

**CONSENT AGENDA
to the Open Agenda of the 628th Meeting of the Board of Governors**

**Friday, December 3, 2021
Via videoconference**

4.1 ITEM(S) FOR APPROVAL

4.1.1 Approval of minutes of the previous meeting and Business arising from the Minutes

- a) Approval of the Open Session Minutes of the 627th meeting.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Committee Minutes

- a) Building Program Committee
 - Sept. 13 Meeting Minutes
- b) Finance Committee
 - Sept. 13 Meeting Minutes

4.2.2 Ongoing Capital Projects Status Report and Capital Renewal

4.2.3 Wellness Hub

4.2.4 Sustainability Research Centre

4.2.5 Strive for Sustainability Annual Report

4.2.6 Update on the 2021/22 Ancillary Budget

4.2.7 Investment Report on the Endowment

4.2.8 Pension Plan Report

4.2.9 Minutes from Senate

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

**Minutes of the 627th Meeting of the
Board of Governors**

**Thursday, September 30th, 2021 at 3:00 p.m.
Via Videoconference**

PRESENT:	D. Fortin (Chair)	K. Furlong	S. Mingie
	D. Alves	G. Garland	N. Nanos
	B.A. Bacon	L. Hayes	B. O'Connor
	A. Brown	H. Heppler	B. Örmeci
	B. Creary	L. Honsberger	E. Sloan
	P. Dion	N. Karhu	P. Smith
	G. Farrell (Vice-Chair)	A. Keung	J. Taber
	K. von Finckenstein	H. Khalsa	C. Tessier
	M. Fraser	C. Khordoc	A. Tremblay
		A. Lettieri	A. Ullett
REGRETS:	Y. Baltacıoğlu	D. Greenberg	
STAFF:	N. Arnold	A. Goth (R. Secretary)	B. Michaud
	S. Blanchard	R. Goubran	G. Nower
	J. Chandler	D. Hornsby	L. Storey
	J. Conley	K. Horn-Miller	T. Sullivan
	M. Dabros	S. Levitt	C. Taylor
	T. Frost	K. Mann	J. Tomberlin

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:01 pm and welcomed all governors and attendees to the virtual Board of Governors meeting. The Chair acknowledged the Algonquin First Nation and territory on which Carleton University is located. The Chair acknowledged the National Day of Truth and Reconciliation and Orange Shirt Day and held a moment of silence. He welcomed observers and staff members as well as the new board members to the meeting.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The proposed agenda was circulated in advance. It was moved by N. Karhu and seconded by B. Creary that the open agenda of the 627th 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 626th Board meeting, Board Award and Founders Award Criteria and Jury Selection, Investment Committee Board membership, Board Emeritus Policy. The following was circulated for information: committee minutes, capital projects update, wellness hub update, university communications and reputational enhancement project update, advancement update, centre for community engagement overview, government relations overview, Board Work Plan and Schedule of Meetings and minutes from Senate.

It was moved by B. Creary and seconded by G. Garland, that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 New Student Residence Building

An executive summary and presentation were circulated in advance.

The Chair outlined that a new 450-bed residence building was previously approved by the Board of Governors, but was put on pause due to the COVID-19 pandemic. Since the beginning of the pandemic, management has continued to see a great demand for student residence spaces and is seeking to resume the project upon Board of Governors approval.

A. Tremblay, Chair of the Building Program Committee reported that the last residence built at Carleton opened in 2011. Since that time, student population and student demand has risen considerably. In 2019, plans were developed to build a new 450 bed facility. In November 2020 due to the disruption and uncertainty caused by the pandemic, the planned construction of 450-bed residence was paused. At this time, the project design is 98% completed and foundation permits have been received. Working with the construction manager, if construction begins now the project can be delivered for a cost of \$90 million. The proposed building will consist of 456-beds, 168 singles, 142- doubles plus two two-bedroom apartments. The building reflects the needs of students in providing an environment that supports personal growth and academic

development while promoting safe and inclusive living space. An increase in beds will allow more first-year students to live in residence which has been demonstrated to show higher retention rates.

P. Dion, Chair of the Finance Committee reported that the need for a student residence is still as strong as pre-pandemic with a waitlist of 15% of total available beds – more than 600 students in fall 2021. The Residence Building will be self-funded on a going concern basis including debt repayment by the overall Housing system. An initial payment of \$10 million will reduce the amount to be funded by the University's debenture issue to \$80 million which will be repaid over 40-years at an interest rate of 3.264% with annual debt servicing costs of \$3.6 million annually. It is estimated that the annual facility operating costs will be \$600,000. The committee was satisfied that long-term the residence will generate enough revenues to cover expenses and in time will create a surplus in the housing system.

S. Blanchard, Vice-President (Student and Enrolment) provided a summary presentation which outlined the look of the building, room design and rationale for re-starting, including reputation enhancement which is essential for continued success in maintaining and increasing enrolment.

A member commented on retention rates leading to graduation rates and this being linked to first-year student ability to live on-campus in residence supports the building of a new residence.

A member asked if the regulations related to building construction have changed since the initial design of the building. G. Nower, Assistant Vice-President, Facilities Management and Planning responded that primarily new construction requires additional air handling systems such as increased air filtration, lighting for ventilation which is effective at removing viruses and bacteria and will enhance air handling systems.

Further the member asked if these new air handling systems and ventilation requirements have increased the budget. S. Blanchard responded that the costs of the construction were recently reviewed and no additional costs are required for the systems.

On the recommendation of the Finance and Building Program Committee, the motion to proceed with the detailed implementation plan and construction of a new student residence to be located on Carleton campus for a budget not to exceed \$90 million, as presented was approved.

5.2 Audited Financial Statements for Year ended April 30, 2021 and Audit Finding Report

The draft consolidated financial statements, audit findings report, and annual financial report were circulated in advance.

M. Fraser, Chair of the Audit and Risk Committee outlined that at the Audit and Risk Committee on September 13th, the committee reviewed both the audited financial statements for the year

ended April 30th, 2021, and the related Audit Findings Report, with Carleton's Financial Services team, and Rob Clayton of KPMG.

The consolidated financial statements were prepared by management and audited by the external auditing firm KPMG. The auditor's opinion was received without reservation with no difference requiring adjustment. The audit work was conducted on-time and on-budget and there were no significant internal control deficiencies in the internal controls identified during the audit. Additional audit work was conducting in line with new auditing standards regarding accounting estimates including employee future benefit liability, investments, capital and intangible assets and receivables.

The highlights of changes (year-over-year) were outlined as an excess of revenue over expenses of \$39 million compared to \$40 million in 2020. The losses in the ancillary services were offset by investment revenue increases. Expenses increased by \$7 million and revenues increased by \$6 million. The positive results of the 2020/21 are due to investment returns and therefore cannot be built into the operating budget moving forward.

The impact of the market success is reflected in asset values increasing and the pension liability which has decreased significantly. The financial statements include a subsequent event note to describe the issuance of a debenture in June 2021, the financials therefore do not reflect the loan and the required sinking-fund at year-end.

T. Sullivan, Interim Chief Financial Officer and Assistant Vice-President (Financial Services) provided a presentation outlining the year-over-year changes including an increase in investment revenue with a major decrease in ancillary sales. Cash and marketable securities increased by \$60 million due to deferred revenue and an increase in appropriations. Capital asset additions were \$60 million including \$21 million for deferred maintenance.

Internally restricted net assets increased by \$13 million. Endowment funds grew by \$54 million of which \$38 million were unrealized gains at year-end. The Pension Reserve and Capital Reserve have decreased by \$92 million over a five-year period. The Investment Equalization Fund and the Research Initiatives Fund have increased by \$24 million over a five-year period. The balance sheet remains strong with reserves maintained for strategic development and contingencies.

He outlined the highlights of results compared to budget which included an enrolment increase of 3.3% for undergraduate students and 3% for graduate students, investment income increased by \$35.3 million over 2020 and \$34.5 million over budget, new appropriations of \$44.8 million (excess of revenue over expenses). \$34.5 million of the new appropriations will be allocated to the investment income equalization reserve as mandated by the Board of Governors and \$10.3 million remains unallocated and recommendation from management will be brought forward at a later date to the Board of Governors. The COVID-19 pandemic response required additional allocations of \$17.6 million in 2020/21. It was noted that additional funds were spent due to the pandemic however these expenses were able to be assumed by base budget allocations at the

departmental level. The ancillary services operations budget resulted in a \$18.9 million deficit after the allocation from the capital reserve of \$11.2 million for capital expenses in 2020/21.

On the recommendation of the Audit and Risk Committee, it was moved by M. Fraser and seconded by D. Alves that the Board of Governors approve Carleton's 2020-2021 Consolidated Financial Statements and the Audit Findings Report, management and independence letters, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Kinàmàgawin Annual Report

The Chair remarked on the leadership of the Indigenous leaders on campus, the President and the Past Board Chair and past board members for recognizing the need of the university to acknowledge Carleton's part in the national Calls to Action and create Carleton's Indigenous Initiatives Strategy to enhance our commitment to conciliation.

The President gave introductory remarks outlining the Carleton is committed to conciliation, as outlined in Kinàmàgawin, its long-term Indigenous strategy with 41 calls to action to make Carleton a more welcoming space for current and future Indigenous students and faculty members with positive long-term change.

He thanked the board members who were able to attend the panel conversation with residential school survivors to reflect on truth and conciliation in Canada in honour of Truth and Reconciliation Day and Orange Shirt Day. The session was truly exceptional and he thanked the Centre for Indigenous Initiatives for organizing the event.

He also shared that the Joyce Family Foundation is establishing a \$2.5 million endowment to support bursaries for Indigenous students at Carleton. The University will match this gift with an additional \$2.5 million to support other Indigenous Initiatives. This significant investment is an important step towards meeting the objectives of Kinàmàgawin—Learning Together—Carleton's ambitious Indigenous Initiatives Strategy that was approved in 2020 and endorsed by the Board of Governors.

J. Tomberlin, Provost and Vice-President (Academic) outlined that a formal annual report is part of the planning as the Kinàmàgawin Strategy and will be coming at a later date to the Board.

B. Michaud, Director, Centre for Indigenous Initiatives outlined progress made towards the three themes of the report of 1) community engagement; 2) students support; and 3) indigenous student experience.

In terms of community engagement there has been an enhanced engagement strategy which includes in addition to the Indigenous Education Council the establishment of an Algonquin Advisory Committee and an Inuit Advisory Committee. The addition of an indigenous

recruitment officer, and an Algonquin Liaison Officer. There have also been strengthened relationships with the urban indigenous community, and the communities of Kitigan Zibi, Pikwàkanagàn and Akwesasne. There has also been internally engagement with the new Centre for Community Engagement and progress made toward the establishment of Indigenous engagement protocols and policy.

Student supports have also increased including as mentioned the Joyce Family Foundation Endowment, the additional of two nationally recognized Indigenous psychotherapists, Inuit-focused partnerships with Arctic College and the Government of Nunavut and the Government of Canada, funding of a student land-based wellness program, the addition of indigenous student support positions (now totaling ten), and the position of Indigenous Academic Advisory creation.

To enhance the Indigenous student experience, Carleton has launched the inaugural Indigenous Peer Mentorship program, as well as restructures and transitions the Indigenous Enriched Support Program. A medicine room has been established in residence to support Indigenous spiritual practices and the outdoor space masterplan has dedicated space for a future Indigenous outdoor learning space and land identified for ceremonial purposes.

K. Horn-Miller, Assistant Vice-President (Indigenous Initiatives) outlined progress made toward four themes of the report of 4) teaching and learning; 5) culture, systems and structure; 6) research and innovation; and 7) metrics.

Under the theme of Teaching and Learning, the university continues to develop and expand its Indigenous Learning Bundles, has begun an annual Kinàmàgawin Symposium, development of a social work programs in Kitigan Zibi and Akwesasne as well as hired an Indigenous curricula specialist.

In terms of culture, systems and structure, the establishment and inaugural appointment of the Office of the Assistant Vice-President (Indigenous Initiatives) in 2020 as well as the establishment of the Centre for Indigenous Initiatives as well as its inaugural director. In addition, the Centre for Indigenous Initiatives has launched the Kinàmàgawin Indigenous Learning Certificate which is a series of four sessions to discuss anti-Indigenous racism in Canada, institutional anti-indigenous racism and education, Indigenous student experiences and the Centre for Indigenous Initiatives, and practicing allyship and righting relations. In February 2021, the President announced the *New Names for New Times Initiative* which recognized there is a need to examine the names of some of the buildings on campus to reflect Carleton's academic mission and campus operations. The New Names for New Times initiative to aims give three of Carleton's main campus buildings new names that reflect our diversity and commitment to inclusion: University Centre, Residence Commons and Robertson Hall. It was stated that this is an important step in demonstrating Carleton's commitment to Indigenous

Reconciliation and against anti-Black racism. Additionally, the Indigenous Educations Council supported policy creation for Indigenous specific hiring, awards and program applications.

Progress toward the theme of Research and Innovation was outlined to include the hiring of nine Indigenous faculty members, and a commitment of five additional Indigenous faculty positions over the next three years, the creation of an Indigenous Librarian position, the establishment of the Anako Indigenous Research Institute, the development of an Indigenous Research Ethics Board, the establishment of the inaugural Indigenous Visiting Scholar, Tasha Beeds, the strengthening of teaching and research partnerships through community Memoranda of Understanding, and the establishment of the Rebuilding First Nations Governance Project.

Progress was also noted toward the establishment of metrics including the Carleton University Disaggregated Demographic Data Survey, Annual Kinàmàgawin Reporting at the Board of Governors and Senate as well as annual Office of Institutional Research and Planning Student Success Reporting.

B. Michaud and K. Horn-Miller left the meeting.

6.2 Digital Strategy

An executive summary and presentation were circulated in advance.

The Chair outlined that the process is underway to create Carleton's inaugural Digital Strategy. The purpose of the strategy is to bring a sharper focus to the role of digital technology to realize the goals laid out in Carleton's Strategic Integrated Plan. Nancy Arnold, Director (Quality Initiatives), Marc Dabros, Assistant Vice-President (Information Technology Services) and David Hornsby, Associate Vice-President (Teaching and Learning) were welcomed to the meeting.

The President summarized that the Digital Strategy is the first time Carleton will be taking a holistic view of all of the digital technologies to enhance the academic mission, research and students support. He noted that the team is taking a broad consultative all-inclusive approach and this presentation is to inform the Board of the work underway and gain support for the initiative.

D. Hornsby commented on the consultative approach being taken with faculty, students and professional services staff and the response has been incredible. The purpose of the Digital Strategy is to bring into sharper focus the role of digital technology in achieving the objectives of Carleton's SIP, imagine opportunities to strengthen the student experience, Carleton's teaching and learning practices, build critical research capacities and modernize Carleton's operational context. The strategy will also outline foundational governance principles that guide future decisions regarding digital technology and will provide a roadmap for current and future needs.

The timelines for the development of the strategy was outlined as starting with planning between August and December 2020 including researching what a digital strategy could encompass in a Carleton context and being clear on what a Digital Strategy does not include which as work conditions, imposing technology, centralized technology at Carleton instead the process looks to animate, propose and imagine how the university engages with digital technology in enterprise, student experience, teaching and learning and research endeavors. Phase One spanned from January to April 2021 and incorporated general feedback collection and analysis to identify emerging themes. Phase Two is the current phase of the process spanning May to September 2021 which includes targeted consultation with all parts of the university with the aim of engaging in a deeper cross-university dialogue on the emerging themes and synthesizing information to report back to the Advisory Committee and getting feedback on the analysis. Principles are being drafted and are entering into further consultation with the Board of Governors, Senate, the Strategic Integrated Planning Committee and the various IT governance committees. Finalization and approval are scheduled for December 2021.

The consultation resulted in approximately 580 participants, 22 community consultations, 119 online feedback forms and 38 student responses via social media. The benefit of consultation is that the team was able to see consistent themes such as user experience; privacy and security; equity and inclusion; collaboration' automation; agility; and the need for support and training.

An online form was provided to the board members to provide their feedback into the Digital Strategy.

A member asked if the Digital Strategy could be used as a differentiator for Carleton to attract faculty, staff and students. D. Hornsby noted that Carleton is one of a few universities that have or are developing an overall Digital Strategy and the concept of that adding to the university competitiveness is a concept to bring back to the team.

