

**CONSENT AGENDA
to the Open Agenda of the 648th meeting of the Board of Governors**

**Thursday, October 2nd, 2025
Richcraft Hall 2440R**

4.1 ITEM(S) FOR APPROVAL

4.1.1 Approval of minutes of the previous meeting and Business arising from the Minutes

MOTION: That the Board of Governors approves the open minutes of the 647th meeting of the Board of Governors, as presented.

4.1.2 Board Award Criteria and Jury Selection

MOTION: On the recommendation of the Advancement and University Relations Committee, move to approve the criteria for the 2025/26 Board of Governors Award for Outstanding Community Achievement, proposed timeline and jury composition, as presented.

4.1.3 Founders Award Criteria and Jury Selection

MOTION: On the recommendation of the Advancement and University Relations Committee, move to approve the criteria for the 2025/2026 Founders Award, proposed timeline and jury composition, as presented.

4.1.4 Investment Proceeds in Excess of Budget 2024/2025

MOTION: On the recommendation of the Finance Committee, move to approve that the investment income in excess of the investment income budget, to be applied to the operating fund deficit for 2024/2025, as presented.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Project Conclusion Report - Teraanga Commons Dining Hall & Kitchen Expansion

4.2.2 Project Conclusion Report – decommissioning of P9

4.2.3 Capital Plan 2025/2026

4.2.4 Ongoing Capital and Deferred Maintenance Project Status Report

4.2.5 University Communications Update

4.2.6 Advancement Overview & Strategy 2025/2026

- 4.2.7 Government Relations Overview and Update**
- 4.2.8 Update on the 2025/26 Operating Budget**
- 4.2.9 Update on 2025 Credit Rating**
- 4.2.10 Update on Financial Accountability Framework/Action Plan**
- 4.2.11 Ongoing Capital and Deferred Maintenance Project Status Report**
- 4.2.12 Investment Report on the Endowment**
- 4.2.13 Sexual Violence Annual Report**
- 4.2.14 Honouring Each Other Annual Report**

The Board of Governors acknowledges and respects the Algonquin First Nation, on whose traditional territory the Carleton University campus is located.

Minutes of the 647th Meeting of the Board of Governors
Wednesday, June 4th, 2025 at 3:00 p.m.
Richcraft Hall Room 2440R

PRESENT:	B. Creary (Chair)	K. Furlong	G. Morris
	C. Tessier (Vice-Chair)	D. Greenberg (Virtual)	J. Muthukumar
	W. Tettey	J. Greenberg	L. Newton Miller
	L. Breen	L. Grussani	J. Nelson
	J. Camelon	A. Hamdani	B. O'Connor
	J. Carr	N. Laporte (Virtual)	M. Shea
	A. Chan	M. Main	J. Simpson
	J. Devoe	D. Maseko (Virtual)	A. Tremblay
	G. Farrell	S. Mingie	P. Wolff
REGRETS:	Y. Baltacioğlu	Y. Bizuneh	J. Taber
	H. Babb	P. Dion	
STAFF:	M. Bright	R. Goubran (Virtual)	A. Mullin
	S. Blanchard	H. Greatrex	P. Rankin
	J. Brzozowski	C. Khordoc	K. Solomon
	J. Clements	P. Leland	K. Tousignant
	D. Chea	A. Marcotte	A. Urquhart (Virtual)
	T. Frost	D. McNair	
GUESTS:	J. Brenning		

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed governors and attendees to the final meeting of the 2024/25 Board year. She acknowledged the Algonquin First Nation territory on which Carleton University is located and provided a land acknowledgement. The Chair advised that June was National Indigenous History Month, celebrating the contributions of First Nations, Inuit, and Métis peoples to the Carleton community and beyond. She noted that June was also Pride Month, recognizing the resilience, diversity, and strength of the 2SLGBTQ+

community. She welcomed Board members, management, and guests to the meeting and reviewed the meeting protocols for members and observers in person and virtually.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked for any declarations of conflict of interest from the members. None were declared.

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

It was moved by A. Tremblay and seconded by L. Grussani that the open agenda of the 647th meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: Open Session Minutes from the 646th Board Meeting, Dissolution of the Faculty of Graduate and Post-Doctoral Affairs, and Cost of Education Materials Implementation report.

The Chair provided addition context regarding the Cost of Education Materials Implementation report as part of filling a directive from the Ministry of Colleges, Universities, Research Excellence, and Security (MCURES).

The following items were circulated in the open consent agenda for information: University Secretariat Annual Report – June 2025, Cyclical Review Program Summary for 2024/25, and Minutes from Senate.

It was moved by S. Mingie and seconded by J. Muthukumar that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Sexual Violence Policy

An executive summary, draft report, and presentation were circulated in advance.

S. Blanchard, Vice-President (Students and Enrolment) introduced J. Brzozowski, Associate Vice-President (Student Life & Student Affairs), and provided a presentation on the updates to the draft Sexual Violence Policy. As required by Bills 32 and 26, Carleton reviews its existing sexual violence policy every three years.

An extensive consultation and review process took place over the 2024/25 academic year and the opportunities for feedback from the listening phase and drafting phase was shared, with a full communication plan utilized to reach all members of the campus

community. There were a number of different types of outreach, including consultations with unions on campus. Main themes that emerged from the listening phase included training and awareness, policy administration, response, and support resources for complainants and respondents. Much of the feedback received had already been addressed in the previous iteration of the policy but required clarification. In Fall 2025, the Board would receive a report on the Sexual Violence Prevention and Education Strategy.

Updates to the policy from the listening phase included:

- Addition of the production and distribution of intimate images, including generative AI as an example to the definition of "Sexual Harassment" (section 4.1);
- Addition of "Sexual Misconduct" definition per Bill 26 (section 4.1);
- Addition of who is not eligible to serve on the Sexual Violence Prevention and Education Committee (section 5.2);
- Update to the web link for additional supports and services (section 6.2);
- Update to the supports available to Complainants and Respondents (section 8.4);
- Removal of Respondent's ability to initiate an alternative resolution process to make the process more survivor-centric (section 8.10);
- Addition of when the formal complaint process shall be suspended (section 9.1(c));
- Addition of section 9.7 (d) regarding appeals of trespass order(s); and
- General updates to titles, names, etc. and to confirm within the Policy the processes already happening in practice.

During the drafting phase, a track changes version of the policy was made available for additional feedback. Comments were received requesting additional clarity to scope, accessibility, and definitions, to process and procedural fairness, and to training and communications. All changes were posted on the Sexual Violence Policy website for transparency and an overview of the adjustments in the draft included:

- Clarification of how the formal complaint process may be resumed upon the conclusion of jurisdictional or other legal considerations (section 9.1(c));
- Addition of informing the Complainant at least one business day prior to informing the Respondent of a formal investigation (section 9.2(b));
- Adjustment to section 9.4 to align with best investigative practices in order to ensure a survivor-centric process;
- Addition of keeping the Complainant and Respondent informed regularly on the status of the complaint and of the investigation (section 9.4(g));
- Clarification that the Chair of the Appeal Board has appropriate trauma-informed and legal training with experience in investigations of sexual violence (section 10.2);
- Additional updates to confirm within the Policy the processes already happening in practice; and

- General updates to titles, names, formatting, grammar, etc.

Feedback was received specific to the need for an increase in training, awareness, support and resources. While these areas were out of scope of the policy, Carleton would continue to build capacity to address sexual violence and ensure that a coordinated approach and support was available.

A member commented on the comprehensiveness of the policy and thanked S. Blanchard and her team for their work.

A member asked about the role of anonymous reporting, the requirement for a formal complaint to initiate an investigation, and whether reporting is used to track trends. They also inquired about support for survivors after the process. S. Blanchard explained that while anonymous reports help identify trends and are monitored, they cannot trigger formal investigations; however, the University can initiate a process on behalf of a party when a complainant chooses not to come forward. At the conclusion of an investigation, the team, including the Associate Vice-President (Health and Wellness), meets with the survivor to ensure appropriate supports are in place.

A member raised concerns about Section 8.9 (*No prosecution of minor drug and alcohol offences*), noting a mismatch between the heading and the content. S. Blanchard responded that her team would review and clarify the section. The member also asked about the meaning of “exceptional circumstances” in Section 9.1 (*Filing and initiating a formal complaint*). S. Blanchard explained that the wording would be revised to clarify when the University may choose not to proceed. She added that if the respondent is unknown, a formal process cannot begin but support would still be offered to the complainant.

On the recommendation of the Governance Committee, it was moved by J. Devoe and seconded by P. Wolff to approve the revised Sexual Violence Policy, as amended. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Mental Health Framework Annual Report

An executive summary, report, and presentation were circulated in advance.

S. Blanchard introduced the item advising that when MCURES issued a directive under Bill 166 with respect to student mental health, Carleton already had a student mental health framework in place since 2008 and included much of the requirements from MCURES. Bill 166 aimed to address gaps in mental health care across Ontario campuses and Carleton exceeded those requirements. Significant progress had been made towards the mental health framework’s objectives and recommendations over 2024/25 with a whole campus approach.

K. Tousignant, Associate Vice-President (Student Health and Wellness), spoke to the annual report. The Student Mental Health Policy was approved in October 2024 and the Policy was designed to compliment the existing Student Mental Health Framework and to ensure alignment with Bill 166. Compliance with Bill 166 included reporting requirements and the creation of a centralized wellness website to access all student supports and services. Surveys were sent in the Winter 2025 semester with additional wellness surveys in Fall 2025 to gather information on the state of mental health in Carleton's students and to improve supports and services on campus.

Definitive action had been taken on all 30 of the recommendations, with 15 in the continuous phase, 12 complete, and three underway. Over 2023/24, an increase in challenges for mental health had been observed among students from academic pressure, financial stress, personal and family issues, social isolation, and ongoing global events. The University was seeing unprecedented demand for support services across campus and work was being undertaken to ensure that Carleton prioritized student mental health and academic success.

Progress in the areas of focus were shared including the following examples:

- Student Engagement: creation of the Campus Activity Board and events, Stigma Ends at CU campaign and collaborations for safer substance use, Student Mental Health Engagement Committee, and Science Kindness week;
- Building Skills and Strengthening Resilience: implementation of a single-session model of care for counselling, targeting food insecurity on campus through a number of initiatives, and the creation of an academic resiliency course;
- Coordinated Student Supports and Services: hiring a dedicated group counsellor to expand access to mental health care and implementation of Circle of Care Protocol; and
- Campus Culture of Wellness: the Student Support Certificate offered professional development opportunities, "Dare to Be Vulnerable" event on World Mental Health Day, and faculty embedding wellness strategies into learning environments and curriculum.

The impact of the Student Mental Health Framework included building student resilience and establishing positive coping strategies. It provided a pathway for students to continue their education and lead to successful graduation, building the skills for life after university. Next steps included the rollout of the Staff and Faculty Toolkit, the launch of the Canadian Campus Wellbeing Survey, and consultation for the next iteration of the SMHF.

6.2 Strategic Integrated Plan Annual Report

W. Tettey, President and Vice-Chancellor, advised that over the course of the year, Board members had the opportunity to hear progress on different elements of the Strategic

Integrated Plan (SIP). As 2025 was the last year of the existing SIP, it was important to consider the goals set out in 2020 and to use the current climate for visioning of the next iteration of the SIP. The item would return to the Board for a conversation on lessons learned from the current plan and a visioning exercise for how to best proceed to the next SIP. The SIP should think big but must be feasible, recognizing the current context and challenges Carleton faced. There were things underway that would determine Carleton's direction, such as the taskforce on the sustainability of its mission and the MCURES mandated review that would impact the direction of the SIP.

6.3 Report from the President

The President's Annual Report was circulated in advance.

W. Tettey began his report noting some recent appointment at Carleton including J. Clements as the new Associate Vice-President (Facilities Management and Planning), the appointment of H. Nemiroff as Dean of the Sprott School of Business, and with L. Kostyuk's decision to step down, R. Miller was appointed interim Dean of the Faculty of Engineering and Design. In line with best practices and evolving trends on campus, the formation of the Department of Risk Management was announced, effective July 2, 2025, bringing together Campus Safety Services and the Office of Risk Management, under the leadership of P. Leland, Associate Vice-President (Risk Management).

W. Tettey provided some high-level remarks from the President's Annual Report for 2024/25, celebrating Carleton's accomplishments over a challenging year. He thanked J. Tomberlin, the Board, and senior team for their support during the transition.

Despite the challenges faced by higher education across Canada, Carleton continued to thrive, experiencing transformative growth in teaching, research, and community engagement. Notably, Carleton launched Ontario's first new nursing program in over 20 years, while additional new programs included data science, cybersecurity, and Indigenous journalism. Research continued to do well with a record \$113.5 million in sponsored research funding in 2024/25, a 25% increase over the previous year. Strides were made in sustainability, accessibility, and innovation, including the launch of the Abilities Living Laboratory and the Rosamond Ivey Research Chair in Sustainability Transitions. Mental health and accessibility remained a top priority at Carleton, with expanded counselling services and the renewal of the Coordinated Accessibility Strategy. Construction was nearing completion of the new student residence (Rideau House) and the University was preparing for major updates to the Loeb Building, reflecting a commitment to creating a vibrant, inclusive, and sustainable living and learning environment.

A member congratulated W. Tettey on his first six months as President.

6.4 Report from the Chair

An annual report from the Chair was circulated.

The Chair shared the highlights from her report, which reflected Carleton's resilience, innovation, and commitment to excellence during a time of significant financial and sectoral changes. In 2024/25, Carleton welcomed W. Tetey as the 17th President and Vice-Chancellor, introduced D. McNair, Vice-President (Finance and Administration) and R. Sinclair, General Counsel. Progress was made towards sustainability with capital projects like Rideau House and Loeb Building renovations, with federal funding secured to help reduce campus emissions. Transformative programs were launched and Carleton remained deeply committed to equity, accessibility, and Indigenous inclusion.

She thanked outgoing governors for their dedication and welcomed new members in anticipation of the next Board year.

7. OPEN-OTHER BUSINESS

No additional business was brought forward.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 4:15 p.m.



To:	Board of Governors	Date of Report: 11 September 2025
From:	Chair, Advancement and University Relations Committee	Date of Meeting: 2 October 2025
Subject:	Board Award Criteria Review and Jury Selection	
Responsible Portfolio:	University Secretary	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Advancement and University Relations Committee, move to approve the criteria for the 2025/26 Board of Governors Award for Outstanding Community Achievement, proposed timeline and jury composition, as presented.

3.0 EXECUTIVE SUMMARY

The Board of Governors has established an award entitled *The Carleton University Board of Governors Award for Outstanding Community Achievement*. The award is issued annually to a full-time undergraduate or graduate student, in a graduating class.

The Advancement and University Relations Committee is responsible for reviewing and recommending the Award Criteria, as well as establishing a Jury to review nominations and recommend a recipient.

Presentation of the award takes place at Convocation in June.

4.0 INPUT FROM OTHER SOURCES

Annually the A&UR Committee approves the Board Award Criteria, Jury and timeline. Attached the committee can find proposed revisions for 2025/26 as well as a draft timeline.

The following members are recommended for the Jury for the Board Award Selection Committee for the 25/26 year:

Chair or Vice-Chair or designate of the Board as Chair of the Jury:	Mat Main
Chair or Vice-Chair or designate of the A&UR Committee:	Jackie Choquette
Faculty:	Josh Greenberg
Staff:	John Nelson
Undergraduate Student:	Julie Armstrong
Graduate Student:	Gina Malaba

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Board Award for Outstanding Community Achievement supports the Strategic Integrated Plan Direction of Share Knowledge. Shape the Future - We will prepare students for success in an ever-changing future as well as the Direction of Serve Ottawa. Service the World – We will encourage community engagement in research and learning.

6.0 FINANCIAL IMPLICATIONS

The award is given annual in the amount of \$2,000 from the Board of Governors Budget.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

None identified.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Advertising for the award will commence in November 2025 with approval by the Board and announcement in April 2026.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



2025/2026 Carleton University Board of Governors Award for Outstanding Community Achievement

The Carleton University Board of Governors Award for Outstanding Community Achievement recognizes the spirit of student volunteerism and substantial community contribution while at Carleton University.

The Award

The award recognizes voluntary involvement and is intended to honour non-academic work. Nominees/applicants must be successfully pursuing a full-time program of study, in a graduating class at Carleton University, and be in Good Academic Standing (Eligible to Continue). Preference will be given to all graduate and undergraduate nominees/applicants with an overall CGPA of 7 (B-) or higher, in a graduating class.

Individuals may be nominated for this award by:

- A member of the external community;
- A member of the faculty/staff;
- A fellow student;
- The student themselves.

A cash award in the amount of \$2,000 will be awarded to the recipient.

Nominations and applications for the award shall be considered by a jury convened for this purpose.

Qualification Criteria

The recipient of the award is selected based on the following factors:

- leadership in and substantial contributions to the Carleton University community while balancing the demands of student life;
- academic excellence and potential for future personal and professional growth and achievement;
- exemplary service to Carleton University, fellow students and/or the community-at-large;
- a spirit of volunteerism and community service demonstrated through active, unpaid involvement in and contributions to the community, while as a student at Carleton University;
- a record of exceptional commitment and leadership at Carleton University that inspires others to engage in volunteer service;

- the recipient must be expecting to graduate in the academic year 2025/26; and
- the recipient cannot be a current board member.

Nomination Process

All nominations/applications must include:

- a statement of no more than 250 words, written by the nominee, describing how their involvement has made a significant difference to social, environmental, or philanthropic aspects of the Carleton University community;
- a resume, no longer than two pages in length, focused specifically on volunteer experience;
- two letters of reference, one of which should be from a supervisor of one of their volunteer activities; and
- the student's full name, student number, mailing and/or email address, and telephone number.

Deadline for nominations

All nominations/applications must be submitted by email to [Amanda Goth](#), University Secretary or in person to the University Secretariat, Room 607 Pigiarnvik, no later than **4:30pm on March 6, 2026**. The presentation of the award will take place at Spring Convocation.

Composition of the Board Award Jury

- Chair or Vice-Chair or designate of the Board of Governors, as Chair of the Jury
- Chair or Vice-Chair or designate of the Advancement & University Relations Committee
- One Faculty Representative
- One Staff Representative
- One Undergraduate Student Representative
- One Graduate Student Representative

Timeline

September 25, 2025: Advancement and University Relations Committee appoints the jury.

November 1, 2025: Board Office issues a Call for Nominations through various internal media.

- Post Call for Nomination on BOG website as news item, Top5, Twitter, and through marcomm network

March 6, 2026: Deadline for receipt of nominations.

April 2026: Jury to review applicants and identify a successful nominee.

April 15, 2026: Advancement and University Relations Committee receives the Jury's recommendation.

April 28, 2026: Board of Governors receives a report from Advancement and University Relations Committee on the recommended recipient.

June 2026: Presentation of Award at Convocation and news feature in Carleton Grad Stories.



To:	Board of Governors	Date of Report: 11 September 2025
From:	Chair, Advancement and University Relations Committee	Date of Meeting: 2 October 2025
Subject:	Founders Award Criteria Review and Jury Selection	
Responsible Portfolio:	University Secretary	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Advancement and University Relations Committee, move to approve the criteria for the 2025/26 Founders Award, proposed timeline and jury composition, as presented.

3.0 EXECUTIVE SUMMARY

A previous President established an award entitled *The Founders Award* in June 1996 to recognize and pay tribute to individuals who have made significant contributes to the advancement of Carleton University through their dedication, generosity, and commitment to the values of the University. The award is issued annually, when merited, at Spring Convocation. The award is Carleton's highest non-academic honour.

In January 2021, the administration of the Founders Award was transferred to the Board of Governors.

The Advancement and University Relations Committee is responsible for reviewing and recommending the Award Criteria, as well as establishing a Jury to review nominations and recommend a recipient.

Presentation of the award takes place at Convocation June.

4.0 INPUT FROM OTHER SOURCES

Annually the A&UR Committee approves the Award Criteria, Jury and timeline. Attached the committee can find proposed revisions for 2025/26 as well as a draft timeline.

The following members are recommended for the Jury for the Founders Award Selection Committee for the 25/26 year:

Chair or Vice-Chair or designate of the Board as Chair of the Jury
President of the Alumni Association
Chief Advancement Officer
Faculty Representative
Staff Representative
Student Representative
Alumni Representative

Mat Main
Jason Daley
Corrie Hobin
Adrian Chan
James Simpson
Allan Buri
Pamela Fralick

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Founders Award supports the Strategic Integrated Plan Direction of Serve Ottawa Serve the World – We will open our doors to the community, we will develop and foster partnerships with purpose.

6.0 FINANCIAL IMPLICATIONS

The award is given annually, when merited and has no financial aspect. The Board Office will however be responsible for the cost of production of the physical award and maintenance of the plaque in the Board of Governors boardroom.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There is potential risk with award recipients which can be mitigated as noted below.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

As the highest non-academic honor of the university, there is a degree of reputational risk associated with issuing an award during convocation ceremonies. To help mitigate this risk, upon the receipt of a founder's award nomination, the University Secretary shall: (1) review nominations to verify consistency with the requirements of criteria and to confirm, to the extent possible, that a nomination poses a low risk of reputational harm to Carleton University; (2) if any concerns are identified, consult with the President and Vice-Chancellor and Chair of the Advancement and University Relations Committee.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2025/2026 Carleton University Founders Award

“It is people, not buildings, that make an institution; and if we can put our hearts to it we can do something worthwhile.”

Henry Marshall Tory, June 18, 1942

Led by Dr. Henry Marshall Tory, a small group of Ottawa citizens dared to imagine a university in the nation's capital that would serve Canadians whose education was interrupted by World War II. Carleton University was established in 1942, because of the dedication and commitment of our founders:

Henry Marshall Tory
Dr. Hugh Keenleyside
Mr. William Connor
Dr. John Robbins
Mr. C.H. Bland

Mr. C.C. Gibson
Mr. E.J. Jenkins
Mr. T.R. Montgomery
Mr. Frank Patten
Mr. L.R. Shaw

It is our individual founders – past, present and future – whose commitment has helped build one of Canada's most respected universities and whose leadership will ascertain our future.

The Award

The Founders Award, Carleton's highest non-academic honour, was inaugurated in June 1996 to recognize and pay tribute to those individuals who have made significant contributions to the advancement of Carleton through their dedication, generosity and commitment to the values of the university. It is awarded annually, when merited, at Spring Convocation.

Administration

The Advancement and University Relations Committee of the Board of Governors will administer the Founders Award. Any recommendations regarding the Founders Award will be brought forward to the Board of Governors by the Chair of the Advancement and University Relations Committee for approval.

Qualification Criteria

- Exemplary leadership, dedication, and commitment to Carleton University;
- Service demonstrated through active involvement in, and contributions to, the community;
- A record of exceptional commitment that inspires others to engage in service;
- Generosity through philanthropy or volunteerism; and
- The recipient cannot be a current Board member.

All nominations will be considered each year and may be carried forward for a maximum of three years.

Nomination deadline is March 6, 2026.

All nominations/applications must be submitted through the online form at <https://carleton.ca/secretariat/boardofgovernors/founders-award/> no later than 4:30pm on March 6, 2026. The presentation of the award will take place at Convocation.

Application Requirements

- Application Form
- Three letters of recommendation
- Nominee's CV
- Summary of Contributions

Composition of the Founders Award Jury

- Chair or Vice-Chair or designate of the Board of Governors, as Chair of the Jury
- President, Alumni Association
- Chief Advancement Officer
- One BoG Faculty Representative
- One BoG Staff Representative
- One BoG Student Representative
- One BoG Alumni Representative

Timeline

September 25, 2025: Advancement and University Relations Committee appoints the jury.

Nov. 1, 2025: Board Office issues a Call for Nominations through various internal and external media.

March 6, 2026: Deadline for receipt of nominations.

April 2026: Jury to review applicants and identify a successful nominee.

April 15, 2026: Advancement and University Relations Committee receives the Jury's recommendation.

April 28, 2026: Board of Governors receives a report from Advancement and University Relations Committee on the recommended recipient.

June 2026: Presentation of Award at Convocation and feature news story.

Promotions

- Carleton University Raven Magazine
- OSCAR community newspaper
- Board of Governors Website
- Carleton Top 5 – for all employees
- Social Media
- Alumni Network Communications
- Carleton University Retiree Association



To:	Board of Governors	Date of Report: 25 September 2025
From:	Chair, Finance Committee	Date of Meeting: 2 October 2024
Subject:	Investment Proceeds in Excess of Budget 2024/2025	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Finance Committee, move to approve that the investment income in excess of the investment income budget, to be applied to the operating fund deficit for 2024/2025, as presented.

3.0 EXECUTIVE SUMMARY

In 2017, in response to the decision made in 2015-16 to invest \$100M in operating cash in equities, the Investment Committee recommended that a reserve be established by appropriating operating investment returns in excess of the budgeted amount. This reserve, known as the Investment Income Equalization Fund, would be used to compensate for years when returns were less than budgeted.

In 2021, after this reserve grew to over \$74 million, the Investment Committee recommended establishing an upper limit of \$39 million, based on the highest annual negative return realized by the TSX (35% in 2008) plus the expected return on the fund (currently 4%). This recommendation was approved by the Board in March 2022.

When these decisions were made, the university was in a structural surplus and had not had an operating or financial statement deficit since 1998. As such, prior motions regarding the addition of surplus investment earnings to the reserve did not address the need to utilize these first to offset existing operating deficits.

In 2023/2024, the Finance Committee approved the application of \$12 million from the reserve to offset the operating deficit resulting in the Income Equalization Fund to \$27 million.

For the 2024-25 fiscal year, investment income exceeded budget by \$31 million. As the Investment Income Equalization Fund was at \$27 million, without this motion \$12 million of the excess investment income would be added to this reserve rather than reducing the overall operating deficit and draw on the strategic reserve.

4.0 INPUT FROM OTHER SOURCES

Input was received from members of the Finance Committee and the University Secretary.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Prior to 2015-16, the university invested all operating cash in secure, low risk investments, with maximum liquidity. While this practice resulted in a great deal of security, it also led to lower relative yields over time. In 2015-16 the Investment Committee decided to invest \$100M, a value identified as being well below the minimum cash on hand over the past decade, in equity funds.

This decision has been very effective as the return on equities has been strong, providing the university with additional income when other key revenue streams have been stagnant. Estimated investment income on

operating cash flows is included in the university's operating budget, at \$23 million or 4.5% of operating revenue.

In fiscal year 2016-17, in order to mitigate the risk associated with equity investments, it was decided that any investment returns over the annual budget amount would be appropriated into an internal reserve. In years when the investment returns are less than the annual budget, a transfer would be made to move that amount out of the reserve to cover the shortfall.

At a time when the university is in a structural deficit and must utilize reserves as it works its way back to financial sustainability, it is imperative that additional investment income be used to offset current year deficits and reduce the draw on strategic reserves.

6.0 FINANCIAL IMPLICATIONS

There are no associated costs with the approval of this motion, nor impact on the overall net assets of the university. The only financial implication is that the Investment Income Equalization Fund within the Net Assets will not be increased when there is an operating deficit and a corresponding smaller draw on general reserves will be required.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There is limited risk as this recommendation simply clarifies that the addition of funds to the Investment Income Equalization Fund is only when there is a total operating budget surplus and not just an excess of investment income over budget. There are no legal or compliance issues.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are no implications identified.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



To:	Board of Governors	Date of Report: 18 July 2025
From:	Chair, Building Program Committee	Date of Meeting: 2 October 2025
Subject:	Project Conclusion Report - Teraanga Commons Dining Hall and Kitchen Expansion	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The expansion of the Dining Hall and kitchen within Teraanga Commons was identified as a critical priority required to be able to accommodate an increase in meal plan holders created by the new Student Residence (Rideau House). As with all traditional-style residences at Carleton, an all-access meal plan is mandatory.

Prior to the expansion, the Residence Dining Hall in Teraanga Commons served approximately 3,300 meal plan holders annually, accommodating around 7,000 visits per day during peak periods. These numbers were projected to increase by 450 meal plan holders and 1,500 to 2,000 additional daily visits once Rideau House opens

The dining facility now operates with enhanced capacity and flexibility, providing improved service throughout and an elevated dining experience for the residence community. The upgraded space features a modernized kitchen, expanded seating, improved traffic flow and enhanced food service infrastructure designed to meet evolving student needs. This expansion strengthens Carleton's ability to deliver high-quality dining services and supports the university's broader goals of enhancing student life and operational efficiency.

4.0 INPUT FROM OTHER SOURCES

The Project Conclusion Report was prepared by Facilities Management and Planning with input from Dining Services.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The original dining hall and kitchen expansion plan included the addition of approximately 300 new seats and the introduction of expanded food service concepts to accommodate the anticipated increase of 450 meal plan holders associated with the opening of the new residence building.

Now in operation for nearly a year, the expanded dining facility has significantly enhanced the student experience by offering improved access, reduced wait times and a more comfortable, welcoming

dining environment. The compulsory meal plan structure for traditional-style residences ensures all students have equitable access to nutritious meals, supporting overall well-being and academic success. The expansion directly aligns with Carleton's strategic priorities by investing in student-centered spaces, fostering community on campus and creating a more inclusive and modern residence experience. It has also helped Dining Services better meet the evolving needs of a diverse and growing student population

6.0 FINANCIAL IMPLICATIONS

The total project budget was \$8,500,000, with the anticipated final expenditure at close-out projected at \$7,751,938, resulting in a budget surplus of \$748,062.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risk, legal or compliance implications.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The successful completion and opening of the expanded Dining Hall ahead of the 2025 academic year mitigated the reputational and financial risks originally identified during the planning phase. Had the academic year begun without the necessary dining infrastructure to support meal plan holders, there would have been significant negative impacts on the reputation of Housing and Residence Life, Dining Services and the university.

To address these risks, a proactive communications and logistics strategy was implemented throughout the project. Regular updates were shared with residence students—particularly meal plan holders—as well as the broader campus community. This helped manage expectations, reduce uncertainty and maintain transparency during periods of construction-related disruption.

