OPEN SESSION

CONSENT AGENDA

to the Open Agenda of the 629th Meeting of the Board of Governors

Thursday, March 10th, 2022
Via videoconference

4.1 ITEM(S) FOR APPROVAL

4.1.1 Approval of minutes of the previous meeting
   a) Approval of the Open Session Minutes of the 628th meeting.

4.1.2 Name change from Pauline Jewett Institute of Women’s and Gender Studies to the Feminist Institute of Social Transformation

4.1.3 Capital Debt Policy

4.1.4 Use of the External Auditor for Non-Audit Services and Related Fees Policy

4.1.5 Standing Committee Terms of Reference

4.2 ITEM(S) FOR INFORMATION

4.2.1 Committee Minutes
   a) Building Program Committee
      ▪ Nov. Meeting Minutes
   b) Finance Committee
      ▪ Nov. Meeting Minutes

4.2.2 Project Close-Out Report – Nicol Building

4.2.3 Campus Master Plan Renewal Process Update

4.2.4 Carleton University Energy Master Plan Update

4.2.5 Loeb Building and Paterson Hall Major Renovations

4.2.6 Ongoing Capital Projects Status and Capital Renewal (Deferred Maintenance)

4.2.7 Update on Transportation Plan

4.2.8 2021-2022 Operating Financial Update and Status of Reserves

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

Minutes of the 628th Meeting of the Board of Governors

Friday, December 3rd, 2021 at 3:00 p.m.
Via Videoconference

PRESENT:
D. Fortin (Chair)
D. Alves
B.A. Bacon
A. Brown
B. Creary
P. Dion
G. Farrell (Vice-Chair)
K. von Finckenstein
M. Fraser
K. Furlong
G. Garland
D. Greenberg
L. Hayes
H. Heppler
L. Honsberger
N. Karhu
A. Keung
C. Khordoc
A. Lettieri
S. Mingie
B. O’Connor
B. Örmeci
E. Sloan
P. Smith
J. Taber
C. Tessier
A. Tremblay
A. Ullett

REGRETS:
Y. Baltacioğlu
H. Khalsa
N. Nanos

STAFF:
S. Blanchard
D. Chea
A. Cunningham
T. Frost
A. Goth (R. Secretary)
R. Goubran
S. Levitt
G. Nower
K. Solomon
T. Sullivan
C. Taylor
J. Tomberlin
C. Trudel

OPEN SESSION

1. CALL TO ORDER AND CHAIR’S REMARKS

The Chair called the meeting to order at 3:02 pm and welcomed all governors and attendees to the virtual Board of Governors meeting. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located. He welcomed observers, staff members and board members to the meeting.
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 proposed agenda was circulated in advance. It was moved by S. Mingie and seconded by K. Furlong that the open agenda of the 628th 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 627th Board meeting. Additional items were included for information: committee minutes, ongoing capital project status report and capital renewal update, Wellness Hub presentation, Sustainability Research Centre presentation, Strive for Sustainability Annual Report, update on the 2021/22 ancillary budget, investment report on the endowment, pension plan report, and minutes from Senate.

It was moved by C. Tessier and seconded by D. Greenberg, that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. **ITEMS FOR APPROVAL**

5.1 **New Student Residence Building – Project Implementation Report**

An executive summary, report and budget estimate were circulated in advance.

A. Tremblay, Chair of the Building Program Committee, reported that in November 2020, due to the disruption and uncertainty caused by the pandemic, the planned construction of the new student residence was paused. Due to continued student demand, management is bringing forward a proposed residence building consisting of 456-beds, 168 singles, 142- doubles plus two two-bedroom apartments. The building reflects the needs of students in providing an environment that supports personal growth and academic development while promoting safe and inclusive living space. It will be located at the north section of campus within the existing residence precinct. The new building will face the main campus entrance on University Drive toward Bronson Avenue. Such a prominent location is intended to reflect a design of a gateway building to showcase campus upon entry to the university, tying into the University’s Strategic Integrated Plan. Further, an increase in beds will allow more first-year students to live in residence which has been demonstrated to show higher retention rates.

M. Sullivan & Sons Ltd. is overseeing the construction management on this project. Hanscomb Quantity Surveyors will oversee project costing and control. The project is now at the 95%
construction document phase, and with Board approval, could proceed with construction in winter 2022 for a proposed completion date of 2024/2025. Should construction begin now the project can be delivered for an estimated cost of $90 million.

P. Dion, Chair of the Finance Committee, reported that the Finance Committee has done its due-diligence on the cost and are confident of the implementation plan. The Finance Committee reconfirmed the $90 million budget for the project which will be self-funded on a going concern basis, including debt repayment by the overall Housing system. An initial payment of $10 million will reduce the amount to be funded from the University’s debenture issuance to $80 million and this amount will be repaid over a 40-year term at an interest rate of 3.264%. Annual debt servicing costs are projected to be $3.6 million annually. Assuming annual fee increases of 3% between now and when the new residence is scheduled to open, the building is expected to generate $3.8 million of revenue annually in the form of residence fees. Operating costs including staffing, utilities, and building maintenance are estimated to be $600,000 per year. Any excess of expenses over revenue will be funded by the overall Housing system, which is projected to be able to support the overall financing of this project. It is noted that by 2030, two existing mortgages will be fully serviced, further increasing annual cash flows by $3.1 million, with savings beginning to be realized by 2027.

A member inquired regarding the inflationary costs, currently at 5%, and how the discrepancy as to what this would have been when this project was started and where the costs are now. G. Nower, Assistant Vice-President, Facilities Management and Planning responded that in order to manage the uncertainty of the market, the University has hired a risk manager to assist in developing the project, ensuring drawings are 100% developed to remove the level of uncertainty when the project goes to market. The University is also looking at other methods to minimize the risk from inflation by pre-ordering materials in advance and tracking purchases accordingly.

On the recommendation of the Finance and Building Program Committee, it was moved by P. Dion and seconded by A. Tremblay to approve the New Student Residence Implementation Report at a total project cost not to exceed $90 million, as presented. The motion carried unanimously.

5.2 Framework for the 2022/23 Operating Budget

An executive summary and presentation were circulated in advance.

P. Dion, Chair of the Finance Committee outlined that the 2022-23 planning framework has been prepared with the support of the Office of the Provost and Vice-President (Academic), the Office of the Vice-President (Finance and Administration), the Office of the Deputy Provost, the Office of Institutional Research and Planning, Financial Services, and the participation of the President and Vice-Presidents. Of continued significance for 2022-23 will be managing the ongoing effects of the COVID-19 pandemic and addressing the safe return to campus of students, staff and
faculty. The health and welfare of students and employees will remain Carleton’s top priority. Resource Planning Committees (RPCs) will continue to align their planning efforts to make progress on the University’s Strategic Integrated Plan. The Finance Committee reviewed the planning context, framework, budget assumptions, preliminary enrolment scenarios with projections, as well as budget priorities. As with previous years the Finance Committee is recommending a balanced budget.

J. Tomberlin, Provost and VP Academic presented the budget framework, advising as to plans for maintaining a balanced budget. There are a number of budget pressures factored into the plan, including the Province’s deficit and assumption that the government grant will remain frozen. Current models show no risk from the performance-based funding model which is scheduled to become active next year through the Strategic Mandate Agreement (SMA). The tuition freeze will likely remain over the planning horizon. Enrolment projections have been impacted by the pandemic and there are challenges for anticipating the number of applications, therefore the budget has taken a conservative approach. There continues to be significant deferred building maintenance needed for existing infrastructure on campus and a full plan has been developed with recurring fiscal allocations. He reviewed the timeline and key dates for the planning framework.

The preliminary Budget Assumptions for revenues are conservatively estimated over the five-year planning horizon including domestic fees remaining frozen until 2023-24, with modest increases anticipated thereafter and International Fees increasing based on the current framework on a program-by-program basis. On the expenses side, the University is still operating under the legislated salary cap of 1% per year and non-salary central cost are estimated to increase 3% per year. Budgeting priorities are very similar to last year with initiatives continuing to be linked to the Strategic Integrated Plan.

The chair requested additional information on the SMA and the corridor for funding model be. J. Tomberlin explained the corridor model results in funding being tied to keeping metrics within a range, for example if enrolment fell more than 3% below midpoint, funding could be reduced. There are key performance indicators (KPIs) associated with the SMA like the performance of graduates in the labour market and experiential learning. The Province has put a hold on the financial consequences associated with the KPIs due to the pandemic. Had the metrics been in place, the University would have received additional funding as it outperformed the sector over all.

On the recommendation of the Finance Committee, it was moved by P. Dion and seconded by D. Alves to approve Carleton’s planning framework for fiscal year 2022/23, as presented. The motion carried unanimously.
6. **ITEMS FOR INFORMATION**

6.1 **Winter 2022 Update**

Two memos were circulated in advance.

The chair provided a brief introduction to the Winter 2022 update, focusing on prioritizing health and safety on campus and the safe and gradual return of the campus community over the upcoming semester.

B.A. Bacon, President and Vice-Chancellor, started his update by thanking everyone, students, faculty, staff, Senate, and Board for being flexible and compassionate throughout the pandemic disruption. The Council of Universities (COU) dedicated much of their discussion to the pandemic and the emerging Omicron variant, it is anticipated there will be uncertainty continuing into the Winter 2022 semester. He stressed the University needs to continue to be vigilant, cautious, and remain flexible.

For Winter 2022, the plan is to stay the course for a safe and gradual return to campus with caution still being warranted at this time. As recommended by the Carleton University Scenario Planning Committee, and confirmed by Senate, the winter term will be a mixture of face-to-face and online learning. Compared to the fall, there will be a notable increase in in-person learning and labs with an increase in class size. Registration for the winter semester is on track and will continue to increase as it gets closer to the start of the term. Senate confirmed that the flexible and compassionate grading policy will remain in place through the winter semester. Campus life is starting to reopen including residence, dining services, athletics, and study spaces. Measures developed to keep community space open will remain in place, including the vaccination policy, daily screenings through the cuScreen app, enhanced ventilation and cleaning protocols as well as social distancing and masks in line with Ottawa Public Health. The University continues to closely monitor government regulations and public health advice.

The Chair thanked the management for their work through the pandemic, noting that the communication has been outstanding. The Chair also inquired as to the balance of understanding of safety measures. B.A. Bacon responded that this is an ongoing conversation among various stakeholders, with different levels of expertise, who are always trying to balance all the risks including health risks, legal risks, and the academic mission. The team meets every morning to review and advise how to react and are in touch with COU, Ottawa Public Health, the City of Ottawa, the Ministry of Colleges and Universities (MUC) and the federal government.

A member asked if the University tests for COVID-19. S. Blanchard, Vice-President (Students and Enrolment), responded that the University had been doing rapid testing but do not offer testing currently as it is now easily available at a number of other locations. Similarly, the University previously offered vaccination clinics but now clinics are readily accessible elsewhere. Services are based on the needs and the timing at this point, with the University currently focusing on providing flu shots.
A member complimented the team on the clear COVID-19 mandatory vaccination policy.

6.2 Community Engagement: Centre and Strategic Plan

An executive summary and presentation were circulated in advance.

The Chair provided a brief overview of the relationship between the University and community and introduced the Centre for Community Engagement.

The President summarized community engagement as an integral part of Carleton, founded by the community, for the community. Community engagement was reaffirmed as a foundational aspiration in the University’s new SIP, to better serve Ottawa and coordinating this important work.

L. Dyke, Deputy Provost (Academic Operations and Planning), provided a presentation sharing information on the Centre for Community Engagement, founded as of July 1, 2021. Community Engagement is foundational to Carleton’s identity and one of the key directions from the SIP. Carleton is one of 16 institutions in Canada that were chosen to participate in the Carnegie classification on community engagement. The Carnegie classification identified strengths and areas for development, including recommending the development of a centre. The Community Engagement Steering Committee has developed the following definition of community engagement: At Carleton community engagement is a powerful method to develop, translate and mobilize knowledge for the greater good. We emphasize respectful, reciprocal relations with neighbours. We engage with communities and institutions locally, nationally and globally from all sectors of society.

C. Trudel, inaugural director of the Centre for Community Engagement provided additional information on the Centre. The Carnegie report revealed a large number of stakeholders related to Carleton’s community-facing work. The Centre’s goals are focused around strategic engagement and achieving strategic results, strengthening existing relationships through new processes. Data gathering with a holistic view, will allow Carleton to better reflect on its identity and be more accountable. The Strategic Planning Process is in place with consultations in the University, moving out to the external community to determine what’s important, what is needed, and who is responsible in making this change happen.

The Chair inquired what are the hopes and dreams from the outside community. C. Trudel responded that a committee on Community Engaged Pedagogy has been formed and there are community members on that committee. The members that sit on this committee see a lot of potential to bring much needed support for creating a “front door” referring to an access point where the community goes to engage with Carleton. Hearing from partners in the community is an opportunity to reflect on Carleton’s systems and processes, removing barriers, ensuring reciprocal benefits for Carleton and Community members. The external consultation process will be inclusive.
6.3 Report from the Chair

The Chair provided a report on a number of events of importance.

National Day of Remember and Action on Violence Against Women

Monday December 6th is the National Day of Remember and Action on Violence Against Women, also known as White Ribbon Day. He asked members of our community to take meaningful action against gender-based violence. As a way to hold ourselves accountable to these actions, members were encouraged to join Carleton and its Faculty of Engineering and Design in making a public pledge on December 6th to support the women in your lives—from the classroom to the boardroom to home.

Giving Tuesday

Giving Tuesday was on November 30 and is an inspiring day of generosity for the whole community. This year, donors could support close to 60 new student, faculty, and community-led projects on FutureFunder, Carleton’s award-winning crowdfunding platform.

Giving Tuesday started at midnight, with 29 simultaneous donations right at 12:00, and $250,000 being raised in 15 minutes. Over the course of the next 24 hours, Carleton raised close to $1.3 million from 1,850 gifts. With matching funds from the university, that means almost $2.3 million for initiatives representing all aspects of the University—from research to athletics to financial aid and student experience. This was a record, officially the best Giving Tuesday ever for Carleton, and a great testament to the spirit of our community and our collective belief in the power of higher education.

On behalf of the Board of Governors and our whole community, the Chair thanked the supporters and congratulated everyone who participated.

Community-at-Large Recruitment

In early January 2022, the Board will be putting out its annual call for community-at-large members. For 2022/23 the Board is seeking expertise in:

- Capital project management, architecture, engineering and design and construction expertise;
- Pension Plan governance and investment management; and
- Government relations.

The Board would also like to increase representation from equity-deserving groups including indigenous peoples. Once the ad has been posted, an email will be shared with the entire board to share with their networks.
The Chair concluded his report by wishing everyone a safe and relaxing holiday season. He noted that committees have spent a total of 55 hours in board and committee meetings alone this year and thanked everyone for their significant contributions.

6.4 Report from the President

A written report entitled President’s Report to the Board of Governors – December 3, 2021 was circulated in advance.

B. A. Bacon, President and Vice-Chancellor thanked the Chair for his report and the achievements from Giving Tuesday and for highlighting the issue of Gender-Based Violence noting that this year, the Faculty of Engineering and Design will release a commemorative video, reiterating Carleton’s commitment to maintaining a positive learning, working, and living environment where gender-based violence is not tolerated.

He outlined the Report to the Board of Governors including the reputation and community highlights which included:

- The celebration of 1,300 graduates on November 13th;
- A record 6,800 students graduating in 2021;
- In the annual Macleans Rankings, Carleton maintained top-five, and made progress across sub-categories;
- October 28th saw the launch of the Hub 350 innovation space in Kanata North;
- November 17th, Carleton endorsed the Scarborough Charter on anti-Black racism;
- Carleton hosted the men’s soccer nationals, taking home silver; and
- The key-note speaker for 8th annual student leadership conference in January will be Olympian Andre De Grasse.

6.5 Committee Chair Updates

6.5.1 Building Program Committee Report

A. Tremblay, Chair of the Committee, reported on the meeting held on November 18, 2021. As previously discussed, the committee considered the new Student Residence Building and received two presentations from architects Perkins + Will on two future projects: the Wellness Hub and the Sustainability Research Centre.

The Wellness Hub provides an opportunity for the University to offer a new model which brings together health, wellness and research entities while creating a gateway to the Carleton campus along Bronson Avenue. The planning approach is to provide a continuity with the existing fitness centre expanding this space by 12,000 sq. ft. and including services such as Health and Counselling, accessibility services, and a new aquatic facility with generous gallery views.
addition, the Wellness Hub program includes student life, academics and research initiating a priority of “initiating a wellness-focused brand and gateway for Carleton”. The exterior will act as a billboard with use of colour and tone that connects to Carleton’s new brand, tying into the University’s SIP. The total project is estimated at $127 million with phase 1 of the project, the fitness center expansion and new regional aquatic center, estimated at approximately $65-70 million. Carleton is currently pursuing a Request for Information (RFI) with the City of Ottawa to seek public funds to support building and operating a cutting-edge wellness and aquatics facility.

The second project is a Sustainability Research Centre (SRC), a 6-story building with an area of 215,000 sq. ft., which includes an optional Mackenzie courtyard infill and an estimated $120 million budget. The goal of the SRC project is to create a sustainable building while expanding Carleton’s research enterprise in order to strategically align Carleton with expected future growth opportunities and approve upon the reputational elements associated with Faculty of Engineering and Design (FED). Five signature showcase spaces on the main level will highlight program activity and the remaining levels will consist of Research Lab Spaces, Offices, Classrooms, Dining Services and Common Spaces. The concept of the building uses forest as a metaphor for architecture.

The committee also heard from Scott MacDonald, Director of Energy and Sustainability Services, who provided an annual report to the committee on the Strive for Sustainability Strategic Plan. Over the last year, Carleton has demonstrated a 5% carbon reduction showing progress towards a 50% reduction target by 2030. Organic composting was implemented across all buildings on campus and the co-generation plant became operational. A new covered secure biking facility was installed and electric vehicle charging stations were expanded to the newly developed P7 parking lot. Carleton has also partnered with the World Wildlife Fund (WWF)’s Living Campus Program. Carleton is also establishing an Environment, Climate Change and Sustainability Steering Committee with faculty, staff, and student representation.

The committee also received updates on the various ongoing major capital renewal projects on campus, noting that the full report is available:

- Nicol Building is substantially complete, deficiency corrects are ongoing and anticipated to be complete late 2021;
- Supply chain issues has pushed the completion date of the Engineering Design Centre, (EDC), into March 2022. Project budget and key project risks continue to be closely monitored in order to ensure no additional project delays;
- Cogeneration facility is operational and capable of producing power. The project is over budget due to the length of the project as well as additional consultant and commissioning costs required to ensure a successful and safe start-up;
- Various capital renewal projects are underway including tunnel and campus ventilation upgrades in response to COVID-19, a multi-stack chiller replacement in Athletics, Fire
Alarm and Smoke control modifications, Supply fan replacement, heating improvements andenovations in Dunton Tower, Cooling Tower replacement in the university center,
lighting replacement in MacOdrum Library, and Colonel By Childcare building upgrades
and addition, and university drive/Bronson intersection modifications;
- Consultant team has been engaged to complete a condition assessment of the current
infrastructure, and complete a 5-year renewal plan to address any concerns; and
- Conduct building energy audits and implement retro-commissioning programs on
selected buildings to align with Carleton’s Sustainability and Energy Master Plans. FMP
is currently reviewing all buildings to select which ones would have the biggest impact.

6.5.2 Finance Committee Report

P. Dion, Chair of the Committee reported on the meetings held on November 18, 2021, advising
that in addition to reviewing and recommending the framework for the 2022/23 Operating
Budget and the Implementation Report for the New Student Residence, the committee also
received an update on the 2021/22 (current year) Ancillary Budget which has anticipated losses
lower than what was realized in fiscal 2021; however, fiscal 2022 results are not expected to
return to pre-pandemic levels and will incur a loss of $1.4 million, noting that this is significantly
improved from forecasted losses of between $11.5 million and $29.8 million. The sinking fund
and debt repayment policy will return before the Board. The committee received an update on
the ongoing capital projects totaling $256,408,812 currently underway with total expenditures
incurred as of September 30 2021, and value of work completed to October 2021, total
$115,022,369, with forecast spending of $141,196,079. The committee received the investment
report from Betsy Springer on the University’s Endowment Fund which in fiscal year 2020, the
annual distribution from the Endowment fund was $12.7 million, providing $3.6 million for
scholarships and awards, $3.6 million in bursaries, and $5.5 million in support to other academic
and student service initiatives that would otherwise be funded from operations. The Carleton
University Retirement Plan report was also received which ended the June 30, 2021 Plan year
with a 24.6% return. The plan is fully funded on a going–concern basis at June 30, 2021. A
review of the University’s Responsible Investment Policy was also discussed.

6.5.3 Governance Committee Report

Greg Farrell, Chair of the Governance Committee, reported on the meeting held on November
22, 2021. The committee approved the student governor handbook and election process. The
committee also approved the 2021/22 Board self-assessment which will be distributed in May
2022 and will be including additional questions around preferences for in-person and hybrid
meetings. He encouraged all governors to complete the assessment, once distributed, as it helps
the Board to improve its governance practices for next year. The committee also started
reviewing the areas of focus for the bylaw review and committee terms of reference. A. Goth
will be emailing all committee for feedback in the coming weeks. There are two board policies
which will be coming forward to the committee in the New Year for consideration including the Capital Debt Policy and the Use of the External Auditor for Non-audit Services which will be moving from an annex in the Audit and Risk committee terms of reference to a University policy for greater visibility. The committee also received an overview of the 50/30 challenge, which the University committed to in January 2021. The committee also confirmed the skills, expertise and backgrounds it is seeking in community-at-large applications for 2022. A call will be going out in early January which will be shared with the board members to share with their networks.

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, it was moved by L. Honsberger and seconded by P. Smith to adjourn the Open Session of the Board of Governors at approximately 4:38 p.m. The motion carried unanimously.
To: Board of Governors
Date of Report: 31 January 2022

From: Provost and Vice-President (Academic)
Date of Meeting: 10 March 2022

Subject: Change of name of the Pauline Jewett Institute of Women's and Gender Studies
Responsible Portfolio: Provost and Vice-President (Academic)

1.0 PURPOSE
☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION
On the recommendation of Senate, move to approve the change of academic unit name from the Pauline Jewett Institute of Women’s and Gender Studies to the Feminist Institute of Social Transformation to take effect upon approval, as presented.

3.0 EXECUTIVE SUMMARY
Academic units change their names from time to time to reflect changes that have occurred in their work or in the broader societal context. At Carleton, this requires approval of Senate and Board. The new name - the Feminist Institute of Social Transformation - was approved by Senate in November 2021; it reflects a desire to find an umbrella category that represents all of the programs and areas of study, as well as be flexible enough to incorporate future changes that might be important as these interdisciplinary fields of study shift and evolve.

4.0 INPUT FROM OTHER SOURCES
The documentation for this change was reviewed and approved by the Faculty of Arts and Social Sciences Faculty Board, discussions also took place with Pauline Jewett’s niece, Pauline Coupar, who is the primary contact for the estate. The change was also reviewed and approved by the Vice-Presidents’ Academic and Research Committee on March 17th, 2021, the Senate Quality Assurance and Planning Committee on August 26th, 2021, and Senate on November 25th, 2021.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
Fields of study shift and evolve. All the unit’s interdisciplinary fields of study are anchored in critical methodologies that foster firm ethical-political commitment to praxis. Social transformation signifies this commitment to both critical analysis of systemic oppression and its multiple manifestations on structural and micropolitical levels and the creation of possibilities for change and alternative world-making endeavours. The term “social transformation” reflects the principle of praxis that is central to feminism and other traditions of radical thought and maintains an intellectual openness to the ways that change can be enacted. Social transformation reflects a flexible approach to decolonial practice, anti-racism, queer world-making, gender equity, and disability justice that invites imaginative and creative dialogue honouring different approaches to systemic change taken up by LGBTQ+, disabled, and BIPOC communities on multiple scales, including transnational, regional, state/provincial, local, and intimate publics.

The unit decided to keep Feminism prominent in the name in order to indicate the institutional and scholarly foundation for their work, as well as to distinguish themselves from the many other units at Carleton that do work in social justice and social transformation. They are aware that the term “feminism” is a contested one – even from within “feminism” and scholarship and activism on women and gender – and they look forward to using the name as an opportunity to
continue to foster debate and dissent about the use of the term. As part of that work, they are aware that the acronym for the Institute’s new name will be FIST – and welcome the opportunity to link the name to the histories and traditions of activism, including both Women’s Liberation and Black Power movements, as well as sex-positive activisms, that have used the fist as a sign of militancy and solidarity.