D. Hornsby, N. Arnold and M. Dabros left the meeting.

6.3 Senate Annual Report

An executive summary and report were circulated in advance.

The Chair noted that the Board of Governors annually receives a report from the Clerk of Senate summarizing the work completed over the previous year. The report circulated dates from July 1, 2020 to June 30, 2021.

The President, Chair of the Senate, noted that Senate is responsible for the oversight of the academic mission of the University and had a productive year with a total of ten meetings. He expressed his gratitude to the senators for their engagement and collegiality for their support of the university's direction and contributed to its success.

E. Sloan, Clerk of Senate outlined the Senate approved many medalists, graduates, honorary degrees, new programs, cyclical reviews and other academic measures. Senate took an active

role in ensuring the smooth operating of teaching during the ongoing pandemic including formal approval of online course delivery in Fall 2020, Winter 2021, and Summer 2021 with an approval for hybrid instruction in Fall 2021. Senate followed the recommendations of the Carleton University Scenario Planning Group (CUSP). Senate approved compassionate grading options for converting 1.05 credit course to a grade of satisfactory. In terms of governance, the Senate reviewed and approved many committee terms of reference, Senate policies and conducted its annual Senate Assessment survey. The Clerk outlined the composition Senate and the majority of the work of Senate is conducted through its ten standing committees before decisions are brought forward to Senate for approval. Senate is also a forum for many community presentations which totaled 25 in 2020/21 with ten focused on the pandemic.

The Clerk thanked Betina Appel-Kuzmarov who was Clerk during this reporting period for her unapparelled service and the President for his leadership of Senate during the challenging times presented by the pandemic.

A member asked about the overall strategy or criteria for approving new programs and certificates. The President responded that new programs and certificates flow from the academic departments to the Faculty Boards and if a graduate program, the Graduate Faculty Boards. He noted it is essential that any new programs have support from the faculty that will be delivering them. The Provost added that in addition to the process outlined by the President any new program would also go through a Quality Assurance assessment, have a complete business plan, ensuring there is market demand and consistency with the overall strategy of the Strategic Integrated Plan and eventually is presented to Senate for consideration and approval.

A member commented that post-graduate education will increasing becoming a focus as Canada continues to boost productivity.

The Chair wishes the new Clerk all the best in her new role and thanked the President for his leadership of the Senate.

6.4 Return to Campus Update

A presentation was circulated in advance.

The Chair thanked the President and University Secretary for keeping the Board of Governors updated on the communications with the community.

The President outlined that the presentation circulated was presented in full to the Executive Committee in September and he thanked the members for their comments and advice. He outlined that the safe return to campus has been completed and took six months of careful planning to accomplish. S. Levitt and S. Blanchard were thanked for their leadership. The four key decisions that made this transition a success was outlined as vaccination mandates (approximately 99% of all faculty and staff are vaccinated and 95% of students), partnership with Thrive Health for a COVID-19 screening app which allowed for daily screen before arriving on campus and the upload of vaccination attestation, building preparation including

signage, traffic flow and upgraded ventilation, and classroom planning with capacity limits and physical distancing.

A member commented that the Thrive app and ambassador program has been working well and it is reassuring to see colleagues and students healthy, vaccinated and in-person.

6.5 Report from the President

A written report entitled *President's Report to the Board of Governors – September 30, 2021* was circulated in advance.

Benoit-Antoine Bacon, President and Vice-Chancellor outlined that the successful return to campus was due to the flexibility, compassion and resilience of the Carleton community to keep the university going through the implementation of the return to work strategy. Carleton continues to do well in challenging circumstances while still delivering on the academic mission. Carleton is also being enhanced through the implementation of the Strategic Integrated Plan and all the associated strategies. He expressed his gratitude for the support and guidance of the Board.

He noted the CUSP Group is beginning to plan for Winter 2022 through researching the pandemic and vaccination rates of others what the delivery method for the academic plan. The President indicated that the Winter semester will likely include both online and in-person instruction with the hope of flexibility for experiential learning opportunities, in particular, labs.

The Nicol Building is officially open for teaching, research and student support, on time and on budget.

Carleton's Research holistic approach continues to expand with a recent partnership with IBM, QNX partnership regarding autonomous vehicles and the technology of the future. Year-over-year research funding is continuing to increase.

The President noted that two collective agreements were signed over Summer 2021 in a timely and respectful fashion and he thanked the bargaining team.

The annual Throwback celebrations are being hosted with the Panda Game on October 2.

6.6 Report from the Chair

Dan Fortin, Chair of the Board noted with the approval of the Financial Statements that the university navigated through the pandemic with financial sustainability. He thanked the Secretariat team for the work towards the successful launch of the Board year as well as thanking the incoming committee chairs for their work for the board. He recognized and thanked the board members for their volunteer commitment to Carleton.

6.7 President's Goals and Objectives for 2021/2022

A memo entitled *President's Goals 2021-2022* was circulated in advance.

Dan Fortin, Chair of the Board outlined that the goals and objectives as outlined in the memo were reviewed and approved by the Executive Committee on September 20th. Progress towards the goals will form part of the basis of the President's Annual Assessment which is the responsibility of the Executive Committee. A survey will be sent to all board members for their input in April 2022.

6.8 Committee Chair Updates

6.8.1 Advancement and University Relations Committee Report

Kim Furlong, Chair of the Committee reported on the meeting held on September 20, 2021. The committee reviewed and recommended approval the criteria and jury composition of the Board Award for Outstanding Community Achievement and the Founders Award which were included in the open consent agenda.

Additionally, the committee received updates on the Reputational Enhancement Project from the Department of University Communications, Advancement's strategy for 2021/22, the new Centre for Community Engagement and Governance Relations portfolios.

Highlights included:

- the implementation of the reputational enhancement project through visual identity refresh, brand training, tools, templates as well as multi-year awareness and reputation-building campaign.
- Advancements ethos of giving through Carleton to serve the greater economic, common and social good of our communities. The strategy for 2021/22 includes building new revenue, brokering partnerships and empowering personal and departmental resilience through challenging times.
- The inaugural director of the new Centre for Community Engagement, Chantal Trudel provided the committee with an overview of the new center focused on development of the greater good through reciprocal relationships with all sectors of society. A community engagement strategy is under development over 2021/22 and the Advancement and University Relations Committee will have a key role in the consultation and development of the strategy.
- Additionally, the committee was provided with an overview of the government relations portfolio from the inaugural director, Alastair Mullin who outlined the strategic government relations plan which included bringing government to campus and campus to government, a clear and distinct voice for Carleton, establishing priority departments and ministries at all levels of government and the work leading up and post to the federal election.

6.8.2 Building Program Committee Report

Ann Tremblay, Chair of the Committee reported on the meeting held on September 13, 2021, as previously discussed the committee considered the new Student Residence Building recommendation to the Board. In addition, the committee received a comprehensive update on current and future capital projects. As many of you are aware the Nicol Building is complete on time and under budget. The Engineering Design Centre is scheduled for completion by January 2022 and will feature a three-story extension of the Mackenzie Building for maker space, design studios, workshop bays, central atrium and meeting and lounge spaces.

The committee also discussed future projects such as the Wellness Hub which when constructed will provide an opportunity to create a welcoming gateway to campus from Bronson Ave, a state-of-the-art aquatics facility, expanded fitness centre and centralize student services such as Health and Counselling, Paul Mention Centre and the Research Education Accessibility and Design Initiative. Management is currently putting together a Request for Information for a partnership with the City of Ottawa that if successful will result in a significant contribution to the project.

Other major capital projects under consideration are the Sustainability Research Centre, major renovations to Loeb Building and Patterson Hall as well as the continued deferred maintenance program across campus.

The P9 replacement in P4 previous brought to the board and now renamed the Transportation Hub has been put on hold until the need for parking can be assessed post-pandemic.

A number of verbal updates were received from Gary Nower, Assistant Vice-President, Facilities Management and Planning on the open space plan, transportation plan and the campus master plan renewal.

6.8.3 Finance Committee Report

Patrick Dion, Chair of the Committee reported on the meetings held on September 13, 2021, as previously discussed the committee considered the new Student Residence Building recommendation to the Board. In addition, the committee received the financial report for fiscal year 2020/21. The universities assets and combined liabilities and net assets total \$1.73 billion. For 2020/21 the budget resulted in a surplus of \$44.8 million as compared to an opening break-even budget. The surplus resulted to a significant increase in investment income over budget due to the rebound in equity markets. \$34.5 million will be appropriated to the reserve for investment income equalization while the additional \$10.3 million will be brought forward to the board at our next meeting with a proposal for its allocation. The ancillary operations had a challenging financial year with significant deficits in Housing, Conference and Dining Services, Parking, Recreation and Athletics and the Print Shop. External research funding set an all time high at

\$99.7 million. The university continues to be strong in operating cash and marketable securities. Over 2020/21, \$59.9 million was invested in capital assets which resulted in the completion of the Nicol Building. The university also continues to have strong reserves available for faculties, departments, capital expenditures, and future pension liabilities.

The committee also received an update on the debenture which was discussed at the last board meeting. The university successfully completed the inaugural bond offering of \$220 million repayable in 40 years at a coupon rate of 3.264% on June 23, 2021. The funds were received and invested in a short-term vehicle as approved by the Investment Committee. Management will be working with the Investment Committee to establish an appropriate sinking fund towards repaying the bond in 2061.

Updates were received on the quarter one results of the operating, ancillary and capital budgets.

6.8.4 Governance Committee Report

Greg Farrell, Chair of the Committee reported on the meeting held on September 13, 2021, and recommended the approval of the Emeritus Policy which was included in the materials of the open consent agenda. In addition, the committee was provided an overview on the Sexual Violence Review consultation, communications plan and timelines from Suzanne Blanchard, and began discussions on a review of the operating bylaws, the student governor handbook and election process, and the review of the standing committees' terms of reference.

As part of the committees nominating function we also reviewed the skills and competencies needed our board for 2022/23 based on the retirement of three of our community-at-large members. The committee will be seeking nominations specifically for individuals with backgrounds in civil engineering, architecture, knowledge of pension plans, and investment/corporate finance. The ad for recruitment will be posted in early January and he encouraged all board members share with their personal networks.

7. OPEN-OTHER BUSINESS

No additional business was brought forward.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by C. Tessier and seconded by G. Garland to adjourn the Open Session of the Board of Governors at approximately 5:15 p.m. The motion carried unanimously.

Minutes of the 165th Meeting of the Building Program Committee
Monday, September 13th, 2021 at 10:00 a.m.
Via Videoconference

MINUTES

Present:	A. Tremblay (Chair)	A. Keung
	B. Creary (Vice-Chair)	H. Khalsa
	B.A. Bacon (President)	B. Örmeci
	G. Farrell	C. Tessier
	D. Fortin	A. Ullett
	D. Greenberg	
Senior Management:	S. Blanchard (VP, Stud. & Enrol.)	C. Taylor (Acting VP, Finance & Admin.)
	R. Goubran (VP, Research & Int.)	J. Tomberlin (VP, Academic)
Staff:	J. Brenning (AVP, Rec & Athletics)	K. Mann (Dir. Finance & Operations)
	J. Chandler (Recording Secretary)	K. McKinley
	A. Goth	G. Nower (AVP, FMP)
	S. Levitt	L. Storey (Dir. Housing & Res. Life)
Regrets:	P. Dion	

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

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

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF THE AGENDA

The agenda was circulated in advance. It was moved by B. Creary and seconded by B. Örmeci that the agenda of the 165th Building Program meeting be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

The minutes of the previous meeting were circulated in advance.

It was moved by D. Greenberg and seconded by G. Farrell to approve that the minutes for the 164th Building Program Committee meeting, as presented. The motion carried unanimously.

5. ITEMS FOR DISCUSSION

5.1 Capital Projects Update

An executive summary and presentation were circulated in advance.

The Chair outlined that a total of \$182.8 million worth of capital projects is taking place on Carleton's campus. President Bacon introduced this item, and G. Nower, Assistant Vice-President (Facilities and Management Planning) provided an in-depth overview.

Recently, the ARISE, Health Sciences and the Nicol Building have all been completed. Currently, there are seven projects that are either under construction or within the planning phase:

- Engineering Design Centre:
 - Estimated completion date: Fall 2021 to be open for Winter 2022.
 - The project was funded by the Faculty of Engineering and Design, and was on budget (\$18 million).
 - 2,600 square feet, three storeys, an atrium and ample space for capstone project workspace.
- New Residence Building:
 - This project was previously approved, but had been paused due to the COVID-19 pandemic.
 - Projected to be nine-story building and almost 200,000 square feet.
 - The project was budgeted for \$90 million with estimated completion in 2025.
- Wellness Hub:
 - Part of Carleton's refreshed athletics facility, and the university's commitment to Wellness.
 - Will include the replacement of the aquatic centre and expansion of the fitness centre.
 - When completed will be 230,000 square feet and be visible from Bronson Ave., creating a grand entrance to campus.
 - Projected to incorporate research and teaching components.
 - Estimated completion in 2025.
- Sustainability Research Centre:
 - Will help accommodate the growth of the Faculty of Engineering and Design and build Carleton's reputation as a leader in sustainability.
 - Currently, wrapping-up the schematic design and costing.
 - Estimated budget of \$120 million
 - Estimated completion in 2026.
- Paterson and Loeb Building:

- Existing buildings on campus that require a significant amount of renovation including: building envelope, and exterior upgrades.
- Approximately \$40 million for each building with an estimated completion date of 2023 – 2025.
- Transportation Hub:
 - This project was developed pre-pandemic, and has now been paused.
 - COVID-19 has resulted in less parking demand on campus, so this project will only progress if an increase demand can be demonstrated.
 - Estimated budget of \$80 million.

5.2 Student Residence Building

An executive summary and presentation were circulated in advance. President Bacon introduced this item noting the last residence building to be constructed on campus was completed in 2011. To match Carleton’s consistent enrolment growth, a new residence building was critical for the university to remain competitive and successful among the sector. This item was previously approved by the Board at a pre-pandemic meeting and put on hold during the pandemic. Since then costs have risen. Therefore, it was returning to the committee for an update.

L. Storey (Director, Housing and Residence Life) and K. Mann (Director, Finance and Operations) provided a presentation outlining the delay caused by the pandemic has reinforced the need for a new residence building on campus. Throughout the COVID-19 pandemic, Carleton continues to see steady enrolment growth and waitlists for residence. Adding residence rooms on campus provides an opportunity to further recruit out-of-town students. The proposed 450-bed building would include both single and double rooms. Both footprints have lots of privacy and would be an appropriate layout for a post-pandemic future. The room designs were determined after extensive consultation with students, who outlined the need for single rooms, privacy (barriers in shared spaces) and semi-private washrooms.

The projected construction cost was updated to \$90 million. The financing of the project includes an initial \$10 million down payment with the remaining funds from the university debenture which would be repaid by the Housing system at a rate of 3.264% over 40-years, making an annual sinking fund payment approximately \$3.6 million. The building’s annual operating cost was projected to be \$600,000 and the residence was expected to generate \$3.8 million annually. Any extra costs will be funded by the overall Housing system.

In planning for the new residence building, Carleton operated under the financial forecast assumptions of:

- Residence fees will increase 3% annually until the new building opens, after which fees will increase 2% annually.
- Operating costs will increase 2% annually.
- The housing system should generate a modest surplus by 2025.
- The Leeds and Prescott House mortgages will expire in 2027 and 2029 respectively, subsequently freeing up \$3.1 Million annually.

- \$5.5 Million put aside annually for deferred maintenance of the entire housing system.
- Revenues should return to pre-pandemic levels in fiscal year 2022/23.

Under these assumptions, and the financial strength of Carleton and the Department of Housing, it was recommended that the project move forward.

A Governor asked if the single rooms could be converted to double rooms if the demand so required. L. Storey responded that if this scenario occurred, other buildings have a more appropriate footprint for this type of accommodation.

It was mentioned that the location of this building is visible from the university entrance at Bronson Ave. and that the exterior design of the building has upgraded cladding and extra signage to create a pleasing entrance to campus and the residence precinct.

