

**CONSENT AGENDA  
to the Open Agenda of the 634<sup>th</sup> Meeting of the Board of Governors**

**Thursday, March 9<sup>th</sup>, 2023  
Richcraft Hall 2440R**

**4.1 ITEM(S) FOR APPROVAL**

**4.1.1 Approval of minutes of the previous meeting**

- a) Approval of the Open Session Minutes of the 633<sup>rd</sup> meeting.

**4.2 ITEM(S) FOR INFORMATION**

**4.2.1 Actuarial Valuation and Funding of Carleton University Retirement Plan**

**4.2.2 Committee Minutes**

- a) Building Program Committee
  - Nov. 17, 2022 Meeting Minutes
- b) Finance Committee
  - Nov. 17, 2022 Meeting Minutes

**4.2.3 Ongoing Capital Projects Status and Capital Renewal (Deferred Maintenance)**

**4.2.4 Update on Transportation Plan & Parking Strategy**

**4.2.5 2022/2023 Operating Budget Update**

**4.2.6 2022/2023 Status of Reserves**

**4.2.6 Minutes from Senate**

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

**Minutes of the 633<sup>rd</sup> Meeting of the  
Board of Governors**

**Tuesday, December 6, 2022 at 3:00 p.m.  
Richcraft Hall Room 2440R**

<b>PRESENT:</b>	G. Farrell (Chair)	A. Hamdani	B. O'Connor (Virtual)	
	B. Creary (Vice-Chair)	L. Hayes	J. Ojangle	
	B.A. Bacon	L. Honsberger (Virtual)	M. Porter	
	A. Chan	N. Karhu	P. Smith (Virtual)	
	P. Dabas	A. Keung (Virtual)	J. Taber	
	P. Dion	A. Khoyani	C. Tessier	
	K. von Finckenstein	D. Maseko (Virtual)	A. Tremblay	
	M. Gillis	S. Mingie (late)	A. Ullett (Virtual)	
	D. Greenberg (Virtual)	L. Newton Miller	P. Wolff	
	L. Grussani			
	<b>REGRETS:</b>	Y. Baltacioğlu	D. Fortin	M. Fraser
		K. Furlong		
	<b>STAFF:</b>	N. Arnold	L. Dyke	S. Levitt
N. Badiou		T. Frost (Virtual)	A. Marcotte (Virtual)	
S. Blanchard		A. Goth (R. Secretary)	B. Michaud (Virtual)	
M. Bright		R. Goubran	K. McKinley (Virtual)	
J. Conley		D. Hornsby	K. Solomon	
M. Dabros		C. Khordoc (late)	J. Tomberlin	

**OPEN SESSION**

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

The Chair called the meeting to order at 3:00 pm and welcomed all governors and attendees to the Board of Governors meeting. The Vice-Chair acknowledged the Algonquin First Nation territory on which Carleton University is located and provided a personal land acknowledgement. She encouraged members to complete the Indigenous Learning Bundles available to Board. The Chair advised that December 6<sup>th</sup> is White Ribbon Day and reiterated

Carleton's commitment to ending gender-based violence. He reviewed the meeting protocols for those members attending in-person and remotely.

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

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

## **3. APPROVAL OF AGENDA**

The agenda was circulated in advance. It was moved by A. Tremblay and seconded by C. Tessier that the open agenda of the 633<sup>rd</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 632<sup>nd</sup> Board Meeting, the Academic Governance of the University Joint Policy, Board of Governors Travel and Related Expense Policy, and the Founders Award Criteria.

The following items were circulated in the open consent agenda for information: University Committee Minutes from the September meetings of the Building Program, Finance, and Governance Committees, an overview of Governor Training and Onboarding, Emerging Themes from the Campus Master Plan Renewal, Update on the New Student Residence Construction, Strive for Sustainability Annual Report, Project Conclusion Report for the Engineering Student Design Centre, Ongoing Capital Projects Status Report and Capital Renewal Update, Update on the 2022/23 Operating Budget, Investment Committee Terms of Reference, Investment Report on the Endowment, Pension Plan Report, Student Governor Handbook and Election Process, Administrative Staff Governor Handbook and Election Process, and Minutes from Senate.

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

## **5. ITEMS FOR APPROVAL**

### **5.1 Framework for the 2023/2024 Operating Budget**

An executive summary and presentation were circulated in advance.

The Chair advised that Carleton's planning and budget framework is based on a five-year forecast reviewed and updated annually. The framework outlined the planning cycle which considers the overall financial situation at the University and the priorities as set out by the Strategic Integrated Plan (SIP).

P. Dion, Chair of the Finance Committee, introduced the 2023/24 Operating Budget Framework. He advised that the Committee was confident in the robust process outlined by J. Tomberlin, Provost and Vice-President (Academic), given the current economic climate and that the University remains in a solid financial position.

B.A. Bacon, President and Vice-Chancellor, provided broader context to the sector-wide fiscal pressures impacting Ontario universities. A large share of university revenues are government controlled with grants have been frozen and universities are heading into a fifth year of a tuition decrease. At this time, Carleton is planning towards a balanced budget but if the fiscal pressures continue a small deficit may be the necessary course of action.

J. Tomberlin, advised that the framework for the 2023/24 Operating Budget is based on analysis of the University's financial situation, including enrolments. Everything is based on the Strategic Integrated Plan (SIP) and allocations that have previously been agreed upon with the Provincial government in the Strategic Mandate Agreement (SMA3) and its metric targets. The Resource Planning Committees (RPCs), (the budget groups within the University), are working on their plans which will create the 2023/24 Operating Budget that will be presented to the Board of Governors in April 2023.

He reviewed the Carleton Planning Framework which begins with the Strategic Integrated Planning Committee (SIPC) Forum. The framework was approved by the Finance Committee on November 17, 2022. A SIPC Planning retreat will take place in January 2023 and will focus on recruitment and program renewal. Budget preparation will begin in February 2023 and the RPCs will present their budgets to the Provost's Budget Working Group (PBWG) in March 2023. The domestic Tuition Framework and Operating Budget will be brought to the Board of Governors in April 2023. The SIPC Forum will meet again in June 2023 to share budgets and plans.

P. Dion advised that the fastidiousness of the process is reflected in the dates for the planning process and the stability of the results.

The 18-year-old population in Ontario is projected to increase (1 - 2%) with immigration. He noted that annual Full-Time Equivalent (FTE) enrolment is flattening. By moving to the corridor model, the Provincial government stopped funding undergraduate enrolment growth in 2016/17. The 10% Tuition Fee reduction was introduced in 2019/20 and the complete corridor model was introduced for graduate students in 2020/21. A peak in enrolment in 2020/21 resulted from the decision to not de-register students for lack of payment of fees and due to the pandemic-related enrolment over the summer. Conservative estimates of undergraduate growth will be 1% in domestic and 2% international enrolment after 2023/24.

Preliminary 2023/24 Budget Assumptions are based on a five-year financial plan. Revenues are anticipated to be stable over the planning horizon. International student

tuition fees are projected to increase based on the current framework, and frozen government funding is assumed over the planning horizon.

Expenses (salaries and benefits) are anticipated to increase due to the University exiting the restrictions due to Bill 124, increased infrastructure costs for assets such as the IT infrastructure renewal programs, deferred maintenance, and general administrative expense increases of 3%.

There are a number of challenges in maintaining a balanced operating budget. These include the tuition freeze, ongoing international student visa delays, changes in enrolment patterns, the SMA corridor model, and the Provincial Government deficit. Other pressures include deferred building and infrastructure maintenance issues, rising capital project costs, information technology needs, increasing university budgets, recurring fiscal-only investments, and indirect costs of research.

Opportunities include the return to in-person recruitment and the Ontario University Fair, reputational enhancement, internationalization, program innovation and renewal, and the appropriated reserves. At this time, a 2% base expenditure budget cut is planned for 2023/24.

The 2023/24 Planning Priorities are the three key pillars of the SIP: share knowledge shape future, serve Ottawa, serve the world, and strive for wellness strive for sustainability. The University will be looking at innovation in recruitment, retention, programming, and curriculum.

On the recommendation of the Finance Committee, it was moved by P. Dion and seconded by A. Tremblay to approve Carleton's planning framework for fiscal year 2023-24, as presented. The motion carried unanimously.

## **6. ITEMS FOR INFORMATION**

### **6.1 Digital Strategy**

An executive summary and strategy were circulated in advance.

The Chair welcomed M. Dabros, Assistant Vice-President (ITS) and Chief Information Officer, N. Arnold, Director, Office of Quality Initiatives, and D. Hornsby, Associate Vice-President (Teaching and Learning).

L. Dyke, Vice-President (Finance and Administration) advised that universities as a sector are looking to the future of digital strategy. Carleton's team has done an excellent job of balancing high-level principles with a roadmap that will get the University on the necessary path forward.

N. Arnold presented Carleton's first digital strategy: Shaping the Digital Future. The project was co-led by her with M. Dabros and D. Hornsby, with the aim of determining the role of digital technologies in achieving the Strategic Integrated Plan (SIP). The aspiration of the strategy is to leverage digital technology to empower its collective capabilities to be a force for good in the community. The guiding principles include being user-focused, inclusive, collaborative, responsible, and agile.

D. Hornsby advised that the process for developing the framework and roadmap were highly consultative with more than 1,000 faculty, staff, and students participated in consultations through 2021 and 2022. The strategy reflects what was heard throughout the consultation process. The strategic priorities were shaped collaboratively with guidance from an advisory committee. A digital roadmap was developed for a clear and concrete path forward for implementation.

The framework outlined two deliverables: the Digital Strategy and the Digital Roadmap. The Digital Strategy articulates the broader vision and strategic priorities which support the four mission pillars for the University: student experience, research, teaching & learning, and organizational excellence. The Digital Roadmap addresses the 'what' and 'how' of the strategy and identifies initiatives and projects within the Roadmap over 12-18-month period.

M. Dabros outlined the main contributions that the Digital Strategy is expected to make for Carleton in the areas of governance, culture, and renewal. Carleton is renewing and strengthening the existing IT governance committee and decision-making process. The plan is for a more flexible approach and shortened planning horizons for strategic, planning, and organizational initiatives. The goal is to shift the culture to a more holistic and transparent University-wide approach to digital investment.

The update to the IT governance includes a streamlined digital steering committee. Supporting the steering committee will be a committee for teaching, research, digital learning, and administrative systems which will be responsible for policy recommendations, planning, and prioritization of future needs in their respective areas. The Digital Roadmap aligns with the annual digital planning and alignment process that integrates into the broader University planning and budgeting cycle with predictable 12 to 18-month planning horizons.

A member inquired how IT accessibility and security are being addressed. M. Dabros responded that accessibility and security are front of mind across the organization. He advised that there is a Security Director in ITS and elements of the roadmap speak directly to security issues. Carleton is well-connected within the University community through a number of councils and also uses funding available from the government. He recognized the need to balance security with the ability of the University to complete its mission. There is a digital component to the accessibility strategy and ITS are looking for areas for improvement. He noted that the web development team has accessibility front and centre for websites with a content management system that is fully accessible. ITS

works with Procurement to ensure that software tools being purchased have accessibility, and privacy and security considerations included in the assessment of the tool.

## 6.2 Equity, Diversity, and Inclusion Action Plan: Progress and Update

An executive summary and presentation were circulated in advance.

The Chair welcomed Noël Badiou, Assistant Vice-President, Equity and Inclusive Communities (EIC), who joined Carleton in August 2022.

J. Tomberlin, Provost and Vice-President (Academic), noted that Carleton's Equity, Diversity, and Inclusion (EDI) Action Plan was launched in March 2021. Progress had been made since N. Badiou joined the University in August 2022. A formal report on the EDI action plan will be provided before the end of the academic year.

N. Badiou provided a presentation on the EDI action plan, a five-year plan that proposes an operational framework to advance EDI and anti-racism on campus. It outlines the ways to reimagine curricular and pedagogical practices and commits to further enhancing student supports, research infrastructure, leadership development for academic and non-academic staff, and organizational culture. The recommendations are structured along ten interconnected strategic actions, each addressing a core organizational facet. The EDI action plan is complementary to the Kinàmàgawin Indigenous Strategy and Carleton's Coordinated Accessibility Strategy. N. Badiou detailed the 10 strategic actions described in of the EDI Action Plan.

A member noted that this is the first of two phases for the EDI action plan and asked about community engagement in the second phase. N. Badiou responded that EDI is a continual dialogue with the community to ensure that the proposed actions meet the needs of those involved. In the next few months, the dialogue will continue on what is currently being done, what can be achieved, and how that can align with the EDI Action Plan. Proposed survey questions will be brought to the community for feedback and for support in terms of implementation. The EDI Action Plan is a living document with continued consultation.

A member asked if when this item returns to the Board if data comparing Carleton to the rest of the Ontario institutions could be provided. N. Badiou responded that he sits on the EDI working group for the Council of Ontario Universities (COU) and there is work being done in terms of determining appropriate metrics.

A member noted that under Strategic Action 5 – Leadership Development (Non-Academic) that the focus appeared to be on Campus Safety Services and wondered if there were initiatives that should be outlined that are occurring in other non-academic departments. N. Badiou responded that there are additional initiatives such as in Human Resources and Faculty Relations that will be included in a future report.

### 6.3 Report from the Chair

A verbal report was provided.

The Chair reminded the Committee that applications for the Board Award for Outstanding Community Achievement and the Founders Award are open. Members were asked to share the information with their colleagues and consider bringing forward a nomination. The call for expressions of interest for student governors goes out on January 9, 2023 and he asked that everyone, particularly current student governors, share the details with their networks. A call for expressions of interest for administrative staff governors goes out on February 1, 2023.

### 6.4 Report from the President

A written report was circulated in advance.

B.A. Bacon commented that the end of Fall 2022 semester was nearing with the last week of classes. It was great to be fully back on campus, to see people on a daily basis and highlighted a number of events from the term:

- Community breakfast with 800 attendees;
- Official opening of the Nicol Building;
- Orange Shirt Day;
- Pride Festival Week;
- Mental Health Awareness Week;
- Opening of the Eriksson Lab;
- Fourth Annual Inclusion Week;
- Launch of the Community Engagement Strategic Plan; and
- In-person Remembrance Day Celebration.

He noted approximately 15% of incoming international students experienced delays in receiving their student visas, which is a sector-wide issue. Universities Canada is lobbying the Federal Government to remedy this situation as soon as possible. The Nicol Building was officially opened and the Engineering Design Centre was opened. Fall Convocation was held on November 12, 2022 with 1,271 new graduates bringing the total for the class of 2022 to more than 6,700. On December 5, 2022, the Minister of Foreign Affairs, Mélanie Joly, was on campus along with the former Minister of Foreign Affairs, Lloyd Axworthy to commemorate the 25<sup>th</sup> anniversary of the International Treaty banning landmines. He noted that December 6<sup>th</sup> is White Ribbon Day which honours the 14 women murdered at École Polytechnique in 1989.

Other highlights from the President's Report to the Board included Carleton maintaining its top five ranking in comprehensive universities from Maclean's and ranking number one in the category for research in the Humanities and Social Sciences. For the first time, Carleton was ranked one of the top 100 employers in Canada. He advised that the

Herzberg prize, the largest prize in Canada, was awarded to Dr. Lenore Fahrig, Chancellor's Professor in the Department of Biology, for her work on conservation and biodiversity. In addition, Sonia Chiasson from the School of Computer Science was presented with an Art McDonald Fellowship, three faculty members were elected to the Royal Society of Canada, and Maeve Collin-Tobin has become Carleton's seventh Rhodes Scholar.

B.A. Bacon noted that it was the season of giving with the Carleton United Way Campaign where he participated in the annual Polar Bear Dip and the University surpassed the goal of raising \$80,000. Giving Tuesday was on November 29<sup>th</sup> which was an opportunity to give to student, faculty, staff, and friends-led projects across all aspects of the University's mission and \$1.24 million was raised within 24 hours.

The Chair thanked all the members that donated and helped make Giving Tuesday a success and took a moment to recognize management, senior executive, and staff for all of the achievements highlighted.

A member asked about the of international students that were unable to receive their visas. B.A. Bacon responded that if the University can welcome those students, it will, but noted that the students may not wait if they have options in other countries. S. Blanchard, Vice-President (Students and Enrolment), advised that at Carleton, their applications are automatically deferred but that the student needs to reapply for their visas for the new term. She added that the university sector has met with the Minister for Immigration, Simon Fraser, who was positive that they are working through the backlog of applications. J. Tomberlin added that some students accepted for the Fall Semester are anticipating starting in January 2023 but it is hard to tell how many will receive a visa in time.

A member asked how many international students are affected. S. Blanchard responded the visa issues are impacting approximately 150 students.

M. Gillis provided an update on student involvement on the Carleton Brand Enhancement campaign. She reached out to T. Frost, Chief Communications Officer and Associate Vice-President (Communications and Public Affairs) and his Team to discuss student consultation. She advised that the Department of University Communications has created a Social Media Ambassador program in which she will be assisting and participating. The program involves students creating organic content for their own social media pages as well as specific content for the University.

She provided a brief overview of a personal project where she contacted the Student Affairs Office concerning free and accessible menstrual hygiene product dispensers across campus. These items are currently available in the residence commons washrooms and she is hoping to continue the project to at least one more building.

## 6.5 Committee Chair Updates

### 6.5.1 Building Program

A. Tremblay, Chair of the Building Program Committee advised that the Committee met on November 17, 2022. The Committee received a presentation from Brook McIlroy (BMI), the architectural firm assisting in the renewal of the Campus Master Plan. The process has moved to Phase 3, the development stage. Since April 2022, BMI has hosted several consultation opportunities with the campus community. The draft plan is expected to come to the Building Program Committee in February 2023 with the final report to be provided in April 2023.

The Committee received an update on the new Student Residence Building. Due to increases in materials costs, inflation, and supply chain issues a revised budget will come to the Committee for approval in February and then to the Board in March 2023. The delay in the approval of the increased budget is not expected to increase the timeline of the project with the anticipated completion to be in late 2024 or early 2025.

The Committee received the annual Strive for Sustainability Annual Report which included highlights such as Carleton becoming a signatory to climate change commitments, the new Responsible Investment policy, receiving a gold certification from the Association for the Advancement of Sustainability in Higher Education (AASHE). Next steps involve developing baseline data to ensure that Carleton is moving towards its emissions targets of carbon neutrality by 2050 and a 50% reduction by 2030.

A project close-out report was received on the Engineering and Design Centre (EDC) noting that the project is substantially complete, with a few outstanding items such as performance of the mechanical and electrical systems as well as some deficiencies with final completion anticipated for January 2023. With respect to major capital projects, renewal, and deferred maintenance, projects are totaling \$185 million are currently under way. The value of work completed to September 2022 was \$57 million with a forecasted expenditure of \$128 million.

### 6.5.2 Finance

P. Dion, Chair of the Finance Committee, advised that the Committee met on November 17, 2022. He advised that the Investment Committee brought forward a revised Terms of Reference. A. Urquhart, Executive Director of Pension Fund Management, provided reports on the pension plan and investment report on the endowment. The pension plan fiscal year end resulted in a decrease of 6.4% as of June 2022 due to the challenging global markets, supply chain issues, and elevated inflation. Notwithstanding these issues, Carleton remains in a healthy financial position and the pension plan has a just under \$1.5 billion market value. The Endowment Fund showed a small erosion in real value but remained in a healthy position with \$339 million as of June 2022.

He commented on the issues related to international student visas which has had contributed to a \$13.5 million shortfall in the 2022/23 operating budget. A. Marcotte, Associate Vice-President (Financial Services), outlined the steps management will take to make up the shortfall and deliver a balanced operating budget. Lastly, the Committee received a report on the new student residence, to ensure the quality of the building, the Committee agreed that should a contingency be required to deliver the project, that it would be supported by the Finance Committee.

### 6.5.3 Governance

B. O'Connor, Chair of the Governance Committee, advised that the Committee met on November 22, 2022 and reviewed two policies that were included in the open consent agenda. The first was the Academic Governance of the University Joint Policy, which is a joint document of the Board of Governors and Senate. A few minor amendments were made and the Committee recommended the policy to the Board for approval. The second approval was for the Board of Governors Travel and Related Expenses policy, which included the removal of car rentals and a few other minor changes to bring it in line with the broader University Travel and Related Expenses Policy. The Committee reviewed the Student Governor and Academic Staff Governor handbooks and election processes. There was a discussion around the Board Self-Assessment survey and filling the upcoming Community-at-Large vacancies with strategic financial and technology and entrepreneurship expertise.

## **7. OPEN-OTHER BUSINESS**

No additional business was brought forward.

## **8. OPEN-QUESTION PERIOD**

No additional questions were brought forward.

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

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 4:46 p.m.

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 15 January 2023
<b>From:</b>	Chair, Finance Committee	<b>Date of Meeting:</b> 9 March 2023
<b>Subject:</b>	<b>Actuarial Valuation and Funding of Carleton University Retirement Plan</b>	
<b>Responsible Portfolio:</b>	Pension Committee	

### 1.0 PURPOSE

For Approval    For Information    For Discussion

### 2.0 MOTION

No motion required.

### 3.0 EXECUTIVE SUMMARY

Legislation requires that an actuarial valuation of the Carleton University Retirement Plan (the Plan) be undertaken at least every three years, and that the valuation be filed with the Financial Services Regulatory Authority (FSRA) and the Canada Revenue Agency (CRA). An actuarial valuation has been prepared for the period ended June 30, 2022 by Mercer, the Plan’s actuary, reflecting the financial position of the Plan. The Pension Committee reviewed and approved this valuation at a meeting on Jan. 12, 2023 and recommends that it be approved by the Finance Committee.

The valuation shows that the financial position of the Plan has improved since the last valuation. The Plan is 106% funded on a going-concern basis at June 30, 2022 with a surplus of \$51 million (compared to 93% funded with a deficit of \$59 million at July 1, 2019). The Plan is 108% funded on a solvency (wind-up) basis with a surplus of \$71 million at June 30, 2022 (compared to 87% and a deficit of \$121 million at July 1, 2019).

The Plan is now fully funded which means there are no special payments required of the university to fund a deficit for the first time in over a decade. The next actuarial valuation will be required at June 30, 2025.

### 4.0 INPUT FROM OTHER SOURCES

Valuation Report prepared by Mercer. The report will be signed after Board approval.

### 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

See attached actuarial valuation report.

### 6.0 FINANCIAL IMPLICATIONS

The financial stability of the Retirement Plan is critical to ensuring that the promise to deliver benefits to plan participants can be accomplished at a reasonable cost and risk to the university. Cost and risk refer to contributions, including special payments, and the variability of those payments. The decade coming out of the global financial crisis shows how challenging the management of pension plans can be, as the size of special payments created financial pressures on university operating budgets. Carleton wisely made a lump sum special payment following the last actuarial valuation which contributed to the fully funded status of the Plan at June 30, 2022. Furthermore, Carleton has built up a reserve for future pension contributions in recognition of the possibility of a challenging economic environment ahead.