The proposed name change will not affect the resourcing for the program, nor will it affect the program’s Dean or Faculty affiliation. Furthermore, the change will not lead to any change in faculty affiliation or workload, nor will it affect administrative support. No space will be gained or lost because of this change.

6.0 FINANCIAL IMPLICATIONS
There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
There are no risk or legal ramifications related to the name change.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
There is a low reputational implication. Carleton renamed the Institute of Women’s Studies (est. 1987) the Pauline Jewett Institute of Women’s Studies in 1992. Pauline Jewett was a well know educator and politician. She was a professor of political science (1955-74) and head of the Institute of Canadian Studies (1971-74) at Carleton before being appointed president of Simon Fraser University (1974-78), the first woman to head a major coeducational university in Canada.

The unit has allotted money to cover expenses, such as signs and design of a new logo. Planning in anticipation of this change is already underway because of publicity for the larger vision that has been part of the rollout of curriculum changes. They also plan to mark the name change through a launch event and ongoing Feminist Futures lecture series.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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Policy Name: Capital Debt Policy
Originating/Responsible Department: Office of the Vice-President (Finance & Administration)
Approval Authority: Board of Governors
Date of Original Policy: April 2008
Last Updated: March 2022
Mandatory Revision Date: March 2027
Contact: Vice-President (Finance & Administration)

Purpose:
The purpose of this Policy is to define the responsibilities for the approval of capital debt, guidelines for the maximum amount, and outline the system of accountability. The Policy is guided by the following principles:

- A holistic view of the University’s capital debt, which includes external debt and internal advances for capital expenditures.
- The University’s desire to utilize a mix of funding sources to finance capital projects including internal resources, philanthropy, external debt and grants.
- To allow flexibility to support the Board of Governors decision making.
- The debt be managed on the basis most suited to the project(s) being financed in terms of duration, payment affordability and risk tolerance with a goal of achieving the lowest cost of borrowing.
- Capital debt is a resource that can advance and support the academic mission, the strategic plan and the overall sustainability of the University.

Scope:
This Policy applies to all external capital borrowing and internal advances for expenditures in excess of $5 million obtained by any means. External debt includes all funds borrowed from third party lenders while internal advances relate to projects funded by the University from its projected cash balances over time.

Policy:
Pursuant to the Carleton University Act and the General Operating By-Law of the University, the University's position regarding capital debt is as follows;
1. External capital borrowing and internal advance over $5 million will be undertaken by the administration only following approval by the Board of Governors. Such approval will
include the total projected cost of the project(s), the source(s) of funds to repay the debt, and the expected repayment period.

2. Individual Faculties or Departments are not legal entities and as such cannot enter into loan agreements.

3. On an annual basis, included in the Financial Report to the Board of Governors, administration will review and report all external capital borrowing and internal advances for capital expenditures. The review will include principal amounts outstanding, status of any sinking funds, lending rates and projected retirement dates.

4. The University should not obtain all its financing from one lender, to avoid undue influence of any one source.

5. Loans shall either be amortized with annual principal payments or alternatively a sinking fund shall be established for non-amortizing loans. The objective of the sinking fund is to accumulate sufficient capital to repay the loan at or before maturity. As the sinking fund will have a long-term profile, the University will usually invest these funds with the pooled endowment investments.

6. No borrowing, expenditure, or liability may be incurred which has the effect of involving or impairing any endowment of the University.

7. The University shall use the Policy limit and ratio as guidelines to determine the University’s maximum amount of outstanding debt by measuring the impact of outstanding debt on the University’s financial position. The ratio and limit are not intended to track a specific rating, but rather to ensure the maintenance of the University’s long-term financial sustainability. These measures shall be subject to review by the University on a regular basis.

A. Maximum Debt Per Full Time Equivalent Students (FTE) is $12,595 per student (as at May 2021).

Maximum Total Debt = Total FTE’s × Maximum Debt Per FTE

The metric measures the amount of total capital debt in relation to total FTE students. It is intended as a measure of the financial capacity of the institution which suggests that the larger the student population, the more debt capacity available. The amount of debt per student shall be adjusted by the change in the Consumer Price Index (CPI). Such adjustment shall be made on an annual basis as at May 1.

The total debt figure includes all externally and internally financed debt, less funds restricted by the Board of Governors and deposited into a sinking fund.
B. Debt Service Coverage Ratio (DSCR) > 2.5

\[
\text{DSCR} = \frac{\text{Excess of revenue over expenses} + \text{amortization expense} + \text{interest expense}}{\text{Annual debt service charge}}
\]

The DSCR ratio is a measure of debt-service affordability. It compares the financial results for the year, adjusted for amortization expense and interest payment, to external debt service charges.

The annual debt service charge includes those payments legally required and sinking fund contributions, and excludes any special repayments made at the Universities discretion.

Procedure:
The Policy is applied at the time capital projects are being contemplated (overall borrowing limits) and at the capital budget approval stage (securing the optimal external financing) in line with the Capital Planning Policy. The Finance Committee and Building Program Committee of the Board of Governors will oversee the implementation of this Policy through regular reporting from the Vice-President (Finance & Administration).

Roles and Responsibilities:
The administration shall report through the Finance Committee as part of the annual Financial Report to the Board of Governors on:
- Actual and projected debt levels;
- The amount of debt that is on a floating rate basis and on a fixed rate basis;
- The term of each loan;
- The notional amount of sinking funds that have been set aside for the purpose of principal repayment;
- Status of the debt measure and ratio.

Contacts:
Vice-President (Finance & Administration)
Assistant Vice-President, Financial Services
University Secretary

Links to related Policies:
Capital Planning Policy
Policy Name: Use of External Auditor for Non- Audit Services and Related Fees
Originating/Responsible Department: Vice-President (Finance and Administration)
Approval Authority: Board of Governors
Date of Original Policy: September 2017 (Protocol established)
Last Updated: March 2022
Mandatory Revision date: March 2027
Contact: Vice-President (Finance and Administration)

Policy:
The Audit and Risk Committee of the Board of Governors shall ensure the External Auditor remains independent and free from conflicts of interest or an inappropriate reasonable appearance thereof. This can be achieved by reviewing and pre-approving all non-audit services and related fees being proposed by the External Auditor. External auditors shall not be engaged in any consulting services that could impact the University’s internal controls over financial reporting (ICFR).

Purpose:
The policy establishes best practice for quantitative and qualitative parameters used to monitor and ensure that the objectivity and independence of the External Auditor is maintained while providing non-audit services. The policy outlines the principles and parameters under which the external auditor can be engaged for non-audit services.

Scope:
The approval of services other than statutory audits that the External Auditors might be called upon to perform, as outlined in Appendix A, will apply. This policy applies to all situations where the external auditor is retained to perform non-audit services. A non-audit service is defined as a service for which an external audit opinion is not issued and for which an additional fee is charged by the audit firm. The Vice-President (Finance and Administration) is responsible for overseeing the administration and interpretation of this policy.

Roles and Responsibilities:
The University will not engage its external auditor to carry out any prohibited services as determined by the Chartered Professional Accountants of Canada.

The external auditor is required to comply with auditor independence rules as set out in the Rules of Professional Conduct of the Chartered Professional Accountants of Ontario.

The external auditor may refuse any engagement for non-audit services deemed to be an infringement on its independence without negative consequence.

The Audit and Risk Committee is responsible for reviewing the independence and scope of services for the external auditor and has the authority to approve or deny the engagement of the external auditor for non-audit services (appendix A). The aggregate value of the non-audit services performed by the external auditor may not exceed three times the total cost of statutory and other audit services provided by the External Auditor, calculated on a three-year rolling average.
The Vice-President (Finance and Administration) is responsible for providing an annual report to the Audit and Risk Committee detailing the payments made to the external auditor for non-audit services.

**Procedure:**

**Total Cost of Advisory/Consulting Services Provided by the External Auditor**

The Audit and Risk Committee will monitor the total cost of advisory/consulting services provided by the External Auditor. The University’s protocol is that as a general rule, the total cost of advisory/consulting services provided by the External Auditor shall not exceed three times the total cost of statutory and other audit services provided by the External Auditor, calculated on a three-year rolling average. In exceptional circumstances, the Audit and Risk Committee may approve advisory/consulting services above this threshold, with the expectation that the External Auditor would return to be within the threshold within a reasonable amount of time.

**Reporting to Audit and Risk Committee by the External Auditor**

In order to assist the Audit and Risk Committee in performing its duties, the External Auditor is required to present a summary of invoices and engagements to the Audit and Risk Committee. The summary will be presented to the Audit and Risk Committee twice annually in conjunction with the Audit Plan and the Audit Findings Report. This will allow the Audit and Risk Committee to ensure the independence of the External Auditor in a timely manner.

**Contacts:**

Vice-President (Finance and Administration)
Assistant Vice-President (Financial Services)
General Counsel
University Secretary

**Related Policies/Documents:**

Signing Authorities Policy
Procurement Policy
Rules of Professional Conduct – Chartered Professional Accountants of Ontario
Chartered Accountants Act
Audit and Risk Committee Terms of Reference
<table>
<thead>
<tr>
<th>Type of Service</th>
<th>Description of Example Services</th>
<th>Approval Level</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Other Audit Services:</strong></td>
<td>Audits of financial information, non-financial information, or internal controls/processes, performed using Canadian Auditing Standards</td>
<td>AVP, Financial Services or VP, Finance &amp; Administration</td>
<td>These audits are usually a requirement of government contribution agreements providing funding to the University for research, capital projects or other specific programs, and are performed concurrently with the financial statement audit.</td>
</tr>
<tr>
<td><strong>Tax-related services</strong></td>
<td>Services relating to GST/HST, Payroll Taxes, Registered Charity Status, U.S. Tax, International Tax, etc.</td>
<td>AVP, Financial Services or VP, Finance &amp; Administration</td>
<td>Because the University is a registered charity, tax-related services impose little risk on an External Auditor’s independence</td>
</tr>
<tr>
<td></td>
<td>Contingency Fee Arrangements</td>
<td>Chair of the Audit and Risk Committee</td>
<td>Contingency fee arrangements have an increased risk to auditor independence</td>
</tr>
<tr>
<td><strong>Advisory/Consulting Services with a cost of $50,000 or less</strong></td>
<td>Services relating to governance, risk, financing, valuations, costing, human resources, information technology, forensic, actuarial, management consulting, etc.</td>
<td>Chair of the Audit and Risk Committee</td>
<td>Provision of advisory/consulting services may jeopardize the independence of the External Auditor; consequently, prior approval shall be sought to ensure that independence (free from conflict of interest or an inappropriate reasonable appearance thereof) is preserved and that the cost of such services does not exceed the amount indicated.</td>
</tr>
<tr>
<td><strong>Advisory/Consulting Services with a cost greater than $50,000.</strong></td>
<td>Services relating to governance, risk, financing, valuations, costing, human resources, information technology, forensic, actuarial, management consulting, etc.</td>
<td>Audit and Risk Committee</td>
<td>Provision of advisory/consulting services may jeopardize the independence of the External Auditor; consequently, prior approval shall be sought to ensure that independence (free from conflict of interest or an inappropriate appearance thereof) is preserved.</td>
</tr>
</tbody>
</table>
MANDATE:
The mandate of the Advancement and University Relations Committee is to provide strategic oversight and assistance on behalf of the Board of Governors (the Board) or its Committees respecting the overarching objectives of the committee as set out below.

KEY OVERARCHING OBJECTIVES:
The overarching objectives of the Advancement and University Relations Committee is to facilitate:

1. Relationship development
   a. Provide strategic oversight and assistance with respect to the University’s community engagement including but not limited to Indigenous communities to support its academic and operational objectives and ensure that its reputation is maintained and enhanced;
   b. Oversee and provide assistance in matters of communication and engagement with the community; and
   c. Oversee the process for selection of the recipient of the annual Board of Governors Award for Outstanding Community Achievement.

2. Reputation Protection and enhancement
   a. Offer oversight and assistance in matters pertaining to alumni affairs;
   b. Provide oversight and assistance with communication strategies, including issues management;
   c. Provide oversight and assistance to enhance the University through media communications, marketing including branding strategies;
   d. Provide oversight regarding the development of institutional branding, visual identity and associated marketing and implementation strategy; and
   e. Oversee the process for selection of the recipient of the annual Founders Award.
3. Revenue generation
   a. Provide oversight and assistance regarding fundraising and Advancement activities including annual giving, planned giving and major gifts to ensure opportunities to fund are optimized through donations and grants;
   b. Encourage, facilitate, and assist, on a confidential basis, individuals to consider philanthropic gifts to the University; and
   c. Review progress toward achievement of annual and multi-year fundraising targets.

SCOPE:

1. Make recommendations to the Board or its Committees on:
   a. All issues defined under its objectives above; and
   b. Any other related matters referred to it by the Board.
2. Receive regular reports related to Student Support Services, Communications, and Advancement portfolios.

MEMBERSHIP:

The Committee shall be composed of appropriate representation from all constituencies. The Committee may also appoint up to four non-voting members (who are not otherwise members of the Board of Governors) for specific purposes on the recommendation of the Executive Committee acting in turn on the advice of the Committee chair.

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.

Revisions and Approvals:

- 97th Meeting, Sept. 28/15 - deferred formal review until completion of By-law review in Spring 2016
- 599th Meeting of the Board, December 1, 2016 – approval of revised terms of reference
- 616th Board of Governors Meeting, June 27, 2019, approved revised terms of reference and rename of the Community Relations and Advancement Committee to the Advancement and University Relations Committee.
Committee’s Role - Overview

The Audit and Risk Committee shall oversee the financial framework, management, controls, and oversight of the enterprise risk management program of the University. The Committee’s functions include review of financial reporting, internal controls, safeguarding of the University’s assets and general oversight of the identification, assessment, and mitigation of enterprise risks. The Committee monitors external and internal audits, confirms that the Auditors’ recommendations are given due consideration, and that the Auditors are independent from the University Administration.

Specifically, the Audit Committee shall oversee the following areas:

1. Financial reporting processes to confirm transparency and integrity of financial reports;
2. Enterprise Risk Management Policy and Framework, including the process to identify, evaluate and mitigate enterprise risks as well to confirm it meets the needs of the University;
3. Effectiveness of internal and external audit functions; and
4. Implementation of internal and external audit and enterprise risk recommendations.

A. **External Audit**

In support of its mandate to oversee the external audit, the Committee will perform the following functions annually:

- Consider and recommend to the Board of Governors (the Board), the appointment of External Auditors.
Review and recommend the approval of the annual audit letters of engagement, management, independence and scope of services as presented by the External Auditors to the Board of Governors.

Review and recommend to the Board, approval of the annual audit fees and a list provided by the External Auditors describing their fees for other audits and non-audit services for the previous fiscal year.

Review and recommend to the Board for approval the External Auditor’s audit plan, scope of examination and the nature of the level of support provided by administration.

Review and recommend to the Board for approval the draft annual Audited Financial Statements and financial report, as to the reasonableness of presentation, appropriateness of accounting principles, and adequacy of disclosure.

Review and recommend to the Board for approval the draft annual Audited Pension Plan Statements as well as reviewing significant findings or recommendations submitted by the External Auditor or Pension Committee.

Assess the effectiveness of the work performed by the External Auditors, the lead partner, and report the results of this assessment to the Board.

Review material observations and recommendations made by the External Auditors during the audit and ensure that there is a process in place for response and/or correction of these matters as required.

Meet privately with the External Auditor lead partner to confirm and assess that the audit function is independent, has the capacity, capabilities and cooperation to perform the audit plan and has ability to facilitate the provision of an independent report.

In addition, the Committee will periodically perform the following functions, as required:

Review the engagement of the External Auditors. Normally, a request for proposals for external audit services would be issued every five years.

Review any requests to use the External Auditor’s firm for non-audit work as stipulated in the Use of External Auditor for Non-Audit Services and Related Fees Policy. Non-audit work to be considered for provision by the External Auditor’s firm will not include any situations where the External Auditor’s firm will act in a managerial or strategic function or will involve either a potential conflict, impairment of independence or the appearance thereof. The Committee shall only permit the External Auditor to perform such non-audit work if the Committee has (a) received confirmation from the External Auditor that, in the External Auditor's opinion, doing such non-audit work will not place the External Auditor in a conflict (or the appearance thereof) nor impair the External Auditor's independence as required by the applicable professional audit standards and (b)
received similar confirmation from the University’s Senior Administration that the proposed engagement is not a conflict of interest and complies with the related requirements and limitations.

- Where permission for non-audit work is required between regularly scheduled meetings of the Committee and time is of the essence, the Chair of the Committee has the delegated authority to complete the necessary review following the procedures noted above and in the Use of External Auditor for Non-Audit Services and Related Fees Policy, where the proposed non-audit work does not entail a fee in excess of $50,000. The Chair will report the outcome of any such action to the Committee at its first scheduled meeting following such review. Notwithstanding the ability to use delegated authority, the Chair of the Committee may choose to consult with the Committee and/or engage its members in the decision-making on these matters.

B. **Internal Audit**

In support of its mandate to oversee the internal auditing process, the Committee will perform the following functions:

- Annually review and approve the annual internal audit plan and three-year work plan of the internal audit function presented by the Administration and the Internal Auditors;

- Receive reports for each internal audit with a synopsis of the results found and management’s response and plan for implementation of the recommendations;

- Receive a report (usually twice per year) on the status of implementation of all outstanding audit recommendations; and

- At least annually, meet privately with the Internal Auditor lead partner to confirm and assess that the internal audit function is independent (free of conflicts), has the capacity, capabilities, and cooperation to perform the audit plan and has ability to facilitate the provision of an independent report.

The Committee will perform the following functions as needed:

- Examine and report on any matters referred to the Committee by the Executive Committee of the Board; and

- Review the effectiveness and cost structure of the Internal Audit function and recommend the service provider to the Board. Normally, a request for proposals for internal audit services would be issued every five years.
C. Enterprise Risk Management

- Review and approve every five years, the Risk Management policy and framework for the University, including risk appetite;
- Review, on behalf of the Board, that the University has implemented appropriate systems to identify, assess and mitigate significant business risk;
- Review, on behalf of the Board, that the University has implemented appropriate systems of internal control to ensure compliance with legal, ethical and regulatory requirements and that these systems are operating effectively;
- Annually meet with the Executive Director of Risk Management to confirm that the function has the capacity and capabilities to perform the work plans, and sufficient organizational authority to facilitate the provision of complete, accurate and timely reports to the Committee;
- Receive reports annually on the Enterprise Risk Assessment;
- Receive regular reports from management on areas of significant enterprise risk to the University, including but not limited to, significant legal claims, environmental issues, health, safety, and other regulatory matters;
- At least once per year, review with General Counsel: a) any legal matters that could have a significant impact on the financial statements, and b) compliance with applicable laws and regulations and inquiries received from regulators or government agencies.

D. Other

Review no less than every four years, the Committee’s mandate, and recommend changes to the Governance Committee, Executive Committee, and Board, as necessary.

Perform such functions as may periodically be assigned to the Committee by the Board of Governors or the Executive Committee.

Membership, Qualifications, and Composition

The Committee shall be comprised of up to eleven (11) members appointed by the Board, including the Chair and Vice-Chair of the Committee. Only those members of the Committee who are community-at-large members shall be entitled to vote.

The following shall be ex-officio members of the Committee: the Board Chair, the Board Vice-Chair, and the President and Vice Chancellor.
All Committee members shall be financially literate in that they shall have the ability to read and understand financial statements, accounting practices and policies of a complexity comparable to the financial statements of the University.

**Quorum**

Quorum for meetings shall consist of one-half the number of 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.

**Revisions and Approvals:**

- 75th Meeting, Sept. 15/15 - deferred formal review until completion of By-law review in Spring 2016
- 599th Board of Governors Meeting, December 1, 2016, approved amended terms of reference for Governance Committee.
- 614th Board of Governors Meeting, March 28, 2019, approved revised terms of reference for Audit and Risk Committee to include Enterprise Risk Management.
COMMITTEE ROLE – OVERVIEW:

The Building Program 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.

In respect of construction projects, the Building Program Committee is responsible for the technical oversight of such projects, while the responsibility for project funding and financial management falls within the mandate of the Finance Committee\(^1\).

COMMITTEE MANDATE

The Building Program Committee shall:

1. Pursuant to any instructions of the Board about the creation of a Campus Master Plan, oversee the development of such and when acceptable to the Committee, recommend its acceptance to the Board. Further, it shall consider all proposals for change to the approved 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. A complete and formal review of the Master Plan shall be undertaken by the Building Program Committee every five years;

2. Consider all proposed changes to the use of University lands and the selection of all sites for construction of facilities, making such recommendations as it deems appropriate, before any determination is made by the Board to designate a site for construction or before it authorizes any change to the use of lands of the University;

\(^1\) See Schedule “B”.
3. Within the agreed parameters of the Capital Planning Policy and Schedule “A”, consider any matter it deems to pertain to the physical infrastructure of the University and make such recommendations to the Board as it considers appropriate and financially prudent to preserve the integrity of the physical infrastructure;

4. Undertake such tasks as assigned to it by the Board with respect to control of capital projects including the establishment and approval of processes and regulations respecting the same such as, but not limited to, those processes and regulations reflected any Schedules to these Terms of Reference;

5. Receive regular reports regarding deferred maintenance and Infrastructure Renewal Plans and make such recommendations to the Board about the matter contained therein as the Committee deems appropriate;

6. Oversee the environmental and sustainable stewardship as outlined in the Sustainability Plan.

7. Where circumstances warrant, the Building Program Committee may hold joint meetings with the Finance Committee to consider items of interest to both committees; and

8. Undertake such other related tasks and assignments as may be assigned by the Board, from time to time.

**MEMBERSHIP, QUALIFICATIONS AND COMPOSITION:**

The Committee shall be comprised of up to twelve (12) members appointed by the Board, including the Chair and Vice-Chair of the Committee.

The following members shall be *ex-officio* members of the Committee: the Board Chair, the Board Vice-Chair, and the President and Vice-Chancellor.

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

a. Project management, architecture, 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.

**QUORUM:**

Quorum for meetings shall consist of one-half the number of 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.
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.
- 616th Board of Governors Meeting, June 27, 2019, approved revised terms of reference for Building Program Committee.

SCHEDULE “A” TO THE BUILDING PROGRAM COMMITTEE
TERMS OF REFERENCE

Regulations for the Approval and Control of Capital Projects

The following regulations shall apply for the approval and control of capital projects for which the estimated cost of construction is higher than five million dollars ($5,000,000), and to projects which directly impact the exterior image of the campus.

a. Each project shall be recorded on the authorized Capital Proposal Form.

b. The President or his/her delegate shall have the authority to approve all such projects whose total cost or estimated total cost is less than five million dollars ($5,000,000).

c. For any overrun in excess of fifteen percent (15%) of the total approved cost or five hundred thousand ($500,000) whichever is lower, the Vice-President (Finance and Administration), with the approval of the Building Program and Finance committees, shall present such overrun to the Board for approval before any expenditure of funds is made to pay for such overrun.

d. For each project where total estimated cost exceeds five million dollars ($5,000,000), and for projects which directly impact the exterior image of the campus, the Vice-President (Finance and Administration), upon completion of the needs statement and before proceeding to the preliminary design stage, shall present to the Building Program Committee his/her recommendations about the selection of a site and the method of design and construction.

The Vice-President (Finance and Administration) shall present to the Finance Committee their recommendation about the budget for the project and the funding sources for the project for examination and, if approved by the Building Program and Finance Committees, recommend to the Board. The Chair of the Building Program Committee may elect to appoint a member of the Building Program Committee to be on the selection committee for the prime consultant.

e. The Vice-President (Finance and Administration), in respect of each project approved pursuant to the requirements set forth above in (d), shall present to the Building Program Committee for examination and review:

   - The Capital Proposal Form
• The Project Planning Report
• The Project Implementation Report
• Project Status Reports
• Project Conclusion Report

f. It shall be understood that the Executive Committee, within the powers it holds to act for the Board pursuant to the General Bylaws, upon application of the Vice-President (Finance and Administration) in a situation, particularly in the summer when it may not be possible to hold meetings of the Building Program or Finance committees, and where delay would be harmful to the University, may act in place of the Building Program and/or Finance committees and the Board in any one of the steps outlined above.

g. Upon completion of each project, an analysis of all transactions associated with the project shall be carried out using the Project Conclusion Report. Such analysis shall also be reported to the Finance Committee.
Project Approval Steps

3.1 – Figure 1:
Project Approvals, Planning Process and Reporting Requirements ($5M and Over)
(See Appendix F for Project Approvals, Planning Process and Reporting Requirements for Projects From $50K to $5M)
COMMITTEE’S ROLE - OVERVIEW

The Executive Committee is established as a standing committee of the Board of Governors (the Board) by the General Bylaws of the University1 (“Bylaws”). The primary role of the Executive Committee is the exercise of any or all of the powers of the Board between meetings of the Board, the consideration of matters to be brought before the Board, setting the Board agenda, and the exercise of Board delegated authority on the matters described in these Terms of Reference.

