

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

**Minutes of the 628<sup>th</sup> Meeting of the  
Board of Governors**

**Friday, December 3<sup>rd</sup>, 2021 at 3:00 p.m.  
Via Videoconference**

<b>PRESENT:</b>	D. Fortin (Chair)	G. Garland	S. Mingie
	D. Alves	D. Greenberg	B. O'Connor
	B.A. Bacon	L. Hayes	B. Örmeci
	A. Brown	H. Heppler	E. Sloan
	B. Creary	L. Honsberger	P. Smith
	P. Dion	N. Karhu	J. Taber
	G. Farrell (Vice-Chair)	A. Keung	C. Tessier
	K. von Finckenstein	C. Khordoc	A. Tremblay
	M. Fraser	A. Lettieri	A. Ullett
	K. Furlong		
<b>REGRETS:</b>	Y. Baltacioğlu	H. Khalsa	N. Nanos
<b>STAFF:</b>	S. Blanchard	A. Goth (R. Secretary)	K. Solomon
	D. Chea	R. Goubran	T. Sullivan
	A. Cunningham	S. Levitt	C. Taylor
	T. Frost	G. Nower	J. Tomberlin
			C. Trudel

**OPEN SESSION**

**1. CALL TO ORDER AND CHAIR'S REMARKS**

The Chair called the meeting to order at 3:02 pm and welcomed all governors and attendees to the virtual Board of Governors meeting. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located. He welcomed observers, staff members and board members to the meeting.

## **2. DECLARATION OF CONFLICT OF INTEREST**

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

## **3. APPROVAL OF AGENDA**

The proposed agenda was circulated in advance. It was moved by S. Mingie and seconded by K. Furlong that the open agenda of the 628<sup>th</sup> meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

## **4. APPROVAL OF THE CONSENT AGENDA**

The following items were circulated in the open consent agenda for approval: open session minutes from the 627<sup>th</sup> Board meeting. Additional items were included for information: committee minutes, ongoing capital project status report and capital renewal update, Wellness Hub presentation, Sustainability Research Centre presentation, Strive for Sustainability Annual Report, update on the 2021/22 ancillary budget, investment report on the endowment, pension plan report, and minutes from Senate.

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

## **5. ITEMS FOR APPROVAL**

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

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

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

M. Sullivan & Sons Ltd. is overseeing the construction management on this project. Hanscomb Quantity Surveyors will oversee project costing and control. The project is now at the 95%

construction document phase, and with Board approval, could proceed with construction in winter 2022 for a proposed completion date of 2024/2025. Should construction begin now the project can be delivered for an estimated cost of \$90 million.

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

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

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

## 5.2 Framework for the 2022/23 Operating Budget

An executive summary and presentation were circulated in advance.

P. Dion, Chair of the Finance Committee outlined that the 2022-23 planning framework has been prepared with the support of the Office of the Provost and Vice-President (Academic), the Office of the Vice-President (Finance and Administration), the Office of the Deputy Provost, the Office of Institutional Research and Planning, Financial Services, and the participation of the President and Vice-Presidents. Of continued significance for 2022-23 will be managing the ongoing effects of the COVID-19 pandemic and addressing the safe return to campus of students, staff and

faculty. The health and welfare of students and employees will remain Carleton's top priority. Resource Planning Committees (RPCs) will continue to align their planning efforts to make progress on the University's Strategic Integrated Plan. The Finance Committee reviewed the planning context, framework, budget assumptions, preliminary enrolment scenarios with projections, as well as budget priorities. As with previous years the Finance Committee is recommending a balanced budget.

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

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

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

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

## **6. ITEMS FOR INFORMATION**

### **6.1 Winter 2022 Update**

Two memos were circulated in advance.

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

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

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

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

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

A member complimented the team on the clear COVID-19 mandatory vaccination policy.

## 6.2 Community Engagement: Centre and Strategic Plan

An executive summary and presentation were circulated in advance.