### 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The financial stability of the Plan is of strategic importance to the university, given its size, continued growth, and compliance requirements. Regulatory, legal and compliance risk are mitigated by a clear governance structure and the existence of the Office of Pension Fund Management that oversees regulatory and compliance issues. This structure protects Plan members and assists the Pension Committee, the Finance Committee and the Board of Governors in fulfilling their fiduciary duties. Another type of risk over which the university has less control is market risk; i.e. the failure to achieve satisfactory returns due to capital market conditions, and related impairment of the assets supporting the Plan liabilities. Steps are taken to mitigate these risks through oversight and managing the Fund in accordance with prudent investment policy which includes the careful selection of investment managers and their oversight.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Performing due diligence in the governance and operational management of the Plan is critical to avoiding reputational risks. The valuation results and related inputs have been thoroughly analyzed by the Pension Committee with the assistance of the Plan actuary. The recommendation presented to the Finance Committee was fully endorsed by the Pension Committee.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

# Pension Plan Actuarial Report

Feb. 22, 2023

# Summary

- Plan assets total \$1.5B
- Going-concern ratio/surplus is 106% and \$51M as of June 30, 2022
  - 93% and -\$59M in 2019
- Solvency ratio/surplus is 108% and \$71M as of June 30, 2022
  - 87% and -\$121M in 2019
- Plan is fully funded as of June 30, 2022

# Design of the Plan

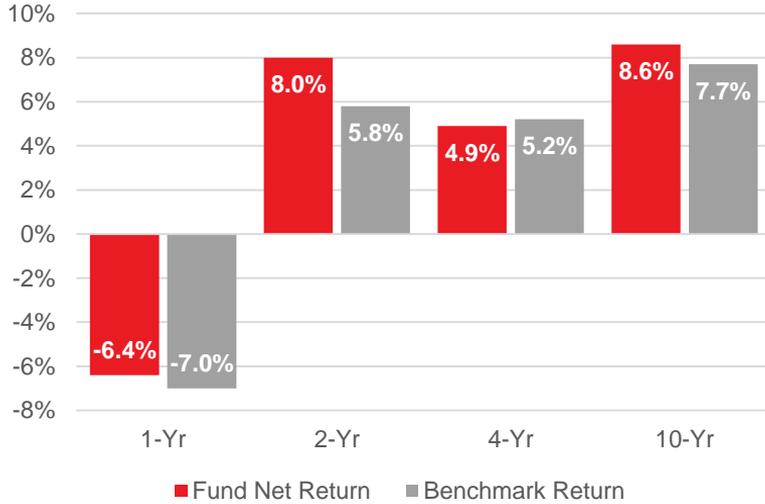
- Hybrid Plan
- Benefit is larger of:
  - Money Purchase pension (Defined Contribution pension)
  - Minimum Guarantee pension (Defined Benefit formula)
- Current contributions (% of pensionable earnings)
  - Employer 8.15%
  - Employee 5.05%
- Normal retirement age of 65
- Increases after retirement based on investment returns

# Demographics of the Plan

	<u>July 1, 2019</u>	<u>June 30, 2022</u>
• Active Members	<b>2,181</b>	<b>2,429</b>
• Average earnings	\$105,998	\$109,494
• Average pensionable service	12.2 years	11.2 years
• Deferred pensioners	<b>526</b>	<b>532</b>
• Retirees	<b>1,440</b>	<b>1,578</b>
• Average age	74.9	75.5
• Average pension	\$47,000	\$49,000
• Total membership	<b>4,147</b>	<b>4,539</b>

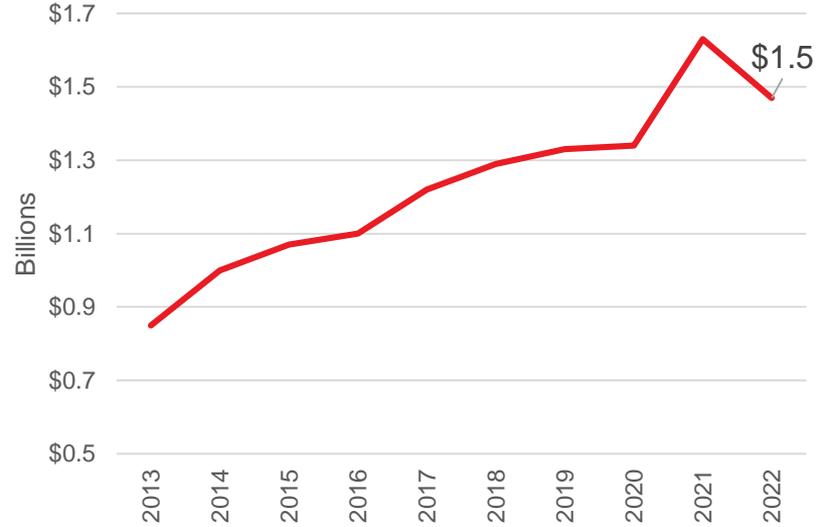
# Investments of the Retirement Fund

### Fiscal Year Ended June 30, 2022 Returns



\*7.95% gross fiscal YTD return to Nov. 30, 2022

### Historical Market Value



# Actuarial Valuation Process

- The actuarial valuation evaluates the financial position of the Plan at the valuation date by comparing the assets in the Retirement Fund to the accrued liabilities for pension benefits
- This valuation also sets the contribution requirements for the period until the next filed valuation in three years
- The final report is filed with the Financial Services Regulatory Authority of Ontario (FSRA) and Canada Revenue Agency (CRA) by March 31, 2023

## Solvency valuation

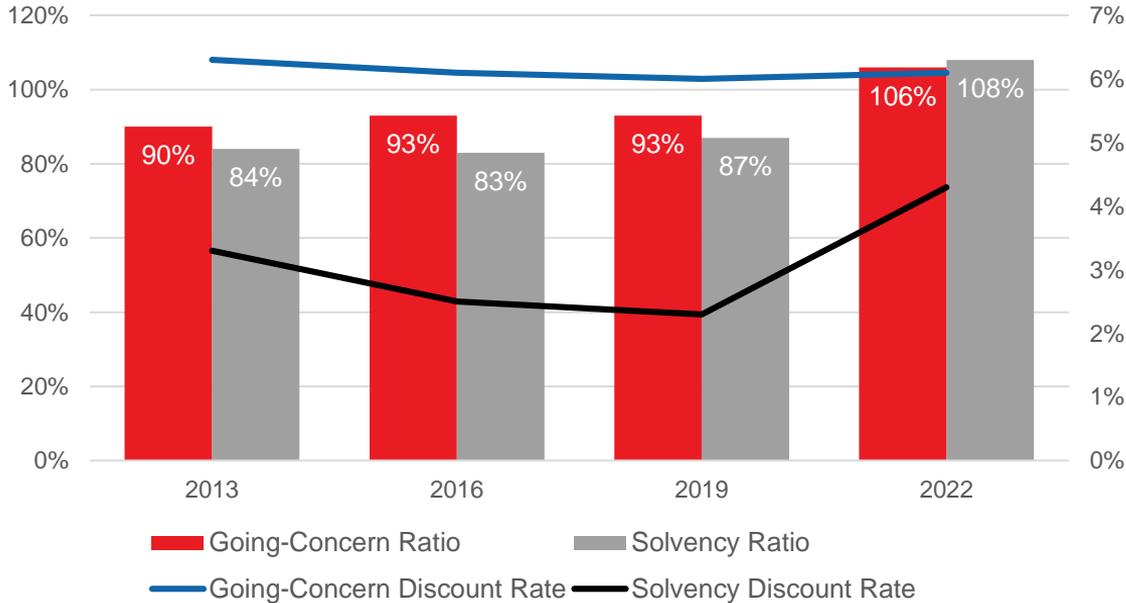
- Assumes plan wound up immediately
- Uses long-term government bond yields for discount rate
- Deficits amortized over five years
- Special payments only required if solvency ratio below 85%

## Going-concern valuation

- Assumes plan continues indefinitely
- Uses expected return on assets for discount rate
- Deficits amortized over 10 years
- Special payments required if going-concern ratio is below 100% (includes a provision for adverse deviation)

# Financial Position of the Plan

Historical Valuations as of July 1



## 106%

Going-Concern Ratio, June 30, 2022  
(\$51M surplus)

## 108%

Solvency Ratio, June 30, 2022  
(\$71M surplus)

# Funding Requirements

- Impact of valuation on university contributions:
- **Money purchase** contributions remain fixed as a % of pay;
  - 5.30% of pensionable earnings
- **Minimum Guarantee** contributions will decrease from 3.54% to 2.85% of pensionable earnings
- **Special payments** no special payments are required due to the fully funded status of the Plan

# Funding Requirements (cont'd)

- Contribution requirements for the next three-year period are as follows:

<i>(in millions of dollars)</i>	<u>2022/2023</u>	<u>2023/2024</u>	<u>2024/2025</u>
Employer Money Purchase Contributions	\$14.1	\$14.7	\$15.4
Employer Minimum Guarantee Current Service Cost	\$7.6	\$7.9	\$8.3
Special Payments	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Total Employer Contributions</b>	<b>\$21.7</b>	<b>\$22.6</b>	<b>\$23.7</b>
Employee Money Purchase Contributions	<u>\$13.4</u>	<u>\$14.0</u>	<u>\$14.7</u>
<b>Total Employee Contributions</b>	<b>\$13.4</b>	<b>\$14.0</b>	<b>\$14.7</b>

# Sensitivity Analysis

- As part of the actuarial valuation report, the funded position of the Plan is shocked for certain risk factors such as interest rate risk, deterioration in equity markets and longevity risk.

Going-Concern Basis	June 30, 2022 Valuation Result	Interest Rate Risk <i>Scenario: Decrease in market interest rates of 1.75%</i>	Investment Return Risk <i>Scenario: Decrease of 11.75% of non-fixed income assets</i>	Longevity Risk <i>Scenario: Increase life expectancy by 1.3/1.5 years for females/males</i>
Funding excess (deficit)	106% \$51M	100% \$5M	93% (\$65M)	98% (\$23M)

- This information helps inform the level of pension reserve the university keeps in case of adverse scenarios that could arise in future actuarial valuations.

# Other Considerations

The Pension Benefits Guarantee Fund (PBGF) assessment:

- This fund is a form of insurance to protect members in case of a defined benefit pension single employer bankruptcy in Ontario
- The university payment will be reduced by \$819,735 due to the strong actuarial valuation result

# Carleton University Retirement Plan

Result of Funding Valuation  
as at June 30, 2022

February 2023

Armand Abehsera, Principal, Toronto  
Bill Watson, Partner, Toronto

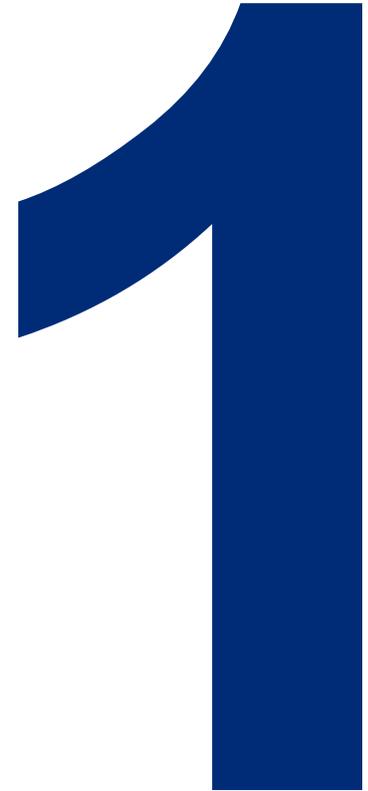
A business of Marsh McLennan



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# **BACKGROUND ON ACTUARIAL VALUATIONS AND FUNDING OF PENSION PLANS**



# Cost and Funding

- Registered pension plans must be pre-funded
- Cost of pension paid by both University and members

Factors that influence cost:	Funding:
Plan design	Allocate costs over time
Legislation <ul style="list-style-type: none"><li>• Minimum requirements</li><li>• Maximum limits</li></ul>	Determination of costs <ul style="list-style-type: none"><li>• Actuarial valuation</li><li>• Range of permissible University contributions</li></ul>
Experience <ul style="list-style-type: none"><li>• E.g. pensionable earnings, inflation, investment performance, membership demographics</li></ul>	Standards <ul style="list-style-type: none"><li>• Canadian Institute of Actuaries (CIA)</li><li>• Income Tax Act (ITA)</li><li>• Pension standards legislation</li></ul>

# Roles of the various parties in preparing the actuarial valuation

## Carleton University

- Engages actuary to prepare actuarial valuation
- Provides input on plan specific assumptions such as expected retirements or expected long term pensionable earnings
- Decides level of additional margins and funding relief elections (under Broader Public Sector rules)

## Plan Actuary

- Selects assumptions and methods
- Certifies assumptions and methods are in accordance with accepted actuarial practice
- Must adhere to all professional standards as set by the Canadian Institute of Actuaries and set by the actuarial firm

## Canadian Institute of Actuaries

- Sets professional standards and accepted actuarial practice
- Issues educational notes providing recommendations on pension specific actuarial topics

## Financial Services Regulatory Authority of Ontario

- Ensures actuarial report is in compliance with Pension Benefits Act and Regulations
- Ensures contributions are in accordance with Pension Benefits Act and Regulations

## Canada Revenue Agency

- Ensures actuarial report is in compliance with Income Tax Act
- Ensures contributions amounts are in accordance with Income Tax Act

# Valuation measures

VALUATION IS A SNAP SHOT OF THE FINANCIAL POSITION OF A PLAN AT A POINT IN TIME

## VALUE OF THE ASSETS

- How much is in the pension fund on the valuation date

## AMOUNT OF LIABILITIES

- Current value of future pensions to plan members and beneficiaries based on service to date

## SURPLUS OR DEFICIT

- Difference between assets and liabilities
  - If difference is a deficit, additional contributions (“special payments”) required
  - If the difference is a surplus, contributions may be reduced or eliminated, depending on the size of the surplus and plan provisions

AND

## CURRENT SERVICE COST

- Cost of benefits that will be earned by active members in the year following the valuation

# The funding valuation measures

## How the plan is meeting its objectives



### GOING CONCERN

“Long-term view”  
of the plan

- Measures long term sustainability; assumed the plan will be maintained indefinitely
- Determines level of current service cost contributions and special payments toward deficits (if any)
- Assumptions selected by actuary, in consultation with Carleton University, and each assumption required to be the actuaries' best estimate

### HYPOTHETICAL WIND-UP

“Snapshot view”  
of the plan

- Complements long-term view with focus on security of accrued benefits
- Assumes plan is terminated and fully settled on the valuation date
- Assumptions generally prescribed (market basis)

### SOLVENCY

Wind-up, “with  
adjustments”

- Same as hypothetical wind-up except Ontario regulations allow certain adjustments to wind-up results such as exclusion of certain liabilities and option to smooth assets and liabilities
- May result in additional special payment contributions

# Funding of DB Plans

## Ontario funding rules

### Going-Concern Funding

---

**Strengthening** of going-concern funding:

- Best estimate discount rate, no margin
- Provision for Adverse Deviation (PfAD) applied to going-concern liabilities and current service cost, to be funded
- 10 year amortization of deficit (including PfAD)

### Solvency Funding

---

**Reduced** solvency funding:

- Funding only required to improve solvency status to 85%
- 5 year amortization; no consolidation

# VALUATION RESULTS

# 2

# What happened since the last valuation?



## Fund Return

- 2019/2020: -0.5%
- 2020/2021 : 24.9%
- 2021/2022 : -6.4%



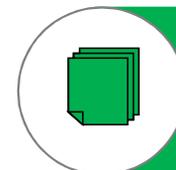
## Contributions

- Total contributions remitted by members and University:
  - 2019/2020 : EE \$16,914,000 ER \$21,016,000
  - 2020/2021 : EE \$17,464,000 ER \$21,925,000
  - 2021/2022 : EE \$14,673,000 ER \$22,968,000
- University made additional special payment contributions of \$69M (including \$18M in-transit contribution at the end of Oct. 2019 and \$51M contribution in March 2020)



## Assumptions

- Increase in going-concern discount rate assumption to 6.1% (from 6.0%)
- Updated retirement assumption using rates at different ages instead of a single age



## Membership

- Net increase in membership of 392 (631 new members, 133 lump sum payout terminations, 95 net deaths)
- Retirements slightly later than assumed age 65
- Increase in pensionable earnings since last valuation lower than assumed 4.5% p.a.

The deficit at July 1, 2019 was eliminated through special payments. At June 30, 2022, the plan remains fully funded, however, significant risk remains due mainly to uncertainty in financial markets.

# Highlights of valuation results

## Going concern position (excluding Money Purchase Component)



Surplus(Deficit) / Funded Ratio	July 1, 2019	June 30, 2022
Including smoothing & PfAD	(\$59M) / 93%	\$51M / 106%
Excluding smoothing	(\$50M) / 94%	\$13M / 101%
Excluding PfAD	\$27M / 103%	\$97M / 111%

- The funded position has improved from July 1, 2019 to June 30, 2022
- Mainly as a result of gains from:
  - special payments made by Carleton University,
  - decrease in liabilities due to changes in assumptions, and
  - impact of smoothing (deferring investment losses)
- Offset by losses from:
  - investment returns lower than assumed
  - Increase in minimum guarantee benefits as a result of lower money purchase balances, and
  - Indexing of pensions in pay higher than assumed

## Valuation results – Going concern basis

(\$000)	July 1, 2019	June 30, 2022
<b>Assets</b>		
Market value of assets (include contribution in-transit)	1,340,006	1,485,131
LESS: Money Purchase Component (MPC) balances	(542,409)	(541,925)
Asset smoothing adjustment	(7,630)	31,648
<b>Total actuarial value of assets</b>	<b>789,967</b>	<b>974,854</b>
<b>Liabilities</b>		
• Actives - Minimum Guarantee Benefits	80,071	83,811
• Pensioners	689,852	762,274
• Deferreds & Non-Reduction Reserve (NRR)	762	397
Subtotal	770,685	846,482
Liabilities smoothing adjustment	2,048	(6,584)
Total smoothed liabilities	772,733	839,898
PfAD on non-indexed liabilities	76,511	83,509
Total liabilities including PfAD	849,244	923,407
<b>Funding excess (deficit)</b>	<b>(59,277)</b>	<b>51,447</b>
<b>Net position without smoothing</b>	<b>(49,599)</b>	<b>13,215</b>

# Valuation results – Gains and losses on going-concern basis



## Valuation results - Hypothetical wind-up/solvency basis

(\$000)	July 1, 2019	June 30, 2022
<b>Assets</b>		
Market value of assets (include contribution in-transit)	1,340,006	1,485,131
LESS: Money Purchase Component (MPC) balances	(542,409)	(541,925)
Total market value of assets net of MPC (A)	797,597	943,206
Termination expense provision	(650)	(650)
<b>Total actuarial value of assets</b>	<b>796,947</b>	<b>942,556</b>
<b>Liabilities</b>		
• Actives - Minimum Guarantee Benefits	52,243	33,820
• Pensioners	864,861	837,770
• Deferreds	841	419
Total (C)	917,945	872,009
<b>Surplus (deficit)</b>	<b>(120,998)</b>	<b>70,547</b>
<b>Transfer Ratio (A÷C)</b>	<b>86.9%</b>	<b>108.2%</b>

- Significant improvement in funded position on hypothetical wind-up / solvency basis mainly due to:
  - Investment returns greater than solvency interest rates, and
  - Significant increase in solvency interest rates

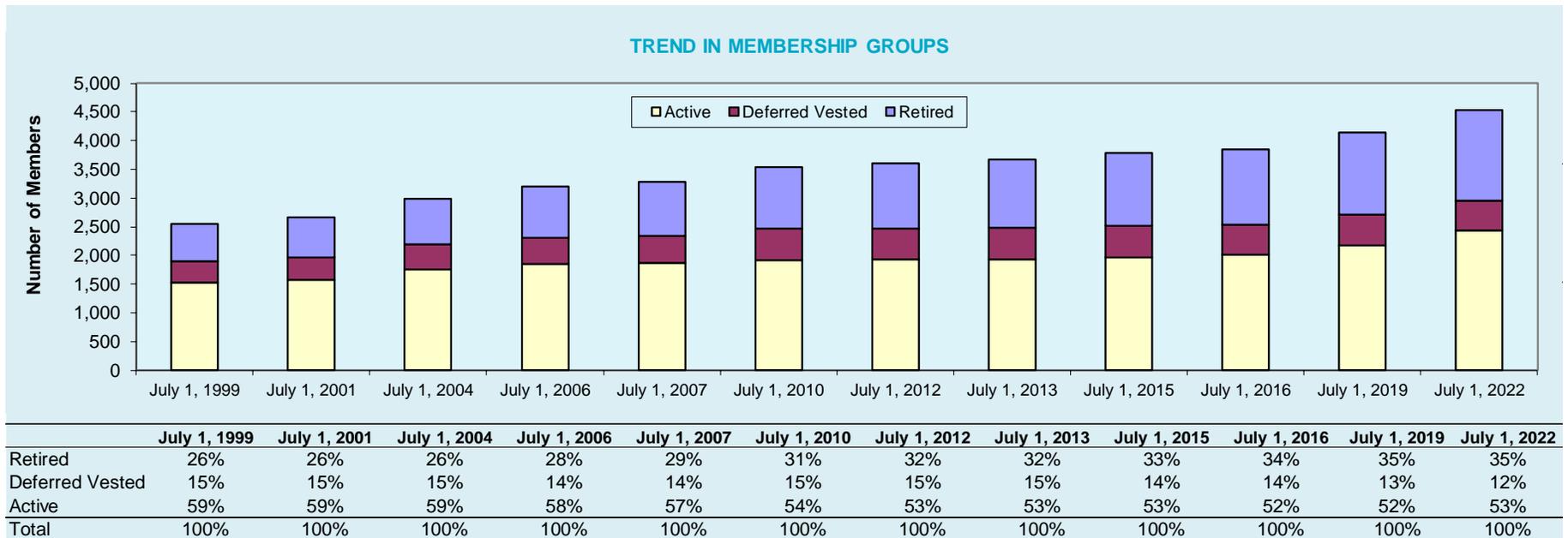
# Minimum contributions requirements (in \$000s)

Valuation Date:	July 1, 2019	June 30, 2022		
Plan Year	2021/2022	2022/2023	2023/2024	2024/2025
Minimum Guarantee Benefits (MGB) Current Service Cost	\$8,120	\$6,889	\$7,199	\$7,523
Provision for Adverse Deviation (PfAD)	812	683	714	746
<b>Total MGB Current Service Cost</b>	<b>\$8,932</b>	<b>\$7,572</b>	<b>\$7,913</b>	<b>\$8,269</b>
PLUS: Special Payments	0	0	0	0
LESS: Members Contribution to Minimum Guarantee	0	0	0	0
<b>Subtotal</b>	<b>\$8,932</b>	<b>\$7,572</b>	<b>\$7,913</b>	<b>\$8,269</b>
Total Money Purchas Contribution	26,492	27,509	28,747	30,041
LESS: Members' Money Purchase Contribution	(12,931)	(13,422)	(14,026)	(14,657)
<b>University Money Purchase Contribution</b>	<b>\$13,561</b>	<b>\$14,087</b>	<b>\$14,721</b>	<b>\$15,383</b>
<b>Total University Contribution</b>	<b>\$22,493</b>	<b>\$21,659</b>	<b>\$22,633</b>	<b>\$23,652</b>
<b>EXPRESSED AS A PERCENTAGE OF PENSIONABLE EARNINGS</b>				
University minimum guarantee current service cost	3.54%	2.85%	2.85%	2.85%
University money purchase contributions	5.37%	5.30%	5.30%	5.30%
University special payments	0.00%	0.00%	0.00%	0.00%
<b>Total University</b>	<b>8.91%</b>	<b>8.15%</b>	<b>8.15%</b>	<b>8.15%</b>
Members' contributions to Money Purchase	5.12%	5.05%	5.05%	5.05%
Members' contributions to Minimum Guarantee	0.00%	0.00%	0.00%	0.00%
<b>Total members</b>	<b>5.12%</b>	<b>5.05%</b>	<b>5.05%</b>	<b>5.05%</b>