Despite construction activity, Dining Services successfully maintained the quality and variety of food offerings, ensuring a consistent and positive student dining experience. Access and noise disruptions were minimized through coordinated planning and regular communication across key stakeholder groups, including Facilities Management and Planning, Residence Life and Communications.

In June 2025, Carleton University was awarded the Bronze Medal for Renovation of the Year by the National Association of College and University Food Services (NACUFS).

Post-occupancy feedback has been overwhelmingly positive, highlighting the success of the project in enhancing the student experience.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Project Conclusion Report

Project Name: Teraanga Commons Dining Hall & Kitchen Expansion

Department: Planning, Design and Construction, Facilities Management and Planning

Last Updated: July 2025

Author: Joe Furo, Project Manager/Sarah Gary, Project Coordinator

Project Manager: Eric Fletcher, Planning, Design and Construction

Executive Sponsor: John Clements, Associate Vice-President, Facilities Management and Planning

PROJECT OVERVIEW

Project Name	Teraanga Commons Dining Hall & Kitchen Expansion
Project Number	152884
Start Date	April 2022
Substantial Completion	Aug. 2024
Project Budget	\$8,500,000
Forecasted Project Cost at Completion	\$7,758,520
Client	Dining Services

OPPORTUNITY & CONTEXT

To expand and modernize the dining hall and kitchen facilities in Teraanga Commons in response to increased residence capacity from the new 450-bed student residence. The project supports Carleton's strategic goals of student satisfaction, operational efficiency and sustainable campus growth.

PROJECT DESCRIPTION

Scope Completed

- Expansion of dining space and infrastructure to meet projected student growth over the next five years
- Mechanical and electrical system upgrades for improved efficiency and cost savings

-
- Enhanced kitchen layout to ensure efficient, functional operations and smooth food service delivery during peak hours
 - Aesthetic and functional design enhancements
 - Introduction of innovative, diverse and culturally inspired meal offerings to enhance the student dining experience

Outstanding Issues

- Minor HVAC deficiencies

PROJECT PERFORMANCE

Project Deliverables

- Seating increased by approximately 250 seats to meet future growth over five years.
- Kitchen ventilation upgraded with Demand Kitchen Ventilation system for energy savings.
- Enhanced kitchen layout allows for smoother peak-time service.
- New food stations and culturally diverse offerings added.
- Dining experience improved; facility now supports approximately 3,300 meal plan holders and 6,500 daily visits.
- Carleton was awarded the Bronze Medal for Renovation of the Year by the National Association of College and University Food Services (NACUFS)

Project Schedule and Cost

- The dining hall started in April 2022, with substantial completion occurring Aug. 2024. Final completion is planned for Sept. 2025.
- The total anticipated expenditure at close-out is \$7.7million

Project Stakeholders

- Client - Dining Services
- FMP – Facilities Management Planning
- Housing
- C&W – Custodial Services
- Aramark – Third Party Food Provider
- ITS – Information Technology Services
- CSS – Campus Safety Services
- ORM – Office of Risk Management
- Procurement
- General Contractor
- Prime Consultant

OVERALL ASSESSMENT

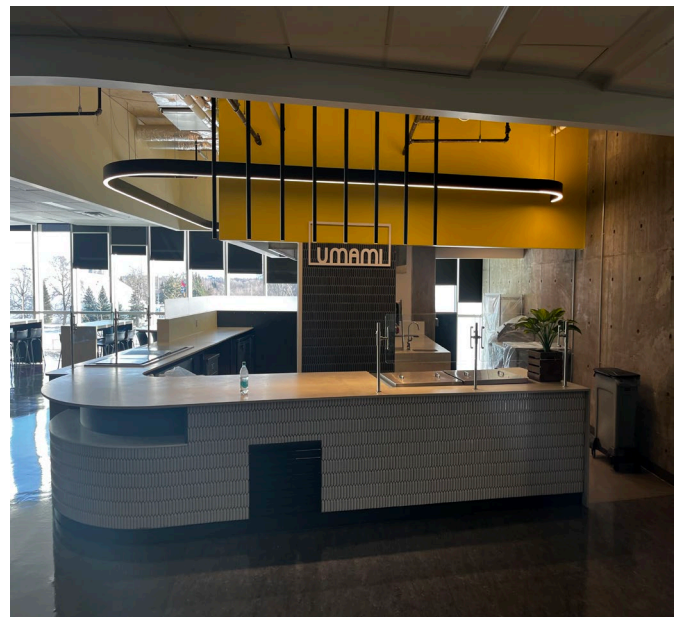
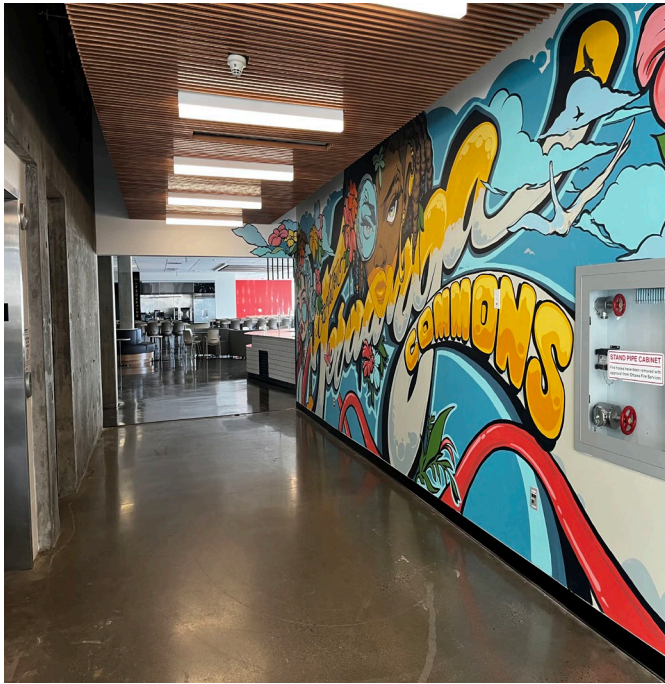
Lessons Learned

- **Confirm Long Lead Equipment Early:** Identify and track long lead items early to prevent schedule delays.
 - **Recommendation:** Establish a mandatory early procurement review during design development to identify all long lead equipment and include them in the project risk register with clear accountability for tracking.
- **Maintain Site Superintendent Continuity:** Any changes to key General Contractor personnel (e.g., Site Superintendent) must have enhanced scrutiny to avoid communication breakdowns and schedule impacts.
 - **Recommendation:** Require the General Contractor to provide advance notice and a transition plan for any key personnel changes, including overlap periods and documented knowledge transfer.
- **Define Stakeholder Roles Early:** Implement a formal RACI chart for internal stakeholders, integrated into the project schedule and reviewed during bi-weekly updates.
 - **Recommendation:** Standardize the use of RACI charts on all projects and make them a deliverable at project kickoff to ensure roles are clarified and referenced throughout the lifecycle.
- **Incentivize Schedule Adherence:** Consider reward/penalty clauses for projects with immovable deadlines, such as operational start dates.
 - **Recommendation:** Incorporate contractual incentives or liquidated damages in future agreements where project timelines directly affect operational readiness or revenue generation.
- **Limit Overreliance on Junior Consultants:** Overdependence on junior staff for technical design/review led to errors in Issued for Construction (IFC) drawings and unnecessary change orders.
 - **Recommendation:** Include in RFP documents to mandate senior consultant oversight on all critical design submissions and include peer review steps before issuing IFC drawings.

Strategic Alignment

- **Student Experience:** Improved access, comfort and service in residence dining.
- **Enrollment Growth:** Infrastructure to support increased residence capacity.
- **Sustainability Goals:** Energy-efficient systems contribute to long-term operational savings







To:	Board of Governors	Date of Report: 1 August 2025
From:	Chair, Building Program Committee	Date of Meeting: 2 October 2025
Subject:	Decommissioning of P9 Parking Garage – Project Closeout Report	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The P9 parking garage, originally built in 1969 and facing significant structural deterioration, was safely decommissioned and demolished by August 2025—well under its original \$8 million budget—supporting campus sustainability and master plan goals, eliminating ongoing maintenance costs and prompting a strategic communications and relocation plan for former permit holders.

4.0 INPUT FROM OTHER SOURCES

This report was prepared by Facilities Management and Planning personnel.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The P9 parking garage continued to show progressive deterioration as it reached 55 years of age. In 2012, the services of the structural engineering firm Halsall, now WSP, were retained to review the structure and provide a capital plan for the parking garage. The findings were presented in the Halsall report dated March 22, 2013, along with a 25-year capital plan. This capital plan was contingent on not encountering any systemic issues, extraordinary deterioration or damage over the course of the 25 years of repair. In 2018, extensive cracking was observed in five beams. As a result of several discussions with key stakeholders, it was agreed that the implications of maintaining the garage over an extended period of time would be cost prohibitive and would result in an aging building in an advanced state of corrosion that would require demolition. The engineering firm prepared a five-year expenditure plan for P9 that targeted a 2024 decommissioning date.

Demolition began in August 2024 and was completed in November 2024, with site reinstatement completed in August 2025. The P9 Decommissioning project allowed Carleton to safely demolish the aging structure and has eliminated the need for continued investment in maintaining a deteriorated asset.

The Decommissioning of P9 supports the advancement of the 2023 [Campus Master Plan Update](#). The project was guided by Carleton's [Sustainability Strategic Plan](#) and all construction waste was disposed of in accordance with regulatory standards and processes.

6.0 FINANCIAL IMPLICATIONS

The project had an approved budget of \$8 million. Estimated total costs at completion are \$3.2 million, resulting in a projected cost savings of \$4.8 million. Reasons for the project coming in significantly under budget are as follows:

- The construction budget was based on the cost consultant's Class B estimate, and after a competitive procurement process, the bids came in significantly lower. This can partly be attributed to a demolition contractor being awarded the contract, not a general contractor, which resulted in lower overhead and profit charges.
- The \$8 million budget included a \$2 million dollar line item for potential risks related to unknown City of Ottawa requirements, and potential delays related to agreements and permits due to the proximity of the Light Rail Transit (LRT), and the O-Train project. Of the \$2 million allocated, \$440,000 was utilized, resulting in \$1.6 million being returned to the project.

The decommissioning of P9 has ended annual investments previously required to maintain the deteriorating asset.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risk or legal implications remaining on this project.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

As the decommissioning of P9 has displaced former parking permit holders, a robust communications strategy was developed with Parking Services, and was implemented, which included a relocation plan for permit holders. Ongoing communication with the campus community and key stakeholders regarding both the interim use of the greenspace and future development of the site represents an opportunity for positive community engagement and collaboration in shaping Carleton's long-term vision.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Project Conclusion Report

Project Name: P9 Garage Decommissioning

Department: Planning, Design and Construction, Facilities Management and Planning

Last Updated: July 2025

Author: Brian Guzzo

Project Manager: Brian Guzzo, Planning, Design and Construction

Executive Sponsor: John Clements, Associate Vice-President, Facilities Management and Planning

PROJECT OVERVIEW

Project Name	P9 Parking Garage Decommissioning
Project ID	PCS 168318
Start Date	April 2023
Substantial Completion	August 2025
Project Budget	\$8,000,000
Forecasted Project Cost at Completion	\$3,200,000
Client	Parking Services

OPPORTUNITY & CONTEXT

Decommissioning of the P9 Garage, which had reached the end of its service life, would eliminate the need for costly repairs and risk associated with a deteriorating structure. Demolition would be carried out in a manner that would not jeopardize the safety of Carleton community members or result in negative impacts to the building structures directly adjacent. All structural components would be removed to provide a site that would facilitate future development in alignment with Carleton's strategic goals and Campus Master Plan.

The close proximity of the structure to the OC Transpo Light Rail Transit (LRT) corridor added an additional challenge and significant risk to this project. Any debris entering the corridor or other interference with the LRT construction, testing and/or operation would trigger an immediate work stoppage, investigation and potential financial recourse. A high level of coordination with the City of Ottawa, OC Transpo and the LRT constructor

TNext was required, including additional work plan approvals and legal agreements outlining land rights and operational restrictions.

PROJECT DESCRIPTION

Scope Completed

- Relocation of critical ITS infrastructure formerly located within tunnel level of the P9 Garage.
- Capping and removal of below-grade services as required.
- Complete removal of above- and below-grade structures.
- Backfill, grading, sodding to create new green space while future development plans are determined.
- Below-grade infrastructure installed to support proper site drainage.
- Improved sidewalks and pathways along University Drive and between Pigiavik and Maintenance Building.

Outstanding Issues

- Minor landscaping and architectural (tunnel level) deficiencies.

PROJECT PERFORMANCE

Project Deliverables

- No safety incidents involving Carleton community members during demolition.
- No safety or operational incidents impacting the OC Transpo Light Rail Transit during demolition.
- Minimal traffic disruptions on campus during high-frequency material removal and equipment delivery periods partly attributed to an agreement with OC Transpo on utilizing Raven Road during non-peak hours.
- No impacts to adjacent building structures.
- High rates of waste diversion from landfill.

Project Schedule and Cost

- Development of design and tender packages for the demolition of P9 began in August 2023.
- Demolition began in August 2024 and was completed in November 2024, with substantial completion of the site reinstatement occurring August 14, 2025.
- Final completion is planned for October 2025.
- The total anticipated expenditure at close out is \$3.2 million, \$4.8 million under budget.

Project Stakeholders

- Parking Services (Client)

- Facilities Management Planning (FMP)
- Information Technology Services (ITS)
- Office of Risk Management (ORM)
- P9 Permit Holders
- City of Ottawa
- Light Rail Transit Group
- Moriyama Teshima (Prime Consultant)
- Demo Plus (Contractor)

OVERALL ASSESMENT

Lessons Learned

- **City of Ottawa Approvals:** Review ways to hold City of Ottawa to a schedule to issue necessary approvals and request clearly defined requirements for approval when working in proximity to LRT.
 - **Recommendation:** Review with Senior Management and Legal if there is an opportunity to develop a working agreement between the parties given the frequency of projects on campus that require input from the City of Ottawa/OC Transpo that outlines items such as submission and review timelines.
- **Disconnection of Existing Services:** Capture investigation and disconnection of existing services within construction contracts to place responsibility for all steps of review, isolation and removal of infrastructure and services with the contractor, reducing overlap of tasks between the contractor and Carleton staff.
 - **Recommendation:** Conduct a review with FMP to identify clear markers of service connection points to be maintained, with isolation/removal of services beyond to be covered by the construction contract.
- **Communications Impact:** The importance of communication on projects of this nature cannot be overstated and advising of disruptive work, increased traffic, disruptions related to the project minimized complaints received from the Carleton community.
 - **Recommendation:** Utilize the communication pathways available such as the Carleton Top 5 and distribution of notices through building authorities to distribute information to community members.

Strategic Alignment

- **Campus Development:**
 - New site for development opportunity as per section 4.3.3 of the 2023 [Campus Master Plan](#).

- An opportunity exists for positive engagement with the Carleton community regarding potential use of the greenspace while the future of the site is determined.
 - It is recommended that a small portion of project funds be allocated to support this initiative.
- **Sustainability Goals:** All steel, concrete, masonry and brick material recycled or repurposed and diverted from landfill.
- **Financial:** Elimination of continued investment in a deteriorated asset.







To:	Board of Governors	Date of Report: 18 August 2025
From:	Chair, Building Program Committee	Date of Meeting: 2 October 2025
Subject:	Capital Plan 2025/2026	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information and discussion.

3.0 EXECUTIVE SUMMARY

The university's Capital Plan sets out a strategic approach to managing and investing in campus infrastructure and technology to support academic priorities, research excellence and the student experience. It emphasizes renewal of aging facilities, the importance of optimization of existing space, the digital strategy and targeted growth where needed.

The plan outlines the capital planning process and the Board's role in that process. It brings together the major capital projects that are underway, as well as the key projects under consideration.

Details about each capital project are shared along with the estimates and sources of funding which support each project. By having all the relevant information compiled within one document, the Board can leverage it to inform strategic advice and decision-making.

This plan is updated annually and presented to the Board of Governors. Updates on the specific projects are provided to the Building Program Committee four times a year.

4.0 INPUT FROM OTHER SOURCES

The Capital Plan was developed in collaboration with Facilities Management and Planning (FMP), Information Technology Services (ITS), Financial Services and the Office of Institutional Research and Planning (OIRP).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The projects identified in the Capital Plan are influenced by a number of factors including financial, enrolment and emerging needs of our student population, as well as the academic mission and priorities. The capital planning process considers the pillars of several university strategic plans, including the:

- Strategic Integrated Plan
- Academic Plan
- Campus Master Plan
- Energy Master Plan
- Outdoor Space Master Plan

- Strive for Sustainability – Comprehensive Sustainability Plan
- Transportation Plan
- Coordinated Accessibility Strategy
- Digital Strategy

The plan balances immediate renewal needs with long-term investments, guided by principles of fiscal responsibility, sustainability and alignment with institutional goals. It also recognizes the importance of diverse funding strategies and partnerships to enable delivery.

Through careful prioritization and phased implementation, the Capital Plan will ensure that the university's facilities and technology remain safe, sustainable and positioned to advance its mission and strategic objectives.

6.0 FINANCIAL IMPLICATIONS

There are no direct financial implications with the Capital Plan document, however the oversight for capital projects, as identified in the Capital Plan and the Capital Planning Policy is central to the Board's oversight responsibilities. It ensures that Carleton is building responsibly and that any unplanned costs associated with projects over \$5 million are monitored at all stages of the project.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Capital Plan and Capital Planning process are important to assisting the Board in its fiduciary oversight responsibilities. The plan and process support proper project management and mitigate risks including cost escalations, supply chain issues, resource and trade availability and operational impacts.

All capital initiatives must operate within a strong legal framework. This includes establishing clear contractual agreements with consultants, contractors and partners to define scope, liability and performance expectations.

The university is committed to meeting all statutory and regulatory requirements associated with capital projects. This includes full compliance with building codes, fire and life safety standards, accessibility legislation and occupational health and safety requirements. Environmental and sustainability obligations are also integral, with projects expected to advance institutional commitments to carbon reduction and climate resilience.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The university must strive to provide facilities and spaces that are competitive with other institutions. Failure to do so could have a negative impact on the university's reputation, recruitment and retention. Whether it be a new building, or renewal of an existing building or space, Carleton's capital investments affect the campus community at large. They shape the campus experience for students, researchers, librarians, faculty, staff and the external community.

Through measures identified in the [Capital Planning Policy](#), the Capital Planning and Prioritization committee, Senior Leadership, Building Program and Finance committees and the Board of Governors are engaged throughout all stages of the project, from initiation through project close-out.

Ongoing communications with the campus community and key stakeholders is part of project management oversight, and FMP continues to have the support of Carleton's communications staff.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Carleton University Capital Plan 2025

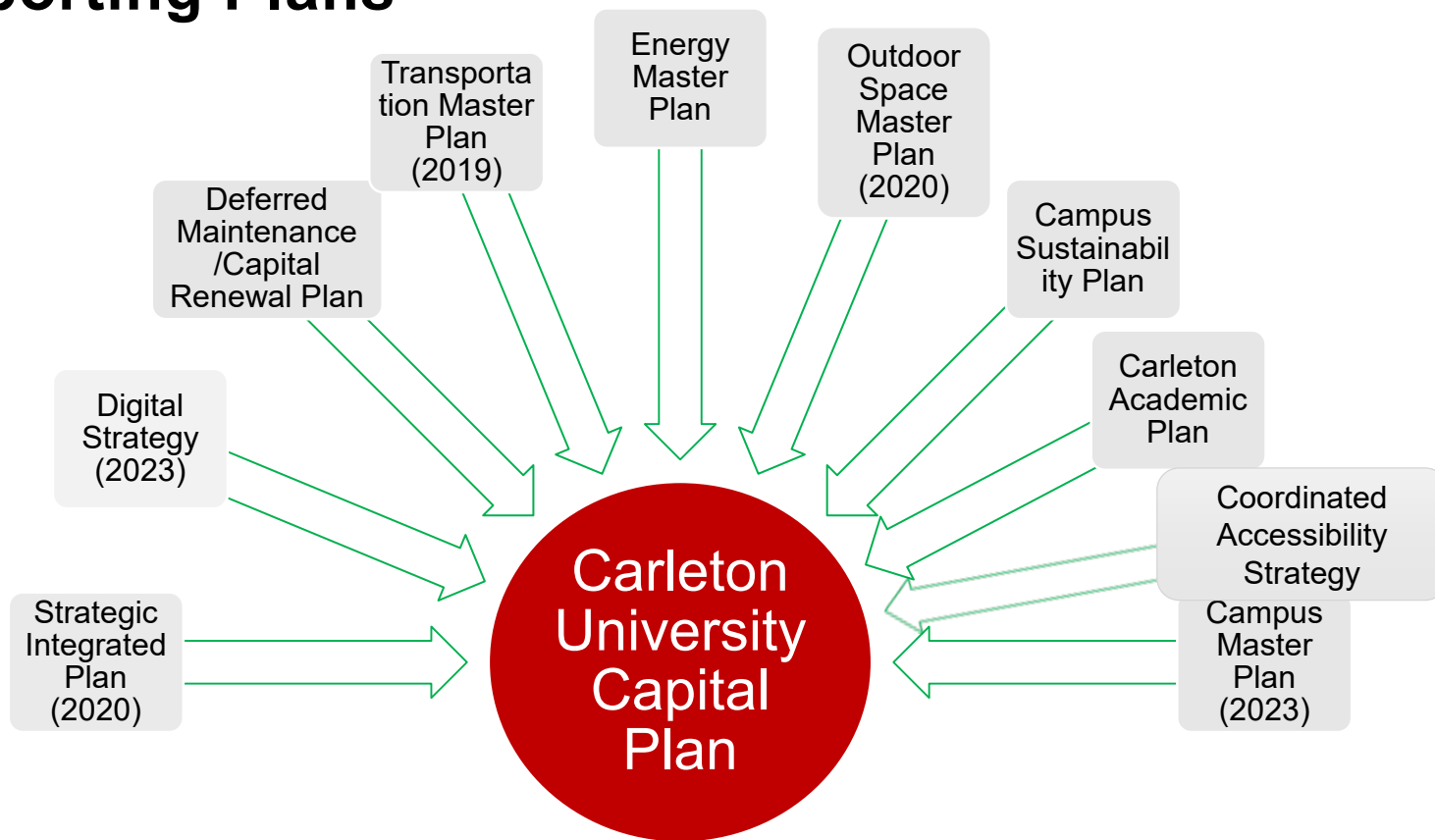
September 2025

About the Plan

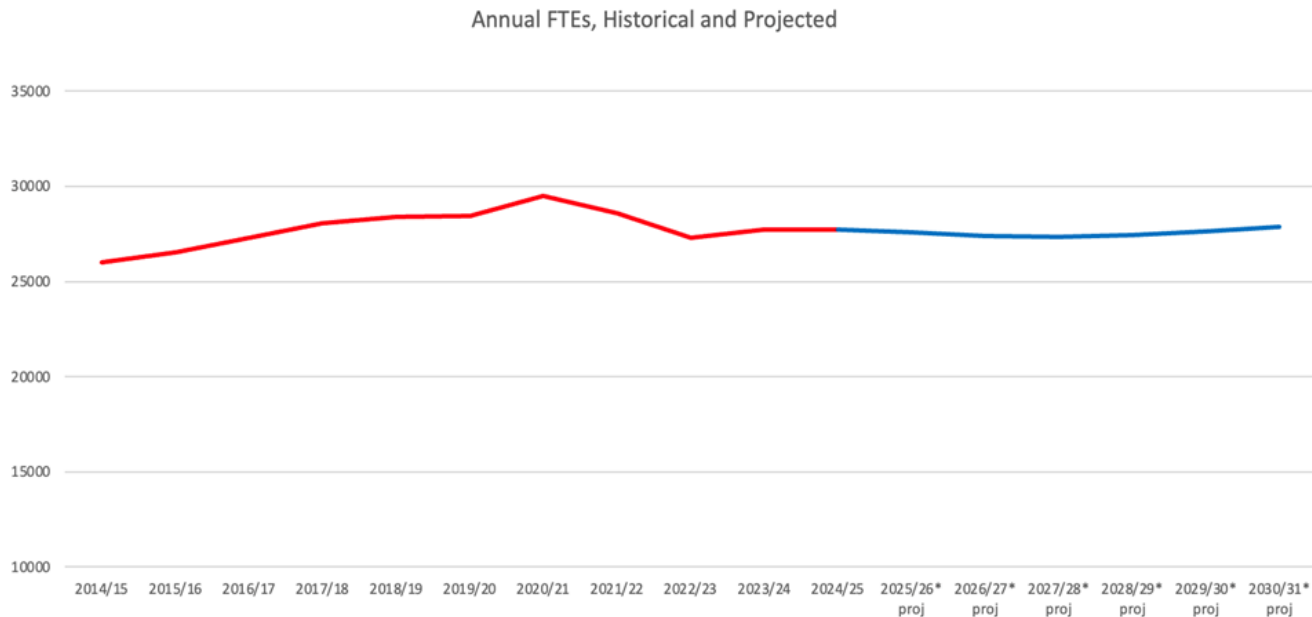
The Capital Plan provides an overview of major Capital Projects (projects over \$5 million).

It spells out the process of developing projects, the planning context, projects currently underway and projects under consideration.

Supporting Plans



Enrolment Projections



Source: Historical, OIRP datacubes. Projected based on projection models (March 12, 2025). UG growth after 2024: 1% domestic each year, -20% international in 2025 then 1% in 2026, flat UG. Master's growth after 2024: Domestic 2% per year, International -10% in 2025 then 1% in 2026. Excludes incoming exchange students, and work-term only co-op students in FTE calculation.

OIRP - August 8, 2025

Capital Planning Process: Board of Governors

The development of major capital projects (\$5 million or more) is overseen by the Board of Governors and evolves through three principal approval steps at the Board:

1. **Capital proposal form:** focuses on the business case, concept design and preliminary (class D) cost estimates.
2. **Project Planning report:** focuses on schematic designs and includes more refined cost estimates (class C).
3. **Project Implementation report:** based on working drawings, a more refined cost estimate (class B) and funding sources.

Recently Completed



NICOL BUILDING

Completed in summer 2021. This new 100,000 sq/ft facility brings all business students together in one building.

Project Completion Report: March 2022

Total Cost: \$65 million



ENGINEERING DESIGN CENTRE (EDC)

Completed in 2022, this 26,100 sq/ft building features design studios, workshop bays, a central atrium, and lounge spaces.

Project Completion Report: December 2022

Total Cost: \$18 million



Teraanga Commons Kitchen and Dining

Completed in 2025, the Teraanga Commons Dining Hall and Kitchen Facilities were upgraded in response to the increased residence capacity from Rideau House.

Project Completion Report: October 2025
Total Cost: \$7.7 Million



P9 Parking Garage Demolition

Completed in 2025, the P9 parking garage was end of life and the decommissioning of the garage eliminated the need for costly repairs and risk associated with the deteriorating structure.

Project Completion Report: October 2025
Total Cost: \$3.2 million

2021-2025 (\$93,900,000 million)

Projects Underway

- New Student Residence (\$106 million)
Project implementation approved, under construction.
- Loeb Envelope Remediation and Replacement (\$40.6 million)
Project implementation approved October 2024, Class A estimate.

Construction Underway



NEW RESIDENCE (RIDEAU HOUSE)

Sq/Ft: 188,000

No. of Storeys: 9

Purpose: First-year student residence with 450 beds, living and social spaces.

Approved Project Budget: \$106,000,000

Updated Implementation Report: Approved March 2023

Estimated Occupancy Date: August 2025

Procurement Phase



LOEB BUILDING ENVELOPE REMEDIATION AND REPLACEMENT

Purpose: Building envelope renovations to exterior cladding, improvements to building conditions and to address the exterior health and safety concerns along with the 3rd floor lobby fit-up.

