

from: **fippa**  
**fippa** <fippa@torontomu.ca>  
to: David McKie  
<DavidMcKieC@gmail.com>  
cc: Leanne Sachs  
<leanne.sachs@torontomu.ca>  
date: Aug 25, 2023, 2:39 PM  
subject: Re: Decision Letter Enclosed  
from Toronto Metropolitan  
University for FIPPA File No.  
2023-015  
mailed- torontomu.ca  
by:  
signed- torontomu-  
by: ca.20221208.gappssmtp.com  
security: Standard encryption  
(TLS) [Learn more](#)  
: Important according to Google  
magic.

Good Afternoon,

Please see the Google Drive link below for the decision letter and records to FIPPA File No. 2023-015 for your review:

[FIPPA File No. 2023-015](#)

Please confirm receipt of this email and whether you are able to access the Google Drive folder.

Thank you,

Privacy and Compliance Team  
Office of the General Counsel and Secretary of the Board of Governors

Toronto Metropolitan University  
Jorgenson Hall, 11th Floor  
350 Victoria Street  
Toronto, Ontario M5B 2K3

Email: [fippa@torontomu.ca](mailto:fippa@torontomu.ca)  
Fax: (416) 598-5951  
<https://www.torontomu.ca/gcbs/>

**Sent by Email**

August 25, 2023

David McKie  
2011 Woodglen Crescent  
Ottawa, Ontario K1J 6G7  
davidmckiec@gmail.com

Dear Mr. McKie,

**Re: Toronto Metropolitan University (the “University”)  
FIPPA Request File No. 2023-015 - Decision Letter**

I write in regard to your request made pursuant to the *Freedom of Information and Protection of Privacy Act* (“**FIPPA**”) for access to the following records (the “**Request**”):

*“I would like access to internal records, including but not limited to emailed correspondence, generated between Jan 1, 2021, to the present regarding the name change from Ryerson University to Toronto Metropolitan University. If including of emailed correspondence leads to delays, I would be willing to treat them in a separate request.”*

You clarified your request on July 28, 2023, to the following:

*“Internal communications related to concerns, problems or turmoil within the University related to the name change from Ryerson University to Toronto Metropolitan University.*

- 1. Search terms: “concerns” or “problems” or “turmoil” and name change*
- 2. Dates: from April 26, 2022 to June 19, 2023*
- 3. Record types: emails, memos, reports or summaries*
- 4. Location: Communications office”*

**I. Decision**

A review of the University’s records has resulted in sixteen (16) records in the University’s custody and control held by the Communications office.

In consideration of the Request and the University's review of the responsive records, the University is providing full disclosure of certain records and will not be disclosing the remaining records due to the FIPPA sections as described below. Please see the attached Schedule "A" Index of Records for the disclosure of records.

Where disclosure of records is denied, the University applied the following:

- Section 13(1) of FIPPA (advice or recommendations): these records contain advice and/or recommendations made by someone employed in the service of the institution. These records contain a description of either a specific course of action or lists of alternative courses of action that may be applicable. In either case, they were provided by a person employed by the University. Disclosure of these records could negatively impact the University's ability to provide effective service as it could affect the employee's ability to provide fulsome and frank advice and recommendations within the institution.
- Section 17(1) of FIPPA (third-party information): this record contains information that reveals a trade secret or technical, commercial, or financial information that the University identifies as third-party information supplied in confidence to the University, it is mandatory that the University protect the information from disclosure.
- Section 18(1) of FIPPA (economic and other interests): this record contains information that the University identifies as trade secrets, financial, commercial, or technical information that is about the University and has monetary value or potential monetary value; information where the disclosure could reasonably be expected to prejudice the economic interests or competitive position of the University; and information where the disclosure could reasonably be expected to be injurious to the financial interests of the University.
- Section 19 of FIPPA (Solicitor-Client Privilege): these records contain information that the University has identified as confidential communication between a lawyer and the client for the purposes of seeking, formulating or giving legal advice, or gathered for the purpose of litigation or in reasonable anticipation thereof.
- Section 21 (personal privacy): this is a mandatory exemption to the disclosure of records containing personal information of an individual other than the individual to whom the information relates.
- Section 22(a) of FIPPA (published information): these records contain information that has been published or is currently available to the public. The link to the published information can be found in the Index of Records.

