folded into the board work plan.	Year 2	Not Started	EXEC
14.4	Ensure that the presentations of the president and senior administration are structured to address specific areas of accountability.	Year 3	In Progress	EXEC

Outline number	Name	Implem en- tation Year	Status	Responsi ble Cmttee
14.5	Oversee the creation of a safe disclosure policy.	Year 2	Not Started	GNAC
15.5	While the process of having the Student Union recommend and elect candidates may continue, the elected students should not occupy leadership roles within the Student Union, and should be sought from the broader student population.	Year 3	In Progress	GNAC
17.1	The Board will undertake a website refresh and update and ensure that there are resources in place to maintain the website. The refreshed website should be written in plain language and contain the following: a. A more comprehensive overview of governance at UPEI with a statement about the University's commitment to effective integrated governance. b. A more comprehensive description of the role of the Board. c. An overview of board composition. d. The biographies of the Board members should state their board terms and sources of appointment (Alumni, Teaching Staff, Senate, LGIC or Student). e. Full committee Terms of Reference. f. Committee composition. g. Board and committee schedules. h. Effective September 2024, board meeting notices and agendas, and materials for open public meetings (regular meetings and special meetings). i. Board By-laws, Procedures and Regulations. j. All policy instruments governing or guiding decision-making. k. Directions and/or link for accessing archived minutes to open sessions of the Board. l. Guidance on accessing the Board, i.e. where to write, how agendas are established, who can attend board meetings and how to attend them and the rules for attendees. m. Board Recruitment - the Board Recruitment page should be populated with information for potential board members describing the role, expectations, and a contact name. The link should always be active so that the Board can create a	Year 1	In Progress	GNAC

Outline number	Name	Implem en- tation Year	Status	Responsi ble Cmttee
	pool of interested candidates. Communication with candidates should be regular.			
23.1	Ensure the Property and Asset Management Committee fulfills its Terms of Reference recognizing the importance of addressing environmental sustainability as it affects not just the future and safety of the campus, but practices, research and academic programming and should inform campus infrastructure and capital planning. It is essential that this Committee focus on fulfilling its Terms of Reference.	Year 3	Not Started	PESC
23.2	Recognizing deferred maintenance represents a significant liability for many universities UPEI will develop a plan for ensuring its buildings remain safe and in good repair	Year 3	Not Started	PESC & FARC
23.4	The Committee will ensure the development of a process for approval of capital projects and other significant projects, including the use of a project analysis tool built upon a structured approach to project analysis that involves exploring alignment with University strategy and priorities, options, costs, and risks.	Year 2	Not Started	PESC & FARC
25.2	The output of the HR Committee should be relayed to the Campus Culture Oversight Committee.	Year 1	Not Started	HRC
25.3	At the end of each board year, the Chairs of the Human Resources Committee and the Campus Culture Oversight Committee will meet to ensure that their work is not duplicated.	Year 1	Not Started	HRC & CCOC
26.1	Ensure that administration undertakes to create or renew frameworks to ensure effective oversight of fundraising plans, external communications plans, external relations and community engagement plans, and the plans to maintain and enhance institutional reputation. These frameworks should align with the new strategic plan priorities.	Year 2	In Progress	DFER
27.1.1	Review results of audit to assess effectiveness of committee's role in oversight of the implementation of the Action Plan	Year 2	Not Started	CCOC