A committee member questioned if Carleton had adequately prepared for construction disruptions due to the pandemic. Management responded, the longer the project is delayed, the higher the cost of the building and construction will be. The university is working to secure materials ahead of time, pre-ordering and locally-sourcing supplies. There was also a contingency fund built into the project cost.

It was moved by A. Ullett and seconded by A. Keung, to recommend to the Board of Governors to proceed with the detailed implementation plan and construction of a new student residence to be located on Carleton campus for a budget not to exceed \$90 million, as presented. The motion carried unanimously.

5.3 Wellness Hub Update

An executive summary and presentation were circulated in advance. President Bacon introduced the item and J. Brenning (Assistant Vice-President, Recreation and Athletics) provided a presentation outlining that when completed, this project will act as a Marquee structure for Carleton. Following a staged approach, the Wellness Hub will be constructed in two stages:

- 1) Phase 1: Aquatic centre (two pools) and an expanded fitness centre.
 - a. Carleton's current pool was built in 1972, and has reached its end-of-life.
- 2) Phase 2: Wellness Hub, including research and academic space.

Carleton is looking to secure public funds for this project (specifically to support the aquatics facility), and will be responding to a Request for Information (RFI) with the City of Ottawa. If funding is successful with the City of Ottawa there is a possibility for a timeshare agreement, in which the city will contribute funds annually to help cover the aquatic centre's operating costs. It was noted that the City of Ottawa is in need of an aquatics facility in the area, as the Brewer Pool has reached the end of life.

In 2017 and 2019, WSP and WalterFedy were retained to conduct several studies on Carleton's swimming pool. It was determined that neither the pool nor the fitness centre could meet the demand on campus. As a result, Perkins and Will were secured as prime

consultants for the aquatics and fitness centres. They engaged a large groups of stakeholders on and off campus to glean what the community wanted from an expanded fitness complex. From here, Carleton held a convergence workshop to develop the design, concept and programming for the Wellness Hub. Committee members were shown images of the Wellness Hub's potential concepts, which included an Agora and large open spaces with lots of windows and natural light.

G. Nower, Assistant Vice-President (Facilities and Management Planning), spoke to the construction aspects of the building as it will follow a unique structure, and seeks to utilize mass timber instead of steel which supports the university's sustainability goals through passive house technology.

The following layout was outlined for the Wellness Hub:

- First-level:
 - Dynacare Lab;
 - Pharmacy; and
 - Mechanical etc.
- Second-level (main-level):
 - The Agora;
 - An academic section;
 - Two pools; and
 - An eight-lane, 50 Metre competition pool; and
 - A smaller six-lane, 25 Metre training pool.
 - Small portion of the fitness facility.
- Third-level:
 - Doubling of the current fitness centre;
 - Academic space and labs; and
 - Viewing space of the pool.
- Fourth-level:
 - Expanded Health and Counselling Services;
 - READ initiative;
 - The Paul Menton Centre; and
 - Labs and classrooms.
- Fifth-level:
 - Rooftop garden; and
 - Event space.

The cost-estimate for this project was \$127 million. The first phase was projected at \$60 – 70 million.

A committee member asked the potential funding from the City of Ottawa. Management responded that their understanding was the City of Ottawa has earmarked \$19 million yearly for aquatics. On this same topic, a Governor asked if there is a minimum amount of funding required from the city for Carleton to move ahead with this project. President Bacon responded with \$10 million as well as a strong partnership agreement the project could move forward with Phase 1. There are also other types of funding Carleton could pursue if the RFI is not successful, including provincial, federal or donor funds.

Finally, a Governor questioned what steps would be taken to mitigate COVID-19 in the new Wellness Hub, especially if people will be visiting from all over Ottawa. Management responded that, Carleton is currently mitigating the risk of the spread of COVID-19 in its athletics facilities with a variety of practices, including: physical distancing, masking, screening and vaccination requirements. From a construction standpoint, the building will incorporate filters and other ventilation measures.

It was concluded that this project is very promising for Carleton, and could help the university realize the goals laid out in the Strategic Integrated Plan, define Carleton's commitment to wellness, enhance student life and aid recruitment.

5.4 Open Space Plan Update

G. Nower provided a brief update to the committee on the Open Space Plan. This plan was finalized in 2020, and aims to re-envision the outdoor space on campus. All standards made in the plan (i.e. green space, cycling paths, lighting etc.) are incorporated into new construction projects. Currently, Carleton is in the market for a consultant to develop a plan for a quad outside of the Nicol Building as well as an Indigenous Learning Space between Southam and Paterson Hall. Soon, these projects will be moved into design. Additionally, Carleton is in the initial stages of creating a 4.6 km geological timeline on campus in consultation with the Department of Earth Sciences. It was clarified that these projects would return to the Building Program Committee with the Nicol Quad and Indigenous Learning Space returning in Spring 2022.

5.5 Transportation Plan Update

G. Nower provided an update on Carleton's Transportation Plan. To begin, a digital rendering of the campus' Bronson Ave. entrance was shown. The video showcased the following aspects of the new entrance, which should be completed by the end of Oct. 2021:

- A roundabout;
- Storm water management pond;
- Double-left turn lanes onto Bronson (working with the City of Ottawa at their cost to update this intersection); and
- Best-in-class cycling and pedestrian safety measures.

G. Nower explained that limiting bus traffic from Campus Ave is planned. Additionally, as part of the LRT, a new pedestrian bridge is expected to be completed from campus to Vincent Massey Park. To help re-develop campus from the LRT construction, Carleton has retained a landscape architect to help keep-track of the damage done from the LRT development and remediate the trees that have been cut down.

A committee member mentioned that the storm water management pond should be tested regularly.

5.6 Campus Master Plan Update

G. Nower provided a brief update on the Campus Master Plan. This renewal process started last year, and a consultant has been retained. The project is currently paused until the community can be engaged in a more robust way and the Vice-President (Finance and Administration) can be hired.

5.7 Terms of Reference and Work Plan for 2021/22

The Building Program Committee's Terms of Reference and Work Plan for 2021/'22 were circulated in advance. If committee members have any changes or additions to these documents, they should contact A. Goth, University Secretary, directly. The Governance Committee is currently reviewing all committees Terms of Reference as part of their two-year mandate.

6. OTHER BUSINESS

There was no other business arising.

7. IN-CAMERA SESSION

An in-camera session was held.

8. ADJOURNMENT

There being no further business, it was moved by A. Ullett and seconded by B. Creary to adjourn the meeting at approximately 11:30 am. The motion carried unanimously.

**Minutes of the 308th Finance Committee
Monday, September 13th, 2021 at 3:00 p.m.
Via Videoconference**

Present: P. Dion (Chair) H. Heppler
D. Alves (Vice-Chair) N. Karhu
B.A. Bacon (President) S. Mingie
G. Farrell P. Smith
D. Fortin A. Tremblay
M. Fraser

Staff: S. Blanchard K. Mann
J. Chandler A. Marcotte
L. Dyke K. McKinley
A. Goth (Recording Secretary) J. Mihalic
R. Goubran G. Nower
L. Goudie L. Storey
T. Lackey T. Sullivan
S. Levitt C. Taylor
J. Tomberlin

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 3:00 p.m. The Chair welcomed all committee members and Carleton's executive and financial team to the meeting.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The agenda was circulated in advance. It was moved by M. Fraser and seconded by D. Alves to approve the agenda for the 308th 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 307th meeting of the Finance Committee were circulated in advance.

It was moved by N. Karhu and seconded by M. Fraser that the minutes of the 307th meeting of the Finance Committee be approved, as presented. The motion carried unanimously.

5. ITEM(S) FOR APPROVAL

5.1 New Student Residence Building

An executive summary and presentation were circulated in advance.

The Chair outlined that the Residence Building was previously approved by the Board of Governors due to the increased demand for student housing. The project was put on hold due to the COVID-19 pandemic. Since then costs have increased and project is returning to the committee for an update.

The President stated that this project is essential for Carleton's continued success in maintaining and increasing enrolment. The project was paused in November 2020 due to the uncertainty of the financial implications of the pandemic on university operations. The last residence on Carleton campus was built in 2011 and there is a sufficient need for another facility. The university has shown its ability to maintain financial sustainability throughout the pandemic. The Building Program Committee and management are recommending the project be resumed.

S. Blanchard, Vice-President (Students and Enrolment) outlined that the project has been reviewed. L. Storey, Director of Housing and Residence Life reviewed the residence programming, worked with students on appropriate student spaces post-COVID-19. K. Mann, Director of Finance and Operations reviewed the financial operations and costing of the building use and expenses and G. Nower, Assistant Vice-President (Facilities Management and Planning) reviewed the costing of construction, materials and adjusting the timeline to completion.

L. Storey provided a presentation which reinforced strong enrolment growth, consistent waitlists for residence and renewed costing and timeline. Enrolment has increased since 2011 however, the number of residence beds has not increase proportionately. Consultation with students has shown they would like additional single bedrooms, privacy barriers in shared spaces, semi-private washrooms and separate entrances for single and double spaces which will be appropriate post-pandemic.

K. Mann outlined the projected construction costs of \$90 million. After a \$10 million down payment the remaining \$80 million will be funded by the university's recent debenture. The \$80 million will be repaid over a 40-year term at a rate of 3.264% which amounts to a \$3.6 million

annual sinking fund payment. It is estimated that the annual facility operating costs will be \$600,000. The residence is expected to generate an annual revenue of \$3.8 million from residence fees and any excess in expenses over revenue will be funded by the Housing system. In preparing the financial forecast for the new residence the key assumptions include residence fees increasing by 3% annually until a new building opens at which time the residence fees will stabilize to 2% annually. Operating costs are projected to increase 2% annually. It is projected in 2025, the first year of residence operations the overall Housing system should have a sufficient revenue to generate a modest surplus. Beginning in 2027 debt payments will decrease as Leeds and Prescott mortgages will be paid off, freeing up \$3.1 million in cash flow and the Housing system surplus can grow up to \$4 million annually. The forecast also includes \$5.5 million annually for deferred maintenance across the Housing system. The pandemic has reduced operating income short-term however it is expected that normal operations will resume by 2023. It was stated that Housing will be able to fund the construction of a new residence building through the overall financial strength of the Housing system.

L. Storey outlined risk mitigation measures including financial stability in Housing, the unmet demand from current students (waitlist) and the attraction of additional students due to the modern building, the layout of the rooms will be desirable post-pandemic. The supply chain, materials cost and labour supply may be affected due to the pandemic.

The rationale for re-starting included with the expected increased enrollment, the new residence will allow Carleton to increase its competitiveness. The new residence will provide the capacity to compete with guaranteed residence spaces for GTA and international students. It will address the increased demand for single rooms and increase the total rooms on campus. Delay in the project further is expected to result in cost escalation and additional delays to completion.

A member asked if the new residence building once complete will it be able to generate enough revenues to cover expenses or will it need to rely on the overall Housing system. K. Mann responded that initially the Housing system will cover expenses over revenue initially however it will create a surplus as residence fees increase.

A member asked about the interest rate calculation as well as the annual debt servicing costs. K. Mann responded that it is calculated that \$3.6 million (principal and interest) annually is projected to be contributed to the sinking fund over 40-years. As repayment is considered overtime annual contributions might increase and could be reconsidered.

It was asked if there is any capacity to pay off the Leeds and Prescott mortgages early to free up cash-flow. K. Mann responded that for internal loans Housing has had a philosophy of paying off loans as quickly as possible to free-up cash-flow. For external loans are paid on the terms agreed upon when the loan was created.

The Chair asked about the proportion of first-year vs. upper-year students in residence. S. Blanchard responded that the priority for recruitment purposes is to provide residence spaces to first-year students as it helps with retention and student success. It was added that it is a natural progression for upper-year students to find off-campus housing.

It was moved by A. Tremblay and seconded by H. Heppler to recommend that the Board of Governors to proceed with the detailed implementation plan and construction of a new student residence to be located on Carleton's campus for a budget not to exceed \$90 million, as presented. The motion carried with one abstention.

6. ITEM(S) FOR INFORMATION

6.1 Financial Report for Fiscal Year 2020/21

An executive summary, presentation and report were circulated in advance.

The Chair outlined that 2020/21 budget was affected by the pandemic. The President outlined that the financial report for fiscal year 2020/21 is good news overall, planning for the year was difficult due to the uncertainty of the pandemic's effect on operations. There was significant scenario planning completed with the Finance Committee and the optimistic scenario was exceeded. The operating budget was balanced, and excellent investment returns allowed for an accumulated surplus that will be useful as Carleton continues to enhance its academic mission.

T. Sullivan provided a presentation on the financial highlights of 2020/21 including a total enrolment increase of 3.3%, and investment income of \$42.7 million, which was \$34.5 million over budget. The results were an excess of revenues over expenditures of \$44.8 million of which \$34.5 million was appropriated to the investment income equalization reserve (as mandated by the Board). The additional \$10.3 million allocation will be brought to the board in fall 2021 for decision on allocation. During the year, \$59.9 million was invested in capital assets which saw the near completion of the Nicol Building. Response to the COVID-19 pandemic required additional allocations of \$17.6 million. The ancillary operations incurred a deficit of \$18.4 million due to the lack of individual on campus.

The operating budget revenues totalled \$548 million, composed of tuition fees (\$309 million, 56%), government grants (\$176 million, 32%), investment income (\$43 million, 8%), and miscellaneous fees and income (\$20 million, 4%). Operating expenditures and appropriations total \$548 million, composed of salaries (\$286 million, 52%), campus infrastructure (\$91 million, 17%), other (\$50 million, 9%), student support (\$43 million, 8%), other benefits (\$39 million, 7%), employer pension contributions (\$22 million, 4%) and campaign matching, library acquisitions, and research support (totalling \$17 million, 3%).

The university planned for a balanced budget. There was a small variation in government grants of \$0.2 million, increased enrolment in summer 2020 leading to increased tuition revenue of \$7.3 million, an unexpected increase in investment income of \$34.5 million due to the rebound in equity markets, and other income (mostly application fees) of \$0.6 million totalling \$42.6 million surplus in excess to budget. The expenditure variations totalled \$2.2 million and were due to salary and mid-year contingencies, and some overspent university budgets offset by decreases in utilities and convocation postponement. Overall, the budget improvements were \$44.8 million.

The COVID-19 contingency fund was allocated to student support, enhanced cleaning, teaching, learning and teaching assistant support, personal protective and working from home equipment

and other (security costs, etc.) totaling \$17.6 million. \$9.9 million was carried forward to 2021/22 to address continued COVID-19 related costs.

The Ancillary budget projected a \$1.7 million surplus but resulted in a \$18.9 million deficit due to decreased income of 64.1% and a decrease in expenses by 39%. The university capital reserve contributed \$11.2 million to capital expenses in the ancillaries.

The balance sheet highlights included cash and marketable securities increased by \$60 million to \$603 million due to deferred revenue and increase in appropriation, capital asset additions of \$60 million including \$21 million in deferred maintenance, internally restricted net assets (reserves) increased by \$13 million to \$462 million, and the endowment funds grew by \$54 million to \$353 million.

Overall, the university's assets, combined liabilities and net assets grew by \$133.1 million to \$1.73 billion.

A member asked about the representation of the \$11.2 million transfer from the capital reserve to the ancillary budget and why this transfer did not total the \$22.5 million originally approved. T. Sullivan responded that the eligible expenses, renovations and maintenance was \$11.2 million however an additional \$11.3 million remains earmarked in the capital reserve for the ancillary budget.

The Chair asked what might be considered for the \$10.3 million of unallocated surplus proposal. The President responded that an allocation to the capital reserve would be most appropriate but a recommendation is to be brought at the next meeting.

6.2 **Long-term Financing (Debenture) Update**

An executive summary was circulated in advance.

The Chair outlined that the Board of Governors approved the university undertaking the process to secure a \$220 million "bullet-bond" to be repaid in 40-years.

The President reported that Carleton successfully completed its inaugural bond offering on June 23rd, 2021. The process started about one-year ago and started with hiring consultants from Deloitte and working with them identified a 40-year "bullet-bond" option. It proceeded to an extremely successful \$220 million bond with a coupon rate of 3.264% which will be repayable in 2061 through the establishment of an appropriate sinking fund.

