

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

The 619th Meeting of the Board of Governors
Thursday, March 12th, 2020 at 3:00 p.m.
Room 2440R River Building, Carleton University

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA

- The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA

- Circulated with this agenda is a Consent Agenda which lists items presented to the Board for action or for information.

5. PRESENTATION - ANDREW NEWMAN, KPMG Audit Partner

6. OPEN - ITEM(S) FOR APPROVAL

6.1 Student Residence Building (D. Alves)

- Materials were circulated in advance

6.2 Ancillary Budget 2020/2021 (D. Alves)

- Materials were circulated in advance.

6.3 Tuition Fees and Miscellaneous Fees 2020/2021 (D. Alves)

- Materials were circulated in advance.

7. OPEN – ITEM(S) FOR INFORMATION

7.1 Strategic Integrated Plan First Draft Preview (B.A. Bacon, J. Tomberlin & SIP Co-Chairs)

- A presentation was circulated in advance.

7.2 Annual Report on Sexual Violence (S. Blanchard)

- A report was circulated in advance.

7.3 Sexual Violence Prevention Strategy (B. Reid)

- A report was circulated in advance.

7.4 Report from the Chair (N. Nanos)

- A verbal report will be given.

7.5 Report from the President (B.A. Bacon)

- Written report was circulated in advance.

7.6 Committee Chair Updates

- a) Building Program (J. Durrell)
- b) Finance Committee (D. Alves)
- c) Governance Committee (N. Nanos)

8. OPEN - OTHER BUSINESS

9. OPEN - QUESTION PERIOD

- There are no questions to be addressed.

10. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

- Guests and observers are asked to step out of the meeting.
-

AGENDA ITEM

6.1

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 2/17/2020
From:	Vice President (Finance and Administration)	Date of Meeting: 3/12/20
Subject:	Student Residence Building	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

To proceed with the detailed implementation plan and construction of a new student residence to be located on Carleton campus for a budget not to exceed \$73.5 million.

3.0 EXECUTIVE SUMMARY

Carleton University's student residential accommodation is currently housed within 11 buildings with a total of 3,600 beds on Carleton's campus. The university has identified the need for a new student residence to address the growing demand for on-campus student living accommodation.

On Sept. 30, 2019, the Board of Governors approved development of the design, method of construction, and cost estimates of a new student residence to be located on Carleton's campus, for a total project cost estimated at \$60 million and a completion date of September 2022.

The new student residence building will provide a modern dwelling accommodation for new first-year students, as well as various amenity spaces for all students on campus. The building will be designed to promote and enhance a student-focused residential community experience and will incorporate Passive House Design principals to achieve a high level of sustainability.

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 upon entry to the university to further showcase the campus. This new residence will bolster and reflect student social life, as well as the future of Carleton University within the City of Ottawa.

Diamond Schmitt Architects and KWC Architects have been retained by the university as the lead architects for the design, project development and contract administration of the new residence. M Sullivan & Sons Ltd was the successful vendor for construction management, and Hanscomb Quantity was chosen as the surveyors for project costing and control.

A Class D estimate was prepared with a total project cost of \$73.5M. The project is now at 100% design completion and, following Board approval, can proceed with the detailed implementation, Construction would follow in the spring of 2020, with occupancy in September 2022.

4.0 INPUT FROM OTHER SOURCES

The Project Planning Report (attached) was prepared by the Facility Management and Planning (FMP) with appendices provided by the Construction Management and the Quantity Surveyor Teams. FMP has worked in consultation with campus partners, including University Services and Housing, and Students and Enrolment to identify the elements of a new residence that would serve students' needs.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Housing & Residence Life Services works to create a student-focused residence community and strives to continuously provide quality service to support our residents. We are committed to providing opportunities for personal growth and academic development while promoting a safe and inclusive living environment.

Building a new student residence that reflects the needs of students is very much in line with the goals of the university to providing students an environment that support personal growth and academic development while promoting a safe and inclusive living space. Students living in residence in their first year have demonstrated higher retention rates than those living in off-campus housing.

A new residence would address additional first-year demand and to allow the residence community to offer more upper year residence space in its existing housing portfolio. As evidenced by the financial analysis, the overall value proposition of residence fees and meal plan revenues are sufficient to cover the costs of servicing building debt and operating costs. In addition, there are sufficient funds within the Housing system as a whole to cover future operating, deferred maintenance and programming.

The Project Planning Report provides further details on the project.

6.0 FINANCIAL IMPLICATIONS

The new student residence is expected to cost approximately \$73.5 million and will be self-funded on a going concern basis, including debt repayment. An initial payment of \$10 million will come from accumulated surplus and financing of \$63.5 million will need to be obtained. The university is exploring several financing methods that will be most advantageous to Carleton (including internal financing). With current rates of 2.89% for a 25-year term, the university anticipates annual debt servicing costs of \$3.6 million. In the coming years, both the Leeds and Prescott residences mortgages will be fully paid (\$1.6 million in 2026-2027 and \$1.5 million in 2028-2029) reducing the ongoing financial risks to the university.

A new residence building is expected to generate \$3.9M of revenue annually in the form of residence and meal plan fees. Meal plans are compulsory in a traditional-style building and the university used its existing contractual arrangement with the on-campus dining services partner as a basis to determine projected meal plan revenue. Operating costs for such a building, including staffing, utilities, and building maintenance, would be approximately \$600K per year.

RISK, LEGAL AND COMPLIANCE ASSESSMENT

- 7.0** The risks identified for this project remain, as previously reported, focused around procurement and construction. Procurement risks include the potential for cost over runs and risk of delayed completion due to potential challenges with site condition or construction schedule. The project

team are endeavoring to mitigate the procurement and cost overrun risks through design, constructability and obtaining real time costs. The university has retained a scheduling consultant to draft a specification for the contract relating to schedule. This consultant will also monitor the schedule and advise on changes should issues occur. Hanscomb Quantity Surveyor will monitor and advise on budget risk as the building design progresses. In order to further reduce the risk to schedule and budget, the university is administering this contract through the construction management of Sullivan & Son Limited. The university also plans to mitigate its hazard liability risk and liability risk by providing an owner-controlled course of construction insurance program. The Director of Risk and Insurance will monitor risk during construction by attending regular project meetings.

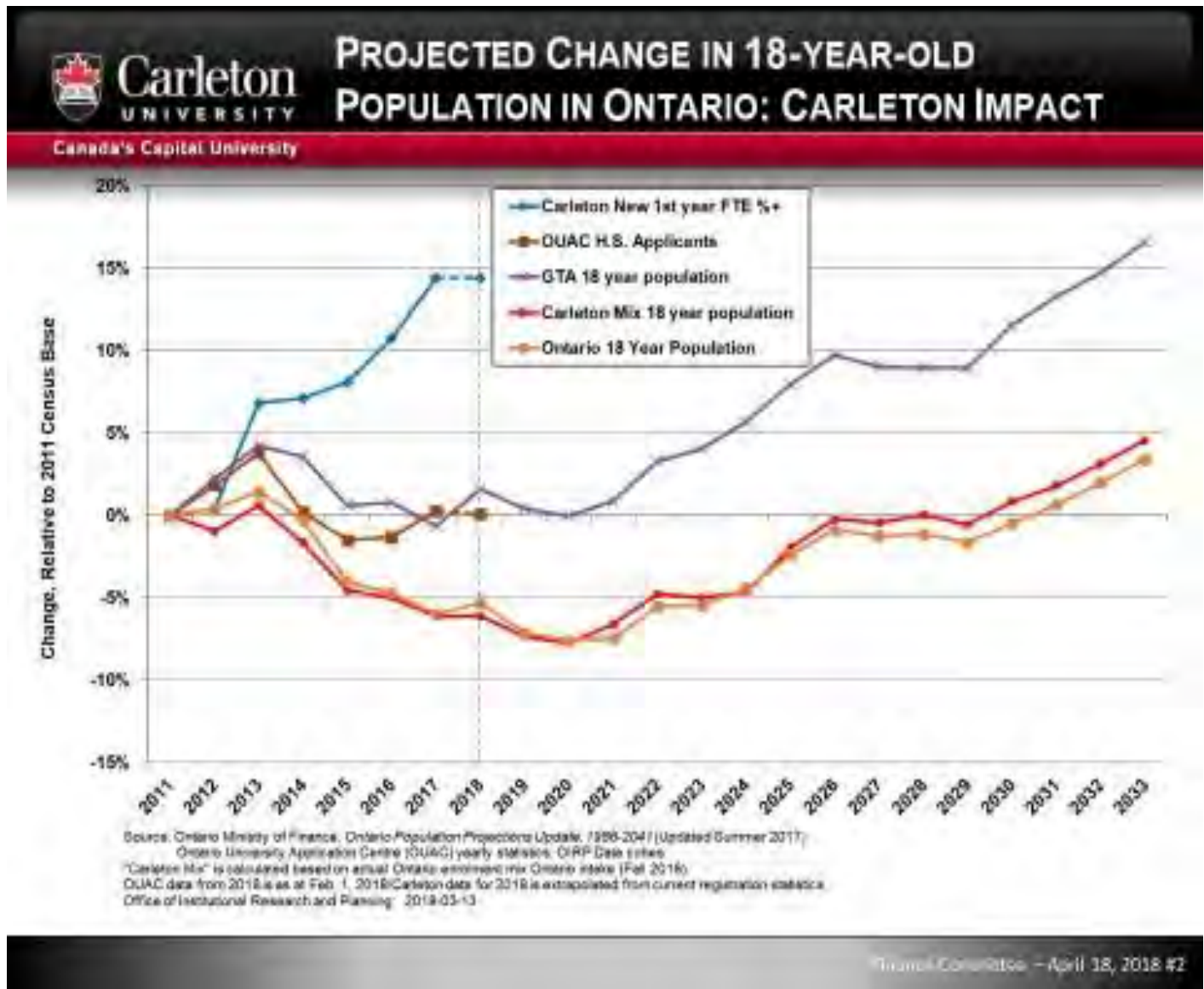
8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Delays in completing the construction of the new residence could have a reputational impact affecting recruitment of incoming students and additional financial costs to the University. This risk will be mitigated by the construction method employed (e.g. construction management) and ongoing communications with key stakeholders. The Department of University Communications will work with campus partners to develop a communications plan to announce/showcase the project.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	MINOR	MODERATE	SERIOUS	VERY SERIOUS
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX A



Building Program and Finance Committees

New Residence Building

March 2, 2020



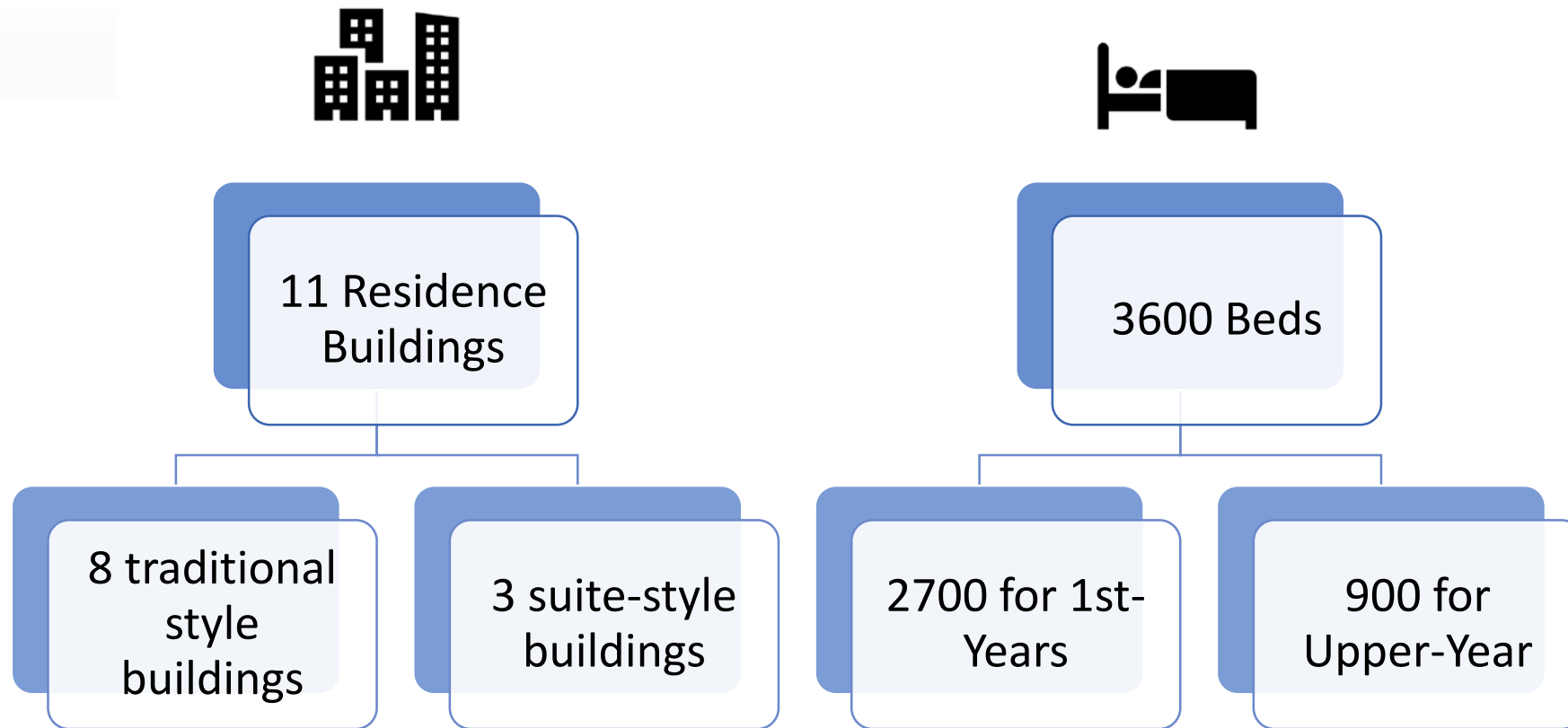
Carleton
UNIVERSITY



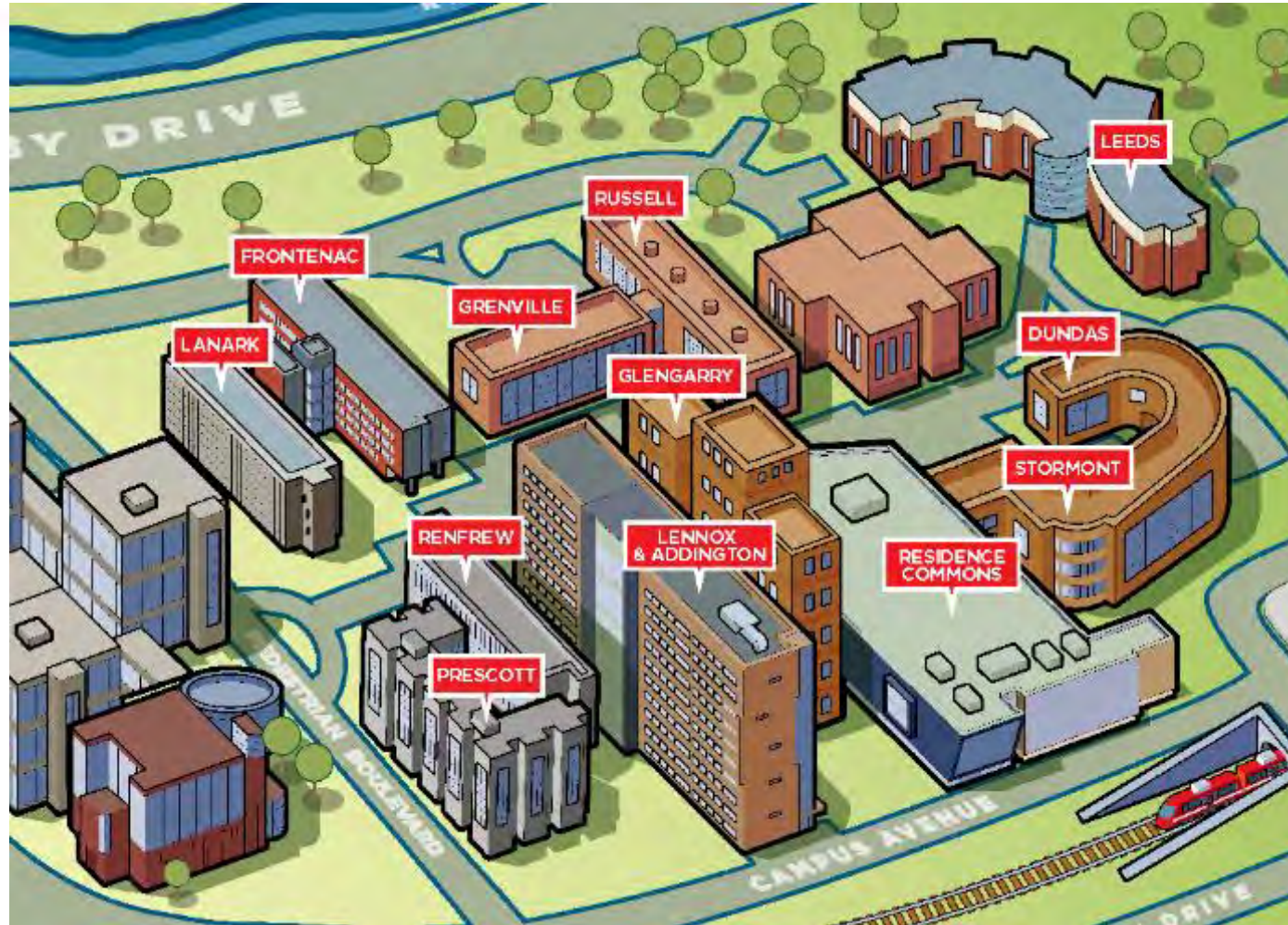
The Opportunity



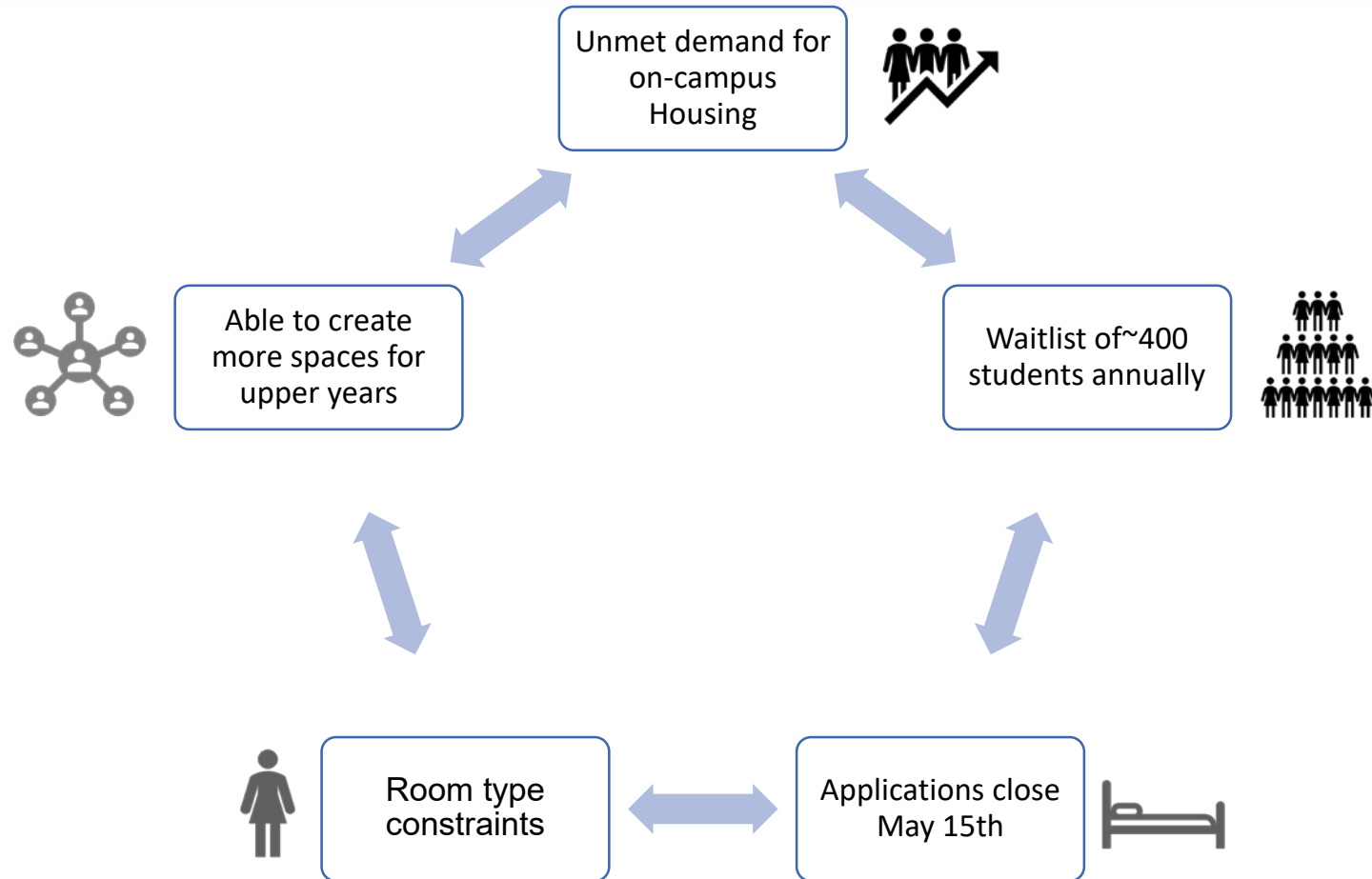
Current Housing Portfolio



Current Housing Map



Rationale for New Building



New Residence Concept

Supporting the
first-year experience

Housing 452
students

Combination of
single & double
bedrooms

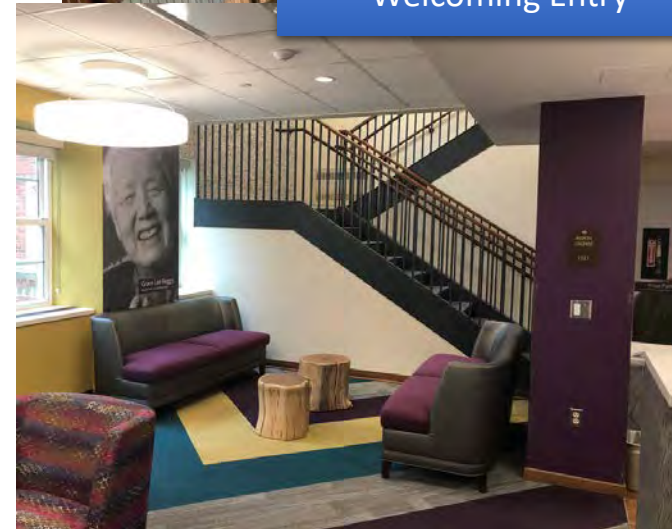
Semi-private
bathrooms



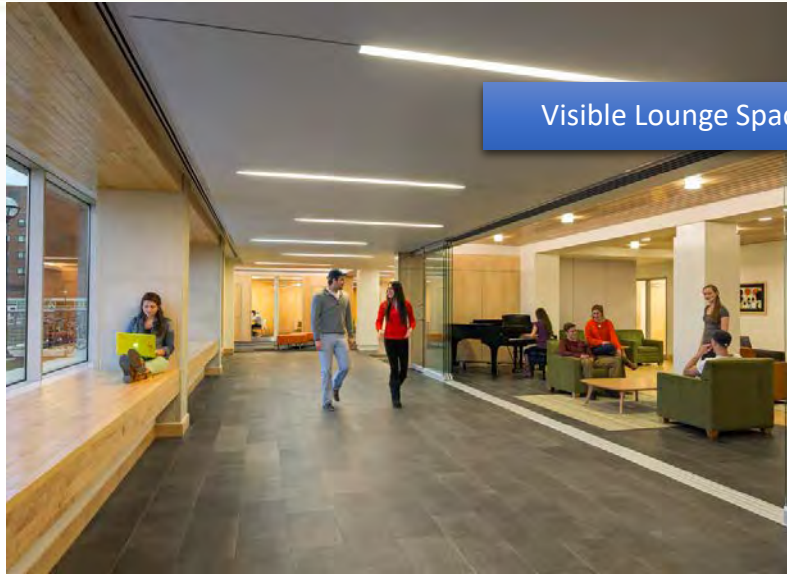
Study Space



Welcoming Entry



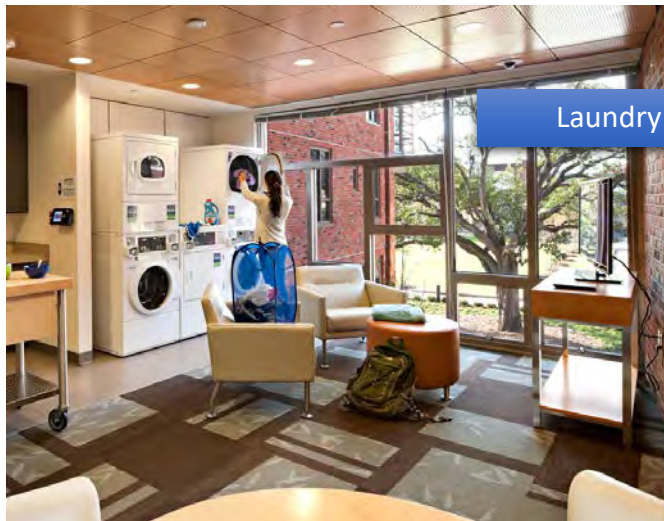
New Residence Concept



Visible Lounge Space



Communal Lounge Space



Laundry Facility

Passive
House

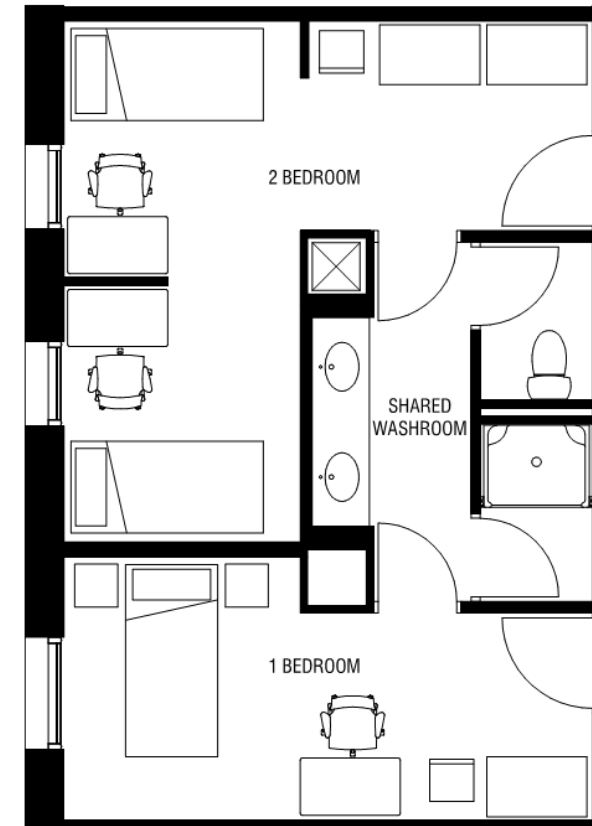
Tunnel
Connection

Hotel Space

Space for
Staff

Fitness
Area

Bedroom Floorplan



Bedroom Inside View



Proposed Amenity Space









Project Site



Project Site



Cladding Option Summary

	Capital Cost	Time/Schedule	Thermal Performance Efficiency
	\$		85%-90%
	\$\$		85%-90%
	\$\$\$		±60%

Exterior Sign - Option 1



Exterior Sign – Option 2



Project Cost Variance

The initial construction cost estimate (excluding furniture) increased from \$60.0M to \$73.5M. The increase relates primarily to the higher cost of materials and the value-added design (described below).