COMMITTEE RESPONSIBILITIES

1. Power of Decision Between Board Meetings

The Executive Committee shall have general power at any time between meetings of the Board to exercise any or all of the powers of the Board except as set out in s.8.01(c) of the Bylaws.

2. Delegated Powers

The Executive Committee has specifically been delegated the Board’s powers in respect of the following matters:

   a. Labour Relations:
      a. Mandates and settlements arising from labour negotiations/collective bargaining;
      b. Ratification of a Memorandum of Agreement to a labour contract;
      c. Receive reports of pending rights arbitrations or the results of such arbitrations;

1 General Bylaws, Section VIII – Executive Committees of the Board, Section 8.01
d. Consider such other labour relations matters as are presented to the Committee by the President, from time to time; and 

e. Develop and approve the process and procedures related to the matters described in sections a through c above.

b. Non-Unionized Employees:
   a. Examine compensation for, and terms and conditions of work for, employees excluded from bargaining units; 
   b. Consider such other matters affecting non-unionized employees as are presented to the Committee by the President, from time to time; and 
   c. Review with the President the salary and compensation decisions of the Vice-Presidents and their direct reports (including annual salary increases or termination settlements) and ensure annual performance appraisals are being conducted.

c. Presidential Performance Assessment
   a. Conduct an annual review of the performance of the President and Vice-Chancellor and may establish priorities, goals and activities. The review process will be undertaken in accordance with the guidelines and timelines in the President and Vice-Chancellor’s Employment Agreement; and 
   b. Review and recommend any termination settlements to be paid to the President and Vice-Chancellor.

d. Board Committees:
   a. Appointment of Board members to any of the standing or ad hoc committees of the Board of Governors; and 
   b. Review proposals from Senior Administration or Governance Committee for additional standing or ad hoc committees that may be required from time to time.

e. General:
   a. Receive reports, for information, from the President on Appointments and Leaves; 
   b. Review succession planning for executive administration and academic management positions annually; and 
   c. Review with General Counsel, any legal matters that could have a significant impact on the University’s reputation, strategic objectives or financial implications; 
   d. Exercise such other delegated authority as is bestowed on the Committee by the Board.
PROCEDURES

The Executive Committee in exercising the powers described in these Terms of Reference is governed by the regulations and practices contained in the General Bylaws.

Where time and circumstances permit, decisions will be deferred to be made by the Board at the open or closed session as appropriate. Decisions which are delegated to the Executive Committee (as specified above and in the General Bylaws) will be made by the Committee as appropriate.

MINUTES AND REPORTS

The Executive Committee will provide Minutes of its meetings to the Board at the next Board meeting immediately following the Minutes’ approval. The Chair of the Board will provide a report at Board Meetings as appropriate.

MEMBERSHIP

The Committee shall be composed of the Chancellor, President, the Chair of the Board, the Vice-Chair of the Board, the Past Chair of the Board, the Chair and/or Vice-Chair of each of the standing committees of the Board and such other persons as the Board may from time to time appoint.

QUORUM

A quorum for meetings of the Executive Committee shall consist of one-half the number of members of the Executive Committee plus one, present in person, by teleconference, or by videoconference, at least one of whom shall be the Chancellor, President, or the Chair of the Board.

Revisions and Approvals:

- 608th Meeting of the Board, March 27, 2018 – approved revisions in accordance with By-law, clarified procedures, and added section on minutes and reporting.
- 599th Meeting of the Board, December 1, 2016 – approved date change, added Past Chair of the Board as voting member of the committee.
- 616th Board of Governors Meeting, June 27, 2019, approved revised terms of reference for Executive Committee.

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2 Section 8.01(a) of the General Bylaws provides that the Committee shall be composed of the Chancellor, the President, the Chair of the Board, the Vice-Chair of the Board, either the Chair or Vice-Chair of standing committees and such other persons as the Board from time to time may appoint.

3 General Bylaws, Section 8.01(b)
COMMITTEE ROLE – OVERVIEW:

The Finance Committee is a standing committee of the Board of Governors (the Board) of Carleton University constituted to oversee the financial framework and management of the University budget. The Committee monitors the institution’s financial affairs and makes related strategic and policy recommendations as set out in these Terms of Reference.

1. **FINANCIAL PLANNING**

   In support of its mandate to oversee financial planning, the Committee will perform the following functions annually:

   a. Review and recommend to the Board the budget plan for the University’s operating and ancillary income and expenses, including any operating debt repayment required;

   b. Review and provide comments to the administration on the major assumptions inherent in the budget plan relating to government operating grants, tuition fees, enrolment, and inflationary costs;

   c. Review and recommend to the Board approval of tuition fees and ancillary charges;

   d. Review, assess, and make recommendations to the Board relating to the current level of private funding and projections for the future;

   e. Review and, if appropriate, recommend the extent and nature of external borrowing for capital and/or operating needs;
f. Receive and review a report on the Pension Plan, including a review of surpluses, deficits, and potential liabilities. Examine recommendations from the Pension Committee and make such recommendations to the Board as deemed appropriate; and

g. As required, review and recommend the financing proposed for new construction projects with a dollar value over five million ($5,000,000).

2. OTHER

The Finance Committee has specific responsibilities relating to reporting requirements and membership of the Endowment Investment Committee:

The Committee shall receive and review reports from the Endowment Investment Committee on the performance of the endowed funds bi-annually or upon request. In addition, the Committee undertakes the following:

- Upon recommendation of the President, appoint a Dean to the Endowment Investment Committee;
- Upon recommendation of the Endowment Investment Committee, appoint two or more additional members with a relevant professional background; and
- Upon recommendation of the Endowment Investment Committee, approve the renewal of membership term, excluding those ex officio.

Where circumstances warrant, the Finance Committee may hold joint meetings with the Building Program Committee to consider items of interest to both committees.

Review no less than every four years, the Committee’s terms of reference, and recommend changes to the Governance Committee, Executive Committee, and Board, as necessary.

Perform such functions as may periodically be assigned to the Committee by the Board of Governors or the Executive Committee.

MEMBERSHIP, QUALIFICATIONS AND COMPOSITION:

The Committee shall be comprised of up to eleven (11) members appointed by the Board, including the Chair and Vice-Chair of the Committee.

The following shall be ex-officio members of the Committee: the Board Chair, the Board Vice-Chair, and the President and Vice Chancellor.

All Committee members shall be financially literate in that they shall have the ability to read and understand financial statements of a complexity comparable to the financial statements of the University.
**QUORUM:**

Quorum for meetings shall consist of one-half the number of 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.

**Revisions and Approvals:**

- 281\textsuperscript{st} Meeting, Sept. 15/15 - deferred formal review until completion of By-law review in Spring 2016
- 599\textsuperscript{th} Meeting, Dec. 1/16 – approval of revised Terms of Reference
- 616\textsuperscript{th} Board of Governors Meeting, June 27, 2019, approved revised terms of reference for Finance Committee.
COMMITTEE’S ROLE OVERVIEW

The Governance Committee of the Board of Governors (the “Board”) of Carleton University is a standing committee of the Board constituted to oversee and advise the Board with respect to the governance of the University and to ensure the Board is comprised of members who possess the skills, qualities, and experience to collectively contribute to effective board governance.

1. Governance Responsibilities

   a. Scrutinize the University’s governance model periodically to ensure consistency with the objects and purposes of the University as stated in the Carleton University Act (the “Act”) and compliance with applicable legislation;

   b. Review the governance practices of the University to ensure that the principles of transparency, accountability, inclusiveness, and effectiveness are respected at all levels of University governance, and make recommendations to the appropriate governing body for change when appropriate;

   c. Periodically review the constating instruments of the University, the Board, and the various Board committees, including without limitation the Act, bylaws, procedures of the Board, committee terms of reference, mandates and procedures, and relevant University policies, and make recommendations to the appropriate governing body for development and change where appropriate;

   d. Periodically review, recommend to the Board, and monitor the application of the Code of Conduct for Board members;

   e. Develop, implement, and monitor the effectiveness of an orientation and training programme for members of the Board; and
f. Periodically review protocols and appointment guidelines for the establishment of search committees for Chancellor, President, Vice-Presidents, and other senior administrative positions in the University, and make recommendations for change when appropriate.

2. Nominating Responsibilities

a. Seek, identify and recruit qualified individuals to stand for nomination as Governors;

b. Develop, maintain, and update as required a skills matrix for the Board;

c. Ensure that candidates for nomination meet the qualifications to serve as a Governor, and have fulfilled any additional requirements, including without limitation those set out in Schedule “A” of the Board Nominating Policy;

d. Ensure communication occurs with candidates to discuss the roles, responsibilities, and expectations of a Governor;

e. Promote diversity of the Board in relation to gender, age, language, ethnicity, professional backgrounds, and personal experiences;

f. Have regard to the specific and desired competencies required on the Board as a whole in soliciting nominations;

g. Oversee all aspects of the election procedures as per the Board Nominating Policy;

h. Where appropriate, identify individuals for future nomination as Governors and maintain this information for use by future Governance Committees;

i. Carry out these duties in a manner that encourages a long-term view of the University’s leadership needs, as well as Board succession planning; and

j. Such additional duties as may be delegated to the Governance Committee by the Board from time to time.

3. Other

a. Review no less than every four (4) years, the Committee’s terms of reference, and recommend changes to the Board, as necessary; and

b. Perform such other functions as may from time to time be assigned to the Committee by the Board or the Executive Committee.
RESOURCES

The Governance Committee will receive the necessary resources from the University to fulfill its mandate.

COMPOSITION OF COMMITTEE

The following are *ex officio* members of the Committee: the Board Chair, the Board Vice Chair, the Past Chair of the Board, and the President and Vice-Chancellor.

Additionally, the Committee shall be composed of the following board members:

- Not less than two (2) and no more than three (3) representatives from the community at large;
- One (1) Alumni representative;
- One (1) student representative, whether graduate or undergraduate;
- One (1) representative from the academic staff;
- One (1) representative from administrative staff; and
- One (1) representative of the Board from the Senate

A Chair and Vice-Chair of the Committee shall be named from among members of the Committee and are representatives of the community.

The University Secretary and General Counsel shall serve as the non-voting executive officers for the Committee.

All members of the Committee shall serve one-year terms which may be renewed by the Board.

QUORUM

Quorum for meetings shall consist of one-half the number of 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.

REVISIONS AND APPROVALS

- 26th Governance Meeting, Nov. 17/15, approved date change; deferred formal review until completion of By-law review in Spring 2016
- 599th Board of Governors Meeting, December 1, 2016, approved amended terms of reference for Governance Committee.
- 616th Board of Governors Meeting, June 27, 2019, approved revised terms of reference for Governance Committee to include nominating functions.
CARLETON UNIVERSITY
Board Nominating Policy

1. PURPOSE

1.1 The purpose of this Policy is to ensure that the Board of Governors (the “Board”) of Carleton University (the “University”) is comprised of individuals who possess the skills, qualities and experience to collectively contribute to effective board governance. This Policy is also intended to assist the Board in identifying qualified individuals to become Governors.

2. NOMINATIONS PROCESS

2.1 Governors elected from the Community-at-large

(a) In addition to seeking candidates through the usual networking channels within the community, the Governance Committee will prior to the annual meeting of Members, also issue an open call for nominations from the community-at-large through promotional efforts including, but not limited to, press releases, advertisements, media services, the University’s website, other online services where suitable. The Governance Committee shall review the candidates resumes and candidate nomination forms received from individuals seeking to be nominated.

2.2 Governors nominated by the Senate and the Alumni Association

(a) Prior to the annual meeting of Members, the Senate, and the Alumni Association shall provide to the Governance Committee the names of the individuals each of them is putting forward for nomination in accordance with section 4.01 of the By-laws.

2.3 Governors nominated following an election conducted by the University Secretary

(a) The Board includes eight (8) Governors nominated following an election for Board nominees, conducted by the University Secretary, as follows:

(i) two (2) graduate students, nominated by the graduate students-at-large;
(ii) two (2) undergraduate students, nominated by the undergraduate students-at-large;
(iii) two (2) members of the Administrative Staff, nominated by the Administrative Staff; and
(iv) two (2) members of the Academic Staff, nominated by the Academic staff.

(b) The conduct and supervision of the election process for Board nominees under 4.3 is delegated to the University Secretary. The University Secretary is responsible for determining that the criteria for candidacy as required by the By-laws and that all the requirements of the nomination process have been met by candidates. The University Secretary can refuse a nomination form or disqualify a candidate that
2.4 Review of irregularity in Process

(a) A candidate may request in writing a review by the Governance Committee of any perceived irregularity in the election/nomination process affecting that candidate. The decision of the Governance Committee is final.

2.5 Slate of candidates for election to the Board by Members of Corporation

(a) The Governance Committee will ensure that all individuals nominated through the processes described in subsections 2.1, 2.2, and 2.3 of this Policy meet the qualifications/eligibility criteria to be a Governor in the By-Laws.

(b) The Governance Committee will prepare a slate of candidates for election as Governors using the names of the individuals identified through the processes described in subsections 2.1, 2.2, and 2.3 of this Policy. Only those candidates that meet the qualifications/eligibility to be a Governor and who have consented in writing to acting as a Governor and to sign and abide by the Board of Governors Code of Conduct will be eligible to be on the slate of candidates.

(c) The slate of candidates may contain a number of candidates equal to the number of vacancies of Governors on the Board, or a greater number of candidates than vacancies.

(d) In preparing the slate, the Governance Committee shall apply objective criteria in determining the appropriate candidates for election to the Board. In making its decision, the Governance Committee shall consider the criteria set out in this Policy, Schedule A, as well as the University’s mandate and goals.

(e) The Governance Committee will make the slate of candidates and the qualifications of the individuals on the slate available to the Members at least seven (7) days before the annual meeting of Members. The Governance Committee shall present the slate of candidates along with a recommendation that the Members elect Governors from among the individuals whose names are on the slate.

3. AMENDMENT

3.1 This Policy may be amended by the Board pursuant to s.1.03 of the Bylaws.

Last Review Date: February 24, 2019
Schedule “A”
Qualifications and Core Competencies of Elected Governors

1. Governors shall fulfill all qualifications and eligibility criteria prescribed by the By-laws and all applicable legislation.

2. Governors of the University commit themselves to ethical, businesslike, and lawful conduct, including proper use of authority and decorum when acting as a Governor. Accordingly, Governors are fiduciaries and must be able to represent un-conflicted loyalty to the interests of the University. This accountability supersedes any conflicting loyalty such as to interest groups and membership on other boards, unions, or associations. It also supersedes the personal interest of any Governor acting as an employee or student of the University, or having a family member who is an employee or student of the University.

3. Governors shall be recruited based upon their demonstrated ability to contribute to the well being of the University and to fulfill their statutory fiduciary responsibilities. The core competencies that ideally will be reflected in the Board as a whole include without limitation:

   a. Knowledge of and experience in strategic planning and governance;

   b. Expertise in financial management and oversight, including financial reporting and auditing requirements of a complex private or public sector organization;

   c. Expertise in or experience with fundraising, public relations, and promotion of the University;

   d. Leadership skills in the post-secondary education sector, the non-profit sector, or other similar endeavours;

   e. Experience with multi-year capital planning and management of existing, and projected construction of facilities, within a dynamic urban environment;

   f. Human resources management expertise and experience;

   g. Legal and risk management expertise and experience; and

   h. Knowledge of the Carleton community and or post secondary sector.
Minutes of the 166th Meeting of the Building Program Committee
Thursday, November 18th, 2021 at 10:00 a.m.
Via Videoconference

MINUTES

Present:  A. Tremblay (Chair)  
          B. Creary (Vice-Chair)  
          B.A. Bacon (President)  
          P. Dion  
          G. Farrell  
          D. Fortin  
          A. Keung  
          H. Khalsa  
          B. Örmeci  
          C. Tessier  
          A. Ullett  

Senior Management:  S. Blanchard (VP, Stud. & Enrol.)  
                   R. Goubran (VP, Research & Int.)  
                   J. Brenning (AVP, Rec & Athletics)  
                   A. Goth (Recording Secretary)  
                   L. Kostiuk (Dean, Eng & Design)  
                   S. Levitt (General Counsel)  
                   C. Taylor (Acting VP, Finance & Admin.)  
                   J. Tomberlin (VP, Academic)  

Management:  S. MacDonald (Dir. Energy & Sustainability)  
              C. Tessier  
              A. Ullett  

Staff:  J. Brenning (AVP, Rec & Athletics)  
       A. Goth (Recording Secretary)  
       L. Kostiuk (Dean, Eng & Design)  
       S. Levitt (General Counsel)  
       S. MacDonald (Dir. Energy & Sustainability)  
       K. Mann (Dir. Finance & Operations)  
       P. Mansfield (Mngr Sustainability Programs)  
       K. McKinley (A. University Secretary)  
       G. Nower (AVP, FMP)  
       L. Storey (Dir. Housing & Res. Life)  

Guests:  S. Abidi (Perkins & Will)  
        J. Loewen (Perkins & Will)  

1. CALL TO ORDER AND CHAIRMAN’S REMARKS

The Chair called the meeting to order at 10:00 a.m. She acknowledged the Algonquin Nation’s traditional and unceded territory that members have gathered upon throughout Ottawa for the meeting.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the Committee felt the need to declare a conflict of interest regarding any of the items on the agenda. None were declared.

3. APPROVAL OF THE AGENDA

The agenda was circulated in advance.

It was moved by B. Örmeci and seconded by A. Ullett that the agenda of the 166th Building Program meeting be approved, as presented. The motion carried unanimously.
4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

4.1 Minutes of Previous Meeting

The minutes of the 165th meeting of the Building Program Committee were circulated in advance.

It was moved by C. Tessier and seconded by B. Creary to approve that the minutes for the 165th Building Program Committee meeting, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 New Student Residence Building – Project Implementation Report

An executive summary, report and capital project approval flow chart were circulated in advance.

The Chair outlined the plan for the construction of a new 456-bed residence building for a cost not to exceed $90 million. The implementation report was being brought to the committee for recommendation to the Board. The Chair welcomed L. Storey, Director of Housing and Residence Life and K. Mann, Director of Finance and Operations.

G. Nower, Assistant VP Facilities Management and Planning, provided an overview of the Project Implementation Report. Diamond Schmitt Architects and KWC Architects were retained as lead architects for the design, project development and contract administration of the project. The project was initially put on hold due to the pandemic, but the design is close to completion and permits have been obtained. The new building will be situated at the north end of the campus, near the Bronson Avenue entrance to campus, primarily for first year students with the intent to promote and enhance student focused residential community and the student experience. The design used principles of passive-house to be as energy efficient and sustainable as possible. Turner and Townsend to help management identify and manage risks as they arise throughout the project especially due to the uncertainty in the construction market and supply-chain issues. Sullivan & Son Limited have been retained as construction managers for the project. Other related costs include soft costs outside of construction. There are no secondary effects that would impact the budget on the project. The project is being funded through Housing and Conference Services. Currently the design team is meeting to review a number of issues and developing the schedule. Once the fully developed schedule with milestones is available management will share it with the Committee for information.

A member inquired why the costs of furniture and fixtures are not included in budget for the project and inquired about the estimated costs of furniture and fixtures. G. Nower responded that the furniture is being funded outside the project envelope and captured elsewhere through Housing and Conference Services’ budget. It was requested that future
projects should include fit-up costs such as furniture and fixtures be included in the total project envelope.

S. Blanchard, Vice-President (Students and Enrolment) noted that Residence and Conference Services are aware of the cost of furniture fit-up and do have capital expenses within their budget for 2022/23.

**ACTION:** S. Blanchard to report to the committee the total funding required for furniture and sources of funding for the New Student Residence Building.

A member raised a question around the construction liability and the owner controlled insurance. G. Nower responded, and S. Levitt confirmed that the University arranges its own insurance on these projects.

A member asked if soft-costs associated with the project as really construction management costs. G. Nower clarified that soft-costs are usually outside of the construction costs and include consulting fees, IT work, and secondary effects.

Further the member asked if the contingency costs are only applied to the construction costs. G. Nower clarified that the 10% contingency costs are on the construction costs.

The Chair raised whether another residence will be needed before 2027. S. Blanchard responded that there is demand and capacity for the current project. It is difficult to make an assessment for future needs due to the current pandemic.

The President flagged for the committee the timeline for construction with the goal of welcoming students for September 2024, which is an aggressive timeline given supply-chain and labour issues. It is possible the project could be delayed to 2025.

It was moved by A. Keung and seconded by B. Creary to approve the recommendation to the Board of Governors to approve the New Student Residence Implementation Report at a total cost not to exceed $90 million, as presented. The motion carried unanimously.

6. **ITEMS FOR INFORMATION AND DISCUSSION**

6.1 **Wellness Hub**

An executive summary and presentation were circulated in advance.

The Chair welcomed S. Abidi and J. Loewen of Perkins + Will as well as J. Brenning (Assistant Vice-President, Recreation and Athletics) to provide an overview of the Wellness Hub. The concept is a new progressive service model which would bring together health, wellness and research entities while creating a gateway to the Carleton campus along Bronson Avenue and connecting Carleton to the surrounding community. The concept is reinventing the facility rather than renovating the 50-year-old existing facility and will better serve the student population and broader community.
B.A. Bacon provided a brief overview of the project with a focus on both wellness and sustainability which is a strategic direction of the Strategic Integrated Plan. He also advised that a Request for Information (RFI) with the City of Ottawa was released on November 17, 202. The University will submit a response to seek funding.

S. Abidi, principle architect, presented the concept for the proposed facility and its ability to increase the profile and brand of University, including visually promoting the campus from its location as well as institutional values. The wellness hub would be a showcase for institutional identity creating a gateway for campus while responding to the four key aspirations:

1. Enhancing institutional identity;
2. Enriching student experience;
3. Creating convergence – strategic collocation of vibrant programs to promote new partnerships; and

J. Loewen presented the design and how it contributes to the vision of wellness, fitness, student life, and research through the following three priorities:

1. Providing renewed and new student life facilities;
2. Introducing a wellness focused brand for Carleton; and
3. Providing new and expanded fitness and aquatic facilities.

A Project Advisory Group led by G. Nower have been engaged throughout the process and met regularly with the Presidents Advisory Group. Consultations have taken place with a variety of stakeholders including students, the City of Ottawa, Abilities Centre, and a variety of internal departments including research and teaching partners. The key themes of the concept were outlined as holistic wellness, space to be together, legibility and understanding, inclusivity and belonging; and demonstrating leadership.

The major components of the programming for the wellness centre are a two-tank, competition-ready aquatic facility, fitness expansion, flexible, technology enabled classrooms, Wellness Research lab, expanded Health and Counselling offices, Paul Menton Centre satellite space, gathering and collaboration space, and amenities including food services, commuter lounge, teaching kitchen, rooftop gardens and faculty touchdown space.

The vision for the building is to be gateway to the campus, both in terms of its prominent location on campus, acting as a billboard, as well as drawing members from the broader Ottawa community into the campus. The building design was discussed in terms as a “Wellness Journey” both in how the space will be used as well as being sustainably constructed, tying into the University’s goals and commitments towards being a net-zero carbon producer.

The design concept uses the river as the guiding metaphor with dynamic and expressive transparent and warm to invite users inside. External cladding will connect Carleton’s brand while distinguishing the Wellness Hub along Bronson. The building will be legible
billboard at the scale and speed of Bronson Ave that offers a sense of invitation and activity. Deep red Terracotta cladding is being considered with perhaps a ribbon of curving glass to capture the changing qualities of light along the river with rich landscaping to invite indoor and outdoor activity year-round.

The interior expression of the Wellness Hub takes inspiration from six main principles:
1. access to daylight and connection to sky;
2. presence of greenery and connection to nature;
3. targeted areas for display and showcase;
4. reinforcing a commitment to sustainability through a mass timber structure;
5. convergence of community spaces; and
6. screening and enclosure.

The sustainability strategy for the building is to minimize energy and in doing so minimize operational carbon with a goal of net-zero carbon operations through a highly insulated building envelope and use of renewables on the pool, roof and elsewhere to generate electricity onsite. As well as reducing embodied carbon, the materials the building is constructed of and the timber structure which will sequester atmospheric carbon and creates healthy interior environments while also maximizing access to daylight and nature.