Phase 1 – Stairs and guardrails - Complete

Phase 2 – Building envelope replacement and 3rd floor lobby refurbishment - Procurement

Estimated Project Cost: \$40,600,000

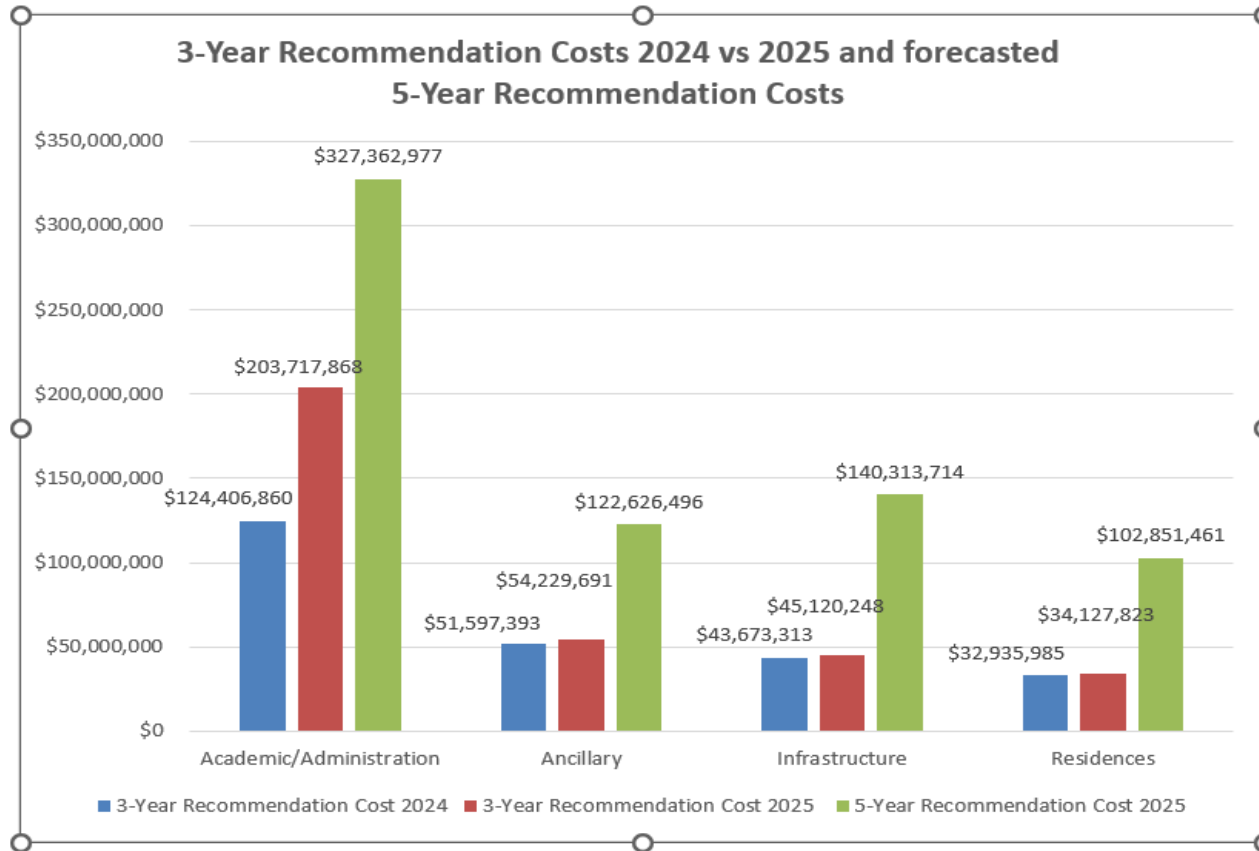
Project Implementation Report : Approved October 2024

Schedule: 2022 – 2027/28

Projects Under Consideration

- Regional Aquatics and Wellness Hub – in discussion with the City
- Paterson Hall Building Retrofit and Renewal – Capital proposal on hold pending improvement in operating budget
- Sustainable Research Centre – on hold
- Mackenzie Building B Block Renovations
- Campus Avenue/P2 Sewer/Watermain and Road Work
- Athletics Fitness Centre Addition
- Enterprise Resource Planning (ERP) Transformation Project

Capital Renewal/Deferred Maintenance Costs



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Carleton University Capital Plan 2025



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Executive Summary

The Capital Plan sets out the major capital projects over \$5 million which the university prioritizes. It ensures that the university's technological and built environments can support the academic mission and programming.

It outlines the capital planning process, as well as the Board of Governors' role in that process. It brings together the major capital projects that are underway, as well as identifies projects under consideration.

New this year, the Capital Plan begins to incorporate information technology major capital needs alongside the traditional built environment. This integrated approach ensures that investments in digital infrastructure—such as core systems, cybersecurity, and learning technologies—are planned and prioritized with the same rigor as physical assets. By aligning IT and facilities planning, we are better positioned to support academic priorities, enhance student experience, and manage long-term sustainability across both physical and digital environments.

Details about each capital project are provided, along with the estimated costs and sources of funding, if available. Bringing this information into one document provides a full picture of capital planning at Carleton; how specific projects are reviewed and approved individually.

This plan is updated annually and presented to the Board of Governors. Individual project updates are provided to the Building Program Committee four times a year.



Introduction

Situated on unceded Algonquin territory, Carleton University was founded by the community in 1942 to meet the needs of veterans returning from the Second World War. Over time, the student population outgrew its modest beginnings on First Avenue at what is now Glebe Collegiate, and land was purchased to develop Carleton University on a triangle of land between the Rideau River and the Rideau Canal, a UNESCO World Heritage Site. From its modest beginnings to today, Carleton was and remains an integral part of the Ottawa community.

Its thriving campus accommodates more than 30,000 students, 1,000 faculty and 1,550 staff. Our main campus is complemented by two satellite locations that further connect Carleton to the broader Ottawa community. CU@Kanata is an innovation space in the heart of the national capital's tech hub, while Carleton's Dominion-Chalmers Centre provides an active arts, performance and learning space in the heart of downtown Ottawa.

Our capital planning is guided by a number of strategic plans including Carleton's Strategic Integrated Plan, the Campus Master Plan, the Outdoor Space Master Plan and the Transportation Plan. These are supported by our commitment to sustainability and the goals outlined in the Strive for Sustainability Plan and our Energy Master Plan.

Since the release of the 2024 report, Carleton University has marked several exciting milestones in campus and capital development.

Most notably, Rideau House, a brand-new 450-bed student residence, officially opened its doors in September 2025. Strategically positioned at the Bronson Avenue entrance, Rideau House now serves as a welcoming gateway to the university and a vibrant home for hundreds of students.

In addition to Rideau House, two other major capital projects reached completion:

- **Teraanga Commons Dining Hall and Kitchen Expansion**, enhancing the campus dining experience with modern facilities and increased capacity.
- **P9 Decommissioning and Demolition**, a key step in financial savings in removing the investment in a deteriorated asset and preparing the site for future growth.

Developing Capital Projects

The Process

The development of major capital projects (\$5 million or more) is overseen by the Board of Governors and evolves through multiple stages as per the [Capital Planning Policy](#). The process starts with the identification of needs, key stakeholders and an executive sponsor. Once the business case is established a project steering committee is established and the project comes to the Board for a series of approvals.

There are three principal approval steps at the Board:

1. **Capital proposal form:** The Capital Proposal Form focuses on developing the business case, cashflow, Net Present Value (NPV), and includes a concept design and a preliminary (Class D) cost estimate as well as sources of funding and a proposed project schedule. The proposal is presented to the President's Advisory Group (PAG) to determine whether it should move forward for consideration by the Board of Governors.
2. **Project Planning report:** The project planning report focuses on schematic designs and includes a more refined cost estimate (class C) and proposed funding sources. Items such as total project costs, secondary effects, site approval, environmental considerations, operating costs, space inventory, space utilization analysis, and space programs are items considered in the report. Board approval provides authorization to move to working drawings.
3. **Project Implementation report:** The project implementation report includes working drawings, a more refined (class B) cost estimate and funding sources. It includes details on schedules and cashflows. Board approval provides authorization to begin the tender process and start construction.

Once the project is underway, regular project status reports are provided. The Board's Building Program Committee and Finance Committee are updated at every meeting regarding the status of all ongoing capital projects. A Project Conclusion Report is filed at the end of every major capital project and includes lessons learned of the project.

Partnerships

Due to our location, Carleton's planning process often requires and benefits from consultation and collaboration with a number of key external stakeholders including, but not limited to:

- City of Ottawa
- Hydro Ottawa

- National Capital Commission (NCC)
- Rideau Valley Conservation Authority (RVCA)
- OC Transpo

The Planning Context

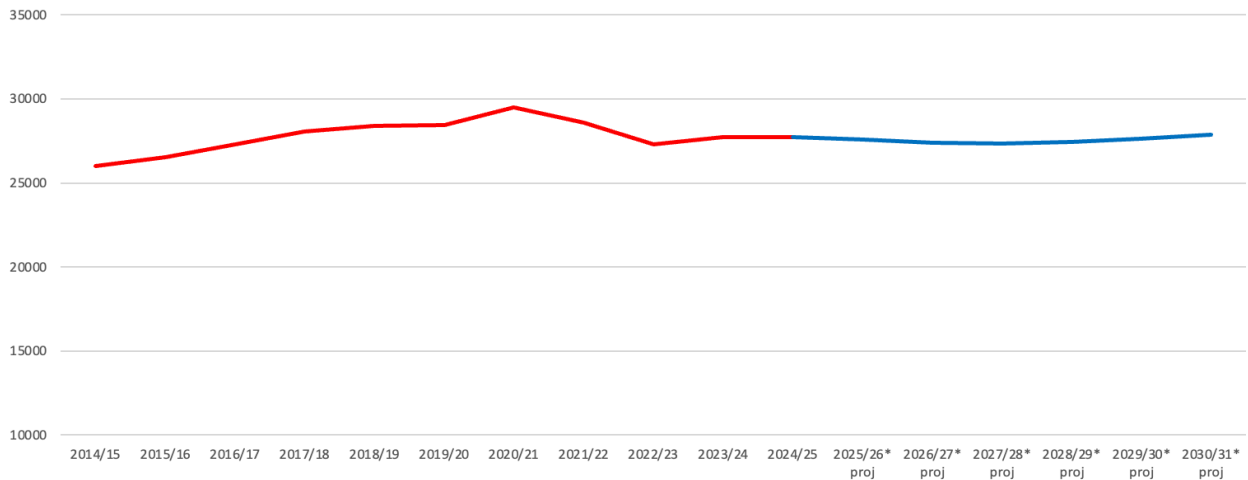
Slow Enrolment Growth

Following many years of steady and modest growth in enrolment of undergraduates, Carleton has seen a decrease in entering cohorts in recent years. This began with the pandemic and is now being driven in large part by challenges in obtaining international student visas. Demographic projections over the planning horizon lead us to expect modest growth in the 18-year-old population. International student enrolment may be disrupted for some time. These decreases have been moderated somewhat by increases in upper-year retention with more students staying until graduation. The flow through of these smaller entering undergraduate cohorts is why Carleton is projecting enrolment declines until 2027. Several new undergraduate programs have been introduced in 2025 which should support growth in coming years.

For many years, graduate enrolment growth was limited due to the funding model that controlled the number of funded graduate spaces. In recent years, there were opportunities to grow beyond those historical caps, as well as opportunities to meet international student demand. The result was a steady growth in graduate students. Given the cap on international student visas also affected graduate students starting in 2025, as well as the harm done to “brand Canada” in general, the projections assume a reduction in international graduate intake as well.

The projections in the chart below include the assumptions on which we base our budget. Our current projections based on the above assumptions suggest it will be at least five years before student numbers return to pre-pandemic levels

Annual FTEs, Historical and Projected



Source: Historical, OIRP datacubes. Projected based on projection models (March 12, 2025). UG growth after 2024: 1% domestic each year, -20% international in 2025 then 1% in 2026, flat UG. Master's growth after 2024: Domestic 2% per year, International -10% in 2025 then 1% in 2026. Excludes incoming exchange students, and work-term only co-op students in FTE calculation.

OIRP - August 8, 2025

Aging Infrastructure

Similar to other Canadian universities, Carleton has an aging building infrastructure. Our current building asset portfolio has an average building age of 40 years. Managing these assets requires carefully allocating the annual Capital Renewal Deferred Maintenance (CRDM) funding and provincially-funded Facilities Renewal Program (FRP) budget to address our campus community's diverse and changing needs while mitigating infrastructure risk.

The Capital Renewal Deferred Maintenance Investment is currently in year 11 of a 13 year commitment to CRDM funding. At the April 2024 Board of Governors meeting, the Board approved an additional three- year commitment to the original ten year commitment. CRDM addresses many needs, including improved electrical and plumbing systems, ventilation, building envelopes, interior finishes, site infrastructure (sewer/storm/watermain) and preventative maintenance. By addressing base building and site infrastructure issues first, the university will decrease the risks and costs associated with unexpected failures and unplanned disruptions on campus, and will ensure that base building systems can adequately handle future renovations and research requirements.

Information Technology Planning

In higher education, IT investment planning requires balancing innovation with the reduction of technical debt—outdated systems and deferred upgrades that constrain agility and increase risk. Institutions must align digital priorities with academic and organizational goals while ensuring equity, accessibility, interoperability, and security. Through transparent governance and multi-year digital roadmaps, universities can systematically prioritize initiatives, modernize legacy systems, and create sustainable, future-ready environments that support teaching, research, and student success in a rapidly evolving digital landscape.

Transportation and Outdoor Space Master Plans

There has been significant investment in initiatives to improve traffic flow on campus, as per the 2019 Transportation Plan, including but not limited to:

- Stadium Way exit from Parking Lot 5 (P5) onto Bronson
- Raven Road Extension
- New Bike storage facility between Dunton Tower and Azrieli Pavilion
- O-Train Bridge Renewal/Repair with Pedestrian Safety Fence/Lighting
- University Drive-Bronson Ave. Intersection Modifications and Roundabout addition
- Parking Lot 7 expansion – Phase 1 and Phase 2
- Addition of electrical vehicle charging stations in P7
- Decommissioning and demolition of Parking Garage P9
- Opening of Phase 2 Light Rail Transit (LRT) (managed by City of Ottawa)

In January 2025, Light Rail Transit (LRT) lines 2 & 4 opened for ridership. It is anticipated that come September 2025, many students, faculty, and staff will take advantage of the fully operational light rail, which will have a positive impact on the campus, and its longer-term sustainability and transportation goals.

Currently both the Transportation Plan, and Outdoor Space Master Plan are up for renewal. FMP is recommending merging the two plans into 1 comprehensive document due to their overlapping goals and mutual influence on campus operations and design. Through combined analysis of pedestrian flows, transit usage, vehicle patterns, and outdoor space utilization, Carleton will be in a position to identify synergies and interdependencies that might be missed if planned separately.

The updated comprehensive report will be a guiding document for Carleton on transportation and open space for the next 5 to 10 years.

Future Vision

Master Planning Documents

The vision for Carleton's campus is outlined in the Campus Master Plan (CMP), a five-year plan that presents a potential vision for the future. It takes into consideration how the campus' special attributes can be enhanced over time. The plan's "big moves" recommend enhancements to our green space, moving toward more pedestrian-friendly streets, pathways and gateways, as well as how to highlight natural features. A stormwater management approach is explored and potential development sites are also identified for consideration.

The CMP is supported by the Outdoor Space Master Plan and the Transportation Plan, which operationalize elements of the CMP. Many other key planning documents also inform our Capital Plan including the Strategic Integrated Plan, the Carleton Academic Plan and several other campus-wide and sector-specific plans.

North Campus Development via Public-Private Partnerships

A Public-Private Partnership (P3) is a collaborative arrangement between a public entity and a private sector partner to design, build, finance, operate, and/or maintain infrastructure or services. Given the financial landscape of the university at this time, P3 partnerships should be further explored as an option to the university related to capital planning and project delivery, and income generation. The P3 model can provide significant value but also requires careful structuring and oversight.

Benefits

1. **Access to Private Sector Expertise**
Leverages specialized technical, managerial, and operational capabilities, often resulting in more innovative solutions and efficient delivery.
2. **Risk Transfer**
Allocates specific risks—such as cost overruns, construction delays, and maintenance liabilities—to the party best positioned to manage them, reducing public sector exposure.
3. **Cost and Schedule Certainty**
Fixed-price and performance-based contracts encourage disciplined planning,

increasing the likelihood of on-time, on-budget delivery.

4. Life-Cycle Asset Management

Private partners are incentivized to build and maintain assets to a high standard over the term of the agreement, lowering long-term maintenance and replacement costs.

5. Budgetary Predictability

Structured payment schedules provide stable, predictable budgeting for the public sector.

6. Accelerated Project Delivery

Access to private capital can bring projects online sooner than through traditional procurement.

Considerations and Risks

1. Complex Contracting and Negotiation

P3 agreements are legally and commercially complex, requiring significant expertise and time to structure, which can increase procurement time and costs.

2. Reduced Flexibility

Long-term contracts may limit the public sector's ability to make changes to the scope or operations without incurring additional costs.

3. Performance Monitoring

Strong oversight and contract management are essential to ensure the private partner meets performance obligations over the full term.

4. Potential Public Perception Issues

Some stakeholders may perceive P3s as a form of privatization, requiring proactive communication and transparency to maintain trust.

5. Risk of Private Partner Underperformance

If the private partner fails to meet obligations, remediation or replacement can be costly and disruptive.

Development of the North Campus is a potential opportunity for a Public-Private Partnership (P3). P3 can be an effective model for complex infrastructure projects, offering advantages in performance, risk management, and delivery speed. Its success depends on strong planning, clear contracts, and ongoing oversight. As Carleton explores this approach, FMP will engage stakeholders and provide regular updates.

Space Management and Stewardship

The university's physical space is one of its most valuable strategic assets. Effective stewardship of this resource is essential to supporting the institution's academic mission, research activities, and the student experience. As enrolment patterns, teaching and learning approaches, and research requirements continue to evolve, a deliberate and disciplined approach to space management ensures that facilities are both responsive to current needs and adaptable for future demands.

FMP with internal and external resources are completing a building condition and space audit to highlight areas of high demand as well as underutilization across the portfolio. This data will help to optimize existing facilities prior to pursuing new construction. A systematic approach to allocation and renewal will allow the University to:

- Align space with academic and research priorities in a transparent and evidence-based manner.
- Enhance interdisciplinary collaboration through the provision of flexible, shared environments.
- Improve operational efficiency by consolidating fragmented or underused areas.
- Advance sustainability commitments by reducing the environmental impact of unnecessary expansion.
- Explore space realignment initiatives that co-locates departments with complementary mandates. This will strengthen interdisciplinary collaboration, improve the student and faculty experience, and ensure facilities are aligned with institutional priorities.
- Strengthen the University's financial resilience by maximizing the return on investment in existing assets.

Going forward, capital planning will be guided by comprehensive space management reviews and strategies. This approach will ensure that the University is optimizing its current space and supporting institutional priorities in a sustainable and cost-effective manner

Digital Strategy

Carleton University's Digital Strategy and Roadmap sets a people-focused path for digital transformation aligned with the Strategic Integrated Plan. Built on five guiding principles—user-focused, inclusive, collaborative, responsible, and agile—it identifies strategic priorities across research, student experience, teaching and learning, and organizational excellence. The roadmap establishes strong governance, annual planning, and balanced initiatives to foster innovation, inclusivity, and sustainability. This strategy positions Carleton as a leader in digital advancement, strengthening its

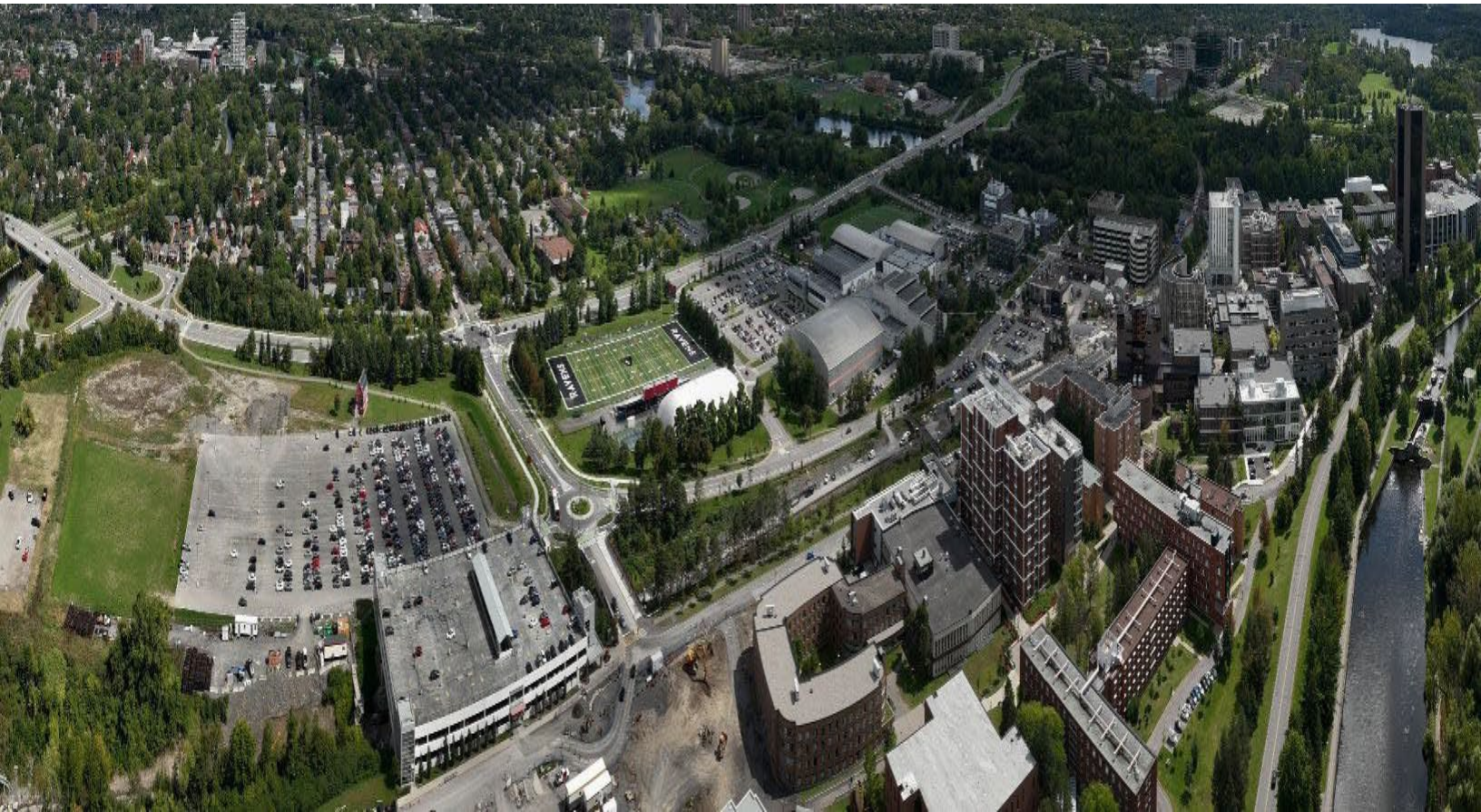
mission and community impact

Governance of the Capital Plan

The Office of the Vice-President (Finance and Administration), the Associate Vice-President (Information Technology Services) & Chief Information Officer and the Associate Vice-President (Facilities Management and Planning) are accountable for reviewing and updating this plan and the priorities identified within it.

An update on the Capital Plan is presented annually to the Board of Governors, in addition to the updates on capital projects provided to the Building Program Committee four times a year.

Projects Underway



New Student Residence

Project Intent

The new student residence building will provide 450+ beds for first-year students, as well as various types of amenity spaces for all students on campus. The building is designed to promote and enhance a student focused residential community experience.

Project Scope

- The design of a residence building housing 450+ students with living and social spaces that support the first-year experience and Carleton University's mission and vision.
- A combination of single- and double- style bedrooms with semi-private or private bathrooms.
- Significant consideration for students with exceptional needs and amenities required.
- A first floor (or main floor) that provides amenity space for students including (but not limited to):
 - Welcoming entry
 - Study space
 - Communal lounge space
 - Social space (such as maker space, games room, etc.)
 - Laundry facilities
 - Fitness space (such as work out room, yoga area, etc.)
 - Common lounge space
 - Staff offices and staff living space

Current Status

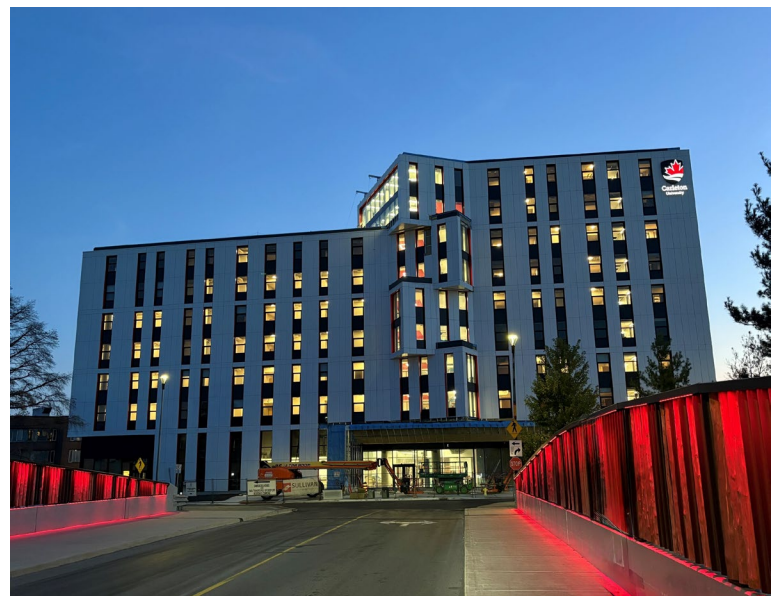
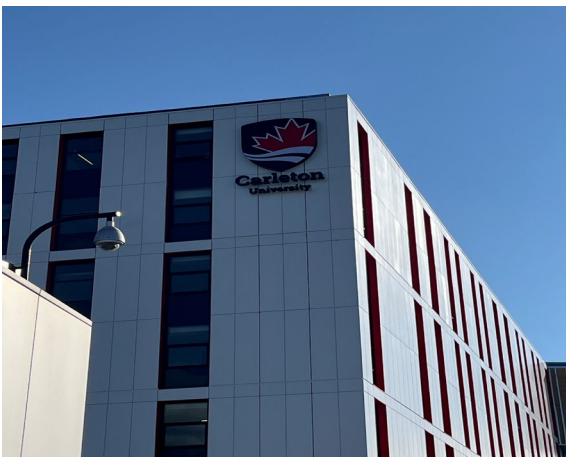
Project implementation report approved, under construction.

Estimated Project Cost

\$106 million

Completion Date

August 2025 Occupancy



Loeb Envelope Remediation and Replacement

Project Intent

The goal of the project is to improve the overall “health” of the building while increasing our commitment to sustainability, reducing our carbon footprint, realizing direct cost savings in offsetting energy consumption and minimizing the required maintenance over a 25-year span.

Project Scope

The project is for the replacement and remediation of the exterior walls and the replacement of the roof skylights, and all of the exits and the entrances of the Loeb Building. The refurbishment of the third-floor lobby was added to the scope of work and will create a focal point and gathering space for students, staff and faculty. This is being funded by the Faculty of Public and Global Affairs.

Current Status

The project implementation report was approved at the October 2024 Board of Governors Meeting. FMP is currently reviewing cost-saving and value engineering opportunities, along with building utilization data, to ensure that our investment decisions are well-informed.

Estimated Project Cost

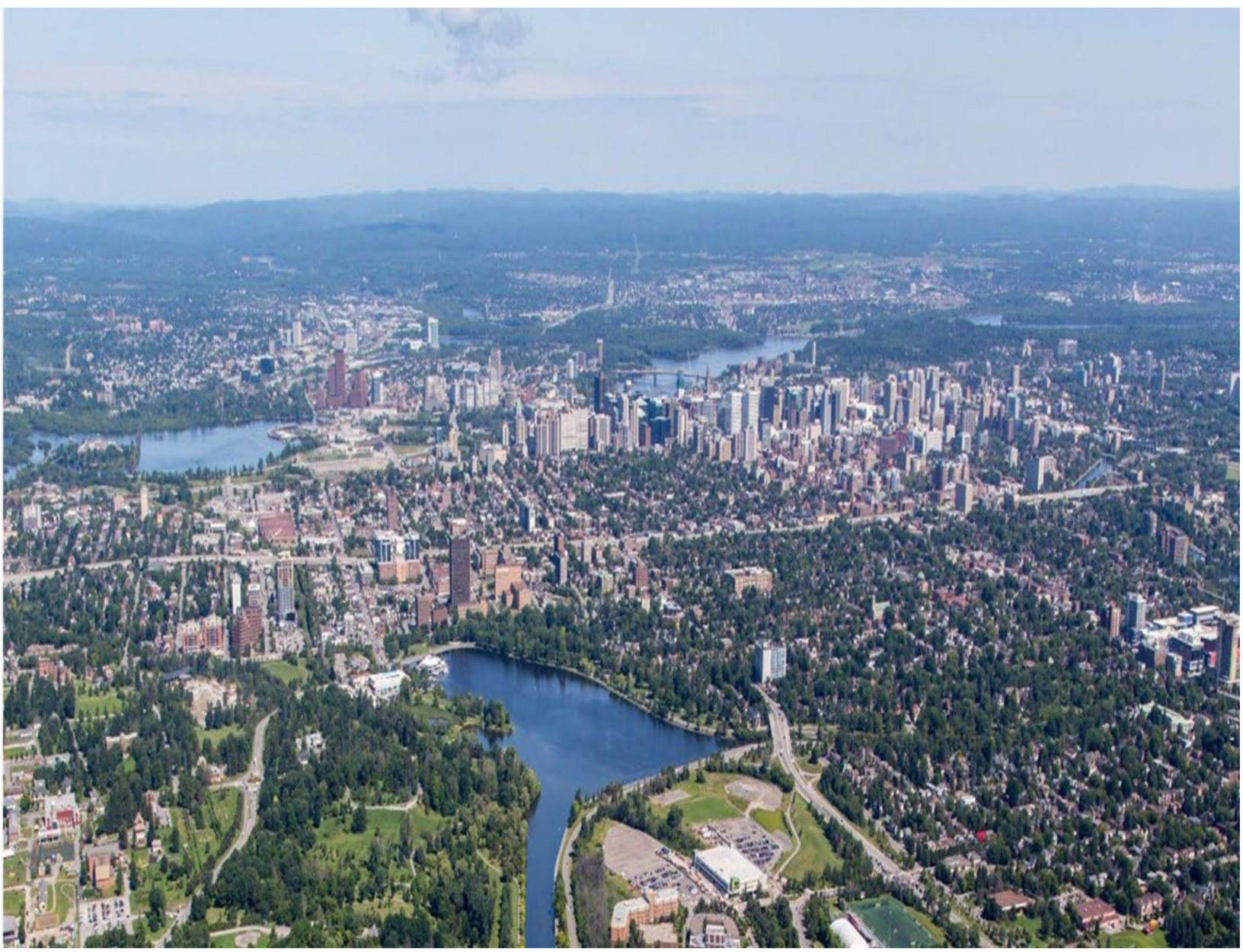
\$40.6 million

Estimated Completion Date

End of 2027/2028



Projects Under Consideration



Regional Aquatics and Wellness Hub

Project Intent

Expansion of fitness, wellness and aquatics, plus academic space that will enhance the student experience, culture and pursuit of well-being on campus.

- Phase 1 – Fitness and Aquatics Facility
- Phase 2 – Academic Programing

The building offers a new progressive service model which brings together health, wellness and research entities while creating a gateway to the Carleton campus along Bronson Avenue, as well as connecting the university to the broader city of Ottawa. It will be a learning facility that reflects diverse needs, interests and identities with the campus community.

Project Scope

Phase 1: Expanded fitness centre and new aquatic centre (two pools), including a possible option for a diving tower.