Value

- Cost Management Consultants
- Tunnel access and amenity space

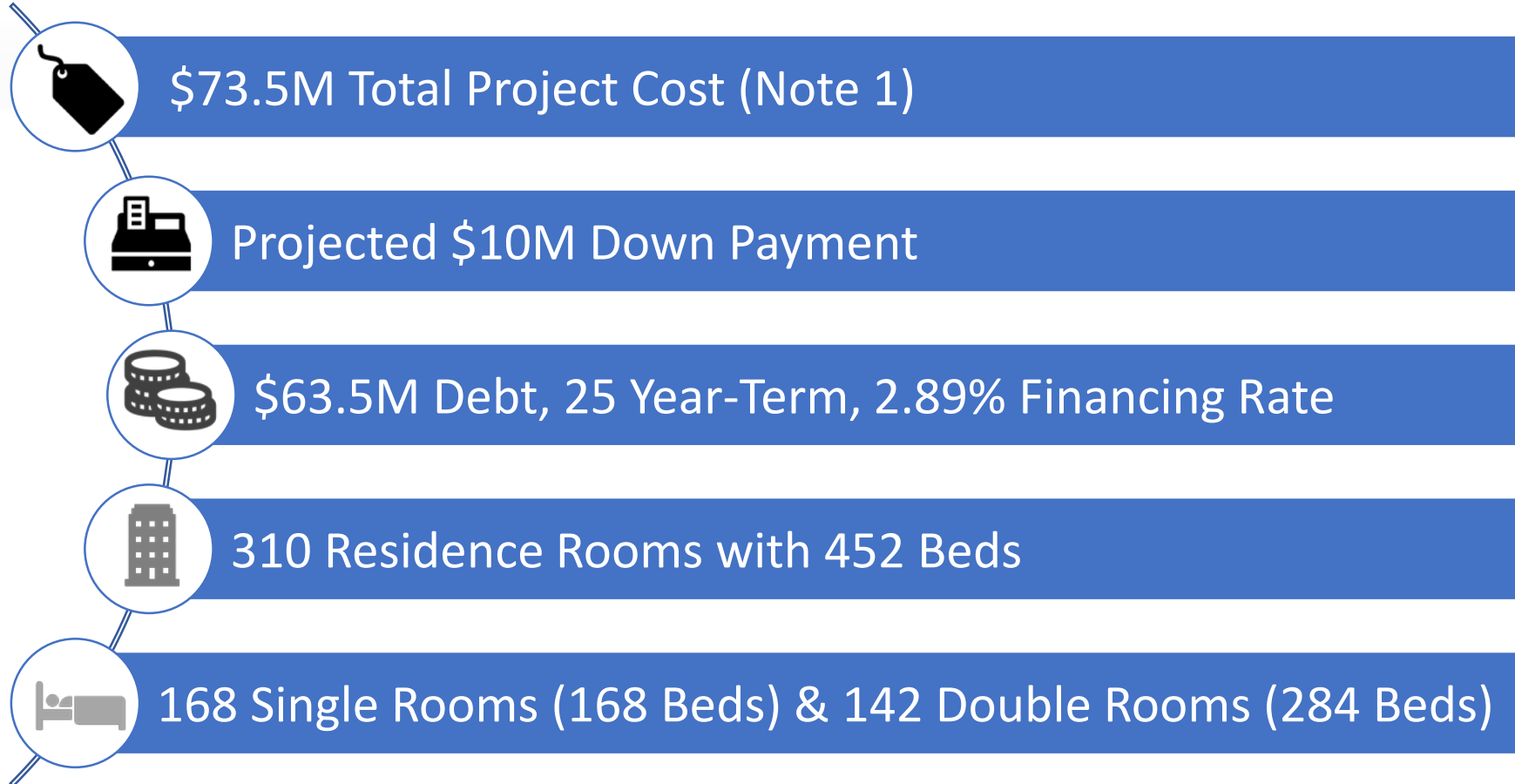
Efficiency

- Passive House Concepts
- Effective use of 170K sq. ft. of space

Desirability

- Amenity space
- Bedroom balance of privacy and community
- Student feedback

Financial Assumptions



Financial Projection

Assumptions

- Room Fees increase by 2.5% annually
- Other Fees increase by 1.5% annually
- Expenses increase by 2.0% annually

Financial Projection (2.5% growth)

Year	1	2	3	4	5
Fee Revenue	\$29.3M	\$30.0M	\$30.8M	\$31.5M	\$32.3M
Expenses	\$39.4M	\$29.8M	\$30.2M	\$30.5M	\$29.8M
Surplus/(Deficit)	(\$10.1M)	\$0.2M	\$0.6M	\$1.0M	\$2.5M
Accumulated Surplus/(Deficit)	\$2.7M	\$2.9M	\$3.5M	\$4.5M	\$7.0M

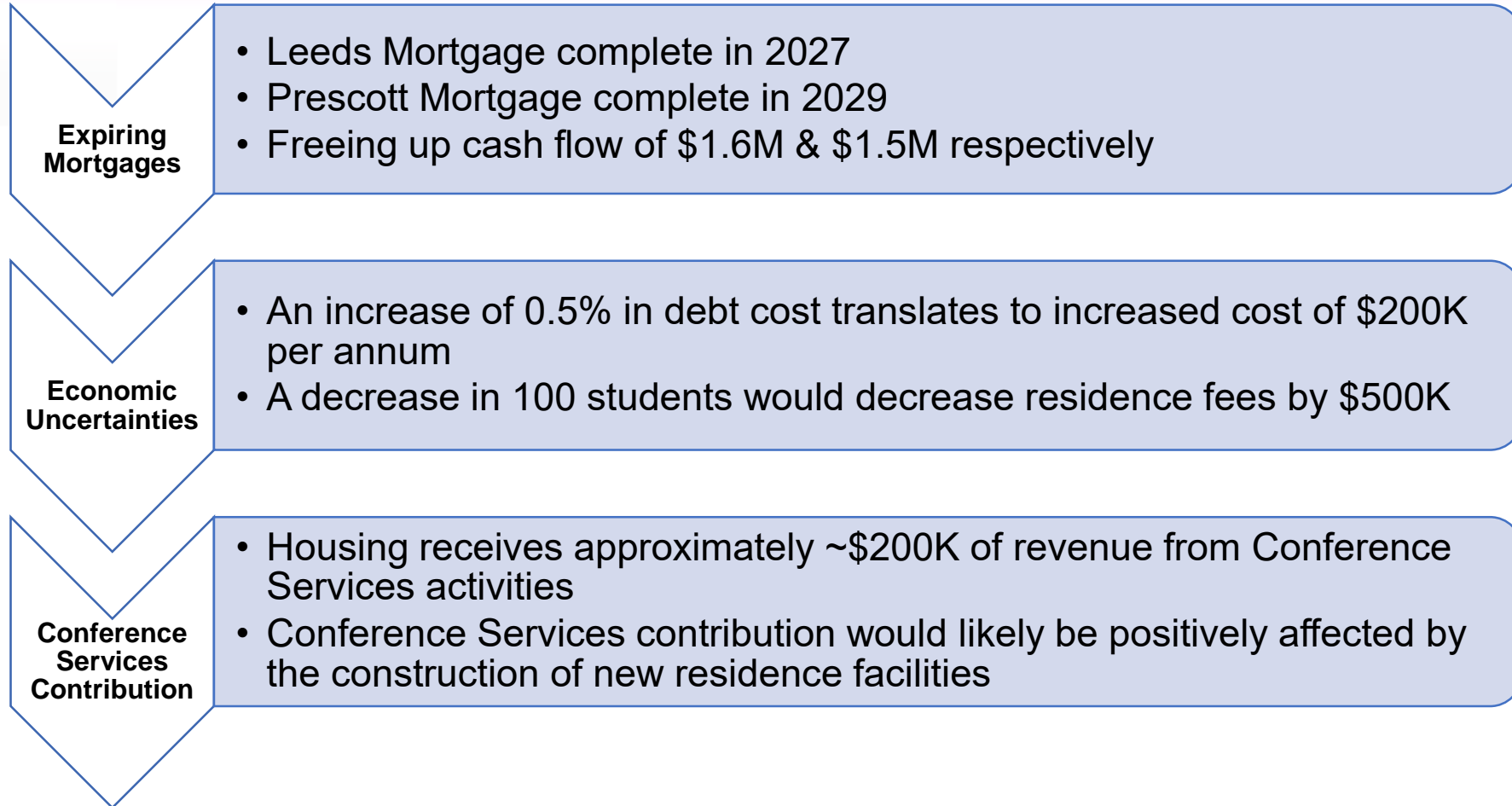
Other Considerations

- Year 1 Expenses include \$10M down payment
- Projection includes \$6M annually to fund deferred maintenance & renovation projects

Findings

- Adequate funding in Housing System to support building of new residence
- Adequate revenue exists to address future building projects & renovations not covered by \$6M earmarked in projection

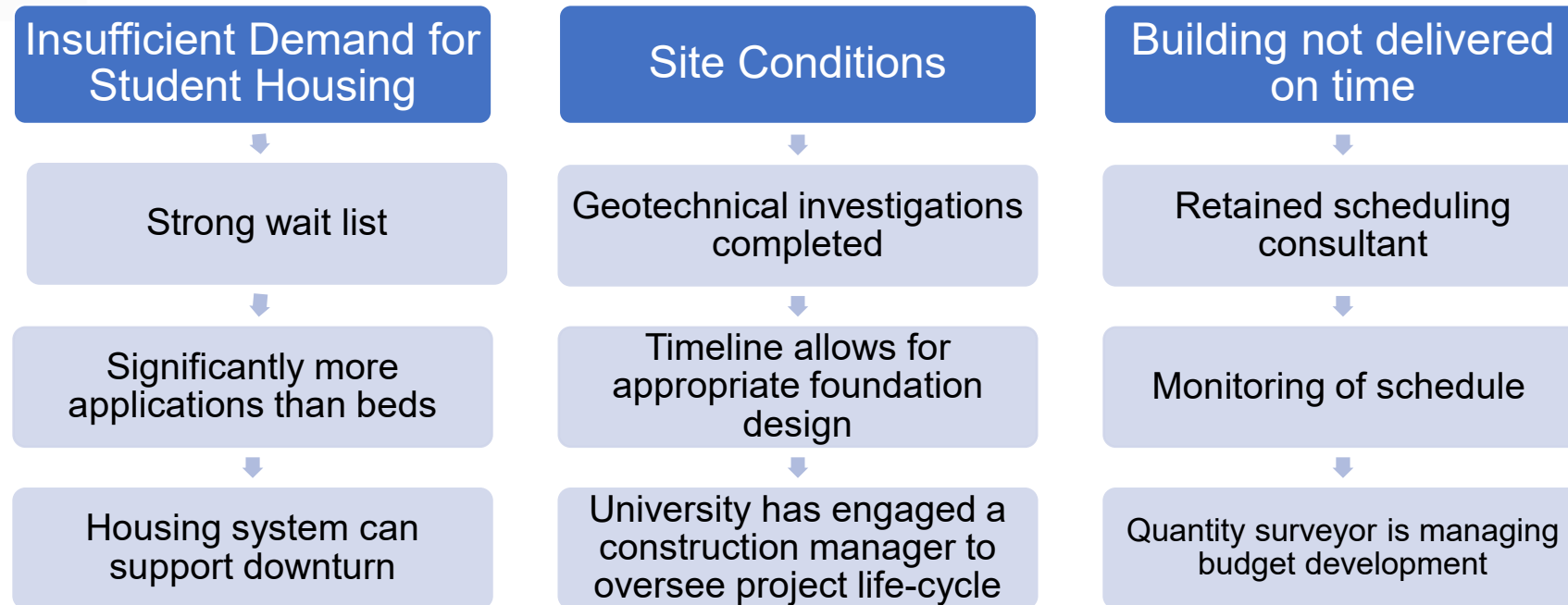
Additional Considerations



Debt Summary FY19/20

Building	Expiration Date	Annual Payment	Outstanding balance
Glengarry	FY19/20	\$0.1M	-
Leeds	FY26/27	\$1.6M	\$8.3M
Prescott	FY28/29	\$1.5M	\$9.9M
Frontenac	FY38/39	\$0.9M	\$11.8M
Lennox & Addington	FY41/42	\$1.6M	\$25.8M
Total		\$5.7M	\$55.8M

Key Project Risk Mitigation



Conclusion



Housing
System in a
strong financial
position

Flexibility to
Housing
portfolio

Risk Mitigation

An aerial photograph of a city skyline, likely Pittsburgh, with a large red semi-transparent rectangle overlaid on the middle portion of the image. The city features a mix of low-rise and high-rise buildings, a river, and distant hills under a clear blue sky. The red overlay contains the text 'Recommendation:' in white and a white box with black text.

Recommendation:

That the University proceed with construction of a new student residence with a total project cost of 73.5 million to be ready for occupancy in the fall of 2022.

Project Planning Report New Student Residence Building

I. The Project Management Committee is as follows:

- Laura Storey, Director, Housing and Residence Life
- Chad McKenzie, Assistant Director Facilities and Operations, University Services
- Natalie Allan, Assistant Director, Student Housing and Residence Life
- Janice O'Farrell, Assistant Vice-President Enrolment Management
- Gary Nower, Assistant Vice-President Facilities Management and Planning (AVP FMP)
- Goli Monjazebe, Director, Planning, Design, and Construction (FMP)
- Dawn Blackman, Senior Project Manager, Planning, Design, and Construction (FMP)

II. Terms of Reference

Diamond Schmitt Architects and KWC Architects in Joint Venture have been retained by the University as the lead architects for the design, project development and contract administration of the New Student Residence Building. With the rest of the consulting team of engineers an application for Site Plan Approval was submitted to the City of Ottawa on December 16th, 2019. M Sullivan & Sons Ltd were the successful proponent for construction management on this project. A cost consultant has been engaged to assist with cost estimates and control as well as a scheduling consultant to monitor the schedule and critical timelines.

III. Background Information

Student residential accommodation is housed within 11 buildings with 3,600 beds on Carleton's campus. The residence community is situated within a distinct quadrant of campus which houses these eleven buildings as well as a central common building housing the residence dining hall. Approximately 2,700 of the beds each year are assigned to first-year students in a variety of programs; the remaining beds are assigned to upper year, graduate, and exchange students.

On September 30th, 2019, the motion was carried by the Board of Governors to proceed with the design, method of construction, and detailed estimates of a new student residence to be located on Carleton's campus for a budget estimated at \$60 Million, and a completion date of September 2022.

IV. Statement of Academic Plan

The proposed New Student Residence building will provide dwelling accommodation for new first year students as well as various amenity spaces for all students on campus. The building will be designed to promote and enhance a student-focused residential community experience. The New Student Residence will follow Carleton's design intentions for the future by providing an equitable and sustainably responsible living environment.

V. Space Program

The currently landscaped lot for the proposed New Student Residence building is located at the north section of the campus, to the west of Campus Avenue, facing the main campus entrance (University Drive). Furthermore, a continuous sightline exists from the site towards Bronson Avenue and down Sunnyside Avenue. As such the prominent location is intended reflect the design of a gateway building upon entry to the University. The New Student Residence will bolster and speak to student social life as well as the future of the University within the

city of Ottawa. Additionally, the proposed project will embrace and respect the context of the campus in its urban setting.

The proposed New Student Residence building is designed with a car pick-up/drop-of bay and an indoor waiting area to accommodate students accordingly. Furthermore, a loading bay and loading space are located at the north-east part of the ground floor. The campus is also serviced by a fully accessible pedestrian tunnel system that will be extended to provide direct access to and from the building.

VI. Functional Plan

The proposed new 9 storey building will have ground floor amenity spaces, and secured access to the residential units on the upper floors. Each floor will have a main and secondary lounge area as well as access to a 2nd floor courtyard.

The ground floor of the building will be an amenity space with activities such as a maker's space, games room, exercise space, a communal kitchen and bookable study rooms. The grand corridor running through the centre of the floor will give visibility to the many of these rooms as well as create a space for community. The building will also provide access to the tunnel for the public with a separate elevator and stairwell at the main entrance lobby. (See Appendix 1)

The upper floors will house a total of 166 units with a total of 456 beds. First year students will make up 166 units (452 beds) comprised of 142 units with 1 Bed + 2 Beds occupancy rooms sharing 1 bathroom; 18 units of 1 Bed - 1 bathroom; 4 units with 2 Beds - 1 bathroom. There will be 2 Residence Fellows bedrooms on each floor. The building will also include 2 - 2-bedroom apartments, 1 for the Residence Manager. Of the 166 units 30 will be accessible units, of which 4 will be Enhanced Barrier Free. (See Appendix 1)

Accessible Apartment Units: 30

Level 02-05: 4 OBC Accessible Units (16 total)

Level 02-05 1 Enhanced Accessible Unit (4 total)

Level 06-07: 4 OBC Accessible Units (8 total)

Level 08: 2 OBC Accessible Unit (2 total)

VII. Environmental Impact

Implementation of Passive House Design principles have been implemented to achieve a high level of sustainability. These principles include:

- high thermal performance building envelope with continuous insulation
- continuous air-seal layers within the building envelope
- elimination of thermal bridges
- high performance window and glazing systems throughout
- controlled mechanical ventilation and heat recovery

By using the above strategies, the result will be an overall primary energy reduction and reduction in heating demand compared to a basic standard building code compliant building. Additional benefits to the use of Passive House design principles include:

- improved indoor air quality
- increased thermal comfort; this will include warm surfaces, eliminated temperature swings as well as good maintained humidity levels
- resiliency in the event of blackouts due to the low heating/cooling demand
- eliminated risk of condensation and/or mold

Furthermore, additional storm water management features are also being considered.

VIII. Special Considerations

The building ground floor is designed to engage the Carleton campus student community through the amenity space on the ground floor. Safety is a large part of the design process which includes secure access to the residential floors and a separate elevator and stairwell for the general public to access the tunnels.

Landscaping will include Carleton Campus Safety Design Standards, to allow for sightlines and illumination. A patio will be located off the south side of the ground floor with terraced gardens to account for the variances in grading.

All public and student entrances into the building are accessible.

IX. Resource Implications (budget)

The total estimated construction budget and consultant costs (excluding furniture) for the new residence building is estimated at \$73.5M. Appendix 2 provides the details of the project costs. The budget allows for contingencies of 10%. An ideal contingency for this type of project would be 10% - 15%.

See Appendix 2.

X. Operating Life Cycle Costs (TCO)

See Appendix 3

XI Other Related Costs

Other Related Project Costs have been included in the Project Budget. See Appendix 2.

XII Funding Sources and Cash Flow Analysis

Housing and Residence Life Services will be funding this project and will provide a capital contribution of \$10M from its accumulated surplus account. The remaining \$63.5M will be financed through debt. Projected cash flows for this project (see table below) indicate that the Housing system as a whole will be able to support the ongoing costs of a new residence, including the expected down-payment of \$10M.

Cash Flow Forecast - All figures shown in thousand of dollars.

Housing System	Year 1 (\$000's)	Year 2 (\$000's)	Year 3 (\$000's)	Year 4 (\$000's)	Year 5 (\$000's)
Fee Revenue	\$29,299	\$30,022	\$30,763	\$31,522	\$32,299
Expenses	39,389	29,807	30,165	30,531	29,837
Surplus/(Deficit)	(10,090)	215	598	991	2,462
Accumulated Surplus/(Deficit)	2,739	2,954	3,552	4,543	7,005

N.B. - A \$10M down-payment towards building construction is included in Year 1 expenses

XIII. Schedule

See Appendix 4

XIV. Recommendations

To proceed with the detailed implementation plan and construction of a new student residence to be located on Carleton campus for a budget not to exceed \$73.5 million.

APPENDICES:

1. Functional Plan
2. Budget
3. Operating Life Cycle Costs
4. Baseline Schedule

APPENDIX 1

Functional Plan

Typical Residential Floor Plan Schematic Ground Floor Amenity



Typical Residential Floor Plan



Schematic Ground Floor Plan

APPENDIX 2

Budget

Budget Log - New Student Residence

Budget Item Number		Hanscomb 9 Storey Class C - 100% DD (\$)	Budget Notes
1	Construction Total	58,638,400	
1.01	Construction	55,638,400	
1.02	Design and Pricing Allowance	3,000,000	Hanscomb Design and Pricing Allowance
1.03			
1.04			
1.05			
1.06			
1.07			
1.08			
2	Furnishings/Equipment Total	75,000	
2.01	Building Signage/wayfinding	75,000	
2.02			
2.03			
2.04			
3	Site Development / Landscaping Total	312,000	
3.01	CCTV	9,000	
3.02	WSP	23,000	Soil remediation
3.03	Enbridge Gas Relocation	280,000	
3.04			
3.05			
4	Fees Total	5,571,492	
4.01	Pre-Design fees		
4.02	Project Management services	300,000	
4.03	Prime Consultant	2,298,450	
4.04	Crane Review	9,000	
4.05	Studies for Site Plan	88,200	WSP Phase I, II and Geotechnical , Gradient Wind, Topo Survey
4.06	Construction Management	563,055	
4.07	Cost Consultant	75,700	
4.08	Commissioning Agent	150,000	
4.09	Scheduling Consultant	45,080	
4.10	Site Plan Control fee	42,739	Pre Application and SPA fees
4.11	Building Permit	120,000	
4.12	Development Charges	-	
4.13	Testing and Inspection services	151,500	
4.14	Internal FMP labour costs	75,000	
4.15	FMP supplied equipment	-	
4.16	Prime Consultant Disbursement	260,268	
4.17	Printing Services	2,500	Presentations Boards
4.18	Legal	250,000	Lien checks, contract review,
4.19	Insurance	90,000	Building Insurance
4.20	Energy Modelling	50,000	
4.21	Regulvar	1,000,000	Building Controls
4.22			
5	Contingencies Total	7,393,007	
5.01	Construction Contingency	7,123,007	
5.02	Fee Contingency	270,000	
5.03			
5.04			
6	Communications (CCS) Total	1,500,001	
6.01	IT cabling/equipment	1,500,001	
6.02			
6.03			
7	Financing		
8	Tax 3.41%		
Total Project Estimate		73,489,900	

APPENDIX 3

Operating Life Cycle Costs

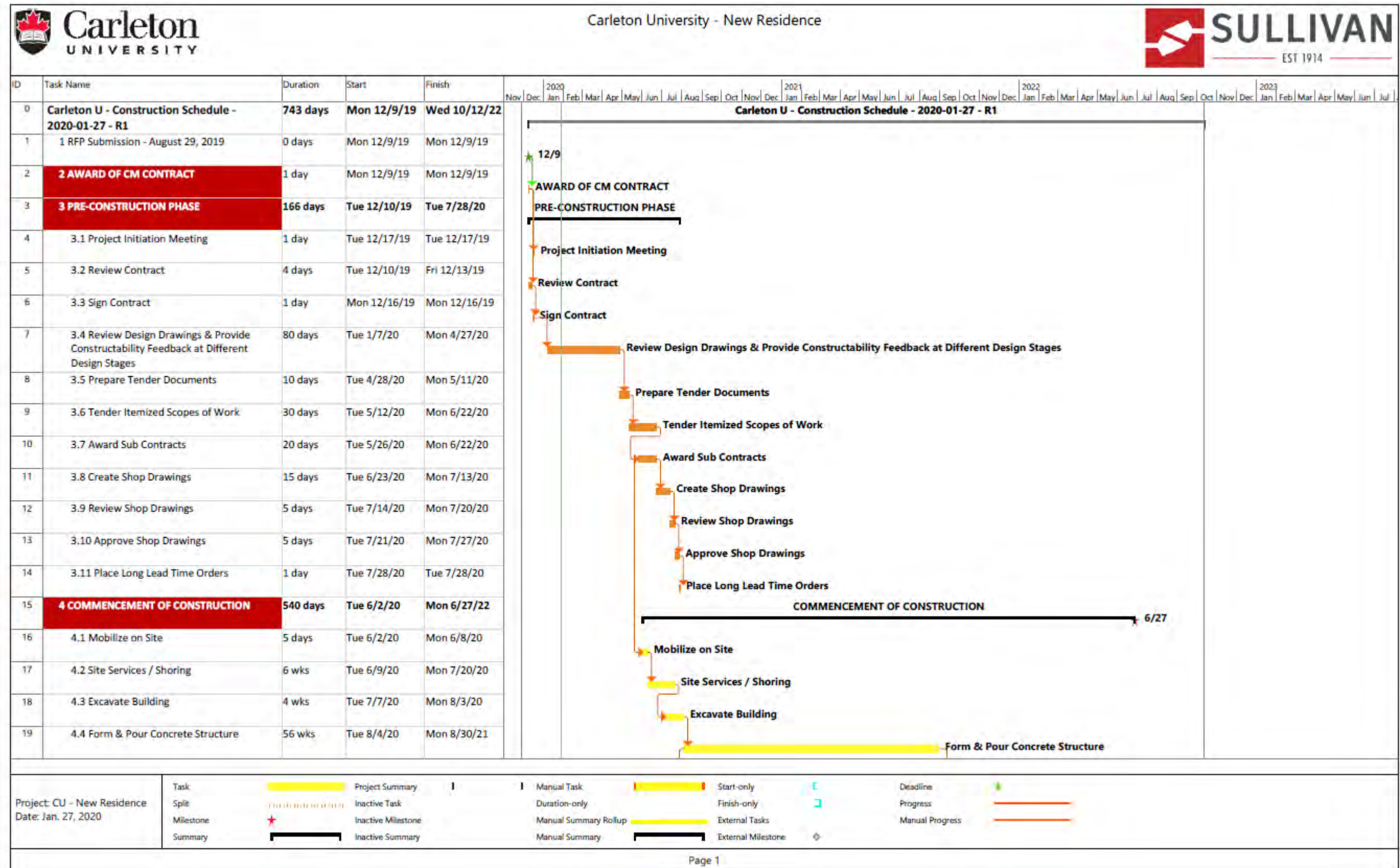
Project : Carleton University : New Residence Location: Ottawa, Ontario Owner : Carleton University Client : Diamond Schmitt Architects																	LIFECYCLE REPLACEMENT + O&M ESTIMATE																	Report Date: January 27, 2020 Page No.: 1	
Element t			Elemental Amount (Net + HST)		Elemental Amount (Gross)		Replaced Portion	Period of Replacement	Total Costs		YEA R																								
			Sub-total	Total	Sub-total	Total			Sub-Total	Total	1	2	3	4	5	6	7																		
A SHELL				26,474,900		40,325,000				36,011,300																									
A0	A1	SUBSTRUCTURE		2,936,800		4,473,300																													
	A11	Foundations	1,874,300		2,854,800		0%	50																											
	A12	Basement Excavations	227,500		346,600		0%	50																											
	A13	Special Conditions	835,000		1,271,900		0%	50																											
	A2	STRUCTURE		15,022,100		22,880,600																													
	A21	Lowest Floor Construction	216,500		329,800		0%	50																											
	A22	Upper Floor Construction	12,446,900		18,958,200		0%	50																											
	A23	Roof Construction	2,358,700		3,592,600		0%	50																											
	A3	EXTERIOR CLADDING		8,516,000		12,971,100					36,011,300																								
	A31	Walls Below Grade	512,800		781,000		0%	50																											
	A32	Walls Above Grade	4,190,900		6,383,300		50%	30	13,794,100																										
	A33	Windows and Entrances	2,533,300		3,858,700		50%	30	8,338,500																										
	A34	Roof Coverings	868,300		1,322,500		100%	20	12,819,400																										
	A35	Projections	410,700		625,600		50%	25	1,059,300																										
B INTERIORS				11,950,700		18,202,900					33,786,300																								
	B1	PARTITIONS & DOORS		6,752,400		10,285,000					10,431,700																								
	B11	Partitions	4,523,700		6,890,300		5%	15	2,205,200																										
	B12	Doors	2,228,700		3,394,700		25%	20	8,226,500																										
	B2	FINISHES		3,545,400		5,400,200					20,702,100																								
	B21	Floor Finishes	1,614,400		2,459,100		75%	15	11,805,300																										
	B22	Ceiling Finishes	1,038,500		1,581,700		25%	15	2,531,100																										
	B23	Wall finishes	892,500		1,359,400		30%	7	6,365,700							573,800																			
	B3	FITTINGS & EQUIPMENT		1,652,900		2,517,700					2,652,500																								
	B31	Fittings & Fixtures	418,500		637,500		50%	25	1,079,400																										
	B32	Equipment	14,400		22,000		0%	50																											
	B33	Elevators	1,220,000		1,858,200		25%	25	1,573,100																										
	B34	Escalators	0		0		0%	50																											
C SERVICES				11,719,500		17,850,600					31,893,000																								
	C1	MECHANICAL		6,939,500		10,569,800					13,620,700																								
	C11	Plumbing & Drainage	2,601,500		3,962,400		25%	15	6,340,700																										
	C12	Fire Protection	637,500		971,000		25%	15	1,553,900																										
	C13	HVAC	3,700,500		5,636,400		30%	25	5,726,100																										
	C14	Controls	0		0		10%	15																											
	C2	ELECTRICAL		4,780,000		7,280,800					18,272,300																								
	C21	Service & Distribution	1,430,000		2,178,200		50%	25	3,688,100																										
	C22	Lighting & Power	2,305,000		3,510,900		100%	25	11,889,200																										
	C23	Systems & Ancillaries	1,045,000		1,591,700		50%	25	2,695,000																										
D SITEWORK				2,857,400		4,352,100					854,400																								
	D1	SITE WORK		2,189,000		3,334,100					854,400																								
	D11	Site Development	649,000		988,400		20%	30	854,400																										
	D12	Mechanical Site Services	1,140,000		1,736,400		0%	50																											
	D13	Electrical Site Services	400,000		609,300		0%	50																											
	D2	ANCILLARY WORK		668,400		1,018,000																													
	D21	Demolitions	0		0		0%	1																											
	D22	Tunnels	668,400		1,018,000		0%	1																											
BASE BUILDING				53,002,500		82,571,275					336,016,200						573,800																		
	F	O+M COSTS		1,840,675		1,840,675					233,471,200																								
	F1	O+M COSTS	1,840,675		1,840,675		100%	1	233,471,200		1,932,700	2,029,300	2,130,800	2,237,400	2,349,200	2,466,700	2,590,000																		
BASE BUILDING + O&M COSTS				54,843,175		84,411,950					569,487,400		1,932,700	2,029,300	2,130,800	2,237,400	2,349,200	2,466,700	3,737,600																

<div>Project : Carleton University : New Residence Location : Ottawa, Ontario Owner : Carleton University Client : Diamond Schmitt Architects</div>			LIFECYCLE REPLACEMENT + O&M ESTIMATE														Report Date: January 27, 2020			
Page No.: 2																				
Element			YEAR																	
A SHELL																				
A0	A1	SUBSTRUCTURE																		
	A11	Foundations																		
	A12	Basement Excavations																		
	A13	Special Conditions																		
	A2	STRUCTURE																		
	A21	Lowest Floor Construction																		
	A22	Upper Floor Construction																		
	A23	Roof Construction																		
	A3	EXTERIOR CLADDING																		
	A31	Walls Below Grade																		
	A32	Walls Above Grade																		
	A33	Windows and Entrances																		
	A34	Roof Coverings																		
	A35	Projections													3,509,000					
B INTERIORS																				
	B1	PARTITIONS & DOORS																		
	B11	Partitions								716,200										
	B12	Doors													2,251,800					
	B2	FINISHES																		
	B21	Floor Finishes								3,834,200										
	B22	Ceiling Finishes								822,100										
	B23	Wall finishes							807,500							1,136,200				
	B3	FITTINGS & EQUIPMENT																		
	B31	Fittings & Fixtures																		
	B32	Equipment																		
	B33	Elevators																		
	B34	Escalators																		
C SERVICES																				
	C1	MECHANICAL																		
	C11	Plumbing & Drainage								2,059,400										
	C12	Fire Protection								504,700										
	C13	HVAC																		
	C14	Controls																		
	C2	ELECTRICAL																		
	C21	Service & Distribution																		
	C22	Lighting & Power																		
	C23	Systems & Ancillaries																		
D SITEWORK																				
	D1	SITE WORK																		
	D11	Site Development																		
	D12	Mechanical Site Services																		
	D13	Electrical Site Services																		
	D2	ANCILLARY WORK																		
	D21	Demolitions																		
	D22	Tunnels																		
BASE BUILDING								807,500	7,936,600					5,760,800	1,136,200					
F	O+M COSTS																			
	F1	O+M COSTS	2,719,500	2,855,500	2,998,300	3,148,200	3,305,600	3,470,900	3,644,400	3,826,600	4,018,000	4,218,900	4,429,800	4,651,300	4,883,900	5,128,100	5,384,500	5,653,700		
BASE BUILDING + O&M COSTS			2,719,500	2,855,500	2,998,300	3,148,200	3,305,600	3,470,900	5,259,400	19,699,800	4,018,000	4,218,900	4,429,800	4,651,300	16,405,500	7,400,500	5,384,500	5,653,700		

<div>Project : Carleton University</div> <div>Location : New Residence</div> <div>Owner : Ottawa, Ontario</div> <div>Client : Carleton University</div> <div>Client : Diamond Schmitt Architects</div>			<div>LIFECYCLE REPLACEMENT + O&M ESTIMATE</div> <div>Report Date: January 27, 2020</div>																
Element			YE																
			AR																
			24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
A SHELL																			
A0	A1	SUBSTRUCTURE																	
	A11	Foundations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A12	Basement Excavations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A13	Special Conditions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A2	STRUCTURE																	
	A21	Lowest Floor Construction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A22	Upper Floor Construction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A23	Roof Construction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A3	EXTERIOR CLADDING																	
	A31	Walls Below Grade	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A32	Walls Above Grade	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A33	Windows and Entrances	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A34	Roof Coverings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A35	Projections	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B INTERIORS																			
	B1	PARTITIONS & DOORS																	
	B11	Partitions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	B12	Doors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	B2	FINISHES																	
	B21	Floor Finishes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	B22	Ceiling Finishes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	B23	Wall finishes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	B3	FITTINGS & EQUIPMENT																	
	B31	Fittings & Fixtures	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	B32	Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	B33	Elevators	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	B34	Escalators	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C SERVICES																			
	C1	MECHANICAL																	
	C11	Plumbing & Drainage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	C12	Fire Protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	C13	HVAC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	C14	Controls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	C2	ELECTRICAL																	
	C21	Service & Distribution	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	C22	Lighting & Power	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	C23	Systems & Ancillaries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
D SITEWORK																			
	D1	SITE WORK																	
	D11	Site Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	D12	Mechanical Site Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	D13	Electrical Site Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	D2	ANCILLARY WORK																	
	D21	Demolitions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	D22	Tunnels	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
BASE BUILDING			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
F O+M COSTS																			
F1 O+M COSTS																			
BASE BUILDING + O&M COSTS																			

APPENDIX 4

Baseline Schedule





Project: CU - New Residence
Date: Jan. 27, 2020

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

AGENDA ITEM

6.2

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 13 February 2020
From:	Vice-President (Finance and Administration)	Date of Meeting: 12 March 2020
Subject:	Proposed Budget for Ancillary Units 2020-21	
Responsible	Vice-President (Finance and Administration)	
Portfolio:		

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

The Board of Governors approve Carleton's 2020-21 Ancillary Budget, as presented.