## II. Fees

There are no additional fees associated with processing this request.

For your information, section 57 of FIPPA requires the University to charge a fee for access. All charges are regulated pursuant to FIPPA and you may review these charges by visiting the website of the Office of the General Counsel for a summary of permitted charges as well as a direct link to Regulation 460. The link to the website can be found below.

<https://www.torontomu.ca/gcbs/what-we-do/access-privacy/access-to-information/>

## III. Appeal

If you disagree with any aspect of this decision, you may appeal this decision to the Information and Privacy Commissioner (the "Commissioner"). The Commissioner can be reached at:

Information and Privacy Commissioner/Ontario  
2 Bloor Street East, Suite 1400  
Toronto, Ontario M4W 1A8

Please see the Commissioner's website at the link below for more information.

<https://www.ipc.on.ca/access-individuals/filing-an-appeal/>

Please note that due to the ongoing COVID-19 pandemic, the Commissioner's office is currently closed. If you choose to file an appeal within the 30-day timeframe, your appeal may be delayed. For more information, please see the link to the Commissioner's website below.

<https://www.ipc.on.ca/newsrelease/ipc-closure-during-covid-19-outbreak/>

Yours truly,

**TORONTO METROPOLITAN UNIVERSITY**

Per:

Elena Wu

Elena Wu  
Privacy and Compliance Administrator

cc: Leanne Sachs, Program Manager, Privacy, Compliance, and Records Management  
Encl.

**SCHEDULE "A"**

**FIPPA FILE 2023-015**

**INDEX OF RECORDS**

| <b>Record Number</b> | <b>Record Type</b> | <b>Total No. of Pages</b> | <b>Disclosure</b> | <b>Exemptions Applied and Notes</b>   |
|----------------------|--------------------|---------------------------|-------------------|---|
| 1                    | Presentation       | 29                        | Full Disclosure   |   |
| 2                    | Email              | 5                         | No Disclosure     | Section 22(a) - Information Published<br><br>This record contains information to an already published article found in the link below:<br><a href="https://www.cbc.ca/listen/live-radio/1-102-radio-noon-quebec/clip/15979083-should-mcgill-change-its-name">https://www.cbc.ca/listen/live-radio/1-102-radio-noon-quebec/clip/15979083-should-mcgill-change-its-name</a> |
| 3                    | Document           | 14                        | No Disclosure     | Section 22(a) - Information Published<br><br>This record contains information regarding an article will be published in the October 2023 issue of the Journal of Education Advancement and Marketing  |
| 4                    | Email              | 4                         | No Disclosure     | Section 13 - Advice or Recommendations<br>Section 18 - Economic and Other Interests   |
| 5                    | Email              | 2                         | Full Disclosure   |   |
| 6                    | Email              | 1                         | No Disclosure     | Section 21(1) - Personal Privacy  |

|    |       |   |               |   |
|----|-------|---|---------------|---|
| 7  | Email | 3 | No Disclosure | Section 13 - Advice or Recommendations<br>Section 22(a) - Information Published<br><br>This record contains information to an already published article found in the link below:<br><a href="https://www.torontomu.ca/news-events/news/2023/04/student-sign-installers-replace-signage-across-campus/">https://www.torontomu.ca/news-events/news/2023/04/student-sign-installers-replace-signage-across-campus/</a> |
| 8  | Email | 1 | No Disclosure | Section 22(a) - Information Published<br><br>This record contains information to an already published article found in the link below:<br><a href="https://www.torontomu.ca/news-events/news/2022/10/university-one-step-closer-to-legal-name-change/">https://www.torontomu.ca/news-events/news/2022/10/university-one-step-closer-to-legal-name-change/</a>   |
| 9  | Email | 1 | No Disclosure | Section 13 - Advice or Recommendations  |
| 10 | Email | 4 | No Disclosure | Section 19 - Solicitor-client Privilege   |
| 11 | Email | 1 | No Disclosure | Section 13 - Advice or Recommendations  |
| 12 | Email | 1 | No Disclosure | Section 21(1) - Personal Privacy  |
| 13 | Email | 1 | No Disclosure | Section 13 - Advice or Recommendations  |

|    |       |   |               |  |
|----|-------|---|---------------|--|
| 14 | Email | 3 | No Disclosure | Section 13 - Advice or Recommendations<br>Section 17 - Third party information<br>Section 21(1) - Personal Privacy |
| 15 | Email | 3 | No Disclosure | Section 13 - Advice or Recommendations   |
| 16 | Email | 2 | No Disclosure | Section 13 - Advice or Recommendations<br>Section 19 - Solicitor-client Privilege                                  |