Phase 2: Wellness Hub, including research, academic space, and leased space. The Wellness Hub building would include an agora and large open spaces with lots of windows and natural light.

Current Status

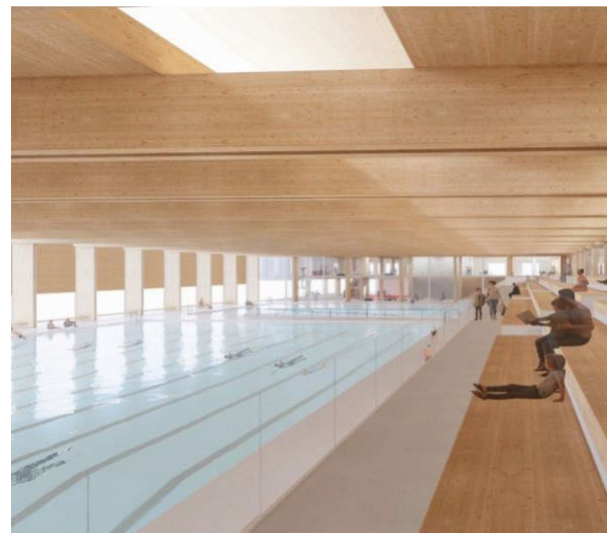
Carleton has entered into preliminary discussions with the City of Ottawa about a potential partnership for the new aquatics centre.

Estimated Project Costs

Under Review

Estimated Completion Date

To be determined



Paterson Hall Building Retrofit and Renewal

Project Intent

Replacing the entire building envelope and retrofitting all infrastructural systems.

Project Scope

- Removal and replacement of mechanical and electrical systems and building envelope, including cladding.
- Investigative, intrusive pre-design and concept designs.
- Decreasing the cost of ownership on maintenance and operation.
- Maximizing energy cost savings and reducing GHG emissions.

Current Status

The major building retrofit and renewal was put on hold.

Facilities Management and Planning (FMP) will undertake a comprehensive review of the existing maintenance backlog, forecasted deferred maintenance costs, annual operating and maintenance expenses, and building and portfolio space utilization. This analysis will help determine whether the asset continues to warrant investment, ensuring that resources are allocated effectively and in alignment with long-term strategic priorities

Estimated Project Cost

To be determined

Estimated Completion Date

To be determined



Sustainability Research Centre (SRC)

Project Intent

Generate new income streams, resolve the Faculty of Engineering and Design's space needs, and attract new talents, donors and partnerships.

Project Scope

The Sustainability Research Centre is a 215,000 square foot, six-storey building. Five signature showcase spaces on the main level will highlight program activity, and contain:

- Research labs
- Gathering and collaboration spaces
- Offices
- Meeting rooms
- Computer labs
- Grad carrels

Sustainable Design Strategies were utilized to limit embodied carbon and reduce energy consumption.

Current Status

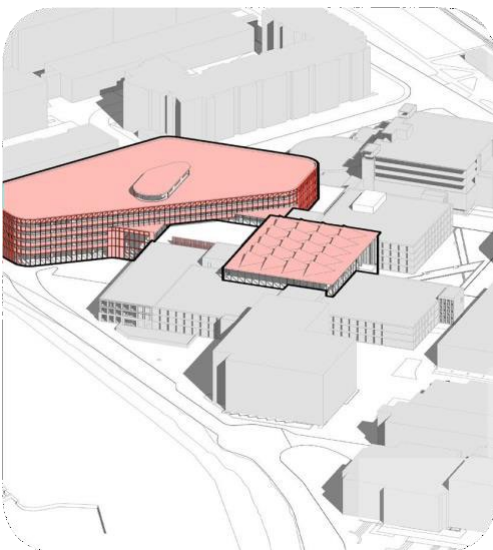
The schematic design report has been received, and the project is currently on hold.

Estimated Project Cost

To be determined

Estimated Completion Date

To be determined



ERP Transformation Project

Project Intent

The ERP Transformation Project will modernize Carleton's enterprise resource planning (ERP) system, which supports core functions in Student Services, Human Resources, Finance, and Advancement.

The existing system is a 21-year-old, on-premises commercial platform that has been extensively customized. It operates within a complex ecosystem that includes over 30 purchased systems and more than 100 internally developed applications supporting various business functions.

A thorough evaluation of ERP solutions—based on Carleton's specific requirements—will determine the most suitable path forward. Each of these approaches involves different levels of complexity, change management, and investment. As such, the range of potential project costs is substantial and will depend on the chosen path.

Project Scope

Scope will be determined by the university's strategic direction. Key modules may include Finance, Human Resources, Student related processes, Advancement, and Research.

Current Status

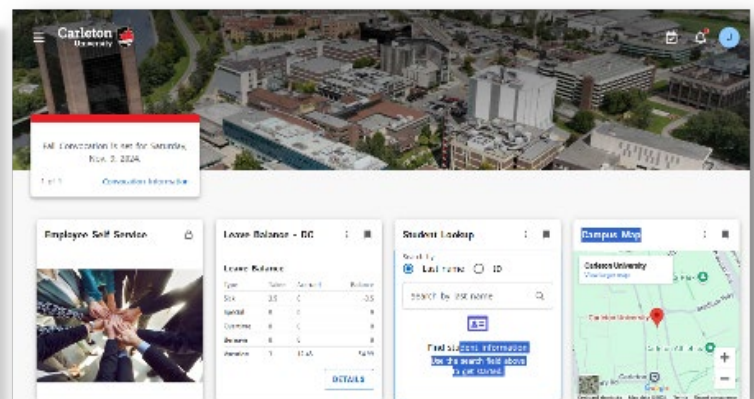
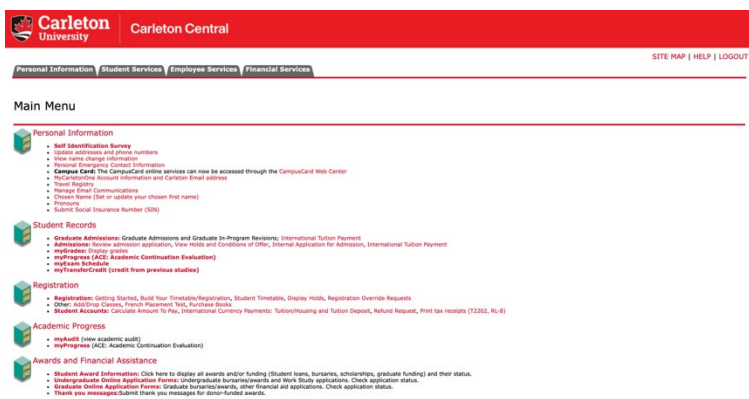
In preparation for the ERP Transformation, Carleton is placing a strong emphasis on maintaining and upgrading (where needed) its aging legacy system. This foundational work includes addressing technical debt, streamlining outdated processes, and readying the infrastructure for an upcoming portal launch in January 2026 (Banner SSB upgrade / Carleton Central replacement).

Estimated Project Costs

\$30M to \$115M CAD

Estimated Completion Date

2032



Mackenzie Building B Block Level 4 Renovations

Project Intent

This project entails the complete interior retrofit of the 4th floor, Block B, Mackenzie Building transforming it into a modern, inclusive, and tech-enabled academic hub. The redesigned space will feature flexible classrooms, collaborative work zones, quiet study areas, and wellness amenities, all designed to meet evolving academic and student wellness needs. The renovation supports Carleton's broader goals for future-ready learning, inclusive design, and infrastructure renewal. It also aligns with long-term planning strategies aimed at enriching the student experience and fostering well-being through thoughtful spatial design.

Project Scope

- Full interior demolition and retrofit of architectural, mechanical, and electrical systems, including new flooring, ceilings, fire alarm, and furniture;
- Replacement of the existing air handling unit (AHU) and reconfiguration of HVAC distribution;
- Installation of new lighting, power, data, and life safety systems;
- Construction of new glazed and solid interior partitions for visibility and daylighting.

Current Status

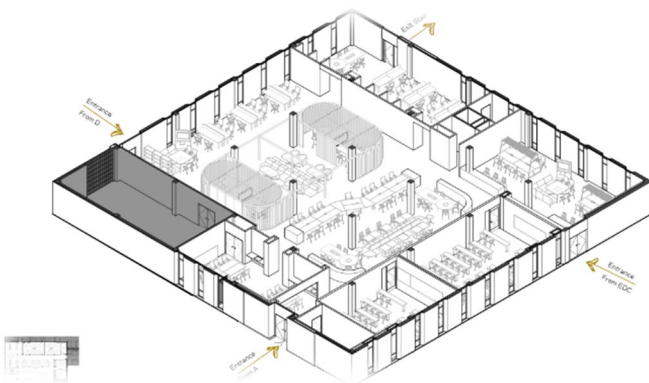
100% design development has been completed and the project has been put on hold.

Estimated Project Costs

The total project costs are estimated at \$4.5 million for the main renovation plus \$1 million for the Air Handling Unit replacement, based on the Class B estimate received in May 2025. This includes all contingencies but excludes HST.

Estimated Completion Date

TBD



Campus Avenue and P2 Sewer and Watermain

Project Intent

The project's main purpose is to fix the watermain's current capacity issues, address infrastructure deterioration, and ongoing failures of the watermain and sewer segments along Campus Ave from New Student Residence to Richcraft Hall.

Initially they were planned as two separate projects, but now are being proposed to be combined into one to achieve cost savings and reduce overall impact to campus community.

The renovation supports Carleton's broader goals for infrastructure renewal. It also aligns with the 5-year Watermain and Sewer Rehabilitation Masterplan.

Project Scope

- Improvements and/or replacements to watermain and sewer infrastructure to achieve required level of service from New Student Residence to Richcraft Hall
- Basic road reinstatement of excavated and trenched areas
- Basic landscaping of affected areas

Current Status

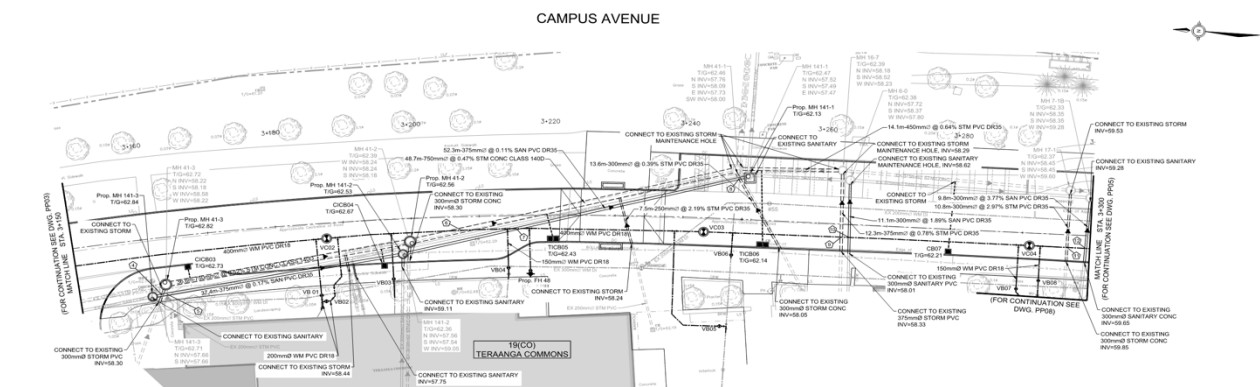
99% drawings and specifications have been received and the project has been put on hold. The project will go to the board due to the value of the estimates that have been received

Estimated Project Costs

The total project costs are estimated at \$6.7 million for the entire scope, based on the Class B estimates received in June 2025. This includes all contingencies but excludes HST. CRDM funds have been put aside for this.

Estimated Completion Date

TBD



Athletics Fitness Centre Expansion

Project Intent

The purpose of this project is to expand and modernize the existing Fitness Centre in order to address current capacity constraints, support the health and well-being of students, faculty, and staff, and enhance the university's ability to attract and retain top talent. Demand for recreation and wellness facilities has consistently exceeded available space, resulting in overcrowding, limited programming, and reduced accessibility during peak hours. This project will be given further consideration if the Regional Aquatics and Wellness Hub project does not proceed or excludes the Fitness Centre expansion from its scope.

Project Scope:

- 32,000 sq feet building
- New cardio, weight, and fitness equipment
- New multipurpose rooms (for fitness, spinning, and yoga)
- Women only area and inclusion of all CUFIT classes
- Student gathering space to socialize and study

Current Status

In November 2024 a student referendum was held and students were in support of the fee increase to support the fitness centre expansion. Preliminary concepts have been received, project planning report to be submitted to the Board for approval.

Estimated Project Costs

To be determined

Estimated Completion Date

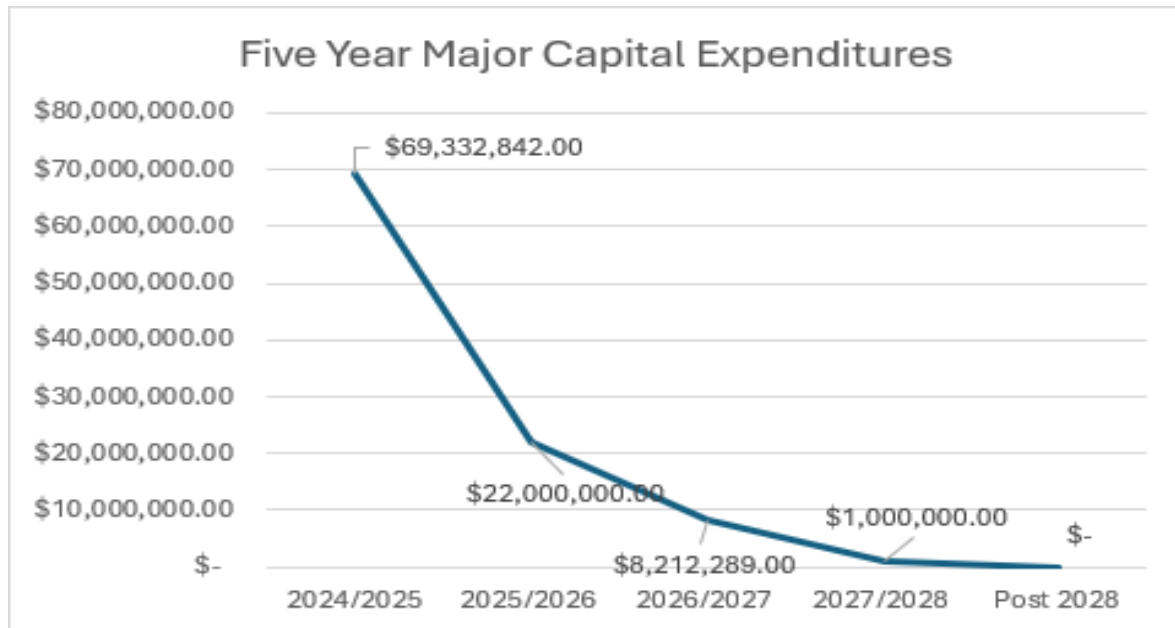
To be determined



Capital Budget Projections

Capital Budget and Expenditure

The capital budget for major projects currently underway is \$163,100,00. This expenditure forecast is based upon the stages that the projects are currently at in their project life cycle and are adjusted and monitored on a monthly basis.



*Note: The five-year major capital expenditures does not include Paterson Hall and reflects only projects that are underway.

Major Capital Budget

CARLETON UNIVERSITY
MAJOR CAPITAL INVESTMENT
PROGRAM
August-2025

PROJECT	BUDGET	FUNDING SOURCE BREAKDOWN	
		Debenture Fund	Other Funding Sources
Projects Underway	Estimated Budget		
New Student Residence (Rideau House)	106,000,000	80,000,000	26,000,000
Loeb Building Envelope Remediation and Replacement	40,600,000	40,000,000	600,000
Subtotal Projects Underway	146,600,000	120,000,000	26,600,000

In 2021, Carleton issued a \$220-million debenture to fund capital investments. Current projects are expected to deploy \$120 million of that capital with the remaining \$26.6 million in project costs to come from various ancillary and departmental budgets. The remaining \$100 million in debenture funds will be reserved for future capital projects.

Capital Renewal and Deferred Maintenance

Each year, Carleton invests \$14 million toward Capital Renewal and Deferred Maintenance projects, guided by a prioritized list reviewed by the Building Program Committee and approved by the Board of Governors. The \$14 million funding source is an annual investment from the university's operating budget. The original investment was for 10 years, however at the April 2024 Board of Governors meeting, a motion was approved to continue the allocation of \$14 million for CRDM investment for an additional three fiscal years until fiscal year 2028/2029. Should this funding not be extended campus buildings will further decline, driving up maintenance and operation costs, creating safety risks, and undermining the university's reputation and competitiveness.

In 2025/2026, Carleton received approximately \$6 million from the provincial government's Facilities Renewal Program, and the government has committed to another \$6 million for 2026/2027. This additional funding will help reduce the deferred maintenance backlog, however cannot be seen as a secured funding source as the value fluctuates year to year.

The university is making substantial investments in essential infrastructure renewal programs, including sewer and watermain replacements, high voltage work, tunnel infrastructure improvements, perimeter security enhancements, and mechanical upgrades. These efforts are guided by a commitment to sustainability and accessibility, ensuring that improvements meet modern standards and contribute to a more inclusive and environmentally responsible campus, and respond to risks created, as a result of climate change. While infrastructure projects are critical to the university, Carleton is also investing in many projects that enhance the student experience including but not limited to classroom renewals and student study space upgrades.

Carleton routinely audits 20 to 25 per cent of its assets annually, including facilities and infrastructure, to gather data on the condition of buildings, the associated systems, and infrastructure to plan for capital renewal and identify deferred maintenance requirements. This information allows the university to develop Capital Renewal and Deferred Maintenance (CRDM) plans to address risks and provide overall stewardship of the assets.

These audits are carried out by an independent third-party and are reviewed and validated by internal Carleton staff. The data is held centrally in SLAM (Streamlined Asset Management), Carleton's Integrated Asset Management System, and is shared with the Council of Ontario Universities (COU) and the Ontario Ministry of Infrastructure (MOI).

The Facility Condition Index (FCI) is a measure used to help institutions understand the overall asset condition. The Facility Condition Index (FCI) is calculated as the total cost of

required building repairs and renewal divided by the current replacement value cost of the building (CRV). Each building's FCI score reflects the current condition of the building and is ranked as good, fair, poor, or critical.

Carleton's three-year FCI number is 12.16% and five-year FCI is 31.70%

OAPPA's and industry best practice categorization of FCI is as follows:

FCI ≤ 10%	10% < FCI ≤ 15%	15% < FCI ≤ 30%	30% < FCI ≤ 60%	FCI > 60%
Good	Fair	Poor	Critical	Crisis

Carleton's recommended deferred maintenance has been broken down into four asset categories:

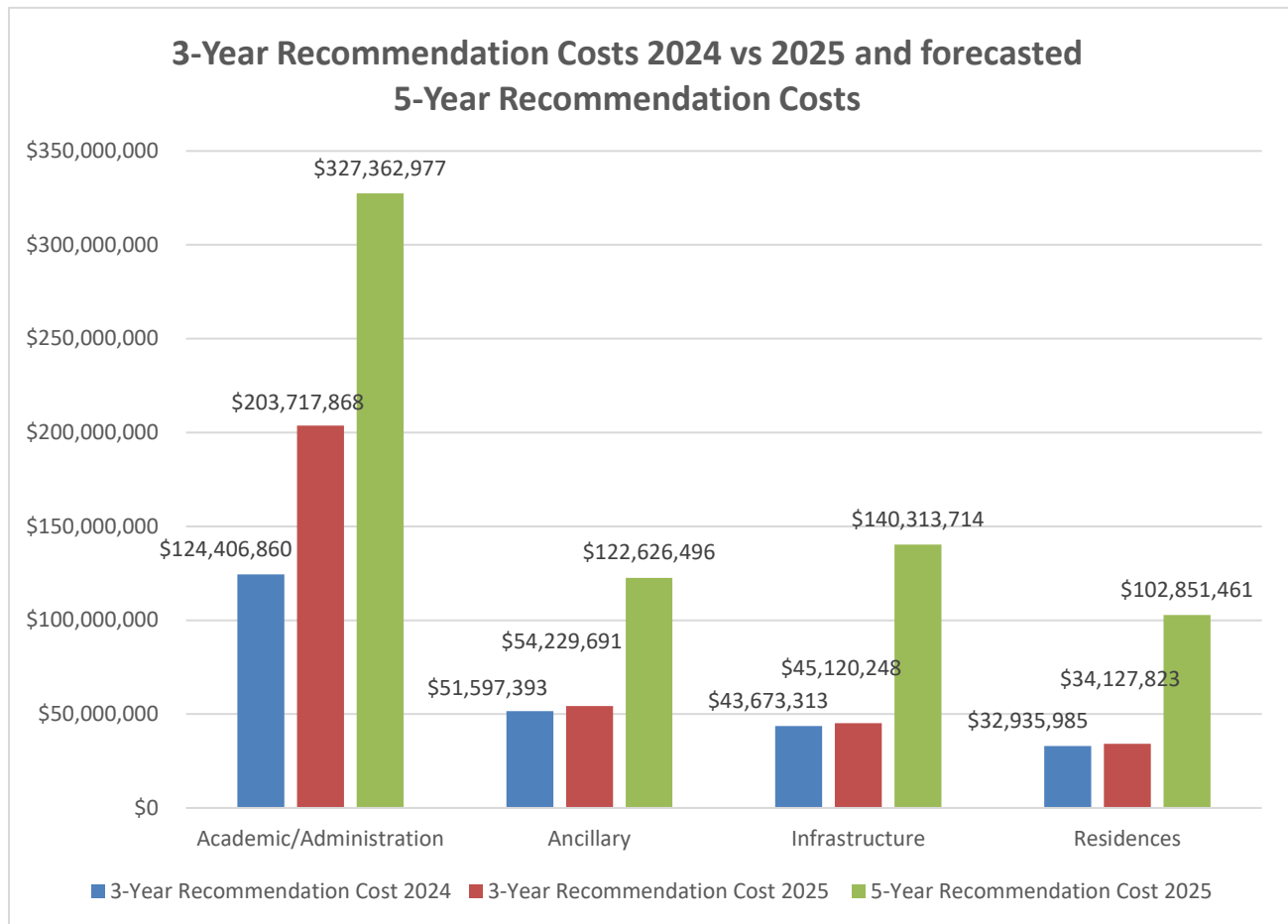
1. Academic/Administration
2. Ancillary
3. Residences
4. Infrastructure.

The three-year FCI for each category and the associated capital renewal/deferred maintenance cost estimates for Carleton, based on the information from SLAM in August 2025 are as follows:

Category	Facility Condition Index (FCI)	Recommended Three Year Deferred Maintenance
Academic/Administration	12.3%	\$203,717,868
Ancillary	9.8%	\$54,229,691
Residences*	7.8%	\$34,127,823
Infrastructure	14.8%	\$45,120,248

*Excludes Rideau House

As represented below, without proper investments, Carleton's FCI and deferred maintenance continues to grow.



Based on the information captured in the asset management information system, the recommended capital renewal and deferred maintenance investment over the next three years totals \$337,195,630 and the next five years totals \$693,154,648. The generally accepted investment strategy for annual renewal is 2% of Current Replacement Value which would be approximately \$54 million annually. Following a detailed review of Carleton's facilities data in 2023, the independent facilities consulting firm, Gordian, recommended that Carleton aim to invest \$27.5 million per year into facilities renewal.

Conclusion

With priorities identified and a framework in place, the next steps will focus on advancing key projects, refining budgets, and securing the necessary funding approvals. Ongoing collaboration with stakeholders will be essential to ensure successful implementation, maximize value, and achieve the strategic outcomes envisioned in this plan.

Bibliography

Key University Documents

Campus Master Plan
 Carleton Academic Plan
 Energy Master Plan
 Outdoor Space Master Plan
 Strategic Integrated Plan (SIP)
 Strive for Sustainability
 Transportation Plan

Acknowledgements

This document was prepared by the Office of the Vice-President (Finance and Administration) with contributions from the following individuals.

Duane McNair	Vice-President (Finance and Administration)
John Clements	Associate Vice-President (Facilities Management and Planning)
Valerie Turner	Associate Vice-President ITS and Chief Information Officer
Leanne Wilson	Assistant Director (Facilities Management and Planning)
Christopher Cline	Assistant Director, Strategic Initiatives and Communications
Nathasha Macdonald	Associate Vice-President (Institutional Research and Planning)
Angela Marcotte	Associate Vice-President (Financial Services)

Undergrad Recruitment 2025-26

Marketing Campaign Overview



Carleton
University



Table of Contents

1. Understanding Our Challenge: Awareness and Audience
2. Results from 2024-25
3. 2025-26 UGR Marketing Strategy and Plan

1. Understanding The Challenge

Awareness and Audience

Challenge: Low Awareness

Outside of the Ottawa Region, Carleton has low awareness

- Carleton has an extremely low profile. There is a need to build basic awareness among prospects and parents – *Strategic Counsel (2020)*.
- Beyond those who have a relationship with Carleton and/or who are in the City of Ottawa, Carleton is characterized as being ‘missing from the conversation’ – *Strategic Counsel (2020)*.
- Carleton has low familiarity – *Ipsos (2021)*.
- Some OUF prospects/family members had never heard of Carleton;
 - Of those who had, many asked where Carleton was located.

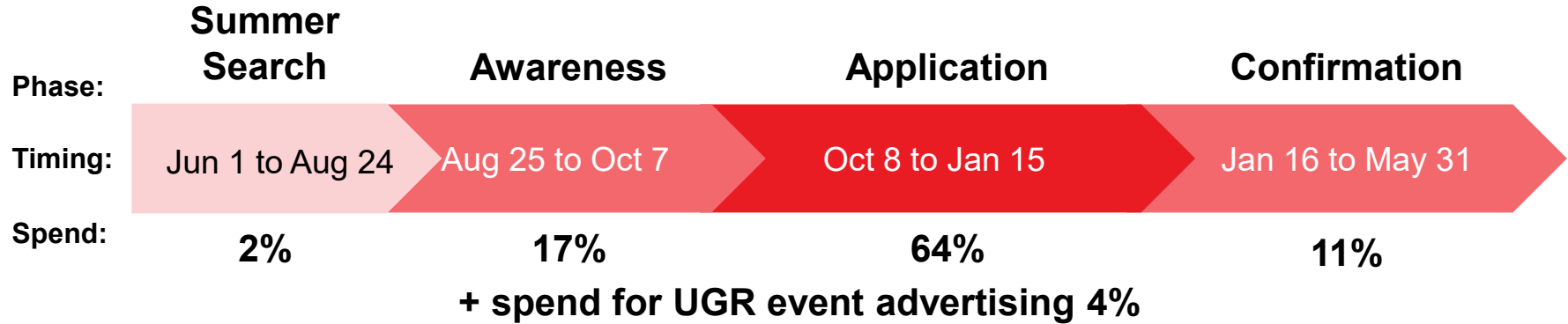
About our Prospects (Gen Z)

- Value authenticity, real people, genuine endorsements and brands that live their values+
- Data native - have grown up immersed in mobile digital technology/data
- Mostly ignore email; use social platforms for digital communication
- Expect 24/7 service and one-stop-shop information hubs
- Overwhelmed with/savvy in identifying marketing content
- Disengage from large volumes of information and need more directive and personalized ways to navigate campus resources
- Prefer indirect engagement and increasingly using AI for answers and info
 - At least 1 in 3 applicants apply without ever connecting with the university – this number will continue to grow *

2. Results from 2024-25

- Campaign Summary
- Data & Performance
- Application and Applicant Data

2024-25 Campaign Summary



- Target Geographic Market: Ontario
 - Large potential source of volume and market share to be gained in Ontario

Data & Performance vs. Previous 2 Years

Measure/KPI	2022-23	2023-24	2024-25*	Change from '23-24
Impressions	144,904,228	59,806,982	63,153,829	+5.6%
Clicks	561,290	2,799,297	1,775,630	-36.5%
CTR	0.4%	4.7%	2.8%	-1.9 points
CPC	\$1.07	\$0.19	\$0.30	+57.9%
Leads	not tracked	60,733	122,484	101.7%
CPL	not tracked	\$9.02	\$4.28	-52.5%

Based on data and research-driven findings, in 2024-25 campaign targeted campaign was improved, increasing lead generation

- The audience reached was much more likely to engage (click to get more info) with Carleton
- Customized landing pages further maximized lead generation

*Media spend not including Summer Search for fair comparison

Data & Performance by Geographic Region

- GTA: High investment, high impressions, high # clicks = Low CTR
- Rest of Ontario: CTR on par with Ottawa, and CPL was best overall – indicates potential opportunity for share growth other Ontario regions

Geo Target	Impressions	Clicks	CTR	Spend	CPC	CPM	Leads	CPL
GTA	17,194,140	321,466	1.9%	\$57	\$0.55	\$10.30	45,013	\$3.93
Ottawa region	6,960,501	255,721	3.7%	\$26	\$0.32	\$11.69	20,430	\$3.98
Rest of Ontario	8,385,443	253,576	3.0%	\$16	\$0.20	\$6.00	37,718	\$1.33

- ❖ Cost for 1st choice applicants from various areas vary dramatically (\$57 for Ottawa, \$205 for rest of Ontario, \$590 for GTA)

*Regional analysis is based on the Application phase when all geotargets were supported with a conversion (lead) objective allowing for fair KPI comparison

Applicant Data by Choice - Ottawa/East Ontario vs. GTA

Region	Apps	1st choice	% 1st choice	2nd choice	% 2nd choice	3rd choice	% 3rd choice	4th choice+	% 4 th choice
Ottawa/East	7195	2865	40%	1464	20%	1243	17%	1623	23%
GTA	5912	602	10%	563	10%	741	13%	4006	68%

- 60% of applicants from Ottawa/East select Carleton as 1st or 2nd choice
- 68% of applicants from GTA select Carleton as 4th or lower choice

Source: OIRP PowerBI report as of August 11, 2025 - filtered for OUAC Type "101"

