

**Document Name:** Campus Planning and Infrastructure Committee  
Terms of Reference

**Executive Officer:** Vice-President (People, Finance and Operations)

**Approval Authority:** Board of Governors

**Date Document Approved:** June 2026

**Mandatory Review Date:** June 2029

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## **AUTHORITY**

The Campus Planning and Infrastructure Committee is established by the Board of Governors pursuant to section 18 (c) of the *Carleton University Act* and made a committee pursuant to section 8.02 of the *Carleton University By-law No. 1* (“the By-Law”). The Committee operates under the authority of, and is accountable to, the Board of Governors.

## **MANDATE**

The Campus Planning and Infrastructure Committee is a standing committee of the Board of Governors (the Board) of Carleton University constituted for the formulation and oversight of policy pertaining to the development of University real property and the oversight of capital projects meeting the criteria established in these Terms of Reference.

The Committee provides oversight of the University’s capital planning framework and capital projects, in accordance with the [Capital Planning Process Policy](#). This includes the review and recommendation to the Board of all major capital projects and infrastructure renewal initiatives, and oversight of campus planning, real estate development, and physical infrastructure in alignment with the University’s strategic objectives. The committee is responsible for oversight of capital projects, including review of project scope, alignment with approved parameters, risk, and progress through defined approval and reporting stages.

## **DUTIES AND RESPONSIBILITIES**

The Campus Planning and Infrastructure Committee shall, in accordance with the Capital Planning Process Policy:

1. Oversee all major capital projects through the capital planning process as follows:
  - Review and make recommendations to the Board regarding the Capital Proposal Form (Step 1) for major projects;
  - Review and make recommendations to the Board regarding the Project Planning Report (Step 2);
  - Review and make recommendations to the Board regarding the Project Implementation Report (Step 3);
  - Receive and oversee Project Status Reports (Step 4), including updates on scope, schedule, risks, and budget;
  - Receive and review Project Conclusion Reports (Step 5).
2. Receive and review proposed updates to the Campus Master Plan, following institutional planning processes, and make recommendations to the Board, as appropriate. Further, it shall consider all proposals for change to the approved Campus Master Plan and make such recommendations to the Board as it deems appropriate about such changes, before such proposed changes are enacted by the Board. The need for a complete and formal review of the Campus Master Plan shall be assessed every five (5) years;
3. Ensure that all proposed changes to the use of University lands, site selections, and major capital projects are reviewed and submitted to the Board for approval in accordance with policy requirements.
4. Review and make recommendations to the Board with respect to:
  - a. The Capital Plan, including priorities, alignment with institutional strategy, and multi-year capital planning assumptions; and
  - b. Deferred maintenance and Infrastructure Renewal Plan providing oversight of emerging priorities, risks, and resource implications.
  - c. Long-term planning in relation to the University's real estate portfolio;
  - d. Proposals relating to the use and development of real property;
  - e. Proposals for, and policies governing, the acquisition, disposition, encumbrance or lease of real property;
  - f. The acceptance of donations of real property to the University;
5. Ensure that capital planning and projects align with the University's Sustainability Plan, Accessibility Plan, and Equity, Diversity and Inclusion commitments.
6. Work collaboratively with the Finance Committee in the review and recommendation of capital projects, including consideration of financial feasibility, funding, and risk. Where circumstances warrant, the Campus Planning and Infrastructure Committee

may hold joint meetings with the Finance Committee to consider items of interest to both committees;

7. Monitor key risks within the Committee's mandate, including capital asset management and capital project risks (scope, cost, schedule, funding, claims management and reputational risk), and ensure appropriate escalation to the Board.
8. The Committee shall:
  - a. Make recommendations for Board approval on matters within its mandate; and
  - b. Escalate any significant issues, risks, or matters requiring Board attention in a timely manner.
9. Undertake such other related tasks and assignments as may be assigned by the Board, from time to time.

## **MEMBERSHIP**

### **Committee Members**

The Committee shall be comprised of up to twelve (12) members appointed by the Board, including the following *ex-officio* members of the Committee:

- Board Chair,
- Board Vice-Chair, and
- President and Vice-Chancellor.

In selecting Committee members, the Executive Committee shall ensure that a sufficient number of Committee members have expertise in such areas as:

- a. Project management, architecture, urban planning, engineering and design, and construction;
- b. Multi-year capital planning and management of existing, and projected construction of new physical plant facilities;
- c. Commercial and/or residential real estate management and development;
- d. Knowledge about appropriate property return, financial analysis, and market conditions and opportunities; and
- e. Environmental and sustainability expertise.

All members of the Committee shall serve a one-year term which may be renewed by the Executive Committee.

### **Executive Support**

The Vice-President (People, Finance and Operations) reports and provides support to the Committee in submitting, in coordination with the Secretary, reports, advice, and recommendations in keeping with the Committee's mandate.

### **Standing Invitations**

The Provost and Vice-President (Academic), the Vice-President (Research, Innovation and International), the Associate Vice-President (Facilities Management and Planning) and General Counsel have a standing invitation to attend meetings of the Committee.

### **Secretary**

- a. The University Secretary and Chief Governance Officer (Secretary) or their designate shall be the Secretary of the Committee; and
- b. The Secretary will prepare, in consultation with the senior team and the Chair of the Committee, the agenda and all documentation in support of items of business for the Committee's agenda and will keep records of the Committee's business.

### **PROCEDURE :**

#### **Quorum:**

Quorum for meetings shall consist of one-half the number of voting members of the committee plus one, present in person, by teleconference or by videoconference, at least one of whom must be the chair or vice-chair of the Committee.

#### **Meeting:**

The Committee meets in closed session. Where matters before the committee are of a particularly confidential or sensitive nature, the committee may move in camera. The committee meets a minimum of three times per year, and more frequently as required.

Meetings are held in accordance with the [Appendix A of the By-law](#).

#### **Minutes and Reports:**

Minutes of the meeting prepared by the Secretary will normally be approved at the next regular meeting of the Committee.

The Committee Chair or Vice-Chair will report to the Board of Governors on its activities following each meeting.

#### **Revisions and Approvals:**

- 144th Meeting, Oct. 6/15 – approved proposed changes presented by Executive Officer, including addition of Annex A to the document.
- 599th Meeting of the Board, December 1, 2016 – approval of revisions to terms of reference.
- 616<sup>th</sup> Board of Governors Meeting, June 27, 2019, approved revised terms of reference for Building Program Committee.

- 629th Board of Governors Meeting, March 10, 2022, approved revised terms of reference for Building Program Committee.
- 652<sup>nd</sup> Board of Governors Meeting, June 4, 2026, approved revised terms of reference with new name of Capital Planning and Infrastructure Committee.

**Appendix A: Project Planning Process and Reporting Requirements for the Board of Governors**