# MEMBERSHIP DATA

3

# Plan membership



## HIGHLIGHTS

- Although total number of participants is growing, proportions are relatively stable
- Plan continues to mature (proportion of retired members is continuing to increase)
- Although retirees represent a 1/3<sup>rd</sup> of the total membership in the plan, their liabilities are over 50% of the total

# Membership reconciliation

	Actives	Deferred Vested	Pensioners and Beneficiaries	Total
<b>As of July 1, 2019</b>	<b>2,181</b>	<b>526</b>	<b>1,440</b>	<b>4,147</b>
New entrants	631			631
Terminations				
• transfers/lump sums	(80)	(53)		(133)
• deferred pensions	(88)	88		0
Deaths	(6)		(89)	(95)
Retirements	(207)	(16)	223	0
Deaths with Beneficiary/Spousal Pension	(4)		(39)	(43)
New Beneficiary/Spousal Pension			43	43
Data corrections	2	(13)		(11)
<b>As of June 30, 2022</b>	<b>2,429</b>	<b>532</b>	<b>1,578</b>	<b>4,539</b>

# Membership statistics

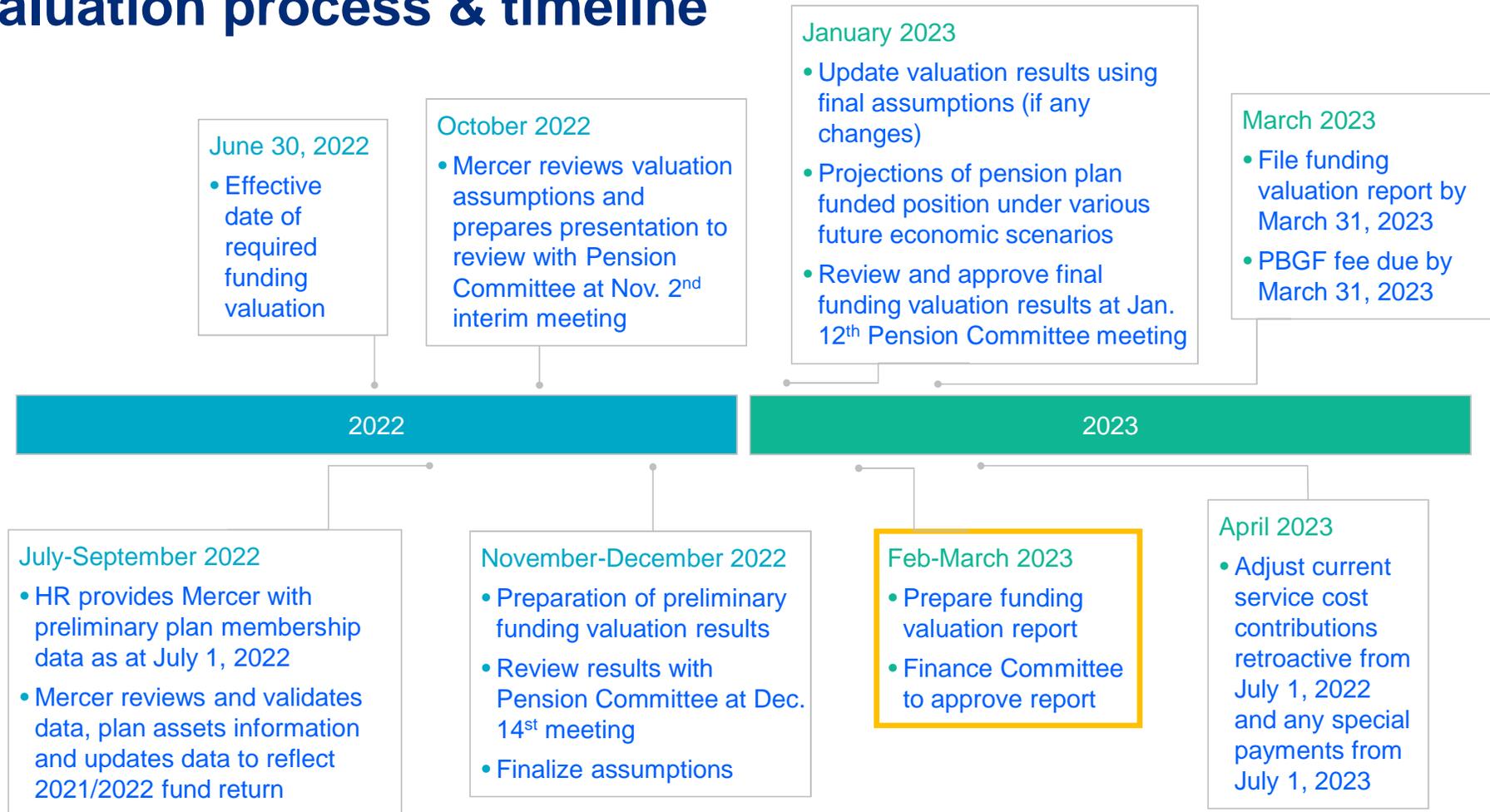
	July 1, 2019	June 30, 2022
<b>ACTIVE MEMBERS</b>		
Number	2,181	2,429
Total pensionable earnings for the following year	\$231,181,830	\$265,961,343
Average pensionable earnings for the following year	\$105,998	\$109,494
Average years of pensionable service	12.2 years	11.2 years
Average age	48.1	47.2
Total MPC account balance	\$500,068,000	\$500,510,000
<b>DEFERRED PENSIONERS</b>		
Number	526	532
Average age	51.9	52.3
Total MPC account balance	\$42,341,000	\$39,897,000
Number of members with MG pensions	514	521
Total annual MG pension	\$2,330,000	\$2,352,000
Average annual MG pension	\$4,533	\$4,514
<b>PENSIONERS AND BENEFICIARIES</b>		
Number	1,440	1,578
Total annual lifetime pension	\$67,558,000	\$77,409,000
Total annual temporary pension *	\$353,000	\$130,000
Average annual lifetime pension	\$47,000	\$49,000
Average age	74.9	75.5

\* Temporary pension is university paid

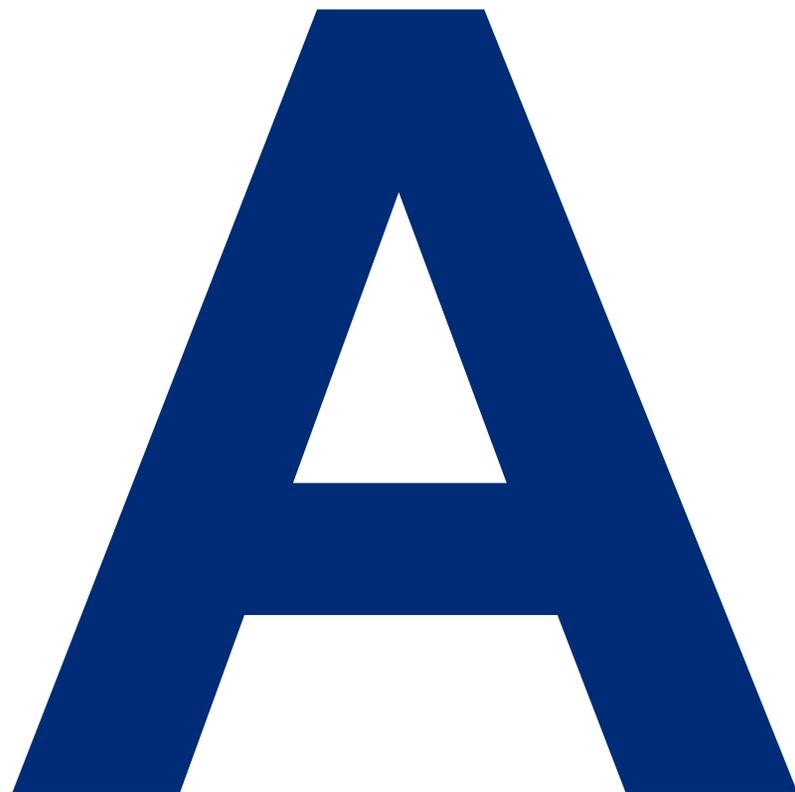
**NEXT STEPS**

**4**

# Valuation process & timeline



# **APPENDIX A – ASSET RECONCILIATION**



# ASSET RECONCILIATION

\$000's	July 1, 2019 – June 30, 2020	July 1, 2020 – June 30, 2021	July 1, 2021 – June 30, 2022
Market value at beginning of period	\$1,322,006	\$1,345,470	\$1,634,007
PLUS			
Members contributions			
• Money Purchase Account	\$12,407	\$12,794	\$14,673
• Minimum Guarantee Benefits (Special Payments)	\$4,507	\$4,670	\$0
University contributions			
• Money Purchase Account	\$13,208	\$13,370	\$13,822
• Minimum Guarantee Benefits (Service Cost)	\$7,808	\$8,555	\$9,146
• Minimum Guarantee Benefits (Special Payments)	\$68,953	\$0	\$0
Investment income and capital gains/(losses) net of fees	(\$7,008)	\$323,618	(\$102,928)
	\$99,875	\$363,007	(\$65,287)
LESS			
Pension paid	\$68,641	\$71,615	\$75,911
Lump sum payments	\$7,770	\$2,855	\$7,678
	\$76,411	\$74,470	\$83,589
Market value at end of period	<b>\$1,345,470</b>	<b>\$1,634,007</b>	<b>\$1,485,131</b>

**APPENDIX B –  
ASSUMPTIONS USED FOR  
VALUATION**

**B**

# Summary of Going-concern Assumptions & Methods

	JULY 1, 2019	JUNE 30, 2022
Discount rate	6.00%	<b>6.10%</b>
Inflation	2.00%	2.20%
YMPE/ITA limit increases	3.00%	3.00%
Pensionable earnings increases	4.50%	4.50%
Interest on Money Purchase Account Balance	6.00% equivalent to discount rate	<b>6.10%</b> <b>equivalent to discount rate</b>
Post retirement pension increases	0% (discount rate less 6%)	<b>0.10%</b> <b>(discount rate less 6%*)</b>
Non-reduction reserve	1.5% for pre-July 1, 2003 liabilities for active and deferred members	1.5% for pre-July 1, 2003 liabilities for active and deferred members
Provision for Adverse Deviation (PfAD)	10%	10%

# Summary of Going-concern Assumptions & Methods

	JULY 1, 2019	JUNE 30, 2022
Actuarial cost method	Projected unit credit	Projected unit credit
Asset valuation method	Smoothed value	Smoothed value
Retirement rates	Later of the attainment of age 65 and one year of additional service from the valuation date	<b>Age related table*</b>
Termination rates	Age related table	Age related table
Mortality rates	90% of the rates of the 2014 Public Sector Canadian Pensioners Mortality Table (CPM2014Public), fully generational using mortality improvement scale CPM-B	90% of the rates of the 2014 Public Sector Canadian Pensioners Mortality Table (CPM2014Public), fully generational using mortality improvement scale CPM-B
Disability rates	None	None

*\* Reflecting retirement rates based on study of pension plan experience for period 2013-2022*

Age	Retirement Rates	Age	Retirement Rates
55 – 56	3%	63 – 64	10%
57 – 58	4%	65	30%
59	5%	66	20%
60 – 61	6%	67 – 70	15%
62	7%	71	100%

# Summary of Hypothetical Wind-Up/Solvency Assumptions

	JULY 1, 2019	JUNE 30, 2022
<b>Form of Benefit Settlement</b>		
• Members assumed to elect the transfer option	70% of non-retired members under age 55; 50% of non-retired members aged 55 or older	70% of non-retired members under age 55; 50% of non-retired members aged 55 or older
• Members assumed to have an annuity purchased on their behalf	30% of non-retired members under age 55; 50% of non-retired members aged 55 or older; pensioners	30% of non-retired members under age 55; 50% of non-retired members aged 55 or older; pensioners
<b>Interest Rate</b>		
• For members assumed to elect the transfer option	2.30% per annum for 10 years; 2.80% per annum thereafter	<b>3.70% per annum for 10 years; 4.20% per annum thereafter</b>
• For members assumed to have an annuity purchased on their behalf	2.66% for duration of 8.6	<b>4.34% for estimated duration of 6.2</b>
<b>Mortality</b>		
• For members assumed to elect the transfer option	CPM2014 fully generational using CPM-B mortality improvement scale	CPM2014 fully generational using CPM-B mortality improvement scale
• For members assumed to have an annuity purchased on their behalf	90% of CPM2014 fully generational using CPM-B mortality improvement scale	90% of CPM2014 fully generational using CPM-B mortality improvement scale

## Summary of Hypothetical Wind-Up/Solvency Assumptions (cont'd)

	JULY 1, 2019	JUNE 30, 2022
Retirement	Age which results in highest commuted value of benefits	50% at age which results in highest commuted value of benefits and 50% at earliest unreduced retirement age
Family composition	Same as for going-concern valuation	Same as for going-concern valuation
Maximum pension limit:	\$3,025.56	<b>\$3,420.00</b>
Termination Expenses	\$650,000	\$650,000

**APPENDIX C –  
HISTORICAL FUND  
RETURNS**



## Historical fund returns and pension adjustments

Period July 1 to 30-Jun	Annual Fund Rate %	Four Year Average Fund Rate%	Four-Year Average Minus 6%	Average Annual Nat'l CPI%
1982-1983	38.3181	14.7010	8.7010	8.45
1983-1984	2.4528	11.7739	5.7739	4.91
1984-1985	26.6328	15.8372	9.8372	3.83
1985-1986	21.1476	22.1378	16.1378	3.97
1986-1987	13.4140	15.9118	9.9118	4.78
1987-1988	0.6843	15.4697	9.4697	4.22
1988-1989	14.3544	12.4001	6.4001	4.39
1989-1990	2.3856	7.7096	1.7096	4.29
1990-1991	8.7575	6.5455	0.5455	5.46
1991-1992	8.9443	8.6105	2.6105	3.16
1992-1993	15.5230	8.9026	2.9026	1.72
1993-1994	3.5651	9.1975	3.1975	1.03
1994-1995	14.2767	10.5773	4.5773	1.10
1995-1996	13.1076	11.6181	5.6181	1.87
1996-1997	20.5896	12.8848	6.8848	1.79
1997-1998	12.1280	15.0255	9.0255	1.18
1998-1999	4.2672	12.5231	6.5231	1.08
1999-2000	21.0300	14.5037	8.5037	2.42
2000-2001	-3.8069	8.4046	2.4046	3.05
2001-2002	-0.9552	5.1338	-0.8662	1.66
2002-2003	1.0500	4.3295	-1.6705	3.37
2003-2004	16.3794	3.1668	-2.8332	1.73
2004-2005	10.5392	6.7534	0.7534	2.08
2005-2006	7.8800	8.9622	2.9622	2.48

## Historical fund returns and pension adjustments

Period July 1 to 30-Jun	Annual Fund Rate %	Four Year Average Fund Rate%	Four-Year Average Minus 6%	Average Annual Nat'l CPI%
2006-2007	17.7586	13.1393	7.1393	1.77
2007-2008	-4.3945	7.9458	1.9458	2.18
2008-2009	-11.4398	2.4511	-3.5489	1.67
2009-2010	8.9516	2.7190	-3.2810	0.74
2010-2011	16.0132	2.2826	-3.7174	2.51
2011-2012	-1.2817	3.0608	-2.9392	2.40
2012-2013	15.4450	9.7820	3.7820	0.96
2013-2014	20.6382	12.7037	6.7037	1.43
2014-2015	8.7749	10.8941	4.8941	1.50
2015-2016	2.4220	11.8200	5.8200	1.42
2016-2017	12.6667	11.1255	5.1255	1.46
2017-2018	7.5666	7.8576	1.8576	1.89
2018-2019	4.1650	6.7051	0.7051	2.11
2019-2020	-0.4973	5.9753	-0.0248	1.48
2020-2021	24.5876	8.9555	2.9555	1.46
2021-2022	-6.3725	5.4707	-0.5293	5.54
4-year average	5.47	6.78	0.78	2.65
10-year average	8.94	9.13	3.13	1.93
15-year average	6.48	7.32	1.32	1.92
20-year average	7.54	7.30	1.30	2.01
30-year average	8.35	8.50	2.50	1.90
40-year average	9.69	9.65	3.65	2.61

**APPENDIX D –  
IMPORTANT NOTICES**



# Appendix D

## Important Notices

Mercer has prepared this presentation exclusively for the use of Carleton University to present preliminary funding results for the funding valuation purposes for the Carleton University Retirement Plan (the “Plan”) as at June 30, 2022. This presentation may not be used or relied upon by any other party or for any other purpose; Mercer is not responsible for the consequences of any such other use. Its content may not be modified, incorporated into or used in other material, sold or otherwise provided, in whole or in part, to any other person or entity, without Mercer’s permission.

All parts of this presentation, including any documents incorporated by reference, are integral to understanding and explaining its contents; no part may be taken out of context, used or relied upon without reference to the presentation as a whole.

The results presented herein are preliminary and subject to change. This report is not a substitute for a formal valuation report.

Carleton University is responsible for selecting the plan’s funding policy (including the margin, if any, for adverse deviations in the going concern valuation), the actuarial and asset valuation methods in the going concern valuation, and other methodologies permitted by legislation for the solvency valuation.

The actuarial assumptions used in the going concern valuation reflect the actuary’s best estimate, except for the margin for adverse deviations which has been selected by Carleton University. Carleton University is responsible for reviewing the going concern valuation assumptions referenced and advising Mercer as to any information it deems worthy of consideration in the determination of such assumptions.

Actuarial assumptions are used to model a limited number of scenarios from a range of possibilities for each valuation basis. Different assumptions or scenarios within the range of possibilities may also be reasonable. However, the future is uncertain and the Plan’s actual experience will differ from the assumptions utilized and the scenarios presented; these differences may be significant or material. This report is presented at a particular point in time and should not be viewed as a prediction of the Plan’s future financial condition or its ability to pay benefits in the future.

## Appendix D

### Important Notices (cont'd)

Furthermore, actuarial assumptions may be changed from one valuation to the next because of changes in regulatory and professional requirements, developments in case law, plan experience, changes in expectations about the future and other factors.

Mercer has used and relied on the membership data used in prior funding valuations and as supplied by Carleton University for the June 30, 2022 funding valuation. If the data supplied are not sufficient and reliable for its intended purpose, the results of our calculation may differ significantly from the results that would be obtained with such data. Although Mercer has reviewed the suitability of the data for its intended use in accordance with accepted actuarial practice in Canada, Mercer has not verified or audited any of the data or information provided.

Mercer has used and relied on the plan documents, including amendments, and interpretations of plan provisions, supplied by Carleton University. If any plan provisions supplied are not accurate and complete, the results of any calculation may differ significantly from the results that would be obtained with accurate and complete information. Moreover, plan documents may be susceptible to different interpretations, each of which could be reasonable, and the results of estimates under each of the different interpretations could vary. There were no substantive changes made to the plan provisions since the previous valuation at July 1, 2019.

Because actual plan experience will differ from the assumptions used in the calculations for this presentation, decisions about benefit changes, investment policy, funding amounts, benefit security and/or benefit-related issues should be made only after careful consideration of alternative future financial conditions and scenarios, and not solely on the basis of a valuation report or reports.

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Carleton University is solely responsible for selecting the plan's investment policies, asset allocations and individual investments.



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A business of Marsh McLennan

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**Minutes of the 170<sup>th</sup> Meeting of the Building Program Committee**  
**Thursday, November 17<sup>th</sup>, 2022 at 10:00 a.m.**  
**Richcraft Hall Room 2440R**

**MINUTES**

<b>Present:</b>	A. Tremblay (Chair) C. Tessier (Vice-Chair) B.A. Bacon (President) B. Creary	D. Greenberg G. Farrell S. Mingie A. Ullett
<b>Staff:</b>	S. Blanchard L. Dyke A. Goth (Recording Secretary) R. Goubran S. Levitt S. MacDonald	P. Mansfield K. McKinley (Virtual) G. Nower J. Tomberlin M. Bright N. Afouxenido
<b>Guests:</b>	A. McIlroy (Brook McIlroy)	
<b>Regrets:</b>	A. Chan A. Khoyani	A. Keung

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**1. CALL TO ORDER AND CHAIRMAN’S REMARKS**

The Chair called the meeting to order at 10:00 a.m. The Vice-Chair acknowledged the Algonquin Nation’s traditional and unceded territory that members have gathered upon for the meeting and reflected on her personal relationship to the land. The Chair welcomed everyone to the meeting and reviewed meeting protocols.

**2. DECLARATION OF CONFLICT OF INTEREST**

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

**3. APPROVAL OF THE AGENDA**

The agenda was circulated in advance.

It was moved by S. Mingie and seconded by C. Tessier that the agenda of the 170<sup>th</sup> Building Program meeting be approved, as presented. The motion carried unanimously.

#### **4. APPROVAL OF THE MINUTES AND BUSINESS ARISING**

##### **4.1 Minutes of Previous Meeting**

The minutes of the 169<sup>th</sup> meeting of the Building Program Committee were circulated in advance.

It was moved by A. Ullett and seconded by B. Creary to approve that the minutes for the 169<sup>th</sup> Building Program Committee meeting, as presented. The motion carried with one abstention.

##### **4.2 Business Arising**

The Chair advised that the item regarding the updated budgetary approval for the new Student Residence Building has been moved to the February 2023 agenda.

#### **5. ITEMS FOR DISCUSSION**

##### **5.1 Campus Master Plan Update – Emerging Themes**

An executive summary and presentation were circulated in advance.

The Chair advised that the Campus Master Plan, in place since 2010, is updated every five years. Brook McIlroy (BMI) has been retained to assist with the renewal and the consultation process was announced in April 2022. The Chair and A. Ullett sit on the renewal committee as Board representatives.

A. McIlroy of BMI reviewed the consultation timeline which began with a presentation to the Building Program Committee. An online feedback tool was launched in Spring 2022 and consultations took place with senior leaders and management. A second round was launched in September 2022 and consultations took place with faculty, staff, students, and the Board of Governors, noting that over 800 individuals participated in the consultation process.