# The Next Chapter - Becoming TMU

Michael Forbes, AVP, University Relations

Johanna VanderMaas, Associate Director, Leadership Communications

Karen Benner, Associate Director, University Communications

Toronto Metropolitan University



# Our New Chapter

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On April 26, 2022  
Ryerson University became  
Toronto Metropolitan  
University.

And the first post-secondary  
institution in North America to  
change its name to address a  
colonial history and better  
reflect its values of  
equity, diversity and inclusion.

# Context

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Calls for change



# Context

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- For over a decade, the community had spoken out on Egerton Ryerson's connection to residential schools.
- Things intensified in the summer of 2020.
- There was increased pressure across the US and Canada to acknowledge and act on the need for change.



# The Standing Strong Task Force

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Our President appointed 14 members to explore both the namesake's life and legacy and the role of commemoration at the University.

- Broad community engagement
  - Reviewed input from over 11,000 community members
- In-depth historical research
  - Oversaw research and development of “The Life and Legacy of Egerton Ryerson,” drawing from over 100 cited works.
- Extensive learning and unlearning
  - Deepened their understanding of various topics related to commemoration, statues and naming.

British Columbia

# Remains of 215 children found buried at former B.C. residential school, First Nation says



Tk'emlúps te Secwépemc say ground-penetrating radar was used to locate remains

Courtney Dickson, Bridgette Watson · CBC News ·

Posted: May 28, 2021 12:58 AM EDT | Last Updated: May 29, 2021



The former Kamloops Indian Residential School is seen on Tk'emlúps te Secwépemc First Nation in Kamloops, B.C., on May 27, 2021. The remains of 215 children have been found buried on the site, the First Nation said. (Andrew Snucins/The Canadian Press)



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WORLD

Canada

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# Mass grave with remains of 215 children found at Indigenous school in Canada, an 'unthinkable loss'

Associated Press

Published 11:36 a.m. ET May 29, 2021 | Updated 11:00 p.m. ET May 29, 2021



## Over 200 bodies found at Canada Indigenous school

The remains of 215 children, some as young as 3 years old, have been found buried on the site of what was once Canada's largest Indigenous residential school - one of the institutions that held children taken from families across the nation. (May 29) AP

KAMLOOPS, British Columbia — A mass grave containing the remains of 215 children, some as young as 3 years old, has been found on the site of what was