A member inquired about further partnerships for funding with public or private entities in the City of Ottawa as this will be a unique building with high visibility. B.A. Bacon advised that the University is looking to municipal, federal, and private funding for the project. S. Abidi added that the design is meant to act as a magnet for the community.

A member appreciated the focus on sustainability in the proposed building design but encouraged management to create specific key performance indicators can be measured during construction.

A member flagged some of the practical issues of budget, construction, and eventual usage of the facility, if the design is too grandiose and if the University is doing too much. B.A. Bacon responded this is still in the planning stages and designs may be adapted, but this is very much achievable with partnerships. If the partnerships do not materialize the project can be scaled back. S. Abidi also outlined to the importance of the project for the University as a social anchor for the community and the importance of wellness and sustainability post-pandemic.

The Chair inquired about the outdoor landscaping and if the design considered outdoor programming and multi-modality. S. Abidi responded by pointing to the strategic location of the building while at the same time softening the appearance of campus with natural vegetation from the highway. J. Loewen mentioned in the open-space campus master plan there are plans to make the outdoor space more inviting for gathering and teaching and learning spaces, indigenous ceremonies while providing a buffer from vehicles.

### 6.2 Sustainability Research Centre

An executive summary was provided in advance.
The Chair introduced the Sustainability Research Centre (SRC) as a concept and schematic design being developed with the goal of creating a sustainable building and expanding Carleton’s research and reputation. The project is at Schematic Design and the design is expected to be completed in December 2021.

B.A. Bacon provided an overview of project. The building and its programming will be centered on the theme of sustainability. L. Kostiuk (Dean, Faculty of Engineering and Design) was introduced.

S. Abidi presented the proposed building design. The SRC is proposed as a six-story building with an area of 215,000 sq. ft. with an optional Mackenzie courtyard infill for a proposed budget of $120 million. The site is an externally facing building to Colonel By Drive (Campus Ave. on the other side) and deeply embedded in the academic and residential president of the campus and close to the O-train station.

The building is primarily for research. It will also include student presence to make it vibrant and rich and will include gathering spaces, office spaces for graduate students, signature spaces (ground floor as a market place of ideas) to showcase research. The building vision is linked to the Strategic Integrated Plan (SIP) – Shaping the Future, Sharing Knowledge creating a new type of engineer with unexpected connectivity to their community, representative of the demographics of the world, commitment to service and problem-solving and impactful.

A priority for the building is sustainable design with a system that has:
1. sustainability- endurance, maintaining its capacity and performance over time and achieving its fullest potential;
2. resilience – adaptation to shocks, flexing in the face of sudden change and withstanding unexpected challenges;
3. regeneration – rejuvenation of its own life sources, reconstructing itself and producing overtime;
4. inclusion – integrative diverse populations, ensuring humans, plants, and animal life is treated in a fair and equitable way; and
5. well-being – thrives inside and out, allowing life to prosper holistically.

The building concept uses the forest metaphor for architecture with a vertically layered ecosystem of use and occupation, responsive and adaptable systems and is inspired by natural light materiality and form. The exchange atrium and outdoor Mackenzie courtyard will use mass timber that evokes the personality of a forest and bringing natural life through a framing system creating a system of gathering for the SRC. The main floor (forest floor) will act as public trails and signature spaces, the middle story for teaching and administration and the upper-story and overstory for science and research allowing easy collaboration and access to offices and gathering spaces.

6.3 **Strive for Sustainability Annual Report**

The Chair gave a brief overview of the Strive for Sustainable Comprehensive Plan (2020-25) which was launched in 2020 and reflects the evolving strategic direction of the
University and the plan provides a framework towards the goal of becoming a carbon neutral campus by 2050. Carleton is committed to continuous environmental and sustainable improvement and enhancing performance in all operations, research, and teaching.

G. Nower introduced the report and presentation as an opportunity to update the committee on some of the activities and new initiatives on campus.

S. MacDonald (Director, Energy & Sustainability Service) presented the highlights from the past year as well as goals and targets going forward. The presentation highlighted and release of the Strive for Sustainability Plan in 2020 and accompanying Energy Master Plan in 2021 which aligned with the SIP. In terms of third-party certifications Carleton was ranked 57th globally and 2nd nationally using the UI Green Metric ranking.

The Energy Master Plan aims to reduce Carleton’s environmental footprint, reduce utility operational costs and increase reliability and safety.

Community engagement and collaboration have included Green Champions across campus with two workplaces going through the Green Workplace Certification program. The Energy and Sustainability department is also working with student groups and piloted a partnership with the World Wildlife Fun which is a self-guided certification to learn more about environmental sustainability so they can take meaningful actions within campus life and personally.

It was noted that Carleton is involved with the Global Coalition and implementation of Sustainable Development Goals in Higher Education through education, research and service. Carleton is developing carbon literacy training for staff. The university will also be submitting to the Association for the Advancement of Sustainability in Higher Education (AASHE) the sustainability, tracking, assessment and rating system (STARS) in 2022.

From an operational perspective there was a 5% decrease in carbon savings as compared to 2019/20. There are continued updates to buildings for energy conservation, such as replacing supply fans for energy savings, and improving sustainability on campus. It was noted that the co-generation plant is operational and provides resiliency for Carleton’s power. The university continues its commitment to sustainability through building net-zero buildings while improving green space and a holistic plan for campus biodiversity.

Improvements for travel and transport across campus were also highlighted including the new secure bike parking adjacent to Dunton Tower, expanded Electric Vehicle charging in P7, the construction of the footbridge connecting campus to Vincent Massey Park and ongoing campus updates to facilitate traffic flow.

As the campus community has been away from campus for an extended period of time it provided an opportunity to review how waste is dealt with on campus and organic waste collection has been rolled-out in all buildings on campus with 4 stream waste bins which will help with Carleton’s diversion rate. There is also a new app to help individuals determine which waste stream to use. Carleton is a Fairtrade certified.
Priorities for 2022 involved taking small continuous improvement steps including development of Environment, Social and Governance (ESG) goals, and the UN Sustainable Development Goals student training. An Environment, Climate Change and Sustainability Steering Committee has been established and will have representation from faculty, students and staff.

The Chair highlighted the innovation will be key to achieving Carleton’s sustainability goals.

A member inquired if the online training for students will be open to Building Program Committee members. S. MacDonald responded that the training is primarily for students, but FMP is looking into having more options for faculty, staff and the broader public engagement on sustainability.

A member encouraged management to set ESG goals with specific dates to allow for measurable achievement.

**ACTION:** As part of the Strive for Sustainability Annual Report measurables for sustainability will be included moving forward.

6.4 **Ongoing Capital Projects Status Report and Capital Renewal (Deferred Maintenance)**

An executive summary was circulated in advance.

The Chair provided background to the committee regarding the 2015 Board of Governors commitment of $14 million annually toward deferred maintenance of the older buildings on campus and projects totaling over $250 million are currently underway.

G. Nower provided highlights from the report including the following:

- The Nicol Building is substantially complete, and under budget ($600,000), though there are some deficiencies around flooring and material delays but is currently occupied and in use by students;
- The Engineering Design Centre is having some supply issues but is on budget with an anticipated completion for March 2022;
- The Cogeneration Facility is running, over budget, and anticipated to be complete in January;
- The Loeb and Paterson building renewals are in planning stages;
- The Transportation Hub (P4) is on hold;
- Most other projects are upgrades to major systems, fans, etc.;
- Ventilation in the tunnels continues but there is a supply-chain issues with a delay in fans until Spring 2022;
- High voltage assessment has been awarded and testing to start shortly;
- Heating and lighting improvements are under way; and
- System upgrades for building upgrades anticipate completion by 2022.
The Chair inquired if the delays in material and supplies for the deferred maintenance projects are having any impacts on the budget. G. Nower noted delays such as in mechanical equipment, plumbing, supplies, disconnect electrical equipment and door frames. He suggested focusing on planning and design, pre-ordering materials and then storing materials to limit the impact of the supply chain issues as there is not reliance in construction supplies.

7. OTHER BUSINESS

7.1 Passive House Design Standards

ACTION: G. Nower to prepare a brief presentation for the committee on “Passive House” standards for new builds and deferred maintenance for the next meeting.

8. IN-CAMERA SESSION
An in-camera session was held.

9. ADJOURNMENT
There being no further business, it was moved by B. Creary and seconded by A. Ullett to adjourn the meeting at approximately 12:00 pm. The motion carried unanimously.
1. **CALL TO ORDER AND CHAIR’S REMARKS**

The meeting was called to order at 12:30 p.m. The chair acknowledged the Algonquin Nation’s traditional and unceded territory that members have gathered upon throughout Ottawa for the meeting. He welcomed all committee members and Carleton’s executive and financial team to the meeting.

2. **DECLARATION OF CONFLICT OF INTEREST**

The Chair asked if any members needed to declare a conflict of interest regarding any of the items on the agenda. No conflicts were declared.

3. **APPROVAL OF AGENDA**

The agenda was circulated in advance. It was moved by A. Tremblay and seconded by N. Karhu to approve the agenda for the 309th meeting of the Finance Committee, as presented. The motion carried unanimously.
4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

4.1 Minutes of Previous Meeting

The minutes of the 308th meeting of the Finance Committee were circulated in advance.

It was moved by S. Mingie and seconded by D. Fortin that the minutes of the 308th meeting of the Finance Committee be approved, as presented. The motion carried unanimously.

A member asked for an update on the Capital Debt Policy Review and the establishment of the Sinking Fund. T. Sullivan (Acting Chief Financial Officer) advised that policy is under review. A recommendation from the Investment Committee on the Sinking Fund that will be presented to the Finance Committee in February 2022.

5. ITEM(S) FOR APPROVAL

5.1 Framework for the 2022/2023 Operating Budget

An executive summary and presentation were circulated in advance.

The Chair outlined the Framework for the Operating Budget which is approved annually and includes the budget cycle, key budget assumptions, enrolment projections, and the regulatory environment. The Operating Budget for 2022-2023 will return to the committee and the Board for final approval in April 2022.

J. Tomberlin (Provost & VP Academic) presented the Framework for the 2022-23 Operating Budget. The Framework is connected to other planning exercises such as the Strategic Integrated Plan (SIP), Strategic Mandate Agreement (SMA), and individual plans by the Resource Planning Committees (RPCs). The focus of the operating budget is to maintain a balanced budget while considering a number of budget pressures such as the provincial deficit, tuition freeze, changes in enrolment patterns due to the pandemic, and deferred building maintenance.

The Framework is based on a number of revenue and expense assumptions. Revenue assumptions include stable enrolment, no increase in domestic tuition, an increase in international tuition, and frozen government funding over the planning horizon of 2021-22 to 2025-26. Expense assumptions include the salary cap of 1%, central cost increases of 3%, and the elimination of pension special payment reserve contributions.

The Chair inquired about the setting of the international student fees. J. Tomberlin responded that Carleton is charging international fees below the median of Ontario institutions. A member asked for additional information on the out-of-province, domestic student tuition. J. Tomberlin advised that the provincial government gave universities latitude to increase tuition fees by 3% for out-of-province students. However, it is operational complicated to implement and would be a non-material increase to budget revenues. Very few in the sector, outside of Quebec, take advantage of this fee increase.
There are two enrolment scenarios for planning purposed: more conservative and less conservative. Both scenarios modeled retention on the three-year average, with flat domestic tuition for two years with modest increases in 2024-25, the same increase in international tuition as in previous years, and that government grant remains capped. The difference between the two scenarios was in 2022, which models undergraduate student enrolment as flat versus an increase in international graduate student’s enrolment. Changing demographics will impact applications and conservatively the University will see flat applications or an increasing rate. The University is monitoring Full-Time Equivalent (FTE) enrolment, noting that there was a drop in enrolment last year.

Budget priorities for 2022-23 include supporting the strategic directions of the Strategic Integrated Plan (SIP) and setting Carleton up for success following the public health crisis. The Chair noted that performance based-funding has been delayed under the SMA. The University in exceeded the metrics in the SMA needed to receive the provincial funding. The University is modeling carefully in the event of a poor performance on metrics there would be limited impact on the overall budget.

It was moved by D. Alves and seconded by M. Fraser to recommend that the Board of Governors to approve Carleton’s planning framework for fiscal year 2022-23, as presented. The motion carried unanimously.

5.2 New Student Residence Building – Project Implementation Report

An executive summary and report were circulated in advance.

The Chair outlined the report on the new student residence building to accommodate the growing demand for residence rooms, the Board of Governors approved management to proceed with a detailed implementation plan for construction of a new 456-bed residence building on campus for a cost not to exceed $90 million. The University is now looking to move ahead with the implementation strategy.

G. Nower (Assistant Vice President, Facilities Management and Planning) provided a project status update. A Risk Manager has been retained to develop a management plan and project costs have been capped at $90 million, with an occupancy date scheduled for September 2024.

A member asked for clarifications on the project costs as furniture is not included in the budget. G. Nower advised that the cost of furniture is outside the project budget. A. Trembley also responded that furniture is sourced from other funds and consideration should be given to if these costs should be included in the project costs. C. Taylor (Interim Vice-President Finance and Administration) also responded that there will be a conversation how such costs are reported in the future.

The Chair asked about site conditions. G. Nower advised that geotechnical surveys indicated geology in the area with potential risks for pilings which could delay foundation work but the timing in the schedule is a recoverable.
It was moved by A. Tremblay and seconded by D. Fortin to recommend that the Board of Governors to approve the New Student Residence Implementation Report at a total cost not to exceed $90 million, as presented. The motion carried unanimously.

6. ITEM(S) FOR INFORMATION

6.1 Update on the 2021/22 Operating Budget

T. Sullivan provided a verbal report on the 2021-2022 Operating Budget. As of October 31st, the expenditure budget is on track. The pandemic is impacting tuition revenues. Enrolment patterns are showing a shortfall of between $3 and $9 million. When the operating budget was presented in September 2021, there was a $10.2 million unrestrictive surplus, given the potential tuition shortfall, this amount will remain unassigned until February once enrolment numbers are known.

The Chair inquired as to student’s enrolment decisions. T. Sullivan confirmed that second terms fees are due at the end of November, which will provide a better idea of revenues for the year-end.

6.2 Update on the 2021/22 Ancillary Budget

An executive summary and presentation was circulated in advance.

S. Blanchard (Vice-President Students and Enrolment) introduced the ancillary units budget update, which involved having the units go back and review their budgets and anticipate what that budget will be until the end of the fiscal year.

K. Mann (Director, Finance and Operations) presented the ancillary units’ budgets and their fiscal projects. The largest ancillary units (housing, athletics, dining services, and parking services) have all seen a significant increase in activity over the last year. It is unlikely that ancillary units will return to normal operations in the current year but losses incurred will likely be significantly lower than last year.

A large loss was realized in 2021 and 2020, the Board of Governors approved $2.2 million in financial support from the University’s capital reserve to fund deferred maintenance in 2021-2022. For Fiscal 2022, units were asked to prepare two budget scenarios, one optimistic, the other pessimistic depending on campus restrictions. Overall, units anticipate increased revenue over last year, and anticipate a smaller than planned loss for 2022. Unit-specific updates were as follows:

- **Housing**: made 84% of residence beds available and assume similar levels in Winter 2022. Housing was able to proceed with the deferred maintenance projects and anticipates some conferences in Summer 2022. Housing anticipates ending the year with a surplus.
- **Dining Services**: meal plan revenues were higher than last year but retail sales are lower than a typical year and anticipate similar levels of activity in Winter 2022. Dining
Services were able to take on deferred maintenance projects in Residence Commons and the Food Court. Dining Services anticipates it will be able to reduce its accumulated deficit this year but will be unable to make its scheduled contribution to the Ancillary Capital Fund without incurring a significant deficit in 2021-22.

- **Athletics**: Easing of restrictions and return to activities has improved the department’s revenues. Projections made assuming with no further lockdowns, with student fees charged at 50% for Winter and Spring but returned to 100% in the Fall. Athletics saw a loss of approximately 20% of revenues due to lockdowns and expect a similar loss this year but the department has a significant accumulated surplus to absorb this loss.
- **Parking Services**: no parking fees were charged from April 2020 to October 2021 and going forward it is assumed that staff and faculty parking revenue will be at pre-pandemic levels for the rest of the year but that visitor parking revenue will be 30% of the pre-pandemic levels. Parking Services is anticipating another deficient this year.

Other ancillary units do not have a significant impact on the overall ancillary budget but an overview of these areas include the following:

- **Print Shop**: continues to create and distribute signage but are seeing reduced demand due to lack of activity on campus.
- **The Bookstore**: continues to see significant demand for e-books and apparel sales are up, textbook sales are down.
- **Health Services**: continue with vaccination clinics and rapid testing. There is a marked increase in demand for mental health services.
- **Dominion Chalmers Centre**: offering limited event services.
- **University Centre**: largely unaffected.
- **National Wildlife Research Centre**: largely unaffected.
- **Ancillary Capital Fund**: will see some reductions in incoming funding but has sufficient existing reserves to fund ongoing commitments.

Ancillary Services are meeting the optimistic scenario for 2021/2022. Ancillary Services projects a small deficit of $1.4 million in 2021 and an accumulated surplus of $20.5 million in 2022. Managers are preparing 2023 budgets, anticipating a gradual return to campus. Those budgets will be presented to this committee in March 2022.

A member inquired about units carrying accumulated deficits. K. Mann advised that this is noted in the executive summary as an advanced warning to the Committee as it will be expected that some units will be in a deficit position at April 2022.

The Chair inquired about the increase in apparel sales at the Bookstore. K. Mann confirmed that an increase, including the sale of the rebranded merchandise, as students returned to campus.

A member asked if management has identified the potential impact of the deficit, where this money would usually be directed, and if there is something suffering as a consequence of the
6.3 **Ongoing Capital Projects Budget Status Report**

An executive summary and presentation were circulated in advance.

The Chair provided a brief introduction to some of the major capital projects on Carleton Campus.

G. Nower outlined capital projects totalling $256 million currently underway.

- **Nicol building** is substantially complete with building occupancy obtained in August 2021. Deficiency reviews and corrections are ongoing and include the installation of glass on the stairwell and some deficiencies in the flooring. The project was delivered approximately $600,000 under budget.

- **Engineering Design Centre** (Mackenzie Building Addition, which will form part of the new Sustainability Research Centre) is under construction and experiencing supply delay issues resulting in the project completion being delayed until March 2022, but the budget remains on target.

- **New Student Residence** has begun planning and design, submitting for permits and targeting September 2024 for occupancy.

- **Athletics and Wellness Hub** is in the design phase as well as working on a Request for Information with the City of Ottawa.

- **Sustainability Research Centre** design is currently being prepared for the 6-story building 215,000 sq. ft. building. The building will primarily be for research and will include an optional infill in the Mackenzie courtyard for student space.

- **Cogeneration Facility** is up and running but finalizing commissioning in planned for January 2022. This project was over budget by $500,000 due to equipment condition issues.

- **Loeb and Paterson Hall Building** - Condition Assessments are complete and working toward implementation of building upgrades. Paterson Hall Building is a planned renovation of building systems including external, electrical, and mechanical systems while Loeb Building is reconditioning of the building cladding, building envelope and internal stairways.

- **P4 Transportation Hub** is currently on hold.

Other capital renewal projects include upgrades to ventilation systems to meet COVID-19 requirements, upgrading control system in Dunton Tower to be more efficient, University Centre cooling tower replacement, and roofing projects are under way and are moving quite well with the only delays due to supply chain issues around mechanical and electrical. The campus
transportation projects continue with the University Drive/Bronson Ave intersection modification with anticipated completion at the end of the month.

A member inquired about the status of the remediation of asbestos on campus. G. Nower advised that there is an asbestos inventory.

**ACTION:** G. Nower to provide asbestos inventory and abatement plan to the Building Program Committee for information.

B.A Bacon (President and Vice-Chancellor) noted that the Building Program Committee received a presentation on the future major capital projects including the New Student Residence, Wellness Hub, and Sustainability Research Centre. The City of Ottawa announced that they would be seeking a partner on an aquatics facility and launched a Request for Information. He commented on the architects’ planning process, the inspiration for those buildings, and reiterated that these buildings are outwards facing towards the edge of campus, a permeable membrane between the community and the University. The package from the architects will form part of the open consent documents for the Board of Governors.

6.4 **Investment Report for the Endowment**

An executive summary and report were circulated in advance.

The Chair noted the Investment Report for the Endowment assists the Finance Committee in its oversight of the University’s Endowment Fund (the “Fund”). The report focuses on the investment returns and provides information about the Fund’s asset mix and outside investment counsel. This working paper reports on performance of the Fund for periods ending September 30, 2021.

B. Springer (Director, Pension Management) reported as of September 30, 2021 the value of the Endowment Fund was $363 million, as of today’s date it is up to $378 million. The endowment saw a nearly a 14% return for the combined endowment (general and two donor-directed endowments). The Fund has a payout rate of 4% of the market value of the fund and last year over $12.5 million were distributed and used for scholarships, bursaries, and other University initiatives. The University wants to be able to make this pay rate plus the 1% administration fee while maintaining the endowment fund aiming for a return of 7%. Over the last 4 years, the Fund has returned over 9% without compromising the real value of the principle. The General Endowment is invested in a diversified portfolio of Canadian and non-Canadian equities, Canadian fixed income, and global infrastructure funds. The one-year average return was 15.5% and the four-year average had a return of almost 10%. The Fund is currently off-side in terms of infrastructure investments but will see this allocation rise overtime.

The Student Investment Fund is run by students in the Sprott School of Business. They were provided $500,000 13 years ago and have grown the fund to $1.8 million. They recently presented to the investment committee on their responsible investment approach.
A member inquired in the wake of the news of University of Toronto’s divestment policy and the recent UN Climate Conference has those principles been taken into consideration. B. Springer responded that the Responsible Investment Policy is under review and the approved policy will include the Student Investment Fund investment.

A member inquired if the university was satisfied with its investment managers. B. Springer that the University is satisfied with the two main managers, Philips Hager and North (for Canadian) and MFS for global. These managers also manage money for the pension fund. The member followed up to ask about external review around strategic allocation. and B. Springer advised there is an Asset Liability study underway.

6.5  **Pension Plan Report**

An executive summary and report were circulated in advance.

B. Springer provided an overview of the Pension Plan Report. The Pension Plan’s assets total $1.67 billion and continues to experience positive performance. The plan is fully funded on a going-concern basis and has fully recovered from the decline in the market value from the beginning of the pandemic. This past year, the return on the fund has been 24.6%, compared to 0% the previous year. An Asset Liability Study is underway using a model to look at the investments in the pension funds and the obligations to pay benefits out to beneficiaries using demographic data and actual asset mix to look at different scenarios. The pension committee is looking to add an allocation to real estate funded by reducing the allocation to Canadian equities. The Fund is currently 25% in Canadian equities which tend to be volatile. In the previous year, the fund returned almost 25%, relative to the benchmark which was just over 20%.

The Office of Pension Fund Management will be reorganizing in the near future as B. Springer is currently the only investment professional in that office and will be retiring in June 2022.

6.6  **Responsible Investing Policy Review Update**

A presentation was circulated in advance.

B. Springer presented on Carleton’s Responsible Investing review currently being undertaken. The purpose was to update the Responsible Investment Policy and to more broadly elevate the Responsible Investing (RI) function. She provided some context for RI, which refers to how portfolios are constructed and managed with the purpose of effecting positive change.

Carleton’s RI policy is an approach to investing that provides the opportunity for better risk-adjusted portfolio returns while at the same time contributing to important environmental, social, and governance (ESG) issues. Fund Managers pay attention to ESG factors when picking stocks for the portfolio, considering issues like climate change, fair labour practices, and diversity.

This policy currently applies to the Pension and Endowment funds, and the revised policy will also apply to the non-endowed operating funds as well. The Endowment Fund ($370 million) distributes approximately $12 million a year for student financial assistance. The Pension Fund
($1.7 billion), makes over $60 million in pension payments annually and is governed by a pension committee responsible for the administration of the plan.

The existing policy is consistent with the Principles for Responsible Investing (PRI), a positive way to include the ESG factors in the decision process. Carleton implements this by having dialogue with investment managers on how they measure risk and requiring managers to report to the Pension Committee in person at least once a year. The ESG approach is about shifting the portfolio to outcomes that are important to the community like moving to a less carbon intensive portfolio.