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

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

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

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

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

### 6.3 Report from the Chair

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

#### **National Day of Remember and Action on Violence Against Women**

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

#### **Giving Tuesday**

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

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

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

#### **Community-at-Large Recruitment**

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

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

The Board would also like to increase representation from equity-deserving groups including indigenous peoples. Once the ad has been posted, an email will be shared with the entire board to share with their networks.

The Chair concluded his report by wishing everyone a safe and relaxing holiday season. He noted that committees have spent a total of 55 hours in board and committee meetings alone this year and thanked everyone for their significant contributions.

#### 6.4 Report from the President

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

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

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

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

#### 6.5 Committee Chair Updates

##### 6.5.1 Building Program Committee Report

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

The Wellness Hub provides an opportunity for the University to offer a new model which brings together health, wellness and research entities while creating a gateway to the Carleton campus along Bronson Avenue. The planning approach is to provide a continuity with the existing fitness centre expanding this space by 12,000 sq. ft. and including services such as Health and Counselling, accessibility services, and a new aquatic facility with generous gallery views. In

addition, the Wellness Hub program includes student life, academics and research initiating a priority of “initiating a wellness-focused brand and gateway for Carleton”. The exterior will act as a billboard with use of colour and tone that connects to Carleton’s new brand, tying into the University’s SIP. The total project is estimated at \$127 million with phase 1 of the project, the fitness center expansion and new regional aquatic center, estimated at approximately \$65-70 million. Carleton is currently pursuing a Request for Information (RFI) with the City of Ottawa to seek public funds to support building and operating a cutting-edge wellness and aquatics facility.

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

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

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

- Nicol Building is substantially complete, deficiency corrects are ongoing and anticipated to be complete late 2021;
- Supply chain issues has pushed the completion date of the Engineering Design Centre, (EDC), into March 2022. Project budget and key project risks continue to be closely monitored in order to ensure no additional project delays;
- Cogeneration facility is operational and capable of producing power. The project is over budget due to the length of the project as well as additional consultant and commissioning costs required to ensure a successful and safe start-up;
- Various capital renewal projects are underway including tunnel and campus ventilation upgrades in response to COVID-19, a multi-stack chiller replacement in Athletics, Fire

Alarm and Smoke control modifications, Supply fan replacement, heating improvements and renovations in Dunton Tower, Cooling Tower replacement in the university center, lighting replacement in MacOdrum Library, and Colonel By Childcare building upgrades and addition, and university drive/Bronson intersection modifications;

- Consultant team has been engaged to complete a condition assessment of the current infrastructure, and complete a 5-year renewal plan to address any concerns; and
- Conduct building energy audits and implement retro-commissioning programs on selected buildings to align with Carleton’s Sustainability and Energy Master Plans. FMP is currently reviewing all buildings to select which ones would have the biggest impact.

### 6.5.2 Finance Committee Report

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

### 6.5.3 Governance Committee Report

Greg Farrell, Chair of the Governance Committee, reported on the meeting held on November 22, 2021. The committee approved the student governor handbook and election process. The committee also approved the 2021/22 Board self-assessment which will be distributed in May 2022 and will be including additional questions around preferences for in-person and hybrid meetings. He encouraged all governors to complete the assessment, once distributed, as it helps the Board to improve its governance practices for next year. The committee also started reviewing the areas of focus for the bylaw review and committee terms of reference. A. Goth will be emailing all committee for feedback in the coming weeks. There are two board policies

which will be coming forward to the committee in the New Year for consideration including the Capital Debt Policy and the Use of the External Auditor for Non-audit Services which will be moving from an annex in the Audit and Risk committee terms of reference to a University policy for greater visibility. The committee also received an overview of the 50/30 challenge, which the University committed to in January 2021. The committee also confirmed the skills, expertise and backgrounds it is seeking in community-at-large applications for 2022. A call will be going out in early January which will be shared with the board members to share with their networks.

**7. OPEN-OTHER BUSINESS**

No additional business was brought forward.

**8. OPEN-QUESTION PERIOD**

No additional questions were brought forward.

**9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK**

There being no further business, it was moved by L. Honsberger and seconded by P. Smith to adjourn the Open Session of the Board of Governors at approximately 4:38 p.m. The motion carried unanimously.