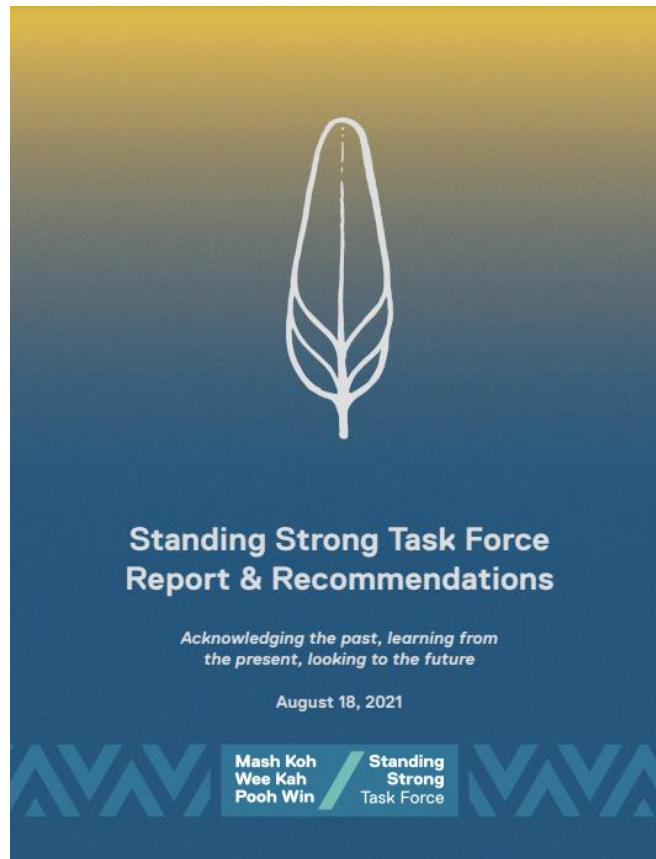
# The Report

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# Report Released

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22 Recommendations, including to rename the university

## Commemoration of Egerton Ryerson

Recognizing the harm caused to community members by the commemoration of Egerton Ryerson, the impossibility of upholding our institutional values while commemorating Egerton Ryerson and the necessity of advancing reconciliation, we recommend that:

4. The university rename the institution in a process that engages with community members and university stakeholders.

# Why start with renaming?

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Renaming was prioritized in the interest of removing a barrier that was impacting:

- Community members
- The university's reputation and brand
- Efforts towards Truth and Reconciliation



# The Renaming Process

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# Defining the Renaming Process

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In the weeks immediately following the release of the SSTF report, the university:

- Committed to announcing a new name within the academic year
- Established a framework for renaming
- Appointed chair, vice-chair and membership of the University Renaming Advisory Committee (URAC)
- Identified executive lead and project team to support the project
- Developed “The Next Chapter” microsite

# University Renaming Advisory Committee

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- The mandate of the URAC was to provide the President with a shortlist of new names with strategic considerations.
- The URAC reflected a cross-section of community members.
- Committed to taking a similar process to SSTF



# URAC Process

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- Drew on advice of both internal and external research, branding, and communication experts
- Three-week long community engagement period
  - 30,000 responses
  - 2,600 unique names reviewed
- Reviewed all names through a comprehensive set of community-informed naming parameters as well as naming best practices.