The input received facilitated the development of the following nine guiding principles:

1. Strengthening the Natural Campus: promote and protect Carleton's riverfront, canal, and natural setting, strengthening existing green space and outdoor learning opportunities in existing courtyards;
2. Mixed-Use Complete Campus: promote the year-round/all season campus experience through a greater diversity of campus indoor and outdoor programs and spaces;
3. Indigenous Cultural Representation and Diverse Cultural Inclusion: ensure Indigenous and diversity are reflected in buildings, outdoor spaces, landscape design, and the naming of spaces;

4. Legible Campus: reimagine campus streets, paths, signage, wayfinding, and trails as vital for campus safety and mobility. Improve universal access with respect to the *Accessibility for Ontarians with Disabilities Act* standards and guidelines;
5. Collaborative and Outward-Facing Campus: strengthening community and Ottawa connections through walking and bicycle paths and shared program facilities;
6. Sustainability: ensure recommended changes to the campus sites consider best practices for sustainable design, climate change actions, and overall greening of campus;
7. Balanced Access: identify a comprehensive and balanced approach to campus circulation for pedestrians, cyclists, transit users, and parking;
8. Health and Wellness: ensure new developments on campus fit within their environment and create safe spaces for year-round use. Promote health and wellness through a holistic approach; and
9. Buildings and Architecture: identify potential development opportunities that consider ongoing capital projects, efficiencies in space utilization in existing and new buildings, use of current spaces, and opportunities for renovation, renewal, and expansion.

Preliminary design and campus opportunities identified included:

1. Developing a “Green Ribbon” trail. The landscape architects, PFS Studio, introduced the idea of a 4 km long green loop being part of the organic open space network surrounding the campus;
2. Creating flexible campus streets, campus, gateways, and a pedestrian network by strengthening existing gateways and creating new linkages in the future;
3. Potential building enhancements and development sites for renovation, renewal, and expansion; and
4. Tunnel improvements and expansions to address accessibility and sustainability challenges, including incorporating natural light and creating study spaces.

The first draft of the Campus Master Plan will be provided to the Steering Committee in December 2022 with feedback on the draft to be received in January 2023. Through the winter, updates will be incorporated and a final draft will be shared with the Carleton community for review in Spring of 2023.

The Chair commented on the success of consultation process and the ideas that the process generated.

A member asked about “civilizing Bronson Avenue”. G. Nower, Associate Vice-President (Facilities Management and Planning), responded that Carleton participated in a town hall with a local counsellor and there is a high-level plan for calming traffic from

Carling Avenue down to the bridge and they discussed with the counsellor a plan to the second bridge.

The Chair inquired about the Indigenous spaces and if there was an Indigenous consultant involved. A. McIlroy responded that they are consulting with B. Michaud, Director, Centre for Indigenous Initiatives and that the BMI office has an Indigenous placemaking studio entirely staffed by Indigenous architects and urban designers.

A member commented that they envisioned a future where rapid transit is more integrated into the campus. Looking ahead to an increasing population in the City of Ottawa, they worry about making short-term decisions on parking that will risk a full integration of rapid transit into the campus. A. McIlroy responded that this is one of the reasons there are updates to the Campus Master Plan every five to ten years.

B.A. Bacon thanked the BMI team and concluded by saying it's important that the plan aligns under the umbrella of the Strategic Integrated Plan (SIP).

## **6. ITEMS FOR INFORMATION**

### **6.1 New Student Residence Update**

An executive summary and presentation were circulated in advance.

L. Dyke, Vice-President (Finance and Administration), advised that due to significant cost escalations in the market it is anticipated that additional funding will be needed. In order to minimize additional costs, Carleton is working with consultants to review the construction methods and materials for potential savings, such as using value engineering. A more precise estimate will come to the committee in February 2023.

G. Nower provided a presentation on the new Student Residence. The building is designed to be a student-focused, residential community experience and incorporates Passive House Design principles to achieve a high level of sustainability. Foundation work, including piling, is underway and the underground connections for services such as water and sewer are completed. The anticipated completion date for the project is late 2024/early 2025.

Construction market challenges include non-residential construction building costs rising 12.8% year-over-year in the first quarter of 2022. This caused by supply chain constraints, rising labour costs, rising fuel prices, and continued price growth in structural metal products. The current project budget is \$90 million and total awarded tenders (14 out of 25 packages awarded) have an estimated increase of \$1.1 million. Soft costs, such as construction management and consultant fees, have an estimated increase of \$1.8 million, and unawarded tenders have an estimated increase of \$10.5 million. Approximately \$3.2 million in potential cost savings have been identified. Design review is being undertaken to look at the constructability and materials for the project to realize savings, focusing on coordination with a sequential approach to ensure design and cost efficiency. Advice has been sought from third parties on larger items such as cladding for alternative materials.

A member asked about the internal costs for furniture fit up of approx. \$3 million that were not included in the original budget and should be added into the budget update. The Chair responded that this is a good idea.

**ACTION ITEM:** Furniture fit-up costs to be included in the budget update on the new Student Residence building.

A member commented on reviewing worst-case scenarios for uncertainties in costs and delays. G. Nower responded that there is a risk management team that identifies these risks but while uncertainties are prepared for there is no guarantee that shipments will be received. L. Dyke responded that the University is dealing with the financial risk and cost escalations, and an updated budget proposal will be provided to the Committee when this item returns in February 2023. The biggest current risk is the schedule and losing a cycle of occupancy. The Chair added that when the business case comes back to the Board in February 2023, risk mitigation will be included.

**ACTION ITEM:** Information on the building lifecycle impact by any proposed changes to the infrastructure and possible mitigation strategies be included in the revised business plan.

**ACTION ITEM:** Information on which tender packages have been awarded or outstanding will be included.

## 6.2 Strive for Sustainability Annual Report 2021-2022

An executive summary and presentation were circulated in advance.

L. Dyke advised a report is provided to the Board each year on the progress towards the goals in Carleton's Strive for Sustainability Plan. She introduced P. Mansfield, Manager Sustainability Programs and S. MacDonald, Director of Energy and Sustainability.

P. Mansfield outlined that opportunities have been identified for carbon reduction, demonstrating Carleton's climate commitment and assessing its sustainability work against benchmarks and external assessments.

Carleton received Gold Certification from the Association for the Advancement of Sustainability in Higher Education (AASHE), was a Sustainable Campus Index top performer with a Top 10 ranking, and ranked 39<sup>th</sup> globally and 2<sup>nd</sup> in Canada for the UI Green Metric recognition. Carleton has updated its responsible investment policies to include a commitment to not hold any direct fossil fuels in its Endowment and Non-Endowed Operating funds. Carleton is establishing a fossil-fuel fee investment fund to which donors may direct their gifts and is a signatory of *Investing to Address Climate Change*, a Charter for Canadian Universities which provides principles and practices to guide responsible investment decisions. Internally, a sustainability and Climate Change Committee has been established and Carleton has updated its Environment and Sustainability policy to better reflect sustainability programs and to provide guidance towards future operations.

From Operations, Carleton is working towards a future where both operations and infrastructure embody and exemplify sustainability principles and practices. All new buildings are to be certified to Canadian Green Building Council (CAGBC) Zero Carbon Building Standards, where applicable. Other steps include the installation of bird-friendly glazing, a comprehensive evaluation of the electrical infrastructure, and LED lighting retrofits. A carbon budget is being developed for the path to a 50% carbon reduction by 2030. Sustainable travel continues to be a key theme and initiatives include Bike Month events, a pilot rental e-scooter program, secure bike parking, and installing twenty new electric vehicle parking spaces on campus. Changes to waste and dining including rolling out new four-stream waste bins, Waste Reduction Week, Carleton's Reuse Base (CuRB) for Carleton-owned goods, a review of packaging from dining locations, the introduction of the "Cool Food" identifier, and retaining the Campus Fairtrade certification.

Looking ahead, Sustainability Programs continues to implement the University's Sustainability Plan, as well as facets of the Energy Master Plan, Transportation Plan, and Outdoor Space Master Plan. A review of Environmental, Social, and Governance (ESG) synergies is being undertaken and Sustainability Programs is working to implement a University-wide Green Workplace and Green Lab program as well as re-engage with key campus stakeholders and student groups towards shared outcomes.

The Chair commented that the presentation highlights the extent to which the sustainability definition is being looked at and opportunities are being identified for improvements for sustainability.

A member inquired about financial cost associated with the plan for a 50% reduction in emissions by 2030 and net-zero by 2050. P. Mansfield advised that they have developed a preliminary carbon budget to 2030 for the projects and right now the challenge is getting the pricing right. They are looking at sources of revenue and ways to reduce utility costs. The plan will be presented to the Committee at a future meeting. In the short term, purchasing carbon offset credits is not being considered.

A member asked about food waste. P. Mansfield advised that food donation is preferred but some food cannot be donated. A strategy used is to reduce the amount of food from a food waste perspective. Aramark monitors what food use and their staff are trained on portion control. The food waste that is created gets put in organic collection bins and the food court and the cafeteria are classified as zero waste. Aramark has a program where it donates meals.

B.A. Bacon, President and Vice-Chancellor, advised as an example that the largest prize in Canada for science and engineering went to a Carleton researcher Lenore Fahrig. Her work has transformed the way conservation and preservation of biodiversity is looked at globally.

R. Goubran, Vice-President (Research and International), advised that there is a lot of work currently being done in the field of sustainability. Carleton has submitted a grant for \$120 million for building efficiency and low-income housing. A facility with Natural Resources Canada (NRCAN) is also being built in Bells Corner for testing building materials.

### 6.3 Project Conclusion Report – Engineering Student Design Centre

A conclusion report was circulated in advance.

G. Nower advised that the Engineering Design Centre (EDC) was initially conceived as an 8,000 square foot addition to the Mackenzie Building for \$8 million. The original concept underwent a significant redesign including an increased footprint, a level was added for meeting rooms, and teaching spaces which increased the budget to \$18 million. The project used construction management and there were some coordination and scheduling issues. Lessons learned included not bidding documents at 35% completion level, risk management needing to be a bigger part of the process, and working with a cost consultant on scope changes.

B.A. Bacon advised that the scope changes were due to the new Dean of Engineering and evaluating the needs of the faculty and making sure the project met the needs. The EDC was entirely paid with funds from the Faculty of Engineering and Design.

A member asked if lessons learned are being applied to the new Student Residence project. G. Nower responded that the lessons learned were applied. The cost consultants, and construction management is the preferred method, and a risk management specialist was retained. There is currently no scheduling consultant because the construction manager is adept at scheduling.

### 6.4 Ongoing Capital Projects Report and Capital Renewal, Deferred Maintenance

An executive summary was circulated in advance.

G. Nower advised that there have not been many changes since September 2022. Upgrades are continuing for the Loeb Building and the Phase 1 for immediate repairs to interior stairs and exterior guardrails have been awarded to a general contractor. Repairs to the podium are underway for Paterson Hall as well as the quad area infrastructure improvement. The Dunton Tower supply fan replacement installation is complete and operational with a warning system in the event of failure.

The Chair commented asked if Loeb and Paterson Buildings had any surprises. G. Nower responded that issues such as waterproofing and socket repairs have come up as part of the Paterson Hall repairs to the podium which are being addressed. Building consultants are being used for the Loeb Building repairs, but nothing unknown has been uncovered yet.

## 7. **OTHER BUSINESS**

B.A. Bacon advised the Committee that Carleton has been named one of the top 100 employers in Canada.

**8. IN-CAMERA SESSION**

An in-camera session was held.

**9. ADJOURNMENT**

There being no further business, it was moved by A. Ullett and seconded by B. Creary to adjourn the meeting at approximately 12:04 am. The motion carried unanimously.



### **3. APPROVAL OF AGENDA**

The agenda was circulated in advance.

It was moved by G. Farrell and seconded by S. Mingie to approve the agenda for the 313<sup>th</sup> meeting of the Finance Committee, as presented. The motion carried unanimously.

### **4. APPROVAL OF THE MINUTES AND BUSINESS ARISING**

#### 4.1 Minutes of Previous Meeting

The minutes of the 312<sup>th</sup> meeting of the Finance Committee were circulated in advance.

It was moved by P. Smith and seconded by N. Karhu that the minutes of the 312<sup>th</sup> meeting of the Finance Committee be approved, as presented. The motion carried with one abstention.

### **5. ITEM(S) FOR APPROVAL**

#### 5.1 Framework for the 2023/2024 Operating Budget

An executive summary and presentation were circulated in advance.

B.A. Bacon, President and Vice-Chancellor, introduced the 2023/2024 Operating Budget Framework by acknowledging the sector-wide pressures on Ontario universities due to government policies. Grants have been frozen and universities are heading into a fifth year of a tuition decrease. The only way that universities have been able to increase their revenues is by admitting additional international students. However, the federal government experienced unusual and significant delays in issuing student visas, which is impacting Carleton's budget in-year with a projected \$8 million deficit.

J. Tomberlin, Provost and Vice-President (Academic), reviewed the Carleton Planning Framework which begins with the Strategic Integrated Planning Committee (SIPC) Forum. With the approval of the Finance Committee, the Framework will go to the Board for approval on December 6, 2022. A SIPC Planning retreat in January 2023 will focus on recruitment and program renewal. Budget preparation will begin in February 2023 and the RPCs will present their budgets to the Provost's Budget Working Group (PBWG) in March 2023. The domestic Tuition Framework and Operating Budget will be brought to the Board in April 2023. The SIPC Forum will meet again in June 2023 to share budgets and plans.

The change in the 18-year-old population in Ontario is projected to increase (1 - 2%) with immigration. He noted that annual Full-Time Equivalent (FTE) enrolment is flattening. By moving to the corridor model, the Provincial government stopped funding undergraduate enrolment growth in 2016/17, the 10% tuition fee reduction was introduced in 2019/20, and the complete corridor model was introduced for graduate

students in 2020/21. The peak in enrolment in 2020/21 resulted from the decision to not de-register students for lack of payment of fees and due to the pandemic-related enrolment over the summer. Conservative estimates of undergraduate growth will be 1% in domestic and 2% international enrolment after 2023/24.

Preliminary 2023/24 Budget Assumptions are based on a five-year financial plan. Revenues are anticipated to be stable over the planning horizon. International student tuition fees are projected to increased based on the current framework, and frozen government funding is assumed over the planning horizon.

Expenses (salaries and benefits) are anticipated to increase due to the University exiting the restrictions due to Bill 124, increased infrastructure costs for assets such as the IT infrastructure renewal programs, deferred maintenance, and general administrative expense increases of 3%.

There are a number of challenges in maintaining a balanced operating budget. These include the tuition freeze, ongoing international student visa delays, changes in enrolment patterns, the SMA corridor model, and the Provincial Government deficit. Other pressures include deferred building and infrastructure maintenance issues, rising capital project costs, information technology needs, increasing university budgets, recurring fiscal-only investments, and indirect costs of research.

Opportunities include the return to in-person recruitment and the Ontario University Fair, reputational enhancement, internationalization, program innovation and renewal, and the appropriated reserves. At this time, a 2% base expenditure budget cut is planned for 2023/24.

The 2023/24 Planning Priorities are the three key pillars of the SIP: share knowledge shape future, serve Ottawa, serve the world, and strive for wellness strive for sustainability. The University will be looking at innovation in recruitment, retention, programming, and curriculum.

A member inquired if the projected 3% expense increase is reasonable give the rate of inflation. J. Tomberlin advised that his team has done a number of scenarios but agreed that current inflation is much higher than 3%; however, cutting more than 2% at this time would damage the institution's mission. There are enough reserves going forward that the University can weather the decline in revenue for two to three years, without damaging the institution in the process.

A member asked when considering budget cuts, if programs are considered or if it is base budget cut across the University. J. Tomberlin responded that they are looking at base budgets across the University. The University has substantial reserves, some of which are carry-forward amounts. Rather than micromanaging, they are deferring to the budget managers to make their own budget cut decisions. The renewal of employees such as faculty positions, which is related to programming are being managed. Growth is not even across the institution and management is working with Faculties that have decreases in enrolment.

The member followed up on the linkage between the allocation of additional revenue to Faculties for increased enrolment in some disciplines versus disciplines with declining enrolments. J. Tomberlin responded that annual allocations are affected by the University's Enrolment-Linked Budget Allocation (ELBA), which provides the Faculties with a share of additional revenue received from enrolment growth. The ELBA money is built into Faculty base budgets over time and is meant to cover cost increases in teaching/research, lab infrastructure and equipment, as well as student initiatives associated with increases in enrolment. The academic and administrative RPCs may carry forward unspent budgets as a contingency against unexpected change in future revenues and expenses, for short-term planning and development needs, and for longer-term strategic initiatives.

It was moved by M. Fraser and seconded by S. Mingie to recommend to the Board of Governors, to approve Carleton's planning framework for fiscal year 2023-24, as presented. The motion carried unanimously.

## 5.2 Investment Committee Terms of Reference

An executive summary and terms of reference were circulated in advance.

L. Dyke, Vice-President (Finance and Administration), advised that the Investment Committee oversees the University's endowment funds and other University pools of investable capital. The Investment Committee's terms of reference are required to be reviewed every two years. The recommended changes include a clarification of member terms (a three-year term renewable upon approval), specify quorum as four members, and stipulating that the committee meet at least quarterly.

It was moved by N. Karhu and seconded by G. Farrell on the recommendation of the Investment Committee, move to approve the Investment Committee Terms of Reference, as presented. The motion carried unanimously.

## 6. **ITEM(S) FOR INFORMATION**

### 6.1 New Student Residence - Update

An executive summary and presentation were circulated in advance.

L. Dyke advised that due to significant cost escalations in the market additional funding will be needed. In order to minimize additional costs, Carleton is working with consultants to value engineer the construction methods and materials for potential savings. A more precise estimate will come to the committee in February 2023.

G. Nower, Associate Vice-President (Facilities Management and Planning), provided a presentation. The Student Residence building is designed to be a student-focused residential community experience and incorporates Passive House Design principles for sustainability. Foundation work, including piling, is underway and the underground

connections for services such as water and sewer are completed. The anticipated completion date for the project is late 2024/early 2025.

Construction market challenges include non-residential construction building costs rising 12.8% year-over-year in the first quarter of 2022. This is due to supply chain constraints, rising labour costs, rising fuel prices, and continued price growth in structural metal products. The current project budget is \$90 million and total awarded tenders (14 out of 25 packages awarded) have an estimated increase of \$1.1 million. Soft costs, such as construction management and consultant fees, have an estimated increase of \$1.8 million, and unawarded tenders have an estimated increase of \$10.5 million.

Approximately \$3.2 million in potential cost savings have been identified to date. Design review is being undertaken to look at the constructability and materials for the project to realize savings, and they are focusing on coordination with a sequential approach to ensure design and cost efficiency. Advice has been sought from consultants on larger items such as cladding for alternative materials.

B.A. Bacon advised that this was discussed with the Building Program Committee. Concerns were raised concerning supply chain and the cost escalation. He asked the Finance Committee for direction regarding reducing costs to a minimum and/or an additional contingency to the budget.

A member commented that they are in support of saving money but not compromising the end result. The member asked if lessons learned from this project are going to be incorporated in all projects. G. Nower advised that in this case, much of the costs are being driven by materials and labour. Continuous improvement and lessons learned are always applied. For example, on this project they brought on a risk mitigation consultant, a cost consultant, and a construction manager to ensure that the project was constructible and cost efficient without compromising the functional design elements. The member expressed that a larger contingency should be built into the budget so that the design is not compromised.

A member commented that there are substantial expectations for this building and reputational considerations as it will be a gateway building, a showcase building for recruitment, something to be discussed in terms of efficiency and sustainability. Therefore, the University should meet those expectations even if that requires the use of additional reserves.

## 6.2 Update on the 2022/23 Operating Budget

A presentation was circulated in advance.

A. Marcotte, Associate Vice-President (Financial Services), provided an update on the 2022/23 Operating Budget. She advised that there is a \$13.5 million shortfall from tuition with summer enrolment returning to pre-pandemic levels and delays with international student visas. To mitigate the reduction in revenue, costs saving items include \$3.5 million in investment earnings (in excess of debt servicing), earning 2% more than they

are costing, \$1.8 million cost saving after the close out of the ARISE building, and \$3.7 from Facilities Management and Planning cost efficiencies. Overall, she anticipated a balanced budget for 2022/23.

The Chair observed that Carleton has found a strategy for making up the shortfall from tuition fees is a testament to the prudence of previous planning and how nimble the University can be to change direction when needed.

### 6.3 Investment Report for the Endowment

An executive summary and presentation were circulated in advance.

L. Dyke introduced A. Urquhart as the new Executive Director, Pension Fund Management. She advised that while financial market performance has been negative, Carleton's portfolio has outperformed the benchmark in the past year.

A. Urquhart provided an update on the third quarter of 2022/23. He reviewed the governance of the Endowment which is overseen by an Investment Committee composed of internal and external members. The Committee meets quarterly to review the investments and reports to the Finance Committee semi-annually. The Terms of Reference guide the Investment Committee's roles and responsibilities, the Statement of Investment Policies and Procedures (SIPP) codifies the investment guidelines and the Responsible Investment Policy guides Environmental, Social, and Governance (ESG) initiatives.

There have been challenges in 2022/23. Rapidly rising interest rates, a challenging inflation environment, and a war in Ukraine have impacted investment results in a one-year performance of -8%; however, the endowment has outperformed the benchmark during the same period. The target asset mix for the general endowment is 65% public equity, 20% fixed income, and 15% infrastructure. Net asset value has grown from \$190 million in 2013 to \$330 million in 2022.

The Sprott Student Investment Fund was at -0.1% on a one-year basis, far outperforming their benchmark with a value add of 7.8%. Their portfolio asset mix is 100% public equity diversified over a number of countries.

Carleton University became a signatory to the United Nations Principles for Responsible Investment and a member of the University Network for Investment Engagement, which is an initiative implemented by the Shareholder Association for Research and Education. The Office of Pension Fund Management continues to implement the new Responsible Investment Policy with the external investment managers and is in the process of performing its inaugural carbon footprint assessment of the Endowment portfolio. The Investment Committee approved a new stand-alone Fossil Fuel Free fund which is targeted for implementation as of December 31, 2022.

A member inquired if there are any thoughts of shifting the investment weighting in the near to mid-term away from equities. A. Urquhart advised that the strategy is to “hold the line” as there is a long-term strategy for the investments.

The Chair inquired about the issue of green-washing for investments and if there is a heightened attention from students given the current United Nations Climate Change Conference or Conference of the Parties (CoP 27). A. Urquhart advised that there is increased attention and the way to avoid green-washing is to take action in the way one is investing such as considering more impact investing around certain areas. There are ways to remove the companies causing the most carbon or engage with the companies so that they reduce carbon emissions over time.

#### 6.4 Pension Plan Report

An executive summary and presentation were circulated in advance.

A. Urquhart provided an update on the second quarter of the fiscal year as of June 30, 2022. The *Pension Benefits Act (Ontario)* requires the Carleton University Retirement Plan (the Plan) to have a Sponsor and Administrator. The University fills both these roles. The University, as Administrator, delegates responsibility for administering the Plan to the Pension Committee, an eight-person committee with five elected employee members, a Board of Governors appointee and two ex-officio members. Recommendations from the Pension Committee are submitted to the Finance Committee for review and are subject to the approval of the Board of Governors. All parties have a fiduciary duty to act with the highest duty of care and in the best interest of all plan members.