A comprehensive policy review was undertaken to identify other actions to elevate the RI function at Carleton. A joint subcommittee has been formed from the pension committee and the investment committee members who are working with consultants - ESG Global Advisors. The scope includes confirming best practices, benchmarking to peer institutions, and a strategy session to confirm investment belief. B. Springer recommended discussing both divestment and shifting to a lower carbon portfolio. Divestment would apply to direct holdings in the endowments and the transition would be a longer term strategy for indirect holdings to meet lower carbon targets by set deadlines. Carleton will also establish a fossil fuel free option for the endowment for donors. The Net-zero at 2050 target will form part of the policy but will require a measure for progress.

Implementation issues include portfolio metrics and how these are measured and creating a monitoring framework to improve dialogue with managers, application of policy to specific assets that are already held. She recommends looking at additional collaborations to improve the committee’s understanding of the issues and suggests becoming a signatory to the Principles for Responsible Investment. It is important to make a distinction between the endowment fund and the pension fund as the pension fund has certain obligations under the regulation and common law which preclude divestment but the other aspects, such as reporting.

In the next few weeks this presentation will go to the pension and investment committees. The subcommittee will meet again on January 13th to discuss the RI policy, monitoring framework, and implementation. Following that, the RI policy will go to the Finance Committee on February 23rd and then to full Board for approval on March 10th.

A member inquired if the current committee is going to collaborate with other universities that have already done work in this area. B. Springer confirmed that Carleton will be putting more resources towards RI, including the expansion of the Office of Pension Fund Management. Carleton does collaborate with other universities in the University Network for Investment Engagement (UNIE), acting as a block and sharing information but need to tailor policies to our own campus.

The member followed up on the blended approach and inquired if those direct holdings would be considered corporate holdings. B. Springer advised that direct holdings are those where Carleton actually holds the shares and can instruct the manager to sell. Indirect investments are pooled funds, where units of the pool are purchased and Carleton cannot instruct them to sell any one particular holding in the pool. The University cannot alter the pool but can dialogue with PH&N
Investment Services, ask targeted questions to understand what they are doing, and want to see the pool changing its compensation so it moves to something that aligns with a lower carbon structure.

A member noted that the pension needs to be carefully governed and that there are a lot of international score cards that are coming forwards and other organizations are settling on a set of agreed to guidelines with large institutions making moves in this direction. The member thought that divestment could be a separate discussion from the policy work in terms of some very specific smaller actions that can be taken.

B. A Bacon noted that this is not a simple analysis and wanted to make sure that everyone is on the same page and he highlighted that the Finance Committee is supportive. The proposed approach is close to the University of Toronto model with details to be defined, agreeing with the notion of a transition to divestment and decarbonisation of indirect holdings, and the “Green Fund” that will be made available for donors.

A member inquired about legislation precluding the University from certain actions for the pension funds due to fiduciary duties and if there be any changes in the legislation on this given government priorities. B. Springer responded no there has been no change in legislation. It is believed that ESG goals and active ownership is more effective in enacting change than divestment and leads to institutions having more influence over the longer term.

A member inquired what other issues were identified for the investment managers, other than climate change. B. Springer responded that the University has several infrastructure funds and the Pension Committee is concerned about labour conditions under those funds. On the governance side, gender diversity on boards and in management is a concern for the transition to a low carbon economy and its impact on communities and human rights.

7. OTHER BUSINESS

No additional business was raised.

8. IN-CAMERA SESSION

An in-camera session was held with the President and University Secretary.

9. ADJOURNMENT

There being no further business, the meeting adjourned at approximately 2:30 p.m.
1.0 PURPOSE
☐ For Approval  ☒ For Information  ☐ For Discussion

2.0 MOTION
This report is for information only

3.0 EXECUTIVE SUMMARY
The superb Nicol building, which broke ground in June 2018, is substantially complete and the faculty, staff and students of the Sprott School of Business have moved into the building in fall 2021. The building is gathering acclaim from all stakeholders. Final completion is expected by March 2022. (Please see Appendix 1-3 following section 9.0)

The Nicol Building is a seven storey, 115,000 sq. ft. facility designed by Hariri Pontarini Architects. The building includes flexible classrooms and a lecture theatre, as well as enhanced event, meeting and collaborative spaces. The upper floors also house the Sprott School of Business’s faculty and administrative groups.

4.0 INPUT FROM OTHER SOURCES
The project manager and key stakeholders were consulted in the preparation of the close-out report.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The Nicol Building is an ambitious and complex project that aimed to provide a much-needed home and enhanced brand to the Sprott School of Business. It is already considered a landmark building on campus. The design of the building creates environment that will facilitate stronger partnerships with the greater Ottawa business community, and allow students to learn both in a classroom setting, as well as how to collaborate and problem solve in the real-world environment. These cornerstone features are realized through spaces such as the building’s Innovation Hub, a cross-faculty centre for entrepreneurship, as well as enhanced technology and collaborative leaning spaces. Sustainability features have been embedded in every facet of Sprott’s new home and the building is expected to achieve 4/5 Green Globes, a nationally recognized environmental building certification. The Nicol Building is the first institutional building in Ottawa to use Bubble Deck technology, which reduces the amount of concrete required. A total of 11,300 bubbles were used, which displaced nearly 163 tons of concrete or equivalent to 100 kg of concrete per every kilogram of recycled plastic. The building has already become a favourite location on campus for the Carleton community, and aligns with all three strategic directions of the Strategic Integrated Plan to:

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

6.0 FINANCIAL IMPLICATIONS
The total project budget was $65.5M and the total anticipated closing balance is a surplus of $687K.
7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
With the project being essentially completed there are no anticipated risk or legal implications.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
The Nicol Building encourages integration and facilitates a collaborative approach to learning which is already attracting new students, faculty and staff to Carleton. The building serves as a gathering place where the Carleton community and the broader Ottawa community can engage, share ideas and find creative solutions to the challenges facing business and society. This modern building for our Sprott School will improve Carleton’s reputation in the education sector, business community, and the overall reputation of Sprott School of Business. The success of the project and the distinction of the building have been broadly communicated and the building will be a feature of Sprott and Carleton marketing for decades to come.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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Appendix 1: South side of Nicol Building

Appendix 2: Nicol Building Interior
Appendix 3: Nicol Building Hyflex Classroom
Nicol Building - Project Close-Out Report

Prepared for: Building Program Committee
Prepared by: Gary Nower, assistant vice-president (Facilities Management and Planning)
Feb. 23, 2022

1. Purpose
The purpose of this document is to mark the completion of the Nicol Building Project (PCS 63483) by assessing the project's performance, identifying lessons learned, and confirming that essential contractual and other project close-out activities have been completed.

2. Background
Start Date: June 2018 Completion Date: Fall 2021 (substantial completion) and March 2022 (final completion). The Nicol Building is a state-of-the-art, distinctive building that was delivered on schedule and under budget. The Sprott school of business successfully moved in their new home in time for the Fall 2021 term. In order to optimize the ability to attract and retain top talent, as well as to accommodate the needs of faculty and staff, the university emphasised inspired spaces that draw students and faculty alike – space that reflects, in architectural form, the Sprott School of Business’ vision of excellence.

3. Project Description
The seven storey (approximately 115,000 sq.ft.) design was put forward for the Sprott School of Business with the budget of $65.5M. The project will close with a 687K surplus.

- **Scope Completed**
  All planned project scope has been completed with all deficiency work planned for completion in March 2022. The FMP Maintenance team has officially taken over the overall building maintenance.

- **Outstanding Issues**
  Outstanding work related to the performance of mechanical systems, client change orders, as well as minor interior deficiencies are in the process of being addressed and completed. The contractor and design team are working closely with the FMP and the client to finalize all outstanding issues.

4. Project Performance

- **Project Deliverables**
  - Enhanced learning, networking and collaborative spaces
  - Flexible classrooms and innovative learning environments
  - Enhanced meeting and event spaces
• Additional space for experiential initiatives, such as the Sprott Student Investment Fund and Sprott Student Consulting Group
• New Innovation Hub, a cross-faculty centre for student entrepreneurship
• Sustainable design from core to skin – the project is slated to achieve 4 Green Globes

Project Schedule and costs

The building’s original completion date was October 2020. The building was delivered in August 2021.

The total project budget was $65.5M and the total anticipated expenditure at close out is $64.8M.

➢ Stakeholders
  o Office of the Dean of Sprott School of Business (Carleton University)
  o FMP-Facilities and Operations (Carleton University)
  o CSS – Campus Safety Services (Carleton University)
  o ITS – Information Technology Services (Carleton University)
  o Scheduling and Examination Services (Carleton University)
  o Campus Dining Services (Carleton University)

Scope Change No significant scope change was incurred other than minor changes to furniture and equipment.

5. Overall Assessment
The project model for the Nicol Building was successful and we will look to implementing it on future construction projects, with the recommendations taken into consideration.

➢ Lessons learned
  • Scope Management
    The Nicol Building has provided Carleton University a modern facility for long-term use by both the Sprott School of Business and Carleton’s Scheduling and Examination Services department. Overall, the scope of the project (including various Change Orders) has remained on target, delivering the intended classroom, support space, faculty and staff office space, as well as a large lecture theatre.

    Recommendation: To ensure project requirements are well defined at the onset of the project in full collaboration with the client and users.

  • Cost Management
    The costs on the base building project has remained on or under budget. There were, however, a few furniture items from the base building that were delayed due to functional
program decisions and were subsequently completed as part of the Innovation Hub fit up.

**Recommendation:** Apply Project Management integration process to ensure both the Project Manager and all stakeholders are fully engaged and work in a collaborative environment.

- **Project Management**
The planning and initial implementation phases were undertaken by a third-party consulting firm. Project Management was officially transferred to the Carleton in-house Project Management team in summer 2020. The in-house project management delivery significantly improved communication, cost management and overall project control.

**Recommendation:** Keep project management in-house for capital projects.

- **Risk Management**
Risk Management steps were not utilized at the onset of the project. It is beneficial that all projects require a clear risk management plan to identify all risks and allow for proper planning and scope definition.

**Recommendation:** Consult the Risk Manager as part of development process for larger projects and throughout projects as appropriate.

- **Procurement Management**
The construction delivery method chosen for this project was Design Bid Build (Stipulated Sum) Contract (CCDC2). In order to take advantage of design assist advice from the contractor related to constructability, and to achieve cost savings and expedite project delivery, Construction Management project delivery (CCDC5B) should be considered.

Procurement of IT and multimedia equipment were handled internally by the project team, whereas, furniture and classrooms accessories were undertaken by the design team with close co-ordination and consultation with Carleton’s project team.

**Recommendation:** For future projects consideration should be given to engaging external Subject Matter Experts (SMEs) / Consultants for complex product specifications and installation such as IT and furniture. Deliver projects using Construction Management.

- **Schedule Management**
The contractor was unable to provide a construction schedule clearly outlining progress against the schedule baseline. In order to ensure clarity and mitigate schedule slippages, FMP engaged an external Scheduling Consultant to assist the project team.
**Recommendation:** Hire a scheduling consultant for larger projects and ensure that an updated schedule outlining progress against the baseline be provided on a monthly basis and/or with each progress claim.

- **Governance**
  Determining the need for having a firm communication plan in place at the start of the project would help avoid communication issues.

**Recommendation:** Engage Strategic Communications Manager (Finance and Administration) before the outset of the project to ensure a comprehensive communications plan is developed and in place.
1.0 PURPOSE
☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION
This report is for information only.

3.0 EXECUTIVE SUMMARY
Carleton University has had a Campus Master Plan in place since 2010. The plan is updated every five years. The Campus Master Plan sets the parameters, policies and directions for the physical development of the campus – its buildings, landscapes, movement systems and general infrastructure. It deals with the location and size of buildings without determining the uses except in a general sense, since these will vary over time. This is an exciting time for Carleton University to explore what our campus will look like in the future. The last Campus Master Plan was reviewed in September 2015 and completed in June 2016. The 2016 Master Plan was completed by consultant Brook McIlroy (BMI) and in August 2021, Carleton University once again retained Brook McIlroy (www.brookmcilroy.com) to prepare the next update to the Carleton Campus Master Plan. Their team includes Campus Planners, Urban Designers (BMI), Architects (BMI), Landscape Architects (BMI), Transportation Planners and Engineers (PARSONS), Stakeholder and Public Engagement Specialists (BMI), Project Managers, and LEED Accredited Professionals (All), Accessibility experts (Level Playing Field), and Sustainability specialists (The Purpose Team).

4.0 INPUT FROM OTHER SOURCES
The Campus Master Plan process incorporates opportunities for Carleton faculty, staff and students to provide feedback, as well as consultations with external stakeholders and institutional partners.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The Campus Master Plan provides a long-term vision for our physical campus that will align with and support the values and aspirations of the Strategic Integrated Plan of the university, and guide future campus development accordingly. The plan will have dual horizons that will outline the planning implications for both the next five to 10-year period, and for a longer, visionary 25 to 30-year scenario.

The end result will be a Carleton Master Plan document that will serve as a guide to the university as it develops its future built environment. The consultant is very familiar with other key strategic documents that will inform their work in developing the updated Campus Master Plan, ensuring it is a holistic document that aligns with our key University planning documents, including:

- Strategic Integrated Plan (SIP)
6.0 FINANCIAL IMPLICATIONS
The total project costs to update the Campus Master Plan is approximately $200,000 which was funded through a 2021/22 one-time funding allocation. Any additional fees or new associated expenses would be small and covered by contingencies.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
The Campus Master Plan update meets the university’s requirement to update the Carleton University Campus Plan every five years. Risks are minimal during the planning phase. Failure to update the plan may result in the development of the campus not reflecting the University’s strategic goals. The update mitigates this risk.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
The consultation process is a key component to complete the Campus Master Plan update. Internal/external consultations, and open houses (virtual or in-person or a hybrid) will be co-ordinated and communicated well in advance to maximize the Carleton campus and community involvement. The project team will be setting up a dedicated website and email address for the initiative that will be used to provide project updates, schedules, and a place for feedback.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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Campus Master Plan Renewal Process Update

Building Program Committee
February 23, 2022
The purpose of this plan is to set the parameters, policies and directions for the physical development of the campus – its buildings, landscapes, transportation plans, and infrastructure. FMP will continue to support the development and implementation of the Master Plan guided by the principles identified by the university.
Alignment with Carleton’s Strategic Integrated Plan

- Campus Outdoor Master Space Plan
- Transportation Strategy
- Coordinated Accessibility Strategy
- Kinamagawin (Learning Together) Indigenous Strategy
- Equity, Diversity and Inclusion Action Plan
- Sustainability Plan 2020-2025
- Energy Master Plan 2021-2016
- Faculty and Unit Plans stemming from the SIP
Key Outcomes

The main outcome is to provide a conceptual layout to guide future growth and development for the campus. More specifically, the key outcomes are:

• Alignment between planning and academic plans
• Integration with Open Space Master Plan and Transportation Master Plan
• Improved connections between social spaces, development projects, and the surrounding environment
Team Members

- Brook McIlroy (consultant)
- PARSONS Team – Transportation
- The Purpose Team – Sustainability
- Level Playing Field - Accessibility
- Facilities Management and Planning
- Campus key stakeholders
**PHASE 1: BACKGROUND STUDY AND VISIONING**  
January - May 2022

- Campus Community Visioning Session

**PHASE 2: DESIGN AND DEVELOPMENT ALTERNATIVES**  
June - September 2022

- Project Committee Design and Development Alternatives Review
- Campus Community Design and Development Alternatives Review
- Campus Community Open House and Design Workshop

**PHASE 3: CAMPUS MASTER PLAN DEVELOPMENT**  
October - December 2022

- Present Campus Master Plan to Project Committee
- Campus Community Open House
Phase 1 - January to May 2022

Phase 1 will include:

- Carleton University Community Engagement events including virtual meetings with internal campus community members and groups

- Virtual Public Open House Meeting

- Sustainability Workshop

- Accessibility Workshop
Phase 1 - January to May 2022 Details

• Background Review and Analysis of existing conditions, preparation of base maps and models is currently underway, to be completed first week of March.

• Development of online engagement tools (Bang the Table website and survey for Campus Master Plan) will take place following approval of online platform. These will be developed in the first week of March (February 28 – March 4).

• Carleton internal community visioning sessions and compilation of feedback will occur throughout the month of March. The hope is to align some of these with Brook McIlroy’s site visit (potential dates March 8th-11th) if/when possible, to do in-person.

• Public Open House – done concurrently with Brook McIlroy’s site visit, second week of March.

• Accessibility Workshop and Sustainability Workshop should organised and scheduled as soon as possible, with potential dates for the first week of March.

• Development of Campus Vision and Guiding Principles for Campus Master Plan Update – informed by the Phase 1 consultation process listed above and review of background information, existing plans, and opportunities analysis. This will be completed in April and prepared for the Phase 1 presentation to Steering Committee (potential date April 28).
Phase 2 - June to September 2022

Phase 2 will include:

A Land Allocation Plan to include:

• Recommendations for site organization such as locations for buildings on campus, open space uses, housing, locations for parking, pedestrian and cycling infrastructure, and developing a high-quality transportation network.

• Conceptual plans for campus precinct development should this approach be deemed desirable and practical.
Phase 3 - October to December 2023

Phase 3 will include:

- Rendered views, diagrams, and drawings, alongside descriptive text, and guidelines
- At least 10 renderings and illustrations including perspectives, elevations, and plan drawings
- The Campus Vision, and Development Principles formed in Phase 1, the design and implementation directions developed in Phase 2, as well as summaries of the Engagement Feedback Analysis from Phase 1 and Phase 2 consultation events

Final Steps

- Updated Campus Master Plan to be accepted by Building Program Committee
- Presentation of the final updated Campus Master Plan to the Board
Critical Success Factors

• Extensive consultation
• Respond to campus growth
• Consensus on deliverables and outcomes
• Proper risk analysis
• Effective communications
• Monitor and control scope
• Prioritize tasks and goals
• Ensure allocation of resources
Questions?
1.0 PURPOSE
☐ For Approval  ☒ For Information  ☐ For Discussion

2.0 MOTION
This report is for information.

3.0 EXECUTIVE SUMMARY
Carleton has had an Energy Master Plan in place since 2014. The updated Carleton University Energy Master Plan (2021-2026) is a strategic document that provides the framework for the university to become carbon neutral by 2050. Building on previous energy master plans, the Energy Master Plan encompasses the following objectives and goals:

1. Reduce Carleton University’s Environmental Footprint:
   • Develop a phased plan to reduce Green House Gas (GHG) emissions and to meet the Government of Canada reduction targets by 2030 and become a carbon neutral campus by 2050
   • Develop a plan to expand current district energy infrastructure to support flexible campus growth
   • Utilize innovative generation, distribution and delivery technology to increase efficiency and lower our environmental impacts

2. Reduce Utility Operational Costs:
   • Optimize utility operation costs
   • Maximize the net economic benefit to Carleton by looking at renewable energy generation
   • Propose methods for substantial gains in building efficiency and thermal efficiencies within the production and distribution of building heating and cooling loads

3. Increase Reliability and Safety:
   • Increase the system redundancy and resiliency.
   • Mitigate the impact of operational failures and interruptions.

Initiatives that support the goals above are being implemented. These include electrical infrastructure assessments and upgrades, implementation of battery storage for back-up power, energy retrofits and an upcoming detailed study to implement the first thermal nodal plant apart from the Central Heating Plant.

4.0 INPUT FROM OTHER SOURCES
A consultant was hired to develop the Carleton University Energy Master Plan, in collaboration with Facilities Management and Planning’s energy and sustainability teams. The development of the plan also took into consideration the Strategic Integrated Plan (SIP) and the University’s Sustainability Plan.
5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The Carleton University Energy Master Plan complements the Sustainability Plan, and both support the University’s Strategic Integrated Plan (SIP) direction to Strive for Sustainability. As Carleton adapts to become a carbon neutral campus, it is embedding sustainability considerations across its operations, research, and teaching and learning. As stated in the SIP, Carleton is committed to being a leader in sustainability and to develop long-term solutions on campus and nationally.

6.0 FINANCIAL IMPLICATIONS
In order to achieve Carleton’s carbon neutrality goals, an estimated $305M of capital expenditure will be required over the next 30 years. With projected increasing carbon tax assessments as described below, a business-as-usual case would add $73M in carbon tax over the next 30 years attributed to campus growth. Implementing this plan will generate significant annual savings in carbon tax, and the magnitude of these savings are determined by the speed of implementation.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
Under the Paris Agreement, Canada has committed to reducing its (GHG) emissions by 30% below 2005 levels by 2030. The Government of Canada recently announced that it will develop a plan to set Canada on path to achieving carbon neutrality by 2050. Under Ontario’s Emissions Performance Standards Regulation, Carleton is obligated to report its carbon emissions and would incur significant costs. The financial risk could be significant with the current price of carbon at $20 per tonne. This is set to rise by $15 per tonne each year starting in 2023 and with this level of escalation on an annual basis, the price of carbon will be $170 per tonne in 2030. Carleton has paid approximately $600,000 for its 2021 GHG emissions and for 2022, the cost is expected to rise to $1M. Implementing the plan is important to reduce the financial and reputational risk.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
On an annual basis, Carleton receives very favourable rankings nationally and internationally for our sustainability and energy reduction initiatives. Given Carleton’s Strategic Integrated Plan, failure to establish and meeting emission reduction targets could pose a reputational risk as the SIP has identified sustainability as a core value for the university. In order to mitigate the risk, the university must implement and monitor the price of carbon and our plans to reduce our GHG emissions by 30%. Below 2005 levels by 2030 on an ongoing basis. In addition, failure to meet emission reduction targets could result in higher financial risk due to increased taxes. If Carleton was unable to meet its targets, it could have a negative impact on our national and international rankings.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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Carleton University Energy Master Plan Update

Building Program Committee
February 23, 2022
Energy Master Plan Goals

• Develop a plan to reduce our carbon footprint by 50% by 2030 and by 100% by 2050

• Develop a plan to expand our current district energy infrastructure to support the doubling of our campus space by 2050

• Reduce Utility Operational Costs

• Increase Reliability and Safety
Energy Master Plan Update

• 2021 had a focus on further developing plans for energy management due to Covid requirements and the priority to keep our buildings safe.

• $2M was re-allocated to ensure that the epidemic guidelines produced by the American Society of Heating Refrigerating, and Air-Conditioning Engineers (ASHRAE) are being followed.

• This included the addition of ventilation in the tunnels, design of in duct air disinfection through UV-C (ultraviolet) bulbs and air balancing of all buildings and adding ventilation where required.
Energy Master Plan Achievements

- 5% carbon savings compared to FY 2019-2020.
- Co-Gen Plant operational and producing electricity reducing our utility costs.
- Electrical Vehicle charging stations being added to P(7) with $100k in funding from NRCan.
- Electrical infrastructure and detailed nodal plant study are under review.
Energy Master Plan Achievements

Reduction in Energy Intensity
Preferred Thermal Heating Strategy

- Electrification of thermal heating strategy through the addition of three new nodal heating plants.
- Electrical heating plants (boilers) generate low temperature hot water that is distributed throughout the campus for heating purposes.
- At each Plant provide Thermal Energy Storage (TES) storage tanks that would reduce campus heating demand, provide redundancy and provide energy cost savings.
- Retrofit buildings to accept low temperature hot water (if required).
- Electrification reduces carbon emissions by 80%.
Updated Studies

- A comprehensive evaluation of the electrical infrastructure is underway across campus.
- Bronson hydro replacement sub-station study underway.
- Detailed Nodal Plant Design underway for first group of buildings.
- LED lighting retrofit planned for MacOdrum Library and lighting audits of other buildings.
- Air Handling Unit Fans replacement with array of fans to offer redundancy and energy savings.
- Battery Energy Storage at Bronson Substation being considered.
- All new buildings to be certified to Canadian Green Building Council (CAGBC) Zero Carbon Building Standard where applicable.
- 5% carbon savings compared to FY 2019-2020.
Thank You

Scott Macdonald, director, Energy & Sustainability Services
1.0 PURPOSE
☐ For Approval  ☒ For Information  ☐ For Discussion

2.0 MOTION

This report for information only.

3.0 EXECUTIVE SUMMARY
The Loeb Building is located in the southwest corner of campus and Paterson Hall is located on the academic quad. Both buildings require substantial repairs and renovations. Planning for both projects is being done at the same time due to the proximity of the buildings to each other.

The Loeb Building, which was constructed in 1967 and is made up of four towers, requires replacement and repairs to the exterior cladding, roofing, guardrails, and the exit stairs in all towers need upgrades to meet safety and current building code requirements.

Paterson Hall was constructed between 1960 and 1962, and the base building systems (mechanical and electrical) are nearing the end of their useful life and require upgrading. In addition, maintenance and upgrades are required to cladding, roofing, and exterior slabs.