Outline number	Name	Implem en- tation Year	Status	Responsi ble Cmttee
28.2	Continue to focus on increased board diversity targeting those demographic groups currently absent from the Board.	Year 1	In Progress	GNAC
28.4	The application process will involve self-identification of skills, and the Board member interview process involves assessing the extent of those skills. The assessment by the interviewers should serve as input to the skills spreadsheet.	Year 2	In Progress	GNAC
28.7	The Board will continue with 3-year term limits for all Board members other than student members which should remain as they are at 1 and 2 years (noting that a 1-year term for students is consistent with many, if not most, other universities) and impose a cap on renewal terms such that total service does not exceed 9 years.	Year 1	In Progress	GNAC
29.2	Establish a board policy confirming its commitment to succession planning, identifying the positions for which succession plans will be developed, and identifying its process for identifying, choosing and developing successors.	Year 3	Not Started	GNAC
29.5	Take steps to train and develop candidates	Year 2	Not Started	GNAC
30.1	Amend the Board self-evaluation process. a. The evaluation form be reviewed and updated to reflect the Board's assessment of all aspects of its practices to improve governance. The current form is a good start but the form itself should be a statement of the Board's aspirations and objectives and the Board should evaluate itself against those aspirations. b. The form should seek self-reflection on board practices, committee practices, and individual board member practices. c. The evaluation should be conducted annually. d. Board members should be required to complete the form and the goal should be 100% participation. e. The output from the survey should be summarized and presented by the Governance Committee to the Board along with recommendations for future focus. The recommendations should be folded into the	Year 2	Not Started	GNAC

Outline number	Name	Implem en- tation Year	Status	Responsi ble Cmttee
	Governance Committee's work plan for the			
	following year.			
31.1	Orientation training program will be developed which focuses on foundational knowledge requirements relating to university governance, bicameral governance, UPEI's specific form of bicameral governance including the roles and responsibilities of the Board and Senate and Administration.	Year 1	Not Started	GNAC
31.2	Training materials on the work and operations of the university will be recorded for Board members to watch on their own time and the focus will be on the role of the board and the types of decisions the Board is responsible to make in key areas.	Year 3	Not Started	GNAC
31.3	All members, but at least those serving on Finance and Audit and Property and Asset Management will be provided with financial literacy training.	Year 1	Not Started	FARC & PESC
31.4	Develop a series of dinner talks to be delivered over dinner immediately prior to board meetings on specific topics: early priorities would focus on conflict of interest and asking good questions. Other priorities will flow from the observations of the governance professional and the results of the board self-evaluation process.	Year 3	Not Started	GNAC
31.6	UPEI will reinstate board retreats and use them to educate the Board as well as to have informal discussions about important strategic topics to assist the Board in its formal work.	Year 2	Not Started	EXEC
32.2	UPEI will support the new University Secretary with mentoring and training.	Year 1	Not Started	EXEC
32.5	Within the next year or as soon as possible given resource constraints, the University Secretariat will include an additional person responsible for supporting the Board, Senate and the university with its policy framework, policy library and the development of policies.	Year 3	Not Started	EXEC
33.1	The Board will establish eligibility requirements, rules, and regulations governing the election of the Elected Board Members other than Student Board Members	Year 1	In Progress	GNAC

Outline number	Name	Implem en- tation Year	Status	Responsi ble Cmttee
33.2	The Board will establish eligibility requirements for Student Board Members through policy and procedures. Student Board Members will be persons who, at the time of their election and during their term on the Board, are registered and in good standing.	Year 1	Not Started	GNAC
33.5	The Chair, together with the University Secretary, will sign all By-Laws, and approved Board Minutes.	Year 1	In Progress	EXEC
33.10	Where a Special Meeting is Public, notice of the meeting will be published on the Board's website no less than three (3) days in advance of the meeting.	Year 1	Not Started	EXEC
33.15	On the requisition of any three members of a committee, a meeting of such committee will be called by the University Secretary. Notice of the time and place of every meeting will be given to each member of the committee at least forty- eight (48) hours before the meeting. The means of delivery will be by electronic mail at the email address typically used for the Board Member .	Year 1	Not Started	EXEC
33.16	In exceptional circumstances, the committee chair may waive the time requirements for such notices.	Year 1	Not Started	EXEC
33.17	A member of the University Community may request to have an item placed on the agenda of a Public Board meeting and may request to speak to the item. A written request (including the name of the requester, a description of the proposed topic and a request to speak to the item, if any) must be provided to the University Secretary along with any materials on which the requester intends to rely, no less than three weeks prior to the Public Board meeting. The Board Chair will grant only those requests that are not matters of administration and that are appropriately brought before the Board and will otherwise direct the request to the President.	Year 1	In Progress	EXEC
33.18	Any contract, document, or instrument in writing requiring execution under seal on behalf of the Board of Governors may be signed by one of the following: The Chair, the Vice-Chair, the Acting Chair of the Board, or the President together with the Secretary of the Board.	Year 1	Not Started	EXEC