T. Sullivan added that the rate was equal to the Government of Ontario bonds plus a spread of 62 basis points. There were sixteen investors, with the largest purchase being over \$56 million and the smallest purchase of \$1 million. The funds were received and invested in a short-term vehicle with the Bank of Nova Scotia at a rate 0.85% or 85 bps. The plan for Fall is to establish the sinking fund amount based on reasonable estimates and assumptions and identify investments for the bond proceeds with the Investment Committee.

The committee had a discussion on the sinking fund and the need to develop an appropriate policy and/or revisions to the existing Capital Debt Policy.

A member asked about paying the current mortgages on Leeds and Prescott Residences as the rates are considered high at 6%. T. Sullivan responded that paying the mortgages early is not favourable as interest rate swaps the penalty is the present value of the future contributions.

The Chair asked why Carleton waited until 2021 to issue a debenture. T. Sullivan responded that this is the first time in Carleton's history that it had a Capital Plan that required this level of expenditures (i.e. over \$100 million). The President added the need combined with the opportunity to borrow the funds at a low interest rate.

6.3 Update on 2021/22 Operating Budget (Q1) & Tuition Framework 2021/22

The President summarized that Q1 at universities is fairly quiet and in September the team starts to get a better sense of total enrolment number projections. Enrolment and revenues are on track with the approved 2021/22 operating budget.

The Ministry of Colleges and Universities (MCU) released a memo in May 2021 which froze Ontario domestic students at the 2020/21 level and allowed for up to a 3% increase in tuition for domestic out-of-province students. For Carleton the out-of-province undergraduate students account for approximately 8% of total enrolment. At the last Finance Committee, the increase in tuition was approved in principle however, due to the implementation and operational issues management could not implement the increase for the 2021/22 academic year. Since the release of the memo from MCU none of the Ontario universities have implemented the 3% increase. Further information on the tuition framework has not been received.

T. Sullivan added that the university did commit to the gender-equity study with the Carleton University Academic Staff Association (CUASA) and that might cost up to \$1.5 million. Funds have been set aside for unexpected expenses or opportunities in the 2021/22 budget.

The Chair asked if for reputational reasons the 3% increase in out-of-province tuition might be withheld as it might discourage Canadian students to attend Carleton. The President responded that charging different rates for domestic out-of-province student is new to the Province of Ontario however, other provinces charge substantially more for tuition for out-of-province students.

6.4 Update on 2021/22 Ancillary Budget (Q1)

The President reminded the committee that the ancillary units were most hard-hit by the pandemic because of the nature of their services being on-campus. For 2021/22 there will be increases in revenue however the budget will not be quite back to normal as not all students, faculty and staff are on campus daily. In Housing and Residence Life in 2020/21 the buildings were at 30% capacity while in 2021/22 they will be at 85% capacity which was a strategic choice to allow for one building for isolation of active COVID-19 outbreaks. The budget is currently tracking near the optimistic scenario.

S. Blanchard added that more activities are planned for campus in Fall 2021 with another increase in Winter 2022 so the revenue loss is expected be lower than 2020/21. It is too early in the budget year to predict if there will be any significant campus closures. The optimistic scenario for the ancillary budget for 2021/22 projected a loss in revenue of \$2.4 million and pessimistic scenario projected a loss of \$20 million. The projected loss in revenue is likely to be close to \$8 million, however prior surpluses in the system will be able to cover the short-fall. The ancillary units continue to invest in deferred maintenance of buildings to ensure viability of the university facilities.

6.5 Capital Projects Budget Status Report & Future Capital Project Update

An executive summary and presentation were circulated in advance.

G. Nower, Assistant Vice-President (Facilities Management and Planning) outlined capital projects totalling \$182.8 million were underway.

The Nicol building is substantially complete with building occupancy obtained in August 2021. Deficient reviews and corrections are ongoing include the installation of glass on the stairwell. The project was delivered under budget.

The Engineering Design Centre (Mackenzie Building Addition) is under construction and scheduled for substantial completion in December 2021. The centre is a marker-space and capstone project space for upper year Engineering students. There is also an atrium for receptions and gatherings in the building.

The new Student Residence has construction documents at 95% complete. The construction manager has been re-engaged and is working with the prime consultant Diamond and Schmitt Architects.

The Wellness Hub is in schematic design phase which is an aquatics facility with an expanded fitness centre, academic and administrative space facing Bronson Ave which will improve the gateway into the community.

The Sustainability Research Centre is a 6-story building with an area of \$215,000 sq ft project and is currently under design. The building will primarily be for research and will include an infill in the Mackenzie courtyard for student space. The schematic design is scheduled for completion in November.

The Cogeneration Facility is commissioning with all major equipment complete. Further testing and coordination with Hydro Ottawa is anticipated to be completed by September. Full commissioning is expected for January 2022.

The Loeb and Paterson Hall Building Condition Assessments are complete and additional planning is moving forward. Paterson Hall Building is a planned renovation of building systems

including external, electrically and mechanical systems while Loeb Building is reconditioning of the building cladding, building envelope and internal stairways.

The P4 Transportation Hub and Office Structure schematic design and Class D estimate are complete however the project is on hold.

Deferred Maintenance and capital renewal project included tunnel ventilation upgrades, University Centre cooling tower replacement, high voltage condition assessment, Dunton Tower heating improvements and renovations, retrofitting lighting in MacOdrum Library, retro-commissioning and building energy audits across campus, upgrading fire alarm and smoke control system in Dunton Tower, upgrades and addition to Colonel By Childcare, and St. Patrick's Building Art Gallery building envelope and HVAC upgrades.

Ongoing projects include Herzberg building renewal upgrades, Southam Hall building envelope upgrades, premise isolation on incoming water, roof replacement, campus sanitary sewer, storm sewer, water main infrastructure, central heating plant generator replacement, Steacie building renovations to labs, and Social Sciences Research Building.

The campus transportation projects continue with University Drive/Bronson Intersection modification and Library Road improvements.

A member asked about the P4 Transportation Hub. G. Nower responded that the design and build of a new 562 staff parking structure with ground level office for campus services and security, food kiosk, student lounge/study space, bank and potential welcome centre has been put on hold pending further review. The President added that pre-pandemic significant transportation issues were projected for traffic and parking on campus and the team was proactive in hiring a consultant to develop a full transportation strategy that included car traffic, LRT, cycling, pedestrians and other sustainable forms of transportation and this work is continuing to be implemented. The pandemic has changed the ways the community comes and uses campus and that is still unfolding and therefore it is hard to project the traffic and parking needs in the future. The percentage of students who will continue with online learning, the number of faculty and staff working from home may increase post-pandemic which will affect transportation and parking needs.

A member asked if the deferred maintenance listed in the report were part of the \$14 million annual deferred maintenance approved by the Board of Governors. G. Nower confirmed that they were. Additionally, the member asked if annual maintenance costs were being incurred for P9. G. Nower confirmed that maintenance costs of P9 are being incurred from the ancillary budget and reported.

The Chair of the Building committee provided her support for the capital plan stating that the Nicol Building, Health Sciences Building and ARISE Building were all best in class and her excitement for the proposed new projects of the new Student Residence Building, Wellness Hub and Sustainability Research Centre.

7. ITEM(S) FOR INFORMATION

7.1 Terms of Reference and Work Plan 2021/22

The terms of reference and work plan were circulated in advance. Both items were discussed at the Board Orientation and any comments or feedback should be sent to the University Secretary for further consideration.

8. OTHER BUSINESS

No additional business was raised.

9. IN-CAMERA SESSION

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

10. ADJOURNMENT

There being no further business, the meeting adjourned at approximately 4:50 p.m.

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:	18 October 2021
From:	Building Program Committee	Date of Meeting:	03 December 2021
Subject:	Capital Projects Status Report and Deferred Maintenance		
Responsible	Vice-President (Finance and Administration)		
Portfolio:			

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

That this report be received for information

3.0 EXECUTIVE SUMMARY

Projects totalling \$256,408,812 million are currently underway. Total expenditures incurred as of September 30 2021, and value of work completed to October 2021, total \$115,022,369 million, with forecast spending of \$141,196,079 million. Construction of the New Student Residence was approved at the September 30th, 2021 Board of Governors (BOG) meeting. A kick-off meeting to bring the project team back to the table has been scheduled. Supply chain issues has pushed the completion date of the Engineering Design Centre, (EDC), into March 2022, and the Wellness Hub draft Schematic Design Report has been issued for review. This report also provides a budget update on the overall spent on Deferred Maintenance, Capital Renewal, Facility Renewal Program (FRP), and Transportation Fund Budgets. Capital Renewal 2018/2019 financial reporting has been removed from this report as the program is complete and all funds expended. To date, we are forecasting for Nicol Project to be delivered under budget while Cogen Project is expected to go over the allocated budget, leaving us with a surplus of \$190,364.

4.0 INPUT FROM OTHER SOURCES

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

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

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

Major Capital Projects

- **Nicol Building (Sprott Business School):** Building is substantially complete. Sprott School of Business has been successfully relocated to the Nicol Building and in person classes commenced as planned for the Fall semester. Deficiency corrections are ongoing and are anticipated to be complete late 2021. COVID continues to pose a risk with reported impacts on fabrication as well as material supply chain for some outstanding items. A close out report will follow in the new year.

- **Engineering Design Centre (Mackenzie Building Addition):** Site constraints and conditions as well as COVID related delays in material delivery have resulted in project delays. The project team in collaboration with project sponsor are working to prioritize key aspects of the construction in order to mitigate impacts. Building Occupancy has been pushed to March 1, 2022 and substantial completion is March 29, 2022. The key mitigation strategies are focused on the completion of the building envelope system, ensuring a watertight envelope, allowing for construction to advance interior finishes. Project budget and key project risks continue to be closely monitored in order to ensure no additional project delays.
- **New Student Residence:** The September 30th 2021 BOG meeting approved the construction of the 456 bed New Student Residence. The drawings and specifications are currently 95% complete. FMP has organized a kick off meeting to bring the project team back to the table (Design Team, Contractor, Internal resources), to finalize the tender documents, and to review costing and schedule to move the project forward.
- **Athletics Wellness Hub:** 230,000 gsf (gross square feet) 4 story above grade building including new aquatics centre and wellness research space. Final draft schematic design document, which includes class C construction costing, has been shared with stakeholders for feedback. Carleton is awaiting the opportunity to pursue an RFI with the City of Ottawa towards a potential partnership that would help secure public funds towards building and operating this cutting-edge wellness and aquatics facility.
- **Sustainability Research Centre:** The Sustainability Research Centre is a 6-story building with an area of 215,000sq ft, which includes an optional Mackenzie courtyard infill. Five signature showcase spaces on the main level will highlight program activity. The project is approved through Schematic Design with an expected completion date of December 2021.
- **Cogeneration Facility:**
Hydro Ottawa has completed their testing and the cogeneration plant is operational and capable of producing power. Final owner acceptance testing will be performed once the weather is cold enough to operate the heating systems at peak capacity. The project is over budget due to the length of the project as well as additional consultant and commissioning costs required to ensure a successful and safe start-up.
- **Loeb and Paterson Hall Building Condition Assessments**
Building Condition Assessments have been completed and submitted to FMP. Senior Management and FMP are reviewing the reports to determine next steps and preferred option to recommend to the Board for going forward.
- **P4 Transportation Hub and Office Structure:** Schematic Design and Class D estimates are completed. The project has been put on Hold.

Capital Renewal/Deferred Maintenance Projects

2021/2022 Projects

- **Tunnel and Campus Ventilation Upgrades**

Work has commenced on the tunnel ventilation project. Construction contract has been awarded to a mechanical contractor who is completing investigative work and mobilizing on site, with substantial completion is to be achieved in December. FMP will start the installation of UV-C lamps in the AHUs at the Azrieli Theatre, with work expected to commence in November, and be completed by April 2022. This is one of the many measures FMP has taken in response to COVID-19.

- **Architecture Building Ventilation Upgrades**

Feasibility study was conducted, with the recommendation for an addition of a suspended air handling unit to lab 214, and insulation of exterior ducts and dust collector. Design team has been engaged and tender documents are in design.

- **Athletics Chiller Replacement**

Replacement of the multi-stack chiller with a new unit. Project was tendered in September and it has been awarded to a mechanical contractor, with planned schedule of work October 2021-March 2022.

- **Dunton Tower Supply Fan Replacement**

Temporary Air Handler Unit (AHU) #2 fan supply and installation, and permanent replacement of the fans in AHU#2 and AHU#1. New fans will have 6 motors instead of 1.

- **University Centre Cooling Tower Replacement**

Consultant has been engaged to provide design and engineering services for the University Centre Roof-Top Cooling Tower Replacement project. This cooling tower services the following buildings: University Centre, Architecture Building, Tory Building, Azrieli Theatre and Azrieli Pavilion. Tender documents are 80% complete, with release of tender scheduled for November.

- **High Voltage Condition Assessment and 5-year renewal plan**

Consultant team has been engaged to complete a condition assessment of the current infrastructure, and complete a 5-year renewal plan to address any concerns. Priority has been moved to testing and maintenance of the 15KV (Kilovolts) loop. Tender documents are to be released for competitive bids in October.

- **Dunton Tower 3rd Floor Heating Improvements and renovations**

Consultant team has been awarded, with design services underway in October. The project will fix the heating issues experienced on the 3rd floor, and be coordinated with the interior renovations on the 3rd, 7th, 8th, 9th, 10th, and 17th floors that Spratt has vacated.

- **MacOdrum Library Lighting Replacement**

Replace the existing lighting in the Library with LED lamps. The project will result in a payback of 3 years on Energy Savings, and achieve approximately 25 tons of carbon reduction.

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

Conduct building energy audits and implement retro-commissioning programs on selected buildings to align with Carleton's Sustainability and Energy Master Plans. FMP is currently reviewing all buildings to select which ones would have the biggest impact/payback

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

Fire alarm system, ventilation and control work for smoke management in the stairwells. Consultant has been engaged with construction scheduled to be implemented in 2022.

- **Colonel By Childcare Base Building Upgrades and Addition**

Base building upgrades to be coordinated with the addition that is being funded by the Childcare Centre. Work includes updates to the mechanical services (new furnace, Energy Recovery Ventilation, ductwork, plumbing), new flooring, new cabinetry, and updated washrooms. Completion date has been delayed due to unforeseen site conditions, and labour issues. PDC is working with the childcare corporation in regards to schedule concerns.

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

Feasibility study has been completed, and the decision to replace all exterior walled drywall and selected interior walls has been decided upon. Included in the scope is lighting, ceiling, HVAC, and ceiling upgrades. PDC is working on finalizing the scope of work to engage the services of a Design Team.

Status Updates of Ongoing Projects

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

90% drawings have been delivered by the consultant team. Due to COVID 19's negative impact on delivery time for the equipment, in particular the air handling units, and risks in regards to meeting the schedule, the project implementation schedule and strategy is being reviewed with the project team, and the project is still on hold. Due to the age and issues of the building, FMP will be completing a building condition assessment prior to moving ahead with the rest of the renewal program.

- **Southam Hall Building Envelope Upgrades**

Windows are currently being installed. The contractor's schedule has a completion date of December 2021, however factoring in contingency time due to weather, it is anticipated that the project may run into February 2022. FMP continues to work with internal stakeholders to minimize disruption to the building occupant to complete this important project.

- **Premise Isolation on Incoming Water**

The Premise Isolation on Incoming Water Project entails upgrading & modifying the water main entry connection (domestic and sprinkler system) with specific types of Backflow Preventers (BFP) for the older Buildings across campus in order to conform to the City of Ottawa's (the City) Water By-law to protect drinking water quality. Of the 41 buildings, 10 building remain to be completed,

with an anticipated completion date of November 2021. FMP's Maintenance Services will then take over the required annual inspection services required by the City of Ottawa.

- **Roof Replacement**

MacOdrum Library, St Patrick's Building and Maintenance Building projects are all substantially complete. Architecture Building (skylights) will be tender in November for a spring 2022 installation. Planning has begun for the 2022-2023 roof replacement projects based on our 5-year roof replacement plan, and FMP maintenance and operations input.

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

Testing and cleaning occurred throughout the summer. The data obtained will be used to finalize the 5-year renewal plan report that is due November. FMP will share the report with the Building Program Committee at one of the upcoming board meetings. Report remains on schedule for November.