**Is the name congruent with the institution's Strategic Vision? +**

**Will the name stand out against competitors? +**

**Does the name signal change? +**

**Will the name be easily remembered? +**

**Does the name feel like it belongs in the higher education market? +**

**Is the name congruent with the institution's International Strategy? +**

**Is the name timeless? +**

**Is the name appealing? +**

**Does the name consider the diversity of the community? +**

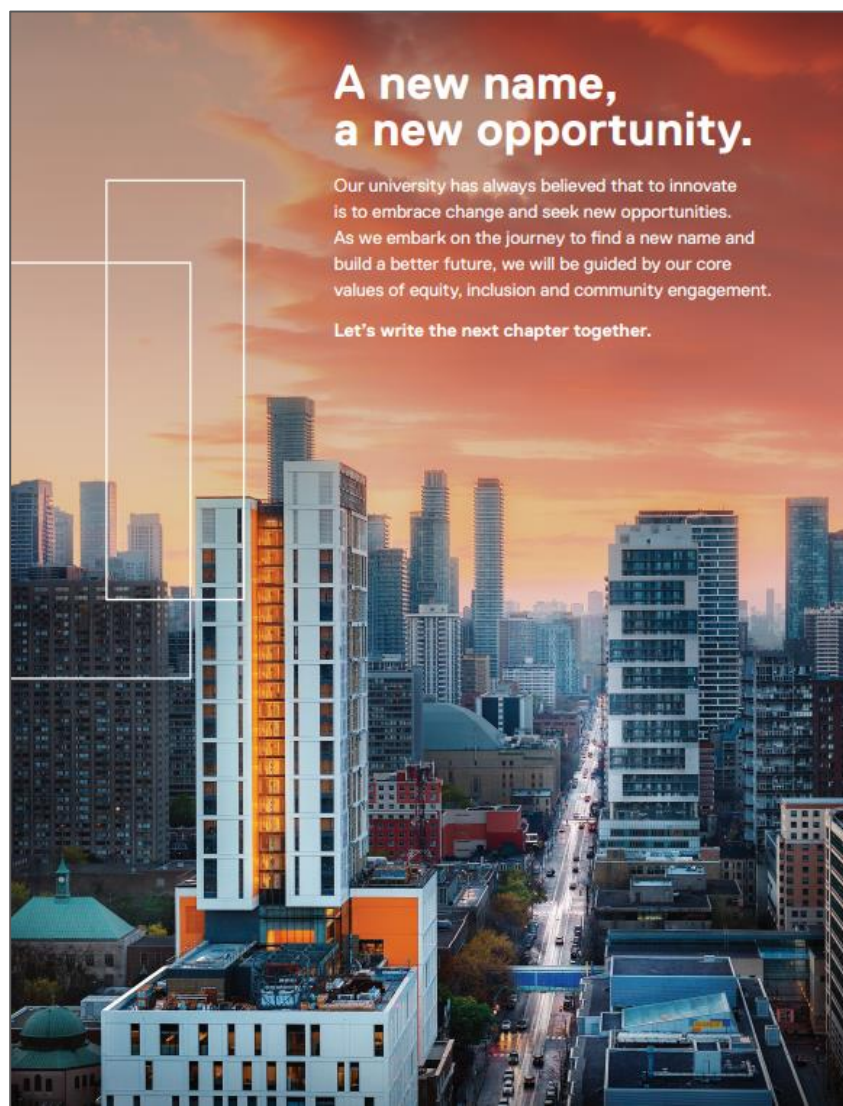
# Next Steps

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Toward our new name



# Communications Strategy



## Communication Goals

- Protect the university's brand and reputation
- Demonstrate commitment to core values
- Engage community in process to gain feedback & encourage sense of ownership
- Demonstrate commitment to transparency
- Build acceptance and excitement for the new name
- Control the narrative and manage potential leaks

# Strategic Considerations & Challenges

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- A name change was not planned, not part of the budget, and it was unprecedented
- Much anticipated announcement
- A number of critics/adversaries
- Confidentiality



# Stakeholder Analysis

| Stakeholder               | Analysis  | Vehicles  |
|---------------------------|---|---|
| Students                  | 18-30<br>Get news via social media & email<br>Succinct, clear , focussed on them<br>Concerned with reputation/value of degree                     | Microsite<br>Emails<br>TikTok and IG<br>Videos  |
| Staff & Faculty/Lecturers | 22-80<br>Media savvy<br>Juggle multiple tasks/high email volume<br>Need frequent, short, clear, WIIFM tactics                                     | Leader cascade<br>LinkedIn, FB, IG<br>Video presentation<br>Media coverage  |
| Alumni & Donors           | 25-99<br>Very engaged, to not at all<br>Concerned on future value of degree and<br>“stains on their memories”<br>A large group was not in support | Some personal phone calls<br>FAQs to address specific concerns<br>Alumni magazine<br>Alumni emails and newsletter<br>FB & LI – paid social campaign<br>Prepared responses to emails |