Outline number	Name	Implem en- tation Year	Status	Responsi ble Cmttee
33.19	Notice of any motion that a By-law is to be presented, enacted, amended or repealed will be sent to each Board Member no later than one (1) week before the meeting at which the Notice of Motion is to be presented.	Year 1	Not Started	GNAC



REPORT TO THE BOARD OF GOVERNORS1

On the meeting of the

Finance, Audit and Risk Committee

Held on November 13, 2025

The Finance, Audit and Risk Committee met on November 13, 2025. During this meeting, the Committee:

- Received a presentation on the process to develop the operating and capital budget
- Discussed its role to oversee the Jointly Sponsored Pension Plan of Employees of the University
- Discussed its role to oversee the governance and administration of the University's Endowment and Special Purpose Funds
- Received an update on the implementation of the Governance Review

Process for the development of UPEI's annual operating and capital budget

The VPAF presented the process for the development of the 2026 – 2027 operating and capital budget and received comments from the Committee. It is noted that the process started in October and is proceeding through various consultations culminating in a recommendation to the Committee in February and to the Board from the Committee in March.

Oversight of the governance and administration of the Pension Plan for the Employees of the UPEI

The Committee received the annual report of the Jointly Sponsored Pension Plan and confirmed that the reception of that report, combined with the cross-membership of the Committee and the Sponsor Board of the Pension Fund provides adequate means for the oversight of the Pension Plan.

Provide oversight on the governance and administration of the University's Endowment and Special Purpose Funds

The Committee's discussion centered on the Policy and the need for its review. That review is underway with consideration of recommendations of the Internal Auditor. The Committee will receive an updated policy at the subsequent meeting.

Outstanding Committee Governance Review Activities

¹ Committee reports to the Board cover items of business that are not elevated to the Board for discussion or recommended to the Board for approval.

The Committee received an update on the implementation of the Governance Review and outstanding items that intersect with its Terms of Reference.



Quarterly Report

Governance, Nominating and Appeals

December 2, 2025

The Governance, Nominating and Appeals met on November 19, 2025. At this meeting and an electronic consultation, the following items were discussed.

- Outstanding Governance Review Items
- In-Camera Guidelines
- Process to Request Agenda Items for Board meetings
- Strategic Enrollment Management
- Approval of the closed and open agendas of the December 2 meeting of the Board.

Outstanding Governance Review items

The Committee received from P. Trainor a presentation on the current state of implementation of the Governance Review as well as items that are outstanding that connect with the Committee's Terms of Reference. The Committee noted the significant progress made in the implementation of the University's commitment under the Review. For some items where there is a judgment call to come from the Board as to how they were delivered, the Committee recommends that an item of business be added to a future meeting of the Board to canvass members.

In-Camera Guidelines

The current guidelines that define how the Board and its committee should conduct their in-camera sessions are due for review. The Committee received and reviewed an updated version of the guidelines and approved them pending some modifications to ensure the confidentiality of discussion regarding the performance and remuneration of the President, a process where follow-up on in-camera discussions is needed and conditional provisions for a report out to the Chair of the Board.