EXECUTIVE SUMMARY

3.0 Ancillary units are expected to generate sufficient revenue to cover the operating costs of providing services. In addition, they must establishing reserves to cover capital renewal expenses. Carleton's 2020-21 Ancillary Budget provides for total revenue of \$71.6M, operating expenses of \$46.7M and \$23.2M earmarked for renovations/debt reductions. The budgeted surplus of \$1.7M for the year will bring the accumulated surplus to \$42.1M, available to fund ancillary capital expenditures and deferred maintenance projects (estimated at \$124.5M). This compares with a projected surplus of \$1.4M in 2019-20.

The 2020-21 budget assumptions contains increases in fees of between 2.0% and 2.5% for housing and food services and 3% for parking services. In addition, there is a proposed transfer of \$300K from the University's operating budget to Health and Counselling Services to cover staff and faculty visits. Other increases in fees and expenses follow general inflationary increases. The budget document provides comparative data on the 2019-20 budget/projections, as well as priorities and capital projects for each Ancillary Unit.

INPUT FROM OTHER SOURCES

4.0 Each Ancillary Unit prepared their respective 2020-21 budget. Ancillaries are comprised of the following units: Housing, Conference & Dining, Physical Recreation and Athletics (excluding Football), Parking Services, Health and Counselling Services, the Print Shop, NWRC Building, University Centre, Carleton Dominion-Chalmers Centre, the Bookstore, and the Ancillary Capital Fund. The Ancillary Budget was reviewed by the Provost Budget Working Group (PBWG) and the President's Advisory Group (PAG).

ANALYSIS AND STRATEGIC ALIGNMENT

5.0 Ancillary Units provide services to the University Community in a financially sustaining manner. The proposed budget includes increases in fees/rates where applicable in order to cover costs, as well as to set aside reserves for future capital projects and deferred maintenance. Highlights of the proposed 2020-21 budget are as follows:

- **Housing, Conference & Dining:** budgeted surplus of \$307K - proposed 2020-21 increases for residence are in the range of 2.0% to 2.5%, and 2% for residence dining plans. Infrastructure renewals of \$8M are expected in 2020-21. Housing is developing plans for a new residence building with a proposed occupancy date of fall 2022.
- **Physical Recreation and Athletics:** budgeted surplus of \$138K – a significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2020-21 increase for student fees

follows CPI (2.0%). The other significant fees come from memberships and rentals. Athletics applied for a \$50M federal and provincial government grant towards construction of a new Wellness Hub, and anticipates a response in the spring 2020.

- **Parking Services:** budgeted deficit of \$441K – the deficit is attributed to \$2.4M in planned capital projects, for which Parking Services will be using their accumulated surplus, bringing the balance down to \$4.1M at the end of 2020-21. Parking Services is proposing a 3% increase on all parking permits to assist with funding new parking infrastructure. Parking utilization remains above functional capacity, and the LRT shutdown and Hog's Back Bridge closure will cause existing capacity to be further stretched. Planned capital projects include an extension of the P7 Parking Lot, which will provide additional spaces to offset reductions in P9, as well as repairs to the P9 Parking Garage. The P9 Parking Garage is expected to be decommissioned in 2023-24. Parking Services is working on a design and costing to replace P9, which will be presented to the Board in September 2020.
- **Health and Counselling Services:** budgeted deficit of \$21K – deficit due to \$50K in planned renovations and alterations to add additional treatment rooms. The accumulated surplus will be drawn upon to fund the capital project, leaving an expected accumulated surplus of \$335K at the end of 2020-21. A significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2020-21 increase is set at CPI (2.0%). With over 14% of clinic visits coming from staff and faculty, it is proposed that the previous Staff Health Fee be reinstated at an annual cost of \$300K. This will provide the required revenue to support the increasing demand for services by students and staff.
- **The Print Shop:** budgeted surplus of \$3K – the majority of revenue relates to internal income related to printing. The Print Shop intends to invest \$189K in capital projects in 2020-21, which includes finishing equipment. The Campus Card, which falls under the Print Shop, will also be planning for decentralized point-of-sale hardware for the food court.
- **NWRC Building:** budgeted break-even – includes the National Wildlife and Research Centre (NWRC), which is leased to Environment Canada on a long-term (99 year) lease, and is operated on a cost-recovery basis.
- **The University Centre:** budgeted to break-even – the University Centre operates on a cost recovery basis. Total deferred maintenance for the University Centre is estimated at \$32M. The roof replacement is currently underway, and the project will continue into 2020-21.
- **Carleton Dominion-Chalmers Centre (CDCC):** budgeted surplus of \$2K – the facility was acquired in June 2018 to provide the University and the Ottawa community with academic and performance space. The CDCC celebrates its first full academic year in 2019-20. Curricular performance-based courses and Learning in Retirement courses commenced in the fall 2019. Revenue is earned from space rentals, event rentals and parking revenue. Capital projects are being funded with externally funded donations, and are not reflected in the budget presented.
- **The Bookstore:** budgeted surplus of \$10K – the bookstore is managed by Follet of Canada, under an agreement that provides the University with sales commission. Although a declining business, the unit continues to generate positive results.
- **Ancillary Capital Fund (ACF):** budgeted surplus of \$1.7M - revenue is derived from external sponsorships and rentals, as well as internal contributions from other Ancillary Units. The ACF has been established to support future capital projects for Ancillary Units.

6.0 FINANCIAL IMPLICATIONS

Ancillary units continue to generate operating surpluses needed to fund infrastructure renewal and capital projects. The 2020-21 surplus for the year is projected to be \$1.7M. The budgeted accumulated surplus of \$42.1M will help address the +\$125M in deferred maintenance (excluding pool renewal) and future capital projects. Future significant capital projects include a new student residence, parking renewal/expansion, and a Wellness Centre.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Ancillary fees are reviewed annually to ensure that they are competitive with other institutions and comply with the Ancillary Fee Protocol, where applicable. Most fee increases are in line with the Consumer Price Index (CPI).

Although ancillary operations have been successful in generating surpluses in past years, aging infrastructure and changing demand presents increasing financial, operational and reputational risks. Examples include end of life facilities such as the pool and key multi-level parking structure (P9), overcrowded fitness centre, and need for alternate student accommodation to replace double occupancy offerings. Prudent and sustainable budgeting assists with mitigating the risks associated with ancillary operations.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Ancillary services support the academic and research mission of the University and directly affect the student campus experience. The University must strive to provide cost-effective services that are competitive with other institutions. Failure to do so could have an impact on the University's reputation and recruitment. The latest student surveys conducted indicate that Carleton Ancillary Services are generally well regarded by students and in most cases are rated the same or better as compared to other universities.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Finance Committee

2020-21 Ancillary Budget

March 2020



Carleton
UNIVERSITY



Ancillary Services

- Housing, Conference & Dining
- Physical Recreation and Athletics
- Parking Services
- Health and Counselling Services
- The Print Shop
- NWRC Building
- University Centre
- Carleton Dominion-Chalmers Centre (CDCC)
- Bookstore
- Ancillary Capital Fund



Ancillary Budget Overview

- Mandate

- Generate sufficient revenue to cover operating and capital costs



- 2020-21 Priorities

- New student residence building
- Wellness Hub (Athletics)
- Parking renewal
- Increased Health and Counselling Services capacity
- Ongoing deferred maintenance

2020-21 Consolidated Results

	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue	69,019	70,154	71,575
Expenses and transfers	46,428	46,624	46,673
Renovations and capital debt	22,240	22,081	23,188
Surplus	351	1,449	1,714
Accumulated closing surplus	39,275	40,373	42,087
Outstanding debt	97,243	97,243	91,471

Deferred maintenance is currently estimated at \$125M.

Housing, Conference & Dining

- Housing and Residence Life:
 - Accommodation - 3,600 beds
- Conference Services:
 - +600 meetings and events annually
 - Summer housing accommodations
- Dining Services:
 - 16 locations across campus with 20 food concepts
 - 1.4M meals served annually in the “caf”



Housing, Conference & Dining

Operating Priorities:

- Housing and Residence Life:
 - New Residence
 - Facility & Social Space Upgrades
 - Maintain 3rd place ranking Maclean's
- Conference Services:
 - Growth of online business
 - Focus on client experience
 - PM Youth Summit
- Dining Services:
 - Real Food, Real Choice program
 - Sustainability Initiatives
 - Ranked 2nd in Maclean's

Housing, Conference & Dining

Capital Projects:

Housing:

- Glengarry – windows and units
- Lanark & Renfrew – HVAC. TV/Study Lounge

Dining Services:

- Tim Horton's Res. Commons
- Bridgehead – Nicol Building

Financial Overview

Housing, Conference & Dining	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue	33,279	34,400	34,857
Expenses and transfers	19,011	19,036	19,532
Renovations and capital debt	14,160	15,359	15,018
Surplus (deficit)	108	5	307
Accumulated closing surplus	12,189	12,086	12,393
Outstanding debt	63,432	61,132	57,003

Deferred maintenance is currently estimated at \$53M.

Physical Recreation & Athletics

- Revenues

- Student Athletic Fees* (39%)
- Program/membership fees (39%)
- Facility Rentals (16%)
- Sundry & sponsorships (6%)

**Ancillary Fee Protocol*

- 2019-20 Highlights

- Design of new Wellness Hub
- Jointly Host Nationals for Men & Women's Basketball



Physical Recreation & Athletics

- Operating Priorities:
 - Wellness Hub
 - Expand Ravens brand
 - Student engagement
- Capital Projects:
 - Ice House roof and structure
 - Norm Fenn Building maintenance

Financial Overview

Physical Recreation & Athletics	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue	15,052	15,249	15,312
Expenses and transfers	13,061	12,741	12,871
Renovations and capital debt	1,802	1,818	2,303
Surplus	189	690	138
Accumulated closing surplus	12,613	13,114	13,252
Outstanding debt	3,816	3,816	3,052

Deferred maintenance is currently estimated at \$21M, excluding the pool.

Parking Services

- Overview

- Six permit-only lots, four garages, several “pay by plate” parking areas
- 4,500 parking spots
- Manages all aspects of parking, traffic management, bicycle facilities, and locker rental and repair program

- Current Challenges

- Operating above industry standard “functional capacity”
- LRT shutdown and Hog’s Back Bridge closure
- Decommissioning of P9
- Loss of spaces due to anticipated expansions



Parking Services

- Operating Priorities:
 - 3% increase in parking rates for 2020-21
 - Managing anticipated increase in demand
 - Accessible and visitor/guest parking
 - Virtual parking system and convenient payment options
- Capital Projects:
 - P7 Parking Lot expansion
 - P9 Parking Garage repairs
 - Library Garage – ramp ice/snow melting system

Financial Overview

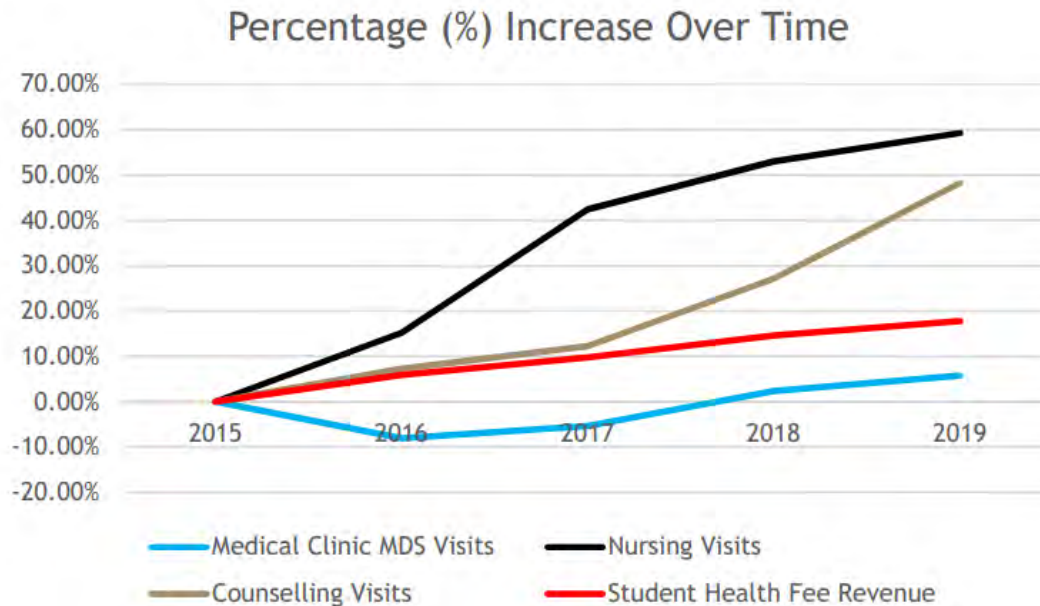
Parking Services	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue	6,165	5,835	6,107
Expenses and transfers	2,506	2,812	2,932
Renovations and capital debt	2,446	1,934	3,616
Surplus (deficit)	1,213	1,089	(441)
Accumulated closing surplus	4,630	4,506	4,065
Outstanding debt	22,440	22,440	21,948

Deferred maintenance is currently estimated at \$14M.

Health and Counselling Services

- Overview

- Medical, counselling and health promotion services to Carleton community



- Current Challenges

- Clinic visits have drastically increased over the last 5 years (students and staff)
- Only visits that generate incremental net revenue are visits to medical clinic Physicians

Health and Counselling Services

- Operating Priorities:
 - Ancillary Fee Protocol – Student Health Fee
 - Reinstate Staff Health Fee (\$300K subject to budget approval)
 - Additional staff to meet increase in demand
- Capital Projects:
 - Addition of treatment rooms to allow for additional physicians



Financial Overview

Health and Counselling Services	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue	3,759	4,102	4,432
Expenses and transfers	3,727	4,145	4,403
Renovations and capital debt	-	-	50
Surplus (deficit)	32	(43)	(21)
Accumulated closing surplus	431	356	335
Outstanding debt	-	-	-

There is currently no deferred maintenance outstanding for Health and Counselling Services.

The Print Shop & Campus Card

- Print Shop
 - Full-service print shop
 - Offset, digital, and wide-format printing
 - Administrative devices and public “CU on the Go”
- Campus Card
 - Access control
 - Campus retail payment
 - Nearly 10 million swipes annually
 - Distributes Upass in partnership with OC Transpo

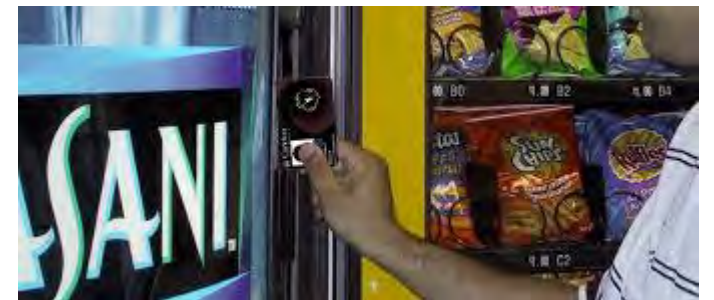
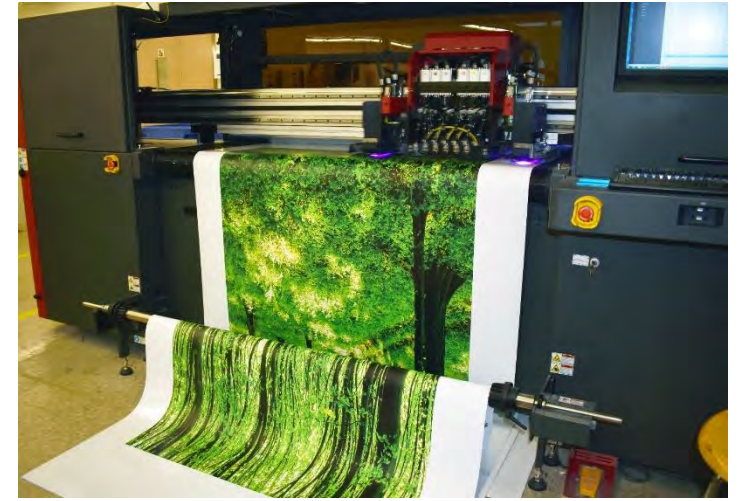


The Print Shop & Campus Card

- Operating Priorities:
 - Develop new revenue streams
 - Streamline order intake process
 - Review COGS inputs
 - Review card production process
- Capital Projects:
 - Campus Card
 - Purchase of three digital production devices
 - Upgrade POS hardware & laundry readers

Print Shop

- Review investment in Print Shop finishing equipment
- Planning POS hardware for food court



Financial Overview

The Print Shop & Campus Card	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue	3,038	3,092	3,111
Expenses and transfers	2,792	2,903	2,919
Renovations and capital debt	-	888	189
Surplus (deficit)	246	(699)	3
Accumulated closing surplus	1,707	762	765
Outstanding debt	-	-	-

There is currently no deferred maintenance outstanding for the Print Shop.

NWRC Building

- Overview
 - National Wildlife Research Centre (NWRC)
 - 99 year lease with Environment Canada commenced in 2002
 - Annual rent of \$1.3M for first 25 years; \$1 per annum thereafter
 - Operating costs fully recovered



Financial Overview

NWRC Building	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue	2,434	2,210	2,203
Expenses and transfers	1,102	878	871
Renovations and capital debt	1,332	1,332	1,332
Surplus	-	-	-
Accumulated closing surplus	744	744	744
Outstanding debt	7,555	7,555	6,686

Deferred maintenance is currently estimated at \$1M.

University Centre

- Overview
 - Operated on a cost recovery basis
 - Tenants include: CUSA, GSA, Dining Services, Bookstore, International Student Services Office, Paul Menton Centre, CKCU, the Charlatan, Student Groups
- Current Challenges
 - Aging building has resulted in significant deferred maintenance (\$32M)
- Capital Projects
 - Roof replacement project is ongoing

Financial Overview

University Centre	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue	1,742	1,740	1,750
Expenses and transfers	1,242	1,100	1,070
Renovations and capital debt	2,500	750	680
Surplus (deficit)	(2,000)	(110)	-
Accumulated closing surplus	1,050	2,940	2,940
Outstanding debt	-	-	-

Deferred maintenance is currently estimated at \$32M.

Carleton Dominion-Chalmers Centre

- Overview
 - Celebrates first full academic year in 2019-20
 - Curricular performance-based courses and Learning in Retirement courses commenced.
 - Over 70,000 guests attending over 800 single event activities between May 1 to Dec 31, 2019.



Carleton Dominion-Chalmers Centre

- Operating Priorities:
 - Venue Management Software Integration
 - New Advisory Board Formation
 - Addressing Sound Bleed/ Building Master Planning
- Capital Projects:
 - Boiler/Roof replacement
 - Electrical system
 - Classroom updates
 - Organ revitalization
 - Furniture
 - Signage



Financial Overview

Carleton Dominion-Chalmers Centre	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue and internal contributions	769	661	725
Expenses and transfers	723	641	723
Renovations and capital debt	-	-	-
Surplus (deficit)	46	20	2
Accumulated closing surplus	164	138	140
Outstanding debt	-	-	-

Deferred maintenance is currently estimated at \$3M

The Bookstore

- Overview
 - Sells textbooks, branded apparel & merchandise, supplies & technology peripherals
 - “Price Matching”, textbook rentals, sale of used textbooks and textbook buy-backs help with the cost of course materials
 - Promotional events and sales tied to Athletics, holidays and university activities
 - Operating agreement with Follett Canada until 2025



2020-21 The Bookstore

- Operating Priorities
 - Timely and cost-effective course material
 - Affordability programs
 - Marketing efforts to promote apparel through social media, newsletters, and other avenues



Financial Overview

The Bookstore	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue	648	668	652
Expenses and transfers	554	658	642
Renovations and capital debt	-	-	-
Surplus	94	10	10
Accumulated closing surplus	392	308	318
Outstanding debt	-	-	-

There is currently no deferred maintenance outstanding for the Bookstore.

Ancillary Capital Fund (ACF)

- Overview
 - Established to support ancillary capital projects
 - External revenue generated through third party leases and sponsorships
 - Other Ancillaries contribute to the ACF



Financial Overview

Ancillary Capital Fund (ACF)	2019-20 Budget (\$000)	2019-20 Projection (\$000)	2020-21 Budget (\$000)
Revenue and internal contributions	2,133	2,197	2,426
Expenses and transfers	1,710	1,710	710
Renovations and capital debt	-	-	-
Surplus	423	487	1,716
Accumulated closing surplus	5,355	5,419	7,135
Outstanding debt	-	-	-

There is currently no deferred maintenance outstanding for the Ancillary Capital Fund.



Questions?

Carleton University Ancillary Operations

2020-21 PROPOSED BUDGET

February 2020

Ancillary Operations - Proposed Budget 2020-21

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Ancillary Operations - Proposed Budget 2020-21

Overview

Ancillaries are expected to break even over time after covering both direct and indirect expenses. The contribution to indirect expenses highlighted in the analysis below represents contributions to general University overhead, as well as the central office of University Services (for those entities under the jurisdiction of this office). The ancillary units are encouraged to establish reserves to cover future capital requirements.

Appendix A at the end of this Report details the 2019-20 projections, as well as the 2020-21 proposed budget. The 2021-22 and 2022-23 projected budgets are for information purposes only. Overall, the ancillary results are summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
Revenue	69,019	70,154	71,575	72,529	77,665
Expenses and transfers	46,428	46,624	46,673	48,192	51,273
Surplus from operating activity	22,591	23,530	24,902	24,337	26,392
Renovations and capital debt	22,240	22,081	23,188	19,903	34,585
Surplus (deficit) for the year	351	1,449	1,714	4,434	(8,193)

The change in the overall accumulated surplus balances are as follows:

Budgeted Balance at Apr 2020 (\$000's)	Projected Balance at Apr 2020 (\$000's)	Budgeted Balance at Apr 2021 (\$000's)	Budgeted Balance at Apr 2022 (\$000's)	Budgeted Balance at Apr 2021 (\$000's)
39,275	40,373	42,087	46,521	38,328

The total surplus from ancillary operating activity is anticipated to increase at a steady rate over time. After taking into account renovations and capital debt repayments, the ancillaries expect to generate a modest surplus each year, with the exception of 2022-23. Housing, Conference & Dining plan to draw down on their accumulated surplus in 2022-23 in order to make a \$10M deposit on a proposed new residence building.

Ancillary Operations - Proposed Budget 2020-21

Housing, Conference and Dining

The budget for Housing & Residence Life, Conference Services, and Dining Services is summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
<u>Revenue</u>					
Residence fees	22,333	22,398	24,698	25,300	28,899
Conference operations	2,640	3,084	2,773	2,682	2,684
Commission income	6,728	7,140	7,251	7,213	7,946
Other income	1,578	1,778	135	125	135
	33,279	34,400	34,857	35,320	39,664
<u>Expenses and transfers</u>					
Direct expenses	17,646	17,657	18,155	18,954	21,229
Indirect expense contribution	235	249	247	245	256
Contribution to Ancillary Capital Fund	1,130	1,130	1,130	1,130	1,130
	19,011	19,036	19,532	20,329	22,615
Surplus from operating activity	14,268	15,364	15,325	14,991	17,049
<u>Renovations and capital debt</u>					
Renovations and alterations	7,700	6,459	8,000	6,400	16,400
Capital debt	6,460	8,900	7,018	6,953	10,961
	14,160	15,359	15,018	13,353	27,361
Surplus (deficit) for the year	108	5	307	1,638	(10,312)
Opening fund balance	12,081	12,081	12,086	12,393	14,031
Closing fund balance	12,189	12,086	12,393	14,031	3,719

Overview

During the academic year, Housing & Residence Life provides on-campus accommodations for approximately 3,600 full-time undergraduate and graduate students. During the summer months, Conference Services utilizes a significant portion of available beds to provide accommodations to participants of events held on campus, as well as visiting tourists. The University has contracted Aramark Canada Ltd. to manage dining services on campus.

2019-20 Highlights

- The University has begun the process to design a new residence building with an anticipated opening date of summer 2022.
- Current year residence building renovations included:
 - Creation of an Indigenous student space in Stormont House
 - New windows and bedroom renovations in Glengarry House
 - HVAC system upgrades (phase one) in Lanark & Renfrew Houses
 - Fitness centre creation in Prescott House

Ancillary Operations - Proposed Budget 2020-21

- New roof on Leeds House
 - Installation of package lockers in Residence Commons
 - Social space updates in Residence Commons and Russell-Grenville House
 - Various IT upgrades
- Dining Services undertook a variety of renovations including the updating of the Starbucks in the University Centre and renovations to the catering kitchen.
- In collaboration with the Campus Card office, the point-of-sale system for Dining Services was upgraded across campus.
- Maclean's Magazine student survey ranked Carleton 2nd for food and 3rd for student housing for comprehensive universities.
- The residence dining hall, "the caf", was certified a "Green Restaurant" in 2019 by the Green Restaurant Association. This 3-Star Certification is focused on sustainability efforts and waste reduction. Additionally in 2019, "the caf" received a 3-Star Certification (SPE - Health through food) that recognizes the commitment to nutrition, sustainable food sourcing and menu balance. Carleton University is the first Canadian university to be SPE certified.
- Conference Services hosted the Prime Minister's Youth Summit and Gymnastics Canada this past summer along with a number of returning groups and events.

2020-21 Priorities

- Housing anticipates breaking ground on the construction of a new residence building with a proposed opening date of summer 2022.
- Planned renovations projects in residence buildings will consist of the final phase of the Glengarry window installations and updating of bedrooms, phase 2 of upgrades to HVAC system in Lanark and Renfrew Houses (including the addition of air conditioning), the continued updating of social spaces, and various IT upgrades.
- Planned renovations for Dining Services include renewal of the Tim Horton's in Residence Commons and a new Dining Services location within the Sprott School of Business Nicol building.
- Conference Services will be hosting the International Jump Rope Championship this summer along with a number of returning groups and events.
- Proposed Residence Board Fee increases in the range of 2% to 2.5% and Residence Dining Plan increases of 2%. See Appendix B and Appendix C.

Ancillary Operations - Proposed Budget 2020-21

Physical Recreation and Athletics (excludes Football)

The budget for Physical Recreation and Athletics is summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
<u>Revenue</u>					
Athletic Student Fees	6,010	5,871	5,988	6,134	6,258
Other income	7,744	8,056	7,976	8,079	8,279
Internal revenue	1,298	1,322	1,348	1,363	1,378
	15,052	15,249	15,312	15,576	15,915
 Operating expenses and transfers	 13,061	 12,741	 12,871	 13,485	 14,100
 Surplus from operating activity	 1,991	 2,508	 2,441	 2,091	 1,815
<u>Renovations and capital debt</u>					
Renovations and alterations	1,038	1,054	1,539	1,508	1,970
Capital debt	764	764	764	764	764
	1,802	1,818	2,303	2,272	2,734
 Surplus (deficit) for the year	 189	 690	 138	 (181)	 (919)
 Opening fund balance	 12,424	 12,424	 13,114	 13,252	 13,071
Closing fund balance	12,613	13,114	13,252	13,071	12,152

Overview

The Department of Physical Recreation and Athletics' (Athletics) mission is to enhance the life, health, and spirit of the Carleton University community by providing quality sport, physical activity, and instruction. A balance of programs is offered for all skills and competitive levels, including freelance recreation, instructional programs, intramural leagues, 15 varsity teams, and 21 competitive club teams.

Athletics generates revenue from various sources, with 39% of revenue coming from the mandatory Student Athletics Fee, 39% from programs and membership fees, 16% from facility rentals, and the balance from sponsorships, fundraising and miscellaneous sources. Included in programs and membership fees is revenue generated from summer camps, adult leagues, intramurals, external membership fees, and aquatics program.