We are taking a two-phase approach to addressing the issues in the Loeb Building and Paterson Hall. In Phase 1 deferred maintenance that requires immediate attention will be the priority for both buildings from April to August 2022. This work is regular deferred maintenance and does not require Board approval.

In the case of Loeb, the priority will be to repair the interior stairs in all four towers. We will also further investigate over the next six months how best to bring the building’s cladding up to code. In the case of Paterson Hall, the priority will be to repair the podium and surrounding area from April to August 2022.

In Phase 2, we will be planning the needed major renovations throughout 2022, with the work to be completed in 2023. The budget is holding steady at $40M for major renovations for each building. A further update will be provided to the Building Program Committee in the later part of 2022. This work will require Board approval.

4.0 INPUT FROM OTHER SOURCES

The two building assessments were based on building condition reports received from independent external consulting firms in 2019. Input was also provided by the FMP team.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Loeb Building and Paterson Hall renewal projects are important in order to maintain the useful life of these two important assets.
Key strategic outcomes related to these renewals for the Loeb Building include:

- Repair/replace precast panels, glazing and cupper panels in all four towers
- Repair masonry brick repointing and repairs to stair well exteriors
- Upgrade 3rd floor truss roof assembly including guardrails and skylight framing
- Upgrade interior stairs for safety
- Waterproofing and roof repairs

Key strategic outcomes related to these renewals for Paterson Hall include:

- Maximizing the efficiency of building, physical assets and equipment
- Maximize energy efficiency
- Reduce the renewal backlog
- Improve the accessibility of Paterson
- Renew the look, feel, and functionality
- Improve health and safety conditions
- Prevent additional burden to the equipment renewal backlog
- Renew or replace outdated building infrastructure
- Strategically address the deferred maintenance inventory (DMI)
- Extend the assets lifecycle and avoid replacement costs
- Improvements to the building exterior can also improve comfort levels for occupants

6.0 FINANCIAL IMPLICATIONS

These projects were estimated at $40M each in 2021.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The cladding on the Loeb Building needs ongoing maintenance and replacement and could present a health and safety risk should the cladding deteriorate further. An investigation of the cladding and how to meet current code requirements is planned for April – August 2022. The exit stairs in all four towers also need upgrading to meet safety and current building code requirements. Repairs to the interior stairs will be undertaken from April – August 2022. The podium requires immediate attention and will be repaired in April - August 2022. In the longer term, building systems reliability is a risk for Paterson Hall. Indeed, as the systems age, they can be prone to frequent failures such as loss of power, heating and/or cooling.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Communications will play a vital role in engaging the key internal stakeholders in advance and throughout the renovations to these two buildings, particularly with the Loeb project.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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Loeb Building and Paterson Hall Major Renovations

Building Program Committee
February 23, 2022
Major Capital Projects

Engineering Design Centre
A 26,100 sq/ft three-storey structure that will feature a maker space, design studios, workshop bays, central atrium, meeting and lounge spaces.
Cost: $18M
Schedule: Completion Q4 2021

New Residence
A new, 188,000 sq/ft, first-year student residence with 456 beds, living and social spaces.
Estimated Cost: $90M
Schedule: 2021-2024 or 2025

Wellness Hub
A 230,000 sq/ft expansion of fitness, wellness and aquatics that will shift the student experience, culture and pursuit of wellbeing on campus.
Estimated Cost: $127M
Schedule: 2021-2025

Sustainability Research Centre
A new, 200,000 sq/ft new engineering building + 15,000 sq/ft ME courtyard infill that will serve the Faculty of Engineering and Design.
Estimated Cost: $120M
Schedule: 2021-2026

Paterson Hall
General building renovations to improve building conditions, teaching and research spaces.
Estimated Cost: $40M
Schedule: 2023-2025

Loeb Building
General building renovations to improve building conditions, teaching and research spaces.
Estimated Cost: $40M
Schedule: 2023-2025

Transportation Hub
236,000 sq/ft design and build of a 562 stall parking structure with a ground level office for campus safety and a north pavilion for student and staff amenities, including tunnel access east of LRT to athletics.
Estimated Cost: $80M
Schedule: OH HOLD

All costs are based on current planned programs and current market conditions.
Loeb Building and Paterson Hall

- **Occupants in Loeb**: Faculty of Public Affairs, Music, Labs, Classrooms
- **Occupants in Paterson**: Faculty of Arts and Social Sciences, Exam Centre, Centre for Indigenous Initiatives, Classrooms
Loeb Building Condition Report Findings

- Interior stairs
- Precast panels, glazing and cupper panels in all four towers
- Masonry Brick: repointing and repairs to stair well exteriors
- 3rd floor truss roof assembly including guardrails and skylight framing
- Waterproofing membrane at podium slab
Next Steps – Loeb Building

Phase 1

• Deferred maintenance that require immediate attention: Repair interior stairs April – August 2022
• No swing space required

• Further investigation of cladding to meet current code requirements and improve thermal performance August 2022

Phase 2

• Planning will take place in 2022 for the completion of major renovations with work to start in 2023
• Report back to the Building Program Committee in September 2022
• Board approval required for Phase 2

Note: Budget is holding at $40M for major renovation
Paterson Hall Condition Report Findings

- Building Envelope
- Outdoor podium
- Building Fire Code
- Elevators
- Electrical & Mechanical system
Next Steps – Paterson Hall

Phase 1

- Deferred maintenance that require immediate attention: Repair podium and surrounding area - April – August 2022

Phase 2

- Planning will take place in 2022 for the completion of major renovations including swing space planning, thermal efficiency improvements of the building envelope
- Report back to the Building Program Committee in September 2022
- Board approval required for Phase 2

Note: Budget is holding at $40M for major renovations
Planning for projects to be done at the same time due to building proximity
Paterson Hall Repairs for 2022

Exterior Podium
Paterson Hall Swing Space

FMP is currently working on potential options for interim moves for 280 occupants with the Dean of FASS

Considerations:
• Floors 7-10 in Dunton Tower
• 20 offices
• Meeting rooms
• Classrooms
• Maintain access to the Exam Centre on Level 1 in Paterson Hall is also being reviewed
Outcomes of Renovations

- These measures will result in the extended life of the buildings by 30 years

- Improved energy efficiency through enhancements to building envelope and conversion from gas to electric heat.

- Improved interior environment due to improvements to heating, cooling, lighting, and ventilation
Questions?
1.0 PURPOSE
☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION
This report is for information only.

3.0 EXECUTIVE SUMMARY
Projects totalling $257.3M are currently underway. Value of work completed to Jan. 31, 2022 totals $121.8M, with forecast spending of $135.3M. The capital portfolio is projecting the Nicol Building Project to be delivered under budget, while Co-gen Project is expected to go over the allocated budget, leaving a surplus of $51,915.

The Engineering Design Centre (EDC), project is scheduled to be completed April 2022. Construction of the New Student Residence is expected to break ground in February 2022. Schematic Design for the Wellness Hub Project has been completed and in January 2022 Carleton responded to the City of Ottawa’s Request for Expression of Interest (RFEOI) for an Ottawa Aquatics Complex. The Sustainability Research Centre (SRC) project is moving from schematic design stage into the design development stage.

This report also provides a budget update on the overall spent on Capital Renewal/Deferred Maintenance, Facility Renewal Program (FRP), and Transportation Fund Budgets.

4.0 INPUT FROM OTHER SOURCES
The major capital, capital renewal/deferred maintenance report was prepared by Facilities Management and Planning, and was developed from information provided by the respective Planning, Design, and Construction (PDC) project managers.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The following provides an update of the major programs currently at various phases of development:

Major Capital Projects (chronologically)

- Nicol Building (Sprott School of Business)
  Start Date: June 2018 Construction Completion: August 2021
  Update: The new Nicol Buildings was fully occupied in fall 2021. Deficiency corrections are ongoing and are anticipated to be completed by March 2022. COVID continues to pose supply chain challenges with regards to the furniture for the innovation hub. The project close-out report has been prepared by project team.

- Co-generation Facility
  Start Date: October 2017 Construction Completion: December 2021
Update: The Co-gen facility supports the overarching sustainability goals as outlined in the Energy Master Plan (2021-2026). The consultant completed the required final owner’s (Carleton) acceptance testing Feb. 4, 2022. Carleton will review the testing report, to complete the transfer of ownership to the university. FMP is currently working with Enbridge to secure an additional incentive of $100,000, and if received, the project budget overage will be reduced from $635,267.00 to $535,267.00.

- **Engineering Design Centre (Mackenzie Building Addition)**
  - **Start Date:** September 2020  
  - **Construction Completion:** April 2022
  - **Update:** Site constraints and conditions, as well as COVID-related delays in personnel and material delivery, have resulted in project delays. The project team, in collaboration with project sponsor (Dean of the Faculty of Engineering and Design) are working to prioritize key aspects of the construction to mitigate impacts. The building envelope system is 95% complete, with 100% to be achieved in early February, this has allowed interior finish work – boarding and interior window glazing – to proceed. Project budget and key project risks continue to be closely monitored with additional collaborative efforts being pursued by the project team to achieve supplemental cost savings on the project, while ensuring no additional schedule delays.

- **New Student Residence**
  - **Start Date:** February 2022  
  - **Construction Completion:** 2024-2025
  - **Update:** The new student residence project was originally slated for construction in 2020 but was paused due to challenges presented by the pandemic. In 2019-2020, the consultant hosted a number of design consultations with students, faculty and staff, as well as Residence Life staff, to identify needs. The project has been restarted and FMP has brought the project team back together and has held multiple stakeholder meetings to reconfirm requirements. The project is being delivered via construction management delivery strategy. Two packages have been posted for tender (civil and rock anchors/piling).

- **Regional Aquatics Centre and Wellness Hub**
  - **Design Start:** September 2019  
  - **Schematic Design Completed:** January 2021
  - **On hold pending the outcome of the City of Ottawa RFI process**
  - **Completion:** Not yet known
  - **Update:** Carleton has taken receipt of the final schematic design document from the consultant. Carleton recently also submitted a response to the City of Ottawa’s Request for Expression of Interest (RFEOI) for an Ottawa Aquatics Complex, and a confidential meeting with the City of Ottawa has been requested. If granted, the meeting will most likely occur January-early February. The Wellness Hub is a 230,000 gsf (gross square feet), four-storey, above grade building which includes a new aquatics centre, wellness research and academic space for Carleton faculty and students, student services space and community gathering spaces.

- **Loeb Building Condition Assessment**
  - **Start Date:** October 2020  
  - **Completion:** June 2021
  - **Update:** Building Condition Assessment have been completed and submitted to FMP. FMP has been in communication with the key stakeholders (the deans of the faculties of Arts and Social Sciences and Public Affairs) and is in the early planning stages of developing an action plan to best address the issues as identified in the Building Condition Assessments.

- **Paterson Hall Building Condition Assessment**
  - **Start Date:** December 2020  
  - **Completion:** June 2021
  - **Update:** Building Condition Assessment have been completed and submitted to FMP. FMP has been in communication with the key stakeholders (the deans of the faculties of Arts and Social Sciences and Public Affairs) and is in the early planning stages of developing an action plan to best address the issues as identified in the Building Condition Assessments.
Affairs) and is in the early planning stages of developing an action plan to best address the issues as identified in the Building Condition Assessments.

- **Sustainability Research Centre**
  *Design Award*: November 2020  
  *Schematic Design Completion*: February 2022
  *Update*: The Sustainability Research Centre is a 215,000sq. ft., six-storey building which includes an optional Mackenzie courtyard infill. Five signature showcase spaces on the main level will highlight program activity. The draft schematic design report has been received, and the project will continue to design development. FMP will be issuing a competitive Request for Proposal (RFP) for construction management services in February 2022 to ensure a contractor subject matter expert is involved in the pre-construction phase.

- **P4 Transportation Hub and Office Structure**
  *Design Award*: July 2020  
  *Status*: On Hold
  *Update*: Schematic Design and Class D estimate are complete.

**Capital Renewal/Deferred Maintenance Projects (alphabetical order)**

**2021/2022 Projects**

- **Andrew Fleck Childcare Centre Base Building Upgrades and Addition**
  *Start Date*: May 2021  
  *Construction Completion*: February 2022
  *Update*: FMP has targeted substantial completion of the addition is at the end of February 2022. Multiple delays were experienced with doors, hardware and glazing. As well, this expansion project faced challenges due to the termination of unvaccinated sub-contractors.

- **Architecture Building Ventilation Upgrades**
  *Start Date*: February 2022  
  *Construction Completion*: August 2022
  *Update*: This project is currently out for tender for an addition of a suspended air handling unit to lab 214, and insulation of exterior ducts and dust collector.

- **Athletics Chiller Replacement**
  *Start Date*: September 2021  
  *Construction Completion*: August 2022
  *Update*: This project has been awarded to a mechanical contractor. The chiller is expected to arrive in April 2022 for installation.

- **Building Energy Audits and Retro-Commissioning Program Report**
  *Start Date*: December 2021  
  *Completion*: February 2022
  *Update*: Consultant has been engaged to complete the energy audit for Azrieli Pavilion. Data review and site visits have occurred, with the final report due in February 2022. The final report will outline a series of capital investments and operational recommendations to improve the energy performance of the building. This activity supports the goals as stated in the Energy Master Plan.

- **Dunton Tower Supply Fan Replacement**
  *Start Date*: (AHU#2 – November 2021)  
  *Construction Completion*: (AHU#2 – November 2021)
  *Start Date*: (AHU#1) February 2022  
  *Construction Completion*: (AHU#1): August 2022
Update: Handling Unit (AHU) #2 fan supply and installation is complete and operational. AHU#1 work is currently under design and will be issued for tender in February. This work was required after the building’s main air supply fan failed in September 2021.

- **Dunton Tower 3rd Floor Heating Improvements and Renovations**  
  **Start Date:** March 2022  
  **Construction Completion:** July 2022  
  **Update:** This project will resolve the historic heating issues experienced on the 3rd floor. All work will be co-ordinated with the interior renovations planned on the 3rd, 7th, 8th, 9th, 10th, and 17th floors recently vacated by Sprott. The project to be issued for tender in February, with substantial completion in July 2022.

- **Dunton Tower Fire Alarm and Smoke Control Modifications**  
  **Start Date:** TBD  
  **Construction Completion:** TBD  
  **Update:** The purpose of this work is to enhance the fire alarm and ventilation systems to improve smoke management in the stairwells. A consultant has been engaged with construction scheduled to be implemented in 2022. The FMP team has consulted with Carleton’s Fire Prevention Officer.

- **High-Voltage Condition Assessment and Five-Year Renewal Plan**  
  **Start Date:** February 2022  
  **Completion:** August 2022  
  **Status:** A consultant team has been engaged to complete a condition assessment of the current infrastructure and complete a five-year renewal plan to address any concerns. A campus-wide test of electrical systems in each building on campus begins in February 2022 and is expected to be completed by August 2022. The testing and maintenance contract was competitively awarded to an electrical contractor to carry out the review. The FMP team hosted briefing sessions with key stakeholders and the building authorities to consult on the schedule and the impacts to the building occupants. Future planning for the replacement/renewal of the Bronson substation, which was built in the 1960s and is reaching its end-of-life, has begun.

- **MacOdrum Library Lighting Replacement**  
  **Schedule:** TBD  
  **Update:** The existing lighting in MacOdrum Library will be replaced with LED lamps. The project will result in a payback of three years on energy savings, and will achieve approximately 25 tons of carbon reduction, supporting Carleton’s goals as outlined in its [Energy Master Plan](#) and [Sustainability Plan](#). FMP is working with the library team to co-ordinate the schedule and is exploring the opportunity to utilize the Ontario Education Collaborative Marketplace (OECM) to engage in the services of a qualified lighting supplier to optimize potential cost savings.

- **St. Patrick’s Building Art Gallery - Building Envelope/HVAC Upgrades**  
  **Schedule:** TBD  
  **Update:** A feasibility study has been completed, and the decision has been taken to replace all drywall on exterior walls and selected interior walls. Included in the scope is lighting, ceilings, HVAC, and other ceiling upgrades. FMP continues to consult with the Art Gallery in regards to the project scope and schedule.

- **Tunnel and Campus Ventilation Upgrades**  
  **Start Date:** January 2022  
  **Construction Completion:** April 2022  
  **Update:** The mechanical contractor mobilized and work commenced the first week of January 2022. Supply chain issues related to mechanical equipment has delayed the original schedule, pushing substantial completion to spring 2022. Due to the pandemic, access to the university's tunnel system has been restricted.
to authorized individuals and those with approval to use the tunnels for accessibility purposes. This restriction supports the university’s COVID-19 response plan and remains in place.

- **University Centre Cooling Tower Replacement**
  **Start Date:** December 2021  **Construction Completion:** May 2022  **Update:** A General Contractor has been awarded the contract for the University Centre Roof-Top Cooling Tower Replacement project. This cooling tower services the following buildings: University Centre, Architecture Building, Tory Building, Azrieli Theatre and Azrieli Pavilion. Execution will involve crane work to hoist the equipment onto the roof.

**Status Updates of Ongoing Projects**

- **Campus Sanitary Sewer/Storm Sewer/ Water Main Infrastructure**
  **Start Date:** To be determined based on final consultant’s report  **Completion:** TBD  **Update:** The final report has been submitted, and FMP is currently reviewing the plan to co-ordinate these major infrastructure improvements with other campus initiatives such as transportation projects, high voltage work, new construction, and other planned projects. The consultant will also be performing a watermain capacity analysis of the campus that will be utilized as a guide for any new capital projects.

- **Central Heating Plant Generator Replacement**
  **Start Date:** October 2021  **Construction Completion:** December 2022  **Update:** The current generator that services the Central Heating Plant on campus, is nearing its end of life and must be replaced. This project has been awarded to a General Contractor, and equipment shop drawings are currently under review.

- **Herzberg Building Renewal upgrades in Block B on Levels 1, 2 and 4**
  **Start Date:** On hold  **Update:** The consultant team has delivered 90% drawings. Due to the negative impact the pandemic has had on delivery time for the equipment, in particular the air handling units, and risks this poses to meeting the schedule, the project is currently on hold as the implementation schedule and strategy is reviewed with the project team. In addition, due to the issues related to the age of the building, FMP will be completing a full building condition assessment prior to moving ahead with the rest of the renewal program.

- **Premise Isolation on Incoming Water**
  **Start Date:** February 2021  **Construction Completion:** March 2022  **Update:** The Premise Isolation on Incoming Water Project entails upgrading & modifying the water main entry connection (domestic and sprinkler system) with specific types of Backflow Preventers (BFP) for the older buildings across campus in order to conform to the City of Ottawa’s (the City) Water By-law to protect drinking water quality. Of the 41 buildings included in scope, three buildings remain, Southam Hall, St. Patrick’s Building, and Social Sciences Research Building. FMP’s Maintenance Services team will then take over the required annual inspection services required by the City of Ottawa.

- **Southam Hall Building Envelope Upgrades**
  **Start Date:** April 2021  **Construction Completion:** February 2022  **Update:** The window installation is 90% complete, and substantial completion is projected for end of February 2022. New window coverings will be installed as part of the project and installation is planned to occur at the beginning of March 2022. Throughout this upgrade, the FMP project manager has consulted...
with the building occupants, as well as the Scheduling and Examination Services team to ensure minimal impact on the operations of the building.

**Campus Transportation Projects**

- **University Drive/Bronson Intersection Modifications**
  The modifications to the Bronson Ave/University Drive intersection are highlighted as part of Carleton’s 2019 Transportation Plan which recommends measures to improve traffic flow on campus. This project includes the addition of a second left-turning lane heading north on Bronson Avenue, an enhanced cycle path, pedestrian sidewalk improvements, and a new roundabout complete with a centre island with stonework and landscaping. There have been delays for the materials required for the pedestrian safety railing for the O-Train overpass bridge, which has pushed the installation to February 2022, and the landscaping to be completed in the spring.

6.0 **FINANCIAL IMPLICATIONS**

The pandemic’s impact on pricing, supply chain and resource issues continue to affect project budgets and schedule. As a result, Carleton and Facilities Management and Planning must allow for greater project contingencies and continue to collaborate with our partners to strategize and prepare for the potential challenges, and utilize most effective project delivery methods. Allowances are being included in cost estimates for projects that will not be tendered immediately, to account for cost increases over time.

7.0 **RISK, LEGAL AND COMPLIANCE ASSESSMENT**

Some of the major risks our projects are facing involve construction cost increases, supply chain issues, and resource and trade availability.

These cost increases and supply chain risks are being managed by planning projects well in advance and in collaboration with the end-users, 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 to weigh the options.

Construction staff being sick with COVID add to the already busy Ottawa construction market (light rail, new hospital, Parliamentary precinct construction), present risks on schedules and impact costs of the project. Tendering projects early in the year, prior to the busy summer construction period, helps mitigate these risks, as well as ensuring Carleton’s contract documents clearly state the university’s vaccination requirement, and COVID protocols.

As a result of the volatile construction industry and market conditions, FMP has engaged in the services of a third-party consulting firm to act as a Risk Management Consultant for the new student residence project, to ensure all risks are identified and addressed in a timely matter in order to successfully deliver the project on time and on budget.

8.0 **REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY**

The new capital projects and capital renewal initiatives will help make the campus more visible, and play a role in attracting students, faculty, employees, and the community to the university, and thus contributes to enhancing Carleton’s reputation. Delays in completing capital projects could have a negative reputational impact with internal clients and potentially future students, as well as having a financial impact on the university. Disruptions as a result of 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 being made to plan and schedule the work as best as possible. Ongoing communications with the campus community and key stakeholders is part of project management oversight, and the FMP continues to have the support of Carleton’s communications professional staff.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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</table>
To: Board of Governors

From: Building Program Committee

Subject: Update on Transportation Plan

Responsible Portfolio: Vice-President (Finance and Administration)

4.0 INPUT FROM OTHER SOURCES

The Transportation Plan incorporates feedback from key stakeholders from the City of Ottawa, the
National Capital Commission (NCC), community representatives and more importantly, Carleton students, faculty, and staff.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The Transportation Plan addresses some of the numerous transportation challenges and opportunities expected to impact the university environment from 2019-2023
Transportation Projects aligns and takes reflects key priorities identified in new and previously completed initiatives and plans including but not limited to:
- Strategic Integrated Plan
- Campus Outdoor Master Space Plan
- Coordinated Accessibility Strategy
- Sustainability Plan 2020-2025
- Capital and deferred maintenance program

In order to minimize campus disruption, and maximize cost saving opportunities, other infrastructure work (tunnel, sanitary/storm sewer/watermain/high voltage) should be looked at holistically with the transportation projects, if the budget can accommodate it.

6.0 FINANCIAL IMPLICATIONS
As a result of the 2019 Transportation Plan, the Carleton transferred $10 million to its Transportation Fund. To date, $7.2M has been committed from the transportation fund account, with $3.4M in actual expenditures up to December 31, 2021. Some of the projects were funded outside of the transportation fund (e.g. Parking Services).

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
Risks involved include traffic disruptions on campus, conflicts with other major capital projects, schedule delays due to inclement weather and COVID 19, supply chain issues, cost increases, and skilled trades availability. Continued review and risk mitigation strategies will be implemented to ensure that Carleton delivers these projects successfully. Failure to implement appropriate transportation plans could have a reputational and operational risk should students, staff and faculty have problems to access and exit campus. The plan helps to mitigate these risks.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
Many of the transportation projects have high visibility and can have a positive or negative impact on how Carleton is seen internally and externally, thus having an impact on the university’s reputation. The planning process, and stakeholder management has been used to keep the campus informed, and to manage expectations.