The regulatory environment is unique in Ontario as a triennial actuarial valuation must be submitted to the Financial Services Regulatory Authority of Ontario to ensure compliance with the *Pension Benefits Act*. Two ratios are important, with the going-concern funding rules being more important than the solvency funding rules. The solvency ratio assumes the plan is wound up immediately and referenced government bond yields are used as a discount rate to assess health of the plan. Solvency valuations must be filed but solvency special payments are only required when funded status falls below 85%. Ontario is focusing on the going-concern ratio which assumes the plan is operated in perpetuity and the discount rate is formulated based on the expected return of assets. The discount rate used on the going-concern ratio is the expected return on the assets. Ontario has implemented a Provision for Adverse Deviations (PfAD) which must be calculated and fully funded. PfAD provides a cushion against market volatility. Carleton’s PfAD is 10% of actuarial liabilities.

The Pension Committee is currently working through the actuarial valuation process with Mercer, the actuarial consultant. The Committee previously went through this exercise in 2019 and there was a going-concern deficit and special payments were made to fund the deficit. Preliminary results from the current valuation show the Plan is 100% funded (including PfAD) on a going concern basis and above the 85% threshold on a solvency basis. Assuming these results become final, special payments will not be required. The

report will be brought before the Finance Committee for approval before it is provided to the regulators.

The performance of the plan over a one-year period has been challenging. The plan is down 6.4% but the benchmark for the same period are -7%. Over a 10-year period, the total return has been 9% which is 1.3% above the benchmark. The portfolio is diversified with 60% in public equities, 20% in fixed income, 15% in infrastructure, and 5% in high-yield credit. Further asset mix changes will be implemented over the long-term, including increases in real estate and equity. The Net Asset Value has grown from under \$900 million in 2013 to \$1.5 billion in 2022.

In March 2022, the Board of Governors approved the Responsible Investment (RI) Policy for the Plan. The Investment and Pension Committees worked in consultation with ESG Global Advisors to bring forward RI Policies for the University's pools of capital. The Plan is a signatory to the UN Principles for Responsible investment and will be providing a carbon footprint assessment shortly.

The Chair asked about the influence the University has to implement the new RI policy with its external investment managers. A. Urquhart responded that they need to consider what the regulator is going to put forward in Ontario for carbon. The fiduciary duty legally requires the plan to be managed to have the highest return to the pensioners. He added that it is an important exercise and there are accounting agencies globally that are starting to find ways to include this type of analysis in financial statements.

#### 6.5 Ongoing Capital Projects Budget Status Report

An executive summary was circulated in advance.

G. Nower provided the highlights of the projects totalling \$185 million underway on campus. Repairs to the Loeb building are underway for the interior stairs and the guardrails on level three. Phase 1 of repairs to Paterson Hall started in January 2022 for the podium. The campus perimeter security updates are underway but there are supply chain issues with some of the equipment. They continue to work on water main improvements and tunnel repairs in the Paterson Building quad area.

B.A. Bacon added with respect to the Regional Aquatics Centre and Wellness Hub the City of Ottawa had an RFI. The City has decided to move to full RFP which may be released in the winter and Carleton is well positioned for the RFP process.

#### 6.6 Project Conclusion Report – Engineering Student Design Centre

A conclusion report was circulated in advance.

L. Dyke introduced the item advising that for each major capital project, a close-out report is provided to the Board. The Engineering and Design Centre (EDC) was completed in November 2022. There were significance changes in size and scope of the project including an expansion in the footprint and the addition of an extra floor which

had significant impacts on the schedule and budget but the result being a much better building.

G. Nower advised that the Engineering Design Centre (EDC) was initially conceived as an 8,000 square foot addition to the Mackenzie Building for \$8 million. The original concept underwent a significant redesign including an increased footprint, a level was added for meeting rooms, and teaching spaces which increased the budget to \$18 million. The project used construction management, and there were some coordination and scheduling issues. Lessons learned included not bidding documents at 35% completion level, risk management needing to be a bigger part of the process, and working with a cost consultant on scope changes.

R. Goubran, Vice-President (Research and International), commented that the EDC will enable Carleton to expand some of the activities in Engineering, with the new Masters of Engineering program, and space for new faculty members which will help attract students.

**7. OTHER BUSINESS**

No additional business was brought forward.

**8. IN-CAMERA SESSION**

An in-camera session was held with and without the President and University Secretary.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at approximately 2:32 p.m.

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 10 January 2023
<b>From:</b>	Chair, Building Program Committee	<b>Date of Meeting:</b> 9 March 2023
<b>Subject:</b>	<b>Ongoing Capital Projects Status &amp; Capital Renewal (Deferred Maintenance)</b>	
<b>Responsible Portfolio:</b>	Vice-President (Finance and Administration)	

**1.0 PURPOSE**

For Approval    For Information    For Discussion

**2.0 MOTION**

This report is for information only.

**3.0 EXECUTIVE SUMMARY**

Projects totaling \$180,253,800 are currently underway. Value of work completed to January 2023 totals \$70,219,998 with forecast expenditures of \$110,033,802.

In addition to the updates to the projects listed below (**identified with \***), the following are of note since the last meeting of the Building Program Committee:

- Engineering Design Centre (EDC) has been issued substantial completion and the project team is in the deficiency close-out stage.
- New student residence current project schedule indicates April 2025 for the building occupancy.
- Concept design for Loeb Building exterior envelope remediation and replacement program is underway with the design team, with an update of the concept design to be presented at a future Building Program Committee meeting.
- Carleton received a letter from the City of Ottawa in response to our submission to the City’s Aquatics Facility expression of interest. The letter states that their project team is currently assessing the future direction for this project and will keep Carleton informed once a decision is made. The City is reviewing recent Ontario legislation, such as Bill 23 (More Homes Built Faster Act 2022), to understand the potential impacts on this project.
- Sustainability Research Centre schematic design phase has been completed, and the remaining funds have been returned to the client. The financial portion of this report reflects this change.

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

**4.0 INPUT FROM OTHER SOURCES**

The ongoing Capital Projects Status & Capital Renewal (Deferred Maintenance) report is prepared by Facilities Management and Planning (FMP) team.

**5.0 ANALYSIS AND STRATEGIC ALIGNMENT**

Capital renewal and deferred maintenance project investments improve campus space and the built environment to facilitate collaboration, enhance the student experience, and support academic programming to align with the Strategic Integrated Plan to:

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

The following provides an update of the major projects and programs currently at various phases of development:

### **Major Capital Projects (chronologically)**

- **Engineering Design Centre (Mackenzie Building Addition)**  
**Start Date:** September 2020 **Substantial Completion:** December 2022  
**\*Update:** The project has successfully received substantial completion. Faculty, staff and students continue to occupy the newly constructed facility as per its intended use(s). Carleton University and the projects construction manager, EllisDon, continue to complete remaining deficiencies, as well as the required close-out documentation and activities. Final Completion is expected February 2023
- **New Student Residence**  
**Start Date:** February 2022 **Construction Completion:** 2025  
**\*Update:** The new student residence project was originally scheduled for construction in 2020 but was paused due to challenges presented by the pandemic. The project was re-started, and is being delivered via a construction management delivery strategy. Significant material price increases have resulted in tender prices exceeding the anticipated budget. Since the last report, all tenders have closed, with the exception of the glazing tender. Recently a delay in the construction has occurred in piling due to an inaccurate geotechnical report. The project team is reviewing the matter with external advisors and is working on mitigating any possible delay to the project schedule. The updated schedule from the contractor shows an occupancy date of April 2025. Facilities Management and Planning (FMP) continues to work with the Construction Manager and the Design Team for pull planning activities to save time, resources, and money. Additional funding will be required to complete the project.
- **Regional Aquatics Centre and Wellness Hub**  
**Design Start:** September 2019 **Schematic Design Completed:** December 2021  
**Update:** On hold pending the outcome of the City of Ottawa RFI process **Completion:** TBD  
The Wellness Hub is a 230,000gsf (gross square feet), four-storey, above grade building which includes a new aquatics centre, wellness research and academic space for Carleton faculty and students, student services space and community gathering spaces. Carleton has taken receipt of the final schematic design document from the consultant. In February 2022, Carleton was invited to a commercially confidential meeting with the City of Ottawa in response to the City of Ottawa's Request for Expression of Interest (RFEOI) for an Ottawa Aquatics Complex. Space Management/Campus Planning is currently reviewing the existing Athletics Building, and exploring functional programming options on what could be done with the space if the pool is decommissioned, and how the space could be used.
- **Loeb Building Upgrades**  
**Start Date:** January 2022 **Completion:** TBD  
**\*Update:** A Building Condition Assessment has been completed and submitted to FMP. FMP has been in communication with the key stakeholders and is in the early planning stages of developing an action plan to best address the issues as identified in the Building Condition Assessments. Phase 1 for the immediate repairs to the interior stairs and exterior guardrails has been awarded to a general contractor and work is underway. Phase 2 for the building envelope remediation concept design is underway. The project team is looking at constructability, materials, energy efficiencies (Building-integrated photovoltaics) and costing/cost savings for presentation and further funding direction. Approvals of the concept design will lead to Phase 2 - Developed Design and subsequent execution.
- **Paterson Hall Building Upgrades**  
**Start Date:** January 2022 **Completion:** TBD  
**Update:** A Building Condition Assessment has been completed and submitted to FMP. FMP has been in communication with the key stakeholders and is in the early planning stages of developing an action

plan to best address the issues as identified in the Building Condition Assessment. FMP is obtaining further clarification regarding the [City of Ottawa's heritage registry](#) recommendation announced in 2017 to determine the impacts this may have on the future planning for Paterson Hall and consultation with legal counsel will be required. This will, in turn, set the parameters and requirements for the RFP for the overall building upgrade. Phase 1 of the project addressing immediate repairs to the podium and quiet room are underway and nearing completion.

Phase 2 is setting up the parameters, delivery methodology, and strategy and requirements for the RFP for the overall building upgrade through collaboration with the space management and campus planning team and stakeholders.

- **Sustainability Research Centre**

**Design Award:** November 2020 **Schematic Design Completion:** February 2022

**\*Update:** The Sustainability Research Centre is a 215,000 sq. ft., six-storey building. Five signature showcase spaces on the main level will highlight program activity. The schematic design phase has been completed, and the remaining funds have been returned to the client.

### **Capital Renewal/Deferred Maintenance Projects (alphabetical order) 2022/2023 Projects**

- **Bronson Substation Replacement Feasibility and Design**

**Design Start:** TBD

**Update:** Design and engineering services for feasibility study and design services to replace Bronson Substation #1. The Bronson substation #1 switchgear has passed the end of its expected service life and various components are reaching obsolescence, if not already obsolete, with replacement parts becoming or already being unavailable from manufacturers. The feasibility and design services will review different options, and provide high-level pricing so that FMP can provide a recommendation to the university's senior leadership about the potential way forward.

- **Campus Perimeter Security Upgrades**

**Design Start:** March 2022 **Construction Completion:** TBD

**\*Update:** Perimeter Security program has finalized general program requirements related to updated door hardware materials to be standardized holistically across all 16 buildings within the program. The program remains funded by Campus Safety Services and FMP Capital Renewal/Deferred Maintenance. As the principal output, this program of work will enhance perimeter security throughout campus by implementing upgrades and /or replacement of doors and frames as well as the installation of card access and security cameras across 16 buildings. Tender documents were issued in January 2023. The following buildings are to follow Herzberg with tender issuance in 2023: Dunton Tower, Azrieli Pavilion and Theatre, Steacie Building, Health Sciences.

- **MacOdrum Library Cooling Tower Replacement**

**Start Date:** August 2022 **Completion Date:** TBD based on equipment delivery

**\*Update:** Replacement of the roof-mounted cooling tower that services the library is required. Included as part of the project is improved access platforms for maintenance servicing. Tender released in January 2023.

- **Roof Replacement Program 2022-2023**

**2022-2023 Program Start Date:** April 2022 **Construction Completion Date:** Fall 2022

**2023-2024 Program Start Date:** May 2023 **Construction Completion Date:** Fall 2023

**\*Update:** FMP is taking receipt of the final close-out documents for all 2022 work on the roof replacement program, which included the following buildings: Architecture Skylight, Dunton Tower, Minto C.A.S.E., and repairs to HCI/VSIM. The 2023- 2024 roof replacement program includes Azrieli Pavilion and Theatre, Tory Building, and the Tory Building/University Centre link. Tender documents are at 95%, to be issued in February so that Carleton receives best pricing, and material orders are

locked in. Construction to start May 1, 2023 with the majority of the work to be substantially completed by Aug. 15. There will be some road disruptions on library road, and some pedestrian pathways, stairs, and parking locations blocked during this time.

- **Paterson Hall Quad Area Infrastructure Improvements Start**

**Date:** August 2022 **Completion Date:** October 2023

**\*Update:** Demolition of stair structure, retaining walls, seating, and walkways as required to remove and relocate infrastructure. Excavation and removals for tunnel repairs and waterproofing are included in this project, as well as the removal and relocation of storm, sewer, watermains, water lines, catch basins and sewer covers.

Unforeseen scope and site conditions were uncovered during the excavation and structural inspections which have expanded the work to include high voltage. After further invasive ceiling inspections, it was deemed that a full depth removal and installation instead of the partial depth removal on the original scope of work would be required. Final landscape reinstatement is outstanding and FMP is working with the consultant for a reinstatement design to deem the project complete.

- **Richcraft Hall Theatre Seating Replacement**

**Start Date:** August 2022 **Completion Date:** Winter 2023

**\*Update:** Replacement of the theatre seating and carpeting in Richcraft Hall room 2200. The supplier has been engaged through a competitive RFP process, and site verification and measurements occurred in August. Space Management and Campus Planning is working with Scheduling & Examination Services to co-ordinate the installation. Carpeting was replaced in December 2022 during exams and the Christmas break. The seating will be replaced during the winter reading week due to delays in delivery from the seating manufacturer. Scheduling & Examination Services has reserved this room for this period.

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

- **Andrew Fleck Childcare Centre Base Building Upgrades and Addition Start**

**Date:** May 2021 **Occupancy:** March 2022

**\*Update:** Substantial completion was achieved in June 2022. Multiple delays were experienced with doors, hardware and glazing as well as the building inspector's availability. The project faced multiple challenges due to sub-contractors. The addition part of the project is now complete. The client's request for a modified outdoor play area is in the design development phase.

- **Architecture Building Ventilation Upgrades**

**Start Date:** February 2022 **Construction Completion:** January 2023

**\*Update:** Project was awarded in February 2022 to a mechanical contractor for the addition of a suspended air handling unit to lab 214, and insulation of exterior ducts and dust collector. Startup testing occurred at the beginning of January 2023, and the project is now complete.

- **Athletics Chiller Replacement**

**Start Date:** September 2021 **Construction Completion:** Spring 2023

**\*Update:** This project has been awarded to a mechanical contractor. The chiller arrived on campus and was hoisted onto the roof in December 2022. Due to below zero temperatures, final connections and commissioning of the new unit will occur in the spring.

- **Building Energy Audits and Retro-Commissioning Program**

**Start Date:** December 2021 **Completion:** February 2023

**\*Update:** A consultant has completed the Azrieli Pavilion and St. Patrick Building energy audit, and the reports have been accepted by Carleton University. Site visits and information gathering have occurred for HCI/VSIM and reports are on target for February 2023.

The final reports outline a series of capital investments and operational recommendations to improve

the energy performance of the building. This activity supports the goals as stated in the Energy Master Plan. FMP is using the information to be included in future energy improvement projects, and guidelines for renewal and deferred maintenance projects.

- **Campus Sanitary Sewer/Storm Sewer/ Water Main Infrastructure**

**Start Date:** November 2022 **Completion:** Fall 2023

**\*Update:** Two contracts have been awarded for the trenchless sewer lining and maintenance hole rehabilitation, and rehabilitation of sewer and watermain structures (replacement of faulty valves). Both contractors are currently working on project shop drawings, pedestrian control plans and a construction sequencing plan for implementation pending weather conditions. These two initiatives will result in great improvements to the sewer and watermain infrastructure.

- **Central Heating Plant Generator Replacement**

**Start Date:** October 2021 **Construction Completion:** February 2023

**\*Update:** The current generator that services the Central Heating Plant on campus is nearing its end of life and must be replaced. The project has been awarded to a general contractor, however the completion date was delayed due to site conditions and cable delivery lead time.

Emerging site conditions and electrical safety regulations have impeded the work progress. The project team are collaborating to reshape the project scope boundaries, with the end goal to adhere to safety regulations while maintaining the budget.

- **Dunton Tower Supply Fan Replacement**

**Start Date: (AHU#2)** November 2021 **Construction Completion: (AHU#2)** – November 2021

**Start Date: (AHU#1)** February 2022 **Construction Completion: (AHU#1):** Summer 2023

**\*Update:** Handling Unit (AHU) #2 fan supply and installation is complete and operational. AHU#1 work has been awarded but further supply chain issues with the fan has pushed the completion date from December 2022 to summer 2023. This work was required after the building's main air supply fan failed in September 2021.

- **Dunton Tower 3rd Floor Heating Improvements and Renovations Start**

**Date:** March 2022 **Construction Completion:** January 2023

**\*Update:** This project will resolve the historic heating issues experienced on the 3<sup>rd</sup> floor. All work will be coordinated with the interior renovations planned on the 3rd, 7th, 8th, 9th, 10th, and 17th floors recently vacated by Sprott. The phasing of the project addresses the heating improvements, 3rd and 17th floor renovations first, and the swing space floors (7, 8, 9,10) second. The 3rd and 17<sup>th</sup> floor renovations are complete and the space is occupied. Weather conditions had an impact on the soffit insulation, however the work is now complete and deficiency reviews are underway with the consultant team and contractor.

- **Dunton Tower Fire Alarm and Smoke Control Modifications Start**

**Date:** July 2022 **Construction Completion:** March 2023

**\*Update:** The purpose of this work is to enhance the fire alarm and ventilation systems to improve smoke management in the stairwells. All materials are on site and the scheduled completion date is on target for March 2023.

- **Herzberg Building Renewal upgrades in Block B on Levels 1, 2 and 4 Start**

**Date:** TBD

**\*Update:** The consultant team has delivered 90 per cent drawings. Due to the negative impact the pandemic has had on delivery time for the equipment, in particular the air handling units, and risks this poses to meeting the schedule, the project is currently on hold as the implementation schedule and strategy is reviewed with the project team. FMP has received the updated building condition audit completed by a third-party condition assessment firm and are comparing the proposed plan with the

audit report.

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

**Start Date:** February 2022 **Completion:** TBD (On Hold)

**\*Update:** A consultant team has been engaged to complete a condition assessment of the current infrastructure and complete a five-year renewal plan to address any concerns. A campus-wide test of electrical systems in each building on campus started in February 2022 and was expected to be completed by August 2022. The testing and maintenance contract was competitively awarded to an electrical contractor to carry out the review. The FMP team hosted briefing sessions with key stakeholders and the building authorities to consult on the schedule and the impacts to the building occupants. Testing and maintenance activities are planned to re-start in summer 2023, and FMP is looking at the concrete flooring and high voltage bus duct in the tunnel located near Residence Commons, as the area is in poor condition.

- **Lighting Replacement Program – MacOdrum Library, Azrieli Pavilion, HCI VSIM**

**Start Date:** July 2022 **Construction Completion:** August 2022(ML) March 2023(AP/HCI/VSIM)

**\*Update:** The existing lighting in MacOdrum Library, Azrieli Pavilion, and HCI/VSIM will be replaced with LED lamps. The program supports Carleton's goals as outlined in its [Energy Master Plan](#) and [Sustainability Plan](#). The lighting work in the library is completed, and Azrieli Pavilion and HCI/VSIM are underway with expected completion first quarter of 2023. These lighting replacement projects will bring in approximately \$65,000.00 in incentives back to Carleton, and significantly decrease our energy consumption.

- **Premise Isolation on Incoming Water**

**Start Date:** February 2021 **Construction Completion:** Spring 2023

**\*Update:** The Premise Isolation on Incoming Water Project entails upgrading and modifying the water main entry connection (domestic and sprinkler system) with specific types of Backflow Preventers (BFP) for the older buildings across campus in order to conform to the City of Ottawa's Water By-law to protect drinking water quality. The majority of the 41 buildings have been completed. FMP's Maintenance Services team will then take over the required annual inspection services required by the City of Ottawa. Site Conditions and supply chain issues with fire pumps has impacted the schedule, and moved the completion date to from late 2022 into 2023.

- **St. Patrick's Building Art Gallery - Building Envelope/HVAC Upgrades Phase 1**

**Start Date:** May 2022 **Construction Completion:** August 2022

**Phase 2 Start Date:** Spring 2023 **Construction Completion:** 2024

**\*Update:** A feasibility study has been completed, and the decision has been taken to replace all interior drywall on the perimeter walls and selected interior walls. Included in the scope is Phase 1 lighting, ceilings, sound system and Phase 2- HVAC. Phase 1 is complete. The Phase 2 portion of the work, which involves upgrades to the mechanical systems, is planned to start in spring 2023, with construction in 2024 due to mechanical equipment lead times and supply chain issues.

- **Tunnel and Campus Ventilation Upgrades**

**Start Date:** January 2022

**Construction Completion:** Tunnel-June 2022 **Buildings** – March 2023

**\*Update:** The tunnel project is complete, and the tunnels reopened to all members of our community with new exhaust fans and air handling units installed throughout the entire tunnel system. Mackenzie, Loeb Building, CTTC, and Andrew Fleck Childcare ventilation upgrades have all been awarded to mechanical contractors. All buildings are at different phases of construction, and on schedule for March 2023 completion.

### **Campus Transportation Projects**

- **University Drive/Bronson Intersection Modifications**

**\*Update:** The modifications to the Bronson Ave/University Drive intersection are highlighted as part of

Carleton's 2019 [Transportation Plan](#) which recommends measures to improve traffic flow on campus. This project included the addition of a second left-turning lane heading north on Bronson Avenue, an enhanced cycle path, pedestrian sidewalk improvements, and a new roundabout complete with a centre island with stonework and landscaping. The pedestrian safety railing for the O-Train overpass bridge was installed in February 2022, and the landscaping is finished. This project is now complete and FMP is working with the City of Ottawa to finalize the 3<sup>rd</sup> Party Agreement between Carleton and the City.

## 6.0 FINANCIAL IMPLICATIONS

The pandemic's impact on pricing, supply chain and resource issues continues to affect project budgets and schedule. Contractors are including greater contingencies in their pricing to deal with the volatile market, which has resulted in increased tender bids and project costs. As a result, Carleton and FMP must allow for greater project contingencies and continue to collaborate with our partners to strategize, prepare for the potential challenges and utilize the most effective project delivery methods. Price escalation allowances are being included in cost estimates for projects that will not be tendered immediately, to account for cost increases over time. Now that the campus is back to in-person learning, some projects may require after-hours work to minimize occupant disruption, which may result in higher construction costs.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Risks that our construction projects are facing include schedule delays, construction cost increases and inflation, supply chain issues, resource and trade availability. These cost increases and supply chain risks are being managed by planning projects well in advance in collaboration with the end-users, actively working with consultants and contractors to manage costs, specifying the preference for Canadian-supplied products as much as possible, and completing cost benefit analysis on pre-purchasing items with long lead times. Early funding approvals, tendering projects early in the year prior to the busy summer construction period, proper contracts and ensuring proper contingency as well as risk planning helps to mitigate these risks. The university also mitigates its hazard risk and liability risk by providing an owner-controlled construction insurance program.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The new capital projects and capital renewal deferred maintenance initiatives will help make the campus more visible, and play a role in attracting and retaining students, faculty, employees, and the community to the university, and thus contributes to enhancing Carleton's reputation. Delays in completing capital projects could have a negative reputational impact with internal clients and potentially future students, as well as having a negative financial impact to the university. Disruptions as a result of construction work in occupied buildings and site infrastructure may have a negative impact on the campus community and student experience. To mitigate these risks, every effort is being made to plan and schedule the work as effectively as possible.