The Norm Fenn building was built in 1964, the recreation centre (including the swimming pool) was built in 1974, and the squash courts were added in 1979. These aging buildings have deferred maintenance estimated at over \$21M, excluding the pool. In 2019-20, Athletics applied for a \$50M federal and provincial grant towards the construction of a new Wellness Hub.

In the fall of 2020, the football team will be entering their eighth year of operations. As a program that is funded largely by external sources, the football operations is not reflected in the Physical Recreation and Athletics financial summary.

Ancillary Operations - Proposed Budget 2020-21

2019-20 Highlights

- External consultants were engaged to prepare the phase II design of a new Wellness Hub.
- Application submitted for a \$50M grant for a Wellness Hub, with a response anticipated in spring 2020.
- Hosting the men's and women's National Basketball Championship in March 2020 in partnership with the University of Ottawa and the Ottawa Sports and Entertainment Group (OSEG).
- Capital projects included the first phase of roof replacements required on the Athletic facilities, investment in the development of the new Wellness Hub, icehouse plant upgrades, and locker replacements.

2020-21 Priorities

- Continue raising awareness within Carleton, as well as with the external community, regarding the benefits and need of a Wellness Hub.
- Invest \$1.5M in the roof and building structure of the Ice House and Norm Fenn building.
- Expand the Carleton Ravens presence by strengthening existing relationships and exploring new opportunities. Initiatives planned for 2020-21 include hosting the 2020 national soccer championships, collaborating with external organizations on summer camps, investigating marketing and promotion applications, as well as enhancing promotion efforts for various events and programs.
- Increase engagement amongst students by creating an environment that promotes wellness and embodies the Ravens Creed. This includes collaborating with campus partners, including the Student Experience Office and Recruitment Office.

Ancillary Operations - Proposed Budget 2020-21

Parking Services

The budget for Parking Services is summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
<u>Revenue</u>					
Parking charges	5,720	5,496	5,759	5,862	5,968
Other income	445	339	348	398	398
	6,165	5,835	6,107	6,260	6,366
<u>Expenses and transfers</u>					
Direct expenses	2,417	2,728	2,843	2,889	2,938
Indirect expense contribution	89	84	89	91	93
	2,506	2,812	2,932	2,980	3,031
Surplus from operating activity	3,659	3,023	3,175	3,280	3,335
<u>Renovations and capital debt</u>					
Renovations and alterations	1,210	698	2,380	1,020	950
Capital debt	1,236	1,236	1,236	1,236	1,236
	2,446	1,934	3,616	2,256	2,186
Surplus (deficit) for the year	1,213	1,089	(441)	1,024	1,149
Opening fund balance	3,417	3,417	4,506	4,065	5,089
Closing fund balance	4,630	4,506	4,065	5,089	6,238

Overview

Parking Services manages all aspects related to parking on campus including traffic demand management, parking lot maintenance, permit issuance, service of parking equipment and parking revenue collection systems, secure bicycle storage facilities, and parking enforcement on campus. In addition, the unit also co-ordinates the locker rental and repair program for the University.

Parking Services offers permit and temporary parking on campus to students, staff and visitors. There are six permit-only parking lots, four garages, and several 'pay-by-plate' parking areas which in total provides over 4,500 spaces.

Parking utilization on campus currently exceeds the "functional capacity" as per industry standards. The parking infrastructure will be further stressed over the next several years because of a number of anticipated challenges, including:

- Hog's Back Swing Bridge closure until May 2020, and the Hog's Back Fixed Bridge and dam rehabilitation scheduled between May 2020 through September 2021.
- LRT shutdown currently scheduled for May 2020 to September 2022 will inevitably result in the increased use of non-transit travel options to access campus.

Ancillary Operations - Proposed Budget 2020-21

- The decommissioning of the P9 Parking Garage anticipated in 2024, which will result in the loss of 651 spaces. This will require the construction of a new parking garage.
- The loss and temporary displacement of ground parking lot spaces due to anticipated construction projects.

2019-20 Highlights

- In line with recommendations made by the external consultant, parking rates were increased by 10% in 2019-20. This was done to begin aligning Carleton University parking rates with industry standards, as well as to bring capacity closer to the “functional capacity” level.
- Renovations are projected to come in at over \$778K, and includes P9 repairs, Library Garage preventative maintenance, and locker replacements.
- Measures were taken during the year to improve accessible and visitor parking, including converting permit parking spaces to accessible and visitor parking, as well as providing designated visitor parking to departments with frequent visitors.
- On behalf of Parking Services, Facilities, Management and Planning (FMP) entered into a five-year snow removal contract, which includes snow removal for all parking lots, roadways and sidewalks, as well as the removal of all collected snow from campus. The new contract has resulted in additional annual expenses for Parking Services due to snow now being removed from campus. Historically snow was not removed from campus, which resulted in the loss of available winter parking spaces, as well as flood conditions in the spring.

2020-21 Priorities

- While Carleton University parking rates continue to be below market rates, a modest 3% increase is recommended for 2020-21. This increase is necessary to support future infrastructure investment. See Appendix D and Appendix E.
- Parking Lot P7 to be overhauled to improve drainage and infrastructure, as well as adding 50 spaces. An additional 110 spaces will be leased from the NCC lot to the north. This will provide additional visitor parking, in addition to mitigating the loss of other parking spaces as a result of campus development.
- Capital projects have been budgeted at \$2.3M for 2020-21, and includes P7 Parking Lot expansion, P9 Parking Garage repairs, Library Garage ramp ice/snow melting system, bike compounds, the new parking garage design, and locker replacements.
- Technological enhancements will be investigated, including continuing toward a physical permit free parking system, reducing the number of pay machines, adding more convenient payment options, and providing real-time parking availability metrics for all users.

Ancillary Operations - Proposed Budget 2020-21

Health and Counselling Services

The budget for Health and Counselling Services is summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
Revenue					
Health Services Student Fee	1,984	2,015	2,075	2,138	2,202
Insurance recoveries/other	1,675	1,987	2,057	2,128	2,204
Government grant	100	100	-	-	-
Internal revenue	-	-	300	308	315
	3,759	4,102	4,432	4,574	4,721
Operating expenses and Transfers	3,727	4,145	4,403	4,507	4,646
Surplus (deficit) from operating activity	32	(43)	29	67	75
Renovations and alterations	-	-	50	-	-
Surplus (deficit) for the year	32	(43)	(21)	67	75
Opening fund balance	399	399	357	335	402
Closing fund balance	431	356	335	402	477

Overview

Health and Counselling Services (HCS) is a multidisciplinary healthcare facility that provides medical services, counselling services, and a health promotion program to Carleton University students, faculty and staff. HCS plays an integral role in supporting the University's commitment to being the most accessible campus in Canada by providing a caring and supportive environment, which enhances the educational process and influences student success and retention by modifying, or removing health related barriers to learning. HCS directly supports the 2020-21 University budget priorities by directly promoting Student wellness. Further, the level of services and the accessibility of the services provided by HCS can have an impact on university reputation.

HCS is comprised of a full team made up of 16 primary care physicians, three psychiatrists, three G.P. Psychotherapists, four nurses, 12 counsellors (one of which who is a dedicated International Student Counsellor, one who is a dedicated Sexual Assault/Trauma Counsellor, and three counsellors who work out of the residences exclusively), a Health Promotion Coordinator, plus a team of administrative and support staff. HCS operates on a fee for service model employing physicians as independent contractors who work on a part-time basis.

Ancillary Operations - Proposed Budget 2020-21

2019-20 Highlights

- On pace to have over 50,000 visits in 2019-20.
- Overall visits have increased 20% since 2015. Unlike visits to see a Physician, visits to see a Nurse or Counsellor do not generate additional net revenue for the clinic; however, these visits have increased over 59% and 48%, respectively, over the last five years.
- Approximately one-third of visits relate to mental health issues.

2020-21 Priorities

- Reinstate the Staff Health Fee, which was eliminated back in 2010. Visits made by staff and faculty made up over 14% of visits in 2018-19. This additional revenue will assist HCS with covering increasing costs. The Staff Health Fee is subject to approval in the Operating Budget by the Board of Governors.
- Improve access to Counsellors.
- Recruitment of Primary Care Physicians and Psychiatrists to ensure access matches demand.
- Investment of \$50K in renovations and alterations in order to add additional treatment rooms to provide space for additional Physicians.

The Print Shop

The budget for The Print Shop is summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
<u>Revenue</u>					
External sales	505	514	514	514	538
Internal sales	2,260	2,270	2,314	2,337	2,352
Other income	273	308	283	283	303
	3,038	3,092	3,111	3,134	3,193
Less: cost of goods sold	435	455	469	483	497
Gross profit	2,603	2,637	2,642	2,651	2,696
<u>Expenses and transfers</u>					
Direct expenses	2,167	2,279	2,279	2,319	2,310
Indirect expense contribution	98	77	79	80	84
Contribution to Ancillary Capital Fund	92	92	92	92	92
	2,357	2,448	2,450	2,491	2,486
Surplus from operating activity	246	189	192	160	210
Renovations and alterations	-	888	189	-	257
Surplus (deficit) for the year	246	(699)	3	160	(47)
Opening fund balance	1,461	1,461	762	765	925
Closing fund balance	1,707	762	765	925	878

Ancillary Operations - Proposed Budget 2020-21

Overview

The Print Shop is committed to providing quality offset and digital printing to the Carleton community. Located in Robertson Hall, The Print Shop produces promotional items and academic publications for the University, as well as providing print services to external customers. The department is also responsible for 190 multi-functional devices throughout campus for both internal and external users. Campus Card is also included in The Print Shop's operations. Located in the University Centre, the Campus Card office provides students, staff, and faculty with a comprehensive ID card that can be used to make purchases across campus, access services, and gain entry to buildings. Campus Card is also responsible for distributing the UPass transit pass to students.

2019-20 Highlights

- The Print Shop has re-invested a portion of its existing surplus to replace three digital production devices that have reached the end of their useful life.
- In a continued effort to diversify revenue streams, the Print Shop has undertaken a significant number of wide-format printing projects. These include projects for the Bookstore, Housing, Athletics, and Communications.
- The Campus Card has reinvested a portion of its surplus to upgrade its card production software and equipment. This new card printing solution will increase overall efficiency of card distribution and is compatible with smart-card technology.
- In collaboration with Dining Services, Campus Card also used its surplus to upgrade the point-of-sale hardware for all Dining Services locations. The previous point-of-sale solution was at end-of-life and replacement units could no longer be sourced.

2020-21 Priorities

- The Print Shop is reviewing its existing finishing equipment to determine the cost and benefits of replacing aging finishing equipment. This investment would be paid out of annual operating revenues.
- In order to provide for campus print needs, The Print Shop will continue to showcase its wide-format printing capabilities to the campus community.
- In an effort to improve the overall service experience of card distribution, the Campus Card is exploring alternatives for its existing online card submission applications.
- In collaboration with Dining Services, the Campus Card will be investigate a decentralized point-of-sale system for the Food Court.
- The Campus Card will continue replacing existing laundry readers in residence buildings.

Ancillary Operations - Proposed Budget 2020-21

NWRC Building

The budget for the National Wildlife Research Building (NWRC) is summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
Revenue					
External rental revenue	1,300	1,300	1,300	1,300	1,300
Internal rent and occupancy cost	1,102	878	871	925	974
Interest and sundry income	32	32	32	32	32
	2,434	2,210	2,203	2,257	2,306
Occupancy costs and operating expenses	1,102	878	871	925	974
Surplus from operating activity	1,332	1,332	1,332	1,332	1,332
Capital debt	1,332	1,332	1,332	1,332	1,332
Surplus for the year	-	-	-	-	-
Opening fund balance	744	744	744	744	744
Closing fund balance	744	744	744	744	744

Overview

Carleton University entered into an agreement with Environment Canada under which Carleton University constructed the NWRC building on its property and leased the building to Environment Canada. The lease is for 99 years starting May 1, 2002. The University can terminate the lease after 25 years, without penalty. Under the lease, Carleton receives base rent of \$1.3M per year for the first 25 years and \$1 per year for the remainder of the lease. The \$1.3M annual rent payment is paid in advance; therefore, interest earned on the deferred balance at a short-term investment rate is included in the income calculation. In addition to annual rent, Environment Canada pays the annual occupancy costs including utilities, building operations and security services at a cost of approximately \$1.1M.

Outstanding deferred maintenance for the NWRC is currently estimated at \$1.3M.

Ancillary Operations - Proposed Budget 2020-21

University Centre

The budget for University Centre is summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
<u>Revenue</u>					
Rental revenue	641	639	640	641	642
Internal recoveries	1,101	1,101	1,110	1,169	1,229
	1,742	1,740	1,750	1,810	1,871
Operating expenses	1,242	1,100	1,070	1,120	1,156
Surplus from operating activity	500	640	680	690	715
Renovations and alterations	2,500	750	680	690	715
Surplus (deficit) for the year	(2,000)	(110)	-	-	-
Opening fund balance	3,050	3,050	2,940	2,940	2,940
Closing fund balance	1,050	2,940	2,940	2,940	2,940

Overview

The University Centre is a student-oriented building that serves as the hub of the campus. It is home to the Carleton University Students' Association (CUSA) and virtually all of its operations including a convenience store, a coffeehouse, and Oliver's Pub. Other tenants include the Graduate Students' Association (GSA), Information Carleton, the Paul Menton Centre for Students with Disabilities, the University Bookstore and a large food court. The University Centre operates on a cost recovery basis.

2020-21 Priorities

The Department of Facilities Management and Planning (FMP) is responsible for the operation and maintenance of the building. Due to the age of the building, capital renewal and deferred maintenance presents a challenge. Deferred maintenance is currently estimated at \$32M. The roof replacement is currently underway, and will be completed in 2020-21.

Ancillary Operations - Proposed Budget 2020-21

Carleton Dominion-Chalmers Centre

The budget for the Carleton Dominion-Chalmers Centre is summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
Revenue					
External revenue	469	361	425	446	469
Internal revenue and transfers	300	300	300	300	300
	769	661	725	746	769
Operating expenses	723	641	723	743	764
Surplus for the year	46	20	2	3	5
Opening fund balance	118	118	138	140	143
Closing fund balance	164	138	140	143	148

Overview

Carleton University acquired Carleton Dominion-Chalmers Centre (CDCC) in late June 2018. CDCC provides the University with academic and multi-purpose performance space, in addition to serving the Ottawa community. The CDCC budget excludes restricted donations and pledges to cover renovations and facility upgrades.

External revenue is primarily generated from rental income for space leased to the Dominion-Chalmers United Church, from space rentals for community and university user groups, as well as from parking. Carleton University transfers \$300K per annum to cover the operating costs associated with the use of space by the University.

Operating expenses include salaries and benefits, operating costs to run the building, as well as the purchases of required furniture, fixtures and equipment. Capital expenditures are not reflected in the budget as presented, as these expenditures have been allocated to the \$2M in special purpose funds received from the Crabtree Foundation.

2019-20 Highlights

- CDCC celebrates its first full academic year.
- CDCC's newly appointed Director hosted a "Community Dialogue" to bring university and community user groups together to gather "Hopes and Dreams" for the venue.
- Curricular performance-based courses and Learning in Retirement courses at the CDCC commenced in the fall of 2019.
- Social impact is thriving, with over 70,000 guests attending over 800 single event activities between May and December 2019.
- Venue Management Software will be in place by the end of the fiscal year.
- Current year capital projects which are being funded by the Crabtree Foundation donation, are estimated at \$1.07M, and include:
 - Boiler replacement
 - Roof replacement

Ancillary Operations - Proposed Budget 2020-21

- Classroom upgrades
- Organ revitalization
- Furniture purchases
- Signage

2020-21 Priorities

- Adequate staff appointments are required to support operations, including a full-time Production Coordinator.
- A new Advisory Board will be established.
- CDCC will continue actively reviewing and seeking new revenue generation opportunities, including grants and corporate partnerships.
- An architectural firm has been contracted to create a Building Master Plan for CDCC, which will allow for strategic and systematic planning of future capital improvements.
- Electrical system will be updated.
- Fibre-optic networking between the CDCC and main campus will be required.

The Bookstore

The budget for The Bookstore is summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
<u>Revenue</u>					
Commissions and Reimbursements	648	668	652	642	632
<u>Expenses and transfers</u>					
Direct expenses	473	477	480	493	505
Transfers	-	100	80	50	30
Indirect expense contribution	81	81	82	85	87
	554	658	642	628	622
Surplus for the year	94	10	10	14	10
Opening fund balance	298	298	308	318	332
Closing fund balance	392	308	318	332	342

Overview

The University Bookstore is located in the University Centre. The Bookstore sells textbooks, course materials, apparel, supplies and other related accessories. Follett of Canada currently manages the Bookstore under a commission arrangement, which expires in 2025. Follett programs such as "Price-Matching", Text Book Rentals, and the sale of used books and buy-backs provide affordable options for students to purchase their necessary academic materials. The University and Follett collaborate on promotional and marketing efforts to ensure the mutual benefit of the partnership.

Ancillary Operations - Proposed Budget 2020-21

2019-20 Highlights

- Revenues are projected to be lower than budgeted in the current year due to the decline in new textbook sales, a trend that is not isolated to Carleton. This decline is offset by growth in clothing and merchandise.
- The focus for the Bookstore over the past year has been timely textbook adoption. Early adoption of textbooks allows for affordability programs such as textbook rentals and the sale of used books, which help manage the cost of education for students.

2020-21 Priorities

- Collaboratively, both Follett and the University continue to look for opportunities to improve service to the University community.
- Follett and the University are planning the implementation of Follett Discover, an online textbook adoption tool for instructors and students. Follett Discover will help to simplify timely adoption and expand available learning material options to instructors.

Ancillary Capital Fund

The budget for the Ancillary Capital Fund is summarized as follows:

	2019-20 Budget (\$000's)	2019-20 Projection (\$000's)	2020-21 Budget (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)
<u>Revenue</u>					
External contributions	813	904	1,132	913	930
Internal contributions	1,320	1,293	1,294	1,297	1,298
	2,133	2,197	2,426	2,210	2,228
Transfers	1,710	1,710	710	501	382
Surplus for the year	423	487	1,716	1,709	1,846
Opening fund balance	4,932	4,932	5,419	7,135	8,844
Closing fund balance	5,355	5,419	7,135	8,844	10,690

Overview

The Ancillary Capital Fund (ACF) has been established to support capital projects that may be required for ancillary units. Revenue is generated from external sponsorships and rentals, as well as internal contributions from other ancillary units.

2019-20 Highlights

- External contributions to the ACF include sponsorships and rentals totaling \$904K.
- Internal contributions to the ACF from other Ancillaries include:
 - Commissions from Dining Services of \$1,130K
 - Contributions from other ancillaries of \$163K

Ancillary Operations - Proposed Budget 2020-21

- There are \$710K in annual transfers out of the ACF towards Athletics facilities.
- In consideration of the financial pressures the University faced in 2019-20, \$1M was transferred to the Operating Fund from the ACF.

2020-21 Priorities

Due to the significant outstanding deferred maintenance required on all ancillary units, the ACF will continue to grow the accumulated surplus in order to support future capital projects

Carleton University Proposed Budget for Ancillary Units

Proposed Ancillary Units Budget 2020-21

Projected Ancillary Units Operating Results 2019-20

	2019-20 Projections			2020-21 Proposed Budget			2021-22 Projected Budget			2022-23 Projected Budget			Accumulated Surplus			
	Revenue \$000's	Expenses & Capital Transfers \$000's	Surplus (Deficit) \$000's	Revenue \$000's	Expenses & Capital Transfers \$000's	Surplus (Deficit) \$000's	Revenue \$000's	Expenses & Capital Transfers \$000's	Surplus (Deficit) \$000's	Revenue \$000's	Expenses & Capital Transfers \$000's	Surplus (Deficit) \$000's	Apr 2019 Actual	Apr 2020 Projected	Apr 2021 Projected	Budget
Housing, Conference & Dining	34,400	34,395	5	34,857	34,550	307	35,320	33,682	1,638	39,664	49,976	(10,312)	12,081	12,086	12,393	
Physical Recreation & Athletics	15,249	14,559	690	15,312	15,174	138	15,576	15,757	(181)	15,915	16,834	(919)	12,424	13,114	13,252	
Parking Services	5,835	4,746	1,089	6,107	6,548	(441)	6,260	5,236	1,024	6,366	5,217	1,149	3,417	4,506	4,065	
Health & Counselling Services	4,102	4,145	(43)	4,432	4,453	(21)	4,574	4,507	67	4,721	4,646	75	399	356	335	
The Print Shop	3,092	3,791	(699)	3,111	3,108	3	3,134	2,974	160	3,193	3,240	(47)	1,461	762	765	
NWRC Building	2,210	2,210	-	2,203	2,203	-	2,257	2,257	-	2,306	2,306	-	744	744	744	
University Centre	1,740	1,850	(110)	1,750	1,750	-	1,810	1,810	-	1,871	1,871	-	3,050	2,940	2,940	
Carleton Dominion-Chalmers Centre	661	641	20	725	723	2	746	743	3	769	764	5	118	138	140	
Bookstore	668	658	10	652	642	10	642	628	14	632	622	10	298	308	318	
Ancillary Capital Fund	2,197	1,710	487	2,426	710	1,716	2,210	501	1,709	2,228	382	1,846	4,932	5,419	7,135	
Total Ancillary Units	70,154	68,705	1,449	71,575	69,861	1,714	72,529	68,095	4,434	77,665	85,858	(8,193)	38,924	40,373	42,087	

Carleton University Proposed Budget for Ancillary Units Proposed Residence Fees 2020-21

	2019-20				2020-21			
	*SUITE SINGLE	SINGLE	SUITE DOUBLE PRESCOTT	DOUBLE	*SUITE SINGLE	SINGLE	SUITE DOUBLE PRESCOTT	DOUBLE
Traditional								
Room	8,244.00	6,944.00	7,029	5,774.00	8,409.00	7,083.00	7,170.00	5,918.00
All Access Meals (Includes \$100 flex)	5,050.00	5,050.00	5,050.00	5,050.00	5,149.00	5,149.00	5,149.00	5,149.00
Residence Association Fee (Note 1)	69.32	69.32	69.32	69.32	70.71	70.71	70.71	70.71
	<u>13,363.32</u>	<u>12,063.32</u>	<u>12,148.32</u>	<u>10,893.32</u>	<u>13,628.71</u>	<u>12,302.71</u>	<u>12,389.71</u>	<u>11,137.71</u>
Alternative Food - Plan 7								
Room	8,244.00		7,029.00		8,409.00		7,170.00	
Board (7 meals and \$450 flex)	3,656.00		3,656.00		3,720.12		3,720.12	
Residence Association Fee (Note 1)	69.32		69.32		70.71		70.71	
	<u>11,969.32</u>		<u>10,754.32</u>		<u>12,199.83</u>		<u>10,960.83</u>	
Alternative All Access Food Plan								
Room	8,244.00	6,944.00	7,029.00	5,774.00	8,409.00	7,083.00	7,170.00	5,918.00
All Access Meals (Includes \$400 flex)	5,350.00	5,350.00	5,350.00	5,350.00	5,449.00	5,449.00	5,449.00	5,449.00
Residence Association Fee (Note 1)	69.32	69.32	69.32	69.32	70.71	70.71	70.71	70.71
	<u>13,663.32</u>	<u>12,363.32</u>	<u>12,448.32</u>	<u>11,193.32</u>	<u>13,928.71</u>	<u>12,602.71</u>	<u>12,689.71</u>	<u>11,437.71</u>

* It is an option for Suites Residents of Leeds House and Frontenac House to join a meal plan.

Note 1: Residence Association fees for Graduate Students are collected on behalf of GSA for assignment to Graduate Residence Committee.
All others are collected on behalf of the Rideau River Residence Association (RRRA). This is subject to changed based on a referendum.

**Carleton University Ancillary Operations
Residence Room Rate Comparison**

	Suite Single	Suite Double	Traditional Single	Traditional Double
Carleton				
2019-20	\$8,313	\$7,098	\$7,013	\$5,843
2020-21	\$8,480	\$7,241	\$7,154	\$5,989
U of Ottawa				
2019-20	\$9,571	\$8,456	\$8,089	\$6,783
2020-21	TBD	TBD	TBD	TBD
Waterloo				
2019-20	\$7,823	N/A	\$7,188	\$5,879
2020-21	TBD		TBD	TBD
Western				
2019-20	\$10,100	N/A	\$8,170	\$7,410
2020-21	\$10,400		\$8,460	\$7,740
Brock				
2019-20	\$8,540	\$7,740	\$7,740	\$6,940
2020-21	TBD	TBD	TBD	TBD
Queen's				
2019-20	N/A	N/A	\$14,705	\$14,347
2020-21			\$15,607	\$14,766
(High-speed internet extra)			(includes meals)	(includes meals)

Except where noted, all rates compared above include room, telephone and network connection.

¹ Carleton rates include the Residence Association fee.

Carleton University Proposed Budget for Ancillary Units 2020-21 Proposed Parking Rates (excluding HST)

Permit Rates Effective May 1	2019-20	2020-21	
RESERVED PERMIT AREAS	Present	Proposed 3%	Monthly
R1 - Lot1	\$1,286	\$1,325	\$111
R2 - (Mackenzie/Life Sciences)	\$904	\$932	\$78
R3 - Herzberg (Physics)	\$949	\$978	\$82
R4 - Mackenzie (Engineering)	\$949	\$978	\$82
R7/R15 - Residence Areas	\$949	\$978	\$82
R8 - Loeb Building	\$1,286	\$1,325	\$111
STAFF/FACULTY PERMIT AREAS	Present	Proposed 3%	Monthly
River Building (P-16)	\$1,560	\$1,607	\$134
LGAR - Library Garage (Level 1)	\$1,300	\$1,339	\$112
LGAR - Library Garage (Level 2)	\$1,177	\$1,213	\$102
LGAR - Library Garage (Level 3)	\$1,033	\$1,064	\$89
P9 - Admin. Garage (Level 4)	\$1,007	\$1,038	\$87
P9 - Admin. Garage (Level 5)	\$981	\$1,011	\$85
P9 - Admin. Garage (Level 6)	\$954	\$983	\$82
P9 - Admin. Garage (Level 7)	\$928	\$956	\$80
P9 - Admin. Garage (Level 8)	\$904	\$932	\$78
P9 - Admin. Garage (Level 9,10)	\$860	\$886	\$74
03 - Lot 3	\$823	\$848	\$71
04 - Lot 4	\$823	\$848	\$71
CTTC - Lot 11	\$823	\$848	\$71
Athletics Lot (Lot 12)	\$678	\$699	\$59
NWRC Permit Lot	\$678	\$699	\$59
05 - Lot 5	\$543	\$560	\$47
06 - Lot 6	\$543	\$560	\$47
P-18 - Residence Garage	\$949	\$978	\$82
STUDENT PERMIT AREAS (Sept to Apr)	Present	Proposed 3%	Monthly
05 - Lot 5	\$339	\$350	\$59
06 - Lot 6	\$339	\$350	\$59
07 - Lot 7	\$313	\$323	\$59
P9 - Admin. Garage (11-15)	\$409	\$422	\$53
P18 - General & Resident Student Parking	\$409	\$422	\$53
PART-TIME (Valid After 4PM) PERMITS	Present	Proposed 3%	Monthly
LGAR - Library Garage, P9 - Admin (annual rate)	\$350	\$361	\$46
Lot 5 - Athletics Memberships	\$336	\$347	\$44
SPECIAL PERMITS	Present	Proposed 3%	Monthly
Special - Staff	\$571	\$589	\$57
Special - Student (Sept to Apr)	\$358	\$369	\$57
MOTORCYCLE PERMITS	Present	Proposed 3%	Monthly
Motorcycle - Surface/Garage Areas	\$231	\$238	\$20
OTHER PERMITS AND FEES	Present	Proposed 3%	Monthly
Service Vehicle Permit (Annual)	\$1,027	\$1,058	\$89
Bicycle Compound	\$15	\$15	
Weekend Rate	\$6	\$6	
TRANSIT FARES - 2017-18	Present		
Adult Express/Regular Routes (Monthly)	\$120		
Student (13-19) Regular Routes (Monthly)	\$92		
Carleton U-PASS (Academic Year)	\$430		

Carleton University Proposed Budget for Ancillary Units Parking Rate Comparison 2019-20

Institution	Student Monthly Permit Rate	Student Residence Monthly Permit Rate	Staff Monthly Permit Rate	Hourly Rate	Daily Maximum	Saturday & Sunday
Carleton University - 2019-20	\$57	\$57	\$57-\$130	\$4/hr	\$16	\$6 Flat Rate
Carleton University: proposed 3% increase 2020-21	\$59	\$59	\$59-\$134	\$4/hr	16	\$6 Flat Rate
University of Ottawa	\$110-\$165	\$110-\$165	\$110-\$165	\$5.50/hr	\$17	\$9 Max. or \$4.50/hr
Algonquin College	\$57-\$155	\$80-\$167	\$91-\$155	\$4/hr	\$10-\$18	\$5 Flat Rate
City of Ottawa	\$31-\$143	\$31-\$143	\$65-\$205	\$1.50/2.00	\$8-\$20	Some Lots Free Sunday
University of Guelph	\$68	\$45	\$68-\$122	\$2.75/hr	\$10	Some Lots Free
Queen's University	\$107-\$140	\$107-\$140	\$107-\$140	\$3/hr	\$14	\$6 Flat Rate
McMaster University	\$51-\$127	\$51-\$127	\$51-\$127	\$4-\$8/hr	\$20	\$4-\$8
University of Western Ontario	\$47-\$125	\$47-\$125	\$54-\$141	\$3/hr	\$12	\$3-\$12 Sat/Free on Sun
University of Waterloo	\$38	\$38	\$38	\$2-\$5/hr	\$5-\$15	\$5/\$6 Flat Rate / One free lot
York University	\$81-\$128	\$81-\$128	\$81-\$128	\$3.50-\$5.00/hr	\$10-\$20	\$7 Flat Rate (Sat)/ \$5 Flat Rate (Sun)
Ottawa Hospital – Civic/General	\$92	\$92	\$92	\$7/hr	\$13	\$13 Max. or \$7/hr
OC Transpo	\$58.50	\$58.50	\$117	\$3.50 per trip	N/A	N/A

* Some garages/lots of have no daily maximum

Appendix E

Carleton University Proposed Budget for Ancillary Units

Summary of Outstanding Debt

	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's
Housing, Conference & Dining	\$ 63,432	\$ 59,785	\$ 55,936	\$ 51,875
Physical Recreation and Athletics*	3,816	3,052	2,497	1,948
Parking Services	22,440	21,948	21,440	20,915
Health and Counselling Services	-	-	-	-
The Print Shop	-	-	-	-
NWRC Building	7,555	6,686	5,758	4,769
University Centre	-	-	-	-
Carleton Dominion-Chalmers Centre	-	-	-	-
Bookstore	-	-	-	-
Ancillary Capital Fund	-	-	-	-
	<u><u>\$ 97,243</u></u>	<u><u>\$ 91,471</u></u>	<u><u>\$ 85,632</u></u>	<u><u>\$ 79,507</u></u>

**Excludes Football*

Carleton University Proposed Budget for Ancillary Units Summary of Deferred Maintenance

Deferred maintenance is currently estimated to be the following (\$000's):

Housing, Conference & Dining	\$ 53,230
Physical Recreation and Athletics (excluding the pool)	20,965
Parking Services	13,766
Health and Counselling Services	-
The Print Shop	-
NWRC Building	1,293
University Centre	31,881
Carleton Dominion-Chalmers Centre	3,407
Bookstore	-
Ancillary Capital Fund	-
	<hr/>
	\$ 124,542

AGENDA ITEM

6.3

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 2/19/2019
From:	Vice-President (Academic) and Provost	Date of Meeting: 3/12/2019
Subject:	2020/21 Tuition and Misc. Adm. Fees	
Responsible Portfolio:	Office of Vice-President Academic and Provost	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

The Board approve the University's tuition fees along with the misc. administration fees, as presented.