Process to request agenda items for Board meetings

One of the recommendations under the Governance Review, as well as a requirement under the General By-Laws of the Board, is that the Board publish a process by which members of the Community can request that an item be taken up by the Board. A process has been developed that balances access to Board proceedings and protection of the Board from irrelevant requests. The proposed process instructs members of the Community as to what type of items can be considered by the Board and provides a role for the Secretary, the Chair of the Board and/or the President to consider the request and determine whether it should proceed to the Board. The description of the process is provided to the Board for information.

Strategic Enrollment Management

Ahead of the presentation to the Board, the Committee received a presentation from the Vice President Academic and Research. Committee members noted the need for such a plan and for the University to be more strategic in its recruitment and retention of students, given the current enrollment challenges.

Agendas of the Board for the December 2 meeting

The Committee approved the agenda of the Board, noting that there will be a closed session during which the Board will receive training on its role in the oversight of labour relations.



REPORT TO THE BOARD OF GOVERNORS1

On the meeting of the

Campus Culture Oversight Committee

Held on November 4, 2025

The Campus Culture Oversight Committee met on November 4, 2025. During this meeting, the Committee:

- Approved its Annual Workplan for 2025 2026
- Received an update on the implementation of the Action Plan
- Received an oral report on Workplace Culture
- Received an update on the implementation of the Governance Review

Action Plan Update

The Committee received an update on the implementation of the Action Plan, noting that Year 2 is well underway with 12% of activities completed, 32% in progress, 12% ongoing, and 44% yet to start. The pending approval of the Harassment and Discrimination and Sexual Violence Policies has kept some items from starting. The Committee noted that the Audit Report of Years 0 and 1 has been published and socialized within the University Community. The audit criteria for Year 2 are being developed.

Workplace Culture

The Committee received an oral report from the Vice President People and Culture on activities undertaken to improve workplace culture at UPEI. Engagement with the Community has been at the heart of activities, with President's Cafés, Rise and Shine Meetings and Town Halls. The Vice Presidents listening tour has led to 38 meetings with hundreds of members of the Community met. As the Action Plan stressed the need to enhance the capacity of upper and middle management to create a safe work environment, new leadership sessions and groups have been struck and discussions started around the flow of communications and the construction of a better workplace culture.

Outstanding Committee Governance Review Activities

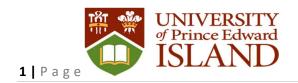
The Committee received an update on the implementation of the Governance Review with a focus on those items that intersect with the Committee's Terms of Reference.

¹ Committee reports to the Board cover items of business that are not elevated to the Board for discussion or recommended to the Board for approval.



Annual Workplan 2025 – 2026

The Committee approved its workplan for 2025–2026. As the Committee was without a permanent Chair at its last meeting, it chose to defer the approval of its plan to the November meeting. The Committee's workplan is provided to the Board for information.



REPORT TO THE BOARD OF GOVERNORS

On the meeting of the

Human Resources Committee

Held on November 12, 2025

The Human Resources Committee met on November 12, 2025.

During this meeting, the Committee:

- Received a Faculty and Staff Report from the VPAR and approved a faculty appointment.
- Received training on its role in the oversight of collective bargaining
- Received an update from the President on Labour Relations
- Received an update from the Vice President People and Culture on the Employee Engagement Survey
- Discussed Employee Development
- Received the annual report of the Sexual Violence Prevention and Response Office
- Received an update on the implementation of the Governance Review

Collective Bargaining Training

The Committee received training from the University's legal counsel on its role in the negotiation of collective agreements.

Labour Relations

The Committee received an update from President Rodgers and Vice President Ngobia on Labour Relations at the University. The Committee discussed the number and rate of Separations, noting that the number has increased over time but has stabilized in the last two years. The Committee will be probing more deeply into the available data in future meetings.