As increasing numbers of students, faculty, and staff are back on campus, there is greater need for planning and communication strategy to be in place.

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

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

**Carleton University  
Major Capital and Deferred Maintenance/  
Capital Renewal Projects  
Reporting at January 2023**

<b>Program</b>	<b>Budget</b>	<b>Work Completed to Jan 9/23</b>	<b>Anticipated Expenditures to Come</b>	<b>(Over) Under Budget</b>
Capital Renewal 2019/20	14,000,000	11,204,468	2,795,532	0
Capital Renewal 2020/21	14,000,000	10,162,506	3,837,494	0
Capital Renewal 2021/22	14,000,000	7,195,922	6,804,078	0
Capital Renewal 2022/23	14,000,000	4,609,264	9,390,736	0
Engineering Design Centre (ME Addition)	18,394,000	16,797,752	1,596,248	0
New Residence*	90,000,000	8,647,968	81,352,032	0
Wellness Hub - Concept Design	884,500	843,703	40,797	0
Transportation Fund	10,000,000	6,193,157	3,806,843	0
Facilities Renewal Program 22/23	4,975,300	4,565,258	410,042	0
<b>TOTAL</b>	<b>180,253,800</b>	<b>70,219,998</b>	<b>110,033,802</b>	<b>-</b>

\*Costs currently under review.

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 11 January 2023
<b>From:</b>	Chair, Building Program Committee	<b>Date of Meeting:</b> 9 March 2023
<b>Subject:</b>	<b>Update on Transportation Plan &amp; Parking Strategy</b>	
<b>Responsible Portfolio:</b>	Vice-President (Finance and Administration)	

### 1.0 PURPOSE

For Approval    For Information    For Discussion

### 2.0 MOTION

This report is for information only.

### 3.0 EXECUTIVE SUMMARY

The [Transportation Plan](#) was completed by the external consultant PARSONS in 2019 to prepare for future changes on the Carleton campus. The Transportation Strategy focused on five themes: Active Travel, Accessibility, Parking, Road Network and Transit. The report provided over 26 recommendations to the university to improve transportation on campus.

#### Summary of Transportation Projects

##### Implemented recommendations include:

- Stadium Way exit from Parking Lot 5 (P5) onto Bronson
- Raven Road Extension
- Open Space Master Plan
- Road and sidewalk rehabilitation on Library Road
- New Bike storage facility between Dunton Tower and Azrieli Pavilion
- Parking Lot 7 expansion – Phase 1
- O-Train Bridge Renewal/Repair with Pedestrian Safety Fence/Lighting
- University Drive-Bronson Ave. Intersection Modifications
- Electrical vehicle charging station in P7

##### Projects in progress include:

- Decommissioning and demolition of Parking Garage P9
- Phase 2 Light Rail Transit Construction (2023 – managed by City of Ottawa)
- Tunnel connection from LRT to Minto Case, Nicol and New Residence (Part of Light Rail Transit (LRT) project, portion of tunnel under rail line)
- Develop connections to the pedestrian bridge over Rideau River (Bridge completed in 2022, use is dependent on opening of LRT)
- Parking Lot 7 (P7) Expansion Phase 2 – Pending review
- Site Plan Approval requirements to satisfy P7 Expansion Phase 1 Site Plan Agreement

#### Parking Strategy

Parking Garage P9 is going into its final year of maintenance prior to its planned closing, decommissioning and demolition in 2024. The closing of the garage will result in a loss of 651 spaces on campus, which will have a significant impact. Parking Services is reviewing strategies to minimize the impact of the closing of the garage.

#### **4.0 INPUT FROM OTHER SOURCES**

The Transportation Plan incorporates feedback from key stakeholders from the City of Ottawa, Board of Governors, Building Program Committee, the National Capital Commission (NCC), community representatives, as well as Carleton students, faculty, and staff.

#### **5.0 ANALYSIS AND STRATEGIC ALIGNMENT**

The Transportation Plan addresses some of the numerous transportation challenges and opportunities expected to impact the university environment from 2019-2023. Transportation projects align and reflect key priorities identified in new and previously completed initiatives and plans, including but not limited to:

- Strategic Integrated Plan
- Campus Outdoor Master Space Plan
- Coordinated Accessibility Strategy
- Sustainability Plan 2020-2025
- Capital and deferred maintenance program

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

#### **6.0 FINANCIAL IMPLICATIONS**

As a result of the 2019 Transportation Plan, Carleton transferred \$10 million to its Transportation Fund. To date, \$7.6M has been committed from the transportation fund account, with \$6.5M in actual expenditures up to January 2023. Some of the projects were funded outside of the transportation fund (e.g. Parking Services).

#### **7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT**

Risks involved include increasing traffic disruptions on campus, conflicts with other major capital projects, schedule delays due to inclement weather, delayed LRT construction, poor or insufficient OC Transpo public transportation service to campus, lack of sufficient parking spaces to meet demand, unknown site conditions, supply chain issues, cost increases, and skilled trades availability. Continued review and risk mitigation strategies will be implemented to ensure that Carleton delivers these projects successfully. Failure to implement appropriate transportation plans and parking strategies will have reputational and operational risks should students, staff, faculty and the community have problems accessing and exiting campus, as well as being able to park. The closing of P9 in 2024 and overall reduction in parking availability are likely to result in operational and reputational risks that will need to be carefully managed and addressed. While the plan helps to mitigate these risks, continual review will assist to ensure the plan meets changing campus conditions and that risks are appropriately managed.

#### **8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY**

Many of the transportation projects have high visibility, which can have a positive or negative impact on how Carleton is seen internally and externally, thus having an impact on the university's reputation. The planning process and stakeholder management has been instrumental in keeping the campus informed, and managing expectations.

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

The closing and demolition of P9 may result in negative reputational implications for Carleton from students, staff, faculty and the Carleton community if there is no alternative parking in place to deal with the loss of spaces.

**9.0 OVERALL RISK MANAGEMENT ANALYSIS**

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

# Transportation Plan and Parking Strategy Update

February 2023

# Transportation Plan – Background

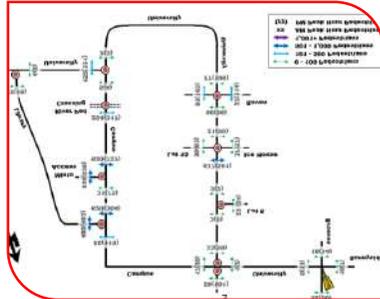
The plan was completed in 2019 and focuses on:

## Active Travel



- Existing Conditions
- Short & Long-term Recommendations

## Accessibility



- Exterior Paths
- Ramps
- Stairs
- Tunnel connections to buildings and LRT
- Tactile Walking Surface Indicators
- Parking
- Transit Stops
- Bus Shelters

## Parking



- Assessment of Parking Supply
- Short & Long-term Recommendations

## Road Network



- Existing Conditions
- Areas of Concern
- Intersection Capacity Analysis
- Potential Mitigation Measures
- Short & Long-term Recommendations

## Transit



- Existing Conditions
- Future Conditions
- Areas of Concern
- Potential Mitigation Measures
- Short & Long-term Recommendations

# Completed Projects

<b>Project</b>	<b>Completion Date</b>
<b>Stadium Way exit from Parking Lot 5 onto Bronson</b>	<b>2019</b>
<b>Raven Road Extension</b>	<b>2020</b>
<b>Road and sidewalk rehabilitation on Library Road</b>	<b>2021</b>
<b>New Bike storage facility between Dunton Tower and Azrieli Pavilion</b>	<b>2021</b>
<b>Parking Lot 7 Expansion Phase 1</b>	<b>2021</b>
<b>O-Train Bridge Renewal/Repair with Pedestrian Safety Fence/Lighting</b>	<b>2022</b>
<b>University Drive-Bronson Ave. Intersection Modifications</b>	<b>2022</b>
<b>Roundabout construction on University Dr. at Parking Lot 7</b>	<b>2022</b>
<b>Parking Lot 7 Installation of 10 electrical vehicle (EV) charging stations and infrastructure</b>	<b>2022</b>

# Completed Projects



## **Bike Enclosure**

Located between Dunton Tower and Azrieli Pavilion



## **O-Train Bridge Renewal**

Contains pedestrian safety fence



## **New Roundabout at University Drive and P7**

To improve traffic and pedestrian flow on campus

# Active Projects

Project	Estimated Completion Date
<p><b>P9 Parking Garage Decommissioning (Feasibility study complete)</b>            Project team to be assembled to move forward with planned closing of the garage and demolition for 2024</p>	<p><b>2024</b></p>
<p><b>Phase 2 Light Rail Transit (LRT) Construction</b>            (managed by the City of Ottawa)</p>	<p><b>TBD</b></p>
<p><b>Develop connections to the pedestrian bridge over Rideau River to Vincent Massey Park</b></p>	<p><b>Bridge installed July 2022            Bridge Opening: TBD</b></p>
<p><b>City of Ottawa tunnel connection under rail line</b></p> <p><b>Expansion of tunnel connections from LRT to Minto Case, Nicol Building, New Residence and Athletics</b></p>	<p><b>City of Ottawa work:            Completed</b></p> <p><b>CU Expansion: TBD</b></p>
<p><b>Parking Lot 7 Expansion Phase 2</b></p>	<p><b>Pending Review</b></p>
<p><b>Site Plan Approval (SPA) requirements</b>  <b>P7 Phase 1 site plan approval requirements include boulevards and adding sidewalks.</b></p>	<p><b>November 2023</b></p>

## Future Work

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

### Initiatives

- Additional bike storage**
- Undertake preliminary design for Campus Avenue one-way conversion and bus platform extensions (to be co-ordinated with watermain and sewer work)**
- Build multi-modal pathways on Campus Avenue and University Drive**
- Widen sidewalks**
- Improve lighting and emergency stations on designated Safe Pathway System**
- Improve tunnel connections (from LRT and P18)**
- Improve Accessibility**
- Update the 2019 Transportation Plan and long-term parking strategy**

# Current and Long-term Parking Challenges

## External and Internal Factors

- ❑ De-commissioning and demolition of P9 Parking Garage and loss of 651 spaces as of 2024
- ❑ Revenue deficit – Pandemic impact, reduced special events, below-market rates, high deferred maintenance
- ❑ Light Rail Transit (LRT) significantly behind schedule
- ❑ Staff and Faculty parking demand – difficult to forecast
- ❑ Assuming constant permit demand, without mitigation the impact would affect student permits in 2024
- ❑ Visitor and accessible parking areas require re-alignment

# Recommendations

Recommended steps as supported by the Campus Master Plan and the Carleton University Transportation Strategy – *Parsons Report 2019*.

## Potential Future Strategies

- Consider expansion of Lot P7 (Phase 2) to address parking supply shortage
- Increase parking rates closer to market rates to fund infrastructure investment and deferred maintenance
- Move permit parking to periphery of campus
- Develop a comprehensive Alternative Transportation Strategy Plan to reduce parking demand
- Re-allocate parking lots in campus core area → accessible permit and visitor parking
- Explore off-site parking options and consider P9 post-demolition footprint
- Develop long-term parking strategy following completion of campus LRT renewal

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 3 February 2023
<b>From:</b>	Chair, Finance Committee	<b>Date of Meeting:</b> 9 March 2023
<b>Subject:</b>	<b>2022-2023 Operating Budget Update</b>	
<b>Responsible Portfolio:</b>	Vice-President (Finance and Administration)	

### 1.0 PURPOSE

For Approval    For Information    For Discussion

### 2.0 MOTION

None

### 3.0 EXECUTIVE SUMMARY

This 2022-2023 operating budget update is provided to the Finance Committee to highlight changes in the operating environment that could have a material impact on the ability of the university to achieve its financial goals.

### 4.0 INPUT FROM OTHER SOURCES

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

### 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The review of key elements in the operating budget, as of the end of January 2023, indicate that a balanced budgeted will be achieved, despite a \$14.5M shortfall in tuition revenue. The following are the key changes to, and assumptions in, the university's 2022-2023 projected financial results:

- Government grants are expected to exceed the original budget by \$5M, all of which relates to targeted grants for student and Indigenous support. There is no material change from budget expected for core operating and performance funding.
- Tuition fees are expected to be below budget by \$14.5M, due to international tuition and summer enrolments returning to pre-pandemic levels. Like many other Canadian universities, despite having strong undergraduate confirmation rates, Carleton was negatively impacted by the federal government's challenge to issue student visas. Domestically, our new undergraduate enrolments are holding steady and new graduate enrolments were up 2%.
- Investment of the bond proceeds in GICs will provide \$6.3M in additional income for the fiscal year.
- Overall, expenses are expected to be below the opening budget by \$3M, net of the additional \$5M in required expenditures related to the targeted grants noted above. The other \$8M in savings is due to savings achieved from increased external funding for the ARISE building, utility and cleaning efficiencies, and lower Pension Board Guarantee costs, as a result of our recent valuation.
- As noted in last April's budget presentation, the university set aside \$2.8 million as a reserve in the current budget to either invest in future initiatives or to address unexpected income shortfalls. This is currently included in the \$8M of expenditure savings. Should we not require this reserve to offset the tuition shortfall, it will be utilized to fund initiatives in the 2023-2024 fiscal year.

## 6.0 FINANCIAL IMPLICATIONS

As operating grants remain capped, and domestic tuition fees frozen after a 10% decrease in 2019-2020, enrolment increases, particularly in international students, are key to our financial sustainability. The difficulties the federal government had in issuing student visas this past summer has had a negative impact on our tuition revenues, that may have a ripple effect on future years. International students who choose other institutions now are most likely lost to us for future years.

The university has been able to bridge this tuition shortfall in the current year through the prudent investment of excess cash resources and management of key expenditures. The university has ample reserves to address any short-term effects of this dip and continues to employ a five-year planning framework to ensure financial stability over the longer term.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The latest financial projection for the operating budget indicates that the university should meet its balanced budget target for 2022-2023, thereby reducing financial risks for the university as a whole. Carleton's conservative approach to finances and budgeting are a key risk mitigation measure that allows the university to maintain its long-term operations and weather shorter-term financial risk or events.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

None identified

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

# 2022-2023 Operating Budget Update

February 22, 2023

# Operating Budget Update – 2022-2023

- Balanced budget will be maintained
- Domestic new UG holding steady; new Dom Grad +2%
- Tuition down \$14.5M compared to budget due to international student visa issues and summer enrolment returning to pre-pandemic levels
- Investment of Bond proceeds will provide \$6.3M in add'l revenue
- Savings in expenditures & contingencies will amount to \$11.9M to fully offset tuition shortfall
- Continued strong cash balances and reserves

# 2022-2023 Tuition Revenue

\$Million	2022-2023 Approved Budget	2022-2023 Forecasted Results	Variance to Approved Budget
Domestic Undergraduate Tuition	145.5	145.9	0.4
International Undergraduate Tuition	<u>95.7</u>	<u>88.9</u>	<u>(6.8)</u>
<b>Undergraduate Tuition</b>	<b>241.2</b>	<b>234.8</b>	<b>(6.4)</b>
Domestic Graduate Tuition	22.2	23.3	1.1
International Graduate Tuition	<u>28.1</u>	<u>24.3</u>	<u>(3.8)</u>
<b>Graduate Tuition</b>	<b>50.3</b>	<b>47.6</b>	<b>(2.7)</b>
Summer Tuition	23.5	18.1	(5.4)
<b>Total Tuition Revenue</b>	<b>315.0</b>	<b>300.5</b>	<b>(14.5)</b>

# 2022-2023 Operating Budget Update

Variance to budget	As of Nov. 2022 \$M	As of Feb. 2023 \$M
Tuition shortfall	(\$ 13.5)	(\$ 14.5)
Investment earnings (in excess of debt servicing)	\$ 3.5	\$ 6.3
In-year contingency	\$ 2.8	\$ 2.8
Custodial savings (COVID contingency not required)	\$ 1.7	\$ 1.9
ARISE building (contingency not required)	\$ 1.8	\$ 1.8
Other cost savings (pension, professional fees)	-	\$ 1.7
FMP cost efficiencies & deferrals	\$ 3.7	\$3.7
Total variance from budget	-	\$3.7

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 3 February 2023
<b>From:</b>	Chair, Finance Committee	<b>Date of Meeting:</b> 9 March 2023
<b>Subject:</b>	<b>2022/2023 Status of Reserves</b>	
<b>Responsible Portfolio:</b>	Vice-President (Finance and Administration)	

**1.0 PURPOSE**

For Approval  For Information  For Discussion

**2.0 MOTION**

None

**3.0 EXECUTIVE SUMMARY**

This 2022-2023 status of reserves is provided to the Finance Committee to show anticipated balances for the university's internally restricted net assets, otherwise known as reserves, and to highlight any concerns that could have a material impact on the university's financial sustainability.

**4.0 INPUT FROM OTHER SOURCES**

The estimate is developed with input from key units such as Pension Fund Management and Facilities Management and Planning (FMP) regarding the pension and capital reserves respectively.

**5.0 ANALYSIS AND STRATEGIC ALIGNMENT**

An update on the university's reserve funds is provided in the attached document, showing a projected decrease in total reserves of \$40 million at the end of 2022-2023. General appropriations, which represent accumulated unspent operating budgets, are expected to be drawn down as many initiatives resume and operations return to normal. As many facility-related projects move forward this year, the capital reserve is expected to contribute approximately \$10 million towards the New Student Residence, and reserves earmarked for other projects will also be drawn down to address deferred maintenance issues.

Ancillary reserves are expected to grow this fiscal year as operations and revenue streams return to pre-pandemic levels.

Key financial metrics established by the Council of Universities (COU) to assess financial stability are expected to remain above the sector average for medium sized Ontario universities.

	<u>Estimate 2022/2023</u>	<u>2201/2022</u>	<u>2021/2022</u> <u>Average</u>
Primary Reserve Ratio (days)	221	244	146
Viability Ratio	156%	169%	109%

## 6.0 FINANCIAL IMPLICATIONS

The university has consistently taken a conservative approach toward long-term financial planning and presents a balanced budget each year. It also employs an effective institutional practice of carrying forward unspent budgetary balances to allow managers to plan beyond the current fiscal year. This deters wasteful spending and has enabled the university to maintain healthy financial metrics throughout these challenging pandemic years.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The use of carry-forwards to support the operating budget will have an impact on reserves; however, current financial projections indicate that the university will maintain healthy reserve balances for 2022-2023, thereby reducing financial risks for the university as a whole.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

None identified

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

# 2022-2023 Status of Reserves

February 22, 2023

# Status of Reserves

- Reserves are referred to as Internally Restricted Net Assets on the audited financial statements
- Used as a key metric by the Council of Ontario Universities (COU) for financial sustainability
- General, Capital and on-going IT and facility project reserves are expected to be drawn down by \$40M
- Viability and Reserve Ratio metrics expected to remain above sector averages
- Ancillary reserves anticipated to grow as operations approach pre-pandemic levels of revenue

# Internally Restricted Net Assets

\$Million	2018-19	2019-20	2020-21	2021-22	2022-23 Estimate
General Appropriations	120	108	119	112	93
Pandemic & Strategic Allocations	-	17	20	20	20
Capital Reserves	104	86	54	65	55
Investment Income Equalization	41	40	74	39	39
Pension Liability Reserve	129	69	69	69	69
Ancillary Reserve Fund	38	40	21	22	28
Research Initiatives	42	47	50	54	57
Other projects (Def Mtce, IT)	<u>33</u>	<u>42</u>	<u>55</u>	<u>62</u>	<u>43</u>
<b>Total</b>	<b>507</b>	<b>449</b>	<b>462</b>	<b>443</b>	<b>404</b>

# Reserve Financial Metrics

	Estimate 2022-2023	2021-2022	2021/2022 Ontario Medium-sized Average
<b>Primary Reserve Ratio (days)</b>	<b>221</b>	<b>244</b>	<b>146</b>
Expendable Net Assets/Total Expenditures - # of days we can operate without any new resources			
<b>Viability Ratio</b>	<b>156%</b>	<b>169%</b>	<b>109%</b>
Expendable Net Assets/LT Debt – funds on hand to settle long term debt			



*Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.*

**Carleton University Senate  
Meeting of November 25, 2022 at 2:00 pm  
Room 3020 Nicol Building + Zoom videoconference**

**OPEN SESSION**

**Minutes**

**Present in Person:** B.A. Bacon (Chair), M. Barbeau, S. Blanchard, D. Brown, D. Caratao, W. Chung, M. DeRosa, D. Deugo, L. Dyke, T. Haats, M. Haines, L. Hayes, D. Howe, L. Kostiuk, A. Lannon, C. Laurendeau, D. Livingston, S. Maguire, P. Mkandawire, L. Moffitt, K. Moss, H. Nemiroff, A. North, B. O'Connor, J. Ramnarine, P. Rankin, T. Roberts, D. Russell, F. Sepanta, D. Siddiqi, E. Sloan (Clerk), C. Smelser, R. Teather, C. Viau, P. Wolff

**Present via Zoom:** K. Al Hammuri, V. Bhatia, F. Brouard, E. Cyr, J. Dawson, R. Gorelick, R. Goubran, K. Graham, M. Ilyas, J. Kovalio, M. Lundy, B. MacLeod, J. Malloy, L. Marshall, J. Murray, H. Ozcan, M. Porter, M. Rooney, S. Sadaf, M. Sanghani, P. Smith, D. Sprague, J. Taber, K. Taylor, J. Tomberlin, J. Wallace

**Regrets:** P. Andrée, J. Armstrong, M. Baez, B. Campbell, F. Goffi, K. Hellemans, M. Murphy, M. Pearson, B. O'Neill, A. Park

**Absent:** A. Lettieri

**Recording Secretary:** K. McKinley

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**1. Welcome and Approval of Agenda**

The Chair welcomed Senators to the meeting at 2:00 pm, and provided a few introductory remarks before moving into the Closed Session. He noted that the December meeting will likely be cancelled, and as a result this would be the last Senate meeting for Sean Maguire, Peter Andrée, and Federica Goffi, all of whom will be retiring from Senate at the end of 2022. The Chair thanked them for their service and for their support of academic governance at Carleton.

The Chair also informed Senators of the death of Grete Hale, alumna of Carleton University and Carleton Honorary Degree recipient (2009). Grete Hale was known for her contributions as a philanthropist, volunteer and community builder. The Chair expressed condolences for those who knew and loved her.

It was **MOVED** (M. Haines, C. Viau) that Senate move into the Closed Session of the meeting.