EXECUTIVE SUMMARY

- 3.0** Domestic tuition fees for 2020-21 are frozen as per the provincial government tuition fees framework. It is proposed that the rate of increase for international fees be set for the next two years. The recommended international fees are supported by market comparison, which shows Carleton as being well within the average of other institutions. The request also covers increases to misc. administration fees in line with expected inflationary increases.

INPUT FROM OTHER SOURCES

- 4.0** Proposed changes to tuition fees and misc. administration fees are supported by an accompanying presentation, which includes comparative international fees.

ANALYSIS AND STRATEGIC ALIGNMENT

- 5.0** Domestic fees are fully regulated by the provincial government. On January 17th, 2019, the Ontario Government announced its new Tuition Fee Framework for colleges and universities, which required tuition fee reductions of 10 percent in 2019-20, relative to 2018-19 levels. The Tuition Fee Framework also required colleges and universities to maintain tuition fees in 2020-21 at the same level as 2019-20. International fees are not regulated and are set using a number of factors such as: comparison with other institutions, recruitment strategy and impact on the existing international student body. Annual increases to misc. administration fees proposed for 2020-21 follow expected inflationary increase of 2.0%.

FINANCIAL IMPLICATIONS

- 6.0** The 2019-20 domestic tuition framework has an ongoing \$20M negative revenue impact per year on the university operating budget (plus an additional \$8M in foregone revenue in 2020-21 that would have been realized under the old framework). However, management is comfortable that existing budget capacity will be sufficient to cover increased operating expenses in 2020-21. Unregulated international fees will continue to be an important revenue source for Carleton. Discussions with the government are underway concerning a new tuition fee framework for 2021-22.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

None identified

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Although the 10% domestic tuition fees reduction in 2019-20, and subsequent freeze helped students manage the financial cost of their post-secondary education, concurrent changes in the Ontario Student Assistance Program (OSAP) offset the benefits for many students.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	MINOR	MODERATE	SERIOUS	VERY SERIOUS
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Tuition and Miscellaneous Administration Fees 2020-21 and 2021-22

Finance Committee

March 2, 2020



Carleton
UNIVERSITY

Domestic Tuition Fees

2019-20

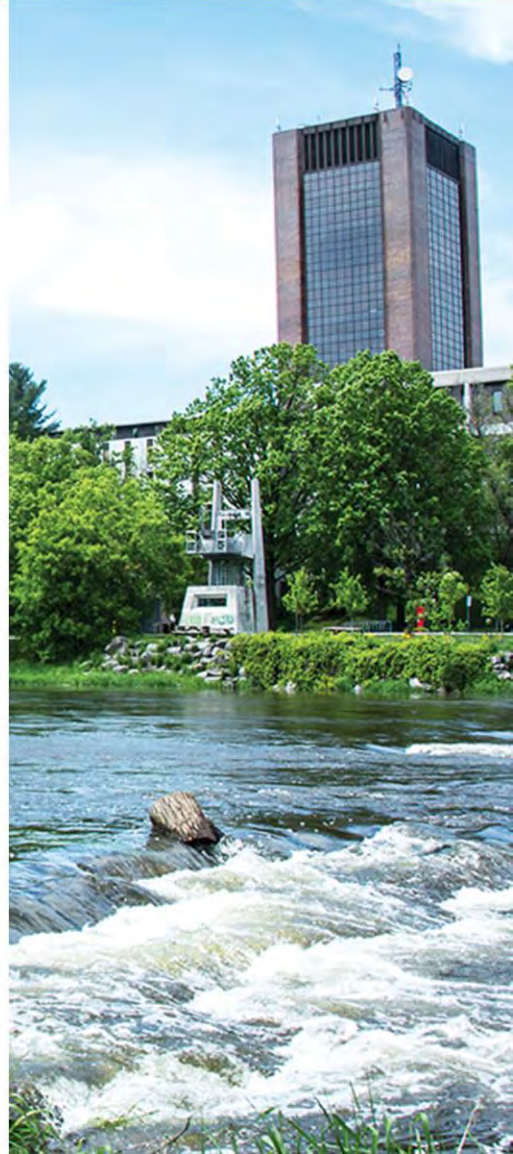
- All Domestic Tuition Fees Reduced 10% following the new two years Provincial Government Tuition Fees Framework

2020-21

- Domestic Tuition Fees Frozen at 2019-20 level

2021-22

- Tuition Fees Framework under review



Proposed International Tuition Fee Annual Increases 2020-21 – 2021-22 (Two Years)

	International
BAS, BCS, BEng, BID, BIT	8.0%
BA, BGIInS, BHS, BHUM, BJ, BMPD, BPAPM	3.0%
Other Undergraduate	5.0%
MBA, MCS, MEng, MEnt, MIT	8.0%
Master's (All Others)	3.0%
PhD*	0.0%

Proposed fee increases are per year for each of the next two years.

- *The difference between the Domestic and International fee for PhD students will be covered by Financial Aid in a manner similar to that of the University of Ottawa*



Proposed Misc. Administrative Fees for 2020-2021

Fee	2019-2020	2020-2021 Proposed	Increase *	Percentage
Omnibus Fee	\$41.00	\$41.75	\$0.75	1.83%
Supplement Fees	\$73.75	\$75.25	\$1.50	2.03%
Examination Charges (in Canada)	\$85.25	\$87.00	\$1.75	2.05%
Examination Charges (outside Canada)	\$153.25	\$156.25	\$3.00	1.96%
Challenge for Credit	\$219.50	\$224.00	\$4.50	2.05%
Returned Payment Charge	\$35.25	\$36.00	\$0.75	2.13%
Late Payment Charges	\$106.50	\$108.75	\$2.25	2.11%
Grad Application Fee**	\$110.00	\$110.00	\$0.00	0.00%
Reinstatement Charge	\$73.75	\$75.25	\$1.50	2.03%
Deferred Admission Fee	\$47.25	\$48.25	\$1.00	2.12%
Letters Of Permission	\$40.75	\$41.50	\$0.75	1.84%
Display Diplomas	\$121.50	\$124.00	\$2.50	2.06%
Replacement Diploma	\$85.25	\$87.00	\$1.75	2.05%
New Special Students Documentation	\$54.00	\$55.00	\$1.00	1.85%
Leave of Absence	\$73.75	\$75.25	\$1.50	2.03%
Admission Processing Charge	\$67.25	\$68.50	\$1.25	1.86%
Extension	\$73.75	\$75.25	\$1.50	2.03%
Co-op & Career Services fee	\$405.50	\$413.50	\$8.00	1.97%
*All fees increased by inflationary increase of 2.0% rounded to the nearest \$0.25.				
**In tandem with the University of Ottawa				

Recommendation

The Finance Committee recommends that the Board approve the University's tuition fees along with the misc. administration fees, as presented.



Appendix 1 - 2019-20 International Tuition Fees (Major Universities - New Cohort)

	B.A./ B.Sc.	B.Com.	B.C.S.	B. Eng.	M.A./ M.Sc.	M.Eng.	M.A.Sc.	PhD (Most)
Carleton	25,503	29,208	34,076	34,994	22,347	29,175	24,354	19,590
Guelph	24,300	27,570	26,891	33,551	20,513	23,425	-	19,681
McMaster	30,744	38,168	34,824	49,941	17,096	-	-	17,096
Ottawa	36,161	44,379	52,707	52,707	25,472	33,872	27,520	Domestic via scholarship
Queen's	46,191	48,833	46,191	47,062	12,927	19,492	-	12,927
Ryerson	26,000	30,000	26,000	35,000	21,540	23,340	23,340	20,640
Toronto	53,290	60,570	55,110	58,680	23,770	59,230	23,770	6,210
Waterloo	33,614	39,168	51,306	51,306	21,126	34,524	21,126	20,916
Western	31,042	44,800	31,042	41,312	18,247	31,675	-	6,360
York	28,633	30,607	27,574	-	18,825	-	21,000	18,000
Average (Ont. All)	28,993	33,413	32,437	40,312	21,069	29,672	23,122	16,974
Average (Ont. Major)	33,548	39,330	38,572	44,950	20,186	31,842	23,518	14,779
Median (Ont. Major)	30,893	38,668	34,450	47,062	20,819	30,425	23,555	17,548
Carleton +- UofO	-10,658	-15,171	-18,631	-17,713	-3,125	-4,697	-3,166	13,223
Carleton +- Avg.(Maj.)	-8,045	-10,122	-4,496	-9,956	2,161	-2,667	836	4,811
Carleton +- Med.(Maj.)	-5,390	-9,460	-374	-12,068	1,528	-1,250	799	2,042

Graduate program fees are measured on a three term basis, all others on a two term basis.

Appendix 2 - Ontario % Increase – 2018-19 -> 2019/20 (Major Universities - New Cohort)

International Tuition Fee Comparison - Percentage Increase 2018-19 to 2019-20								
	B.A./ B.Sc.	B.Com.	B.C.S.	B. Eng.	M.A./ M.Sc.	M.Eng.	M.A.Sc.	PhD (Most)
Carleton	3.0	8.0	8.0	8.0	3.0	8.0	3.0	0.0
Guelph	10.0	10.0	15.0	15.0	3.0	12.0	-	3.0
McMaster	9.9	8.0	10.0	10.0	0.0	-	-	0.0
Ottawa	15.0	15.0	45.4	15.0	15.0	15.0	15.0	Domestic via scholarship
Queen's	11.0	6.9	11.0	8.0	0.0	0.0	-	0.0
Ryerson	6.3	15.7	6.3	26.5	3.0	3.0	3.0	3.0
Toronto	7.0	7.0	7.0	7.0	5.0	8.0	5.0	-10.0
Waterloo	15.0	5.0	62.1	15.0	3.0	15.0	3.0	3.0
Western	8.0	12.0	8.0	12.0	2.0	5.0	-	-10.0
York	10.0	7.5	5.0	-	0.0	-	0.0	0.0
Average (Ont. All)	7.8	8.0	12.8	11.6	3.3	7.3	4.5	-1.0
Average (Ont. Major)	9.5	9.5	17.8	12.9	3.4	8.3	4.8	-2.1
Median (Ont. Major)	9.9	8.0	9.0	12.0	3.0	8.0	3.0	0.0
Carleton +- UofO	-12.0	-7.0	-37.4	-7.0	-12.0	-7.0	-12.0	10.0
Carleton +- Avg.(Maj.)	-6.5	-1.5	-9.8	-4.9	-0.4	-0.3	-1.8	2.1
Carleton +- Med.(Maj.)	-6.9	0.0	-1.0	-4.0	0.0	0.0	0.0	0.0

AGENDA ITEM

7.1

DRAFT

CARLETON UNIVERSITY STRATEGIC INTEGRATED PLAN

[MESSAGE FROM THE PRESIDENT]

[TABLE OF CONTENTS]

OUR LOCATION ANCHORS OUR ASPIRATIONS

We are guests on this land. Carleton University acknowledges and respects the Algonquin Anishinaabeg people within whose unceded, unsundered territory the Carleton campus is located.

This acknowledgement is important to us. It is a reminder of the significance of this location, and it is our pledge for reconciliation with Indigenous Peoples.

This is a meeting place, a convergence of three major transportation routes: one built by human ingenuity, one created as an urban link, and one an historic waterway.

There is power in this convergence. It frames our values and our commitments. And it is the point from which we navigate to a bright and hopeful future.

Our journey continues from here.

On a map, our campus creates a unique triangle—one of nature's strongest shapes. It also reminds us of delta, the mathematical symbol for change.

This triangle is both Carleton's strength and delta, our mandate for change. It is a symbol of what we are and where we can go.

- The western edge follows the path of the iconic Rideau Canal—a hint at the ingenuity and innovation that helped establish this city and a waterway that tells a story of the creation, application and mobilization of knowledge.
- To our east, we border an important arterial road—an axis that creates our connection to the community, to this city's cultural heart and the country's political centre, and ultimately leading to the gateway to the world.
- To our south, we travel along the Rideau River—moving forward to a prosperous future with momentum and resilience, reminding us of our connection to the natural world.

The symbol frames everything we stand for at Carleton: the power of higher education and innovation, the value we place on community and collaboration, and the importance of sustainability and wellness.

As we plan our future, we look to this symbol for our strategic directions—the pathways we will follow and the steps we will take.

THE POINT OF DEPARTURE

We are also at a time of convergence. This is a moment for opportunity—but also one of great urgency.

Globally, we grapple with technological change and its implications for the future workforce, an accelerating climate crisis, worldwide migrations, and challenges to truth and democracy.

In Canada, we are confronted by political challenges, an aging population, a need for greater understanding and more diverse perspectives around accessibility and inclusion, and the difficult legacy of colonization. A national conversation about reconciliation has something to teach us all moving forward.

Closer to home, our province and our city are growing and changing. As a national capital and a major regional hub, Ottawa is a city that matters. New economic and cultural opportunities arise for some of its population, while ecological, infrastructure and other social challenges burden many more.

Alongside all of this change, the very nature of education is shifting. Students are eager for new instructional models, and the value of a post-secondary degree is under scrutiny as more accountability is demanded from public institutions.

In all of these matters, there has never been a greater need for knowledge exchange—creating it, mobilizing it, and sharing it with future generations. And perhaps there has never been a greater moment for Carleton University to take a bold step forward and be a participant in global change.

Carleton's roots as a non-denominational college, established by and for the citizens of Ottawa, make it unique among Canadian universities. At the end of the Second World War, the university was founded by a group of volunteers to educate and provide a way forward for returning veterans and others who had moved to Canada's capital as part of the war effort. From those earliest days, Carleton has maintained a strong community connection and an enduring sense of purpose.

More than 75 years later, Carleton has evolved into a research-intensive institution whose reach and impact goes far beyond the city limits. We continue to draw our strength from our history and our location.

Our story is a testament to hope for the future and a belief in the power of education for good. Now is the moment to reconnect with our values, to step up to the challenges of our time, and to fully embrace our potential.

OUR FOUNDATION

Within our campus borders, we find our foundation for the future.

The development of this plan was based on conversation and dialogue. Members of the university community—including faculty, instructors, librarians, staff, students, alumni members and community partners—collectively shared their perspectives about Carleton’s values, strengths and aspirations.

Throughout more than 1,000 conversations, many ideas emerged. When asked about Carleton's values, the community identified several clear themes, revealing what is most admirable and what we most treasure about Carleton.



These principles—reflecting the voices and perspectives of Carleton’s people—will ground and inspire our strategic priorities.

ASPIRATION STATEMENT

Carleton University will leverage the power of higher education to be a force for good.

We will co-create and share knowledge to shape a better future.

We will embed partnership and community engagement, locally and internationally, in our actions and culture.

We will work to enhance the wellness of people, communities and the planet.

DIRECTION: SHARE KNOWLEDGE. SHAPE THE FUTURE.

The Canal

On our western edge, the nearly 200-year old Rideau Canal is an engineering marvel—the internet of its time. It is recognized worldwide for its beauty and enduring quality, and it is Ontario’s only UNESCO World Heritage Site; to many, it represents human ingenuity and perseverance. But the difficult construction of the Canal is a reminder that the cost of progress is not borne equally by all people. Today we see the Canal as a symbol of resourcefulness and responsibility—a living example of how innovation and effort can respond to real societal challenges, but only if both the burdens and the rewards of knowledge are shared.

Change and its human and policy implications—particularly in technology—is constant and ever accelerating. Around the world, we are witnessing a dramatic shift in the nature of social interaction and democracy, history and truth, the global economy and the changing nature of work, energy, transportation, health care and the future of telecommunications. At the local and national levels, technology is driving a renewal of our economy and with it, a surging demand for research and the workforce of the future.

Ingenuity will be a critical skill in the next decade; students and partners require their post-secondary institutions to play a tangible role in this evolution. While the ingenuity required to build the Canal changed this city and this country, its legacy reminds us to co-create and share knowledge responsibly. **In this moment, Carleton can draw on the symbolism of the Canal as inspiration to pursue knowledge that can change the world.**

As we look to the future, we will focus on our core mission: teaching and learning, research, organizational excellence and student experience. We will enhance the ingenuity and potential of our students, staff, researchers and instructors. Our vision is to move forward together on the important, complex issues of our time. We will strengthen our capacity to create, apply, mobilize and share ideas with the world. We will empower people to share knowledge that will shape the future.

We will prepare students for success in a changing future.

By investing in impactful opportunities for students to participate in research, work-integrated learning, skill development, knowledge exchange, and entrepreneurship, Carleton will advance the next generation’s capacity to harness the power of knowledge and shape the ideas and careers of the future.

Pathways

- Introduce and expand initiatives that further enhance student success in the classroom

DRAFT

- Develop recruitment and retention strategies that meet the needs of diverse student populations
- Improve students' graduation and employability outcomes
- Build quality academic programming that responds to societal needs and questions

We will leverage the power of research to solve issues.

Carleton will invest in its people and processes to empower researchers at every level to co-generate and share meaningful knowledge that will inspire future discoveries. We will bridge the gap between academia and application, helping our community and partners to mobilize knowledge.

Pathways

- Increase research funding and sponsorship
- Maximize impact of foundational and applied research
- Improve the dissemination of research through increased publications and citations
- Enhance opportunities for national and international research collaborations

We will approach teaching and pedagogy with imagination and new expectations.

We must continue to adopt new pedagogical philosophies and technologies. Experiential learning, high-impact practices, and a greater appreciation for the value of teaching will ensure we meet the expectations of a changing student population, create positive learning and career outcomes, and respond to societal needs.

Pathways

- Enable and encourage pedagogical practices that foster student engagement and success
- Engage Indigenous knowledge to build new ways of teaching and learning
- Promote and reward engagement, innovation and excellence in teaching and learning
- Offer new and flexible opportunities for student-centred learning

We will embed interdisciplinarity and collaboration in our culture.

Building on a culture of openness and cooperation, Carleton will continue to focus on ways to embed collaboration through the organization. We will encourage our community—students, faculty and professional staff—to engage with ideas across disciplines and boundaries to build stronger, more connected approaches.

Pathways

- Build additional opportunities for entrepreneurship and innovation and cultivate an entrepreneurial mindset across campus
- Expand collaboration and development opportunities for faculty and staff

We will deploy talent and resources strategically.

With a focus on financial sustainability and both organizational and personal leadership, we will encourage our community's capacity to innovate and excel. We will find ways of working smarter, and we will develop a culture of pride in our potential and our community.

Pathways

- Foster the development of collaborative leadership throughout our community
- Ensure the sustainable and strategic use of resources

SHARE KNOWLEDGE. SHAPE THE FUTURE.

DIRECTION: SERVE OTTAWA. SERVE THE WORLD.

The Community

From the eastern side of campus, Carleton opens to a major arterial road—one that connects the city, links to its cultural and economic core and the seat of the Government of Canada, and leads ultimately to the international airport, the gateway to the world. It is a permeable edge—the main point of access between campus and the surrounding neighbourhoods. It serves as a powerful reminder of our original purpose and founding story—built by, for and with the community—and symbolizes our deep and enduring connection to Ottawa and its population, our country and the globe.

Ottawa is an epicentre of change. It is a growing city, which brings with it the attendant challenges of social justice, housing, transportation, safety, culture and economic prosperity. At the same time, the city's status as a national capital provides an important context. From here, solutions to Canada's shared social, economic, ecological and political challenges are created—from public policy to technology to the changing North. From a global perspective, other nations look to Ottawa as a symbol of Canada's evolving role on the world stage.

Local, national and international organizations are engaging institutions of higher education as partners in this transition. ***In this moment, Carleton can draw on the community to inspire and guide our commitment and responsibility to society.***

As we look to the future, we will focus on community engagement and outreach. Our vision is to extend our influence beyond campus and strengthen meaningful community partnerships. We will serve Ottawa and the world by remaining true to our community-empowered roots and sense of purpose.

We will open our doors to the community.

Carleton will expand our reach, physical presence and interaction with the local community, ensuring our university, our facilities, our spaces and our people are recognized as a part of daily civic life and contributors to the social, cultural and economic goals of Ottawa and its population.

Pathways

- Engage with Indigenous communities through sustained relationships founded in mutual responsibility and accountability
- Grow partnerships and associations with alumni, community and not-for-profit organizations, industry and governments
- Expand service-learning opportunities for students, faculty, staff and community partners to work together
- Strengthen our physical and reputational presence within Ottawa

We will encourage community engagement in research and learning.

Carleton will encourage its faculty, staff and students to be leaders in community engagement and service-oriented research, learning and other activities to create linkages between academic study and our roles as global citizens.

Pathways

- Expand community-based research and community-based pedagogy opportunities for the benefit of researchers, students, instructors and our communities
- Expand co-op, internships and other work-integrated learning opportunities for students

We will build partnerships with purpose.

Building on its founding mandate, Carleton will forge and foster purposeful and holistic partnerships with individuals, industry and organizations in Ottawa, Canada and around the world. These partnerships will allow collaboration on shared issues, create stronger opportunities for students and researchers, and bring our communities together for good.

Pathways

- Establish new holistic integrated partnerships with organizations that share our values and strategic objectives
- Innovate and lead collaborative approaches for broader societal impact and purpose

We will build bridges to the world.

With a comprehensive approach to global outreach, we will partner with international universities, communities, governments, industries and civil society organizations to make Carleton a global hub of intellectual engagement and knowledge exchange.

Pathways

- Build new connections between our domestic and international students, our alumni, our faculty and our partners
- Provide positive international experiences for student mobilization
- Expand international study opportunities in different disciplines
- Expand international research partnerships

We will embrace our role as a global institution in a G7/G20 capital.

From our home in the nation's capital, and building on our expertise across various fields, we will expand our dialogue with government officials, dignitaries and the diplomatic community.

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Pathways

- Attract talented visiting scholars who impact positive global change
- Expand our network of governmental and international partners

SERVE OTTAWA. SERVE THE WORLD.

DIRECTION: STRIVE FOR WELLNESS. STRIVE FOR SUSTAINABILITY.

The River

Flowing along our southern edge, the Rideau River gives Carleton its distinctive connection to the natural world. It is an active part of our campus: students, faculty and staff visit it for moments of reflection and peace. Its Algonquin name, Pasapedjinauwong, or the river that passes between the rocks, evokes a path of resilience, momentum, and adapting to overcome hardship. It is part of a vulnerable ecosystem, reminding us of the consequences of change and the need for constant stewardship. But its waters run resolutely forward, from the past to the future, connecting campus to something greater.

Sustainability is the wellness of the planet; wellness is the sustainability of individuals. Both are under pressure. We are facing an accelerating climate crisis and a mounting urgency in mental health concerns. We approach these challenges through the lens of our commitment to accessibility, equity, diversity, inclusion and reconciliation with Indigenous Peoples. We move forward in a spirit of mutual responsibility for people, for society, and for our planet.

Increasingly, the world looks to post-secondary institutions to be leaders and models for positive change. ***In this moment, the River inspires our resilience.***

As we look to the future, we will explore how the well-being of people and the natural world can intersect. Though this will be an ever-present challenge, our vision is to chart paths of resilience, helping us all overcome obstacles and step toward a future with purpose. Together we will strive for wellness and sustainability—for individuals and for our planet.

We will be a leader in sustainability.

Carleton is a leader in sustainability in many ways, but we have more work to do. We need to be more than conscious of our environment—as individuals, in our community partnerships, and through our research and operations, we need to work steadfastly towards solutions that ensure a sustainable future.

Pathways

- Deeply embed sustainable considerations into research, teaching, learning and organizational operations
- Learn from and alongside Indigenous Peoples as we deepen our understanding of the land and adapt to a changing environment
- Expand academic programming and knowledge exchange in the areas of wellness and sustainability
- Join global efforts to find solutions to climate change

We will strive to make a difference in mental health and personal wellness.

Carleton chooses a holistic, campus-wide approach to mental health and personal wellness for students, faculty, staff and the community. We will encourage a culture of health, purpose, resilience, physical activity and togetherness so that we, and our communities, may thrive.

Pathways

- Build and promote infrastructure projects and spaces that embrace a commitment to social, physical, cultural and environmental wellness
- Increase openness, knowledge and capacity across campus to proactively support and empower the mental health and well-being of our communities

We will take action together to achieve reconciliation.

Carleton has a responsibility to the Algonquin Anishinaabeg people within whose unceded, unsundered territory our campus is located. We will develop relationships based on mutual respect, accountability and reciprocity with Indigenous communities.

Pathway

- Deepen understanding of Indigenous worldviews throughout the Carleton community
- Fulfill the Carleton-specific Calls to Action developed by the Carleton University Strategic Indigenous Initiatives Committee in community engagement; Indigenous student support; student experience; ways of teaching and learning; culture, systems and structure; research and innovation; and accountability

We will strive to make our campus, country and our world accessible for all.

Over many years, Carleton has led the accessibility conversation across Canada's higher education sector. Carleton has an extensive history of making its campus and courses increasingly accessible and is committed to being the most accessible campus in Canada. Supported by several initiatives and programs across campus, and by its leadership in the national Canadian Accessibility Network partnership, Carleton will advance accessibility across research, training, policy and community engagement.

Pathways

- Provide national leadership on accessibility issues through strategic partnerships
- Embed a culture of accessibility in organizational excellence, programming and services

DRAFT

We will foster individual distinctiveness and a sense of belonging.

Carleton's strength lies in its diversity—the diversity of its communities and in the perspectives it engages. We will continue to progress in equity and inclusivity across our organization and across the academic and research enterprises.

Pathways

- Encourage and nurture inclusivity and a diversity of perspectives and identities to strengthen our communities

STRIVE FOR WELLNESS. STRIVE FOR SUSTAINABILITY.

WHERE DO WE GO FROM HERE?

In this delta is Carleton's collective mandate for change. It invites us to begin a renewed conversation about Carleton, and to focus on what we can achieve together.

This plan provides directions and pathways. Each of us can take specific and individual steps to move forward.

Align your planning. We ask everyone to consider what strengths your work can draw from our location and its symbolic boundaries. Develop Faculty- and unit-specific plans and directions in alignment with this map to further operationalize the aspirations of our faculty, staff and students.

Step up to the challenges of our time. We are a university with a purpose. We ask you to bring that spirit into our organizational culture, your teaching and research, and your personal outlook. We can be a force for good.

Tell our story. The story of Carleton belongs to all of us, and telling that story is a task we can share. Share Carleton's potential. Inspire yourself and others with what you have achieved. Teach each other.

Be strong and positive. We encourage you to be hopeful for the future, and believe in the power of higher education to work together for good.

Campus-Wide Strategies and Plans

A number of strategic documents already developed or in development support and operationalize the aspirations described in this Strategic Integrated Plan. Other strategies and plans will also emerge over time as the work of planning and implementing is never done.