- **Central Heating Plant Generator Replacement**

Project is currently out for tender to replace the older small generator with a larger pre-fabricated acoustically enclosed generator on a slab outside the Central Heating Plant. Long lead times on mechanical equipment has impacted the completion date which was originally anticipated to be March 2022.

Campus Transportation Projects

- **University Drive/Bronson Intersection Modifications**

Project includes addition of a 2nd left turning lane heading north on Bronson Avenue, cycle path and pedestrian sidewalk improvements, and a new roundabout complete with a center island with stonework and landscaping. Work on the roundabout commenced in October with the installation of the pedestrian safety railing to be installed in November 2021, with lighting work to follow shortly after dependent on delivery of materials.

6.0 FINANCIAL IMPLICATIONS

COVID 19's impact on pricing and supply chain issues continue to affect project budgets and costs. As a result, we must allow for greater project contingencies and continue to collaborate with our partners to come up with solutions for the potential challenges we may face, and ensure the most beneficial project delivery method is used. Allowances are being included in cost estimates for projects that will not be tendered immediately, to account for cost increases.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The major risks for the above projects involve cost increases due to increasing material costs and high demand in the construction industry as well as schedule delays due to supply chain shortages on material, in particular mechanical equipment. In addition, labor shortages are a challenge due to multiple major construction projects planned/underway in the Capital over the next 5-10 years (Light Rail, Parliament, New Ottawa Hospital), and the impact COVID-19 has had on the supply of labor. These risks are managed by actively working with consultants and contractors to manage costs, delivery lead times, and schedules. Further risks include renovating older buildings with unknown site conditions which can result in unexpected costs, delays, and disruption to the campus. Due to the volatile construction industry and market conditions, FMP is looking at engaging the services of a Risk Management

Consultant for the New Residence Project to ensure all risks are identified and addressed in a timely matter to successfully deliver the project on time and on budget.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Delays in completing capital projects could have a reputational impact with internal clients and additional financial costs to the University. Disruptions as a result of construction work in occupied buildings may have a negative impact on the campus community and student experience. To mitigate the risks, every effort is made to plan and schedule the work as best as possible to minimize disruptions. Ongoing communications with the campus community and key stakeholders is part of project management oversight.

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Carleton University
Major Capital Projects
Reporting at September 2021**

Project/Program	Budget	Expenditures to SEP 30/21	Work Completed to OCT/21	Anticipated Expenditures to Come	(Over) Under Budget
Capital Renewal 2019/20	14,000,000	8,402,633	8,431,710	5,568,290	0
Capital Renewal 2020/21	14,000,000	5,151,782	5,168,019	8,831,981	0
Capital Renewal 2021/22	14,000,000	401,808	401,808	13,598,192	0
Cogeneration Facility	21,212,279	21,325,932	21,325,932	384,940	(498,593)
Nicol Building	65,585,033	63,214,246	63,222,594	1,673,482	688,957
EDC (ME Addition)	17,285,000	7,955,589	7,959,228	9,325,772	0
New Residence	90,000,000	2,256,155	2,256,155	87,743,845	0
AC - Wellness Hub	750,000	619,356	619,356	130,644	0
SRC - Sustainability Research Centre	5,000,000	876,635	876,635	4,123,365	0
Transportation Fund	10,000,000	2,084,575	2,085,053	7,914,947	0
New Parking Structure P4	577,000	491,532	491,532	85,468	0
FRP 21/22	3,999,500	2,087,919	2,184,347	1,815,153	0
TOTAL	256,408,812	114,868,162	115,022,369	141,196,079	190,364

To: Board of Governors	Date of Report: 22 October 2021
From: Building Program Committee	Date of Meeting: 03 December 2021
Subject: Wellness Hub	
Responsible Portfolio: Vice-President (Finance and Administration)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

No motion necessary

3.0 EXECUTIVE SUMMARY

The Department of Recreation & Athletics in conjunction with Facility Management & Planning has conducted several studies of the Carleton University swimming pool, which was built in 1972. Studies conducted in 2017 (WSP) and 2019 (WalterFedy) estimate the deferred maintenance on these facilities in the \$25-30M range.

In addition, given the significant rise in student population (30,000+) and the increased demand on fitness, the fitness centre can no longer adequately serve the Carleton community. The demand from students and the Carleton community for the fitness center has far exceeded the capacity of the existing 11,000 sq. ft. fitness centre (built in 2013). In addition, the general locker rooms need repair in particular the shower areas which was built in 1972 along with the swimming pool (new lockers, facets and tiles in 2007, as well as renovated washrooms in 2015). The estimated expansion building for the new Fitness Centre is between \$10-15 million.

In 2019, as a result of the WalterFedy report, Perkins & Will was retained as the prime consultant to review the needs of the aquatics and fitness elements and present options for addressing these issues. Through consultations with key stakeholders, they concluded that both fitness and aquatics facilities required significant infrastructure investments but provided the University with an opportunity to create an environment that encourages a healthy student lifestyle, improve recruitment, academic performance, retention and student satisfaction. They presented the concept of a game changing Wellness Hub, offering a new progressive service model which brings together health, wellness and research entities while creating a gateway to the Carleton campus along Bronson Avenue.

We will be pursuing an RFI with the City of Ottawa to seek public funds/support towards building and operating a cutting-edge wellness and aquatics facility.

4.0 INPUT FROM OTHER SOURCES

- FMP Consultant and Engineering reports (WSP, WalterFedy)
- 2019 overview Perkins &Will summary presentation

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Perkins &Will consulted a wide range of stakeholders including faculty and staff as well as the community and City of Ottawa in developing the concept of the Wellness Hub. The key findings is that Carleton requires a place that holds a convergence of programs, encouraging students and faculty to stay on campus or return to campus because of, or for, the Wellness Hub. The place that removes obstacles of accessibility and learning facilities, a place that represents Carleton's response to the needs voiced during the Pandemic. A place reflecting diversity of needs, interests and identities with the campus community. A place to build bridges between the University, what it represents and the City of Ottawa. A place that connects the campus-wide strategies and plans: the SIP, Sustainability, Kinamagawin, Accessibility, Student Mental Health, Equity, Diversity and Inclusion.

The design of the new Wellness Hub and its location along Bronson Avenue provides an opportunity to connect the university to the city providing a welcoming gateway to the campus. The planning approach is to provide a continuity with the existing fitness centre expanding this space by 12,000 sq. ft. a stacking opportunity to co-locate services such as Health & Counselling, READ and a satellite for the Paul Menton Centre, a new aquatic facility with generous gallery views. In addition, the Wellness Hub program includes student life, academics and research initiating a priority of "initiating a wellness-focused brand and gateway for Carleton". In addition, maximizing exposure for signature elements towards Bronson Avenue. The plan is that the design will express wellness through performance, program and personality. The exterior will act as a billboard with use of colour, tone that connects to Carleton's new brand.

6.0 FINANCIAL IMPLICATIONS

The total project is estimated at \$127 million with phase 1 of the project, the fitness center expansion and new regional aquatic center, estimated at approximately \$65-70 million. The City of Ottawa is seeking partners to construct and operate a new recreation facility in particular an aquatic facility. If an RFI is successful, the City could contribute financially to capital and operating costs of the facility depending on the nature of the partnership.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The existing swimming pool is at end of life and experiencing mechanical failure, as well as increased corrosion and deterioration of the concrete tank and building envelop. Continuing to operate the pool in its current condition is no longer feasible. Given the significant financial and construction risks associated with undertaking the renovation and capital investment required to repair the deteriorating building both WalterFedy and Perkins & Will recommended investing in a new swimming pool.

Expanding the existing fitness centre and constructing the new swimming pool into P5 was Perkins &Will's recommendation as the most appropriate strategy. The convergence of these two activities led to the game changing vision for creating the new Wellness Hub as the gateway to the community along Bronson Avenue.

If the RFI is successful, the partnership with the City of Ottawa will need to be carefully negotiated and will actively involve General Counsel and the Executive Director of Risk. The failure to reach an agreement or achieve appropriate terms and conditions is a risk that needs to be carefully managed. As the swimming pool is mostly used by the local Ottawa community, it will be important that the City agree to make significant a contribution to the project and accept responsibility for the Ottawa community's use and programs at the facility. If the city does not come on as partner, the financial and operational risk to the university will increase significantly and a decision will need to be made about the future of the pool as part of any development.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The closure of our existing swimming pool will have a significant impact on the local Ottawa community, it is one of three Olympic size swimming pools in the City of Ottawa and is home to many aquatic clubs, masters swim, public swim, lifesaving programs and swimming lessons. The City of Ottawa has an inadequate number of swimming pools for the size of population. In addition, all our comparable universities have this type facility to offer their campus communities. The loss of this facility displaces approximately 30,000 swimmers/users with no other facility that can accommodate them. The aquatic community is a vocal one and their expressed concerns will negatively impact the reputation of the university.

The current fitness centre cannot accommodate the heavy and growing demand from our students. The need for an accessible welcoming fitness space is required for the health and wellbeing of our community and the successful recruitment/retention of students who expect and demand such supports and facilities. Universities across the country have recognized this and have invested significantly in this regard. We are increasingly at a competitive disadvantage which the Wellness Hub would address.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Perkins&Will

Carleton University Wellness Hub

Board Presentation

November 4, 2021



“We would like to acknowledge that Carleton University’s location is on the traditional, unceded territories of the Algonquin nation. In doing so, we acknowledge a responsibility to the Algonquin people and a responsibility to adhere to Algonquin cultural protocols”

- **Design Story**
- **Cost Estimate & Value**

The Team



Safdar Abidi



Phil Fenech



Jon Loewen



Rafaela Kirloss



Rachel Kim



Madeline Kim

Prime Consultant: **Perkins and Will**

Accessibility: **DesignABLE Environments**

Structural Engineering: **Entuitive**

Mechanical/Electrical Engineering: **Smith + Andersen**

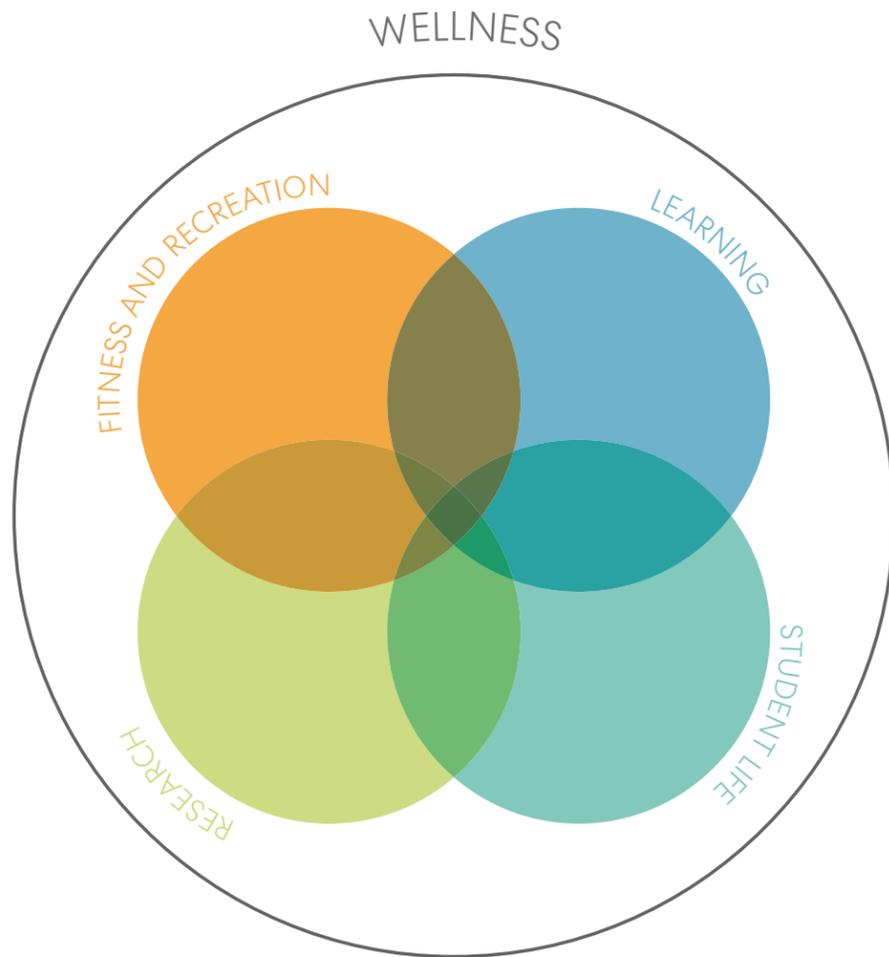
Civil Engineering: **WSP**

Cost Estimation: **Hanscomb**

Indigeneity: **Smoke Architecture**

Acoustics: **Swallow Acoustics**

Carleton University's Commitment to Wellness



Providing renewed and new student life facilities	38	
Initiating a wellness-focused brand and gateway for Carleton	36	
Providing new and expanded aquatics and fitness facilities	29	
Demonstrating leadership on sustainability, accessibility, and Indigeneity	16	
Facilitating new external partnerships	16	
Creating a venue for cross-disciplinary wellness research	14	
Introducing new academic program(s)	12	
Generating new revenue streams for Carleton	7	

Process

Project Oversight:

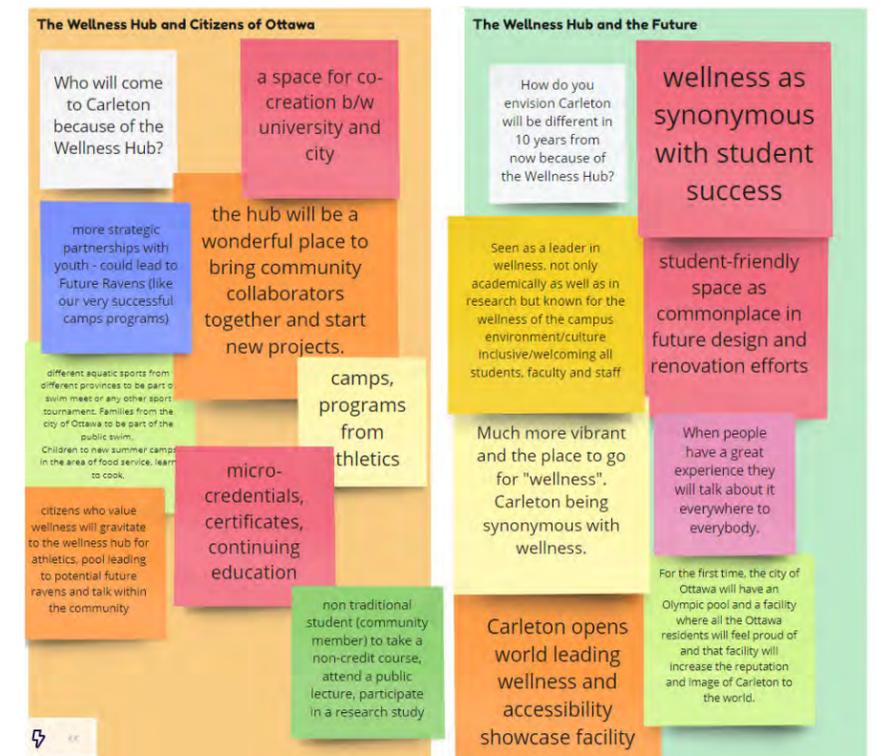
- Project Advisory Committee

Project Guidance:

- President's Advisory Group

Stakeholder consultation:

- Carleton Athletics and Aquatics
- Faculty of Arts and Social Sciences
- Student Affairs and Student Services
- Student Representatives
- Equity and Inclusive Communities
- Centre for Indigenous Initiatives
- Health and Counselling Services
- MeWeRTH
- Research
- Teaching and Learning
- READ Initiative
- Paul Menton Centre
- City of Ottawa
- Abilities Centre