The motion **PASSED**.

(Closed Session minutes have been recorded separately.)

### **Open Session:**

It was **MOVED** (M. Rooney, D. Deugo) that Senate approve the open agenda for the meeting of Senate on November 25, 2022, as presented.

The motion **PASSED**.

## **2. Minutes:** October 21, 2022 (open session)

It was **MOVED** (P. Wolff, M. Haines) that Senate approve the minutes of the open session of the Senate meeting on October 21, 2022 as presented.

The motion **PASSED**.

## **3. Matters Arising**

There were none.

## **4. Chair's Remarks**

The Chair noted the successful full return to campus and in-person classes over the fall term. He reviewed a number of successful events held in person at Carleton over the past several months:

- Community Breakfast – August 23
- Opening of Nicol Building – September 21
- Orange Shirt Day – September 30
- Pride Week – October 3 - 7
- Mental Health Day – October 6
- 4<sup>th</sup> Annual Inclusion Week – October 17 - 20
- Community Engagement Plan Launch – October 28
- Remembrance Day Memorial Celebration on campus – November 11
- Fall Convocation – November 12

Although the pandemic is not over, Covid-19 infection levels in Ottawa are stable and dropping. Flu and RSV infections are on the rise, and Carleton continues to recommend wearing well-fitting masks indoors where physical distancing cannot be maintained. Masks are available for departments through e-shop.

The Chair noted the following recent achievements from members of the Carleton community:

- **Lenore Fahrig**, Chancellor's Professor in the Department of Biology, has been awarded the *Gerhard Herzberg Canada Gold Medal for Science & Engineering*. This is Canada's top science and engineering prize, awarded annually to an individual whose work has been recognized as outstanding and impactful.
- **Sonia Chiasson** from the School of Computer Science is the recipient of an *Arthur B. McDonald Fellowship*, awarded by NSERC to early-stage researchers in the natural sciences and engineering. Professor Chiasson is the third Carleton professor to win this award, previously titled the E. W. R. Steacie Memorial Fellowship.
- **Marylynn Steckley** from the Arthur Kroeger College of Public Affairs has been named one of 2 recipients of the 2022 Ontario Confederation of University Faculty Associations (OCUFA) Teaching Awards.
- Carleton Bachelor of Public Affairs and Policy Management student **Maeve Collins-Tobin** has been awarded a *Rhodes Scholarship*, for postgraduate studies at the University of Oxford in the U.K. Collins-Tobin is one of only 11 students across Canada to receive the award.

The Chair reminded Senators that Carleton ranked first for social science research in the Maclean's university rankings for universities in our category. Carleton also was included in the list of top 100 employers across Canada, out of 1.3 million employers nation-wide. This is especially significant as normally only 4 spots are held for universities on this list.

The Chair noted that Carleton is on track to raise \$80,000+ for this year's United Way Campaign. Senators were reminded of *Giving Tuesday* on November 29. Carleton's goal is to raise \$1M in 24 hours, through projects led by students, faculty and staff. All donations will be matched for double impact.

In closing, the Chair announced the beginning of the *16 Days of Activism Against Gender-Based Violence*, which runs from November 25 to December 10, ending on Human Rights Day. Within this period, December 6 marks the *National Day of Remembrance and Action on Violence Against Women*, also known as White

Ribbon Day. The Faculty of Engineering and Design will be leading Carleton's celebration of this event on campus in the new Engineering Design Centre. Senators were invited and encouraged to attend.

## 5. Question Period

Three questions were submitted by Senator Morgan Rooney and all were answered by the Provost, Jerry Tomberlin.

- At the October 2021 meeting of Senate, in response to a question about HyFlex at Carleton, Senate was informed that Carleton was involved in "a cross-institutional collaborative study on Hyflex modality in the classroom" (p. 4) Is there any progress on this study to report and, if so, are there any results to share?

*Response from Provost: The cross-institutional study with Carleton, the University of Ottawa, Brock University and UBC Okanagan is progressing well, but is still in the data-collecting phase. Preliminary results from survey data on student and instructor preferences, collected in 2021-22 were presented at a recent e-campus conference.*

- As the body whose purview is "to review and make recommendations to Senate, and approve as required, policies, regulations, and requirements pertaining to curriculum, admissions, and studies" (<https://carleton.ca/senate/standing-committees/curriculumadmission-and-studies-policy/>), does SCCASP have the authority, and would it be willing to exercise it, to develop a policy around minimum appropriate levels of TA support for all Carleton classes? Instructors and students alike would stand to benefit from such a policy: instructors need this information at the course design stage so that they can design courses that are scalable and manageable, and students would see stabilized levels of instructional support in all of courses so that they have the help they need and deserve to succeed in their studies.

*Response from Provost: It is not in the purview of SCCASP to develop a policy on TA support. The decision rests with the Deans, who in consultation with Chairs and Directors assess the needs for TAs. Instructors can discuss their needs with their Chair/Director when developing their course outlines, with the understanding that there is no guarantee that they will be able to obtain TAs as requested.*

- Recently, a CI was informed by Labour Relations, via their chair, that material created during a CI contract belongs to Carleton. This assertion is contrary to decades of past practice and to the copyright language that

the institution encourages instructors to include on their syllabi <https://carleton.ca/tls/teachingresources/redesigning-yourcourses/preparing-to-teach-your-first-course-at-carleton/#sect3.5>). Such a change in policy would force CIs to remove and discontinue hosting any course resources they create on all Carleton platforms (Brightspace, email, Mediaspace, Teams, etc.), which would in turn have a considerable and detrimental impact on the learning experience of the thousands of students taught by CIs. Can the university re-confirm what has been past practice for decades, which is that every instructor at Carleton (CI or otherwise) retains full IP rights and control over all resources they create in the designing and teaching of their course, including slides, lessons, recordings, assignments, rubrics, and any other resource of any kind whatsoever that they are the author of?

*Response from Provost: Labour relations issues are not matters for discussion at Senate. The question pertains to an individual situation that is currently being addressed and discussed by the relevant parties.*

## 6. Administration

The Clerk presented a motion to ratify faculty members Hilary Becker (Sprout) and Sean Burges (FPA) and undergraduate student Giuseppe Sestini (FASS) as new Senators.

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

The motion **PASSED**.

## 7. Reports

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

Committee Chair Howard Nemiroff presented 4 items for approval and 3 items for information.

#### Items for approval:

The committee Chair noted that motions 3 and 4 would be combined into an omnibus motion.

- R-UG-3.4.6 Minimum CGPAs for Graduation (reworked via new ACE framework)

It was **MOVED** (H. Nemiroff, J. Ramnarine) that Senate approves the revisions to Regulation TBC-1882 R-UG-3.4.6 Minimum CGPAs for

Graduation effective for the 2023/24 Undergraduate Calendar as presented.

The motion **PASSED**.

- Self-Declaration Form (replaces medical notes for short-term incapacity)

It was **MOVED** (H. Nemiroff, D. Siddiqi) that Senate approves the use of the Self-Declaration Form effective for the 2022/23 Academic Year, as presented.

The motion **PASSED**.

- OMNIBUS MOTION: Deferred Final Exams and Deferred Term Work (adding the self-declaration form into these two sections of the calendar)

It was **MOVED** (H. Nemiroff, S. Blanchard) that Senate approves the revisions to Regulation TBD 1887 R-UG-4.3 Deferred Final Exams, and TBD 1888 R-UG-4.4. Deferred Term Work, effective for the 2022/23 Undergraduate Calendar, as presented.

Discussion:

In response to a question, the committee Chair confirmed that take-home finals are included in the “Final Exam” category, from the perspective of SCCASP.

In response to another question, the Committee Chair noted that instructors are obliged to accept the self-declaration forms, which carry the same weight as a medical note. He also confirmed that the new self-declaration form should not result in any extra workload for instructors.

A Senator wondered if students might take unfair advantage of the ease of using the self-declaration form vs. obtaining a doctor’s note. The Committee Chair responded that data taken over the course of the pandemic for final exams does not indicate that using the self-declaration form results in an increase in claims for short-term illness. The Chair added that SCCASP will be drafting a medical policy which will outline how these requests will be tracked moving forward.

The Committee Chair agreed to take these concerns back to SCCASP.

The motion **PASSED**.

Individual Motions within the Omnibus:

- o MOTION: That Senate approves the revisions to Regulation TBD-1887 R-UG-4.3 Deferred Final Exams, effective for the 2022/23 Undergraduate Calendar as presented.
- o MOTION: That Senate approves the revisions to Regulation TBD-1888 R-UG-4.4 Deferred Term Work, effective for the 2022/23 Undergraduate Calendar as presented.

Items for Information:

- Academic Year Schedule 2023-24
- Sprott Micro-credentials
- Minor Modifications for October 18 and November 1, 2022

A Senator asked if the National Day for Truth & Reconciliation in September 2023 would be considered a holiday. It was noted that for 2023 this day will fall on a Saturday, but that the request will be considered for 2024.

**b. Senate Quality Assurance and Planning Committee (SQAPC)**

Committee Chair Dwight Deugo presented 4 cyclical reviews for approval, combined into an omnibus motion.

OMNIBUS MOTION – Cyclical Reviews

It was **MOVED** (D. Deugo, P. Wolff) that Senate approve the Final Assessment Report and Executive Summaries arising from the Cyclical Reviews of the programs.

The motion **PASSED**.

Individual motions within the Omnibus:

- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Electrical Engineering.
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Graduate programs in Civil Engineering.
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the

undergraduate programs in Sustainable and Renewable Energy Engineering.

- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the cyclical Review of the Bachelor of Global and International Studies.

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

Committee Chair Elinor Sloan presented a motion for Senate to recommend an enduring empowering motion on urgent items of regular business. In September of 2022, Senate approved the removal of a reference in the AGU to a motion on urgent items of regular business that was to be passed every June. The Senate Academic Governance Committee is presenting a slightly amended, and enduring version of this motion for Senate approval.

Proposed Empowering Motion:

*Motion: That the Senate Executive be empowered to act for Senate on urgent items of regular business. Urgent is understood to mean that action is required before the next scheduled Senate meeting. Regular business includes matters that are, from time to time, normal items of Senate business (for example, committee appointments or calendar changes). Any action taken by the Executive pursuant to this authority will be reported to Senate at its next meeting, for information and comment.*

It was **MOVED** (E. Sloan, F. Sepanta) that Senate approve the empowering motion on urgent items of Regular Business, as presented.

Discussion:

One Senator noted that the previous empowering motion on urgent items of regular business was restricted in its use to the summer months, yet no such restriction is evident in the revised motion, implying that it could be used at any time between Senate meetings. The Clerk replied that it is unlikely that the motion would be used between Senate meetings, unless there is a long gap between them. She added that the motion specifies that any items of business addressed by Senate Executive under this power would be non-controversial and routine in nature. Another Senator suggested that any actions taken by the Senate Executive Committee under this authority could be reported to Senate at the next meeting so that Senate would have the opportunity to raise concerns if it appeared that the Senate Executive Committee were overstepping its authority via

the empowering motion. Given that there was no urgency on the matter, the Clerk withdrew the motion and will endeavor to take the empowering motion back to the Senate Academic Governance Committee for further review and discussion.

The motion was **WITHDRAWN**.

## **8. Draft Digital Strategy**

The Chair introduced AVP Teaching & Learning David Hornsby and AVP (ITS) and Chief Information Officer Marc Dabros, who provided an overview of Carleton's first Digital Strategy: Shaping the Digital Future. The strategy and the presentation were circulated to Senators in advance.

The broad aim of the Digital Strategy is to determine the role of digital technologies in achieving the goals of Carleton's Strategic Integrated Plan (SIP), and to create a strategic direction for the future of digital technologies at Carleton.

Central to the Digital Strategy are the aspiration statement and five guiding principles which provide a high-level decision-making framework for the use of digital technologies within the university. The vision is for Carleton to leverage digital technologies to empower collective capabilities to be a force for good in our communities. The five guiding principles are for the strategy to be user focused, inclusive, collaborative, responsible, and agile.

The digital strategy has been shaped by an extensive consultative process that included more than 1,000 members of the Carleton community participating in both university-wide and dedicated sessions through 2021 and 2022. Strategic priorities and objectives within the plan evolved through these consultations and were shaped collaboratively with guidance from the advisory committee. A digital roadmap was also developed, to articulate a path towards implementation.

The guiding principles and objectives within the plan provide a framework to support the four mission pillars of the university: Research, Student Experience, Teaching & learning, and Organizational Excellence. The Digital Roadmap provides an action plan for implementing the strategy using 12 – 18 month planning horizons to address uncertainty in the environment. Progress made will be measured against deliverables identified within the plan, and the strategy's

impact will be assessed via benchmarking surveys and other key performance indicators.

The Digital Strategy is expected to make key contributions to the future of digital at Carleton in the areas of governance, renewal and culture. Under the plan, Carleton's IT governance framework will be streamlined to strengthen the governance framework and enhance the decision-making process. In terms of renewal, investing in digital initiatives within shorter planning horizons will provide a more flexible approach that is more responsive in a time of heightened uncertainty. The end goal is a culture shift to a more holistic and transparent approach to digital investments.

Next steps in the process include presentations to the Senior Management Committee and the Board of Governors before launching the plan. The presenters concluded by acknowledging the many contributors to the plan, referenced in Appendix A of the document.

A Senator asked what Senate's role would be in the Digital Strategy. D. Hornsby replied that the new governance model within the strategy has been designed to improve and increase transparency and to encourage colleagues across campus to be involved in generating new ideas. In addition, decisions and debates within the Information Systems Steering Committee can be brought to Senate for input when appropriate. The Chair suggested an annual update to Senate on implementation.

Another Senator asked if there would be space within the plan for departments to develop their own applications, then to interface with ITS. He referenced as an example the ability of individuals or companies outside of Apple to develop apps for smartphones. In response, it was noted that the digital strategy is a framework to make priority and resourcing decisions, but projects within departments will not be centrally controlled via the plan. The technology advisory committee and data governance advisory group have been developed to assist in this type of interface, if ITS resources are required.

A Senator questioned how this plan engages with the broader IT community in Ottawa via partnerships, or at the federal / provincial level. D. Hornsby replied that the aim of the strategy is to create the context in which it will be possible to engage with partners; in this instance the Digital Strategy exhibits strong parallels with the Community Engagement Strategy.

A Senator asked if the strategy addresses the decision-making process for what types of educational software are adopted and used at Carleton. Many faculty

members are unfamiliar with the range of possibilities. It was noted in response that beyond the 12 – 18 month planning horizon, there are opportunities to discover new educational technologies within the context of teaching and learning. The *Future Learning Innovation Fellowship* provides \$10,000 in funding and support for instructors interested in experimenting with new technologies to solve their teaching and learning challenges. D. Hornsby acknowledged that educational outreach with faculty members is a welcome suggestion and can be arranged.

In a follow-up question, the Senator inquired about methods for tracking and evaluating existing educational technologies. D. Hornsby replied that an entire team in TLS is researching digital learning in a broad sense, and they are also receiving feedback from other institutions regarding *Brightspace*.

A Senator asked for more information regarding the creation of data centres on campus. M. Dabros responded that ITS will be initiating a requirements-gathering exercise to assess needs across the community. Data centres are expensive to create and maintain, and resources are limited. A feasibility study will examine all options moving forward (cloud, off-site, within campus).

The Chair thanked the co-chairs for the presentation and Senators for the discussion.

## **9. Equity, Diversity and Inclusion (EDI) Action Plan Update**

AVP Equity and Inclusive Communities Noël Badiou, presented a progress report on the Equity, Diversity and Inclusion Action Plan. The EDI Action Plan was last presented to Senate in the Fall of 2020, and was officially launched in March of 2021.

The 5-year EDI Action Plan proposes an operational framework to advance EDI and anti-racism on campus. The plan is designed to complement the Kinàmàgawin Indigenous Strategy and Carleton's Accessibility Plan.

Recommendations within the EDI Action Plan are structured along 10 interconnected Strategic Actions (SA). The presentation outlined the progress that has been made in each SA. Highlights included the following:

SA1: Curriculum & Pedagogy

- Development of EDI Toolkit by Faculty of Science
- Hiring of EDI Learning Specialist

SA2: Student Supports

- Creation of designated counsellor for racialized students
  - 36 EDI related award/bursaries/funds to support equity deserving students
- SA3: Research
- Black Entrepreneurship Knowledge Hub (Spratt)
  - Student EDI Research Award
- SA4: Senior Leadership Team & BOG Inspiration and Development
- BOG adopts EDI Statement
  - BOG adopts the ISED 50-30 challenge
- SA5: Leadership Development (Non-Academic)
- Collaboration with Campus Safety Services (CSS) to implement CSS Action Plan: Service Excellence and Engagement with Carleton's Diverse Communities.
- SA6: Leadership Development (Academic)
- Exploring EDI-informed recruitment practices with JCEEDI, CUASA and university administration
- SA7: Disaggregated Demographic Data Collection
- Completion of a draft survey and plan to launch application in Sept 2023
- SA8: Representation & Outreach
- FPA Faculty Recruitment (Racialized)
  - FED Faculty Recruitment (Gendered)
- SA9: Culture
- Associate Deans specializing in EDI appointed in Faculty of Science, Spratt School of Business and Faculty of Public Affairs
  - Developing online human rights module in partnership with TLS
  - Pronoun Enhancement Project (in partnership with ITS)
- SA10: EDI Planning Infrastructure & Reporting
- EDI Learning Specialist hire
  - Expansion of Trans and Non-Binary Inclusion Coordinator role to full-time.

A more substantive progress report will be presented to the Senate and the Board of Governors at the end of the 2022/23 academic year.

A Senator noted that in his experience many people still do not understand what EDI is and why it is important. N. Badiou confirmed that there is more work to be done to educate the community and to demonstrate how EDI can enrich our environment and create better leaders across campus. Training modules can be engaged to show individuals how they fit into the plan and why participation is important in creating a more inclusive environment. In a response to a follow-up question, N. Badiou noted that it can be challenging to make this type of training mandatory, but it can be strongly recommended. More discussion is required on this issue.

A Senator commented on disaggregated data collection (SA7), noting that data itself should not be highlighted as the key. It is merely what we use to extract information to acquire insight. N. Badiou agreed that data collection is an important first step and that the transformation step to information and knowledge is missing from the description in the plan.

Another Senator observed that different areas of the campus are at different stages of EDI. FASS, for example, has developed entire programs around EDI concerns, with expertise in this area that could be well utilized for cross-campus outreach. One approach could be to work horizontally across campus, engaging FASS faculty members with other faculty members across campus to discuss EDI.

A Senator inquired about student input and how students were consulted prior to the launch of the plan. N. Badiou replied that he could not comment on that process as he was not at Carleton for that stage of the project. Moving forward, he noted that student leaders will be consulted, and there will be opportunities for students to contribute via focus groups and an online portal.

The Chair thanked AVP Badiou for the update and Senators for their questions and discussion.

## 10. Reports for Information

The Chair noted that item 10(b) *Report from the COU Academic Colleague* had been left off of the agenda but was included in the meeting package for Senators to review.

A Senator asked about the possibility of a government task force on financial stability of the sector, as it was mentioned in the report. The Chair replied that this has not yet been confirmed but that COU is monitoring the situation carefully.

The meeting was **ADJOURNED** (C. Laurendeau, L. Kostiuk) at 4:00 pm.



*Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.*

**Carleton University Senate  
Meeting of January 27, 2023 at 2:00 pm  
Room 3020 Nicol Building + Zoom videoconference**

**OPEN SESSION**

**Minutes**

**Present in Person:** B.A. Bacon (Chair), M. Barbeau, S. Blanchard, A. Bordeleau, D. Brown, S. Burges, W. Chung, E. Cyr, M. DeRosa, D. Deugo, L. Dyke, R. Goubran, T. Haats, K. Hellemans, D. Howe, L. Kostiuk, C. Laurendeau, J. Malloy, M. Murphy, H. Nemiroff, A. North, B. O'Neill, M. Pearson, P. Rankin, T. Roberts, D. Russell, G. Sestini, D. Siddiqi, E. Sloan (Clerk), P. Smith, D. Sprague, K. Taylor, J. Tomberlin, C. Viau,

**Present via Zoom:** K. Al Hammuri, J. Armstrong, M. Baez, V. Bhatia, F. Brouard, J. Dawson, K. Graham, M. Ilyas, A. Lannon, D. Livingston, M. Lundy, B. MacLeod, L. Marshall, P. Mkandawire, L. Moffitt, K. Moss, J. Murray, B. O'Connor, H. Ozcan, A. Park, J. Ramnarine, M. Rooney, S. Sadaf, J. Taber, J. Wallace, P. Wolff

**Regrets:** D. Caratao, R. Gorelick, M. Haines, L. Hayes, J. Kovalio, A. Lettieri, M. Sanghani

**Absent:** H. Becker, B. Campbell, F. Sepanta, C. Smelser, R. Teather

**Recording Secretary:** K. McKinley

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**1. Welcome and Approval of Agenda**

The Chair called the meeting to order at 2:02 pm and reminded Senators that January 27 is Holocaust Remembrance Day. Carleton will mark the occasion by illuminating the Canal Building in yellow. He also extended a warm welcome to new Senators Anne Bordeleau, Hilary Becker, Sean Burges and Giuseppe Sestini.

It was **MOVED** (J. Malloy, M. Pearson) that Senate approve the agenda for the meeting of Senate on January 27, 2023, as presented.  
The motion **PASSED**.

## 2. **Minutes:** November 25, 2022 (open session)

It was **MOVED** (C. Viau, K. Taylor) that Senate approve the minutes of the open session of the Senate meeting on November 25, 2022 as presented.  
The motion **PASSED**.

## 3. **Matters Arising**

There were none.

## 4. **Chair's Remarks**

The Chair began by reflecting on the successful return to campus since the Fall of 2022, after two challenging years living with the Covid-19 pandemic. While we have returned to a more normal state of affairs this year, Carleton will continue to monitor the situation closely and will remain in touch with Ottawa Public Health authorities regarding any changes in recommendations moving forward.

The Chair next shared the following Carleton success stories:

- *ReSearch Infosource* has confirmed that Carleton is among Canada's fastest growing research-intensive universities. Carleton's external research income is at \$97.4M, an increase of 12.7% since last year, and an increase of 79% over four years. The Chair congratulated all researchers and research teams on this success.
- Following an extensive community-led process, the Board of Governors has approved three new names for campus buildings to reflect Carleton's commitment to Indigenous Reconciliation and our stance against anti-black racism. The new names are the Algonquin *Nideyinàn* for the University Centre; the Inuit *Pigiarvik* for Robertson Hall, and the Wolof/Senegalese *Teraanga Commons*, for the Residence Commons. Official launch events will be announced in the coming months.
- Carleton officially launched its Digital Strategy and Roadmap earlier this month. This initiative is the result of a 2-year collaborative process that included insights and feedback from more than 1,000 faculty, students and staff. The Chair encouraged Senators to review the strategy if they have not already done so.

Finally, the Chair concluded his remarks by noting that a search for Carleton's new Provost and Vice-President Academic will be launched soon. As part of this process, Senate will be holding an election on January 31<sup>st</sup> for the academic staff and student positions on the Provost Advisory Committee. The list of elected members will be brought to Senate in February for information.