- Campus Master Plan
- Canada Research Chairs Program Equity, Diversity, and Inclusion Action Plan
- Coordinated Accessibility Strategy
- Energy Master Plan
- Final Report of the Carleton University Strategic Indigenous Initiatives Committee
- Finance and Administration Strategy
- Healthy Workplace Strategic Plan
- Internationalization Strategy (currently under development)
- Strategic Research Plan (currently under development)

DRAFT

- Sexual Violence Prevention and Response Strategy (currently under development)
- Student Employment Framework (currently under development)
- Student Mental Health Framework
- Students and Enrolment Strategic Plan
- Sustainability Strategy (currently under development)
- Teaching and Learning Framework (currently under development)

[ACKNOWLEDGEMENTS]

Strategic Integrated Plan First Draft Preview

Board of Governors

March 12, 2020



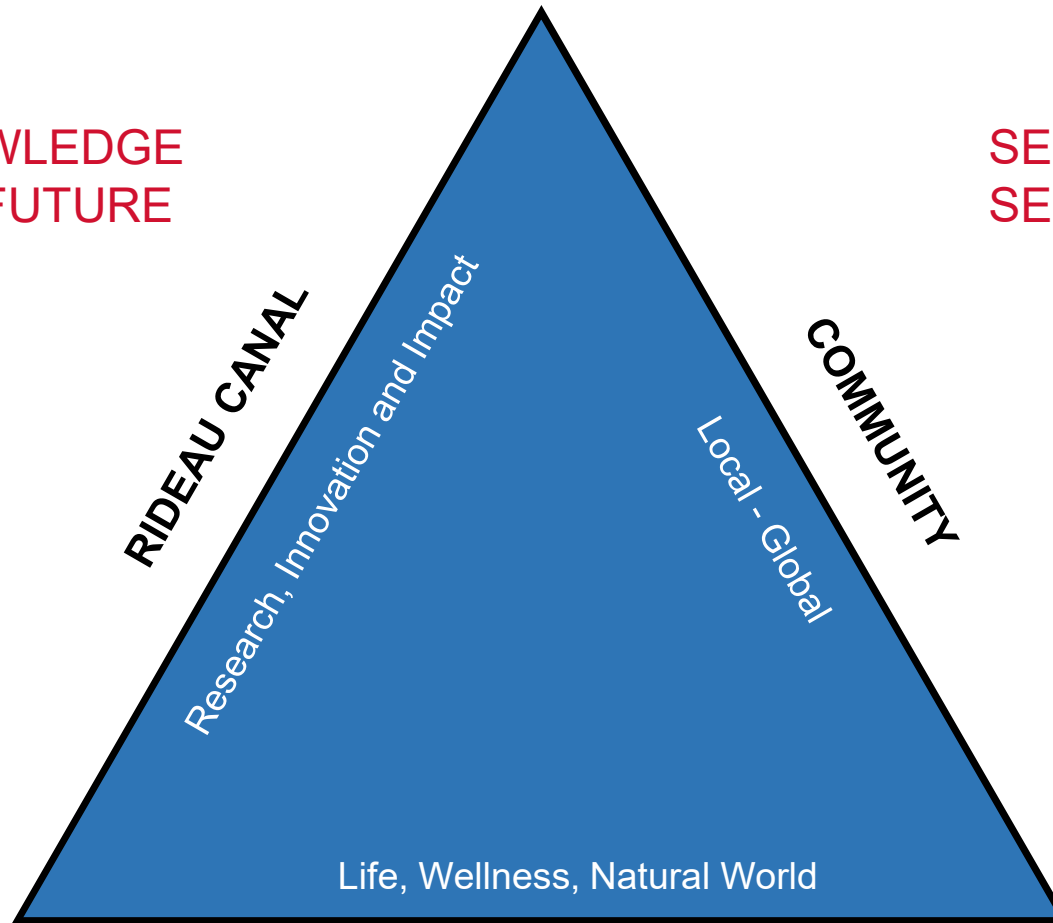
Carleton
UNIVERSITY



Carleton's Unique Location

SHARE KNOWLEDGE
SHAPE THE FUTURE

SERVE OTTAWA
SERVE THE WORLD



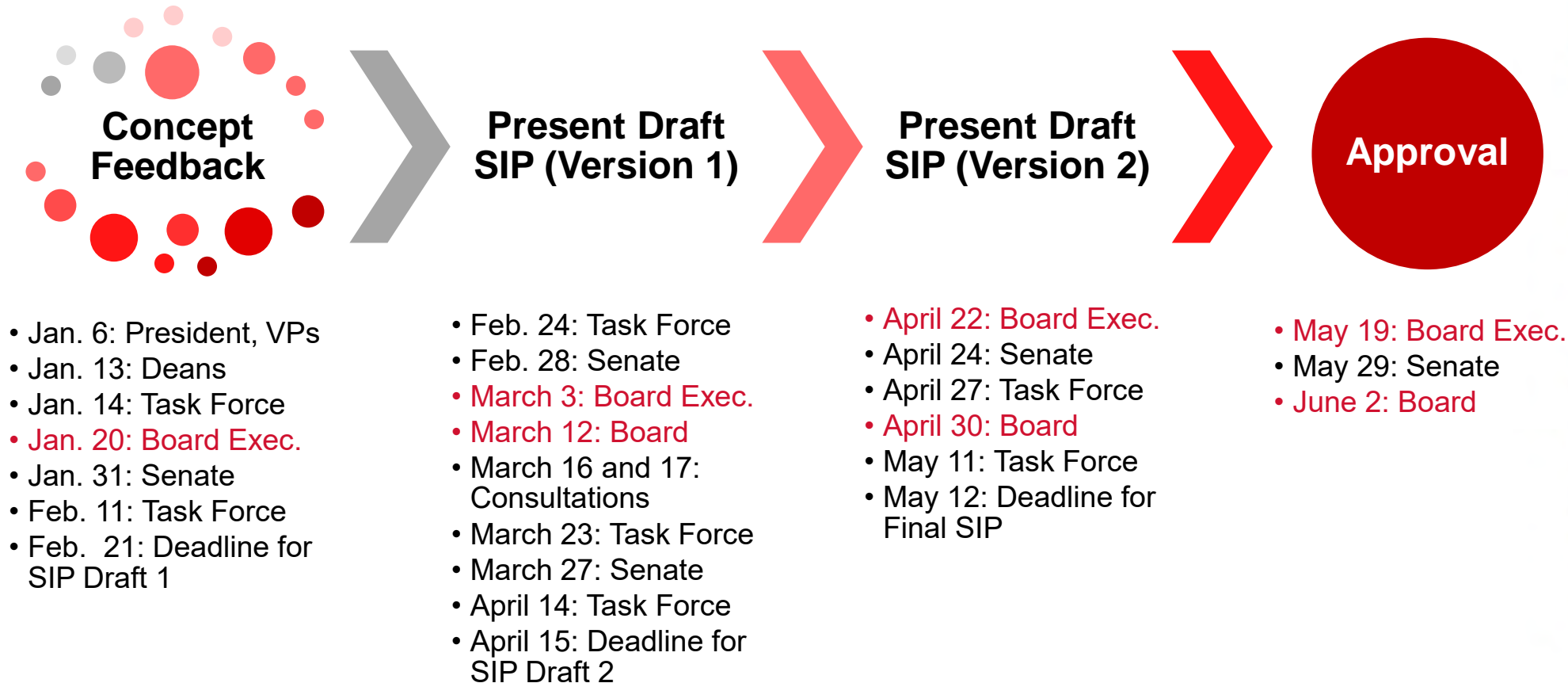
STRIVE FOR WELLNESS

RIDEAU RIVER

STRIVE FOR SUSTAINABILITY



Next Steps



Aspiration Statement

Carleton University will leverage the power of higher education to be a force for good.

We will co-create and share knowledge to shape a better future.

We will embed partnership and community engagement, locally and internationally, in our actions and culture.

We will work to enhance the wellness of people, communities and the planet.



Direction: Share Knowledge. Shape the Future.

We will prepare students for success in a changing future.

We will leverage the power of research to solve issues.

We will approach teaching and pedagogy with imagination and new expectations.

We will embed interdisciplinarity and collaboration in our culture.

We will deploy talent and resources strategically.



Direction: Share Knowledge. Shape the Future.

We will leverage the power of research to solve issues.

Carleton will invest in its people and processes to empower researchers at every level to co-generate and share meaningful knowledge that will inspire future discoveries. We will bridge the gap between academia and application, helping our community and partners to mobilize knowledge.

Pathways

- Increase research funding and sponsorship
- Maximize impact of foundational and applied research
- Improve the dissemination of research through increased publications and citations
- Enhance opportunities for national and international research collaborations



Direction: Serve Ottawa. Serve the World.

We will open our doors to the community.

We will encourage community engagement in research and learning.

We will build partnerships with purpose.

We will build bridges to the world.

We will embrace our role as a global institution in a G7/G20 capital.



Direction: Serve Ottawa. Serve the World.

We will build bridges to the world.

With a comprehensive approach to global outreach, we will partner with international universities, communities, governments, industries and civil society organizations to make Carleton a global hub of intellectual engagement and knowledge exchange.

Pathways

- Build new connections between our domestic and international students, our alumni, our faculty and our partners
- Provide positive international experiences for student mobilization
- Expand international study opportunities in different disciplines
- Expand international research partnerships



Direction: Strive for Wellness. Strive for Sustainability.

We will be a leader in sustainability.

We will strive to make a difference in mental health and personal wellness.

We will take action together to achieve reconciliation.

We will strive to make our campus, country and our world accessible for all.

We will foster individual distinctiveness and a sense of belonging.



Direction: Strive for Wellness. Strive for Sustainability.

We will be a leader in sustainability.

Carleton is a leader in sustainability in many ways, but we have more work to do. We need to be more than conscious of our environment—as individuals, in our community partnerships, and through our research and operations, we need to work steadfastly towards solutions that ensure a sustainable future.

Pathways

- Deeply embed sustainable considerations into research, teaching, learning and organizational operations
- Learn from and alongside Indigenous Peoples as we deepen our understanding of the land and adapt to a changing environment
- Expand academic programming and knowledge exchange in the areas of wellness and sustainability
- Join global efforts to find solutions to climate change



Implementation – Key Considerations

- Striking the right balance between a reputational plan and a clear roadmap to positive change
- Keeping in mind that the document will be in place for 5 to 10 years
- Two important sections at the back of the document
 - Where do we go from here
 - Campus-wide strategies and action plans



An aerial photograph of a city, likely New York City, showing a dense urban landscape with numerous skyscrapers and buildings. A large, semi-transparent red rectangle is overlaid on the middle portion of the image, covering the city's center. The text "Comments and Questions?" is written in white, sans-serif font across the center of this red area. The top of the image shows a clear blue sky with some light clouds, and the bottom shows a river or body of water with some greenery and a bridge.

Comments and Questions?

AGENDA ITEM

7.2

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 5 February 2020
From:	Vice-President (Students and Enrolment)	Date of Meeting: 12 March 2020
Subject:	2019 Annual Report on Sexual Violence	
Responsible Portfolio:	Vice-President (Students and Enrolment)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The Board of Governors approved the revised Carleton Sexual Violence Policy for a three-year period on April 25, 2019 after an extensive consultation and review with the Carleton community. The Policy and related legislation requires that an annual report (enclosed) be presented to the Board for information. More than 5,200 members of the community received training in 2019 to increase awareness of the signs and prevention techniques to limit and deal with reports of sexual violence and violence in general. This is in addition to the multiple initiatives that have been developed and delivered across campus with various stakeholders in areas of prevention, advocacy, and support. Since January 2019, the third year of the implementation of the Sexual Violence Policy, there have been 130 disclosures seeking support services. Of the 130 disclosures, 6 cases proceeded to a formal investigation process as requested by the respective complainants. Of the 130 total disclosures, 75 are based on incidents that occurred within a year of the disclosure and 55 were considered to be based on historical incidents. Carleton University has also engaged the Carleton community in creating a campus sexual violence prevention and education strategy entitled, *"Honouring Each Other,"* which provides a three-year blueprint that focuses on prevention and education initiatives. The strategy will be presented to the Board of Governors for information at its March 12, 2020 meeting.

4.0 INPUT FROM OTHER SOURCES

Equity and Inclusive Communities, Office of the Vice President (Students and Enrolment), Health and Counselling Services, Department of Housing and Residence Life, Educational Development Centre, Office of Student Affairs, Student Experience Office (SEO), Campus Safety Services, the Carleton University Students' Association (CUSA), the Graduate Students' Association (GSA), and the Department of Recreation and Athletics have collaborated in the creation and delivery of prevention, education, and awareness initiatives and communications. Annual Statistics have been collected by Equity and Inclusive Communities, Campus Safety Services and Housing and Residence Life.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

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

provides information about the University's process for responding to and addressing incidents and complaints of sexual violence.

The Policy and legislation require that an annual report is presented to the Board for information.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with the review of the annual report and revisions to the Policy.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

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

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

A number of communication initiatives happened in 2019. The Department of Equity and Inclusive Communities (EIC) rebranded their office and created a new website in collaboration with the Department of University Communications. EIC also partnered with Algonquin College's Project Lighthouse to develop a handout entitled, "The ConSensual Sex Guide." With this resource, EIC sought to answer questions and concerns about asking for consent in a positive, inclusive and innovative way. In order to educate Carleton's community about the Sexual Violence Policy and its processes, the Office of the Vice-President (Students and Enrolment) Strategic Initiatives unit in collaboration with the Office of Student Affairs and EIC co-developed a visual aid for understanding the formal reporting process under the Sexual Violence Policy, which fulfills a promise made during the review of the Policy in 2019. This document, along with the Responding to Disclosures Guide, is available upon request.

Information on Carleton's Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – continues to be posted on the Current Student website and in the MyCarleton Portal as a supplement to other ongoing promotions.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Carleton University 2019 Report on Sexual Violence

Presented to the Board of Governors

Prepared by the Department of Equity and Inclusive Communities and the Office of the Vice President (Students and Enrolment): March 12, 2020



Executive Summary

The Board of Governors approved the revised Carleton Sexual Violence Policy for a three-year period on April 25, 2019 after an extensive consultation and review with the Carleton community. The Policy and related legislation requires that an annual report be presented to the Board for information. More than 5,200 members of the community received training in 2019 to increase awareness of the signs and prevention techniques to limit and deal with reports of sexual violence and violence in general. This is in addition to the multiple initiatives that have been developed and delivered across campus with various stakeholders on areas of prevention, advocacy and support. Since January 2019, the third year of the implementation of the Sexual Violence Policy, there have been 130 disclosures seeking support services. Of the 130 disclosures, 6 cases proceeded to a formal investigation process as requested by the respective complainants. Of the 130 total disclosures, 75 are based on incidents that occurred within a year of the disclosure and 55 are considered to be based on historical incidents. Finally, Carleton University has also engaged the Carleton community in creating a campus sexual violence prevention and education strategy entitled, *"Honouring Each Other,"* which provides a three-year blueprint that focuses on prevention and education initiatives. This strategy will be presented to the Board of Governors for information at its March 12, 2020 meeting.

Prevention, Education and Awareness Initiatives

In 2019, Carleton University formed multiple partnerships on campus to provide education and awareness information and initiatives around sexual violence on campus. These partners include:

- Equity and Inclusive Communities (EIC)
- Office of the Vice President (Students and Enrolment) (OVPSE)
- Health and Counselling Services
- Department of Housing and Residence Life
- Educational Development Centre
- Office of Student Affairs
- Student Experience Office (SEO)
- Department of Recreation and Athletics
- Campus Safety Services
- Carleton University Students' Association (CUSA)
- Graduate Students' Association (GSA)

A number of partnerships were also established in the broader Ottawa community that seek to end gender-based violence in our city, including:

- City of Ottawa Women and Gender Equity Strategy Working Group
- City for All Women Initiative
- Ottawa Coalition To End Violence Against Women
- Courage to Act: Can Justice Heal? Community of Practice
- Ontario University Sexual Violence Network
- Ottawa Post-Secondary Sexual Violence Network
- Ottawa Police Community Advisory Committee on Gender Based Violence
- Various media partnerships

Training Statistics

Throughout 2019, the Department of Equity and Inclusive Communities (EIC) provided 97.5 hours of training to 5,236 members of the campus community. This includes every student living in residence, varsity athletes, student safety patrol staff, and new contract faculty members. EIC also provided training to teams external to campus including a sorority, emergency medical students at the University of Ottawa, and Glebe High School.

Training Highlights

Champions for Change

Through the Department of Equity and Inclusive Communities (EIC), a new pilot program, unlike any other at a Canadian university entitled, “Champions for Change,” was introduced in partnership with JR LaRose, CFL Champion and motivational speaker. It was a twelve hour intensive program that took place over three days in the summer and had eleven varsity athletes participate. What makes #Champs4Change different from other sexual violence prevention initiatives is that it flips the script and asks athletes, “What do you need to know about sexual violence and how will you share that information?” The program pulls from design-based thinking methods, expertise from lived experience of the facilitators, and inspires athletes to truly be the co-creators of consent culture in their roles as leaders on campus. Following the pilot program, EIC received the following feedback from our participants:

- 100% reported the program exceeded their expectations
- 100% reported they would refer the program to other athletes
- Seven athlete participants created a public service announcement for a major football game: <https://vimeo.com/362885108/abae5a61fd>
- Six athlete participants signed up to review and co-facilitate sexual violence prevention workshops with their other athlete peers.

Champions for Change was covered in the media by seven local and national news programs.¹

Community Responses to Sexual Violence

The Department of Equity and Inclusive Communities (EIC) developed a new training workshop for 2020 called “Community Responses to Sexual Violence”. This training builds on the training that has been offered regularly to members of the Carleton community beginning in 2017, “Responding to Disclosures of Sexual Violence”, and invites participants to think more deeply about sexual violence, consent culture, and community care. Both workshops are offered as part of the Student Support Certificate in the Office of the Vice-President (Students and Enrolment).

¹ Media List:

CBC Online and Radio One local: <https://www.cbc.ca/news/canada/ottawa/carleton-ravens-athletes-sexual-consent-1.5238274>

1310 News: <https://www.1310news.com/2019/08/07/ottawa-today-august-7-1200-100> (@21:00 min mark)

CTV Morning Live: <https://ottawa.ctvnews.ca/video?clipId=1748865>

CBC Fresh Air: <http://www.cbc.ca/listen/shows/fresh-air/segment/15732062>

Global News: <https://globalnews.ca/news/5865419/sexual-assault-on-campus>

Carleton Newsroom: <https://newsroom.carleton.ca/story/sexual-violence-champions-change>

The Charlatan: <https://charlatan.ca/2019/09/varsity-athletes-tackle-sexual-assault>

Restorative Justice Training

The Department of Equity and Inclusive Communities (EIC) partnered with Turtle Moons to provide members of the Office of Student Affairs and Ottawa University's sexual violence and human rights teams training in restorative practices in a response to sexual violence. This work is part of a broader provincial and federal movement to look at addressing sexual violence through an alternative dispute resolution framework and other informal approaches. EIC looks forward to continuing this work in 2020, as they are part of a federal initiative entitled Courage to Act which will review these promising practices through a Community of Practice model.

Communications

A number of communication initiatives happened in 2019. The Department of Equity and Inclusive Communities (EIC) rebranded their office and created a new website in collaboration with the Department of University Communications. EIC also partnered with Algonquin College's Project Lighthouse to develop a handout entitled, "The Con**Sensual** Sex Guide." With this resource, EIC sought to answer questions and concerns about asking for consent in a positive, inclusive and innovative way. In order to educate Carleton's community about the Sexual Violence Policy and its processes, the Office of the Vice-President (Students and Enrolment) Strategic Initiatives unit in collaboration with the Office of Student Affairs and EIC co-developed a visual aid for understanding the formal reporting process under the Sexual Violence Policy, which fulfills a promise made during the review of the Policy in 2019. This document, along with the Responding to Disclosures Guide, is available upon request.

Information on Carleton's Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – continues to be posted on the Current Student website and in the MyCarleton Portal as a supplement to other ongoing promotions.

#CUrious Campaign 2019

This was the second year of a six-week long September initiative to address the highest risk time for sexual violence on campus. Studies show that the first six to eight weeks of classes are when most post-secondary institutions see a spike in sexual assaults and other forms of gender violence, sometimes referred to as "The Red Zone." #CUrious addresses this by offering an event each week for the first six weeks of classes, beginning at the completion of Fall Orientation. This year, the Department of Equity and Inclusive Communities (EIC) offered eight events, including a workshop entitled "Canna-Consent," about the effects of cannabis on consent. EIC also hosted an Info Fair, a chalk walk, and onsite support during the Panda Game. EIC also partnered with the Ottawa Post-Secondary Sexual Violence Network (Ottawa University, Algonquin College, and La Cite) to host an #IBelieveYou Day on September 18, 2019 which spread provincially and had many universities and colleges participate.

Sexual Assault Awareness Week 2020

Sexual Assault Awareness Week (SAAW) was held from January 27-31, 2020. The week was co-developed in collaboration with over ten different campus stakeholders to create the agenda for SAAW in 2020. There were eight different events hosted throughout the week, including launching a self-care playlist on Spotify, hosting a Vision Board Party for the community, and a keynote event, *Reclaiming Your Voice*, an art-inspired workshop for survivors to heal from trauma.

What Has Been Learned

Over the past year, we learned that survivors of sexual violence are best served with the spaces and programming that focus on care and support. Programs like the safe study spaces, peer support, quiet room, and co-working space all saw increased user access this year. Throughout 2018, Carleton worked hard to create a trauma-informed, supportive, and thoughtful space for our survivors of sexual violence, and in 2019 we saw that work thrive in an important way.

Annual Statistics

Carleton University continues to collect and report on statistics related to sexual violence through six broad categories. These categories are sexual assault, sexual harassment, stalking, indecent exposure, voyeurism, and sexual exploitation.

Based on these categories, and from January-December 2019, there have been 130 disclosures seeking support services. Of the 130 disclosures, 6 cases went to a formal investigation process as requested by the respective complainants. Of the 130 total disclosures, 75 are based on incidents that occurred within a year of the disclosure and 55 were considered to be based on historical incidents. Further, of the 130 disclosures, 56 disclosures involve a respondent who is a member of the Carleton community and 45 incidents took place on campus.

The breakdown of disclosure statistics that based on the six broad categories of sexual violence (not including formal complaints) are as follows:

- 91 cases of sexual assault
- 17 cases of sexual harassment
- 7 cases of stalking
- 1 case of indecent exposure
- 1 case of voyeurism
- 7 cases of sexual exploitation

An additional category was created this year for tracking alternative resolution work. Consent education has been an informal resolution option in the past, and this year we began tracking how many consent educations were offered as part of that process. In 2019, the Department of Equity and Inclusive Communities (EIC) provided 12 sessions for consent education and will continue to track this going forward.

When comparing these statistics to 2018, the numbers are fairly consistent overall. It should be noted that several of these cases are returning clients who continue to receive support for their experience from a previous year and therefore should not be necessarily considered as new cases. A deeper analysis of the numbers is a priority for Carleton University in 2020, as we now have regular and consistent data to base comparisons.

We consider these statistics to demonstrate the continuing efficacy of our outreach efforts on campus. From the number of formal complaints to the number of on-campus disclosures, increases show that the Policy, systems and prevention work we have in place have contributed to growing trust within the community. Specifically, last year, 38 incidents on campus were reported, while this year 45 were reported. Additionally, 68 of disclosed cases were considered recent in 2018 whereas in 2019 we saw 75. Not only do these numbers indicate greater trust in the capacity for institutional response, it also means more members of the community are able to gain timely support.

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

Table 1: Total Disclosures

Measure	2018	2019
Informal disclosures	163	124
Formal reports	5	6
Total:	168	130

Table 2: Disclosure Breakdown

Measure	2018	2019
Recent cases	68	75
Carleton University Respondent	50	56
On campus incidents	38	45
Consent education	N/A	12

We can infer that the work that has been put forward by our various on-campus partners in raising the prevention, education and awareness of sexual violence on campus has had an impact in showing that Carleton is committed to a safe campus where every member of the community is treated with dignity and is supported.

Policy Review Process

After an extensive consultation and review of the Sexual Violence Policy, the revised Policy was approved by the Board of Governors at its meeting on April 25, 2019. The revised Policy incorporated a number of changes based on feedback from the Carleton community in the themes of policy administration, response, and education and continuous improvement.

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

Many of the feedback items identified in the consultation on the Sexual Violence Policy have been used to develop a campus sexual violence prevention strategy. After consultation with the Carleton community, the Department of Equity and Inclusive Communities (EIC) is proud to announce the creation and launch of this strategy called *Honouring Each Other*. This strategy outlines three years of prevention initiatives that came directly from members of the Carleton community. It is considered a living document that exists online for students, staff, and faculty to interact with and provide suggestions, feedback, and updates for the next three years. EIC has also launched a work plan to put the strategy into place, and looks forward to reporting back on what was achieved during the first year of implementation.

Formally Reporting an Experience of Sexual Violence

Do you want to formally report under the Sexual Violence Policy?

Throughout the investigation, confidentiality must be maintained at all times.

Whichever option you choose, there is always support.

If no:

If you choose not to file a formal complaint a full range of support services and alternative options remain available to you. Please contact the Department of Equity and Inclusive Communities for additional information and to discuss your options. carleton.ca/equity

If yes, the formal process is as follows:

1. FILING A REPORT:

To file a formal complaint, students need to send a statement to the AVP (Student Affairs). Faculty and staff need to send a statement to the Manager, Labour Relations. The Department of Equity and Inclusive Communities can support you through this process.

2. INITIAL ASSESSMENT:

The Sexual Violence Review Committee (SVRC) will assess the formal complaint and determine if the complaint appears to fall within the definition of sexual violence as set out in the Sexual Violence Policy.

If the SVRC's assessment is that the Policy does not apply:

You can appeal the SVRC's assessment to the University Secretary within 10 business days.

If yes, the Policy applies:

The SVRC will appoint an investigator who has competence in conducting investigations related to allegations of sexual violence to investigate the complaint.

3. INVESTIGATION:

The investigator conducts the investigation in a fair, impartial and timely manner. During the investigation, the complainant and respondent may prepare written statements that are shared with each party.

4. REPORT:

After the investigation is finished, the investigator sends a written confidential report of the findings of the investigation to the SVRC, the complainant and the respondent.

5. REVIEW:

The final report is reviewed by the SVRC. The complainant and respondent are provided the opportunity to address the SVRC in writing and orally.

6. DECISION:

Following review of the report and any representations, the SVRC will make its decision and can recommend consequences or measures as are appropriate.

7. APPEAL:

The complainant and/or the respondent can choose to appeal the decision made by the SVRC within 15 days to the University Secretary. The Appeal Board is convened to review the appeal.

In case of doubt or differences of interpretation, the Sexual Violence Policy will take precedence.

Disclosure in an emergency – Campus Safety Services

In an emergency (i.e., imminent threat of sexual violence or sexual violence actually occurring, and/or of harm to a person) a report can be made in the following ways:

On-campus: 613-520-4444
(4444 from any on-campus phone)

Off-campus: 911
(Notify Campus Safety Services)

In person: Campus Safety Services – 203 Robertson Hall

When a person discloses an incident of sexual violence to Campus Safety Services, they will inform the survivor of the supports available through the Department of Equity and Inclusive Communities.

Disclosure in a non-emergency – Department of Equity and Inclusive Communities

If the student is comfortable with you doing so, contact the Department of Equity and Inclusive Communities (EIC) regardless of whether the sexual violence has occurred on or off campus. EIC will provide information about available supports and services, including information about interim measures that may be available to address immediate needs. EIC is the point of contact for a person affected by sexual violence to request academic, employment or other accommodations.

On-Campus Support Services

Sexual Assault Support Centre
613-520-5622
carleton.ca/sexual-violence-support

Health and Counselling Services
613-520-6674
carleton.ca/health

Campus Safety Services
General inquiries: 613-520-3612
Emergencies: 613-520-4444
carleton.ca/safety

For additional resources or information please contact the Department of Equity and Inclusive Communities:

Web: carleton.ca/equity
Email: equity@carleton.ca
Phone: (613) 520-5622

3800 Carleton Technology & Training Centre
Carleton University
1125 Colonel By Drive
Ottawa, Ontario
K1S 5B6

Office Hours:
Monday to Friday 8:30 a.m. to 4:30 p.m.

Off-Campus Support Services

Ottawa Police Service
General inquiries: 613-236-1222 ext. 7300
ottawapolice.ca

Ottawa Rape Crisis Centre
24 hour crisis line: 613-562-2333
General inquiries: 613-562-2334
orcc.net

Sexual Assault Support Centre of Ottawa
24 hour crisis line: 613-234-2266
General inquiries: 613-725-2160
sascottawa.com

Sexual Assault and Partner Abuse Care Program at the Civic Campus of the Ottawa Hospital
613-798-5555 ext. 13770
Accessibility Line: 613-725-1657



Office of the
**Vice-President
Students and Enrolment**
CARLETON UNIVERSITY



DEPARTMENT OF
**Equity and Inclusive
Communities**
CARLETON UNIVERSITY

Resources

Disclosure in an emergency – University Safety

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(4444 from any on-campus phone) **Off-campus:** 911
(Notify University Safety)

In person: Campus Safety Services – 203 Robertson Hall

When a person discloses an incident of sexual violence to University Safety, University Safety will inform the survivor of the supports available through Equity Services.

Disclosure in a non-emergency – Equity Services

If the student is comfortable with you doing so, contact Equity Services regardless of whether the sexual violence has occurred on or off campus. Equity Services will provide information about available supports and services, including information about interim measures that may be available to address immediate needs. Equity Services is the point of contact for a person affected by sexual violence to request academic, employment or other accommodations.

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carleton.ca/sexual-violence-support

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Office Hours:
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DEPARTMENT OF
Equity Services
CARLETON UNIVERSITY



RESPONDING TO DISCLOSURES OF SEXUAL VIOLENCE



Carleton
UNIVERSITY

Canada's Capital University

Carleton University is committed to maintaining a positive learning, working and living environment, where sexual violence is not tolerated. Our approach is survivor-centred, and to properly support survivors, we must all be informed on how to support someone who discloses sexual violence.

Definitions

Carleton recognizes that anyone can be harmed by sexual violence and that it is a violation of human rights. Racialized and marginalized groups are disproportionately affected by sexual violence (i.e. trans women, Indigenous women, racialized women, women with disabilities, sex workers, members from the 2SLGBTQ+ community, etc.) These identities impact how someone experiences sexual violence, their access to support and how others may respond to these disclosures. Regardless of one’s identity, all survivors who disclose their experience should be supported and treated with compassion.

Disclosure

A disclosure is when someone shares information about an incident of sexual violence, to learn about and/or receive support in their experience. A person affected by sexual violence is not required to make a formal complaint in order to obtain support, services or accommodations for their needs.

Sexual Violence

Sexual violence is any unwanted sexualized act, which can be physical or psychological in nature. Sexual violence is not about passion: it is an abuse of power and includes threats or acts of sexual assault, harassment, indecent exposure or voyeurism.

Sexual Assault

Sexual assault is any unwanted touching or physical contact of a sexual nature imposed on one person by another. This includes coerced or physically forced touching or a sexual act.

Sexual Harassment

Sexual harassment means engaging in a pattern of sexualized behaviour that is known, or ought to be known, to be unwanted.

This includes:

- unwanted sexual attention
- a promised (implied or explicit) reward for engaging in sexual behavior
- a threat (implied or explicit) of reprisal for not engaging in sexual activity

Consent

Consent is an active, direct, voluntary, unimpaired and conscious choice to engage in sexual activity.

Consent:

- cannot be given when impaired under the influence of drugs or alcohol
- cannot be assumed or implied
- cannot be given by silence or the absence of "no"
- can be revoked at any point

Intoxication does not excuse a failure to get consent.