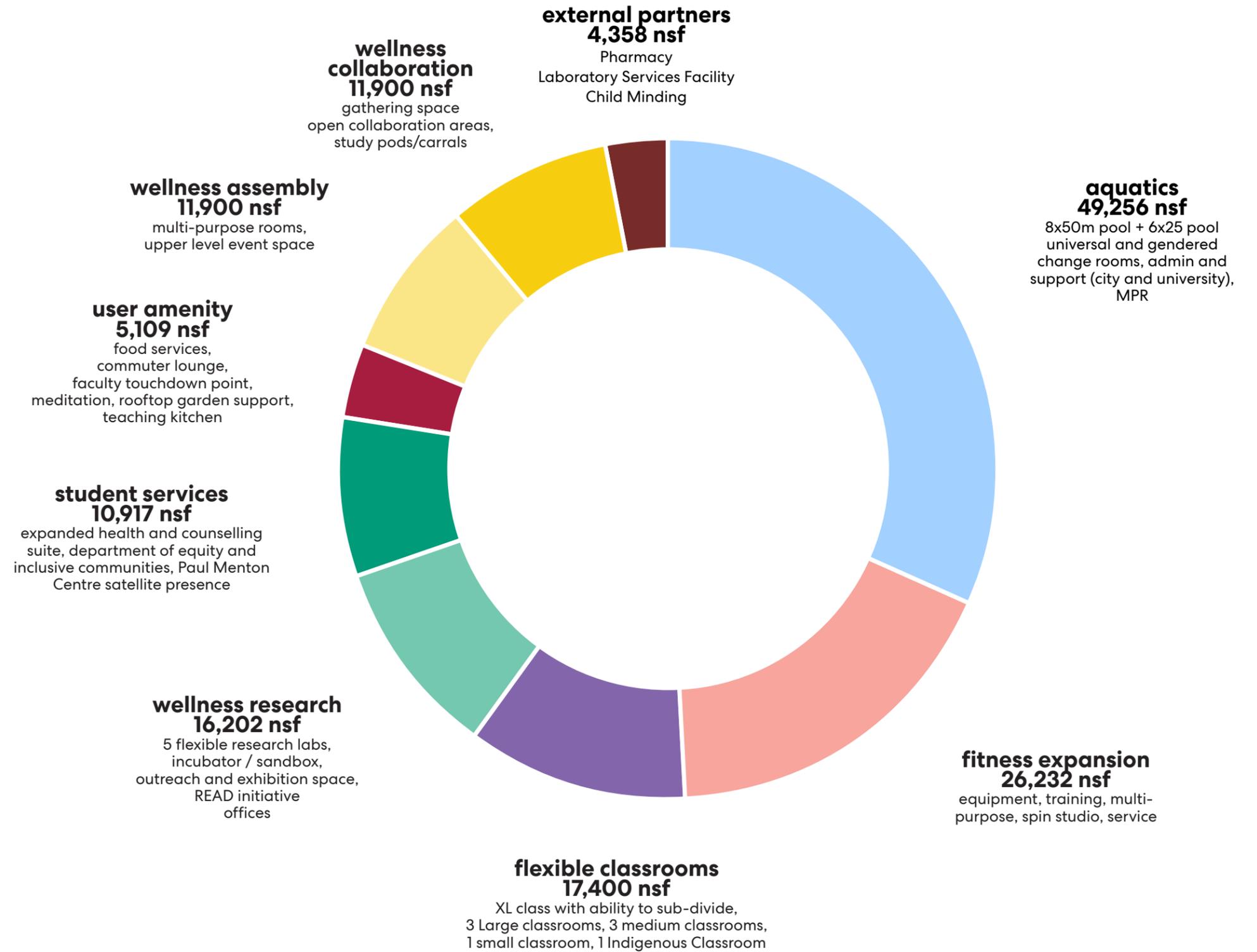
Key Themes



Program

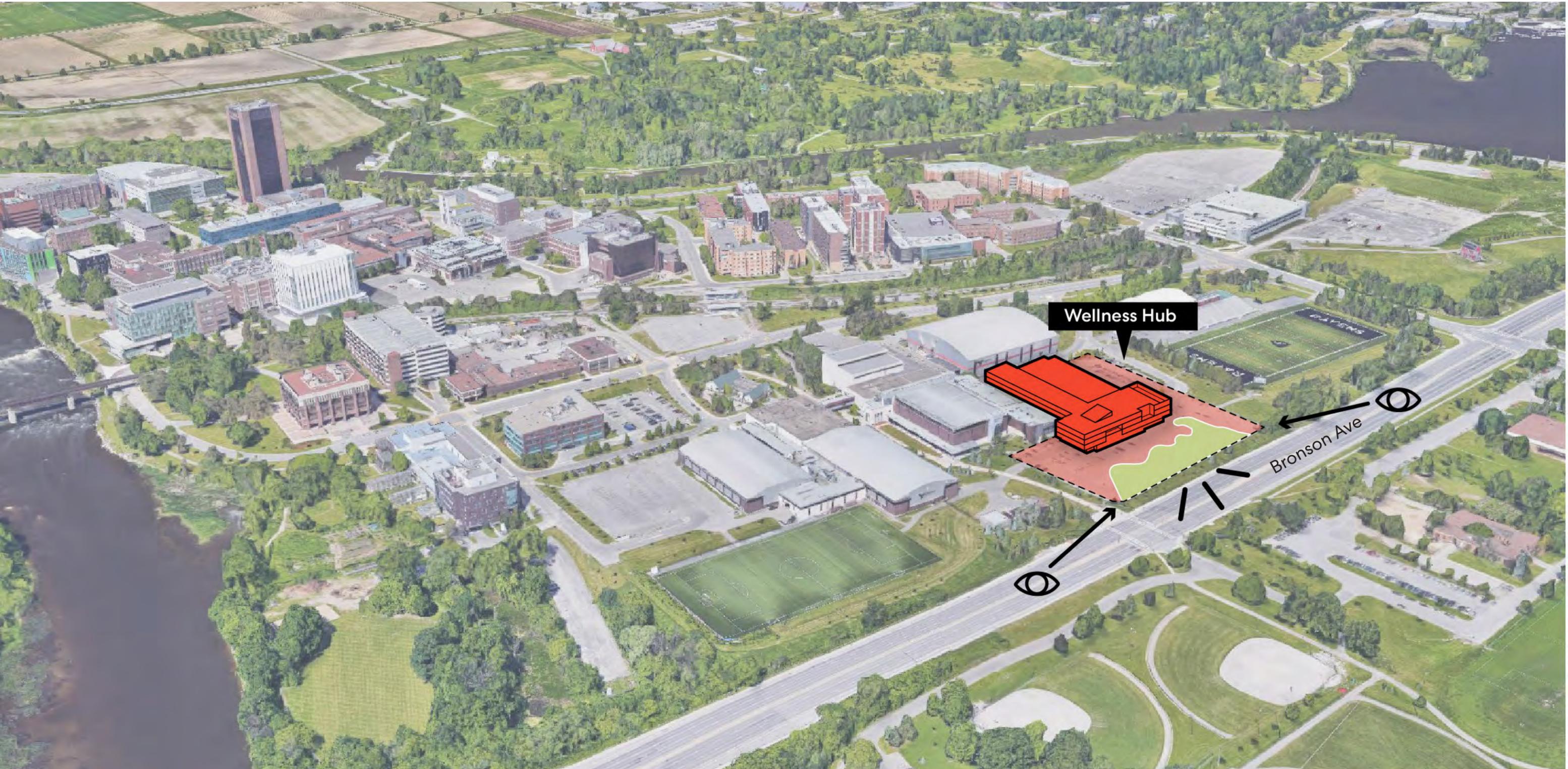
Major Components

- Two-tank, competition-ready aquatic facility
- Fitness expansion
- Flexible, technology-enabled classrooms (20-180 seats)
- Wellness Research labs
- Expanded Health and Counselling offices
- Paul Menton Centre satellite space
- Gathering and collaboration space
- Amenities including food service, commuter lounge, teaching kitchen, rooftop gardens, and faculty touchdown



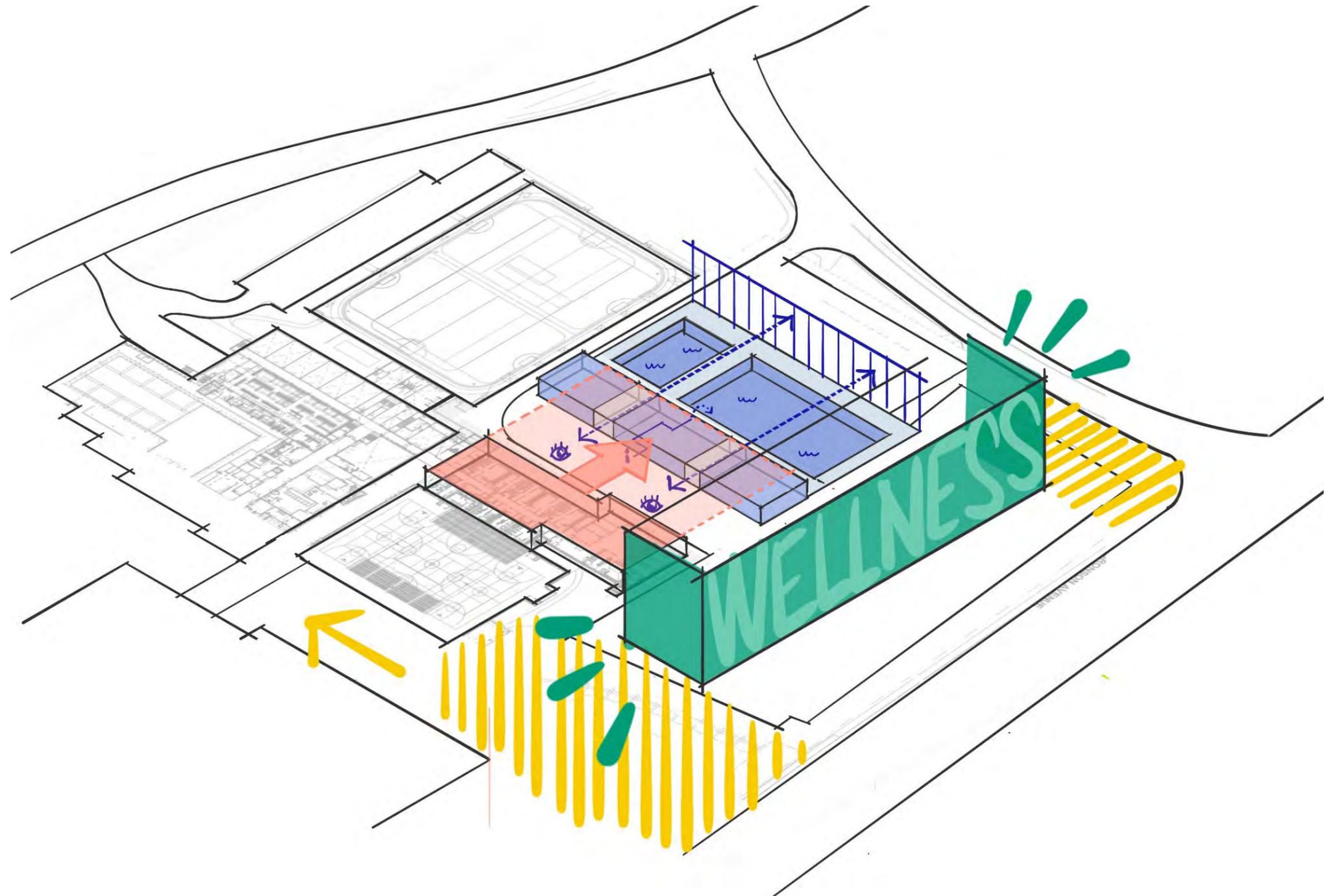
Site

Showcasing Carleton University's identity, Creating a campus gateway & Connecting campus and city

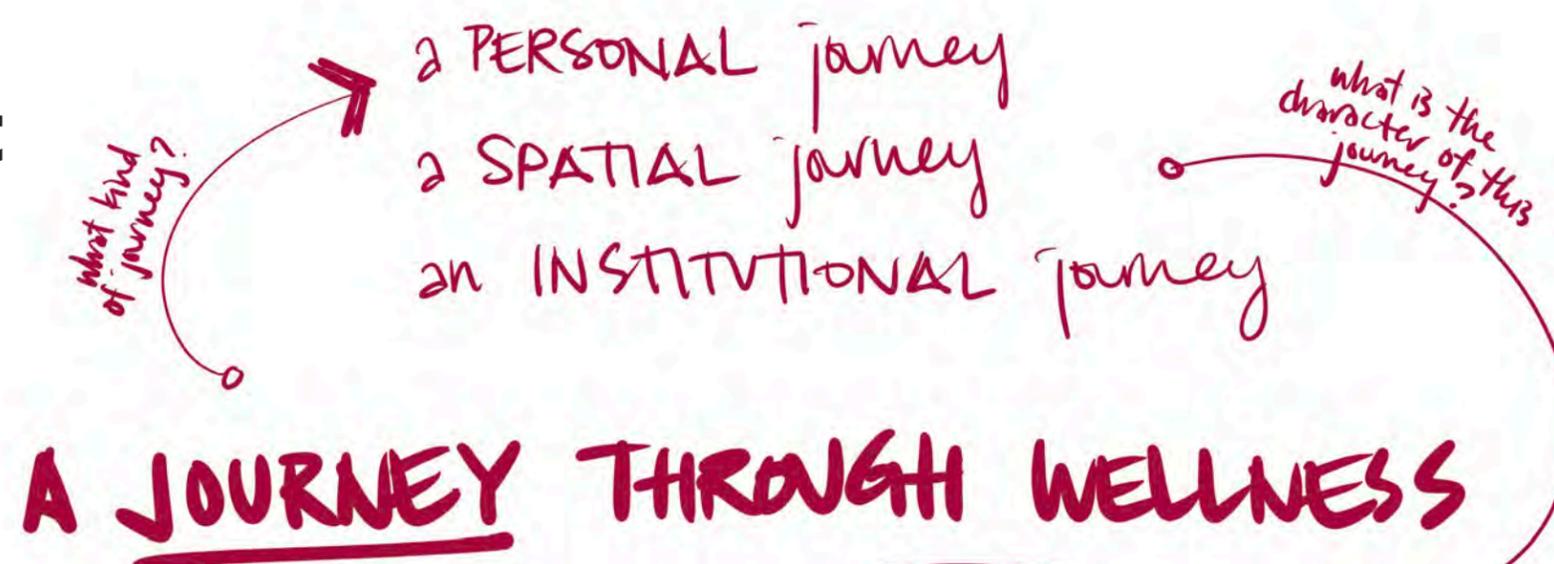


Planning Approach

- Fitness and pool have continuity with existing facilities and control sequence
- Pool as beacon to Stadium Road
- Connections between fitness, aquatics, health and counselling services
- Maximizing exposure for signature program elements
- Pushing height towards Bronson for maximum impact
- Building as messenger / billboard

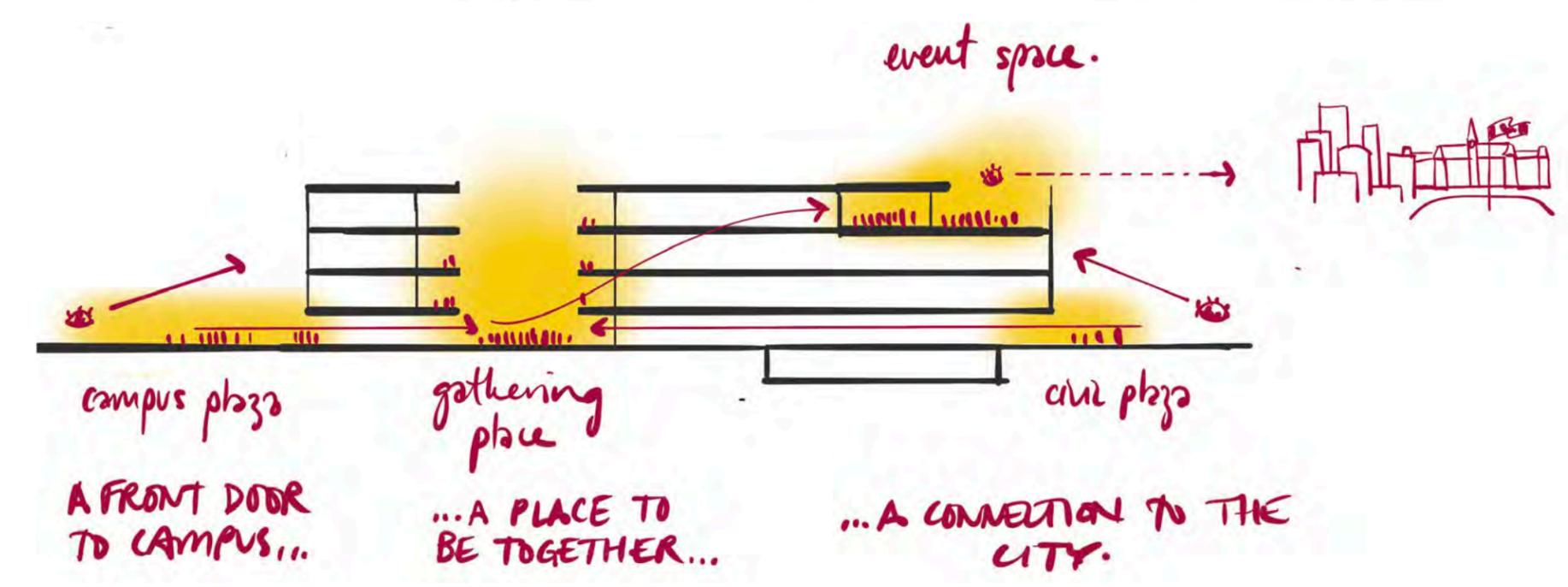


Design Concept



invitation inclusion diversity
curiosity connection
discovery convergence reflection
learning

people
program
space



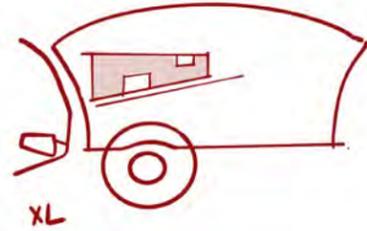
Design Concept

- the River as a guiding metaphor:
 - a place and source of wellness,
 - a system of movement,
 - a focal point for community
 - an expression of Carleton's brand.
- dynamic and expressive by day, transparent and warm by night, the 'river' will become a signature design element that sets the building apart, sparking curiosity and inviting users inside to take their own journey.