Faculty and Staff Report

The Committee received and approved a recommendation from the VPAR for the following appointments:

- Dr. Stephanie Landry as lecturer, step 5, at the Department of Companion Animals at the Faculty of Veterinary Medicine for a renewed term to start on January 15, 2025, and end January 14, 2029.
- Dr. Susan Sierke as Clinical Veterinary Professional, step 6, at the Veterinary Teaching Hospital Emergency Services at the Faculty of Veterinary Medicine to a continuous role as of December 13, 2025.



The Committee also approved the granting of Tenure to 10 members of faculty, on the VPAR's recommendation.

Employee Development

The Committee received a report from Vice President Ngobia indicating that the University's new Exist Survey is now in effect with guideline documents and training delivered to ensure its proper implementation. Special consideration is being given to training managers to deliver good interviews. Everyone stepping away from their role is invited to an in-person exit survey. The data collected helps to identify trends and areas of improvement. The survey is delivered in person to ensure the rigor and integrity of the process, while all responses are confidential.

The Committee also received an update on employee training noting a sample of training activities delivered or planned, including:

- -Psychological safety and leadership, ongoing.
- -Presentation on Navigating change in PSE on November 27.
- -The role of management in times of Change, training in January.
- -Cultivating ownership and responsibility in management in April.

Compliance

The Committee received the Annual Report of the *Sexual Violence Prevention and Response Office*, with the Human Rights Counsel providing an overview. Efforts to increase capacity and educate members of the University Community are noted.

Outstanding Committee Governance Review Activities

The Committee received an update on the implementation of the Governance Review and outstanding items that intersect with its Terms of Reference. The Committee noted that outstanding items under its purview are well underway, with some being resolved as the Committee and the Board move through their training on oversight of Labour Relations. Other items are planned to be delivered later in the year.



REPORT TO THE BOARD OF GOVERNORS1

On the meeting of the

Executive Committee

Electronic consultation on November 19, 2025

The Executive Committee met on November 19, 2025.

During this meeting, the Committee:

- Approved the In-camera Guidelines
- Approved the Process to Request Agenda Items for Board Meetings
- Approved the Agendas of the Open and Closed Sessions of the Board on December 2, 2025

Outstanding Committee Governance Review Activities

The Committee received an update on the implementation of the Governance Review and outstanding items that intersect with its Terms of Reference. The Committee noted the significant progress in the delivery of the University's commitment following the Review. It is suggested that an item of business be added to a future meeting of the Board to discuss those items that require a judgment call to determine whether they have been completed. With the University Secretary's concurence, the Committee notes that item 32.2, related to the training and orientation of the new Secretary, is complete.

In-camera Guidelines

The Committee reviewed the Guidelines for In-Camera Sessions, as recommended under the Action Plan and prescribed under the General By-Laws of the Board. The Committee agree to the updated Guidelines with three changes: a provision to keep the discussion of the performance and remuneration of the President confidential, making the report out to the Chair conditional, as the Chair normally attends all meetings of the Board and Committees and keeping some provisions of the previous guidelines that relate to the process to follow up to some discussions.

Process to Request Agenda Items for Board Meetings

Following a recommendation under the Governance Review, the Committee considered a process for members of the University Community to request that an item be added to the agenda of the Board of Governors. The approved process strikes a balance between the need to offer reasonable access to meetings of the Board, while protecting the Board from frivolous or out-of-jurisdiction requests. The process is shared with the Board for

¹ Committee reports to the Board cover items of business that are not elevated to the Board for discussion or recommended to the Board for approval.

information and will be posted on the Board's website. The Committee noted the need to define the process by which a member of the University Community can ask to speak on an item of business on the Board's agenda. Guidelines will be developed and brought for discussion at a future meeting of the Committee.

SEM Plan and presentation

The VPAR presented the University's first Strategic Enrolment Management Plan. The Plan will also be presented to the Board on December 2.

Agendas of Open and Closed sessions of December 2 Board of Governors

The Committee approved the agendas for a closed and open session of the Board on December 2. The closed session is needed to receive training from legal counsel on the Board's role in the oversight of Labour Relations.