## 5. Question Period

Two questions were submitted in advance.

a) Question from Pamela Wolff:

Is Carleton investigating the implications of ChatGPT on an institutional level, and is there collaboration among P.S. [post-secondary] institutions to consider what impact this sort of technology will have on post-secondary education moving forward?

*In response, Provost Jerry Tomberlin and AVP Teaching & Learning David Hornsby acknowledged the challenges this new technology brings for Instructors, particularly with regards to academic integrity. An ad hoc group including Senators, Associate Deans, and others with expertise in this area will convene soon to review this issue. The group will begin with a cross-sector analysis of the approaches taken by other institutions, followed by a series of engagements with the community. The goal will be to produce a set of recommendations and policy suggestions that will provide pedagogical guidance to instructors on this issue, considering both the challenges and the opportunities of this new tool.*

b) Question from Hande Uz Ozcan:

According to Carleton University, there are two different Research Fund Payments; RA Type A and RA Type B. Type B is the salary paid, and it counts as work experience because CU Human Resources can provide hours worked. However, Type A is a stipend, which is a fixed payment; it is like a scholarship. Although Type B counts as work experience in applying for Permanent Residency [PR] for international students, Type A does not count as work experience because the university HR does not provide hours since it is a stipend.

Furthermore, international students who want to apply for permanent residency after graduating experience difficulties being eligible for PR if they work under the Type A Research Assistantship. Although they worked for Carleton University as a

RA for years, their work won't count as work experience because it falls under the Type A RAship.

Some students reached out to us and mentioned that they are experiencing difficulties in being eligible to apply for PR because Type A RAship does not count as work experience. We believe helping Carleton students and researchers that are very well educated and trained in their fields to stay in Canada is beneficial to all stakeholders. We wonder how the university can support more international students so they can provide proof that they worked at Carleton as RA to IRCC [Immigration Refugees and Citizenship Canada]?

We know that Carleton University gives huge importance to EDI, and we wonder how this situation impacts EDI Action Plan?

*Provost Jerry Tomberlin noted that Type A research funds are essentially scholarships to support graduate students' research. The professor provides mentoring and guidance, but there are no set hours or expected deliverables. For Type B research funds, students are employed to work on a project under their professor, and are accountable for hours and deliverables. CRA regulations stipulate that these two types of funding must be reported in different ways; hours worked cannot be reported for Type A funding.*

*In a follow-up comment, it was noted that the differences between the two types of funding are not always well understood by students and supervisors, and that occasionally the distinctions between the two may be blurred in actual practice. The Provost noted the issue raised in the question and suggested that moving forward students and researchers be more fully informed about the implications of different types of funding before applying.*

## 6. Administration

The Clerk presented a motion to ratify faculty members Sarah Everts (FPA) and Amanda Clarke (FPA) and undergraduate student Mahamed (Moe) Qalinle (FED) as new Senators.

It was **MOVED** (M. Murphy, A. North) that Senate ratify the new Senate appointments, as presented.

The motion **PASSED**.

The Clerk also reminded Senators that the Senate membership renewal process for positions beginning July 1, 2023 will begin in early February. She asked Senators

to inform Senate Office by February 3 if they are planning a sabbatical or other leave for 2023-24 as they will need to relinquish their Senate seat. Any Senator whose term is ending June 30, 2023 can reapply to extend their time on Senate by completing the nomination form which can be found on the Senate website.

In response to a question, it was noted that Contract Instructor nominations and elections are typically held in the late summer and early fall, and not in February. Contract Instructors will only know if they are eligible to serve on Senate (i.e. if they have a contract for 2023-24) after the contracts have been released, which normally occurs in the summer.

## 7. Reports

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

Committee Chair Howard Nemiroff presented 5 items for approval and 4 items for information.

Items for approval:

- R-UG-COOP-Generic Co-op Admission & Continuation Requirements (allows students to participate in program while registered in 1.5 credits per term)  
It was **MOVED** (H. Nemiroff, S. Blanchard) that Senate approves the revisions to Regulation TBD-1748 R-UG-COOP-Generic Co-op Admission and Continuation Requirements, effective for the 2023/24 Undergraduate Calendar as presented.  
The motion **PASSED**.
- COOP Regs – Omnibus Motion (updates and adjustments)  
It was **MOVED** (H. Nemiroff, D. Brown) that Senate approves the revisions to Regulations effective for the 2023/24 Undergraduate Calendar as presented. TB-1749-ANTH, TBD-1582-CGSC, TBD-1755-ENGL, TBD-1757 ENST, TBD-1759-FREN, TBD-1577-HIST, TBD-1581-PSYC, TBD-1764-SOCI, TBD-1569-BAS, TBD-1586-BID, TBD-1587-BIT, TBD-1583-COMS, TBD-1572 ECON, TBD-1574-EURR, TBD-2028-GINS, TBD-1761-LAWS, TBD-1817 MPAD, TBD-1580-PSCI, TBD-1589-PAPM, TBD-1585 R-UG-COOP-B.Eng Adm and Cont Reqs, TBD-1540 R-UG-COOP-BCom  
The motion **PASSED**.

- R-UG-3.2.6 Minimum CGPAs for Continuation (removal of table)  
It was **MOVED** (H. Nemiroff, D. Deugo) that Senate approves the revisions to Regulation TBD 1873 R-UG-3.2.6 Minimum CGPAs for Continuation, effective for the 2023/24 Undergraduate Calendar, as presented.  
The motion **PASSED**.
- R-UG-3.2.5 Assessment in Program Elements (addition of information from 3.2.6 table)  
It was **MOVED** (H. Nemiroff, J. Malloy) that Senate approves the revisions to TBD-1872-R-UG-3.2.5 Assessment in Program Elements, effective for the 2023/24 Undergraduate Calendar, as presented.  
The motion **PASSED**.
- TBD-2094 R-ADM-CMHW (clarifying entrance eligibility requirements)  
It was **MOVED** (H. Nemiroff, P. Rankin) that Senate approves the revisions to Regulation TBD-2094 R-ADM-Cert. in Mental Health and Well-Being, effective for the 2023/24 Undergraduate Calendar, as presented.  
The motion **PASSED**.

Items for Information:

- Schedule-202410 R-UG-Academic Year Winter 2024 change to thesis submission deadline
- UG\_G\_2324\_MinorMods\_for\_SCCASP\_Dec-06
- UG\_G\_2324\_MinorMods\_for\_SCCASP\_Dec-20
- Micro-credentials for Dec 06 2022 – FPA and Science

**b. Senate Quality Assurance and Planning Committee (SQAPC)**

Committee Chair Dwight Deugo presented 3 new program approvals, 2 cyclical reviews, and 15 major modifications for approval, condensed into 3 omnibus motions.

OMNIBUS MOTION – New Programs

It was **MOVED** (D. Deugo, B. Macleod) that Senate approve the New Programs as presented.

The motion **PASSED**.

The Committee Chair noted that two of the three programs in the group are full cost-recovery programs. In response to a question, the Committee Chair clarified that Deans and individual units decide if it would be appropriate to design the program as a cost-recovery one. He noted that it is difficult to change an existing program that is funded via the ministry to make it a cost-recovery program.

Individual motions within the Omnibus:

- MOTION: That Senate approve the *Master of Arts in Human Rights and Social Justice* as presented with effect from Fall 2023
- MOTION: That Senate approve the *Master of Arts in Teaching English as an Additional Language* as presented with effect from Fall 2023.
- MOTION: That Senate approve the *Master of Finance* as presented with effect from Fall 2023.

OMNIBUS MOTION – Cyclical Reviews

It was **MOVED** (D. Deugo, M. DeRosa) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs.

The motion **PASSED**.

Individual motions within the Omnibus:

- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Undergraduate programs in Physics.
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Undergraduate programs in Biomedical and Electrical Engineering, Communications Engineering, Computer Systems Engineering, and Software Engineering.

OMNIBUS MOTION – Major Modifications

It was **MOVED** (D. Deugo, D. Siddiqi) that Senate approve the major modification as presented.

The motion **PASSED**.

Individual Motions within the Omnibus:

- MOTION: That Senate approve the introduction of the collaborative specialization in Data Science to the MA in Sociology as presented with effect from Fall 2023.

- MOTION: That Senate approve the major modification to the MA program in Sociology with a concentration in Quantitative Methodology, as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Post-Baccalaureate in Religion and Public Life, as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the BA and BAHons in Indigenous Studies and the major modifications to the BA Combined Honours program in Indigenous Studies, as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of RELI 4860 as presented with effect from Fall 2023
- MOTION: That Senate approve the deletion of GINS 3200 as presented with effect from Fall 2023.
- MOTION: That Senate approve the major modification to the BSc Honours program in Computational Biochemistry, the deletion of BIOC4906 and the major modification to BIOC 4907 as presented with effect from Fall 2023.
- MOTION: That Senate approve the major modification to the BSc Honours program in Neuroscience and Mental Health and the introduction of NEUR 4904 as presented with effect from Fall 2023.
- MOTION: That Senate approve the major modification to the BA Combined Hons. In Communication and Media Studies as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of LAWS 4907 as presented with effect from Fall 2023.
- MOTION: That Senate approve the major modifications to the MA and PHD programs in Political Science as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Stream in Investments and the Stream in Corporate Finance as presented with effect from Fall 2023.
- MOTION: That Senate approve the major modification to the Master of Entrepreneurship Technology Innovation Management and the introduction of the Master of Digital Transformation and Entrepreneurship as presented with effect from Fall 2023.
- MOTION: That Senate approve the major modification to the MSC Health: Science Technology and Policy program and the introduction of HLTH 5506 as presented with effect from Fall 2023.
- MOTION: That Senate approve the major modification to the Minor in Latin American and Caribbean Studies as presented with effect from Fall 2023.

### c. Senate Academic Governance Committee (SAGC)

Committee Chair Elinor Sloan presented a motion for Senate to ratify three new members for various Senate committees:

- Taina Roberts, as undergraduate student representative on the *Senate Executive Committee*
- Tracey Lauriault as faculty member (FPA) on the *Senate Library Committee*
- Daniel Siddiqi as faculty member (FASS) on the *Senate Academic Governance Committee*

It was **MOVED** (M. Barbeau, D. Deugo) that Senate ratify the nominees for Senate committees, for service beginning immediately upon approval. The motion **PASSED**.

The Committee Chair next presented the results of SAGC's discussion on whether to increase Contract Instructor membership on Senate. Senate had been asked to consider this question by a Contract Instructor on Senate. The question was referred to SAGC for discussion and a recommendation.

SAGC members acknowledged that Contract Instructors are valued and engaged members of Senate, but did not see a compelling reason to increase their representation on Senate. The committee noted that under the Carleton University Act, 50% of Senate must be comprised of full-time faculty members. Adding more Contract Instructors to Senate would upset this balance. Additionally, although many Contract Instructors have longstanding relationships with their departments, the nature of their position at Carleton is temporary and budget dependent, and their future place can never be guaranteed beyond the duration of their contract. For these reasons, SAGC members unanimously agreed that the committee does not recommend adding more Contract Instructor positions on Senate at this time.

### d. Senate Review Committee

The Senate Review Committee met on January 13<sup>th</sup> to review and discuss the 2022 Fall Enrolment Report. After their review, the committee sent the Registrar a list of questions to be addressed in the Enrolment Report

Presentation to Senate. These questions were circulated to Senators, along with a copy of the Enrolment Report.

Vice-President Students & Enrolment and University Registrar Suzanne Blanchard presented the Enrolment Report to Senators, including the extra details requested by the Senate Review Committee.

Highlights from the Presentation:

Undergraduate student enrolment has decreased slightly since 2021, notably for new first-year students. This will likely impact undergraduate enrolment numbers in subsequent years as the flow-through for the upper years will be lower. The decrease in enrolment numbers for Fall 2022 was experienced by international students, due to processing issues with student visas.

In comparison with other Ontario universities, the Registrar noted that a few universities, notably McMaster, Queens, University of Toronto and the University of Waterloo, have experienced positive growth in enrolment. This growth is a result of some changes these institutions have made to their admissions criteria for certain programs.

Undergraduate enrolment per Faculty compared to 2019 was down in FASS and FPA, stable in FED and increased in Science (primarily Computer Science) and Business. Softer admissions across the board due to the pandemic combined with the international student issues were contributing factors.

New graduate enrolment overall is flat with an increase in domestic (particularly part-time students) and a decrease in international. Overall Master's and PhD enrolment is up, in part due to changes in the PhD fee structure. One of the main areas of growth in graduate programs is the MBA Online.

A number of steps are planned to ensure continued robust enrolments. A return to in-person recruitment and engagement will provide an opportunity to showcase the on-campus experience at Carleton, and should help to increase our numbers. On the international front, there is reason to be cautiously optimistic as the visa processing issues are resolved.

Additional strategies to increase enrolment have been discussed at SIPC, both short-term and longer term, and the RO will continue to work in collaboration with departments and Faculties to engage with this issue.

The pandemic influence is seen through the increase in STEM and Sprott enrolment, both domestically and internationally, and in the decrease in international enrolment overall, due to visa processing issues.

Discussion:

A Senator asked for more information on how other Ontario universities were able to increase their enrolments. In reply, it was noted that some programs were opened up to admit more students, and that in some cases admission eligibility criteria were changed.

Another Senator asked if the increase in tuition for international students might have been a factor in lower admission rates for these students. The VPSE responded that international student confirmations had increased by 5%, so the primary reason for the ultimate decrease in enrolments was the visa processing issue, and not tuition increases. The Chair added that Carleton is working with Universities Canada to ask the government for rapid action on the visa issue. In response to a related question, the Registrar confirmed that the International Student Services Office (ISSO) has been reaching out to international students to provide constant support and assistance with the visa process.

The Registrar also confirmed that international enrolment from China appears to be slowing, as the Chinese government is stricter on the number of students that can leave the country to study abroad.

In response to another question, the Registrar confirmed that cost-recovery graduate programs were included in the calculations for the report, but that detailed enrolment data on those programs vs. regular graduate programs was not available at this time.

The Chair thanked the VPSE and University Registrar for the fulsome report, and Senators for their interest and engagement.

## **8. New Graduate Curriculum Approvals Process Consultation**

The Provost introduced this item and provided a summary of its progress so far. The Faculty of Graduate and Postdoctoral Affairs (FGPA) has begun a process to reform the governance of graduate curriculum.

FGPA has engaged collaboratively with all Faculties to discuss a new proposed approach to graduate curriculum approvals. As a result of these consultations, FGPA has produced a proposal to give disciplinary Faculties (FASS, FED, FPA, Science, Sprott) a primary role in graduate curriculum approvals.

A briefing note summarizing the principles of this new process was circulated to Senators in advance to inform the consultation.

The Dean of FGPA outlined the major changes that would occur under the proposal. Under the current process, graduate curriculum review is centralized under FGPA, moving from the department to the Graduate Programs and Planning Committee, and to the Graduate Faculty Board. Under the new process, approvals would pass from the department to a disciplinary Faculty Curriculum Committee, then to the disciplinary Faculty Board, before proceeding to Senate via its committees for approval. This new approach has several advantages:

- It would facilitate more meaningful peer-to-peer engagement in developing and planning curriculum.
- It would enhance the autonomy of Faculties in planning and developing their curriculum
- It can promote more interaction and linkages between graduate and undergraduate programs

#### Discussion:

A Senator asked if allocation of Teaching Assistants (TAs) for graduate programs will remain under the FGPA. The Provost noted that TA budgets have been transferred to Faculties this year. In response to a follow-up question, the Provost clarified that the overall TA budget is negotiated with the Dean of FGPA, the Provost and the VPFA. The allocation to the Faculties is within the purview of FGPA and the Deans are then responsible for strategic distribution at the department level.

In response to a question regarding graduate award funding, the Dean of FGPA noted that because these awards include external scholarships and awards that need to be adjudicated at an institutional level, this file would remain under the control of FGPA.

A Senator asked for clarification on the process for Schools that have their own Faculty Boards, such as the School of Computer Science. The Provost noted that the curriculum approvals would go to the disciplinary Faculty Board (in this case Science) for approval.

A Senator inquired about the timeline for the implementation of the new process. The Provost replied that the goal is to complete the process by the end of 2023, if possible. Next steps will include further consultation with the Deans before bringing the proposal back to Senate in March or April. The disciplinary Faculty Boards also will need to establish processes for graduate approvals which will likely include revisions to their governing documents.

The Chair thanked the Provost and FGPA Dean Smith for the presentation and Senators for the discussion.

## **9. Campus Master Plan Consultation**

Vice-President Finance and Administration Lorraine Dyke provided a brief introduction to this item and Nathan Flach and Selam Eyob, representatives from Brook McIlroy (BMI), a consulting firm engaged for the project, were in attendance to assist with the presentation.

The Campus Master Plan establishes a strategic direction for the future development of the campus, including infrastructure, buildings, landscape, traffic flow and movement systems. The plan is refreshed every five years.

The current renewal process was launched in the Spring of 2022, and was followed by a series of extensive consultations with faculty, staff and students, both in person and online. Feedback from these consultations has been summarized into 8 themes and 9 principles to guide future development, plus a series of recommendations for major initiatives. Based on these themes, principles and recommendations, a draft of the current Campus Master Plan has been developed and shared publicly for additional feedback. Themes of sustainability, natural systems, universal design, enhanced accessibility, transportation, landscape design, and urban design all contributed to the development of the plan. The final plan, based on feedback and further revisions will be approved in the spring of 2023.

Nathan Flach, lead architect from Brook McIlroy (BMI), presented a high-level summary of the major recommendations of the current proposed plan under the following 7 areas:

- 1) Green Ribbon and Geological Time Trail
  - Development of a 4 km green loop and a 4.6 km geological time trail to form an integral open-space network in the core and periphery of campus

- Integration of natural landscape with Indigenous placemaking
- 2) Transportation Framework
    - Flexible campus streets for both pedestrian and vehicle traffic
    - Newly reinforced campus gateways
    - New bridge connections to surrounding community
  - 3) Campus Avenue and Library Road
    - Campus Avenue: Flexible campus street sharing pedestrian and limited vehicle use such as para-transport
    - Library Road: pedestrian priority street, with limited priority pick-up and drop-off options
  - 4) Tunnel Improvement and Expansion
    - New nodes and open sky-lit access areas to improve wayfinding
    - New lighting and surface treatments to improve aesthetics and acoustics
    - Introduction of natural light at key locations to improve health and well-being and to assist in way-finding
  - 5) Natural Systems
    - Enhancing and developing new areas with connections to water and local ecology
    - Addition of new place-making features such as native plantings
  - 6) Overall Plan
    - Potential new building placement and expansion on campus
    - Encouraging future buildings to face outwards
  - 7) Campus Precinct Plan
    - 3 precincts identified: West, East and North
    - West:
      - Primarily academic and residence focused
      - Plan outlines more informal hangouts and collaborative spaces
      - Mackenzie Atrium Project – new large indoor atrium space enclosed with glass roof and supported by mass timber structure. Functions as main lobby and central social space.
      - Nideyinàn Expansion Project (former University Centre) – open build with open quad in front as notable landmark; new study/social spaces plus rooftop access.
    - East:

- Highly visible growth area
  - Integration of stadium seating into new academic ancillary or recreational facility
  - Expansion to Fieldhouse, facing University Drive
  - Mixed-use transit hub along University Drive
- North:
    - potential for mixed use, leveraging community partnerships to integrate with the city
    - Potential for specialized housing, office space, plus expanded academic/research spaces.

The implementation & phasing strategy of the Campus Master Plan considers both the short term (10 – 15 years) and longer planning horizon (50+ years) for responsible growth of the university campus. Changes proposed in the current plan will take place through several phases extending over many years.

Some short-term opportunities identified include the Green Ribbon, Campus Avenue and Library Road projects, the Transit Hub, Mackenzie Atrium and Nideyinàn Projects. Long-term opportunities include developments in the northern precinct as outlined in the plan. Other projects can be prioritized based on needs and capital funding availability.

Currently, the plan is in the final stages of the consultation phase. Next steps include presentations and consultations with the President’s Advisory Group, the Building and Program Committee, and the Board of Governors, with a final version coming to the Board for approval in April of this year.

Discussion:

A Senator asked about on-campus parking, as no parking lots were indicated in the plan. VPFA Lorraine Dyke noted that the long-term needs for parking are not yet known, and will depend on future transit options, work-from-home trends, future hybrid or online course offerings, and other factors. It was noted additionally that the loss of one parking lot every 5 – 7 years usually can be accommodated with spots elsewhere on campus. The plan also has built-in flexibility so that parking can be incorporated into some new buildings if necessary. Accessible parking spaces, notably, will increase according to the plan.

A Senator inquired about athletics facilities on campus and the possibilities of partnering with the city to develop these spaces. The Chair noted that both the Carleton pool and the Brewer Park pool are old and in need of an upgrade.

Carleton has approached the City of Ottawa regarding the development of an aquatics complex that could replace both pools and attract national competitions. The interest is there, and the discussions are ongoing.

BMI representative Nathan Flach was asked to comment on his assessment of Carleton's short-term needs. He responded that a common request made via the consultations was for more flex space, like the Nicol Building Atrium, for the western campus. Others included supporting health and wellness and daily life on campus, and improving wayfinding. In a follow-up question, a Senator asked for clarification on the short-term horizon for new academic buildings. The Chair noted that should we move forward with the Wellness Hub, a complex with academic and research space would be included in that project. Additionally, there has been some design work on a possible new Engineering building.

A Senator inquired about the energy demands for some of the large glass structures in the plan. BMI representative Nathan Flach noted that they are working with a consultant on energy sustainability and that the intent is for every new project to come as close to net zero emissions as possible.

In response to another question, it was noted that two older existing buildings - Loeb and Paterson - will undergo renovations over the next few years, with a focus on the building envelope. A proposal for the Loeb project should be ready by April of this year, and work on Paterson will begin the following year.

A Senator asked about alleviating traffic pressures on existing streets, for both car/bus and pedestrians moving through campus. In response, it was noted that there are opportunities to work with the NCC and the City of Ottawa to find ways to move traffic on and off campus more efficiently, including a possible pedestrian bridge to the Experimental Farm, accessing the campus from the south via pedestrian/bicycle bridge, and also opening access points to NCC areas, such as Colonel By Drive.

A Senator asked for more information on the transit hub, and if there are any short-term solutions for the bus congestion on campus. Nathan Flach responded that a transit hub on University Drive provides, in the long term, an opportunity to create a better system centered on the eastern campus. In the short-term, BMI will continue to work with their traffic consultant to find solutions. A Senator commented that, for safety and efficiency, pedestrian and vehicle traffic should be separated in the plan so that there is little interaction.

The Chair thanked BMI for the update and Senators for their questions and discussion. The Chair reminded Senators that feedback on the Campus Master Plan can be submitted via the online form until February 3<sup>rd</sup>.

## 10. Reports for Information

The following reports were circulated in advance for information.

- Senate Executive Committee minutes – November 15, 2022 (meeting) and December 6, 2022 (e-poll)
- COU Academic Colleague Report
- Senate UG Student Awards Committee – New Awards Report

There was no discussion of these items.

The meeting was **ADJOURNED** at 4:03 pm.