Impacts

There is no single “right” way to respond to an experience of sexual violence. Responses may include:

- shock/disbelief or fear
- flashbacks or memory loss
- isolation or loss of interest in regular activities

- sleeping difficulties/nightmares or easily startled
- anger or self-blame
- inability to concentrate/focus

Implications for the Classroom


The impacts of sexual violence are likely to affect a student’s academic performance including:

- inability to concentrate, affecting completion of assignments or ability to study for exams/tests
- experiencing fear when in group settings or in close proximity to others, deterring attendance
- flashbacks or intrusive thoughts, affecting all aspects of a student’s life
- absenteeism, decreased quality of school work, skipping or dropping classes, or dropping out entirely

Being willing to accommodate a student’s needs and enabling them to complete their academic obligations is crucial to their educational success.

How to Respond to a Disclosure


If someone discloses an experience of sexual violence to you, your reaction can impact what they choose to do next.



BELIEVE

No one ever deserves to be sexually assaulted. It does not matter what the survivor did or did not do before, during or after the assault.

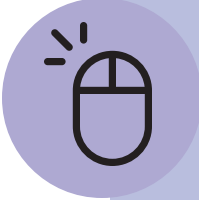
- Tell them that what happened is not their fault.
- Avoid asking “why” questions.
- Validate the feelings they are expressing (i.e. “It is normal to feel this way.”).



LISTEN

It takes tremendous courage to speak out. Give the survivor space to talk and try not to interrupt.

- Reassure them that the information will remain confidential.
- Silence is okay. People need time to process an overwhelming situation.
- Actively listen through body language (i.e. nodding, maintaining eye contact, etc.) and through your words (i.e. “It took a lot of courage for you to tell me this”).

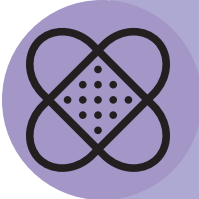


EXPLORE OPTIONS

Let the survivor know that supports are available to them, **if they want them**. If it is an emergency, refer them to the Department of University Safety. If it is not an emergency, refer them to Equity Services.

- Give them back as much control as possible to make decisions regarding what to do next. Survivors are the experts in their own lives.
- Remember, the student may or may not access the supports that you have suggested.

Remind them that your door is always open if they need additional support.



SELF-CARE FOR YOU

If you have received a disclosure, practice self-care by seeking support if you need it. Equity Services can assist in referring you to supports and to debrief if needed. Do not share the story with your colleagues, friends or family members. Confidentiality is important for the safety and well-being of the survivor.

For more information and to view Carleton’s Sexual Violence Policy please visit:
carleton.ca/sexual-violence-support

AGENDA ITEM

7.3

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 12 March 2020
From:	Director, Department of Equity Services	Date of Meeting: 12 March 2020
Subject:	Presentation on the Sexual Violence Prevention Strategy	
Responsible Portfolio:	Director, Department of Equity Services	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

For information only.

3.0 EXECUTIVE SUMMARY

Over the 2018-2019 academic year, Carleton University embarked on a review of its Sexual Violence Policy. In the course of this review, a number of excellent proposals to prevent sexual violence on campus came forward from the community. As part of the policy review process, Carleton University administration made a commitment to capture these actionable tactics to reduce sexual violence on campus as a separate document, referred to as the Campus Prevention Strategy for Sexual Violence throughout the policy consultations.

The document is a reflection of all of the ideas received throughout the review, from key campus stakeholders (including student unions, labour unions, administration departments, and individual community members) as well as part of a process undertaken by the Sexual Violence Prevention and Education Committee (SVPEC), the working group that is tasked with prevention initiatives on campus. *Honouring Each Other: Building consent cultures on campus, together* is intended to provide a three-year map of activities that every single member of Carleton's campus can engage in, initiate in their own part of the community, or contribute to, in order to play their part in making this a safer campus for everyone.

This presentation provides information the strategy and how it fits into Carleton's broader community.

4.0 INPUT FROM OTHER SOURCES

Office of Vice President, Students & Enrolment

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

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

6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

As this is only for informational purposes, there are no risks associated with this presentation.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

No communications strategy is required.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Honouring Each Other

Carleton University's Sexual Violence
Prevention Strategy



Contact

Bailey Reid

Senior Advisor, Sexual and Gender Based Violence
Prevention and Support

613.520.2600 ext. 8454

bailey.reid@carleton.ca

[https://carleton.ca/equity/focus/sexual-violence-
prevention-survivor-support/honouring-each-other/](https://carleton.ca/equity/focus/sexual-violence-prevention-survivor-support/honouring-each-other/)

Introduction

- ▶ Carleton University continues to be committed to addressing sexual violence on campus.
- ▶ Carleton University completed the review of the Sexual Violence Policy in April 2019.
- ▶ From this process, we listened to many excellent suggestions on how to prevent sexual violence on campus, and created *Honouring Each Other: A blueprint for building Consent Cultures on campus, together*

Agenda

- ▶ Why a “Prevention Strategy?”
- ▶ What is “*Honouring Each Other?*”
- ▶ Values
- ▶ Vision and Goals
- ▶ Strategy Workplan and Logistics
- ▶ Workplan January 2020-March 2020
- ▶ Questions

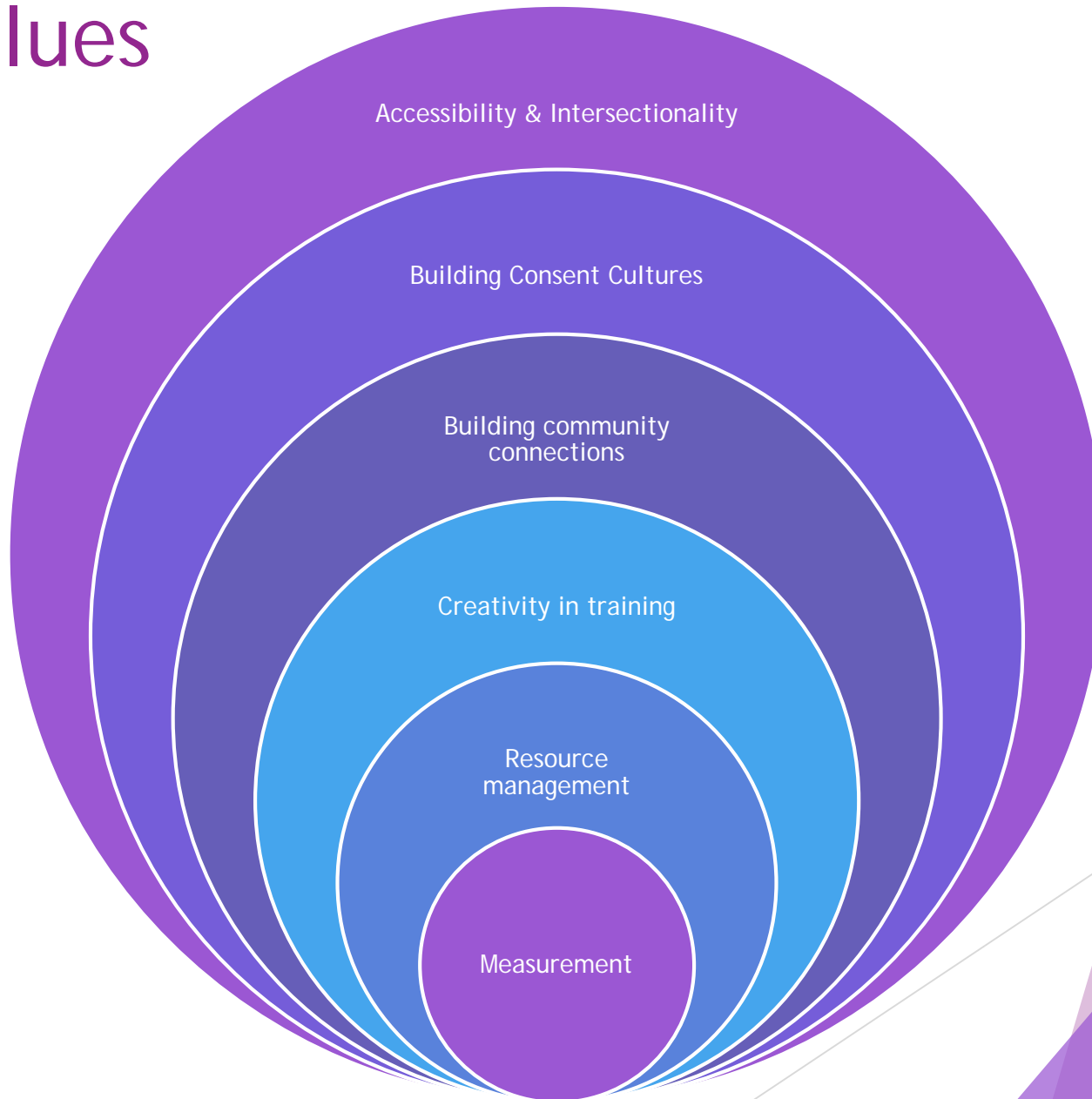
Why a “Prevention Strategy?”

- ▶ A campus prevention strategy is part of a comprehensive approach to addressing sexual violence on campus
- ▶ Speaks to section 5.1 and 5.2 in the Sexual Violence Policy
- ▶ Encourages the campus community to go “beyond compliance” and create Consent Cultures
- ▶ The effort to create Consent Cultures aligns with broader strategic objectives of EIC and the university to foster the development of an inclusive and transformational university culture where individual distinctiveness and a sense of belonging for every member drive excellence in research, teaching, learning and working at Carleton

What is “*Honouring Each Other?*”

- ▶ A living document
- ▶ Intended to provide a three-year blueprint
- ▶ Intended to reflect the ideas received in the Policy review process as a basis for continuous development

Values



Vision and Goals

Vision

Every person on campus has a comprehensive understanding of Consent Culture, and are equipped to always respond to, and prevent, sexual violence.

Goals

- ▶ Creating a space for ongoing, responsive education on campus
- ▶ Engaging the campus community to become “Consent Champions”
- ▶ Building individualized, intersectional support systems
- ▶ Systematic measurement and review of what works
- ▶ Fostering a Consent Culture for Carleton

Strategy Workplan and Logistics

- ▶ *Honouring Each Other* work is divided into 90-day workplans. This allows:
 - ▶ Reasonable timelines for action to implement each goal
 - ▶ Accountability through specific timelines and goals
- ▶ Every 90 days, EIC reviews online feedback and other feedback mechanisms for revisions to the strategy and updates the workplan

Workplan January 2020-March 2020

Strategic Goal	Task
Fostering a Consent Culture for Carleton	Reorganize the Sexual Violence Prevention and Education Committee Structure: <ul style="list-style-type: none">• Steering committee• Public education and training subcommittee• Measurement subcommittee• Community and communications subcommittee
Creating a space for ongoing, responsive education on campus	Launch the Carleton Consent Collective (C ³)
Engaging the campus community to become "Consent Champions"	Launch a "Good Night Out" program model for bystander intervention at campus gatherings
Building individualized, intersectional support systems	Develop an environmental scan and needs assessment for support on campus

Questions?

Thank you!

HONOURING EACH OTHER

LIVING DOCUMENT REVISED JANUARY 2020

A blueprint for building
Consent Cultures on
campus, together

Honouring Each Other: Building Consent Cultures on campus, together

Living Document
2019-2022

Prepared by the Sexual Violence Prevention and Education Committee

Introduction

Over the 2018-2019 academic year, Carleton University embarked on a review of its Sexual Violence Policy. In the course of this review, a number of excellent proposals to prevent sexual violence on campus came forward from the community. As part of the policy review process, Carleton University administration made a commitment to capture these actionable tactics to reduce sexual violence on campus as a separate document, referred to as the Campus Prevention Strategy for Sexual Violence throughout the policy consultations.

This document is a reflection of all of the ideas we received throughout the review, from key campus stakeholders (including student unions, labour unions, administration departments, and individual community members) as well as part of a process undertaken by the Sexual Violence Prevention and Education Committee (SVPEC)*, the working group that is tasked with prevention initiatives on campus. *Honouring Each Other: Building consent cultures on campus, together* is intended to provide a three-year map of activities that every single member of Carleton's campus can engage in, initiate in their own part of the community, or contribute to, in order to play their part in making this a safer campus for everyone.

The objectives and strategies laid out in the following document are based on a timeline of approximately three years, but are subject to continuous review and updating in order to meet with the best practices and current culture surrounding prevention and education of sexual violence, as well as supporting survivors of sexual violence.

We invite all our campus partners to review the suggested actions, sign up to support us, and submit even more ways we can prevent sexual violence on campus.

We believe that every member of Carleton's community has expertise that will contribute strongly to this document. We hope that you will participate by identifying the action areas where you can play a role, and by contributing suggestions for action. The only way to end sexual violence on campus is by working together, and we hope you'll join us in this pursuit.

To submit feedback and ideas to the Campus Strategy, please visit our [survey questionnaire](#).

**For a membership list of the members of the Sexual Violence Prevention and Education Committee, please refer to Appendix A.*

“Mainstreaming consent culture – [it’s] not just a box that we tick.”

Executive Summary

The strategies in this document emerged from the feedback received throughout the Sexual Violence Policy consultations from key campus stakeholders. That feedback was provided to the Sexual Violence Prevention and Education Committee (SVPEC) who, through a consultation process of their own, organized the community feedback in the following document.

In analyzing the feedback, six key values emerged which we’ve centred in this document:

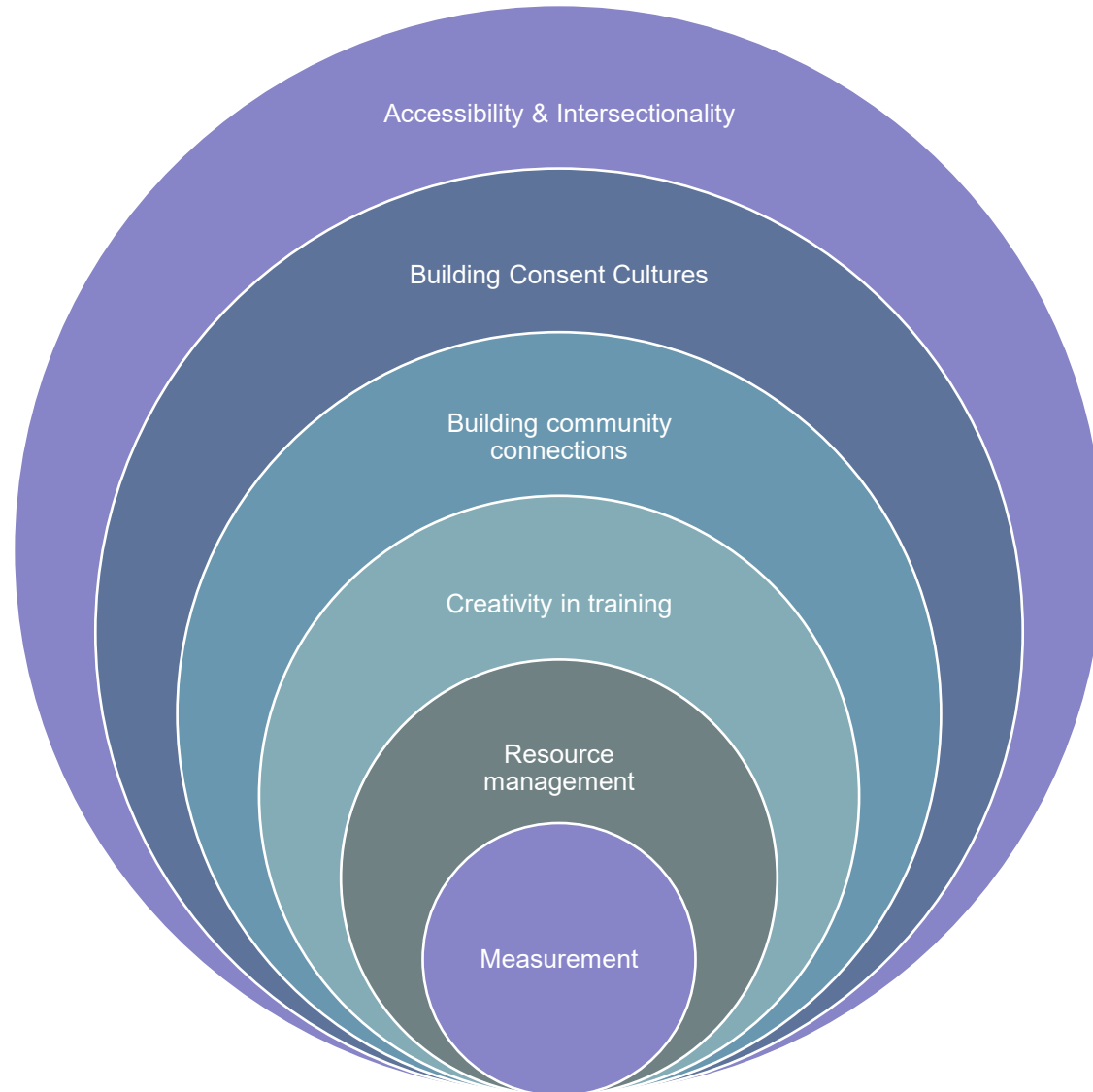
1. Creativity in training
2. Accessibility & Intersectionality
3. Resource management regarding training
4. Consent culture
5. Community Connections
6. Measurement

For an expanded explanation of the values that shape this document, please refer to Appendix B. For further explanation of “intersectionality” as used throughout the document, we acknowledge that individuals who experience intersecting forms of oppression based on the protected grounds in the Ontario Human Rights Code may be disproportionately affected by sexual violence and its consequences. For this reason, we take an intersectional approach which acknowledges these different experiences and seeks to create a resolution or support which is unique to their multiple identities. (To read more about intersectionality, enjoy this [interview](#) with Dr. Kimberlé Crenshaw, who created the term.)

The spaces left blank in the document are intentionally blank, we are asking the community to tell us what idea would resonate best, or what the outcome of a certain strategic goal should be. One notion that resonated in the consultation process for the policy was that students know best how to engage other students in ending sexual violence, employees know better than anyone on how a workplace culture shift can take place, and that prevention of sexual violence on campus cannot just be the role of the administration; it is a role that everyone on campus must participate in.

Values of the Sexual Violence Prevention Strategy

Prevention of sexual violence on campus is everyone's responsibility.



Strategic Visioning

Vision: Every person on campus has a comprehensive understanding of Consent Culture, and are equipped to always respond to, and prevent, sexual violence.

Goals

These statements are intended to be aspirational at this time, and help us to define a violence-free vision for our campus community.

Creating a space for ongoing, responsive education on campus

- Education is inclusive and meets intersectional needs of all Carleton's staff, faculty, and students
- Education is welcoming, exciting, and not stigmatizing or re-traumatizing
- Training allows a space for nuanced conversations about consent and sexual violence to occur
- Propose that Carleton's staff, students, and faculty are trained (and can consider how we recognize and value their time for this training) to ensure that trainers are not only internal to the Department of Equity and Inclusive Communities (EIC)
- There is an ongoing initiative to create educational materials and events around consent to ensure the conversation on Carleton's campus is keeping up with the cultural conversation around consent

"Creating innovative training that pushes boundaries."

Engaging the campus community to become "Consent Champions"

- Community guidelines exist surrounding a zero-tolerance policy for sexual violence, and new Carleton community members should acknowledge these guidelines
- High profile people from Carleton and the wider community support the work to end sexual violence
- Collaboration with on-campus groups to conduct events/workshops/seminars about consent
- Men and male-identified folks, are engaged in ending sexual violence and promoting consent culture
- There is an awareness of the strategy across campus

"The wider community is connected in tangible ways."

Building individualized, intersectional support systems

- Accessible, fast and individualized support on campus, including peer supporters, available at many locations on campus
- Creating an environment where folks who cause harm can seek educational or restorative opportunities when they want to take accountability
- Accessible and diverse models of support; one can choose who they get support from, as many people are trained to support
- Support services are known by 100% of the Carleton community
- There is no confusion around “who” is “qualified” to provide support
- Support services are individualized and can be for anyone on campus, including staff, faculty, and students

“Staff and faculty can be survivors and they can access supports.”

Systematic measurement and review of what works

- Consent education has clear learning outcomes
- Change can be measured, but we need to figure out the *how*
- Consideration of what would be available for measurement best practices

“Any training developed is iterative and constantly improving to reflect current standards.”

Fostering a Consent Culture for Carleton

- A shift from policy/consequence focus, into changing the culture of Carleton
- A mainstreaming of consent culture
- Make consent the baseline for pleasure
- Recognize that accountability for causing sexual harm is really about building empathy for others
- An intersectional idea of culture of consent, including the recognition of racism, sexism, misogyny, transphobia, homophobia, ableism, and patriarchy
- There is an ongoing conversation involving a reconsideration of gender identity including masculinity, toxic masculinity, femininity, trans, and sexual identities

“Not just ticking the ‘Equity box.’”

Strategic Overview: Three Year Map

Strategic Goal	Year One Tactics	Year Two Tactics	Year Three Tactics	Outcome
Creating a space for ongoing, responsive education on campus	Foster spaces for ongoing learning at Department of Equity and Inclusive Communities (EIC)	The use of working sessions to improve the intersectional and accessible focus of sexual violence prevention and education at Carleton	Building working sessions that allow for nuanced conversations involving men on campus in sexual assault prevention and education	Expanded intersectional approach to sexual violence trainings
	No longer accept trainings that are less than 30 minutes long	Prevention training focused on individual gauge of what's healthy (trusting the gut, etc.)	Create formalized training opportunities to engage with newly entering community members	Continued and ongoing opportunities for sexual violence prevention, while also enforcing a culture that equity is more than a "tick box"
	Engaging more young men and others on how to engage people in a consent positive way	Create an accessible, easy-to-read resource on consent		Easy to understand, resonant information on consent that helps community members ensure they always have consent
Engaging the campus community to become "Consent Champions"	Training campus bar staff	Train-the-trainer campus champion initiative	Enhanced outreach initiatives that support consent programming in clubs, unions, organizations, departments, etc.	Designated consent champions across campus
	Build partnerships beyond campus	Strengthening ties with local and other communities		Resources and connections for survivors that go

				beyond the campus community
	Collaboration days focused on bringing education and awareness to various community members	Engage other Sexual Violence groups nation wide		Stronger and more united messaging about consent and consent cultures that resonate across the country
Building individualized, intersectional support systems	Consult and have representation from diverse cultural groups	Provide services that are diverse to match intersectional needs		Campus resources that reflect the diverse community that makes up Carleton
	Promote that support services are inclusive of diverse genders and sexualities	Support the creation of prevention programming that is developed and led by folx with lived experience of diverse gender identities		All gender identities feel support on campus for their lived experience
	Intersectional-based needs assessment: Getting survivors' feedback/input: what do they want/need?	Creation of support systems that recognize and honour unique identities and the lived experiences of survivors		Support programming that is responsive to the needs of survivors
Systematic measurement and review of what works	Create learning outcomes and assessment	The creation of working sessions to involve more of Carleton's stakeholders to find out how their needs can be better met		Tangible measurement for prevention activities
Fostering a Consent Culture for Carleton	Continuing public awareness education campaigns like Sexual Assault Awareness Week and the #CUrious Campaign	Focus on proactive prevention and consent culture in campus programming like Orientation Week, and other community activities		Building a culture/collectively determine values we want to embed

Year one: Develop and Pilot

Strategic Goal	Year One Tactics	Tasks	Outcome
Creating a space for ongoing, responsive education on campus	Foster spaces for ongoing learning at EIC	<ul style="list-style-type: none"> Review EDI actions as campus units with EIC and Carleton Staff (“FFF Nights”) to foster learning and growth Create staff training opportunities bringing in new partner organizations and have confidential debriefing after 	Expanded intersectional approach to sexual violence trainings
	No longer accept less than 30 minute time slots in training	<ul style="list-style-type: none"> Informing requests the amount of time required for the presentation and the importance of that time 	Continued and ongoing opportunities for sexual violence prevention, while also enforcing a culture that equity is more than a “tick box”
	Engaging more young men and others on how to engage people in a consent positive way	<ul style="list-style-type: none"> Bringing in men from upper years/established professions who can speak to incoming students about “good sex” Accountability campaigning surrounding consent and healthy sex 	Engaging typically omitted voices in the conversation around Sexual Violence, increasing accountability, and developing a Consent Culture on Campus
Engaging the campus community to become “Consent Champions”	Training campus bar staff	<ul style="list-style-type: none"> Review training Review cases to see if particular instances in bars Speak with bar administration about trainings Implement trainings for new bar staff Elect one Sexual Violence Prevention bar staff member who ensures all bar staff remain up-to-date on campus changes and trainings 	Designated consent champions across campus

	Build partnership beyond campus	<ul style="list-style-type: none"> • Reach out to diverse groups who may not be involved in SV work, including mental health organizations, LGBTQ2S+ groups, community centres, school districts, Indigenous community organizations, cultural organizations, etc. • Invite potential partners into EIC office, allow them to use the space/book the space 	Expanded intersectional approach to sexual violence trainings and support services
	Create days and spaces for us to come together to collaborate	<ul style="list-style-type: none"> • Create open workshops for students, staff, and faculty to debrief about issues of sexual violence • Ensure safety through sending agenda prior to workshops • Create support/education groups for those who would like to become involved on a regular basis running weekly for 1 month at a consistent time 	Designated consent champions across campus
Building individualized, intersectional support systems	Support diversity in hiring and advocate for increased representation on staff	<ul style="list-style-type: none"> • Support campus partners in equitable and diverse hiring 	Expanded intersectional approach to sexual violence trainings and support services
	Intersectional-based needs assessment: Getting survivors' feedback/input: what do they want/need?	<ul style="list-style-type: none"> • Survivor engagement through a needs-assessment that recognizes the lived experiences of survivors and their unique identities • Providing opportunities for online, in-person, and hard-copy feedback which is anonymous and confidential • Allowing for feedback and input with regards to any concern of SV nature: feedback on supports accessed, SV Policy, 	Support programming that is responsive to the needs of survivors

		<p>supports in the community they did/did not find helpful, etc.</p> <ul style="list-style-type: none"> Reaching outside of Carleton community to see what Survivors are saying is helpful in Ottawa/Canada 	
	Be more inclusive of diverse genders and sexualities	<ul style="list-style-type: none"> Listening to representative stakeholder groups to build services they need Seek outside expertise when necessary to help create services 	Reducing stigma; Expanded intersectional approach to sexual violence trainings
	Peer support out of the Sexual Assault Support Centre and into the community	<ul style="list-style-type: none"> Partner with on-campus partners, each could implement one peer mentor who is trained by Equity and Inclusive Communities 	Enhanced ability to respond to sexual violence disclosures in many physical spaces on campus
Systematic measurement and review of what works	Create learning outcomes and assessment	<ul style="list-style-type: none"> EIC to work with research students who can create learning outcomes and assess trainings (placements, co-ops) While running workshops, ask the audience and collect responses about what they are seeking to learn Collect qualitative data regarding the content that people are learning from workshops and evaluate with SVPEC if these are desired learning outcomes 	Tangible measurement for prevention activities
Fostering a Consent Culture for Carleton	Integration into orientation	<ul style="list-style-type: none"> Book at least one hour training session run in small groups for each residence students Collect feedback on best/least productive parts of these sessions 	Building a culture/collectively determine values we want to embed
	Focus on proactive prevention and consent culture	<ul style="list-style-type: none"> Consult with community organizations inside and outside of sexual violence prevention on how to engage more people in stigmatized discussions 	Building a culture/collectively determine values we want to embed

		<ul style="list-style-type: none"> Look into the creation of “rewards,” for taking preventative and consent-focused trainings 	
	Continuing public awareness education campaigns like Sexual Assault Awareness Week and the #CUrious Campaign	<ul style="list-style-type: none"> Increase awareness, collaboration, and community-building exercises within SAAW Identify marketing tactics for the #CUrious campaign, including #CUrious Influencers Create rewards (such as raffles) for engagement during campaigns 	Reducing stigma and creating a culture of consent on campus

Year two: Building and creating

Strategic Goal	Year Two Tactics	Tasks	Outcome
Creating a space for ongoing, responsive education on campus	The use of working sessions to improve the intersectional and accessible focus of sexual violence prevention and education at Carleton	<ul style="list-style-type: none"> Creation of design-thinking workshops to collect information from students, staff, and faculty on intersectional and accessibility needs from the SVPEC 	Expanded intersectional approach to sexual violence trainings
	Create an accessible, easy-to-read resource on consent involving the committee members	<ul style="list-style-type: none"> Ensure that the committee reflects diversity Collaborate with on-campus expertise 	Continued and ongoing opportunities for sexual violence prevention
	Prevention training focused on individual gauge of what's healthy (trusting the gut, etc.)	<ul style="list-style-type: none"> Creation of group workshops around healthy boundaries 	Building a culture/collectively determine values we want to embed
Engaging the campus community to become "Consent Champions"	Train-the-trainer campus champion initiative	<ul style="list-style-type: none"> Create a model for program that reaches many groups at Carleton 	Designated consent champions across campus
	More partnering with clubs, organizations etc. on and off campus	<ul style="list-style-type: none"> Train-the-trainer campus champion position created in collaboration with on-campus organizations 	Building a culture/collectively determine values we want to embed
	Strengthening ties with local and other communities	<ul style="list-style-type: none"> Bring in partner organizations for facilitated discussions, workshops, and presentations 	Expanded intersectional approach to sexual violence trainings

	Engage other Sexual Violence groups nation wide	<ul style="list-style-type: none"> Collaborate with sexual violence prevention and support groups at other Canadian Universities – What are they doing that works? 	Expanded intersectional approach to sexual violence trainings
Building individualized, intersectional support systems	Creation of support systems that recognize and honour unique identities and the lived experiences of survivors	<ul style="list-style-type: none"> Reaching out to community organizations which serve intersectional populations Increase representation of staff and other resources who can support survivors from a diverse population Increasing advertisement surrounding different pictures and stories of sexual violence 	Challenging the one-size-fits-all approach to SV Support, expanded intersectional approach to sexual violence trainings and support
Systematic measurement and review of what works	The creation of working sessions to involve more of Carleton's stakeholders to find out how their needs can be better met	<ul style="list-style-type: none"> Advertising working sessions Making working sessions welcoming and accessible, fun and safe Incorporating training sessions into existing training or courses Measuring success through participant satisfaction and pre-post knowledge tests 	Tangible measurement for prevention activities
Fostering a Consent Culture for Carleton	Focus on proactive prevention and consent culture in campus programming like Orientation Week, and other community activities	<ul style="list-style-type: none"> Continue to work closely campus partners to further enhance the commitment to consent cultures reflected in programming like Orientation Week Build on existing commitments to develop new initiatives that position Carleton as a leader in consent cultures on campus 	Building a culture/collectively determine values we want to embed

	Creating a “Consent Party”	<ul style="list-style-type: none"> Build on work of Consent Champions to engage the broader campus community with a consent-themed social event 	Increased recognition and awareness of consent cultures at Carleton

Year three: Expand the audience

Strategic Goal	Year Three Tactics	Tasks	Outcome
Creating a space for ongoing, responsive education on campus	Building working sessions that allow for nuanced conversations involving men on campus in sexual assault prevention and education	<ul style="list-style-type: none"> • Creation of a placement or co-op position to create a gender-based violence prevention program 	Expanded intersectional approach to sexual violence trainings
	Create formalized training opportunities to engage with newly entering community members	<ul style="list-style-type: none"> • Creation of certification program for Sexual Violence Prevention or Consent Culture • Creation of online course for prevention and education • Campus champions hosting workshops for newly entering campus community members 	Continued and ongoing opportunities for sexual violence prevention
Engaging the campus community to become “Consent Champions”	Working with staff, faculty, union, and other on-campus groups	<ul style="list-style-type: none"> • Working to find the best means of support for employees through the utilization of surveys for measurement 	Designated consent champions across campus
Building individualized, intersectional support systems			
Systematic measurement and review of what works			Measurement system that indicates what is working with regards to

			prevention on campus and what is not
Fostering a Consent Culture for Carleton			Building a culture/collectively determine values we want to embed

Appendix A

Sexual Violence Prevention and Education Committee

The Sexual Violence Prevention and Education Committee Steering Committee membership includes:

- Michael Charles (Chair), University Advisor on Equity and Director, Department of Equity and Inclusive Communities
- Margaret Janse van Rensburg, Graduate Student
- Lisa Ralph, Associate Vice President, Student Affairs
- Laura Story, Director, Housing and Residence Life
- Kyla Reid, Research Facilitator- FPA
- Dillon Brady, Residence Student Conduct Coordinator
- Ikram Jama, Senior Advisor, Human Rights and Equity
- Amal Elmi, Equity Education and Outreach Coordinator
- Beau Welter, Counsellor- Sexual Assault and Trauma
- Bailey Reid, Senior Advisor, Sexual Violence and Survivor Support
- OPEN POSITION: Undergraduate Student
- OPEN POSITION: Faculty Member

Sub-committees: Membership Pending

- Communications and Community
- Public Engagement and Training
- Measurement

Appendix B

Honouring Each Other: Values that shape our strategy

Creativity in training

The group believed that this brainstorming meeting of the Sexual Violence Prevention and Education Committee allowed for a productive and educative process. It was recognized that this process could be used within the strategy.