Applicants and Confirmation by Region

Region	Applicants	Confirmations	% Conf / App
Ottawa/Eastern	8,661	2,954	34%
GTA	6,361	819	13%
Central Ontario	1,839	390	21%
Southwestern Ontario	578	123	21%
Northern Ontario	425	94	22%
Other Canada	1,746	339	19%
TOTAL	21,855	5,059	23%

- GTA confirmation lowest in Canada

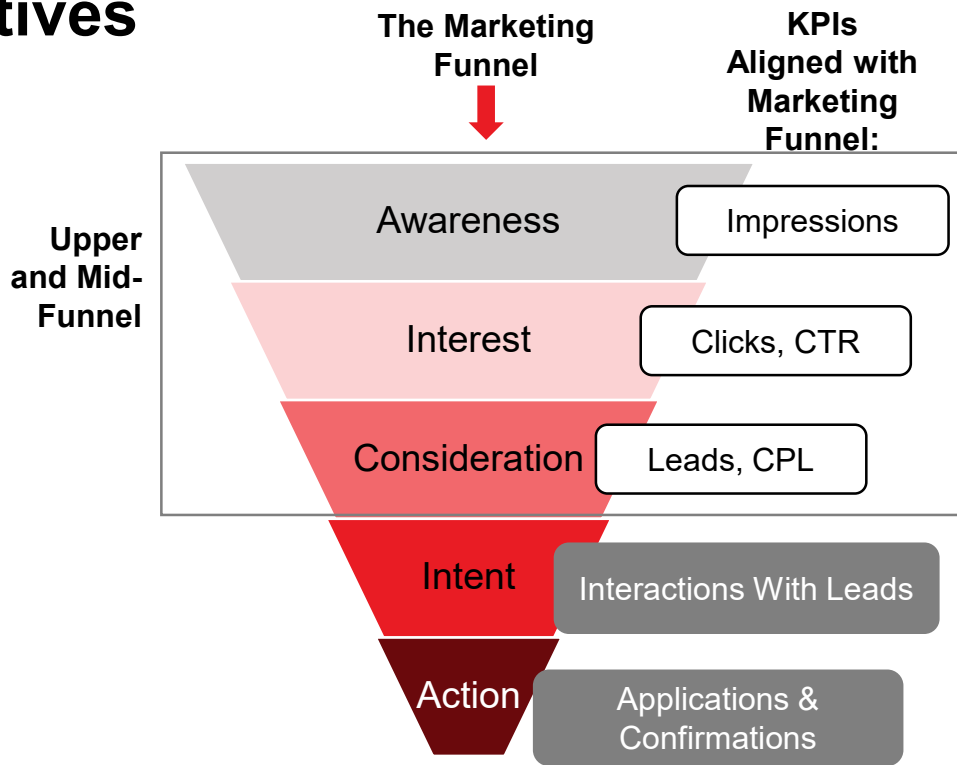
Data Source: OIRP PowerBI report as of August 15, 2025 - data filtered by region for OUAC Type "all"

3. 2025-26 UGR Marketing Strategy and Plan

2025-26 Campaign Objectives

As in 2024-25, our goal is to drive prospects to and through the **upper and mid-funnel**:

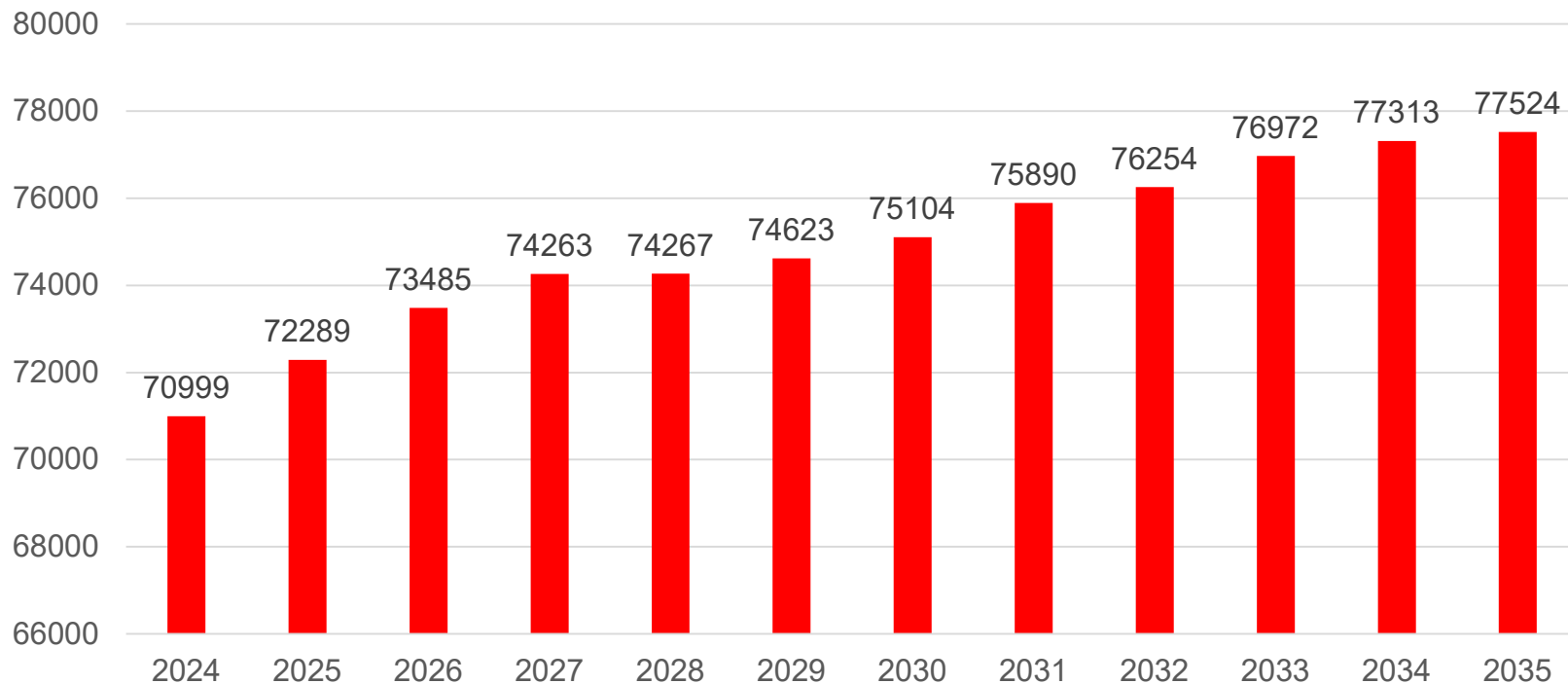
- Create/raise awareness of Carleton
- Drive action: visit event/web/view further ads
- Increase interest in and understanding of Carleton's strengths
- Develop interest a connection with Carleton
- Generate leads for and engagement with the UGR team
- Increase preference for Carleton, driving towards intent to apply



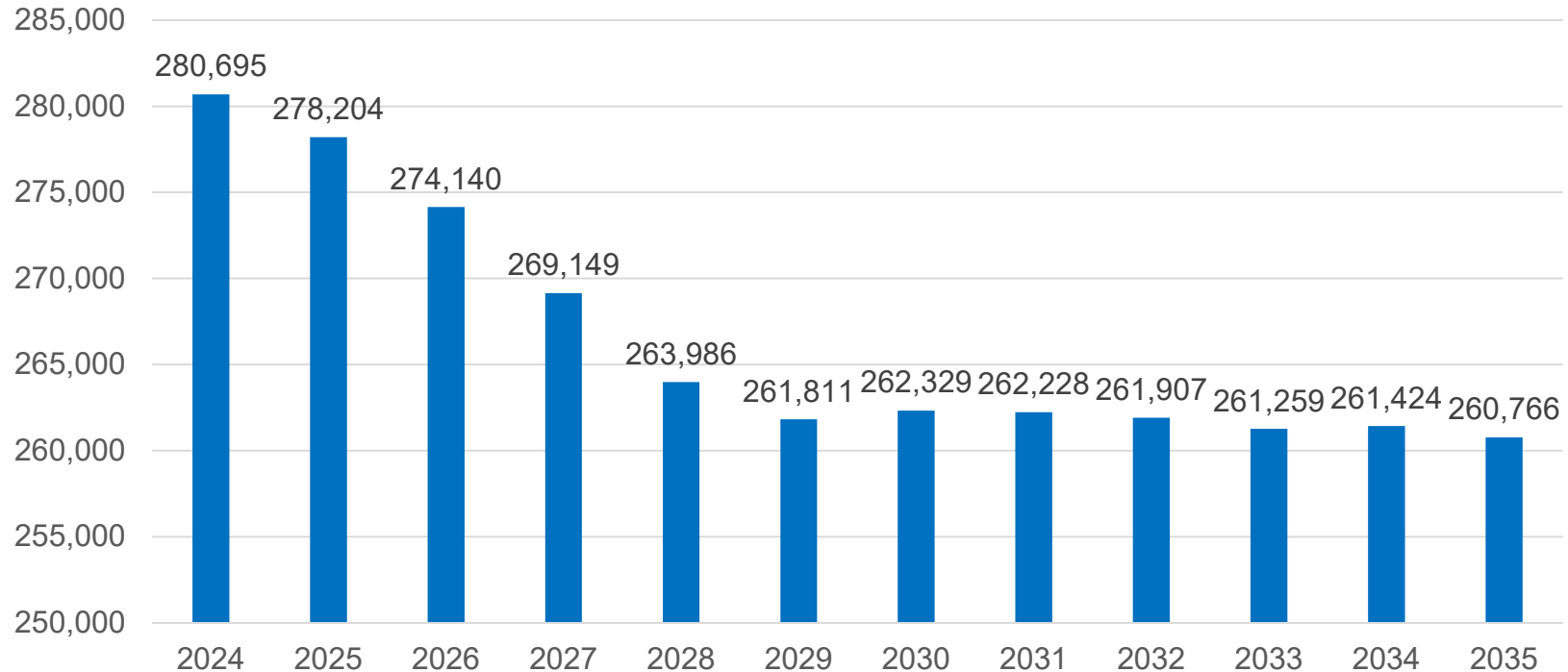
2025-26 Recommendations

1. Concentrate campaign on Application phase – Sep to Jan 15, 2026.
2. Narrow platform selection to most cost-effective top performers.
3. Omit GTA from the campaign. Rationale:
 - Applicant and demographics data indicate growing opportunity in Ottawa and Eastern Ontario
 - Several non-GTA municipalities performed well in 2024-25
 - Extremely high media competition drives up cost in GTA
 - GTA prospects have multiple, better known local university options
- Target Ottawa/East (see next slide) and top Ontario regions at municipality level

Eastern Ontario Projected Population (Age 17-19)

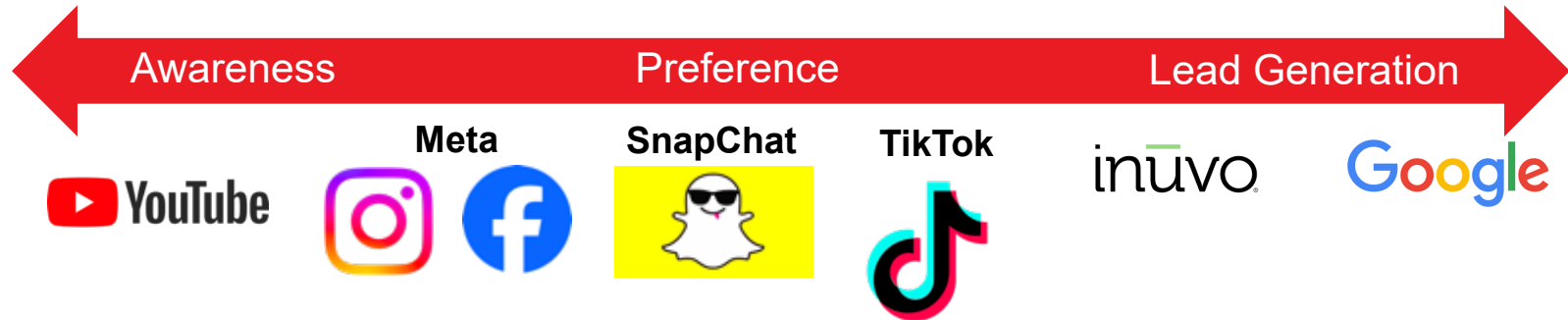


GTA Projected Population (Ages 17-19)



Platform Selection for 2025-26

- Narrower platform selection focused on most measurable, top performers from previous years to ensure maximum efficiency
- Combine best channels to drive awareness, preference and leads



Campaign Timing

- **Aug 25** – TikTok and Instagram boost program commences
- **Sep 2** – Google search budget increased from summer search level to application phase level
- **Sep 18** – (OAUC applications open) – full ad program launched
 - Includes support for Fall Open House prospects + parents on Oct 25, 2025
- **Jan 15** – campaign ends
 - Google Search continue at a reduced monthly base budget

Discussion

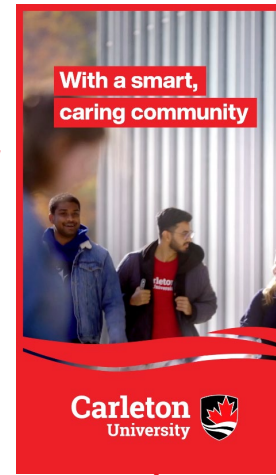
1. What stands out most in terms of the results and/or the strategy?
2. Are there any results here that surprised you, positively or negatively, based on what you've observed at Carleton?
3. Based on your experience at Carleton and what you've seen in past years, how does this approach align with where the university wants to go?
4. How do the results reflect Carleton's reputation and profile? What have you seen or heard that we should be paying attention to?

Appendix

Data/Performance Terms and Definitions

- **Key Performance Indicators (KPIs)** – measures of campaign success.
- **Impressions** = # of times an ad is displayed to an audience
- **Clicks** = # clicks on an ad
- **Cost per Click (CPC)** = advertising spend divided by # clicks on ad(s)
- **Click-Through Rate (CTR)** = % clicks divided by # of impressions

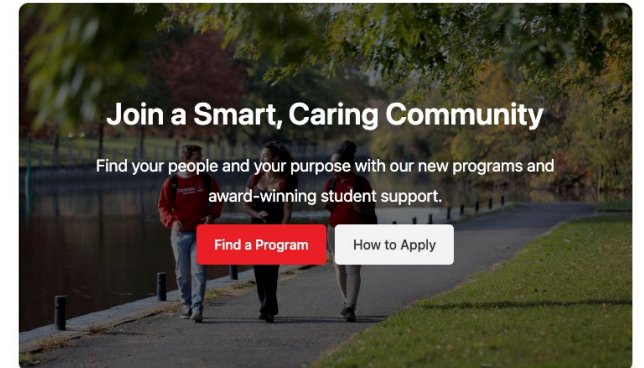
Sample
ads/
posts



clicks



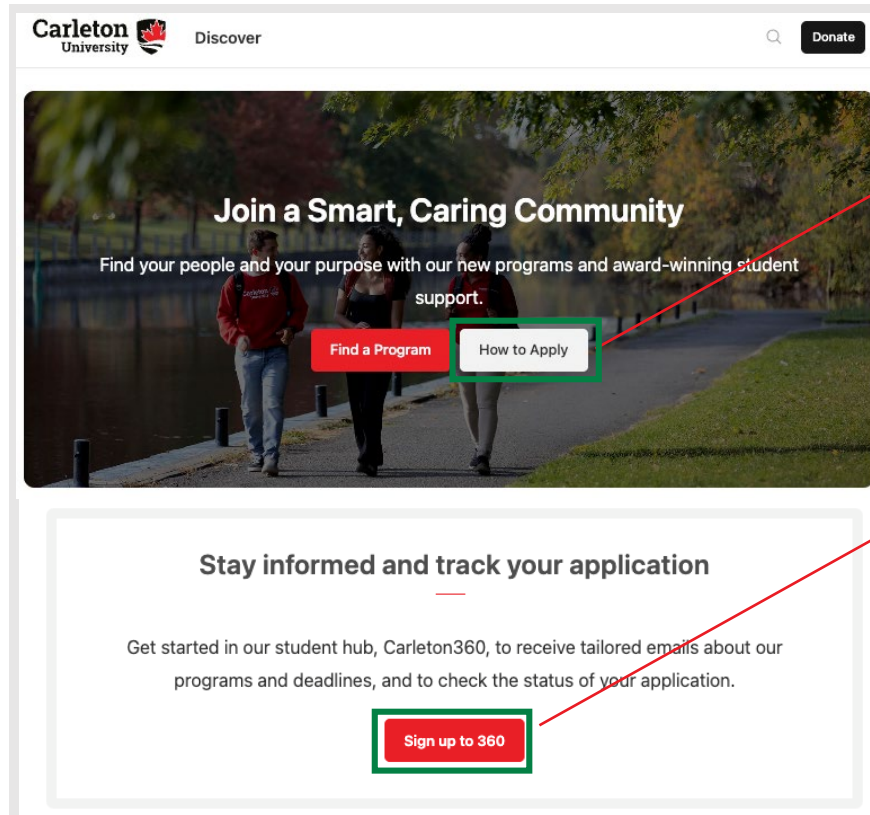
Landing
page



Data/Performance Terms and Definitions (continued)

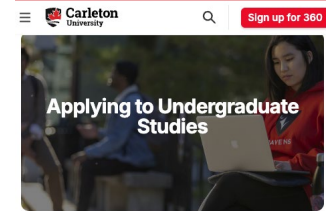
- **Leads** = Total clicks on “How to Apply” and “Sign Up to 360”
- **Cost per Lead (CPL)** = advertising spend divided by # of leads

Landing Page

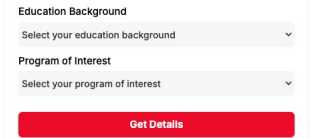


The screenshot shows the Carleton University landing page. At the top, there is a navigation bar with the Carleton University logo, the word "Discover", a search icon, and a "Donate" button. The main content area features a large image of three students walking on a path. Overlaid on this image is the text "Join a Smart, Caring Community" and "Find your people and your purpose with our new programs and award-winning student support." Below this text are two buttons: "Find a Program" and "How to Apply". The "How to Apply" button is highlighted with a green box. Below the main image, there is a section titled "Stay informed and track your application" with a sub-header "Get started in our student hub, Carleton360, to receive tailored emails about our programs and deadlines, and to check the status of your application." At the bottom of this section is a button labeled "Sign up to 360", which is also highlighted with a green box. Red arrows point from the "How to Apply" button and the "Sign up to 360" button to the right side of the image, indicating their relevance to the "Leads" definition.

Admission Site

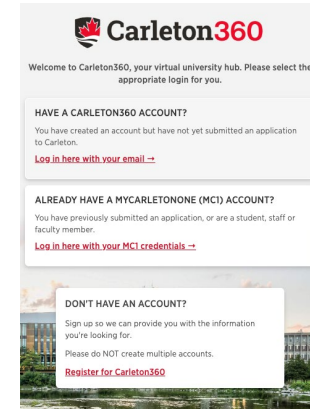


The screenshot shows the Carleton University admission site. At the top, there is a navigation bar with the Carleton University logo, a search icon, and a "Sign up for 360" button. The main content area features a large image of two students sitting at a desk. Overlaid on this image is the text "Applying to Undergraduate Studies".



The screenshot shows the Carleton 360 application form. It includes a section for "Education Background" with a dropdown menu to "Select your education background". Below this is a section for "Program of Interest" with a dropdown menu to "Select your program of interest". At the bottom of the form is a red button labeled "Get Details".

Carleton 360



The screenshot shows the Carleton 360 student hub. At the top, there is a navigation bar with the Carleton 360 logo. Below this is a section titled "Welcome to Carleton360, your virtual university hub. Please select the appropriate login for you." This section contains three options: "HAVE A CARLETON360 ACCOUNT?", "ALREADY HAVE A MYCARLETONONE (MCI) ACCOUNT?", and "DON'T HAVE AN ACCOUNT?". Each option has a brief description and a link to log in or register. The "DON'T HAVE AN ACCOUNT?" link is highlighted with a green box.

Department of University Advancement

2025-2026 Strategic Priorities for A&UR Engagement

September 2025

Overall Strategic Goals



**Lead Fundraising
Activities in Support of
Academic Mission**



**Foster and Strengthen
Alumni Engagement**



**Improve Systems and
Grow Carleton's
Advancement Capacity**

Lead Fundraising Activities in Support of Academic Mission



- Raise \$40M from individuals, foundations and corporations
- Emphasize the Principal Gifts portfolio (\$1M+ gifts) and partner with senior leaders to co-develop strategies for advancing our highest capacity relationships
- Develop Cases for Support with a focus on key funding priorities such as:
 - Inclusive Student Aid
 - Enriching Student Experiences
 - Path-Breaking Research and Innovation



Raise \$40M

- Engage alumni, proponents of education, private and public foundations, corporations and industry partners
- Lead strategic outreach and varying approaches based on capacity and audience behaviour
- Use a data driven, metrics-based approach, constantly testing and refining



Focus On Principal Gifts

- Identify and engage prospects with a capacity of \$500K and more
- Empower and support senior leadership to prioritize transformational gift pipeline development
- Align donor passions with core mission and established/emerging areas of strength
- Leverage holistic integrated partnership model in key industries e.g. banking institutions
- Be open to "Big Ideas" which lead to "Big Philanthropy"



Develop Fundraising Cases for Support

- Follow donor interests and do our best to align with university priorities
- Build consensus among campus partners on strategic priorities
- Focus on impact on our community, not our financial needs
- Tailor, tailor, tailor
- Our current focus: inclusive student aid, enriching student experiences, path-breaking research and innovation

Foster and Strengthen Alumni Engagement



- Increase Alumni engagement by 10%
- Continue to reinvigorate the Carleton University Alumni Association and key Chapters
- Build relationships with alumni abroad to strengthen ties, enable international fundraising and support mission sustainability e.g. recruitment
- Review our alumni storytelling, programming and services to ensure we are representative of our diverse audience

Sector-Wide Trends in Alumni and Community Engagement



Geographical barriers



Changing interest in both in-person and online events



Challenge of speaking to diverse audiences



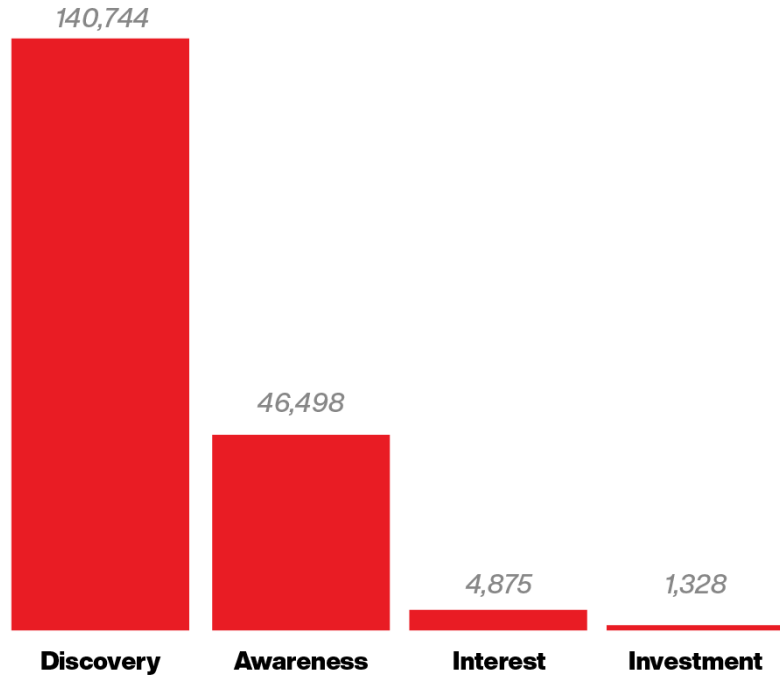
Decreased resources



Emphasis on metrics and data informed decision making



Difficulty in gathering and maintaining outreach data



Increase Alumni Engagement by 10%

- Strategic planning and engagement calendar
- Aligning with campus partners
- Tracking progress
- Knowing our audience
- Redefining volunteer roles

Metrics to Measure



**Volunteer-to-donor
conversion**



**Number of engaged
alumni**



**Number of first-time
gifts made by alumni**



**Event participation
(registration,
attendance)**



**Volunteer engagement
among alumni**



**Digital and social
engagement (follows,
clicks, likes, sentiment,
etc.)**



Philanthropic support



**Survey feedback and
sentiment**



Continue to Reinvigorate the Carleton University Alumni Association and Key Chapters

- Alumni Association is an extension of our small team of engagement officers
- Valuable partners, allied ambassadors
- Need to provide meaningful roles to maximize opportunity for both
- Chapter engagement is tied to international profile and expansion



Build Relationships with Alumni Abroad

- New cross campus collaborations and information sharing
- Improving data integrity in key markets
- Customized outreach and messaging
- Exploring new initiatives e.g. reception for graduating international students
- Recent examples include Rwanda, China and Qatar

Volunteer Opportunities – One size does not fit all

General

Traditional, Lower Impact

- Alumni Association Executive or Chapter lead
- Advisory role within a group
- Signatory on appeals
- Surveys
- General Mentorship
- Oral Archives
- Reunion Ambassadors

Targeted

Skills-based, Higher Impact

- Speaking engagements
- Industry-Segmented Professional Networking
- FutureFunder Champion
- Social Media Ambassadors (Next-Gen)
- Parent Connectors - Alumni speak with parents of admitted students (closing the gap)
- Corporate Alumni Chapters
- Advisory & Leadership Roles – advising on curricula, contributing to strategy, stewarding donors, making thank-you calls, hosting events
- One-time, short-term engagements with purpose



Alumni Spotlight

"Learning about how to solve things, implement things, how to push things forward and build a strong, engaged public service, those foundations were set here at this school. And I've been very fortunate for those opportunities and for the places I've gotten to go and the people I've met. But none of that would have happened without this school."

It does say a lot about this institution, this school and the university but it also says a lot about this country."

Arun Thangaraj

(MA/97)

Deputy Minister, Transport Canada
2025 Bissett Alumni Award Winner



Alumni Spotlights 🌟



Caroline Phillips (BJ/94) Co-authors *Ottawa Made*, a Collection of Untold Stories Behind Local Inventions

[Watch: Interview with Caroline Phillips](#)



Seventeen Carleton Alumni Elected to Canada's 45th Parliament

[Read More](#)



From Blocks to Blueprints: How Carleton Engineering Grad, Matt Holmes (BENG/23), is Shaping Cities with Minecraft

[Read More](#)



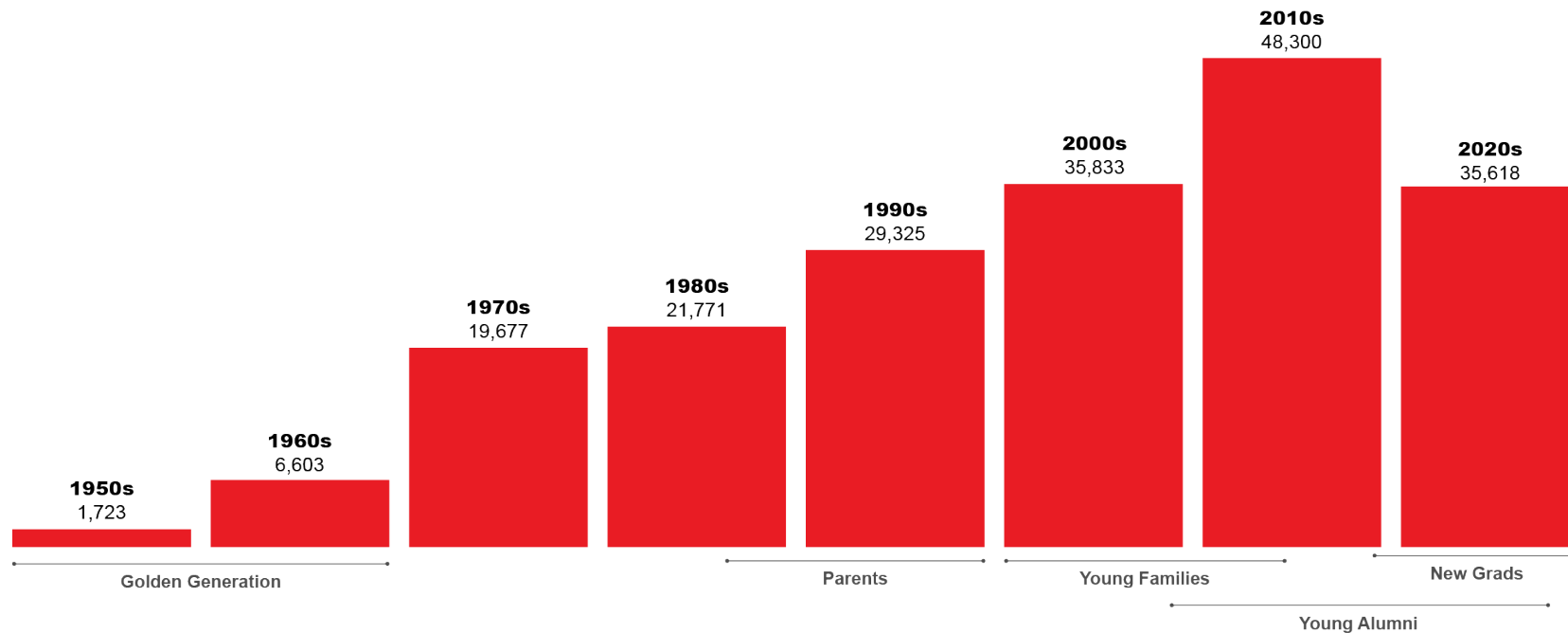
Sixty Years Strong: How Carleton's Commerce Class of '65 Turned Friendship into a Lasting Legacy

[Read More](#)

Review our Alumni Storytelling, Programming and Services

- Our cohorts of alumni have grown enormously in the last 20 years
- Mid-career alumni are our largest cohort with the GREATEST opportunity, but they are also the LEAST involved
- Alumni have to see themselves in our work and see value in staying in touch

Understanding Our Audience



Improve Systems and Grow Carleton's Advancement Capacity



- Expand campus collaboration through establishment of Advancement Strategy Advisory Committee — **Launching Oct 1**
- Deliver professional development workshop(s) for academic and senior leaders — **by end of Year**
- Review strategies for a (re)investment campaign to build Advancement operational capacity — **By April, 2026**
- Prepare for Public Phase of next Comprehensive Campaign — **April, 2026**

Looking Ahead – Jan A&UR



- Fundraising results to date
- Draft Case(s) for Support
- Alumni engagement stats
- Examples of international outreach
- Alumni Chapter engagement update
- Additional opportunities for the Board to engage

Resources

The logo for the Department of University Advancement features the words "Department of University Advancement" in a 3D, metallic, sans-serif font. The text is arranged in three lines, with "Department of" on the top line, "University" in the middle, and "Advancement" on the bottom line. The letters have a slight shadow, giving them a three-dimensional appearance as if they are floating or attached to a surface.