Road and infrastructure work can result in many disruptions to the Carleton campus, and external community. Communications has been key to the planning for all projects and will continue to be central to how the campus community and key stakeholders are kept informed. Communications will continue to be a priority in our planning for ongoing and future projects. FMP will continue to work with communications staff to ensure this is achieved.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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Transportation Plan Update

Building Program Committee
February 23, 2022
Transportation Plan – Background

The plan was completed in 2019 and focuses on:

**Active Travel**
- Existing Conditions
- Short & Long Term Recommendations

**Accessibility**
- Exterior Paths of Travel
- Ramps
- Stairs
- Improvements to tunnel connections to buildings and LRT
- Tactile Walking Surface Indicators
- Accessible Parking
- Transit Stops
- Bus Shelters

**Parking**
- Assessment of Parking Supply
- Short & Long Term Recommendations

**Road Network**
- Existing Conditions
- Areas of Concern
- Intersection Capacity Analysis
- Potential Mitigation Measures
- Short & Long Term Recommendations

**Transit**
- Existing Conditions
- Future Conditions
- Areas of Concern
- Potential Mitigation Measures
- Short & Long Term Recommendations
## Completed Projects

<table>
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<tr>
<th>Project</th>
<th>Completion Date</th>
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<tbody>
<tr>
<td>Stadium Way exit from Parking Lot 5 (P5) onto Bronson</td>
<td>2019</td>
</tr>
<tr>
<td>Raven Road Extension</td>
<td>2020</td>
</tr>
<tr>
<td>Open Space Master Plan</td>
<td>2020, launched in 2021</td>
</tr>
<tr>
<td>Road and sidewalk rehabilitation on Library Road</td>
<td>2021</td>
</tr>
<tr>
<td>New Bike storage facility between Dunton Tower and Azrieli Pavilion</td>
<td>2021</td>
</tr>
<tr>
<td>Parking Lot 7 (P7) Expansion Phase 1</td>
<td>2021</td>
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</table>
New bike enclosure between Dunton Tower and Azrieli Pavilion
<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Completion Date</th>
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<tbody>
<tr>
<td>O-Train Bridge Renewal/Repair with Pedestrian Safety Fence/Lighting</td>
<td>February 2022</td>
</tr>
<tr>
<td>University Drive-Bronson Ave. Intersection Modifications</td>
<td>June 2022</td>
</tr>
<tr>
<td>Phase 2 Light Rail Transit Construction</td>
<td>Late 2022 (Managed by the City of Ottawa)</td>
</tr>
<tr>
<td>Develop connections to the pedestrian bridge over Rideau River</td>
<td>Spring 2022</td>
</tr>
<tr>
<td>Improvements to tunnel connections from LRT to Minto Case, Nicol Building, and New Residence</td>
<td>Late 2022 (Managed by the City of Ottawa)</td>
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<td>Roundabout construction on University Dr. at Parking Lot 7 (P7)</td>
<td>February 2022</td>
</tr>
<tr>
<td>Parking Lot 7 (P7) Expansion Phase 2</td>
<td>2022</td>
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Tunnel System

Tunnel connectivity supports:
• Accessibility
• Student experience
• Reputation
• Transportation
• Wayfinding

(Photo Credit: Chris Strangemore, Carleton University)
O-Train Bridge Renewal with Pedestrian Safety Fence
Roundabout construction at University Dr. at Parking Lot 7
Future Work

The remaining items are multi-year implementation initiatives that require planning with other campus infrastructure projects and new capital.

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<tr>
<th>Initiatives</th>
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<td>Colonol By North Entrance (discussions/negotiations with NCC have occurred)</td>
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<tr>
<td>Additional dedicated cycling storage facilities</td>
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<td>Undertake preliminary design for Campus Ave. one-way conversion and bus platform extensions</td>
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<tr>
<td>Multi-modal pathways on Campus Ave. and University Drive</td>
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<tr>
<td>Widening of sidewalks</td>
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<td>Improved lighting, and emergency stations on designated Safe Pathway system</td>
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<td>Improved tunnel connections (from LRT and P18)</td>
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<td>Accessibility improvements</td>
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<td>Long-term plan for parking</td>
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Questions?
To: Board of Governors 
Date of Report: 2/04/2022

From: Finance Committee 
Date of Meeting: 10/03/2022

Subject: 2021/22 Operating Financial Update and Status of Reserves

Responsible Portfolio: Vice-President (Finance and Administration)

1.0 PURPOSE
☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION
None

3.0 EXECUTIVE SUMMARY
This 2021-22 financial 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 University is on track for a balanced budget in 2021-22, as planned.

4.0 INPUT FROM OTHER SOURCES
The update is supported by the accompanying presentation, which identifies key changes in operating factors and the financial impact that will affect the 2021-22 Operating budget results and reserves.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
Fluctuations from budget are small compared to the overall operating budget size of over 500 million dollars. The review of key elements in the operating budget, as of the end of January 2022, indicate a potential $6M shortfall from regular operations for the year, that can be covered by the $6.8M reserve set aside in the opening budget for unforeseen events. The following are the key changes to, and assumptions in the university’s 2021-22 projected financial results:

- Government grants are expected to exceed the original budget by $5M, all of which relates to targeted grants for student and indigenous support. There is no material change from budget expected for core operating and performance funding.
- Tuition fees are expected to be below budget by $4M. While Carleton saw an increase of 1.9% in the number if new 1st year students, the overall undergraduate enrolment is down due to a large (+9.2%) graduating class. International undergraduate tuition in particular is almost $8M below budget. However, international graduate enrolment remains strong, growing close to 10%.
- Other income is expected to be $1M above budget due to increased application fee, deferred payment and endowment administration fee revenue.
- Investment income is currently exceeding budget due to unrealized gains, however given past experience with the unpredictability of the market, it will be assumed to be on budget at this time.
- Expenses are expected to exceed the opening budget by $8M, mostly due to the additional $5M in required expenditures related to the targeted grants noted above. The balance of $3M is due to an additional $2M in university funded student support and $3M in accrued leave, offset by savings in utilities, and other minor expenditures.
As noted in last April’s budget presentation, the university set aside $6.8 million as a reserve in the current budget to either invest in future initiatives or to address unexpected income shortfalls. Should we not experience any investment income earnings over budget to offset the potential operating deficit, this reserve will be utilized to neutralize the deficit.

An update on the university’s reserve funds is also provided in the presentation, showing a projected decrease in total reserves of $39 million at the end of 2021-22. The most significant changes relate to the proposed transfer of $35 million of excess investment income equalization reserve to the capital reserve, replenishing much of what will be spent this year. The capital reserve is expected to contribute approximately $32 million towards the ongoing Nicol Building and Campus Transportation Strategy projects, as well as new initiatives such as the Indigenous Learning Place, Library renovations and campus perimeter security.

A pandemic contingency was established in April 2020 to deal with extraordinary costs associated with COVID-19. A total of $27.5 million was made available and to date, almost $25 million in pandemic relief funding has been provided or earmarked for additional cleaning, student support, transition to online learning, and other pandemic related cost increases. It is expected that most of the remaining funds will be allocated by year end.

6.0 FINANCIAL IMPLICATIONS
Undergraduate enrolment has direct impact on the University’s ability to generate sufficient revenues to meet costs and to reinvest in its success. While our new 1st year enrolment has increased this year, the impact of the pandemic on enrolments may continue to have a ripple effect on future tuition revenues. The university has ample reserves to address any short-term effects of this dip, and continues to employ a 5-year planning framework to ensure the financial stability over the longer term.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
The latest financial projection for the operating budget indicates that the university should meet its balanced budget target for 2021-22, thereby reducing financial risks for the university as a whole.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
None identified.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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<tbody>
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<td>LEGAL</td>
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<td>☐</td>
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</tr>
<tr>
<td>OPERATIONAL</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
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<td>TECHNOLOGICAL</td>
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<tr>
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<tr>
<td>REPUTATIONAL</td>
<td>☐</td>
<td>☒</td>
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</tr>
</tbody>
</table>
2021-22 Financial Update & Status of Reserves

Finance Committee
February 23, 2022
Operating Financial Update – 2021-22

- Total Fall registrations of 31,409; 757 or 2.2% below Fall 2020
- Flow through – graduating class larger by 9.2%
- Higher new 1st year UG of +1.9%; new grad enrolment +9.8%
- Domestic UG & Grad down slightly against budget (-1.5%, -0.8%)
- Int’l UG down 9.6% but Int’l Grad up 33.6% against budget
- COVID contingency fund of $2.5M still available to address negative impacts
- Strong cash balances and reserves
## 2021-22 Operating Financial Update

<table>
<thead>
<tr>
<th></th>
<th>$Million</th>
<th>2020-2021 Actual Results</th>
<th>2021-2022 Approved Budget</th>
<th>2021-2022 Forecasted Results</th>
<th>Variance to Approved Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government Grant</strong></td>
<td>1</td>
<td>176</td>
<td>174</td>
<td>179</td>
<td>5</td>
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<tr>
<td><strong>Tuition Fee</strong></td>
<td>2</td>
<td>309</td>
<td>311</td>
<td>307</td>
<td>(4)</td>
</tr>
<tr>
<td><strong>Investment Income</strong></td>
<td>43</td>
<td>10</td>
<td>10</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other Income</strong></td>
<td>20</td>
<td>20</td>
<td>21</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>548</td>
<td>515</td>
<td>517</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>503</td>
<td>515</td>
<td>523</td>
<td>8</td>
<td></td>
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<tr>
<td><strong>Operating Results, before new appropriations</strong></td>
<td>45</td>
<td>-</td>
<td>(6)</td>
<td>(6)</td>
<td></td>
</tr>
</tbody>
</table>

**Notes 2021-2022 Forecast vs. 2021-2022 Approved Budget:**

1. Government Grant - Increase due to targeted grants received for student support and initiatives
2. Tuition Fees – growth in grad enrolment but not enough to offset decline in UG, particularly international UG
3. Other Income – Additional application, deferred payment and endowment admin fee revenue
4. Expenses – Additional costs linked to targeted grants, as well as increased student support
# 2021-22 Tuition Revenue

<table>
<thead>
<tr>
<th></th>
<th>$Million</th>
<th>2020-2021 Actual Results</th>
<th>2021-2022 Approved Budget</th>
<th>2021-2022 Forecasted Results</th>
<th>Variance to Approved Budget</th>
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</thead>
<tbody>
<tr>
<td>Domestic Undergraduate Tuition</td>
<td></td>
<td>167</td>
<td>162</td>
<td>160</td>
<td>(2)</td>
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<tr>
<td>International Undergraduate Tuition</td>
<td></td>
<td>102</td>
<td>111</td>
<td>102</td>
<td>(9)</td>
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<tr>
<td><strong>Undergraduate Tuition</strong></td>
<td>1</td>
<td>269</td>
<td>273</td>
<td>262</td>
<td>(11)</td>
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<tr>
<td>Domestic Graduate Tuition</td>
<td></td>
<td>22</td>
<td>22</td>
<td>23</td>
<td>1</td>
</tr>
<tr>
<td>International Graduate Tuition</td>
<td></td>
<td>18</td>
<td>16</td>
<td>22</td>
<td>6</td>
</tr>
<tr>
<td><strong>Graduate Tuition</strong></td>
<td>2</td>
<td>40</td>
<td>38</td>
<td>45</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total Tuition Revenue</strong></td>
<td></td>
<td>309</td>
<td>311</td>
<td>307</td>
<td>(4)</td>
</tr>
</tbody>
</table>

Notes 2021-2022 Forecast vs. 2021-2022 Approved Budget:

1. Dom UG enrolment down 1.5%, Int’l UG down 9.6%; however 1st yr enrolment has increased 1.9%
2. Grad enrolment remains strong, seeing a 9.8% increase in new grads this year; Int’l grad FTEs up 33.6%
## Internally Restricted Net Assets

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Appropriations</strong></td>
<td>103</td>
<td>120</td>
<td>108</td>
<td>119</td>
<td>111</td>
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<tr>
<td><strong>Pandemic &amp; Strategic Reserves</strong></td>
<td>-</td>
<td>-</td>
<td>17</td>
<td>20</td>
<td>16</td>
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<tr>
<td><strong>Capital Reserves</strong></td>
<td>92</td>
<td>104</td>
<td>86</td>
<td>54</td>
<td>57</td>
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<tr>
<td><strong>Investment Income Equalization</strong></td>
<td>25</td>
<td>41</td>
<td>40</td>
<td>74</td>
<td>39</td>
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<tr>
<td><strong>Pension Liability Reserve</strong></td>
<td>129</td>
<td>129</td>
<td>69</td>
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<tr>
<td><strong>Ancillary Reserve Fund</strong></td>
<td>33</td>
<td>38</td>
<td>40</td>
<td>21</td>
<td>18</td>
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<tr>
<td><strong>Research Initiatives</strong></td>
<td>39</td>
<td>42</td>
<td>47</td>
<td>50</td>
<td>60</td>
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<tr>
<td><strong>Other</strong></td>
<td>27</td>
<td>33</td>
<td>42</td>
<td>55</td>
<td>53</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>448</td>
<td>507</td>
<td>449</td>
<td>462</td>
<td>423</td>
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</table>
## COVID-19 Contingency

<table>
<thead>
<tr>
<th>Description</th>
<th>Allocations to date ($000)</th>
<th>Total ($000)</th>
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</thead>
<tbody>
<tr>
<td>COVID-19 Contingency available</td>
<td></td>
<td>$27,501</td>
</tr>
<tr>
<td>Student support</td>
<td>$6,024</td>
<td></td>
</tr>
<tr>
<td>Enhanced cleaning</td>
<td>$5,556</td>
<td></td>
</tr>
<tr>
<td>Ambassadors, quarantine &amp; HCS support</td>
<td>$5,423</td>
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</tr>
<tr>
<td>Teaching, learning &amp; TA support</td>
<td>$4,395</td>
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</tr>
<tr>
<td>Personal protective equipment &amp; work from home</td>
<td>$2,546</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$998</td>
<td></td>
</tr>
<tr>
<td><strong>Total COVID-19 allocations</strong></td>
<td></td>
<td><strong>$24,942</strong></td>
</tr>
<tr>
<td><strong>Available for future use</strong></td>
<td></td>
<td>$2,559</td>
</tr>
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</table>
1. Welcome & Approval of Agenda

The Chair welcomed Senators to the open session of the meeting. It was MOVED (M. DeRosa, A. Park) that Senate approve the open agenda for the meeting of Senate on October 22, 2021, as presented. The motion PASSED.

2. Minutes: September 24, 2021

It was MOVED (B. Campbell, J. Kovalio) that Senate approve the minutes of the open session of the meeting of Senate of September 24, 2021, as presented. The motion PASSED.
3. **Matters Arising**  
There were none.

4. **Chair's Remarks**  
The Chair began his remarks by acknowledging the following recent noteworthy events:

- Orange Shirt Day – September 30
- Inaugural Carleton Pride Festival – Week of October 4
- Mental Health Day – October 7
- Third Annual Inclusion Week – Week of October 18

The Chair thanked all involved in organizing these events, and all who attended them.

The CUSP Working Group has been developing a series of recommendations for the Winter 2022 term, and will be bringing those recommendations to Senate later in the meeting. As announced earlier this week, the University will be closed from December 24, 2021 to January 4, 2022 inclusive, to provide a slightly longer break prior to the Winter 2022 term for faculty, students and staff.

Carleton has maintained its place within the top 5 universities of the 2022 Maclean’s University Rankings. Carleton made gains in several key categories including research, student awards, Indigenous initiatives and reputation. The Chair noted that an additional increase to Carleton’s annual research funding will be confirmed when the Research Info$ource rankings are released in November.

Excellence Canada has announced that Carleton is the first university to receive the Canada Order of Excellence for Healthy Workplace, and the Platinum level in the Mental Health at Work framework. The Chair congratulated everyone involved, notably Healthy Workplace Committee co-chairs Adrian Chan and Cindy Taylor, for their work on this important initiative.

Plans are underway to update the Student Mental Health Framework (SMHF) to version 3.0, beginning with the launch of a consultation framework. The Chair encouraged Senators to review the draft plan outlining the consultation process, and to provide feedback via the website over the next few weeks.

Carleton also is launching a broad and inclusive consultation process towards the next iteration of the Sexual Violence Policy. Members of the Carleton
community are encouraged to review the draft plan, and to provide feedback via the dedicated website.

The Carleton University Board of Governors has confirmed the extension of Jerry Tomberlin as Provost and Vice-President (Academic) for an additional year, until June 30, 2023. The Chair congratulated Jerry on the extension, and thanked him for his exemplary service under recent challenging circumstances.

The Chair extended congratulations also to the following Carleton faculty members for their recent achievements:

- Senator and History Professor Jacob Kovalio was honoured by the Japanese government for his contributions to the study of Japan in Canada. He received the Order of the Rising Sun, Gold Rays with Rosette.
- Melanie Adrian, Associate Professor in Law & Legal Studies has been awarded an OCUFA Teaching Award.
- Martha Mullally from the Department of Biology, has been named the 2021 Carleton University Chair in Teaching Innovation.

The Chair reminded Senators that Carleton’s annual United Way Campaign runs from October 26 to November 12, 2021. This important Carleton tradition will include the MacOdrum Library online auction and the annual Polar Bear Dip, which the Chair will participate in with former Senator Chantal Dion. The Chair thanked all for continuing to support this important campaign.

Finally, the Chair noted that registration is open for the launch of Carleton’s new Centre for Community Engagement (CCE), which takes place on Wednesday October 27 under inaugural Director and former Senator Professor Chantal Trudel. The Chair encouraged Senators to attend and to participate in workshops and other activities planned for the event.

5. **Question Period**

Four questions were submitted in advance by Senators:

**Question #1 – Andrea Chandler**

Has any evidence-based research been done on the:

a) health impacts on professors who teach hybrid classes (i.e. working with multiple screens simultaneously while also engaging students in real time within the classroom, and

b) on the effectiveness of such teaching, compared to more conventional forms of learning (in-person only/online only). I also am interested in
the extent to which teaching online/teaching with multiple screens might create some separate challenges that are different from doing other kinds of work completely online (such as Zoom meetings).

Response: AVP Teaching & Learning David Hornsby noted that the literature in Teaching & Learning does speak to the issue of increased cognitive load for instructors working with multiple screens. More active learning strategies can help to mitigate this issue. AVP Hornsby referred Senators to the following academic resource for more information:


AVP Hornsby then referred Senators to a literature review on the effectiveness of hybrid teaching models, and reminded Senators of Carleton’s involvement in an upcoming cross-institutional collaborative study on Hyflex modality in the classroom. He noted that the critical piece with any teaching modality is how it is used, and the pedagogy that instructors adopt with it.


The Chair added that eyestrain can be a common problem for instructors and students in online and hybrid teaching environments. Resting the eyes, taking frequent breaks away from the screen(s) and applying screen filters can help with this issue.

In response to a follow-up question, AVP Hornsby noted that, except in response to accommodation requests, recordings of lectures are not recommended as the primary mode of course delivery, as they do not represent effective interactive pedagogy that encourages student engagement.

Question #2 – Mackenzie Huckvale

The largest group impacted by decisions about return to campus activities are the 31 000 undergraduate and graduate students whom the University serves. This impact has been felt academically, socially, and professionally, as it has for many others throughout the past eighteen months. Many students express their opinions and issues to student leaders, with the expectation that those leaders then have a platform to raise those issues to higher levels of University governance.
The Carleton University Scenario Planning Working Group's (CUSP) composition lacks direct representation from both Undergraduate and/or Graduate students, and consultations with "Student Government Leaders" appear to only have taken place in March of 2021. I was hoping to get more clarity on who the "Student Government Leaders" are, what organizations they represent, and what advice they provided, as this is not defined in report documents. I would also appreciate clarity on what the plans for continued consultation with student leaders are as we enter the 5th term of potentially "irregular" academic instruction.

Senator Huckvale agreed to allow this question to be answered during Item #8 on the agenda (CUSP Report).

Question #3 – Meghan Burns

Students have been calling attention to the fact that Carleton’s Attendant Services Program was suspended this semester. This means that students with physical disabilities are not able to receive the support they need to be on campus or to participate in their in-person classes. Students have not been given any alternatives, such as being able to hire their own support workers, which is an option that many other universities in Canada continue to provide. Why was the Attendant Services Program suspended when residence, varsity sports and large events like the Panda game returned this fall? What steps are being taken by Carleton to rectify this situation for the affected students?

Response from VP Students & Enrolment Suzanne Blanchard: The Attendant Services Program is an intensive, interactive and highly effective program of personal support for students with disabilities at Carleton. Unfortunately, the rise of the fourth wave of the pandemic over the summer months coincided with the decision-making timeline for the program and as a result Carleton was not able to plan for and provide this support for the Fall 2021 term. The current context, however, is different, with a declining fourth wave, Covid cases stabilizing in Ottawa, minimal cases on campus, and a fully vaccinated residence precinct. As a result, the decision has been made to begin preparations to set up the program again for January 2022. Applications should be available by the first week of November.

Question #4 – Johan Voordouw

The polling feature in Zoom lets senators vote anonymously. When we move back to in-person meetings, will we maintain the confidentiality of Senator's votes, or go back to the show of hands. If there is a desire to maintain confidentiality how might that system be implemented?
Response from Clerk of Senate Elinor Sloan: Carleton’s Senate follows a parliamentary model and parliamentary rules of procedure, in which voting occurs via a show of hands by those who are present at the meeting. This is standard voting procedure for Senate and historical practice, which will continue once in-person meetings resume.

6. Administration (Clerk)
   a) Senate Membership Ratifications

   The Clerk presented a memo to Senators for the ratification of new Senator Kathleen Moss, who won the recent election for the vacant Contract Instructor position on Senate.

   It was MOVED (M. Rooney, M. Murphy) that Senate ratify the new Senate appointment, as presented. The motion PASSED.

   b) Report on Committee Chair Meeting

   The Clerk reported on her October 7th meeting with the Chairs and Secretaries of Senate standing committees. This was the inaugural meeting of an annual series planned to review and discuss best practices and governance issues at the committee level with the Chairs and Secretaries of all Senate committees. It is part of the overall endeavor within the Secretariat Office to ensure the development of good governance practices in Senate. The specific focus of this meeting was on minute-taking and record keeping practices, issues that were identified in the recent Senate Committee Survey.

7. Reports
   a) Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)

   Committee Chair Howard Nemiroff presented 5 items for approval and 3 items for information.

   R-ADM-General Section 4
   (to update section and clarify language)
   It was MOVED (H. Nemiroff, S. Sivathayalan) that Senate approves the revisions to regulation UG-ADM-General Section 4, English Language
Proficiency effective for the 2022/23 Undergraduate Calendar as presented.
The motion PASSED.

Senate Guidelines – Academic Year Planning
(revisions include changing the date for course withdrawal and including sub-terms for .25 credit courses)
It was MOVED (H. Nemiroff, S. Ajila) that Senate approves the revisions to the Senate Guidelines for the Academic Year as presented.

Discussion:
A Senator asked how the extra four exam days in Oct/Nov and Feb/Mar for 0.25 credit courses would be integrated into the academic year, and if the terms will need to be extended as a result. In response, the SCCASP Chair noted that the terms will not be extended, and that students will be writing exams for the 0.25 credit courses while taking other courses concurrently. He added that efforts will be made to schedule these exams on weekends to minimize conflicts with the students’ courses.
There were no further questions.
The motion PASSED.

3.1.10 Minimum CGPA requirement for Change of Program Element
It was MOVED (H. Nemiroff, P. Wolff) that Senate approves the revisions to regulation R-UG 3.1.10 Changes of Degree and Program effective for the 2022/23 Undergraduate Calendar as presented.
The motion PASSED.

3.1.5 Student Categories (deletion of regulation as redundant)
It was MOVED (H. Nemiroff, P. Wolff) that Senate approves the deletion of regulation R-3.1.5 Student Categories effective for the 2022/23 Undergraduate Calendar as presented.
The motion PASSED.

R-UG-7.1 Academic Regulations for Certificate Students (adding language regarding student status when in concurrent certificate)
The SCCASP Chair asked that the motion be amended to add the missing word “Calendar.” The Chair accepted this request as a friendly amendment.

It was **MOVED** (H. Nemiroff, J. Taber) that Senate approves the revisions to regulation R-UG-7.1 Academic Regulations for Certificate Students effective for the 2022/23 Undergraduate Calendar as presented. The motion **PASSED**.

**Items for Information:**
- Bachelor of Social Work program regulations – continuation of ACE adjustments
- Glossary definitions of Special Topics/Selected Topics
- Minor Modifications

7-Reports, cont’d
b) Senate Quality Assurance and Planning Committee

Committee Chair Dwight Deugo presented five final assessment reports and executive summaries arising from cyclical reviews, for Senate approval. An omnibus motion was presented to cover all five FARES.

**Omnibus Motion for FARES (Cyclical Reviews)**

It was **MOVED** (D. Deugo, S. Ajila) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs.
The motion **PASSED**.

**Individual Motions:**

**FARES (Computer Science) - Individual Motion #1**

**MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate programs in Computer Science.

**FARES (Communication & Media Studies) - Individual Motion #2**

**MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Communication and Media Studies.
FARES (Social Work) – Individual Motion #3

**MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the PhD program in Social Work.

FARES (Environmental Science) – Individual Motion #4

**MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Environmental Science.

FARES (Earth Sciences) – Individual Motion #5

**MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Earth Sciences

7-Reports, cont’d

c) **Senate Academic Governance Committee (SAGC) (Clerk)**

The Clerk presented two motions from SAGC to Senate – one for the ratification of new committee members, and the other for the approval of revised committee Terms of Reference.