Design Concept

- Responding to the different scales at which the building will be experienced.
- Imagining materiality



XL: seeing
a legible 'billboard' at the scale and speed of Bronson



L: approaching
a building that offers a sense of invitation and activity



M: entering
*program and transparency at grade
an understanding of use, inside and out*



S: inhabiting
*finishes, furniture, and accessories that
create variety and comfort*

deep red terracotta cladding connects to Carleton's brand while distinguishing the Wellness Hub along Bronson. A ribbon of curving glass captures the changing qualities of light along the river.



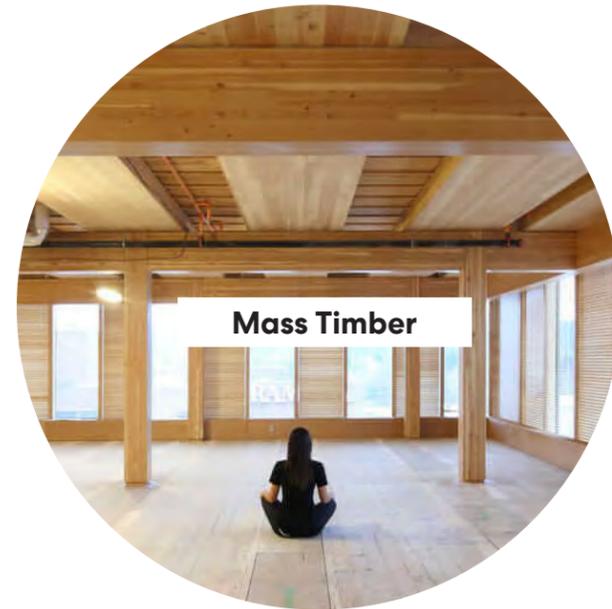
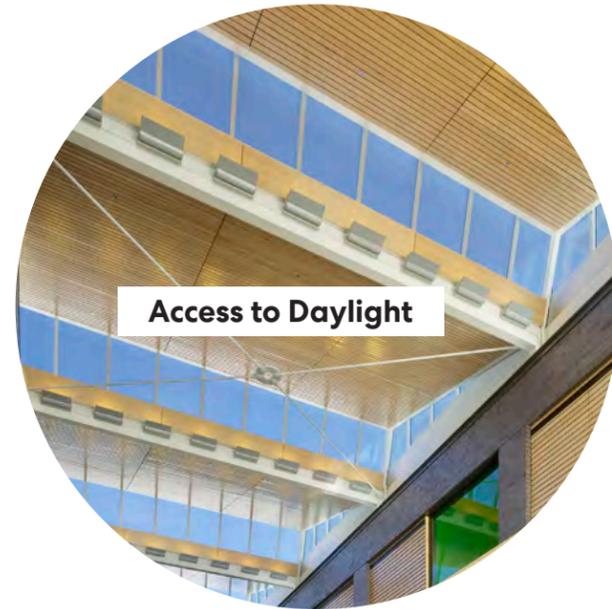




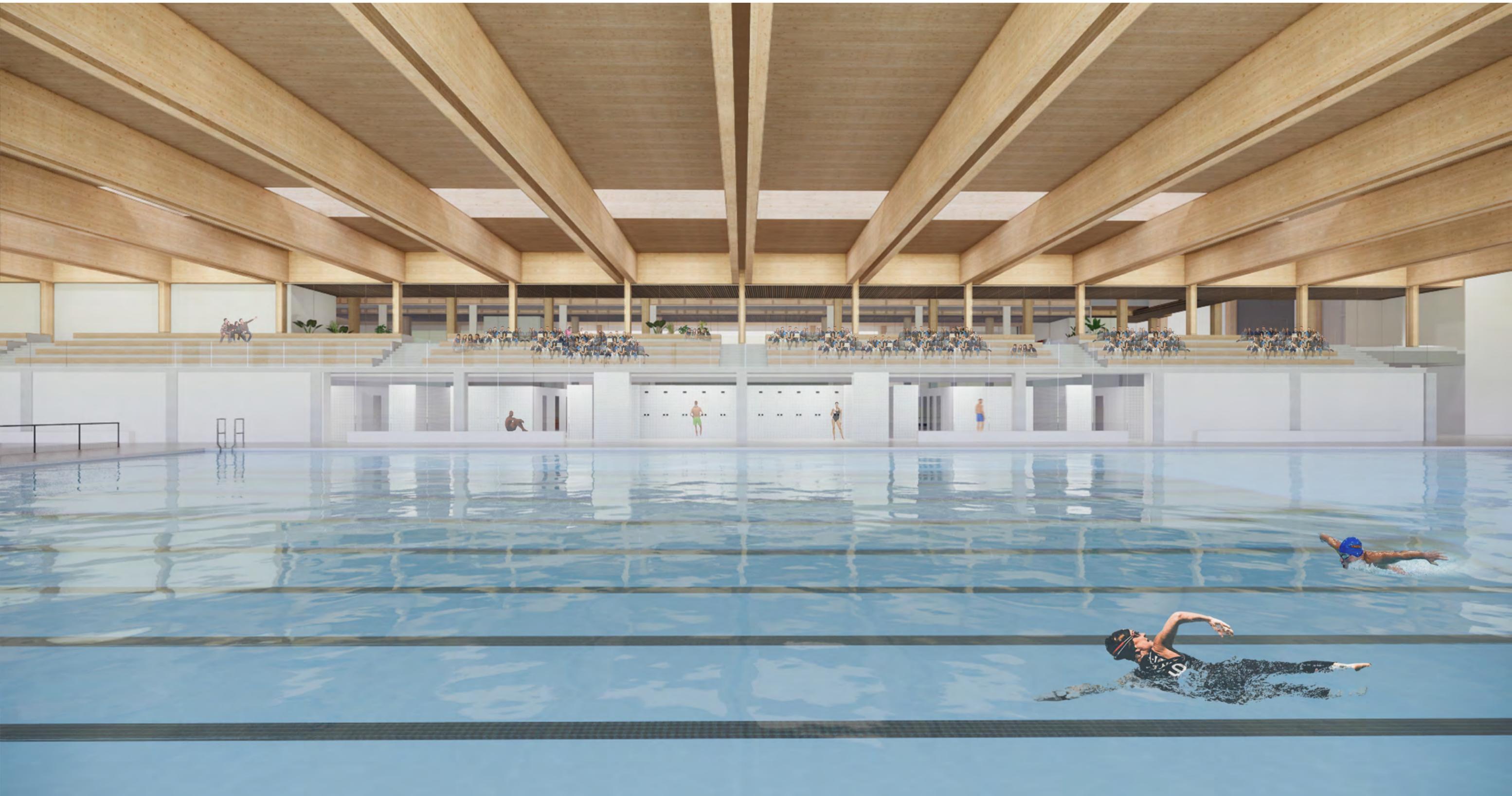
Design Concept: Interior Expression

The interior expression of the Wellness Hub takes inspiration from six main principles, which respond to the building's overarching values and reflect detailed input gathered through consultation:

- access to daylight and connection to sky
- presence of greenery and connection to nature
- targetted areas for display and showcase
- reinforcing Carleton University's commitment to sustainability through a mass timber structure
- convergence of community spaces: a selection of spaces throughout the hub of differing scales, characters, finishes, and levels of exposure
- screening and enclosure



Design Concept: Interior Expression



Design Concept: Interior Expression



Wellness for people and planet



minimizing
operational carbon



minimizing
embodied carbon



creating
healthy interior
environments



maximizing access
to daylight and
nature

Value

- The design for the Wellness Hub envisions a new facility that acts as **a showcase for institutional identity**, establishes new public spaces and a new campus gateway, and connects campus and city at the edge of the Carleton University campus.
- The program and design of the Wellness Hub respond to four key aspirations that were identified in the Concept Design phase and have been affirmed and enriched during the Schematic design phase. These are:

Enhancing institutional identity, through the development of a new campus gateway, showcase learning and research programs, and new external partnerships

Enriching student experience, through provision of the programs, services, and spaces that support holistic well-being and achievement

Creating convergence, through strategic collocation of vibrant programs to promote new discoveries, new partnerships, and

Progressing people and planet through design that reflects best practices in accessibility, inclusivity, Indigenous expression, and sustainability



Thank You



BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 19 October 2021
From:	Building Program Committee	Date of Meeting: 03 December 2021
Subject:	Sustainability Research Centre (SRC)	
Responsible	Vice-President (Finance and Administration)	
Portfolio:		

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

That this report be received for information

3.0 EXECUTIVE SUMMARY

The Sustainability Research Centre is a 6-story building with an area of 215,000 sq. ft., which includes an optional Mackenzie courtyard infill and a \$120 million budget. The goal of the SRC project is to create a sustainable building while expanding our research enterprise in order to strategically align Carleton with expected future growth opportunities and approve upon the reputational elements associated with Faculty of Engineering and Design (FED). Five signature showcase spaces on the main level will highlight program activity and the remaining levels will consist of Research Lab Spaces, Offices, Classrooms, Dining Services and Common Spaces. The project is approved through Schematic Design and expected completion of the design is December 2021.

4.0 INPUT FROM OTHER SOURCES

The project initiated as a concept and has proceeded to schematic design (SD). The preparation and development of the schematic design was extensive and included a significant amount of consultation. Included in the consultation were: the Dean, faculty, FMP, students, and a representative from the Centre for Indigenous Initiatives.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Sustainability Research Centre (SRC) is critical to achieving the goal of FED being sustainable and will play a key role in expanding the research enterprise, which is where all the reputational elements of an institution grow.

The building will provide FED's students with the much-needed non-library study space to build a vibrant community on campus and allow our students to readily study together between classes and after hours. Currently, FED only has 6% of such space, and so this building will enhance student experience and success. The SRC will provide the faculty members with the space needed for them to have the opportunity for productive research careers and bring balance back into their professional lives. In addition, the project will raise the reputation of FED by increasing the quality and quantity of funded research and thereby attract the best young researchers, undergraduate, and graduate students.

6.0 FINANCIAL IMPLICATIONS

At this stage of design, the financial implications are minimal given the project is not currently scheduled to proceed to implementation. The cost of the schematic design was \$1.3M.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The project is in planning stages at this time with the completion of schematic design being scheduled for December. The risks and legal issues at this stage of the project are primarily related to the appropriateness of the design and ensuring it meets the requirements and goals of the institution. The risk is mitigated by ensuring proper oversight of the design team and through proper consultation on the design.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The project is nearing completion of schematic design and is currently considered an internal document.

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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Perkins&Will

Sustainability Research Centre

Schematic Design Phase

“We would like to acknowledge that Carleton University’s location is on the traditional, unceded territories of the Algonquin nation. In doing so, we acknowledge a responsibility to the Algonquin people and a responsibility to adhere to Algonquin cultural protocols”

Carleton University

Campus Context

Bronson Ave.

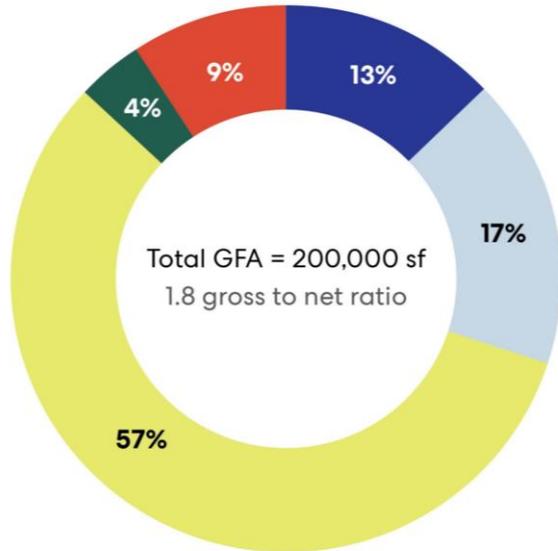
Colonel By Drive

Rideau Canal



Functional Program / Space List

*schematic design phase – subject to minor adjustments



- SIGNATURE SPACES
- GATHERING & AMENITY
- RESEARCH + WORKSPACE
- TEACHING SPACES
- BUILDING OPERATIONS

Signature Spaces

Virtual Simulation Lab
Structures Lab
Flight Lab
Nano / Quantum Lab
Outreach / Indigenous Makerspace
Event Space (top floor)

Research + Workspaces

Research (Wet) Labs
Computer (Dry) Labs
Grad workspaces
Offices
Meeting rooms and server lounge

Teaching Spaces (School of IT)

Variety of classrooms
Computer Labs
Administration spaces

Gathering & Amenity

Expo Space (ground floor)
Café (ground floor)
Collaboration zones and lounges

Building Operations

Loading dock with service elevator
Storage spaces

Signature Spaces

community spaces



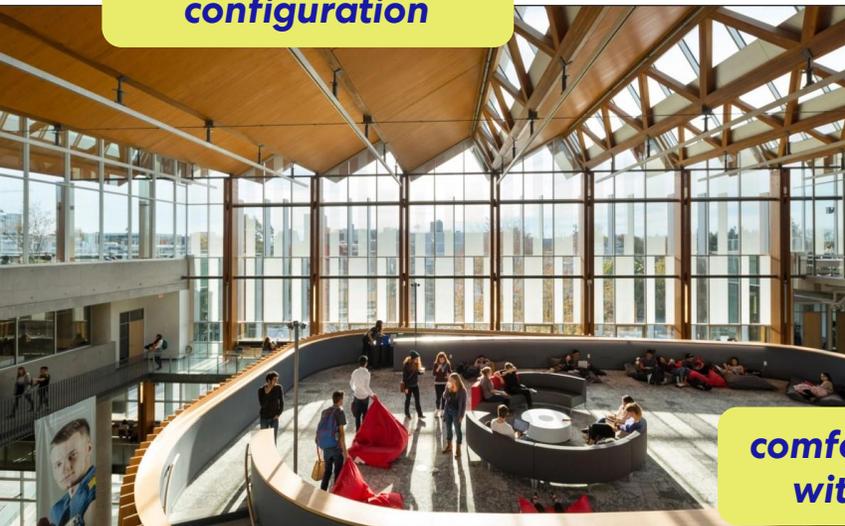
expo / event configuration



“wow” spaces



research on display



comfortable spaces with amenities



Vision

**In the world,
of the world,
for the world.**



2020-2025 Strategic Integrated Plan

"Shape the Future"

Vision

“ The New Sustainability Research Centre will welcome and nurture a new generation of individuals committed and empowered to tackle the **greatest challenges of our time.**

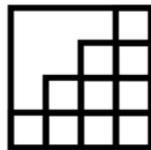
These *World Engineers* will represent the great diversity of our society and will bring their unique perspectives together in **a highly adaptable architecture inspires collaboration, invites partnerships and demonstrates the highest level of integrated sustainability.** ”

Sustainability Goals



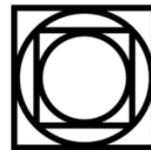
**ZERO CARBON
BUILDING STANDARD**
Canada Green Building Council®

**Designing a
holistically healthy
environment**



Sustainability

A system that can endure, maintaining its capacity and performance over time, achieving its fullest potential.