# Comms Approach

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Phases



# Approach

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## Phase 1

Fall 2021

Awareness,  
education,  
engagement and  
consultation

## Phase 2

Winter 2022

Awareness,  
education,  
prepare  
community to  
accept new name

## Phase 3

April/ May 2022

Announce,  
celebrate and  
build pride in  
new name

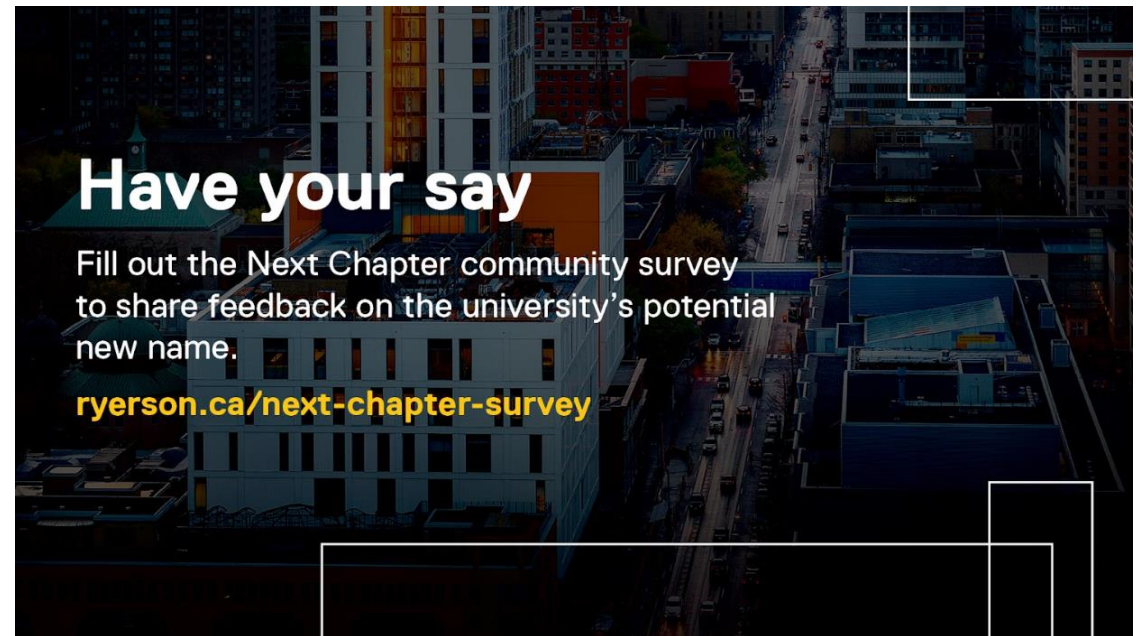
# Phase 1 (Sept-Dec 2021)

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Designed to get raise awareness, educate and engage community members

Tactics included:

- Next Chapter website
- Targetted email
- Newsletter stories
- Media outreach
- Social media campaigns
- Community champions
- Key messages shared with comms teams across university



# Phase 2 (Jan-April 2022)

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Designed to educate, inform, prepare and build excitement for the name change.

Tactics included:

- Regular updates to Next Chapter website
- Monthly email newsletter updates
- Op eds in Toronto Star and University Affairs
- “In Conversation” with URAC video presentation
- Monthly pan-university meetings with MarComm staff
- Sharing select survey results
- Ongoing social media campaigns targeted at different audiences.
- Alumni influencer social media campaign



# Introducing...

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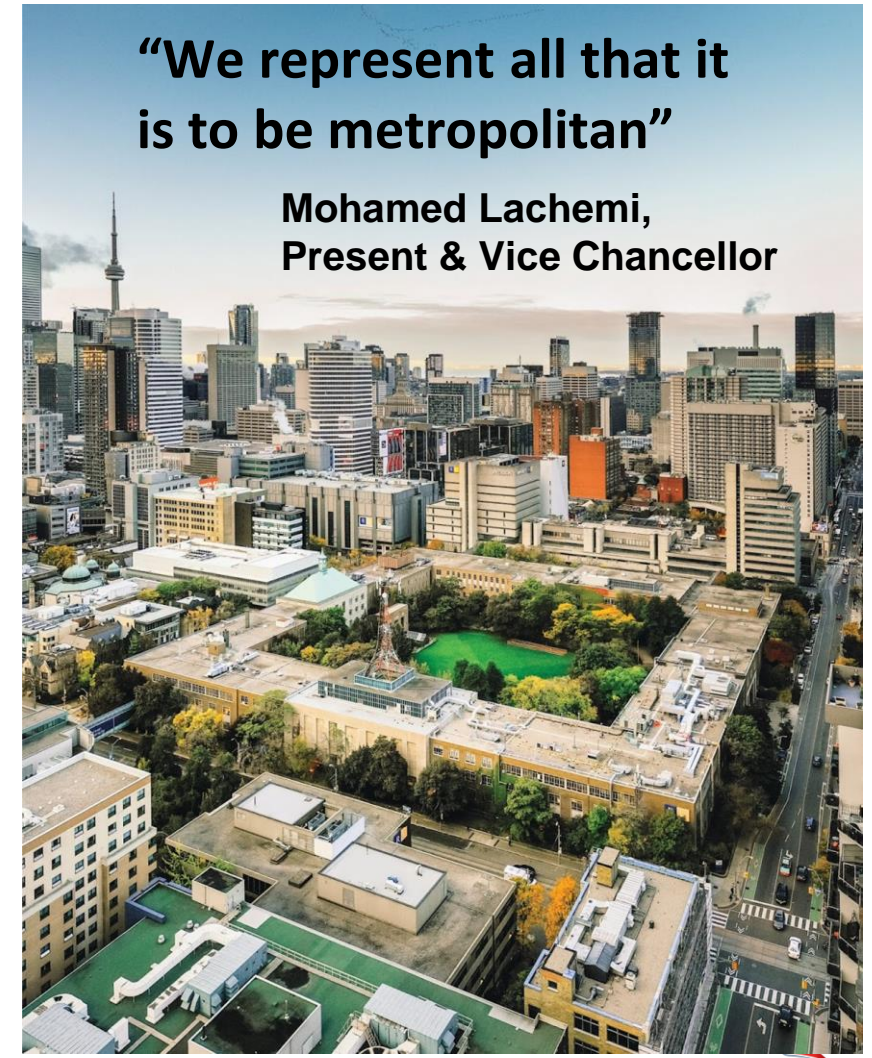
Launching our new name