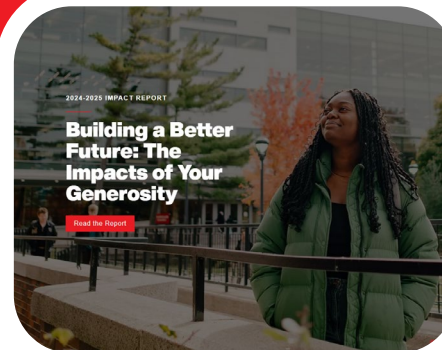
University Advancement

[Click here](#)



Alumni Association

[Click here](#)



2024-2025 Impact Report

[Click here](#)

Government Relations Update

Alastair Mullin

Director, Government Relations

September 15, 2015

Priorities 2025

- Monitor and advise on opportunities and risk
- Pro-actively coordinate response where required
- Focus on key projects such as:
 - Response to the provincial consultations
 - Support the aquatics facility
 - Work with the VPFO team on real estate development

Provincial engagement

- Hosted Minister Quinn on campus and at Ross Video
 - Coop students
 - Research collaboration
 - Industrial engagement



Governance and Funding Formula

- Focused on the governance and funding formula review.
- Province was not impressed by sector response on governance.
- Formula review is now their focus
 - WGU weights and values
 - Ask is for additional funds



Federal opportunities

- Engaged with local business associations on opportunities in defence





To:	Board of Governors	Date of Report: 9 September 2025
From:	Chair, Finance Committee	Date of Meeting: 2 October 2025
Subject:	2025-26 Operating Budget Update and Status of Reserves	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information and discussion only

3.0 EXECUTIVE SUMMARY

This 2025-26 operating budget update is provided to the Finance Committee to highlight changes in the operating environment that could have a material impact on the ability of the university to achieve its financial goals. The status of reserves, as well as the analysis around minimum reserve balances to be maintained, provides the committee with a summary of the reserves on hand to address budgetary needs, provide stability for economic uncertainties and support long-term strategic initiatives.

4.0 INPUT FROM OTHER SOURCES

The update is developed with tuition and grant information provided by the Office of Institutional Research and Planning (OIRP), and in consultation with units such as Facilities Management and Planning (FMP) and Student Awards on key expenditure items.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The review of key elements in the operating budget, as of mid-August 2025, indicate that an improvement of \$5 million against budget may result for the fiscal year 2025-26. This will reduce the \$23.4 million deficit approved in the opening budget to \$18.4 million.

- Overall tuition revenue is estimated to be \$6 million under budget.
- Domestic undergrad and graduate registrations are on track and material variances are not expected
- While international first-year intake is stronger than assumptions in the opening budget, international Masters' enrolments are challenged and account for the majority of the estimated \$6 million tuition shortfall.
- Investment income has been strong in the first quarter of the fiscal year and could exceed the \$23 million budget by \$10 million.

On the expenditure side, several minor variances have been identified at this time:

- Utilities are expected to exceed budget by \$1 million due to a spike in electricity rates
- The decrease in enrolment will result in \$0.7 million graduate support savings
- Infrastructure spending prioritization is expected to save \$1 million while a hiring pause and Position Review Committee should save another \$0.3 million.

While the above potential variances have been identified, management continues to monitor key revenue and expenditure budget elements closely, as we are very early in the academic year.

The 2025-26 operating budget was approved with a \$23.4 million shortfall of revenues against expenditures. The potential positive variance of \$5 million would result in a smaller draw on our reserves of \$18.4 million. Reserves are an integral part of the university's financial planning process, as these support long-term strategic initiatives and provide stability for economic uncertainties.

As of April 30, 2025, the university had \$386 million in internally restricted reserves, down from \$404 million the prior year. The following table provides the detail of the net \$18 million decrease in reserves.

Reserve	April 2025	April 2024	Change	Use of Funds
Strategic Contingency	40	46	(6)	Represents the \$10.7M required to balance 24/25 Operating budget (pg. 10 of Financial Report) less \$5M recouped from carry forwards of individual divisions and faculties
Carry Forward	45	55	(10)	\$5M contribution to strategic fund, plus additional spending for Nursing start-up costs; Teaching Assistants' support; investment in Engineering spaces
Investment Equalization	27	27	-	Contingency fund to offset investment losses relative to budgeted income
Pension Liability Reserve	69	69	-	Contingency fund for pension fund shortfalls identified through the valuation process
Approved Projects in-progress	32	35	(3)	Includes projects funded from the Board approved \$14M deferred maintenance allocation, as well as other operating-funded non-capital and IT projects.
Capital Reserve	49	50	(1)	Electric Boiler, Steacie flood remediation and transportation strategy costs, offset by savings on gateway project scope reduction.
Total Operating Reserves	262	282	(20)	
Ancillary Reserve	46	42	4	Strong revenues and higher residency occupancy, coupled with savings on P9 parking demolition; net surplus also includes \$1M contribution to operating fund
Research Initiatives	60	64	(4)	\$1M contribution to operating deficit + \$2.3M application of overhead funding applied to operating related to the Canadian Particle Astrophysics Research Centre (CPARC) project (Physics).
Future Commitments	18	16	2	Represents commitments to faculty professional development, a sinking fund for the debenture, as well as accumulated surpluses for entrepreneurial activities. Per the debt policy, the university contributes \$1.8M annually towards the sinking fund.
Total Reserves, April 2025	\$386	\$404	(\$ 18)	

Of the \$386 million in total reserves, \$134 million is fully available to offset future deficits, while another \$157 million is potentially available to assist. Current projections estimate that \$18 million of available reserves will be utilized for the operating fund, \$10 million of potentially available funds will be drawn on by ancillaries for the planned and approved internal funding of the new residence, and another \$10 million will be spent on projects

that are in progress. It is forecasted that at April 2026, total reserves will be in the \$348 million range, which will keep our liquidity and sustainability metrics well above the Ministry thresholds.

6.0 FINANCIAL IMPLICATIONS

As operating grants have been capped, and domestic tuition fees remain frozen after a 10% decrease in 2019-2020, meeting enrolment targets is key to our financial sustainability. The decline in international student revenue represents another persistent financial challenge for the post-secondary sector, and the university has reserves to address the revenue constraints in the short-term. In addition to initiatives coming out of our Mission Sustainability Task Force work, the university is undergoing a Ministry-mandated review with Deloitte. As these plans are formalized, this information will be included in revisions of the five-year planning framework to determine requirements for financial stability over the longer term.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This financial projection for the operating budget indicates that the university is likely to exceed its budget target for 2025-2026, thereby reducing the financial risks for the university as a whole. The availability of reserves to offset any negative variances, should they arise, and Carleton's conservative approach to budgeting also reduce financial risk. Carleton's management continues to work on strategies to reduce costs and grow revenues, thereby reducing the burden placed on university reserves.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The requirement to draw on reserves to balance the 2025-26 budget will have implications on the university's metrics within the province's Financial Sustainability Framework. This could lead to increased reporting requirements and oversight in decision making from the province. While not atypical of the current operating environment within the Ontario education sector, continued operating deficits could lead reputational implications for the university.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Operating Budget Update 2025-2026 and Status of Reserves Finance Committee

September 17, 2025

2025-26 Operating Budget Update

- Summer undergraduate tuition revenue was essentially on target, just \$0.2M below the \$17.1M budget
- Current domestic undergraduate and graduate registrations indicate we are tracking well against budget
- New international first year student intake is more positive than anticipated; however international Masters registrations are below budget, for an estimated \$6M tuition shortfall
- Investment income is expected to exceed \$23M budget; \$10M positive variance would be a reasonable estimate at this time

2025-26 Operating Budget Update

- Utilities estimated to exceed budget by \$1M due to a spike in our electricity rate
- Graduate scholarship savings estimated at \$0.7M
- Infrastructure spending prioritization to save \$1M
- Hiring pause and implementation of Position Review Committee estimated to save minimum of \$0.3M

2025-26 Operating Budget Update - \$M

	Opening Budget	Variance	Forecast
Tuition Fees	\$283.1	(\$6.0)	\$277.1
Government Grant	\$198.5	-	\$198.5
Investment, Other Income	\$ 47.6	\$ 10.0	\$ 57.6
Total Income	\$529.2	\$ 4.0	\$533.2
Salary and Benefits	\$421.7	(\$ 0.3)	\$421.4
Campus Infrastructure	\$ 67.2	-*	\$ 67.2
Student Support	\$ 41.1	(\$ 0.7)	\$ 40.4
Library, Other Expenses	\$ 22.6	-	\$ 22.6
Total Expenditures	\$552.6	(\$ 1.0)	\$ 551.6
Net Operating Deficit	(\$ 23.4)	\$ 5.0	(\$ 18.4)

* Includes \$1m negative variance on utilities, offset by \$1m savings in infrastructure spending

University Reserve Balances

- Like all universities, Carleton restricts the use of its unrestricted net assets for specific future uses
- Reserves, or appropriations, support long-term strategic initiatives and provide stability for economic uncertainties
- General appropriations on the audited financial statements (note 13) include unspent departmental budget carry-forwards, an investment income equalization fund, as well as a strategic contingency
- Other reserves relate to the activities that generated the surplus, such as ancillary, research or entrepreneurial operations

Status of Reserves

Reserves (\$M)	Total (@Apr'25)	Available	Potentially Available	Committed
Strategic Contingency	40	40	-	-
Carry Forward	45	45	-	-
Investment Equalization **	27	-	27	-
Pension Liability Reserve **	69	-	69	-
Capital Reserve	49	49	-	-
Ancillary Reserve	46	-	46	-
Research Initiatives	60	-	15	45
Future Commitments (Sinking fund, projects in progress, etc.)	50	-	-	50
Total Reserves, April 2025	\$386	\$134	\$157	\$95
Projected Results – Operating	(18)	(18)	-	-
– Ancillary	(10)	-	(10)	-
– Use of Reserves	(10)	-	-	(10)
Forecasted Reserves, April 2026	\$348	\$116	\$147	\$85

** Board approved



To:	Board of Governors	Date of Report: 3 September 2025
From:	Chair, Finance Committee	Date of Meeting: 2 October 2025
Subject:	Update on 2025 Credit Rating	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only

3.0 EXECUTIVE SUMMARY

As part of the inaugural debenture issuance in 2021, a credit rating was performed by the Dominion Bond Rating Service (DBRS) Morningstar. At that time, the university received a rating of AA (low) which is investment grade. To put this rating in perspective, it is one level below the University of Toronto (AA), one level above Guelph (A high) and on par with the University of Ottawa.

The credit rating must be reviewed annually while the debenture is outstanding. DBRS performed this review in May and June 2025 and issued the attached press release.

The full report and the press release indicate the AA (low) rating was retained; however, the trend was changed to Negative from Stable. DBRS-Morningstar indicated that the Negative trend reflects the sustained deterioration in operating performance driven by the restrictive funding and tuition framework within the province of Ontario and the negative impact of federal immigration policy on international student enrolment. The overall credit rating was supported by the university's improving research profile, large expendable resources (reserves), and a manageable debt burden.

4.0 INPUT FROM OTHER SOURCES

DBRS-Morningstar uses financial, enrolment and other data to formulate its opinion. A meeting with senior university management, to discuss operational and financial plans, also forms a critical input to the process.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The credit rating is not only used by debenture investors, but is also of interest to government, financial institutions and the public at large. A positive credit rating is a leading indicator of financial health.

In late 2022, the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) released its University Financial Accountability Framework, with 8 core financial metrics, including a credit rating. A rating of AA (low) and above attracts the best score for this metric within this framework.

While most post-secondary institutions are constrained by the challenging funding and tuition framework, coupled with uncertainty around international enrolments, DBRS indicates that Carleton is relatively well positioned to withstand these pressures.

6.0 FINANCIAL IMPLICATIONS

There are no immediate direct financial implications of the credit rating review, however, maintaining a high rating will lead to favourable rates on future debt issues.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The annual review is a legal requirement of a debenture issue, and now one of the key metrics MCURES uses to assess the financial health of universities and whether an action plan is required. The main risk of the review consists of DBRS reaching an incorrect conclusion based on the data provided. This risk is mitigated by the meeting held between DBRS, selected university leadership and subject matter experts to address questions.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Achieving a favourable rating is positive for the university's reputation. Maintaining the initial rating, with a stable outlook, is of great importance to the reputation of the university as a lower credit rating and/or a nonstable outlook could have negative implications.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Morningstar DBRS Confirms Credit Ratings on Carleton University at AA (low), Changes Trends to Negative

UNIVERSITIES

DBRS Limited (Morningstar DBRS) confirmed both the Issuer Rating of Carleton University (Carleton or the University) and the credit rating on its Senior Unsecured Debentures at AA (low) and changed the trends to Negative from Stable.

KEY CREDIT RATING CONSIDERATIONS

The Negative trends reflect the sustained deterioration in operating performance with the University now anticipating continued deficits over the next five years driven by the restrictive funding and tuition framework and recent changes to federal immigration policy, which negatively affects international student enrolment. The credit ratings remain supported by Carleton's position as a leading comprehensive university in Canada with an improving research profile, large expendable resources, and a manageable debt burden. However, operating results will likely remain pressured over the medium term as the University seeks to bridge the structural operating budget deficits through a multiyear base budget adjustment and reserve drawdown strategy.

CREDIT RATING DRIVERS

In the absence of improvement in one or more financial risk assessment metrics, a credit ratings downgrade could occur over the next 12 to 18 months. Conversely, a restoration of the Stable trend would be dependent on Morningstar DBRS' increased confidence that the University will demonstrate a sustained improvement in one or more financial risk assessment factors.

A credit ratings upgrade is unlikely in the near term; however, an upgrade would be based on a combination of improved critical risk or financial risk assessment factors.

CREDIT RATING RATIONALE

For 2024-25, the University has indicated that the operating budget deficit is now expected to be \$10.7 million compared with the initial estimate of \$26.2 million. On a consolidated basis, the University anticipates a deficit of around \$23.0 million driven by one-time expenses related to a workforce adjustment strategy. For 2025-26, the University projects an operating budget deficit of \$23.4 million, largely driven by a softer outlook for international student intakes along with the continued freeze on domestic tuition. Carleton projects a 9.0% annual decline in international enrolments through 2029-30 as a result of the federally imposed student visa caps and related uncertainty, partly offset by domestic growth, resulting in a modest average total enrolment decline of 0.8% over the forecast period. Based on the forecast for declining international enrolment, the University has presented operating budget deficits in its multiyear budget forecast. A combination of base budget cuts and drawdown of existing reserves will be employed to help offset these projected shortfalls. Morningstar DBRS notes that these forecasts are based on conservative assumptions; if international enrolments exceed projections, operating deficits could be smaller over the forecast horizon. Morningstar DBRS also notes that the University budgets investment income conservatively, which leaves some room for outperformance if returns are favourable in any given year.

As at April 30, 2024, Carleton's long-term debt totalled \$257.7 million, or \$9,306 per FTE student, down from \$9,736 per FTE student in the prior year. In the absence of material new issuance and as debt amortizes, Morningstar DBRS projects that debt per

FTE will decline to less than \$9,000 by 2027-28, slightly slower compared with prior expectations.

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE CONSIDERATIONS

There were no Environmental/Social/Governance factors that had a significant or relevant effect on the credit analysis.

A description of how Morningstar DBRS considers ESG factors within the Morningstar DBRS analytical framework can be found in the Morningstar DBRS Criteria: Approach to Environmental, Social, and Governance Factors in Credit Ratings (May 16, 2025)

<https://dbrs.morningstar.com/research/454196>

CRITICAL RISK ASSESSMENT FACTORS (CRFs) AND FINANCIAL RISK ASSESSMENT (FRA)

(A) Weighting of CRFs

In the analysis of Carleton University, the CRFs are considered in the order of importance contemplated in the methodology.

(B) Weighting of FRA Factors

In the analysis of Carleton University, the FRA factors are considered in the order of importance contemplated in the methodology.

(C) Weighting of the CRFs and the FRA factors

In the analysis of Carleton University, the CRFs carries greater weight than the FRA factors.

Notes:

All figures are in Canadian dollars unless otherwise noted.

Morningstar DBRS applied the following principal methodology:

Rating Public Universities (May 5, 2025)

<https://dbrs.morningstar.com/research/453421>

Morningstar DBRS credit ratings may use one or more sections of the Morningstar DBRS Global Corporate Criteria (February 3, 2025; <https://dbrs.morningstar.com/research/447186>) which covers, for example, topics such as holding companies and parent/subsidiary relationships, guarantees, recovery, and common adjustments to financial ratios.

The following methodology has also been applied:

Morningstar DBRS Criteria: Approach to Environmental, Social, and Governance Factors in Credit Ratings (May 16, 2025)

<https://dbrs.morningstar.com/research/454196>

The credit rating methodologies used in the analysis of this transaction can be found at: <https://dbrs.morningstar.com/about/methodologies>.

A description of how Morningstar DBRS analyzes corporate finance transactions and how the methodologies are collectively applied can be found at: <https://dbrs.morningstar.com/research/431153>.

The related regulatory disclosures pursuant to the National Instrument 25-101 Designated Rating Organizations are hereby incorporated by reference and can be found by clicking on the link under Related Documents or by contacting us at info-DBRS@morningstar.com.

The credit rating was initiated at the request of the rated entity.

The rated entity or its related entities did participate in the credit rating process for this credit rating action.

Morningstar DBRS had access to the accounts, management, and other relevant internal documents of the rated entity or its related entities in connection with this credit rating action.

This is a solicited credit rating.

For more information on Morningstar DBRS' policy regarding the solicitation status of credit ratings, please refer to the Credit Ratings Global Policy, which can be found in the Morningstar DBRS Understanding Ratings section of the website: <https://dbrs.morningstar.com/understanding-ratings>

The conditions that lead to the assignment of a Negative or Positive trend are generally resolved within a 12-month period. Morningstar DBRS trends and credit ratings are under regular surveillance.

Information regarding Morningstar DBRS credit ratings, including definitions, policies, and methodologies, is available on <https://dbrs.morningstar.com> or contact us at info-DBRS@morningstar.com.

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Ratings

Carleton University

Date Issued	Debt Rated	Action	Rating	Trend	Attributes
19-Jun-25	Issuer Rating	Confirmed	AA (low)	Stb	CA
19-Jun-25	Issuer Rating	Trend Change	AA (low)	Neg	CA
19-Jun-25	Senior Unsecured Debentures	Confirmed	AA (low)	Stb	CA
19-Jun-25	Senior Unsecured Debentures	Trend Change	AA (low)	Neg	CA

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To:	Board of Governors	Date of Report: 3 September 2025
From:	Chair, Finance Committee	Date of Meeting: 2 October 2025
Subject:	Status Update on the University Financial Accountability Framework & Action Plan	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information purposes only

3.0 EXECUTIVE SUMMARY

In response to the Auditor General's Special Report on Laurentian University, the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) developed a financial sustainability framework to assist in its oversight of post-secondary institutions. In addition to an external credit rating, there are eight financial metrics looking at the liquidity, sustainability and financial performance of an institution, all sourced from the audited financial statements. Each metric has thresholds that indicate whether no action is required, or a low, medium or high action plan is required.

In March 2025, the Ministry informed the university that we had been ranked Medium Action for a second year, based on our financial data from the 2023-2024 financial statements. This is due to at least one medium category action and no high category actions. Carleton has healthy metrics, requiring no action, in the Liquidity, Sustainability and Credit Rating categories. However, in the Performance category, which looks specifically at the net results and cash flows from operations, Carleton's 2023-2024 category score called for Medium Action, which requires an annual report back to MCURES, including an explanation of the results and an internally developed recovery plan to improve the metric.

Since the initial report back to the MCURES in April 2025, the university has embarked on a Ministry-funded third-party review. This Efficiency and Accountability review will focus on five key areas, as outlined by the Ministry, namely:

1. Governance, administrative and student services
2. Academic programming
3. Physical assets and facilities
4. Collaborative procurement opportunities
5. Revenue-generating opportunities

Prior to the initiation of the EAF review and to avoid duplication of work, the university has focused its efforts on improving its Performance metric through our Mission Sustainability Framework, which includes revenue win-back strategies, cost containment measures, academic cost and quality analysis and evidence-based approaches to organizational excellence.

As labour represents the single largest expenditure for the university, aligning our workforce with the current level of funding is seen as one of the most effective ways to improve financial stability through cost containment. In addition to the Voluntary Retirement Incentive Program (VRIP) and contract instructor reviews

introduced in the last fiscal year, saving \$10 million and \$6 million respectively, the university has initiated a Position Review Committee (PRC) which has paused most hiring on campus, with the exception of critical hires. The leadership of the institution has also undertaken a critical look at all position growth in the last 10 to 12 years and will be making workforce adjustments in the coming months to align resources with our core mission deliverables. Refer to Appendix A – Workforce Review that reports the context and drivers of this exercise.

Capital and infrastructure spend is another area of focus for the university in the coming year. With the recent announcement of \$6.3 million in Facilities Renewal Program (FRP) funding, the university will utilize this grant to fund planned expenditures against the university's annual deferred maintenance operating budget.

With respect to revenue “win-back” strategies, the university has implemented a Strategic Enrolment Management (SEM) committee to develop and oversee a robust multi-year enrolment plan, is researching real estate opportunities and additional tenants for under-utilized campus space, and will undertake a fee review and alignment to ensure they are appropriate for the services provided.

Academic cost and quality initiatives represent a critical, yet complex, component of the university's strategy to restore financial sustainability. To enhance understanding of program-level financial performance, a new program costing model is currently under development. This model will support informed discussions regarding the review, simplification, or reduction of academic offerings and their associated delivery costs. Additionally, it will serve as a resource to support submissions to Senate should program modifications or closures be proposed. In addition to programmatic considerations, the university has already implemented measures to rationalize contract instructor expenditures. This resulted in a savings of over \$5 million in the prior fiscal year, growing to nearly \$7 million in the 2025-2026 fiscal year.

The university is also revising the governance and budget development processes to improve the integration of operating, ancillary and capital budgets. This will enable the university to engage in better scenario planning, prioritize spending and make it easier for stakeholders to understand the inter-relationships between the major activities of the university. A financial modelling tool and process is under development to support these objectives.

The results of these measures will take time to work their way through the Financial Accountability Framework and will likely see Performance metrics soften before they improve. While the 2024-2025 financial results show a smaller deficit than the prior year, it is expected that a weakening Net Operating Revenue metric will move the university into the high action category.

4.0 INPUT FROM OTHER SOURCES

The framework was developed by MCURES, with input from the Council of Ontario Universities (COU). The update on the recovery plan was developed as part of the university's planning process, led by the Office of the Provost, the Vice-President (Finance and Administration) and Financial Services.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

As part of Carleton's fiduciary responsibility to its funders, employees and students, it has a responsibility to demonstrate that it manages its resources in a responsible and transparent manner. In addition to publicly available audited financial statements, published supplementary information such as financial metrics are common amongst many universities, including Carleton.

Based on the nine components of the framework, the university's overall score called for a medium action plan when assessed in March 2025, based on our 2023-2024 financial statements. Despite an improvement in financial results for 2024-2025, the next formal assessment will likely result in a high action plan due to the Net Operating Revenue ratio falling below the 2 per cent threshold for a high action rating.

		CARLETON (2024 Confirmed)		CARLETON (2025 Projected)	
		Metric Score	Category Score	Metric Score	Category Score
Liquidity	Primary Reserve Days	0		0	
	Working Capital	0	0	0	0
Sustainability	Viability	0		0	
	Debt	0		0	
	Debt to Revenue	0		0	
	Interest Burden	0	0	0	0
Performance	Surplus(Deficit)	2		2	
	Net Oper Revenues	1	1.5	2	2
Credit Rating		AA(low)		AA(low)	
Data Driven Action Plan		Medium		High	

The incentive payments related to the VRIP directly impacted both Performance metrics and without these additional expenditures, the category rating would have remained at the medium level. Going forward, the salary savings from this and other measures will improve the Performance metric and the university's overall action rating.

6.0 FINANCIAL IMPLICATIONS

There are no direct financial implications with this update.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The university Financial Accounting Framework formalizes the sector's long-standing practice of measuring financial health through metrics. These metrics, and the thresholds established, are aimed at identifying where potential financial risks reside and highlighting areas that may need special focus. The university complies annually with the submission of these metrics. Review of these metrics by the Finance Committee of the Board of Governors is a component of its role in overseeing the financial performance of the university.

The university administration has begun to identify "High Priority and Mission Critical Projects" that are those initiatives essential to the university's ability to deliver on its academic mission, safeguard its financial sustainability, and manage material risks. These projects represent undertakings that, if not advanced within the next three to five years, would significantly compromise the institution's operations, compliance, reputation or long-term viability.

A project would be classified as High Priority / Mission Critical if it meets one or more of the following:

- **Strategic Alignment** – Directly supports the university's mission and aligns with the Strategic Integrated Plan or Board-approved priorities.
- **Risk & Compliance** – Addresses urgent health, safety, regulatory, legal or enterprise risk requirements.
- **Financial Materiality** – Involves investment or potential impact exceeding **\$5 million** (approx. 0.7 per cent of annual operating budget) **or** has a direct, material effect on the operating budget, reserves, or debt capacity.
- **Operational Continuity** – Essential to the continued functioning of core infrastructure, systems, or services (e.g., ERP renewal, utilities, cyber security).
- **Reputation & Stakeholder Impact** – Failure to act would materially damage student experience, faculty/research capacity, government relations or external partnerships.
- **Time Sensitivity** – Requires initiation within the next three years to avoid escalating costs, service disruption or missed funding opportunities.

A preliminary list of High Priority / Mission Critical initiatives is provided in the attached slide deck presentation. This list will be updated and evolve over time as we monitor and adjust to our risk monitoring exercises.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Reputational risk relates to the potential negative news should any type of action plan be determined necessary for the university. Given the wide coverage of the fiscal challenges of the Ontario post-secondary sector, some media attention is being generated in these early years of its implementation. Careful consideration will be given to appropriate communications with the Ministry.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX A WORKFORCE REVIEW

Purpose

To provide the Board of Governors' Finance Committee with an update on the workforce review of professional services staff (excluding faculty), undertaken as part of the University's plan to address its structural deficit, and to outline the drivers, guiding principles, process, and anticipated impacts.

Context

The university is currently facing a structural operating deficit annually, with projections indicating continued shortfalls over the next several years if no corrective action is taken. This deficit is driven by a combination of:

- Stagnant revenues due to capped domestic tuition, competitive pressures on international enrolment, and stable government funding.
- Rising costs from negotiated salary increases, benefit costs, and inflationary pressures.
- Fixed cost structure where professional services staffing represents [X]% of the operating budget.

Addressing this structural deficit requires a balanced approach that includes both revenue generation and expenditure reductions.

Drivers of the Workforce Review

- Financial Sustainability – Reduce recurring expenditures to align with long-term revenue capacity.
- Operational Efficiency – Identify and eliminate duplication, streamline processes, and optimize structures.
- Strategic Alignment – Ensure resources are concentrated on activities that directly support the academic, research, and student experience missions.
- Benchmarking & Best Practices – Compare staffing levels and service models to peer institutions to identify right-sizing opportunities.
- Service Demand – Align workforce capacity with current and anticipated demand for services.

Key Considerations in Planning Reductions

- Mission Protection – Academic quality and student experience will be preserved as top priorities.
- Equity & Fairness – Transparent criteria for identifying positions, with an equity impact review to avoid disproportionate effects on underrepresented groups.
- Employee Support – Respectful treatment of affected employees, including redeployment opportunities, career transition support, and compliance with severance and notice provisions.
- Risk Management – Assessment of operational, reputational, and compliance risks with mitigation strategies in place.
- Legal & Labour Relations Compliance – Adherence to all collective agreements, employment laws, and consultation requirements.
- Change Management – Clear and timely communication to internal and external stakeholders to maintain trust and engagement.

Process Overview

- Analysis – Review of staffing data, workload metrics, service delivery models, and benchmarking.
- Criteria Application – Apply agreed criteria (alignment to mission, demand, efficiency gains, risk impact) to identify positions.
- Risk & Equity Review – Evaluate impacts and adjust recommendations to manage risks and uphold equity commitments.
- Consultation – Engage unions, leadership, and affected departments in compliance with agreements and law.
- Decision & Implementation – Implement reductions in a phased manner to manage disruption.

Financial Impact

- Estimated recurring savings will be determined in September and October.
- An investment will be required to implement some of the workforce adjustments and these values will be determined as implementation is planned.
- Savings will begin to be realized in the 2026-27 fiscal year.