1. The creation of working sessions to involve more of Carleton's stakeholders to find out how their needs can be better met
2. The use of working sessions to improve the intersectional and accessible focus of sexual violence prevention and education at Carleton
3. Building working sessions that allow for nuanced conversations involving men on campus in sexual assault prevention and education

Accessibility & Intersectionality

It was identified that there is a need to reach the needs of many different people on campus. By doing the following, the accessibility and intersectionality of Carleton University Sexual Assault Support Centre (CUSASC) can be improved.

1. Create an accessible, easy-to-read resource on consent involving the committee members
2. Have SASC peer supporters available in other locations on campus, create themes and activities for them to run during their hours
3. Increase supports available for staff and faculty on campus

Resource management

Throughout discussions, the group pin-pointed that the hired hands of Department of Equity and Inclusive Communities could only reach so far with the available resources. The following are recommendations on how to reach more people with these limited means.

1. Carleton University Sexual Assault Support Services will commit to training sessions that are 30 minutes and over, which will permit enough time for thorough education
2. Development of online trainings for non-credit information available for all staff, students, and faculty to review at their own times
3. Create a train-the-trainer approach to support and education: EIC trains one person to train others, they train others who can train others

Consent culture

In this workshop, consent culture was a word that was constantly brought up. Under the guidance of the committee, a positive consent culture can be promoted on Carleton's campus.

1. Identify how consent culture can be defined involving an intersectional lens involving race, gender, and ability/disability
2. Promote a survivor-centered idea of sexual violence

3. Decrease the fear surrounding, making safe spaces for nuanced conversations regarding consent, sexual violence prevention, toxic masculinity, and different cultural concepts of consent and sex

Community connections

Many committee members felt that the Sexual Assault Support Centre at Carleton is currently sheltered and that increased connections would allow the service to break barriers.

1. Continue to work with community Violence Against Women and Gender-Based Violence groups in Ottawa promoting one another's activities
2. Continue collaboration with on-campus groups and services that provide education and support
3. Engage well-known people – both internal and external to the university - and have them speak publicly about sexual violence

Measurement

While there are many great steps that the Sexual Assault Support Centre can take in sexual violence prevention and education, it has become apparent that the changes that will be made through this strategy need to be measurable.

1. The development of pre-post tests for training sessions
2. Creating a long-term vision of Consent Culture and how this will be promoted
3. EIC engage in further discussion with community stakeholders about the best means to research culture change at the university

AGENDA ITEM

7.5

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

March 12, 2020



Carleton
UNIVERSITY



COMMUNITY AND REPUTATION HIGHLIGHTS

Honouring the Victims of Iran Airplane Tragedy

Hundreds of Carleton University students, faculty, staff and members of the broader Ottawa and Iranian-Canadian communities gathered on campus on Jan. 15 to honour and celebrate the lives of two members of our community and of all those who died in this terrible tragedy. Fareed Arasteh was a PhD student and teaching assistant in the Biology Department at Carleton, and Mansour Pourjam was a Biology alumnus. "There is nothing more tragic than the loss of young life, and we are all mourning for Fareed and for Mansour," said Carleton President Benoit-Antoine Bacon. "On behalf of the university, I would like to offer my most sincere and heartfelt condolences to their families, friends and colleagues."



Successful Start for *Raven* Magazine

Raven magazine — a new showcase for the important and inspiring work of Carleton faculty, students, staff, alumni and the university's community partners — went out into the world in early February. The 72-page print magazine, produced by the Department of University Communications (DUC) with support from the Office of the President and Office of the Provost, is a celebration of Carleton's sense of purpose and powerful momentum. "In today's era of digital overload and fake news, launching a print publication is an act of countercultural resistance," President Benoit-Antoine Bacon writes in the debut winter 2020 issue. "It carries the insistence that these words and pictures are real, meaningful and lasting — that these stories matter." *Raven* is edited by DUC Senior Writer Dan Rubinstein, a National Magazine Award-winning writer and editor and a former editor at *Canadian Geographic*.



Carleton Ranks 2nd in Canada and 35th in the World for Campus Sustainability

Carleton has placed 35th among 780 ranked universities — as well as first in Ontario and second in Canada — in the 2019 UI GreenMetric World University Rankings, which measure campus sustainability around the globe. Universities participating in the ranking were evaluated on six indicators: setting and infrastructure, energy and climate change, waste management, water, transportation, and education. "Carleton is among the top universities in the world for sustainability policies, practices and campus infrastructure," said President Benoit-Antoine Bacon. "We're not only making our campus more sustainable, we're integrating research, education and sustainability as one."



Carleton Excels in 2019 Canadian Graduate and Professional Student Survey

The results of the 2019 Canadian Graduate and Professional Student Survey are in and they look better than ever. Overall, Carleton has maintained the improved satisfaction level achieved in 2016, and was significantly higher in a number of areas than the provincial average, particularly for master's students. They reported a higher level of satisfaction in terms of student life experience and were more likely to recommend Carleton to others considering their program. Both master's and doctoral students rated the overall quality of teaching, support from non-academic staff and opportunities to engage in interdisciplinary work significantly higher than at other Ontario universities.

Launching the TVO Indigenous Hub at Carleton

Carleton and TVO's Ontario Hubs, along with *The Agenda* host Steve Paikin, celebrated the launch of the new TVO Indigenous Hub at Carleton's School of Journalism and Communication in December. The hub and its TVO journalist-in-residence, Shelby Lisk, will amplify Indigenous voices that are under-represented in today's current affairs stories and analysis. Lisk is an artist, writer and photographer from Belleville, Ont., close to her roots at Kenhtë:ke (Tyendinaga Mohawk Territory). At the same time, Carleton officially opened the new TVO studio, operated in Southam Hall by Carleton's Teaching and Learning Services, which will also become a valuable resource for Carleton and media outlets seeking expert commentary.



ACADEMICS

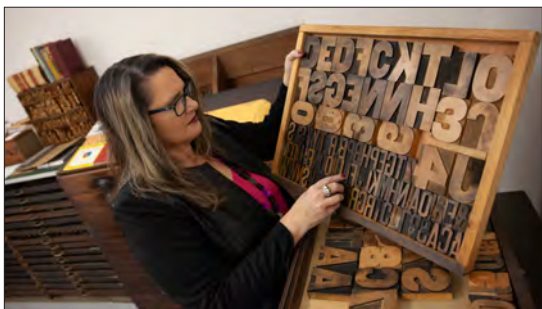
Bridgehead Coffee and Sprott School of Business Launch Educational Partnership

Carleton's Sprott School of Business and Bridgehead Coffee have announced an educational partnership that represents their shared vision for the future of business and a desire to develop the next generation of changemakers who will make a positive impact in the world. "We are thrilled to be partnering with Bridgehead," said Sprott Dean Dana Brown. "As a business school, we need to be preparing the next generation of business influencers to really think differently about how they set up their business, to consider their social impact and the well-being of society. Working with Bridgehead will give us a great opportunity to profile a business that has social impact, a positive effect on its community, and one that is led by a dynamic female entrepreneur." The partnership will bring a Bridgehead outlet to the Nicol Building, the future home of the Sprott School of Business, which is currently under construction and expected to open in winter 2021.



Carleton Wraps Up Cinquecento Celebration

The organizers of Cinquecento had a vision: a year of events with international scholars and performers in celebration of Leonardo da Vinci, 500 years after his death, that would illuminate some of the lesser-known aspects of his life. They took a page from da Vinci's book, said Angelo Mingarelli, chair of Carleton's Leonardo 2019 committee. They just went for it. "It's been an incredible year," said Mingarelli. "We now have more people interested in Leonardo, the community responded and Carleton did way more than I expected." Da Vinci has long been considered a genius. Thanks to Cinquecento, his complex and human facets have become more widely known.



Book Arts Lab Opens in MacOdrum Library

A Book Arts Lab has opened at the MacOdrum Library, offering a hands-on experience with everything from printing, bookbinding and papermaking to printmaking and calligraphy. The space includes seating, a screen for instruction and teaching, and a separate print room.

Industry Demand for Carleton Co-op Students Continues to Grow

We have seen a 10 per cent increase in winter co-op job postings since the same time last year. As of January 2020, a total of 1,595 jobs were posted for the winter 2020 co-op job search. This is an increase of 150 jobs compared to the same time last year.



Experiential Learning Pilot

Carleton is participating in a one-year pilot program to explore and evaluate the potential use of Riipen at our institution. Riipen is a collaboration platform for experiential learning between post-secondary institutions, educators, industry partners and students. As part of the pilot program, we have access to a wealth of resources, including dedicated instructor support from Riipen to help you use the platform successfully. There is no cost for instructors or students to use this tool.

PMBA Successfully Launched

The Sprott School of Business had a successful launch of its Professional MBA program this past fall. Thirty-one students, who are between the ages of 29 and 57 and have an average of 12.5 years of work experience, enrolled. The program courses are delivered on alternating Friday-Saturdays to allow candidates to balance work and life demands with continuing their education.

Hobin Prize in Architecture and City Building

Carleton's new Hobin Prize in Architecture and City Building was announced in December. It was established to recognize outstanding work produced by students in the Azrieli School of Architecture and Urbanism. Each year, the endowment will award several monetary prizes to students in the fourth-year undergraduate studio, which focuses on housing and community building.

Teaching Awards and Appointments

The **Achievement Awards** (administered by the Office of the Provost and Vice-President (Academic) and the Office of the Vice-President (Research and International)) have been announced. Recipients will be honoured at an awards presentation event in April.

- Grégory Bulté (Biology), Rishad Irani (Mechanical and Aerospace Engineering), Rowan Thomson (Physics), Brenda Vellino (English Language and Literature) and Deanna Whelan (Psychology) received the Teaching Achievement Award.
- Edward Bilodeau (MacOdrum Library), Mayurika Chakravorty (English Language and Literature, Institute of Interdisciplinary Studies), Brandon Fodden (School of Mathematics and Statistics), Sonia Gulati (Health Sciences), Heather MacDonald (MacOdrum Library) and Andrew Webb (Sprott School of Business) received the Professional Achievement Award.
- Jamie Brownlee (Law and Legal Studies, Sociology and Anthropology), Lyette Fortin (Azrieli School of Architecture and Urbanism), Ariel Fuenzalida (Sociology and Anthropology), Robert Helal (Sprott School of Business) and Ashley Thompson (Neuroscience) received the Contract Instructor Teaching Award.
- Andy Adler (Systems and Computer Engineering), Patricia Ballamingie (Geography and Environmental Studies), Doris Buss (Law and Legal Studies), Michael Hildebrand (Neuroscience), Hashmat Khan (Economics), Uma Kumar (Sprott School of Business), Hillary Maddin (Earth Science), Johanna Peetz (Psychology), Oren Petel (Mechanical and Aerospace Engineering) and Steve Ulrich (Mechanical and Aerospace Engineering) received the Research Achievement Award.

- Tony Bailetti (Sprott School of Business) received the 2019 Contribution to Entrepreneurship Award from TiE Ottawa.

- Adjunct research professor Pavel Cheben (Electronics) has been elected as a Fellow of the American Physical Society and has received a Public Service Award of Excellence from the Canadian government.

- Michel Barbeau and Joaquin Garcia-Alfaro (Computer Science) were awarded second place in the research category of the Xanadu Software Competition.

- Ata Khan (Civil and Environmental Engineering) will be recognized by the National Capital Section of the Canadian Institute of Transportation Engineers for his substantial contributions to the transportation planning and engineering field in Ottawa and across Canada.

- During the IEEE Ottawa Section at the Annual General Meeting Awards Banquet, the following faculty members were recognized — Calvin Plett (Electronics): 2019 Outstanding Service Award; Gabriel Wainer (Systems and Computer Engineering): Outstanding Engineering Educator Award; and Sreeraman Rajan (Systems and Computer Engineering): Outstanding Engineering Award.

- Adjunct Prof. Gunes Kurt (Systems and Computer Engineering) was awarded the prestigious 2019 Outstanding Young Scientist Award by the Turkish Academy of Sciences.

- Prof. Rowan Thomson (Physics) was elected as a Fellow of the American Association of Physicists in Medicine.

In Memoriam

The Carleton community is saddened to learn of the passing of Martin Rudner, Professor Emeritus and Distinguished Research Professor at the Norman Paterson School of International Affairs in the Faculty of Public Affairs; George Skippen, retired Professor, former Dean of Science (1980-1983) and former Professor Emeritus; and Steve Wilson, who taught in the Department of Religion from 1971 until his retirement in 2007 and served as the Chair of the (then) Religious Studies Department (1974-1977, 1989-1992, 1995-1996), as Director of the College of Humanities (1999-2005) and Associate Dean of Research and Graduate Studies in FASS (2006).





RESEARCH

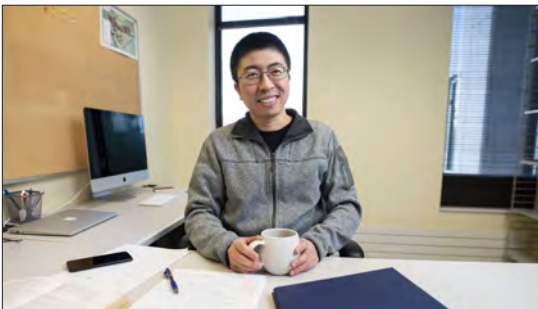
Carleton Records Canada's Biggest Increase in Research Income Among Comprehensive and Medical Universities

Research funding at Carleton has increased more sharply this year than at every other comprehensive and medical university in the country. Sponsored research income from external sources at Carleton jumped to \$70,298,000 in 2018 compared to \$54,369,000 the previous year — a 29.3 per cent increase, according to the annual rankings from Re\$earch Infosource, one of Canada's leading R&D analysis organizations. "Our community is charging ahead with more exciting research projects, awards and collaborations than ever," says Rafik Goubiran, Vice-President (Research and International), "and with nearly 1,000 faculty members and more than 31,000 students, we have many success stories to celebrate."



Hillary Maddin's Fossil Discovery Makes International Headlines

A team led by Carleton's Hillary Maddin has discovered the earliest fossil evidence of parental care. The fossil predates the previous oldest record of this behavior by 40 million years and is featured in an article in *Nature Ecology & Evolution*. "Prof. Maddin's discovery provides us with the earliest glimpse into the evolution of parenthood as we know it," said Charles Macdonald, Dean of the Faculty of Science. "This is a truly remarkable example of the ground-breaking research being conducted at Carleton." "This is the earliest evidence of prolonged postnatal care in a vertebrate," said Maddin, a professor in the Department of Earth Sciences. "The adult animal appears to be concealing and protecting a juvenile in a den. This behaviour is very common in mammals today. It is interesting to see this animal, which is on the evolutionary line leading to mammals, exhibiting this behaviour so early." Maddin's discovery received a significant amount of media coverage across Canada and around the world.



Carleton Welcomes Appointment of Yue Zhang with Funding from the McDonald Institute

Carleton University's Department of Physics welcomed the appointment of Yue Zhang, the 15th and final Canada First Research Excellence Fund (CFREF) faculty appointment of the Arthur B. McDonald Canadian Astroparticle Physics Research Institute. Zhang is a theoretical particle physicist interested in understanding the universe. His research is driven by puzzles involving the nature of dark matter, the origin of cosmic matter-anti-matter asymmetry and the physics behind neutrinos. Any breakthrough in these areas will improve our understanding of the fundamental laws of nature.



Carleton's Richard Yu Recognized as a Highly Cited Researcher Globally

The Web of Science Group recently recognized School of Information Technology professor and IEEE Fellow Richard Yu as one of the world's most highly cited researchers for 2019. It's an honour bestowed on just 0.1 per cent of the world's researchers, based on the number of times that their work has been cited over the preceding ten years. Over the past decade, Yu's research has been widely cited in academic papers, patents and the cellular network standards for 4G LTE and 5G communications.

Carleton's Winnie Ye and Richard Yu Awarded Engineering Institute of Canada Fellowships

Two Carleton faculty members have been named Engineering Institute of Canada (EIC) Fellows. Winnie Ye, professor and Canada Research Chair (CRC) in the Department of Electronics, and Richard Yu, professor in the Carleton School of Information Technology (CSIT), will be inducted as Fellows for their exceptional contributions to engineering in Canada on April 18 as part of EIC's annual gala/banquet at the Hilton Lac-Leamy hotel.

CAMPUS UPDATE

Carleton Hosts Kinàmàgawin Symposium

Carleton's first annual Kinàmàgawin Symposium on Feb. 6 focused on important issues rooted in Indigenous identity and sovereignty, many of which remain pressing concerns today, according to the event's speakers and panelists. "Kinàmàgawin" is an Algonquin word that means "learning together," said Benny Michaud, who leads the Carleton's Centre for Indigenous Initiatives. "We are all students and we are all teachers, and each of us has within us an important part of the story that needs to be shared." Pamela Palmater, Chair in Indigenous Governance at Ryerson University and a Mi'kmaq lawyer, delivered the morning's keynote talk.

Celebrating Black History Month

The Black History Committee at Carleton's School of Social Work presented its second annual Black History Celebration at the Carleton Dominion-Chalmers Centre on Feb. 6, showcasing Black excellence through performances, speakers and panel discussions.

Service Excellence Awards

The Carleton community came together on Feb. 27 for the 11th annual Service Excellence Awards, which recognized more than 620 faculty and staff through 296 nominations in three categories: Individual, Team and Innovation. The awards ceremony highlights ongoing dedication to a culture of excellence that is practiced across the campus and supported by the broader service excellence initiative.

Carleton Records Lowest Electricity Consumption in 14 years

In 2019, Carleton recorded its lowest electricity consumption since 2005. During this same time span, the campus population grew by 28 per cent and the building floor area grew by 30 per cent. Carleton launched a comprehensive sustainability website in fall 2019 and a Sustainability Plan is being finalized. Carleton's sustainability initiatives are highlighted online at carleton.ca/sustainability. You can also follow us on Twitter @CUSustain, Facebook at Sustainability Carleton or on Instagram @SustainabilityCarleton.

Carleton Biology Building Renovations Boost Sustainability

Extensive renovations at Carleton's Nesbitt Biology Building will allow the space to cut utility costs by a third. And since early 2018, when the renovations began, research and lab work has been proceeding as usual. Home to Carleton's biology labs and research greenhouses, Nesbitt is open to researchers from other departments and graduate students working on their final-year projects. The energy efficiency retrofit has been updating electrical and mechanical systems, offices, labs and 14 greenhouses. The 1969 greenhouse steam heating system was replaced with a more efficient glycol-based system. The research-focused greenhouses will also have a new remote-controlled shading system; the ability to increase or reduce sunlight with ease allows for more controlled experiments.

Respect and Safety Training

Environmental Health and Safety has updated and rebranded the Workplace Violence and Harassment Prevention training as Respect and Safety. This aligns all Health and Safety online training on a single platform (cuLearn) and incorporates legislative changes to address workplace sexual harassment and sexual violence according to our programs and policies. We launched this new training on Sept. 1 and have already had more than 600 people complete it, with very positive results. All current Carleton faculty, staff and managers are required to complete this training.





ADVANCEMENT

Year to date (May 1, 2019 to Feb. 4, 2020)

Philanthropic	\$11,727,180
Sponsorships	\$1,339,737
Research Partnerships	\$7,308,844
Total	\$20,375,761

Over the end of the fall term and through the beginning of 2020, we have seen **continued momentum for engagement, philanthropy and community liaison**, the new mandate for University Advancement. Supporters, alumni and partners are highly engaged and enthusiastic for our shared mission to serve the greater good.

Giving Tuesday — December 3, 2019 — was the most successful ever by a considerable margin. In 24 hours, powered by grassroots engagement with the FutureFunder platform, peer-to-peer social media outreach, some healthy competition and, above all, a great passion for Carleton, the university community raised more than \$1 million from more than 2,200 donors (up from 1,200 in 2018). With matching funds, more than \$2 million went to student projects, scholarships and bursaries, and other university initiatives.

That enthusiasm carried over to the biggest-ever annual **Holiday Celebration** for donors, held for the first time at the Carleton Dominion-Chalmers Centre. Carleton hosted close to 200 friends and supporters at a private reception, then welcomed hundreds more to a special concert in the sanctuary. With the help of new Artist-in-Residence Jamaal Jackson Rogers, the audience honoured two long-time volunteers, Jean Teron and Jay Nordenstrom, and celebrated the musical accomplishments of alumni performers.

Back on campus, Advancement continued to socialize and build its new **Hub for Good**, a digital “front door” for community partnerships. This initiative, scheduled to go live in March, will empower faculty, staff and students to find and connect with businesses, community organizations and volunteers who want to work with Carleton.

Complementing the Hub is a more focused and **integrated approach for industry partners**. We are set to announce Carleton’s first major partner in this initiative; other partnerships are in progress, with significant implications for our campus-wide research, talent and philanthropic objectives.

Underscoring all this enthusiasm is the clear school spirit and Ravens pride of our graduates. Carleton alumni continue to advise upper-year students in our award-winning volunteer **Alumni Mentors program**. Grads help pack the stands at varsity games in Ottawa and other cities. And donors and grads reconnect with Carleton through events across Canada, including the sold-out Walrus Talks lecture in February in Toronto.

Carleton presented **Walrus Talks Impact** at Toronto’s Artscape Daniels Launchpad on Feb. 6. The gathering, organized in the wake of a successful partnership with *The Walrus* magazine to present an event last year, is part of a national series that brings together industry professionals and community members to discuss themes relevant to Canadians. Each event is co-hosted by *The Walrus* and a partner organization and features seven-minute presentations from seven diverse speakers on a topic aligned with the priorities of the partner organization. Among the speakers on Feb. 6 were Roberta Jamieson, the President and CEO of Indspire, and David Morley, the President and CEO of UNICEF Canada and a Carleton alumnus.

STUDENT LIFE

“No one person can possibly be all things to everyone — being conscious of filling in the voids in the team around you is critical,” says **Tessa Virtue**. At the 2020 edition of the SOAR Student Leadership Conference on Jan. 18, the five-time Olympic medalist shared her vision of leadership with Carleton students. “It’s easy to get lost in the everyday details and the day-to-day pursuit of a goal and overlook the long-term perspective,” said Virtue, who was at the pinnacle of her sport for nearly 10 years. With her ice dance partner, Scott Moir, Virtue won three world championships and a pair of ice dance Olympic gold medals.

The Department of Equity and Inclusive Communities has engaged the Carleton community in creating a **Campus Sexual Violence Prevention and Education Strategy** entitled “Honouring Each Other,” which provides a three-year blueprint that focuses on prevention and education initiatives. The strategy will be presented to the Board of Governors for information at its March 12 meeting. Many of the feedback items identified in the consultation on the Sexual Violence Policy have been used to develop this strategy. In the last week of January, Equity and Inclusive Communities along with campus and community partners also hosted a number of events, activities and workshops across campus for **Sexual Assault Awareness Week**.

The **Coordinated Accessibility Strategy** has wrapped up its consultation on the draft strategy, which is now being finalized. The strategy will serve as a framework to guide Carleton’s ongoing commitment towards a campus that is accessible and inclusive for all students, employees and visitors. It is intended to not only coordinate the many accessibility services, programs and initiatives that already exist, but also continue to inspire a strong campus culture of accessibility and inclusion. The strategy will be presented to the Board of Governors at its meeting on April 30 and will be released to the community the following day.

Carleton will be collaborating with the **Mental Health Commission of Canada** on a pilot program that will adapt an evidence-based mental health literacy program, The Inquiring Mind, for delivery in the classroom. This approach will help to target and improve mental health awareness and help-seeking behaviours by reaching a broader segment of the student population while delivering information in familiar environment in a way that normalizes mental health as part of their educational experience.

We are working with the **Canadian Centre on Substance Use and Addiction** to develop educational messaging about cannabis edibles that are now available for purchase in Ontario Cannabis Stores. Additional messaging is being developed focusing on information about vaping and the various risks associated with different forms of vaping.

We will be working with the **Community Addictions Peer Support Association**, which has committed two group facilitators to run two peer-led support groups known as “All People All Pathways.” There will be one for students and one for faculty and staff beginning in the winter 2020 term.

The **Carleton Therapy Dogs** program has offered 42 visits and, for the fall 2019 term, has seen more than 1,600 students attending the sessions. The program also received recognition at Excellence Canada. The program is pleased to welcome a new member of the team in the Faculty of Engineering and Design: Systems and Computer Engineering Prof. Jim Green and his dog Floyd!

The **Alternative Spring Break** (ASB) program took place during the winter break in February 2020 and saw 50 students participate in this experiential learning program in Guatemala, Costa Rica and the United States.

On Dec. 2, READ hosted a collaborative summit to introduce the **new Canadian Accessibility Network** (CAN), which is an engaged national community that is focused on advancing accessibility and inclusion for persons with disabilities in Canada and beyond. The event brought together network partners, decision-makers and creative minds to share experiences and ideas on ensuring accessibility and creating an inclusive world.



ENROLMENT UPDATE

First Year 101 (Ontario High School) Applications by University

Feb. 5, 2020 vs Feb. 6, 2019 (OUAC Data)

	2019	2020	% +/-
Carleton 1st Choice	4,297	4,156	-3.3%
Carleton Total Applications	20,659	20,137	-2.5%
Ontario System 1st Choice	91,507	88,886	-2.9%

First Year, New, All Applicants (Carleton Data) matched to Feb. 12, 2020

	2019	2020	% +/-
New Domestic Applicants	16,669	16,258	-2.5%
New International Applicants	5,302	5,441	+2.6%

First year, New, Approvals (Carleton Data) as of Feb. 12, 2020, All Applicants

	2019	2020	% +/-
Applicants	21,971	21,699	-1.2%
Approved	9,342	9,985	+6.9%
Confirmed	687	731	+6.4%

Applications from Ontario are down about 3% across the system and applications to Carleton are in line with that trend. International applications are also down but we are up about 2% at Carleton. Approved (offers) and confirmations are up compared to last year thanks to the outstanding work of the Admissions team.

The Undergraduate Recruitment Office hosted new Applicant Evenings in the Greater Toronto Area (GTA) at three different venues/areas of Toronto across three nights to make it easier for prospective students to attend. The three events, held in downtown Toronto, Richmond Hill and Mississauga, saw 950 prospective students and their family members attend.

On Feb. 11, the office held the CU Showcase in Ottawa, which saw registration of more than 600 prospective students and their family members.

RECRUITMENT UPDATE

Looking towards fall 2020, recruitment officers visited more than 600 high schools across Canada in the fall 2019 term and have met close to 4,300 high school students, which is an increase in the number of schools visited and the number of students met in comparison to last year. Visits will continue throughout the winter 2020 term.

The International Admissions and Recruitment Office participated in 347 high school visits and events between August 2019 and January 2020, meeting personally with more than 2,500 prospective international students from across the Indian subcontinent, Africa, the Middle East, Southeast Asia, Europe, Eurasia, Latin America and the Caribbean.

In December 2019, the International Admissions and Recruitment Office ran a rebroadcast of our "Introducing Carleton" webinar. It also recorded a three-part short video series walking international students through "How To Apply" and promoted this with an "Apply Now" campaign to more than 11,900 prospective international students.