# We are Toronto Metropolitan University

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To be metropolitan is to be **defined by big city life** – the diversity of its cultures, the density of its landscape, and the creativity bred by the proximity of so many people. Here, in this place, collaboration runs deep.



# Day of renaming rollout at a glance

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- Morning of:
  - All drafted materials shared with small group of MarComm staff. Strict confidentiality asked of all staff.
  - Set up “war room” in president’s office
  - Phone calls to VVIPs
- Board meeting at 12:00:
  - Final name shared by President Lachemi with Board, passed unanimously. Text to comms team
- 12:30:
  - Globe and Mail given go ahead to publish story
  - Next Chapter website updated as article linked to it
- Approx 1 p.m., all university communications are rolled out
  - Message from President posted online and distributed via e-newsletter to community
  - News release posted and distributed (Canada and International wires)
    - **Media relations team begin pitching/ lining up interviews**
  - Immediate notice to all identified external stakeholders and alumni (VIPs)
  - Social media amplification
- 2 p.m.
  - Tailored communications to staff and faculty respectively



# Renaming Launch Strategy

## Media

- Globe and Mail Exclusive (April 26) - story breaks
- Media release distributed - CDN & International newswires & email
- Toronto Star op-ed by President (April 26 online, April 27 print)
- University Affairs - opinion piece by Provost (May 11)

## Websites

- Updated Next Chapter site refreshed
- ryerson.ca updated

## Social media campaign

- Launch video, student host videos, posts redirecting to announcements

## Emails to all stakeholder groups

- Over 80,000 to faculty, students, staff and alumni

## Advertising

- Full page ad Globe and Mail, digital ads

## Ryerson will be called Toronto Metropolitan University after board approves name change

JOE FRIESEN > POSTSECONDARY EDUCATION REPORTER  
TORONTO  
PUBLISHED YESTERDAY



Exteriors of a Ryerson University building, in Toronto, on June 8, 2021.  
FRED LUM/THE GLOBE AND MAIL

395 COMMENTS SHARE BOOKMARK

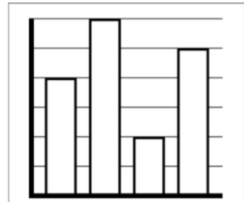
LISTEN TO ARTICLE

Ryerson University will now be called Toronto Metropolitan University, becoming the first such institution in Canada to change its name in response to recent debates over colonization and historical commemoration.

A proposal to change the name was approved Tuesday by the university's board of governors. Ryerson president Mohamed Lachemi had recommended the Toronto Metropolitan option from a shortlist developed by [a committee of professors, administrators, students and alumni](#).

The renaming process began last year in response to a task force that examined the legacy of the university's namesake, 19th-century educational reformer Egerton Ryerson.