Update on University Financial Accountability Framework and Action Plan

September 17, 2025

Board of Governors' Finance Committee

Recap of Financial Accountability Framework

- MCURES developed framework for all Ontario institutions, in consultation with COU
- Consists of nine components—a credit rating and eight financial metrics
- First implemented in 2023-2024 fiscal year, using 2022-2023 financial statement data
 - Medium action plan assessed
 - Initial action plan submitted Sept. 2024
- Second year assessment received March 2025 using 2023-2024 financial statement data
 - Medium action plan assessed
 - Progress report submitted April 2025
- To support the university's recovery efforts, the Ministry is providing \$500K from the Efficiency and Accountability Fund (EAF) to procure third-party consulting firm services
- This update focuses on the university's own initiatives, separate from those of the EAF review

Status Update

- Steps outside of EAF to improve metrics guided by our Mission Sustainability Framework:
 1. Revenue “Win-Back” strategies (Fees reviews and increases)
 - Enrolment strategies to focus on growing intake from Ottawa and GTA areas
 - Streamline recruitment and admissions processes
 - Fee review and alignment with services provided
 2. Academic cost/quality analysis
 - Contract instructor rationalization - \$6 million savings
 - Revisions to program costing model to inform decision making
 3. Evidence-based approach to organizational excellence
 - Workforce adjustment to align with 2014 staffing levels (current enrolments similar to 2014)
 4. Cost containment measures
 - VRIP - ~\$10 million in ongoing savings
 - Infrastructure spending containment - \$3 million+ savings
 - Position Review Committee (PRC) managing hiring pause

Status Update

Cost Containment Initiatives	Estimate of Annual Expense Reduction/Revenue Increase		Target
	Low	High	
Voluntary retirement	\$ 10,000,000	\$ 12,000,000	26/27
Scholarship review	\$ 1,000,000	\$ 1,500,000	26/27
Position Review Committee/Hiring pause	\$ 300,000	\$ 1,000,000	25/26
Infrastructure spending prioritization	\$1,000,000	\$1,500,000	25/26

Status Update

Revenue “Win-Back” Initiatives	Estimate of Annual Expense Reduction/Revenue Increase		Target
	Low	High	
Strategic enrolment—focus Ottawa and GTA intake for domestic and increase partnerships and scope of reach for international	\$ 500,000	\$ 2,000,000	25/26
Fee review and alignment	\$ 500,000	\$ 2,000,000	26/27
Real estate opportunities—external rentals	\$ 1,000,000	\$2,000,000	25/26 & 26/27

Status Update

Academic Cost/Quality Initiatives	Estimate of Annual Expense Reduction/Revenue Increase		Target
	Low	High	
Contract instructor review	\$ 5,000,000	\$ 7,000,000	24/25
Revise program costing model	TBD	TBD	26/27

Status Update

Evidence-Based Organizational Excellence Initiatives	Estimate of Annual Expense Reduction/Revenue Increase		Target
	Low	High	
Workforce adjustments	\$ 10,000,000	\$22,000,000	26/27
Integrated budgeting model	TBD	TBD	26/27 & 27/28

Medium Risk Action Plan: Timeline & Deliverables

MCU notified Carleton of its medium risk assessment	March 24, 2025	✓
Finance Committee presentation on 2024 Assessment Results	April 14, 2025	✓
Status update on 2023 Recovery Plan submitted to Ministry	April 21, 2025	✓
BoG Exec / Finance Committee engagement and updates in progress	Spring – Fall 2025	
BoG Finance Committee input on second annual Status Update on internal recovery plan	Winter 2026	

High Priority / Mission Critical Projects and Initiatives

- ERP Upgrade Project – estimated between \$30M and \$115M
 - Loeb Building Renewal – estimated at \$40.6M
 - Campus Avenue / P2 Sewer and Watermain Infrastructure Improvements – estimated at \$6.7M
 - Central Heating Plant (CHP) replacement of natural gas steam boiler with an electric boiler – estimated at \$4.2M
 - Regional Aquatics and Wellness Hub – estimate TBD
- Note: total Deferred Maintenance campus backlog valued at an estimated \$337M



To:	Board of Governors	Date of Report: 16 July 2025
From:	Chair, Building Program Committee	Date of Meeting: 2 October 2025
Subject:	Ongoing Capital Projects Status & Capital Renewal (Deferred Maintenance)	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

Projects totaling \$243,953,640 are currently underway with the value of work completed to July 15, 2025, totaling \$127,449,574. Forecasted expenditures will total \$109,644,315 as identified in the report.

The following updates are of note since the last meeting of the Building Program Committee:

- Rideau House has officially opened, enhancing on-campus housing capacity and supporting the student experience
- A consultant has been awarded the contract for design and engineering services for the Central Heating Plan (CHP) Electric Boiler Project which Carleton is partnering with Environment and Climate Change Canada
- Project conclusion reports have been submitted for P9 Demolition and Teraanga Commons Dining Hall Expansion, both projects will close under budget

This report provides a status and budget update on the overall Capital Renewal (Deferred Maintenance), Facility Renewal Program (FRP), and Transportation Fund budgets.

4.0 INPUT FROM OTHER SOURCES

The ongoing Capital Project Status and Capital Renewal (Deferred Maintenance) Report is prepared by Facilities Management and Planning (FMP).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Capital Renewal and Deferred Maintenance project investments improve campus space and the built environment to facilitate collaboration, enhance the student experience, and support academic programming to align with the initiatives outlined in the [Strategic Integrated Plan](#):

- Share Knowledge, Shape the Future
- Serve Ottawa, Serve the World
- Strive for Wellness, Strive for Sustainability

Carleton's current three-year deferred maintenance backlog is \$337,000,000, and Facilities Condition Index (ratio of deferred maintenance to current replacement value (CRV) of the facility) is 12.16 per cent. Investing in deferred maintenance and capital renewal work is not only a financial necessity, but also a strategic decision that protects the university's mission, reputation and long-term viability.

The following provides an update of the significant projects and programs currently at various phases of development. *Indicates an update since the last report to the committee.

Major Capital Projects

- **New Student Residence (Rideau House)**

Start Date: February 2022 **Occupancy:** August 27, 2025

***Update:** Rideau House received occupancy on August 27, 2025, and officially opened its doors for the 2025/2026 school year. While the residence is now open and occupied, some areas remain under construction. Priority spaces were completed to ensure students could move in on schedule, with outstanding work focused on landscaping, the arcade, the 8th floor patio and the courtyard. FMP and Colliers are working with the Construction Manager on a schedule for the remaining items.

To date the Construction Manager Sullivan has received two delay-related claims:

- Modern Niagara (MNO): \$950,499.13 Delay Notice (April 9, 2025) – under review.
- C&M Electric: \$3,066,071 Extension of Time/Loss of Productivity Claim (July 7, 2025) – additional documentation requested before assessment.

Total potential delay claim exposure: \$4,016,570.13.

Sullivan is undertaking due diligence and contract reviews to evaluate entitlement and potential impacts from their perspective. Formal feedback will be provided to Carleton once reviews are complete.

In parallel, Carleton University has retained contract specialist Revay to independently review project schedules, delays and root causes. This engagement is intended to:

- Validate the accuracy of delay causes and sequence of events.
- Provide Carleton with an independent view of contractual risk exposure and the likelihood of potential litigation.
- Support the university in preparing a considered response strategy to any future claims advanced by Sullivan.

This proactive review will ensure Carleton has a clear, evidence-based understanding of delay attribution and legal exposure, positioning the university to manage risk and protect its interests effectively as the claims process advances.

Due to the points shared above, the total cost of the project will not be determined until later in the academic year. The current estimated total project cost is between \$103.5 million and \$108.5 million compared to the approved budget of \$106 million.

- **Loeb Building Envelope Remediation and Replacement**

Start Date: January 2022 **Completion:** 2027-2028

***Update:** The Board of Governors has approved the Project Implementation Report and Class A Estimate, with a maximum budget of \$40.6 million, including lobby upgrades funded by the Faculty of Public and Global Affairs. A Project Steering Committee has been established to govern the life cycle of the project. A Request for Supplier Qualification was completed, and three contractors have been shortlisted who will be invited to bid on the project. The tender documents were issued in September to the shortlisted contractors for pricing with a planned closing date in October.

- **Regional Aquatics Centre**

***Update**

Since the Board of Governors meeting in June 2025, university administration have taken deliberate steps to slow the project timeline to allow for a thorough exploration of alternative financing opportunities for the construction of the new aquatic sport centre. Over the summer, we finalized the remaining operational, governance, and construction principles for the project agreements. No significant issues were identified during this process.

In addition, we established a subcommittee which includes representatives from Carleton University and the City of Ottawa to begin developing a strategy focused on securing sponsorship (naming rights) and federal/provincial government funding support for the project. A key milestone in this work will be the upcoming Colliers report, expected in mid-September. This report will provide options to address the capital and operational funding requirements of the project. These options will be high-level opportunities to explore further as we pursue a business model that doesn't rely on significant subsidization.

Our conversations with the City of Ottawa regarding the adjusted timelines have been positive, and we are working collaboratively to develop the strategies for seeking alternative funding sources to support the construction phase. This Fall, we will reassess the life expectancy of the existing pool with the objective to extend beyond 2027.

We plan to keep the Executive committee updated on our progress as we develop our draft strategy and potential funding options.

- **Parking Garage (P9) Demolition**

Start Date: July 2023 **Project Completion:** Summer 2025

***Update:** The proximity of P9 to the Light Rail Transit (LRT) corridor required ongoing communication with the City of Ottawa, posing significant challenges to the project budget and schedule. Delays in obtaining agreements for construction and connection to an existing pathway postponed demolition, which began in mid-August 2024 and was completed in December 2024. Reinstatement to the site is underway, which includes sidewalk and pathway modifications along University Drive and between Pigiavik and the Maintenance Building, with the remaining site to

be turned over as greenspace for potential future developments as per the Campus Master Plan. The project will close under budget, and a project conclusion has been completed.

- **Paterson Hall Retrofit and Renewal**

Update: In March 2024 the project team was directed to put the consultant team on hold until further notice. Critical building replacement of the roof and the obsolete control system were completed through the 2024-2025 Facilities Renewal Program.

- **Teraanga Commons Dining Hall Expansion**

Construction Start Date: November 2023 **Construction Completion:** November 2024

***Update:** The three-phased expansion of the dining hall in Teraanga Commons began in November 2023 with the completion of construction and building occupancy achieved at the end of August 2024, ahead of student move-in. The new dining hall/kitchen reopened as scheduled. Minor HVAC deficiencies are ongoing and total project completion is anticipated for September 2025. The project will close under budget, and a project conclusion report has been completed.

Capital Renewal/Deferred Maintenance Projects 25/26 (alphabetical order)

- **Air Intake Grill Repair and Replacement Phase 2**

Construction Start Date: July 2025 **Completion Date:** November 2025

***Update:** This is Phase two of a two-year program based on the 2023 condition assessment that identified critical grill locations that require attention. Phase 2 commenced in July 2025 and included 17 locations. All work is to be complete by November 2025.

- **Central Heating Plant (CHP) Electric Boiler Replacement**

Start Date: November 2024 **Project Completion:** Late Winter 2027

***Update:** Carleton University has secured \$1.6 million in funding through Environment and Climate Change Canada and its Decarbonization Incentive Program (DIP) to support the replacement of a natural gas steam boiler with an electric boiler within Carleton's Central Heating Plant. The implementation of the electric boiler is expected to reduce Carleton's emissions by approx. 2,900 tonnes per year in 2030. Carleton's Procurement office led a Request for Proposal process to engage professional engineering services through the Ontario Education Collaborative Marketplace (OECM). A consultant has been awarded the contract and design is currently in progress. The project currently carries an overall budget of \$4.2 million.

- **Classroom Repairs and Improvements**

Start Date: June 2025 **Completion Date:** March 2026

***Update:** As part of ongoing efforts to enhance the student learning environment, this investment addresses deferred maintenance items identified in the yearly classroom audits. It aims to improve the functionality, aesthetics and comfort of classrooms, contributing to a better educational experience for students. Scope of work includes, but is not limited to, flooring replacement, ceiling replacement, lighting upgrades, painting, chalkboard replacement and furniture upholstery repairs in classroom and student study spaces.

- **Lighting Replacement Program 2025**

Start Date: August 2024 **Completion Date Control Upgrades:** Winter 2025

Completion Date Lighting Replacement: December 2025

***Update:** The next phase of the lighting replacement program includes Tory Building. The assessment of the quality and suitability of materials has been completed, and the audit is currently underway. The lighting replacement and control upgrades will result in expected financial and energy savings, as well as a reduction in greenhouse gas emissions and an improvement to the built environment. The lighting replacement program supports Carleton's goals as outlined in its [Energy Master Plan](#) and [Sustainability Plan](#). Previous completed buildings include MacOdrum Library, Richcraft Hall, and St. Patrick's Building.

- **Roof Replacement Program 25/26**

Start Date: June 2025 **Construction Completion Date:** October 2025

***Update:** As part of the 2025-2026 roof replacement program, the following projects are being implemented to enhance campus infrastructure, safety and long-term asset performance. The Nesbitt Building Roof Replacement and Richcraft Building skylight repairs and safety upgrades have been awarded and are on track for a Fall 2025 completion. These projects will improve building integrity, address safety concerns and reduce operational risks and maintenance costs.

The Maintenance Building roof replacement is currently in the design phase, with implementation planned for Summer 2026.

Status Updates of Ongoing Projects from prior years (in alphabetical order)

- **Bronson Substation Replacement**

Design Start: August 2023 **Completion:** TBD

***Update:** The Bronson Substation #1 switchgear has surpassed its expected service life, with several components either obsolete or nearing obsolescence, making replacement parts difficult or impossible to source. A feasibility study has been completed, and the project will proceed in phases over two fiscal years to minimize disruption to the Carleton community. Additional scope to include a dedicated de-humidification system to mitigate the environmental conditions within the space and protect the equipment has delayed the release of tender. The project timeline is dependent on equipment lead times and will be confirmed once the contractor has been selected and awarded the contract.

- **Campus Perimeter Security Upgrades**

Dunton Tower Start Date: August 2023 **Dunton Tower Project Completion:** Fall 2025

***Update:** The project aims to enhance perimeter security across campus by upgrading or replacing doors and frames, and installing card access systems, security cameras and barrier-free access enhancements. Herzberg, Azrieli Pavilion and Azrieli Theatre are complete. At Dunton Tower, the tunnel-level exits, second-level stairwell doors, curtain wall and vestibule have been replaced. The tunnel-level entrance doors require replacement to correct deficient work and is expected to take place during Fall Break to minimize impacts. The next buildings planned for implementation are Tory Building, Steacie Building and Southam Hall.

- **Campus Sanitary Sewer/Storm Sewer/Watermain Infrastructure Program (Year 3)**

Start Date: February 2024 **Project Completion:** TBD

***Update:** The next phase of the program (Year Three of Five) involves replacing the approximately 50-year-old watermain on Campus Avenue as well as some of the aging storm and sanitary sewers. With the watermain replacement, there is an opportunity to complete much needed road work simultaneously, which would result in cost savings. Options with costing were received for 1) Watermain replacement with minimal reinstatement and 2) Watermain replacement with extensive road work and landscape improvements; which will adhere to Outdoor Space Master Plan and Transportation Master Plan guidelines. Both options will be presented in the fall to Executives for a decision on which option to move forward with.

- **CTTC Mini-Substation Replacement**

Start Date: August 2024 **Completion Date:** Fall 2025

***Update:** The aging mini substation at CTTC Building has experienced recurring issues and failures. Replacement equipment has been ordered; however, it is subject to extended lead times, with delivery anticipated by late September 2025. Installation will be scheduled based on the confirmed delivery date and will require a full building shutdown of the CTTC Building for approximately 10 hours. Project completion is expected by Fall 2025.

- **Architecture Building - Elevator Modernization**

Start Date: August 2023 **Completion Date:** Winter 2026

***Update:** An architectural firm was awarded the Architecture Building Elevator Renewal Project in March 2024. The scope of the project includes the full modernization of the existing elevator system and the vertical extension of service to the 5th floor, significantly enhancing accessibility and compliance with accessibility standards. The project is currently in the design phase, with the construction tender anticipated for release in late September 2025. Construction is scheduled to begin in Spring 2026.

- **High-Voltage Condition Assessment and Five-Year Renewal Plan**

Start Date: February 2022 **Completion:** December 2025

***Update:** A consultant team was hired to assess the current infrastructure and develop a five-year renewal plan. Phase 1, covering 23 buildings in fall 2023, was completed with the deficiencies identified and ranked by risk. Carleton's internal team has begun addressing the high-risk issues. Phase 2 began in May 2025, and 20 of the 21 buildings have been completed. The findings from both phases will shape the five-year high voltage renewal plan.

- **National Wildlife Research Centre (NWRC) Pump Replacement**

Start Date: July 2024 **Project Completion:** August 2025

***Update:** To address the chronic flooding at the NWRC building's loading dock area, a new exterior pumping station was installed on the east side of the building. This measure aims to mitigate the flooding issues due to the building's proximity to the Rideau River flood zone and the increasing frequency of flood events. This pumping station is a two-pump system which is tied into the Carleton monitoring system (BAS). P14 parking lot was reinstated back to its original configuration in June 2025, and commissioning of the pump occurred in August 2025. The project is expected to close under budget.

- **Southam Hall HVAC Upgrades and Building Envelope Repairs**

Start Date: July 2023 **Construction Completion Date:** Summer 2026

***Update:** The Southam Hall HVAC Upgrades involves the replacement of the supply and return air fans for the existing air handling unit (AHU) in Southam Hall. The fans, which are approximately 60 years old, have exceeded their life expectancy and require replacement. A

Mechanical contractor was awarded the project in April 2025. The plan is to start construction in spring 2026 after winter term classes are complete and long lead time equipment is procured. This project will impact building occupants; therefore, to minimize disruptions, the project management team is working closely with Scheduling Services and building users to ensure clear and consistent communication throughout all phases of the work. The newly designed fan array will enhance system reliability and provide built-in redundancy, reducing potential downtime and simplifying future maintenance. In addition, the project scope includes water drainage improvements and architectural repairs, scheduled to take place this fall.

- **Steacie Building Supply Fan Replacement**

Start Date: August 2023 **Construction Completion Date:** Summer 2026

***Update:** The Steacie Building Supply Fan Replacement project aims to upgrade the HVAC system by replacing the original supply fans, which were installed in the early 1960s and have reached the end of their operational life. The upgrade will enhance energy efficiency and system reliability. A mechanical contractor was awarded the contract in April 2025. Long lead-time mechanical equipment has been ordered, and construction will begin spring 2026.

- **Tory Building Cooling System Upgrades/ Replacement**

Start Date: July 2023 **Completion Date:** TBD

***Update:** Upgrade of the cooling system centralized within the Tory Building. This chiller provides cooling for the following buildings: Tory Building, Nideyinàn, Architecture Building, Azrieli Pavilion and Azrieli Theatre. The goal of the project is to lower greenhouse gas (GHG) emissions, improve energy efficiency and reduce operations maintenance repairs and resources. Due to risks associated with equipment life expectancy and lead times, Carleton has pre-ordered an 800-ton chiller to replace the existing 1,000-ton unit, with delivery and installation planned for summer 2026. The chiller meets all Carleton's requirements and standards as well as meeting the requirement for the "Save on Energy Retrofit" application which returns an incentive of approximately \$239,736 to the project. The chiller has an approximately 25-week lead-time, and in the meantime the project team will be advancing design for the removal and replacement of the existing chiller and associated piping. The design of phase 1 will include future considerations to allow for the integration of future works. The generator replacement feasibility is still under review by the engineering team and will be completed separately from the chiller replacement

6.0 FINANCIAL IMPLICATIONS

Ongoing supply chain and trade resource challenges continue to affect project budgets and timelines. FMP and stakeholders are collaborating to identify mitigation strategies and select the most appropriate delivery method based on scope, complexity and schedule. Price escalation allowances are included in cost estimates for long-term and multi-year projects. Tariff uncertainties also present risks such as material cost increases, supply disruptions, delays and potential legal issues, each of which may further drive up project costs. A critical ongoing trend is the sustained year-on-year increase in non-residential construction costs. Year-over-year, these costs have increased by approximately 3.8 per cent to 4.3 per cent. Over the last five years, the cumulative jump in non-residential construction costs in Canada has exceeded 31 per cent.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The uncertainty of tariffs could pose a potential risk for our projects, impacting costs, supply chains, and project timelines. The university has been working with other peer institutions, the Ottawa

Construction Association and our consultants on ways to address and respond to the possible threats.

Other risks to construction projects include schedule delays, construction cost increases, supply chain risks, resource and trade availability, and unknown site conditions. These cost increases and supply chain risks are being managed through effective planning of projects well in advance, actively working with consultants and contractors to manage costs, specifying the preference for Canadian-supplied products as much as possible, and completing cost benefit analysis on pre-purchasing items with long lead times. Identifying alternative and separate price items as part of the bid submission provides Carleton with greater flexibility in awarding the contract, enabling a more strategic evaluation of cost options and project scope. Completing intrusive testing and inspections prior to construction mitigates risks related to unknown site conditions. The university mitigates its hazard and liability risk by providing an owner-controlled construction insurance program depending on the size of the project, and by including performance, labour and material bonds as a tender requirement.

Failure to invest in deferred maintenance and capital renewal initiatives pose significant operational, financial and reputational risks to the institution, including:

1. Asset Deterioration and Failure

Prolonged deferral leads to accelerated deterioration of critical building systems (e.g., roofs, HVAC, electrical), increasing the likelihood of unexpected failures, emergency repairs and potential service disruptions.

2. Health, Safety, and Compliance Risks

Aging infrastructure may fall out of compliance with current building codes, accessibility standards or health and safety regulations, exposing the university to legal liabilities and increased insurance premiums.

3. Disruption to Core Operations

System failures or emergency shutdowns can directly impact teaching, research and administrative functions, reducing productivity and potentially damaging institutional reputation.

4. Negative Impact on User Experience

Poorly maintained and out of date facilities can diminish the campus experience for students, faculty, staff and visitors, affecting recruitment, retention and stakeholder satisfaction.

5. Reduced Sustainability Performance

Deferred maintenance can hinder energy efficiency efforts, contribute to higher utility costs and undermine institutional sustainability goals and climate commitments.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The new capital projects, and capital renewal and deferred maintenance initiatives will play a role in attracting students, faculty, employees and the community to the university, and therefore enhance Carleton's reputation. Projects that reduce greenhouse gas emissions will display Carleton's sustainability leadership and commitment. Delays in completing capital projects could have a negative reputational impact with internal clients and potentially future students, as well as a negative financial impact on the university. Disruptions caused by construction work in occupied buildings and site infrastructure may have a negative impact on the campus community and student experience. To mitigate these risks, every effort is made to plan and schedule the work as effectively as possible.

Projects must remain adaptable to changing conditions, with a focus on maintaining clear communication with all stakeholders. Ongoing communications with the campus community and key stakeholders is embedded into the planning, and delivery of projects.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Carleton University
Major Capital Projects
Reporting at July 15, 2025**

Project	Funding Source	Budget	Expenditures at July 15/2025	Anticipated Expenditures to Come	(Over) Under Budget
Capital Renewal Prior Years (open)	University Operating Budget	43,937,908	21,343,514	22,594,394	0
Capital Renewal 2025/26	University Operating Budget	14,000,000	212,018	13,787,982	0
New Residence (Rideau House)	Housing-16M/Bond-80M/ Capital Reserve-10M	106,000,000	85,727,502	20,272,498	0
Aquatics Centre and Wellness Hub - Concept Design	Athletics-650,157K OVPFA-600K	1,250,157	1,230,325	19,832	0
TC-Dinning Hall Expansion	Dining Services	8,500,000	6,606,566	1,145,372	748,062
P9 - Decommissioning P9 Garage	Parking Services	8,000,000	2,285,909	1,295,500	4,418,591
CHP - New Electric Boiler	Capital Reserve-\$2,532,465 Grant-\$1,688,310	4,220,775	2,906	4,217,869	0

Project	Funding Source	Budget	Expenditures at July 15/2025	Anticipated Expenditures to Come	(Over) Under Budget
LA - Envelope Remediation and Replacement	Debenture \$40M/ Faculty of Public and Global Affairs-600K	40,600,000	1,594,846	39,005,154	0
PA - Building Retrofit and Renewal	Capital Reserve	1,123,000	275,933	847,067	0
Transportation Fund	Capital Reserve	10,000,000	8,148,335	158,567	1,440,475
Facilities Renewal Program 25/26	Grant pending-estimate only	6,321,800	21,720	6,300,080	0
TOTAL		243,953,640	127,449,574	109,644,315	6,607,128



To:	Board of Governors	Date of Report: 3 September 2025
From:	Chair, Finance Committee	Date of Meeting: 2 October 2025
Subject:	Investment Report for the Endowment	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

This investment report assists the Finance Committee of the Board in its oversight of the university's Endowment. The report focuses on the investment returns of the General Endowment, providing information about its asset mix and external investment managers. This report focuses on the performance of the General Endowment for the period ending June 30, 2025.

The primary objective of the General Endowment is to achieve returns that will allow annual distributions of 4% on a moving four-year average of the market value of the General Endowment, and a 1% administrative levy while preserving the real value in perpetuity. The four-year annualized return for the period was 6.6% net.

Carleton University General Endowment

Performance for periods ending June 30, 2025

	1 Yr	2 Yr	4 Yr	7 Yr	10 Yr
Gross Return ¹	14.5%	12.0%	6.8%	8.3%	8.0%
Benchmark Portfolio	15.4%	14.7%	8.8%	9.2%	7.9%
Value-Add ²	-0.9%	-2.7%	-2.0%	-0.9%	0.1%
Net Return	14.3%	11.7%	6.6%	8.1%	7.8%

¹Returns are presented using the Time-Weighted Rate of Return (TWR) methodology from our custodian bank.

²The value target in the SIP&P is 1.0% in excess of the Benchmark Portfolio gross of fees.

The return was shy of the Benchmark Portfolio because of the 47.5% Global Equities allocation in the General Endowment. The external investment manager (MFS) of this allocation underperformed the MSCI World Index due to an underweight position in mega-cap technology stocks and the United States. The investment manager remains on the Investment Committee's watchlist due to their underperformance. As a first step, the Investment Committee rebalanced \$90M within the Global Equity allocation to a new investment manager, CC&L Investment Management Ltd, on May 1, 2025. This investment manager was first hired within the Retirement Fund following a search process facilitated by Mercer in the second half of 2024. CC&L has outperformed its benchmark MSCI World since this hire.

The market value of the Total Endowment is \$434M up from \$383M year over year. This includes three small single-purpose endowments that have specific investment mandates and uses separate from the General Endowment, which is \$404M as of June 30, 2025.

In the fiscal year, the annual distribution from the Endowment was \$15.7M, providing \$4.3M for scholarships and awards, \$4.5M in bursaries and \$6.8M in support of other academic and student service initiatives that would otherwise be funded from operations.

4.0 INPUT FROM OTHER SOURCES

BNY Mellon is the independent performance measurement provider for the Endowment. Information from their report for the period ending June 30, 2025, was used in preparing this investment report.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Total Endowment is comprised of four subsidiary funds – the General Endowment and three smaller, single-manager funds: the Sprott Bursary, Jarislowsky Chair in Water and Global Health, and RBC Fossil Fuel Free (FFF) Global Equity Fund. The three single-manager funds are 7% of the Total Endowment.

The Student Investment Fund run by students in the Sprott School of Business also manages a small portfolio of \$3.0M.

Most donations to the university are invested in the General Endowment, which holds 93% of the combined assets.

The General Endowment is invested in the following asset mix, which was recently updated:

Asset Class	June 2023 SIP&P	Nov. 2024 SIP&P	June 2026 SIP&P
Cash and Short-Term	0%	0%	0%
Fixed Income	20%	15%	15%
Equities			
Canadian Equities	30%	17.5%	15%
Global Equities	35%	47.5%	45%
Total Equities	65%	65%	60%
Real Assets	15%	15%	15%
Private Equity	0%	5%	10%

The Investment Committee completed several asset mix changes related to the General Endowment since the Finance Committee's approval in November 2024:

- Rebalanced from Canadian Fixed Income and Canadian Equities to Global Equities.
- Allocated \$90M to [CC&L Q Global Equity](#) on May 1, 2025, and reduced MFS Global Equities by 50% due to underperformance.
- Allocating USD \$10M to the [National Data Center Fund](#) on September 30th, 2025, to increase Real Assets back to its 15% target.
- Began interviewing managers for the new private equity allocation.
- Welcomed [Duncan Burrill](#) to the Investment Committee.
- Completed the 2024 responsible investing report.

6.0 FINANCIAL IMPLICATIONS

The performance of the Endowment has an impact on the university's operating budget, most significantly in generating funds for student financial assistance. Annual distributions are made from the Endowment at a rate of 4% on a four-year moving average of the market value of the Endowment. A key objective of the Endowment's investment policy is to meet this expenditure rate and to preserve the real value of the Endowment's capital in perpetuity.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report assists the Finance Committee of the Board in its oversight of the Investment Committee for

the Endowment.

Major risks posed by the Endowment relate to the failure to generate enough returns to meet required financial commitments, the risk of not being managed in accordance with the SIP&P and Responsible Investing (“RI”) policy and the reputational risk if the first two risks are not appropriately managed.

The Investment Committee manages the Endowment per the SIP&P and RI policy. The Investment Committee’s Terms of Reference outline the governance processes followed by the Investment Committee. The Investment Committee is comprised of the Vice-President (Finance and Administration), the Associate Vice-President (Financial Services), the Executive Director (Pension Fund Management), a Dean (recommended by the President), a member of the Board of Governors and two or more external members who have expertise in the area of investments.

Financial risk largely rests with the possibility of capital market performance that results in negative performance of the portfolio. This risk is mitigated by diversifying the portfolio and requiring quality constraints on individual securities. In addition, the use of a four-year average for calculating distributions from the Endowment smooths peaks and troughs of investment returns and, thereby, of the annual distributions from the Endowment.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are some reputational implications that require a communications strategy as it relates to the investments.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Investment Report for the Endowment

Sept. 17, 2025

Governance of the Endowment

- The Endowment is overseen by an Investment Committee made up of the following participants:
 - Vice-President (Finance and Administration) – Chair, ex officio
 - Associate Vice-President (Financial Services) – ex officio
 - Executive Director (Pension Fund Management) – ex officio
 - A Governor appointed by the Board of Governors
 - A Dean appointed by the Finance Committee on the President's recommendation
 - Two or more external members
- The Investment Committee reports to the Finance Committee semi-annually.
- The Terms of Reference guide the Investment Committee's roles and responsibilities, the Statement of Investment Policies and Procedures (SIP&P) codifies the investment guidelines, and the Responsible Investment policy guides Environmental, Social and Governance (ESG) initiatives.