A memo was circulated in advance regarding the ratification of one graduate student member to fill a vacancy on the Senate Quality Assurance and Planning Committee (SQAPC) and one faculty member to fill a vacancy on the Senate Academic Governance Committee.

It was **MOVED** (E. Sloan, D. Deugo) that Senate ratify the new Senate committee appointments, as presented.

The motion **PASSED**.

Revised Terms of Reference (TOR) with track changes for the Senate Honorary Degrees Committee were circulated to Senators in advance. As part of the process of the review of all Senate Committee TORs undertaken by SAGC, the Honorary Degrees Committee Terms of Reference were updated to reflect current practice, and were reformatted to a new template.
It was **MOVED** (E. Sloan, S. Sivathayalan) that Senate approve the changes to the Terms of Reference for the Senate Honorary Degrees Committee, as presented. The motion **PASSED**.

8. **CUSP Report**

Deputy Provost Lorraine Dyke presented a report from the Carleton University Scenario Planning (CUSP) Working Group, with recommendations for the Winter 2022 term.

The CUSP Working Group met several times over the Fall semester to review data and information from provincial and municipal public health agencies, and to consider the best recommendations for a continued safe and gradual return to campus over the next few months, while maximizing opportunities for students.

Although in the current context the 4th wave of the pandemic is in decline and vaccination rates in Ontario and in Ottawa are high, much uncertainty remains, and Ottawa Public Health continues to recommend physical distancing in classrooms.

As a result, Carleton will continue to follow the advice of public health officials by offering a mixture of in-person and online course delivery for the Winter 2022 semester. The full set of recommendations from CUSP are as follows:

- Deliver courses through a mix of face-to-face and online instruction.
- Ensure that there are both face-to-face and online learning opportunities at all levels of every program, wherever possible.
- Plan classroom capacities in line with OPH physical distancing requirements for face-to-face learning, with online delivery for larger classes.
- Ensure a robust selection of online courses for students who are not able to come to campus.
- Prioritize courses for face-to-face delivery based on learning outcomes, pedagogy and choice for students.
- Provide key experiential learning opportunities (e.g. teaching labs) while maintaining safe distances. This will be achieved by modest increases in lab capacities where deemed safe by Environmental Health and Safety.

It was noted that some increases for in-person classroom capacity may be possible if recommendations from Ottawa Public Health are revised.
It was MOVED (J. Tomberlin, K. Hellemans) that Senate confirm that Winter 2022 courses at Carleton be offered through a mix of face-to-face and online delivery in line with the recommendations of the Carleton University Scenario Planning (CUSP) Working Group.

Discussion:
Provost Jerry Tomberlin began by addressing the question posed in advance by Mackenzie Huckvale, regarding student representation on CUSP. (See Item 5 - Question Period.) He noted that student input was sought during the CUSP formal consultations held in May 2020 and April 2021. Student government leaders from CUSA and GSA also were consulted in the Fall of 2020 and 2021, and student survey results were reviewed and considered by the CUSP Working Group.

In response to a question, it was noted that the Winter 2022 semester will resemble the Fall 2021 term, but that capacity limits for some in-person classes could be increased if public health measures are relaxed. A Senator asked who decides on which courses will be offered online vs in person. It was noted in response that these decisions are made via conversations within the units and Faculties; if necessary, the Provost’s Office and Scheduling and Examinations Services also are consulted.

A Senator asked how changes in course delivery might be communicated to students, particularly those in large classes. Deputy Provost Lorraine Dyke responded that large classes will remain online due to physical distancing requirements, but that a revised schedule will be sent to students in the coming weeks. It was noted that the modality of courses will not be changed without consultation and conversations with the Instructors of those courses. Vice-President Students & Enrolment Suzanne Blanchard added that the modality of all courses for Winter 2022 will be finalized by mid-November, and students will be advised accordingly. Most courses already assigned will not change modality, but additional sections could be offered in some online courses to increase face-to-face opportunities.

A Senator asked if the size of in-person classes might be adjusted, and increased if public health recommendations change. The Chair responded that some increases might be possible and this would be decided within the departments and Faculties, in collaboration with the Scheduling Office.

The motion PASSED.
The Chair thanked Senators for their support and extended thanks to the CUSP Working Group, Scheduling and Examination Services and all others involved in this detailed and complex work.


The Director of the Centre for Indigenous Initiatives, Benny Michaud, was not able to attend the meeting due to an emerging issue. Assistant Vice-President, Indigenous Initiatives Kahente Hom-Miller was also unavailable. As a result, the Kinàmàgawin presentation to Senate was postponed. The Chair encouraged Senators to review the implementation update that was circulated in their meeting package, and noted that the Kinàmàgawin team will return to Senate in the Winter term to present an updated and more formal report.

10. Reports for Information

a) Senate executive Minutes (September 14, 2021)

b) Report from COU Academic Colleague

c) TPAC and UPC Membership Report

COU Academic Colleague Kim Hellemans provided a brief summary of her report for Senate and noted several recent examples of the positive role of COU in advocating for our sector.

11. Other Business

There was none.

12. Adjournment - The meeting was adjoumed (M. Rooney, J. Sinclair-Palm) at 3:40 pm.
1. Welcome & Approval of Agenda

The Chair began the meeting at 2:01 pm, and welcomed new Senator Kathleen Moss.
It was **MOVED** (J. Taber, S. Sivathayalan) that Senate approve the agenda for the meeting of Senate on November 26, 2021, as presented. The motion **PASSED**.

2. **Minutes: October 22, 2021 (open session)**

It was **MOVED** (M. Haines, D. Deugo) that Senate approve the minutes of the open session of the meeting of Senate of October 22, 2021, as presented. The motion **PASSED**.

3. **Matters Arising**
   
   There were none.

4. **Chair’s Remarks**

   The Chair began by reflecting on events of the Fall 2021 term, including the successful graduation of over 1300 students. The Class of 2021, including Winter, Spring and Fall graduates, totals over 6800 graduates, making this the largest number of graduating students in a single year, in Carleton’s history.

   The Chair noted that Carleton will continue the process of a gradual and safe return to campus throughout the next few months. In the Winter 2022 semester, the number of in-person classes will increase from 30% to approximately 50%. The development and implementation of the course schedule for the Winter term has been a complex task, and the Chair thanked students, staff and faculty members for their patience and understanding in working through the challenges of this process.

   The Chair highlighted the following recent newsworthy items:

   - On November 17, Carleton was among 40 universities across Canada to sign and endorse the Scarborough Charter on Anti-Black Racism, and Black Inclusion in Higher Education. The Charter reaffirms Carleton’s commitment to address anti-Black racism, to build upon the Equity Diversity and Inclusion Action Plan, and to design and implement additional initiatives to target Anti-Black racism.
   - On October 28, Carleton launched CUinKanata, an innovation space in Kanata’s North Hub350, where the community will be able to engage with more than 540 companies in Ottawa’s tech park. Carleton is a founding member of the Hub350 Ecosystem, and CUinKanata is perfectly located for collaboration with expertise in knowledge mobilization, community building, and talent enablement. The Chair thanked the Sprott School of
Business and the Faculties of Engineering and Design and Science for their leadership on this initiative.

- The new Carleton Centre for Community Engagement, designed to strategically support all community engagement activities at Carleton, was officially launched on October 27th. Community engagement has deep roots at Carleton and “Serve Ottawa” is a key direction of the new SIP. The Strategic Plan for Community Engagement (SP4CE) Task Force has been established and will soon engage key stakeholders of the Carleton community in a consultation process.

- Carleton is on track this year to review and upgrade the Sexual Violence Policy and the Student Mental Health Framework. Both of these reviews will include a consultation process with the Carleton community.

- Searches for the new VP (Finance and Administration), Dean of Science, and the AVP Equity and Inclusive Communities are progressing well. The VP Finance and Administration search is nearing a close, and an announcement is expected before the end of the calendar year.

- This year’s United Way Campaign at Carleton has exceeded its goal of $79,000. The Chair thanked all who have supported this worthy cause.

The Chair next reminded Senators of the 16 Days of Activism against Gender-Based Violence, an annual international campaign that runs from November 25 (International Day for the Elimination of Violence against Women) to December 10 (Human Rights Day). December 6 is also Canada’s National Day of Remembrance and Action on Violence Against Women (White Ribbon Day), a day to honour the 14 victims of the Montreal Polytechnique massacre. On December 6th, Carleton’s Faculty of Engineering and Design will release a commemorative video to honour the 14 women killed at Polytechnique Montreal in 1989. Throughout the day, members of the Carleton community will be called upon to stand against gender-based violence through a social media allyship pledge campaign.

Carleton is committed to maintaining a positive learning, working and living environment where violence of any kind is not tolerated.

Finally, the Chair noted the 8th annual SOAR Conference will be held on January 22, 2022 and will feature Canadian Olympic champion Andre De Grasse as keynote speaker.

5. **Question Period**

Two questions were submitted in advance by Senator Andrea Chandler.
1) My understanding is that individual faculty or researchers who have been approved for research-related travel during the COVID-19 pandemic are asked to complete a travel risk assessment form, a seven-page document which I found at https://carleton.ca/covid19/policies-and-protocols/travel-advisories/

My questions are:

a) It is not customary in the field of risk management professionals to ask individuals who are not professionals themselves in the field to determine these risks, especially with respect to some of the questions asked in sections D and E (for example to develop an emergency evacuation plan). Are faculty being asked to identify risks well outside their area of expertise?

b) This form is said to be COVID-related, and yet the final pages of the document suggest areas such as a destination’s sexuality environment, drug and alcohol laws, climate and terrorism. Could it please be explained how these topics are related to COVID-19?

c) Are students travelling on exchange expected to fill out forms such as these?

Response from VPSE Suzanne Blanchard: The Risk Assessment Checklist for International Travel for Research and Professional Development provides the Office of Risk Management with information on proposed international travel, so that it may be assessed for risk. The checklist also functions as a tool to assist faculty members in evaluating the risks of their proposed travel and preparing their own risk mitigation plans. The checklist has been operationalized for Covid 19, but also includes a broad range of potential risk factors researchers may encounter. General Counsel Steve Levitt noted in a follow-up comment that the risk mitigation plan is a collaborative activity with the Office of Risk Management and that faculty members are not expected to have expertise in all areas of risk management. Tony Lackey, Executive Director of the Office of Risk Management also noted that the Office of Risk Management will continue to provide advising and consultation services to faculty and students post-pandemic, as needed.

VP Students and Enrolment Suzanne Blanchard added that although international travel is not advised, a process is in place to support exchange students if it is necessary for them to travel. Both the ISSO and the Office of Risk Management are available to assist students as required.
2) This question relates to courses scheduled to be taught in-person only in winter term 2022. Are any students who are not in Ottawa being advised by the Registrar’s Office (or affiliated student services) to ask faculty to “accommodate” such students by enabling them to take the course completely online?

Response from VPSE Suzanne Blanchard: The Registrar’s Office is available to assist students in choosing the modality of their courses, whether that is Hyflex, in-person or online. Faculty members offering in-person-only classes will not be asked to accommodate online learning requests from students for those sections. Students will be asked to find alternatives, in consultation with their departments if necessary.

6. Administration (Clerk)
   a) Convocation Dates in Spring 2022

The Clerk of Senate spoke to this item. She noted that in light of recent changes in the course of the pandemic, the Convocation Working Group has begun planning for in-person Convocation ceremonies to resume in June of 2022. The celebrations would include one week of ceremonies for returning 2020 and 2021 grads, and one week for 2022 graduating students.

Since Senate meets on June 3, 2022 to approve the 2022 graduates, the proposal is for the first week of ceremonies (for returning grads) to begin ten days later on June 13th and for the second week of ceremonies (for 2022 grads) to commence on June 20th. A memo containing these two motions was circulated to Senators in advance.

It was MOVED (V. Bhatia, S. Sivathayalan) that Senate approve June 13 – 18, 2022 as Convocation week for 2020 and 2021 graduates.

   In response to a question, the Clerk confirmed that the plans for in-person ceremonies will only move forward if public health guidelines allow.

The motion PASSED.

It was MOVED (V. Bhatia, S. Ajila) that Senate approve the change of dates for the Convocation of Winter and Spring 2022 graduates from June 6 – 10, 2022 to June 20 - 25, 2022.
In response to a question, the Clerk clarified that the proposed week of ceremonies from June 20 – 25, 2022 would accommodate both Winter 2022 and Spring 2022 graduates. A Senator asked if the ceremonies could be held outdoors. The Clerk noted that this option will be discussed and considered by the Convocation Working Group. Finally, a Senator asked if the later Convocation dates for 2022 grads might result in reduced numbers of attendees. The Clerk acknowledged the concern, but noted that since the Senate date for approving graduates in 2022 is in early June (instead of in May), the Convocation dates need to be rescheduled for a later week in June.

The motion **PASSED**.

b) **Report on non-advertised recruitment**

   This item was not presented.

7. **Reports**

   a) **Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)**

   Committee Chair Howard Nemiroff presented 5 items for approval and 2 items for information.

   Items for approval:

   **Degree-specific and General Admission Regulations**
   (updated boiler plate admissions paragraph common to all programs)
   It was **MOVED** (H. Nemiroff, S. Sadaf) that Senate approves the revisions to the Admissions Regulations listed above effective for the 2022/23 Undergraduate Calendar as presented.
   The motion **PASSED**.

   **R-ADM General Section**
   (updated admissions paragraph as above, for CEGEP students)
   It was **MOVED** (H. Nemiroff, P. Wolff) that Senate approves the revisions to Regulation R-ADM General Section effective for the 2022/23 Undergraduate Calendar as presented.
   The motion **PASSED**.
R-UG COOP General Information
(clarifies language regarding application to coop program)
It was **MOVED** (H. Nemiroff, M. Rooney) that Senate approves the revisions to Regulation R-UG COOP General Information effective for the 2022/23 Undergraduate Calendar as presented.
The motion **PASSED**.

R-UG 5.4 Grading System SAT/UNS
(clean-up of language due to compassionate grading measures)
It was **MOVED** (H. Nemiroff, A. Park) that Senate approves the revisions to Regulation R-UG 5.4 Grading System effective for the 2022/23 Undergraduate Calendar as presented.

A Senator asked for clarification on how SAT/UNS converts to grade equivalents for courses that are now graded as SAT/UNS, and whether instructors can or should specify this conversion in their syllabi. The SCCASP Chair agreed to take this question back to the committee for consideration and discussion.

The motion **PASSED**.

Compassionate Grading
(continuation of compassionate grading measures due to pandemic)
It was **MOVED** (H. Nemiroff, M. Huckvale) that Senate approve a UG emergency response for the WINTER 2022 term only, to allow undergraduate students to designate 0.5 credit courses SAT if a passing grade was earned, and for all undergraduate F grades to be automatically converted to UNS. This excludes grades that are assigned due to an Academic Integrity Offence.
The motion **PASSED**.

Items for Information:

- Academic Schedule for 2022-23
- Minor modifications for November 2021

In response to a question from the floor, SCCASP Chair Howard Nemiroff confirmed that the early fall / late fall terminology in the 2022/23 academic schedule is specific to 0.25 credit courses.
7-Reports, cont’d

b) Senate Quality Assurance and Planning Committee

Committee Chair Dwight Deugo presented three major modifications, three final assessment reports and executive summaries arising from cyclical reviews, and one set of revisions to the IQAP for Senate approval. A motion proposing a departmental name change for the Pauline Jewett Institute of Women’s and Gender Studies also was included in the memo for major modifications.

Major Modifications and Name Change:

Committee Chair Dwight Deugo noted that departmental name changes do not fall under the Quality Assurance process and are not identified as major modifications, but historically they have been included in the major modification packages coming to Senate. The motion for this name change, plus the three major modifications were combined into an omnibus motion.

It was MOVED (D. Deugo, M. Barbeau) that Senate approve the major modifications and name change as presented below. The motion PASSED.

Individual Motions:

- THAT Senate approve the name change of the Pauline Jewett Institute of Women’s and Gender Studies to the Feminist Institute of Social Transformation, as presented.
- THAT Senate approve the major modification to the undergraduate programs in Computer Science as presented with effect from Fall 2022.
- THAT Senate approve the major modification to the Master of Human-Computer Interaction as presented with effect from Fall 2022.
- THAT Senate approve the introduction of PECO 5904, 5905 and the deletion of PECO 5906, 5907 as presented, with effect from Fall 2022.

Cyclical Reviews

Final Assessment Reports and Executive Summaries for Cyclical Program Reviews in French, Cultural Mediations and Canadian Studies were circulated to Senators in advance. The committee Chair noted that the title of the third motion in the memo for this item is incorrect, but the motion itself is accurate. The individual motions to approve these reviews were combined into an omnibus motion for Senate.
It was **MOVED** (D. Deugo, M. Rooney) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical reviews of the programs. The motion **PASSED**.

**Individual Motions:**

- THAT Senate approve the Final Assessment Report and Executive summary arising from the Cyclical Review of the undergraduate and graduate programs in French.
- THAT Senate approve the Final Assessment Report and Executive summary arising from the Cyclical Review of the graduate programs in Cultural Mediations.
- THAT Senate approve the Final Assessment Report and Executive summary arising from the Cyclical Review of the undergraduate and masters programs in Canadian Studies.

**IQAP Revisions**

The proposed revised Institutional Quality Assurance Process (IQAP) was circulated to Senators in advance. Updates to Carleton’s IQAP were required due to revisions to the Quality Assurance Framework (QAF) made by the Ontario Universities Council on Quality Assurance. A list of the major changes was included on the memo for this item.

It was **MOVED** (D. Deugo, S. Sivathayalan) that Senate approve the revised version of Carleton’s IQAP as presented. The motion **PASSED**.

The Chair thanked members of the committee for their work on these files.

**8. Mental Health Framework 3.0**

Vice-President Students and Enrolment Suzanne Blanchard provided an overview of the steps and timeline involved in updating the Student Mental Health Framework (SMHF). The process includes extensive consultations with various stakeholders within the Carleton community, beginning with a review and exploration of the six initial areas of focus from SMHF 2.0:

- Student Engagement
Well-being, Skills Building, and Resilience
Mental Health Awareness, Literacy and Education
Accessible Services
Coordinated Crisis Management
Institutional Structure

The advisory committee also will look for ways to leverage and incorporate elements from the EDI Action Plan and Kinâmâgawin into SMHF 3.0, and will increase engagement with the Sexual Violence Prevention and Education Committee in implementing Honouring Each Other objectives and strategies.

New areas for consideration and consultation include the following:

- Harm reduction and substance use strategy
- Improved mental health and wellness support navigation through website update
- Cyberbullying education and prevention and social media
- Culture of mental health for faculty and staff through the creation of self-assessment and audit tools
- Implementation of Canada’s National Standard for Mental-Health and Well-Being for Post-Secondary Students
- Yearly audit and evaluation plan

VPSE Suzanne Blanchard provided a timeline for the project, outlining the consultations that have been scheduled throughout the Fall of 2021. In November and December, feedback from these consultations will be assessed, and a draft of SMHF 3.0 will be developed. This draft will be released to the community in January of 2022. Over the Winter term, additional feedback will be gathered through a second phase of consultations. The final draft will then be completed and released to the community and the Board of Governors in April of 2022.

Discussion:
The Chair asked VPSE Blanchard to comment on the link between social media and mental health issues, and what the university can do to assist students. Suzanne Blanchard responded that the data supports this link. Through the SMHF, Carleton can help students become more aware of the impact of social media on their mental health and provide them with strategies and tools to manage their social media use and mitigate harm. Students’ input will be essential in developing this approach further.
In response to a second question, Vice-President Blanchard noted that data is continually collected on the usage and success of existing programs, and will continue as plans develop for an annual audit. She noted that over the course of the pandemic, online sessions have provided students with easier access to counselling, and have resulted in an increase in the number of appointments kept by students. New online tools also are being developed to add resources for students, as an alternative to face-to-face meetings, which can sometimes be difficult for students to attend.

A Senator asked what measures have been taken to address the long wait times students have experienced when seeking counselling. Kristie Tousignant, Director of Health and Counselling Services, responded and noted that the Counselling Centre has implemented a risk-based system and has hired both an intake counsellor and a crisis counsellor to triage and manage the daily calls received at the Centre. The intake counsellor has been fielding an average of 19 – 26 assessments per day. As a result, students who are in crisis can see a counsellor the same day if necessary, or within the next day or two. The Counselling Centre also created a program through Telehealth Ontario to engage an additional psychiatrist every Wednesday for assessment. They are looking to add an extra half-day to this position to meet increasing demand.

A Senator asked how Carleton is responding to the mental health needs of international students. In response, it was noted that the Counselling Centre is expanding the individual expertise of its counsellors in order to meet the needs of various groups of students, including international students. Drop-in online workshops enable international students to learn about services offered in a more relaxed environment. The ISSO also has developed outreach programs throughout the pandemic to encourage international students to stay connected with peers and others on campus and to learn about supports that are available. Empower Me, a mental health and wellness service offered in partnership with CUSA, also has engaged a number of multi-lingual counsellors who offer services online and in-person to international students.

The Chair thanked VP Suzanne Blanchard and her team plus Health & Counselling Director Kristie Tousignant and AVP Lisa Ralph for their excellent work on this important issue.

9. Community Engagement Strategy
Carleton’s Centre for Community Engagement, launched in October 27, was established to strategically support community engagement at Carleton, which was highlighted as a priority in Carleton’s new Strategic Integrated Plan. One of
the first priorities of the Centre is to create a holistic view of all of the community engagement activities at Carleton through the development of strategic plan for community engagement (SP4CE). The three co-chairs of the SP4CE Task Force spoke to the development of this strategic plan.

Co-chair Karen Schwartz, AVP Research and International, noted the importance of community engagement as part of Carleton’s founding story, and provided a timeline of important milestones from the past 20 years in the development of Carleton’s community engagement. Highlights from this timeline include Carleton’s leadership in exploring experiential learning opportunities for students, Carleton’s engaged participation in the Carnegie Canada Pilot cohort, the opening of the Carleton Dominion Chalmers Centre in downtown Ottawa, and the establishment of the HUB for Good.

Co-chair Lorraine Dyke, Deputy Provost, spoke to the importance of community engagement as one of three main strategic directions of the new SIP: Serve Ottawa, Serve the World. A working definition of community engagement emphasizes reciprocal and mutually beneficial work that seeks to develop and mobilize knowledge for the greater good. To support and build on the variety of community engagement projects and stakeholders already in place at Carleton, the Centre for Community Engagement has developed a hub-and-spoke model for institutional support to various groups across campus.

Co-chair Chantal Trudel, who is also the inaugural Director of the Centre, noted that the goals of the SP4CE are to strengthen the approach, alignment and relationship Carleton has with communities, to enrich the career paths of students and also to enhance Carleton’s reputation.

A timeline of the process of developing the SP4CE was presented, beginning with the launch of the Centre for Community Engagement in October of 2021, followed by a consultation process for internal stakeholders in Fall 2021 and Winter 2022 semesters, and the launch of an external consultation phase in May and June of 2022. The consultation process will help the task force to evaluate the current CE situation, identify priorities moving forward, define what is needed to support competencies and growth in CE, and determine which groups can help to achieve these goals. Co-Chair Trudel then listed the members of the Task Force, and introduced four key questions that will be used in the upcoming consultations:

- What are your broad aspirations for Community Engagement at Carleton?
• How can we better serve our external communities?
• What are Carleton’s strengths in community engagement?
• How can Carleton build upon those strengths?

Members of the Carleton community, including faculty, staff and students, are welcome to participate in upcoming open consultations on December 7, 2021 and January 12, 2022. Senators were encouraged to attend one of these sessions or to engage with the Centre via the online form on the website. The Task Force also will be engaging with Faculties and groups across campus.

In the discussion following the presentation, a Senator asked if funding would be available to support community engagement opportunities in the classroom. Deputy Provost Lorraine Dyke responded that the Experiential Learning Fund is currently available to support pedagogical approaches, and that more funding opportunities can be expected in the future.

Senators also noted that there could be opportunities for students who are already engaged with their communities to bring forward proposals for CE projects, and that alumni and retirees also can play a role in the process. CCE Director Chantal Trudel agreed to bring these suggestions back to the task force for discussion.

The Chair thanked the SP4CE Task Force co-chairs for undertaking this work and for their presentation to Senate.

10. Reports for Information

   a) Senate Executive Committee Minutes (October 12, 2021)

11. Other Business

   The Chair noted that the December 17 Senate meeting will likely be cancelled, as there is no urgent business. The decision rests with the Senate Executive Committee, and Senators will be notified in the first week of December.

12. Adjournment - The meeting was adjoumed (M. Rooney, C. Joslin) at 3:52 p.m.