# Results



Total Earned Media Hits

**3,670**

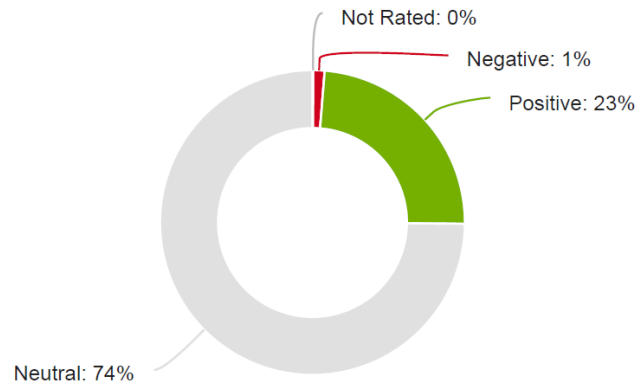


Total Social Media Engagements

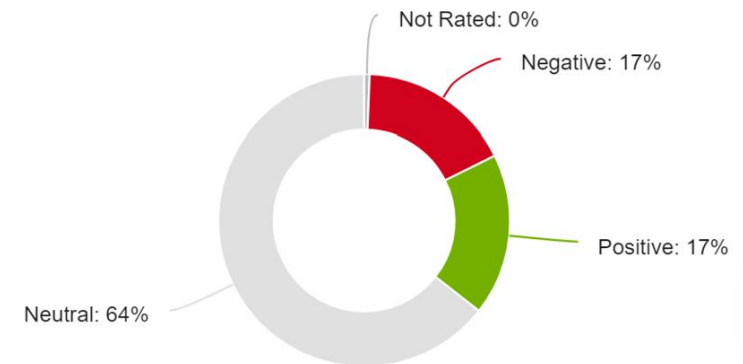
**50.3K**

Created by Dolly Vu  
from Noun Project

## Earned Media Sentiment



## Social Media Sentiment



# Key Takeaways

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- Having a solid report and research developed by a respected group of people was essential to helping answer the why
- Process matters - diverse committee members, community consultation is key
- Transparency on the process is important for buy in
- You won't convince 100% of the people. Focus on your advocates and the mushy middle
- The exclusive with the G&M worked well for us. It allowed for a comprehensive story to be told
- Don't waste too much energy on social media handles
- Expect that many people will hate whatever new name you choose at first. Just be confident in your choice and your story and ride it out
- A rename, not a rebrand
- We should have highlighted naming parameters more
- Don't stop at the name alone. You need a full strategy or it will look performative



# Questions?

#### **Template 4: Alumni asking for a new degree**

Dear ,

Thank you for reaching out about our name change as it relates to your degree.

Alumni prior to 2022 will have two options regarding the award documents for their degrees, diplomas and certificates:

- 1) Keep your existing parchments that reflect the university name when you graduated, or
- 2) Once the name has been legally changed, request a reissue that will bear the new name. Until the [Ryerson University Act](#) is amended by legislation (a process outside of the university's control), all legally issued documents, including both new and reissued parchments, can only reflect the name "Ryerson University."

When the legal name change does take effect, those who would like their graduation award document (parchment) reissued with the new name will be able to request one. The instructions for making that request will be updated on the [Curriculum Advising website](#). As is the case for all parchment reissue requests, standard printing and shipping fees will apply.

Please note that once the university's name is legally changed, replacement degrees with the name 'Ryerson University' will NOT be issued. Anyone wishing to replace a lost or damaged original degree with a reissue bearing the name Ryerson University must order it before the Ryerson University Act is changed.

Our new name, Toronto Metropolitan University will continue to invite people from all over the world to gather - to learn, to teach, to share, to undertake scholarly research and creative activities, and to engage in new ways of thinking and doing. Toronto Metropolitan University reflects all that we are and our commitment to continue being a destination for the great minds, partnerships and discoveries that we are already known for.

Thank you again for reaching out and sharing your concerns. More information and updates on our progress can be found at <https://www.ryerson.ca/next-chapter/>.

#### **Template 3: People who are concerned that the name change negatively impacts their degree**

Dear ,

Thank you for reaching out and sharing your concerns about our name change as it relates to your degree. Your hard-earned degree remains an accomplishment to celebrate and a credential worthy of promotion.

The changing of the name of the university to Toronto Metropolitan University does not impact the value of the education, experience and credentials earned. We want to assure

you that all certificates, diplomas and degrees that have been achieved will continue to be valid, credible and worthy of celebration.

Alumni prior to 2022 will have two options regarding the award documents for their degrees, diplomas and certificates:

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