General Endowment Performance

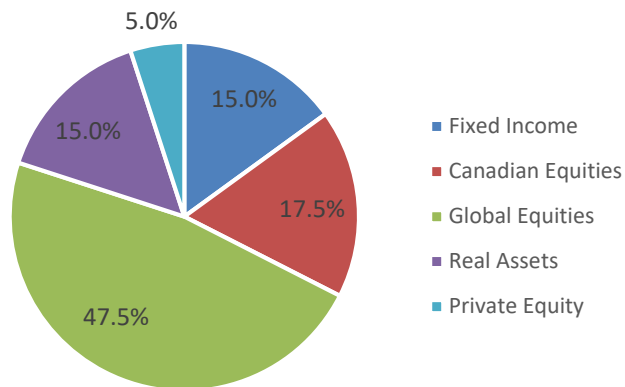
As of June 30, 2025	1 Yr	4 Yr	10 Yr
Total Return (Gross) ¹	14.5%	6.8%	8.0%
Benchmark Portfolio ²	15.4%	8.8%	7.9%
Value Add ³	-0.9%	-2.0%	0.1%
CAUBO Quartile Ranking N= 71	1 st Quartile	3 rd Quartile	1 st Quartile

¹Returns are presented using the Time-Weight Rate of Return (TWR) methodology from the Trustee (custodian bank).

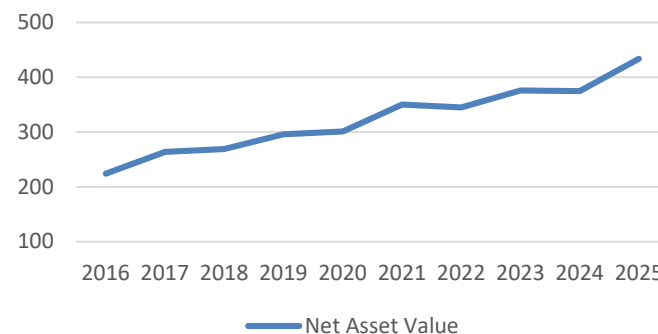
² Benchmark Portfolio is 15% FSTE CAD Bond Universe Index, 17.5% TSX index, 47.5% MSCI World, 15% CPI+4%, and 5% MSCI World 3-month lag.

³The value-add target in the SIP&P is 1.0% over the Benchmark Portfolio gross of fees.

SIP&P Target Asset Mix – General Endowment



Total Endowment Net Asset Value



Endowment Updates

- The Investment Committee conducted an asset mix review in Q2 2024 to improve the potential return of the General Endowment. The new asset mix was approved at the November 12, 2024, Finance Committee meeting.

Asset Class	June 2023 SIP&P	Nov 2024 SIP&P	June 2026 SIP&P
Fixed Income	20%	15%	15%
Canadian Equities	30%	17.5%	15%
Global Equities	35%	47.5%	45%
Real Assets	15%	15.0%	15%
Private Equity	-	5.0%	10%

Endowment Updates

- The following investment actions were taken since the new asset mix was approved:
 - Rebalanced from Canadian Fixed Income and Canadian Equities to Global Equities.
 - Allocated \$90M to [CC&L Q Global Equity](#) on May 1, and reduced MFS Global Equities by 50% due to underperformance.
 - Allocating USD \$10M to the [National Data Center Fund](#) on September 30 to increase Real Assets back to its 15% target.
 - Began interviewing managers for the new private equity allocation.
- The following qualitative updates are also noteworthy:
 - Welcomed [Duncan Burrill](#) to the Investment Committee. He is the current Chief Executive Officer of the CBC Pension Plan.
 - Completed the 2024 responsible investing report.



To:	Board of Governors	Date of Report: 18 September 2025
From:	Vice-President (Students and Enrolment)	Date of Meeting: 2 October 2025
Subject:	2024-2025 Annual Report on Sexual Violence	
Responsible Portfolio:	Vice-President (Students and Enrolment)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The Board of Governors approved the revised Carleton Sexual Violence Policy for a three-year period on June 4, 2025, following an extensive consultation and review process with the Carleton community. The Policy and related legislation require that an annual report be presented to the Board for information. The reporting period for this report is based on the academic year (May – April) beginning with May 2024 to April 2025. Comparable statistics from May 2023 to April 2024 have been provided in this report. From May 2024 to April 2025, the Carleton University Sexual Assault Support Centre (CUSASC) provided 71.25 hours of sexual violence prevention and response training to more than 1,475 members of the community. Between May 2024 and April 2025, there have been 125 disclosures seeking support services. Of the 125 disclosures, 7 cases proceeded to a formal investigation process as requested by the respective complainants. Of the 125 total disclosures, 84 are based on incidents that occurred within a year of the disclosure and 41 are considered to be based on historical incidents. Finally, Equity and Inclusive Communities continues to implement Honouring Each Other and a separate report on the various support, awareness campaigns and public education initiatives will be provided to the Board of Governors at its October 2, 2025 meeting.

4.0 INPUT FROM OTHER SOURCES

Equity and Inclusive Communities, Office of the Vice President (Students and Enrolment), Centre for Indigenous Support and Community Engagement, Health and Counselling Services, Department of Housing and Residence Life, Office of Student Affairs, Student Experience Office (SEO), Campus Safety Services, the Carleton University Students' Association (CUSA), Graduate Students' Association and the Gender and Sexuality Resource Centre have collaborated in the creation and delivery of prevention, education and awareness initiatives and communications. Annual Statistics have been collected by Equity and Inclusive Communities, Campus Safety Services and Housing and Residence Life.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Pursuant to Bill 132, the University is required to have a stand-alone sexual violence policy which is reviewed and approved every three years by the Board and is required to provide an annual report. The purpose of the Policy is to articulate Carleton University's commitment to a safe, supportive and healthy campus and to confirm its commitment to provide support to those members directly affected by sexual violence. As such, the Policy sets out the University's statement of values and commitments to address sexual violence; provides information about supports and services available at Carleton University and in the community; ensures follow-up once a report is made to the University and provides information about the University's process for responding to and addressing incidents and complaints of sexual violence.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with the review of this annual report.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Policy and annual report are required to meet the University's obligations under Bill 132 including in particular *the Ministry of Training, Colleges and Universities Act* and the *Occupational Health and Safety Act* with respect to sexual violence, sexual harassment and workplace sexual harassment. In addition, the Policy reinforces and enhances the Carleton University Statement on Conduct and Human Rights and related policies and procedures addressing sexual violence, sexual harassment and workplace sexual harassment. The annual report is designed to provide the Board of Governors with information relating to the prevention, education and awareness initiatives being undertaken at Carleton in addition to annual reporting statistics thereby assisting the Board to meet its risk oversight requirements. Failure to have sufficient initiatives to address sexual violence on campus could expose the University to significant safety, reputational and legal risk.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The Office of the Vice-President (Students and Enrolment), in collaboration with Equity and Inclusive Communities, has developed a multi-faceted communications strategy to highlight the University's commitment to sexual violence prevention and education. This strategy uses social media assets, mobile app notifications, student newsletters and website collateral to convey multiple key messages to the Carleton community about sexual violence prevention and support in addition to consent. The messaging ensures members of the Carleton community and survivors on campus are aware of the supports available, how to take action or access resources as a survivor and reinforces the commitment to prevention and consent as university values. The plan identifies optimal timeframes for relevant messaging to ensure prevention and education themes are present throughout the year. Information on Carleton's Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – continues to be posted on the Current Student website, in the Carleton360 Student Portal and the Carleton Mobile app as a supplement to other ongoing promotions. Electronic documents on Responding to Disclosures of Sexual Violence and Formally Reporting an Experience of Sexual Violence are available online. A complete review of these documents and the overall communications plan will be undertaken in the 2025-2026 academic year. Following the meeting of the Board of Governors, this annual report is published publicly on the Sexual Violence Policy website and is included in a Board of Governors update to the Carleton community. A copy of this report is also provided to the Minister. Failure to have sufficient initiatives to address sexual violence on campus could expose the University to significant reputational risk.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Carleton University 2024-2025 Report on Sexual Violence

Presented to the Board of Governors



Office of the Vice-President (Students and Enrolment)
Equity and Inclusive Communities
October 2, 2025

Content Warning

As a content warning, please note that this report discusses sexual violence. We understand that reviewing the report can trigger strong reactions and we encourage the community to [connect with various supports and resources](#).

Executive Summary

The Board of Governors approved the revised Carleton Sexual Violence Policy for a three-year period on June 4, 2025, following an extensive consultation and review process with the Carleton community. The Policy and related legislation require that an annual report be presented to the Board for information. The reporting period for this report is based on the academic year (May – April) beginning with May 2024 to April 2025. Comparable statistics from May 2023 to April 2024 have been provided in this report. From May 2024 to April 2025, the Carleton University Sexual Assault Support Centre (CUSASC) provided 71.25 hours of sexual violence prevention and response training to more than 1,475 members of the community. Between May 2024 and April 2025, there have been 125 disclosures seeking support services. Of the 125 disclosures, 7 cases proceeded to a formal investigation process as requested by the respective complainants. Of the 125 total disclosures, 84 are based on incidents that occurred within a year of the disclosure and 41 are considered to be based on historical incidents. Finally, Equity and Inclusive Communities continues to implement [Honouring Each Other](#) and a separate report on the various support, awareness campaigns and public education initiatives will be provided to the Board of Governors at its October 2, 2025 meeting.

Prevention, Education and Awareness Initiatives

From May 2024 to April 2025, multiple campus partnerships were continued in order to provide sexual violence education and awareness initiatives. Partners included:

- Centre for Indigenous Support and Community Engagement
- Office of the Vice President (Students and Enrolment) (OVPSE)
- Health and Counselling Services
- Department of Housing and Residence Life
- Office of Student Affairs
- Student Experience Office (SEO)
- Campus Safety Services
- Carleton University Students' Association (CUSA)
- Graduate Students Association (GSA)
- Gender and Sexuality Resource Centre

Carleton was also proud to partner with a number of organizations in the broader Ottawa community that seek to end gender-based violence in our city, including:

- Sexual Assault Support Centre of Ottawa
- Women's Initiatives for Safer Environments Ottawa (WISE)
- Ottawa Coalition to End Violence Against Women
- Planned Parenthood Ottawa
- Ontario University Sexual Violence Network
- Ottawa Post-Secondary Sexual Violence Network
- Ottawa Rape Crisis Centre
- Interval House of Ottawa
- Project Agape
- Women's Event Network Ottawa

Training Statistics and Highlights

From May 2024 to April 2025, the Carleton University Sexual Assault Support Centre (CUSAC) provided 71.25 hours of sexual violence prevention and response training to 1,475 members of the campus community. These trainings were a combination of online and in-person and were offered to staff, students and faculty members across all departments at Carleton University.

Some of the trainings offered to the Carleton community include:

- Responding to Disclosures of Sexual Violence
- Creating Consent Cultures on Campus
- Alcohol and Sexual Violence Prevention
- Sexual Violence Prevention Training
- Bystander Intervention Training

Communications

The Office of the Vice-President (Students and Enrolment), in collaboration with Equity and Inclusive Communities, has developed a multi-faceted communications strategy to highlight the University's commitment to sexual violence prevention and education. This strategy uses social media assets, mobile app notifications, student newsletters and website collateral to convey multiple key messages to the Carleton community about sexual violence prevention and support in addition to consent. The messaging ensures members of the Carleton community and survivors on campus are aware of the supports available, how to take action or access resources as a survivor and reinforces the commitment to prevention and consent as university values. The plan identifies optimal timeframes for relevant messaging to ensure prevention and education themes are present throughout the year.

Information on Carleton's Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – continues to be posted on the Current Student website, in the Carleton360 Student Portal and the Carleton Mobile app as a supplement to other ongoing promotions. Electronic documents on [Responding to Disclosures of Sexual Violence](#) and [Formally Reporting an Experience of Sexual Violence](#) are available online. A complete review of these documents and the overall communications plan will be undertaken in the 2025-2026 academic year.

Following the meeting of the Board of Governors, this annual report is [published publicly on the Sexual Violence Policy](#) website and is included in a Board of Governors update to the Carleton community. A copy of this report is also provided to the Minister.

Programming Updates and Awareness Programs

The following key awareness campaigns were held during the reporting year as part of Carleton University Sexual Assault Support Centre's (CUSASC) commitment to providing responsive programming to the Carleton community. Additional support, awareness campaigns and public education initiatives are highlighted in the 2025 Honouring Each Other Annual Report, which will be provided to the Board of Governors at its October 2, 2025 meeting.

Consent Awareness Week 2024

Equity and Inclusive Communities hosted Consent Awareness Week from September 16 to 20, 2024, a rebranded initiative replacing the #CUriousAboutConsent Campaign. Consent Awareness Week is a national campaign held annually across Canada during the third week of September, designated as being within the 'Red Zone', when post-secondary students are at higher risk of sexual violence. The week featured workshops, discussions and events that promoted consent as an everyday practice and focused on the prevention of sexual violence and bystander intervention. Highlights included We Believe You Day, trauma-informed yoga, an Instagram Live on tech-facilitated harm and more.

Sexual Assault Awareness Week 2025

Equity and Inclusive Communities, in collaboration with campus and community partners, hosted Sexual Assault Awareness Week from January 27 to January 31, 2025. The campaign aimed to spread awareness to the Carleton community about the impacts of sexual violence on campus while fostering a culture of care for survivors and promoting a campus-wide culture of consent. Events included a self-care day with the CUSA's Gender and Sexuality Resource Centre, a trauma-informed accessible self-defence workshop, a traditional teachings and grounding event for Indigenous students and more.

Annual Statistics

Carleton University continues to collect and report on statistics related to sexual violence through six broad categories as required by the Government of Ontario. These categories are sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

There have been 125 disclosures seeking support services based on these categories from May 2024 to April 2025. Of the 125 disclosures, 7 cases went to a formal investigation process as requested by the respective complainants. Of the 125 total disclosures, 84 are based on incidents that occurred within a year of the disclosure and 41 were based on historical incidents. Furthermore, 68 of the 125 involve a respondent who is a member of the Carleton community, and 48 incidents took place on campus.

The breakdown of disclosure statistics that are based on the six broad categories of sexual violence are as follows:

Table 1: Disclosure Statistics

Measure	May 2023 – April 2024	May 2024 – April 2025
Sexual Assault	72	87
Sexual Harassment	28	27
Stalking	2	4
Indecent Exposure	3	3
Voyeurism	0	0
Sexual Exploitation	4	4

We also collect statistics on consent education meetings as part of our alternative resolution work. In the reporting timeframe, Equity and Inclusive Communities provided seven sessions for consent education. Six of these sessions were voluntary, and one was mandated by the Sexual Violence Review Committee.

A comparison has been provided for reference to show the year-over-year comparison.

Table 2: Total Disclosures

Measure	May 2023 – April 2024	May 2024 – April 2025
Informal disclosures	101	118
Formal reports	8	7
Total	109	125

Table 3: Disclosure Breakdown

Measure	May 2023 – April 2024	May 2024 – April 2025
Recent cases	80	84
Carleton University Respondent	47	68
On-campus incidents	82	48
Consent education	9	7

Policy Review Process

After an extensive consultation and review of the Sexual Violence Policy, the revised Policy was approved by the Board of Governors at its meeting on June 4, 2025. The revised Policy incorporated a number of changes based on feedback from the Carleton community. As part of our commitment to a transparent review process, all feedback received throughout the consultation process has been made available on the [Sexual Violence Policy website](#). The Policy is scheduled for a mandatory review in 2028, and a holistic and transparent consultation process will occur in the 2027-2028 academic year.

Honouring Each Other: A blueprint for building consent cultures on campus, together

As part of the 2023–2026 strategy, Equity and Inclusive Communities committed to building a more cohesive and accessible approach to sexual violence prevention across the university. Key actions include supporting survivors from diverse backgrounds, strengthening partnerships in Ottawa’s community, as well as provincially with post-secondary institution partners and prioritizing intersectional approaches to programming. The previous Fall campaign, #CUriousAboutConsent, was rebranded to align with post-secondary partner institutions across Ontario, creating Consent Awareness Week. This introduced new programming specific for Black survivors of sexual violence and expanded partnerships with expert gender-based violence organizations like the Ottawa Coalition to End Violence Against Women.

A companion report on Honouring Each Other will be presented with more detail to the Board of Governors at its October 2, 2025, meeting.

What Has Been Learned

The academic year 2024-2025 has been highlighted by a number of impactful campaigns, education and supportive programming for survivors. As we look ahead to the 2025-2026 academic year, we recognize the importance of adapting and sustaining our existing programming to ensure that our limited resources are used strategically to create the greatest possible impact for the Carleton community. Based on feedback received through the Sexual Violence Policy consultation process, a collaborative review of communications, initiatives, processes, training and support will be undertaken over the academic year.



To:	Board of Governors	Date of Report: 18 September 2025
From:	Associate Vice-President (Equity and Inclusive Communities)	Date of Meeting: 2 October 2025
Subject:	2024-25 Annual Report - Honouring Each Other: Building Consent Cultures on Campus, Together	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The Department of Equity and Inclusive Communities has updated the *Honouring Each Other: Building Consent Cultures on Campus*, document to reflect new and evolving initiatives for the years 2023 to 2026. This update ensures that sexual violence prevention programming and education remain intersectional, innovative, and inclusive, while optimizing the use of limited resources. Every 90 days, Equity and Inclusive Communities (EIC), in partnership with the members of the Sexual Violence Prevention and Education Committee (SVPEC), will continue to review the strategy and update the workplan. Moving forward, the work plans for Honouring Each Other will correspond to the academic year rather than the calendar year.

Work plans were implemented from 2024 to 2025, with two tasks completed, one in development, and two in progress/ongoing. Three strategic goals have been completed, five are ongoing/continuing, one in development (see Appendices 1 and 2).

The strategic goals for 2024-25 focused on prevention and education that would be collaborative, and nationally-recognized through a connection to an existing campaign (Consent Awareness Week). The highlights of the current workplan include:

- Create an online consent education module
- Develop a storytelling-based men's program
- Continue and deepen intersectional work to align with EIC's EDI Action Plan and the commitments in the Scarborough Charter

We also continued much of the work that began in the first iteration of Honouring Each Other such as cross-city and cross-provincial collaborations, including #IBelieveYou Day and support groups through the Sexual Assault Support Centre of Ottawa.

Looking ahead to 2025-26, EIC's CUSASC will continue our community collaborations, offer innovative prevention and support programming, and evaluate our efforts from the last two years. The SVPEC will continue to drive these initiatives, aiming to foster a safer and more inclusive campus environment.

4.0 INPUT FROM OTHER SOURCES

The Honouring Each Other work plans throughout the year are continually reviewed and updated in response to community feedback.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

As part of the Sexual Violence Policy review process, and for the approval of that document in April 2019, the Board of Governors committed to the creation of a sexual violence strategy to further the goals of the Sexual Violence Policy. The objectives and strategies laid out in *Honouring Each Other: Building Consent Cultures on Campus, Together* are based on a timeline of approximately three years but are subject to continuous review and updating to meet with the best practices and current culture surrounding the prevention and education of sexual violence, as well as supporting survivors of sexual violence. The Board of Governors should be aware of the actions in the strategy, and additionally, we invite the participation of the members in the execution of the strategy's tactics.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with the review of this annual report.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The objectives and strategies laid out in *Honouring Each Other: Building Consent Cultures on Campus, Together* assist the university with meetings obligations under Bill 132 including in particular *the Ministry of Training, Colleges and Universities Act* and the *Occupational Health and Safety Act* with respect to sexual violence, sexual harassment, and workplace sexual harassment. Failure to have sufficient initiatives to address sexual violence on campus could expose the University to significant reputational and legal risk. The objectives and strategy that have been implemented help mitigate these risks.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Failure to have the initiatives to address sexual violence on campus outlined in this report could expose the University to significant reputational risk. To this end, EIC has worked with partners to create and build awareness of available resources; collaborated with groups on and off campus to bring education and awareness to community members; engaged in public education initiatives (e.g. Consent Awareness Week, Sexual Assault Awareness Week, Beyond Hashtags and Rainbow Washing: Allyship in Practice); and created a Brightspace module on consent and the Sexual Violence Policy for new students.

Additionally, a copy of the annual report is posted on the Department of Equity and Inclusive Communities website.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Honouring Each Other: Building Consent Cultures on Campus, Together 2024-25 Annual Report

May 1, 2024 – April 30, 2025

Prepared by the Department of Equity and Inclusive Communities in support of the Sexual Violence Policy and Carleton's commitments in the prevention and elimination of sexual violence

Executive Summary

This report covers the second year of implementation of the 2023-2026 *Honouring Each Other: Building Consent Cultures on Campus* strategy. During the 2024-25 year, the Department of Equity and Inclusive Communities focused on momentum and capacity-building through expanded prevention programming, strengthened community partnerships and increased supports for survivors.

Key initiatives included launching the inaugural Consent Awareness Week, organizing Sexual Assault Awareness Week in partnership with campus and community stakeholders, and expanding support programs such as survivor support groups and a collaborative healing workshop series. Over the course of the 2024-25 academic year, the Sexual Violence Prevention and Education Committee (SVPEC) provided recommendations during the Sexual Violence Policy renewal process, as well as supporting the strategic goals of the prevention strategy.

Background

Following the review of the University's *Sexual Violence Policy* in 2019, *Honouring Each Other* was created as a living document to provide responsive, adaptable and innovative strategies to build campus consent culture. The document provided a three-year overview of actions, campaigns and programming that was co-created by the campus community. Every 90 days, the Department of Equity and Inclusive Communities (EIC), in partnership with the members of the Sexual Violence Prevention and Education Committee (SVPEC), review the strategy and update the workplan to reflect the actions required for the next 90 days of work.

The strategy and workplan are available online at carleton.ca/equity.

2024-25 Strategic Goals

Our strategic goals for 2024-2025 included:

- Collaboration opportunities focused on bringing education and awareness to various community members
- Expand services to match intersectional needs, including more support groups for diverse lived identities
- Focus on proactive prevention and consent culture in campus programming

Year Two Progress: Momentum and Capacity-Building

Sexual Violence Prevention and Education Steering Committee (SVPEC)

Throughout the academic year, the SVPEC's priority was to develop a list of recommendations for the 2024-2025 *Sexual Violence Policy* review process in line with its mandate to foster a campus culture of consent. The committee worked diligently to provide feedback to ensure that the *Sexual Violence Policy* is survivor-centered, comprehensive and effectively addresses the evolving needs of the Carleton community.

The SVPEC is also responsible for updating the most recent iteration of the prevention strategy and approving the 90-day work plans before releasing them to the community.

Support Initiatives

Caring for Myself, A Workshop Series on Healing and Community

In partnership with the Sexual Assault Support Centre of Ottawa, EIC organized a three-part workshop series focused on healing and building community. The first session was a facilitated discussion on boundary setting, self-preservation and care, creating space to connect and nurture oneself within a supportive environment. The second session invited participants to process the impact of femicide through community action and healing, using quilt-making and shared reflection to channel grief, foster connection and contribute to community-driven solutions. The final session focused on managing stress and navigating triggers during the exam period and holiday season.

Trauma-Informed Yoga Series

The Carleton University Sexual Assault Support Centre (CUSASC) organized an embodiment workshop series each semester from a trauma-sensitive lens for the Carleton community. The sessions centred on discussing and practicing some somatic tools and techniques, learning to closely listen to what our bodies are trying to tell us and group reflections. In response to positive responses from participants, the series will return for the 2025-26 academic year.

Support Groups for Survivors of Sexual Violence

CUSASC completed its fifth successful year of providing an eight-week support group to survivors impacted by sexual violence in partnership with the Sexual Assault Support Centre of Ottawa. Support groups provide a safe space where students can listen, share and support each other in their healing journeys, regardless of where they are in the process.

Care Packages during Black History Month

For three years, EIC organized and facilitated the distribution of care packages to members of the Black community in honour of Black History Month. Every year, approximately 60 care packages are distributed to students and employees as a small gesture of gratitude as part of Carleton's Black Inclusion work and commitment to the Scarborough Charter on Anti-Black Racism and Black Inclusion.

Public Education Initiatives

Consent Awareness Week 2024

The CUSASC organized the inaugural Consent Awareness Week (Sept. 16-20, 2024). This initiative replaces the previous the #CUriousAboutConsent campaign. By shifting to Consent Awareness Week, we are strategically aligning with provincial and national post-secondary partners. Consent Awareness Week is a national campaign held annually across Canada during the third week of September, during the 'Red Zone', a time period where post-secondary students are at higher risk of sexual violence. EIC organized a range of workshops, discussions and events to raise awareness about consent as a daily practice and commitment, sexual violence prevention and bystander intervention. Events included a discussion on tech-facilitated sexual violence and the impacts of AI, *We Believe You Day* and *Take Back the Night*.

Sexual Assault Awareness Week 2025

EIC, in collaboration with campus and community partners, hosted Sexual Assault Awareness Week from January 27 to 31, 2025. The campaign aimed to spread awareness among the Carleton community about the impacts of sexual violence on campus while fostering a culture of care for survivors and promoting a campus-wide culture of consent. Events included a self-care day with the Carleton University Students' Association Gender and Sexuality Resource Centre, a trauma-informed accessible self-defence workshop, and a traditional teaching and grounding event for Indigenous students.

Beyond Hashtags and Rainbow Washing: Allyship in Practice

The CUSASC co-hosted a Pride Month keynote address with Samra Habib in partnership with Wilfrid Laurier University and McMaster University. The keynote event explored authentic allyship for 2SLGBTQ+ communities. Habib discussed moving beyond performative gestures to enact meaningful change, drawing from their intersectional and lived experiences as a Queer Muslim immigrant.

Looking Forward

Looking ahead to the 2025-2026 academic year, EIC will focus on expansion and evaluation as the final phase of the *Honouring Each Other* strategy. Building on existing progress, we will continue to collaborate with new community organizations that bring expertise in sexual violence prevention while strengthening efforts to engage young men in meaningful ways through partnerships with community groups. Additional priorities include the development of an online consent education module for students and ensuring our programming aligns with the Scarborough Charter on Anti-Black Racism and Black Inclusion.

These strategic goals will be supported by an expanded Sexual Violence Prevention and Education Committee.

Appendix 1: 2024-25 Workplan Implementation Update

Task	Actions	Status
Formalized training with new Carleton community members	Developed an online learning module in partnership with EIC for Brightspace	In Progress
Expand services to match intersectional needs, including more support groups for diverse lived identities	Continue to offer weekly support groups to survivors, in addition to offering closed programs for Black survivors of survivor violence in partnership with Project Agape	Complete
Engaging more young men and others on how to engage people in a consent positive way	Introduce a pilot program in collaboration with community-based organizations and campus partners for young men on campus with a focus on healthy relationships and consent	In Development
Focus on proactive prevention and consent culture in campus programming	Continue to work closely with campus partners to further enhance the commitment to consent cultures, such as rebranding the Curious Campaign to Consent Awareness Week	Complete
Collaboration opportunities focused on bringing education and awareness to various community members	Continue to work with community partners to increase cross-sectoral collaboration, raise awareness of community resources, and collaborate with other post-secondary institutions	Ongoing

Appendix 2: Three-Year Workplan Implementation Outcomes

Strategic Goal	Actions	Status
Creating a space for ongoing, responsive education on campus	Create a Brightspace module on consent and the Sexual Violence Policy for new students	In Progress
Engaging the campus community to become “Consent Champions”	Training for campus staff and volunteers that support “mass gatherings” ¹ and/or in the process of receiving a Smart Serve License with responsive bystander intervention training	Ongoing
	Collaborate with the Women’s Events Network for the Clothesline Project as part of Sexual Assault Awareness Month, Take Back the Night, and the December 6 th Vigil to build connections with the broader Ottawa community	Ongoing
	Collaborated provincially for #WeBelieveYou Day with post-secondary institutions across Ontario	Ongoing
Building individualized, intersectional support systems	Collaborate with the Sexual Assault Support Centre of Ottawa for an eight-week peer support group for survivors impacted by sexual violence	Complete
	Work with Project Agape, a Black-led survivor organization, to create a healing workshop for Black survivors of sexual violence	In Progress
Fostering a Consent Culture for Carleton	Continue and increase the impact of Sexual Assault Awareness Week and Consent Awareness Week through campus and community collaborations	Ongoing
	Rebrand the Curious Campaign to Consent Awareness Week 2024 to strategically align with post-secondary institutions across Canada	Complete
	Work closely with the Student Experience Office to continue training for orientation leaders and volunteers and support with consent messaging throughout fall orientation week	Complete

¹ Research completed by the Ottawa Hospital shows that “mass gatherings” hold particular risk factors for sexual violence and stranger assaults. ([Sampsel, 2014](#))

Appendix 3: Sexual Violence Prevention and Education Committee (Task Force) Membership

- Noël Badiou (Chair), Associate Vice-President, Equity and Inclusive Communities
- Dillon Brady, Manager, Student Conduct and Harm Reduction
- Amal Elmi, Equity Advisor, Education and Services, Equity and Inclusive Communities
- Kristina Epifano, Equity Education and Services Coordinator, Equity and Inclusive Communities
- Christie Esau, Sexual Assault / Trauma Counsellor, Health and Counselling Services
- Evgenia Mamina, Coordinator, Residence Community Development and Student Engagement
- Bailey Reid, Senior Advisor, Gender and Sexual Violence Prevention and Survivor Support, Equity and Inclusive Communities
- Kyla Reid, Assistant Director, Research Development, Carleton Office for Research Initiatives and Services
- Member from the Carleton Academic Student Government
- Member from the Carleton University Students' Association
- Member from the Graduate Students' Association
- Graduate Student Representative
- Undergraduate Student Representative