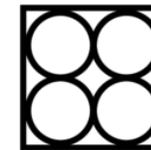
Resilience

A system which adapts to shocks, flexing in the face of sudden change and withstanding unexpected challenges.



Regeneration

A system that can rejuvenate its own life sources, reconstructing itself and producing over time.



Inclusion

A system that integrates diverse populations, ensuring all human, plant, and animal life is treated in a fair and equitable way.



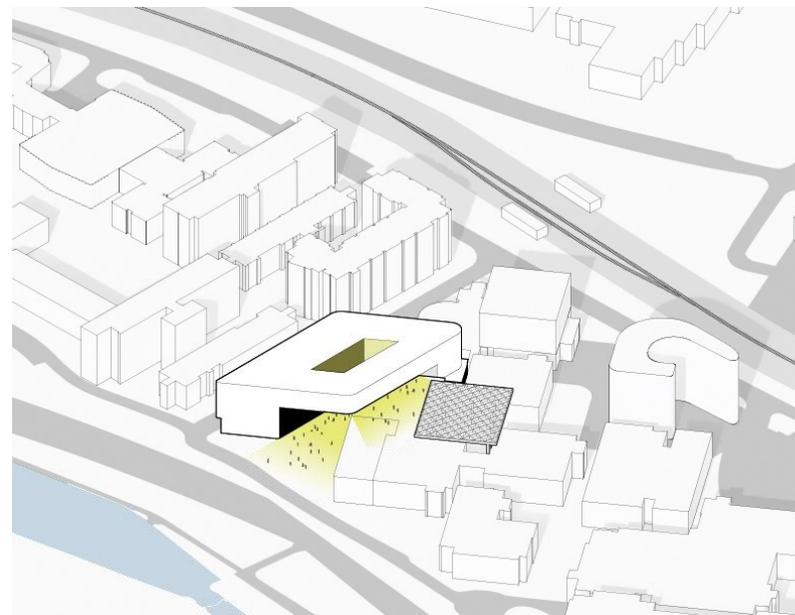
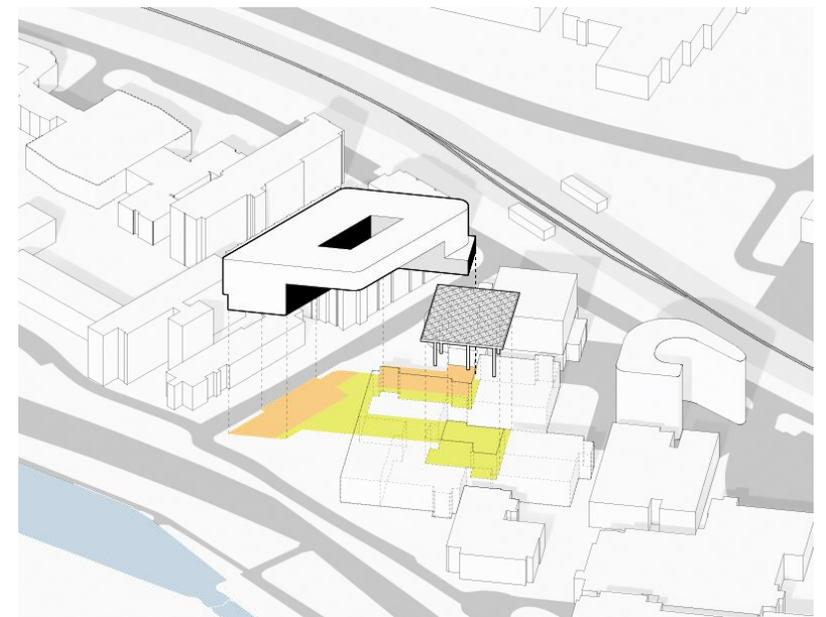
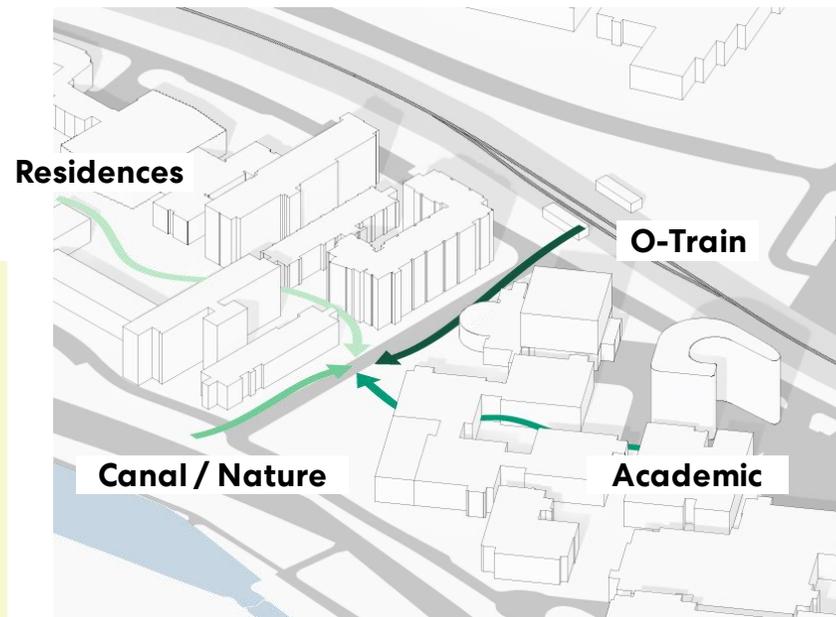
Well-Being

A system that thrives inside and out, allowing life to prosper holistically.

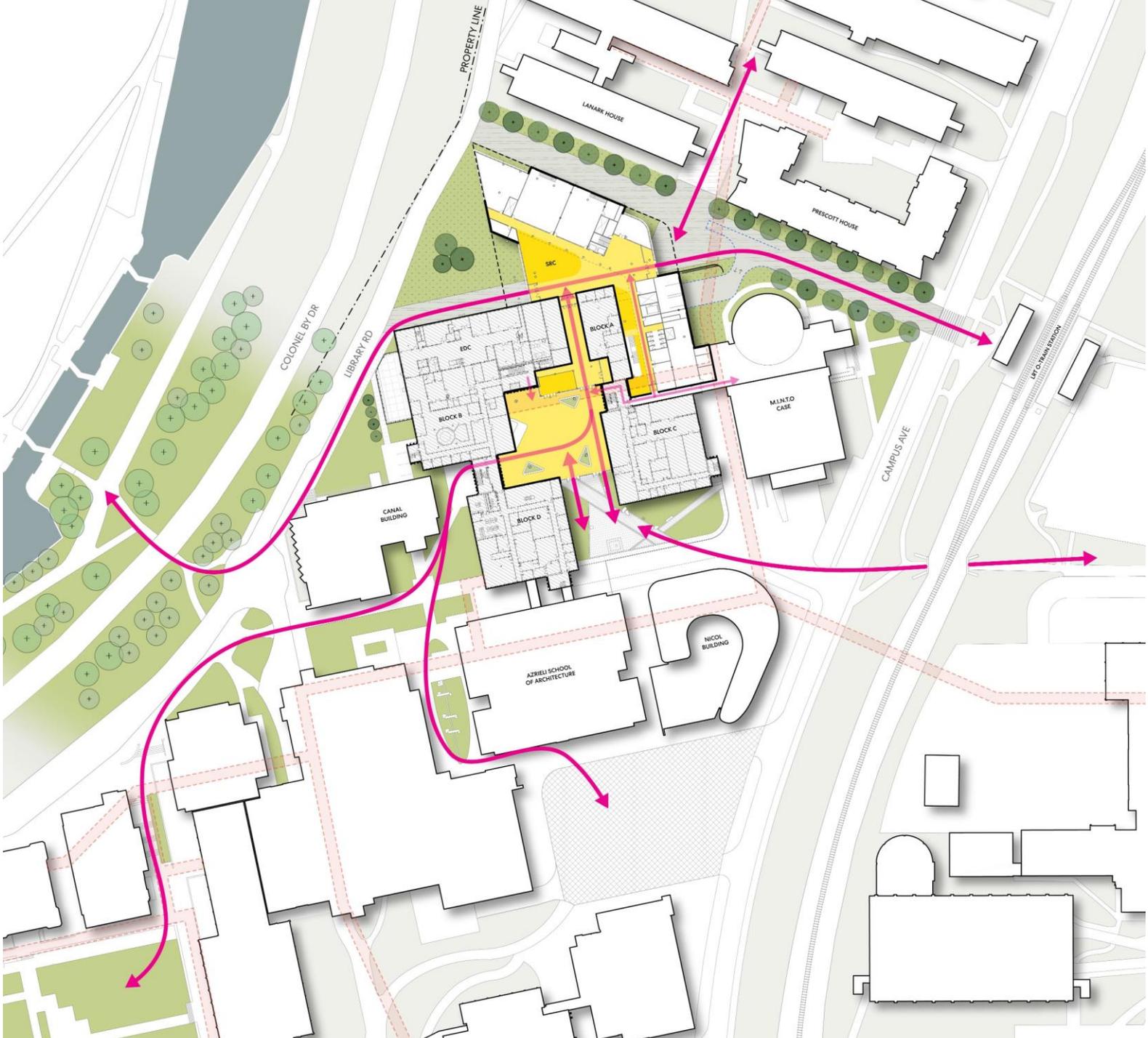
Massing and Planning

Site Constraints and Drivers:

- 1 Triangular shape of the site
- 2 Heavy pedestrian traffic from the Residential Precinct (north) as well as from the public transit station (east)
- 3 Library Road becoming mostly pedestrian while retaining emergency services access and adequate building operations (loading dock, waste management, etc.)
- 4 Building grids of the MacKenzie Complex vs Residential Precinct (≈ 55 degrees difference)
- 5 The in-progress construction the Engineering Design Centre (EDC), a building with aspirations of its own
- 6 Technical requirements of laboratories spaces (planning clusters are largely preferred for services efficiency and future flexibility)
- 7 A campus connected ground floor (convergence and outreach vision)



A campus-connected ground plane



Concept

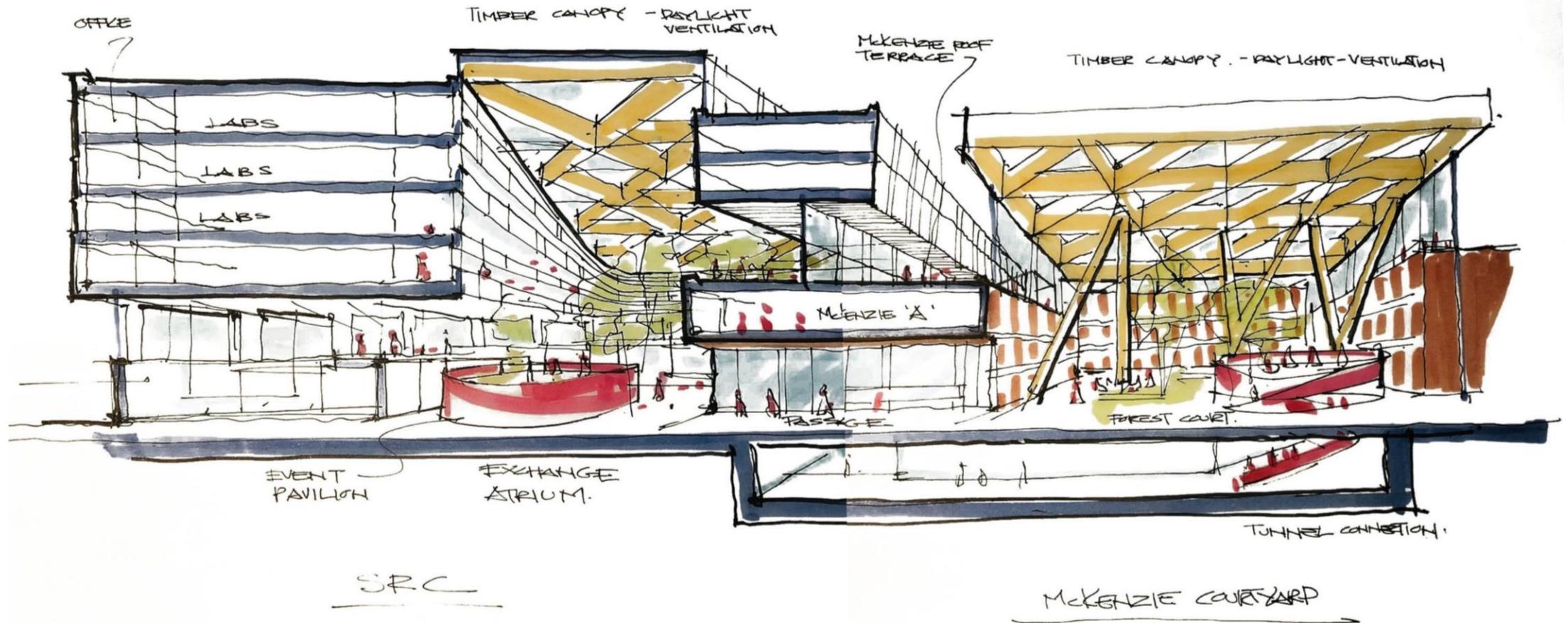
The Forest as a Metaphor for Architecture

- A vertically layered ecosystem of use and occupation
- Responsive and adaptable systems
- Inspired by natural light materiality and form



Concept

A Journey through a Landscape of innovation and inspiration



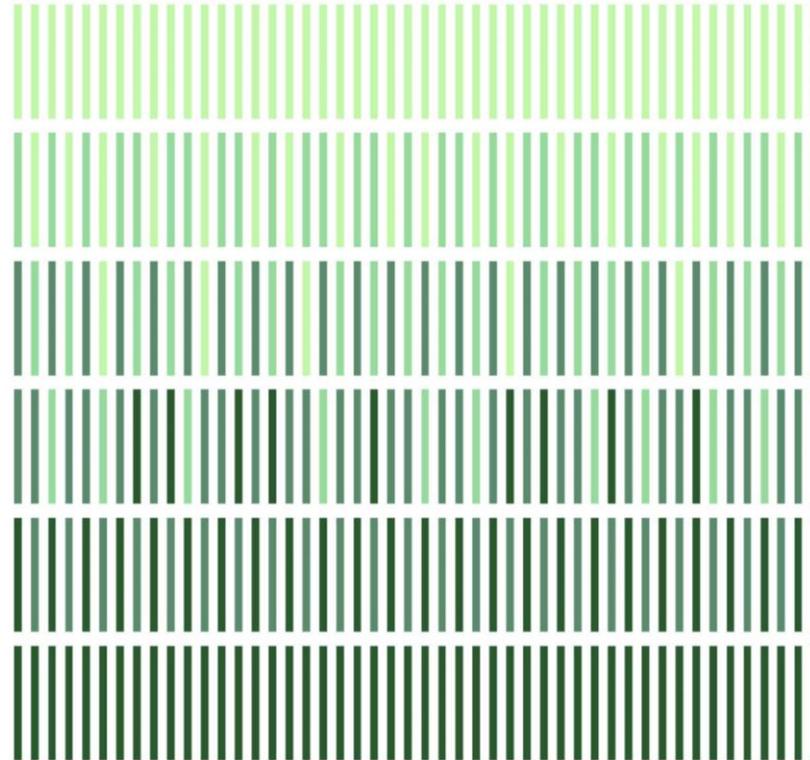
The Forest as a Metaphor for Architecture

Overstory Canopy

Understory Canopy
Research ecosystem

Middle Story (Shrub layer)
teaching and administration

Forest Floor
Public trails and signature spaces



**Perspective view from the Canal side
– towards Engineering Plaza**



**Perspective view from the Canal side
- towards Engineering Plaza**



**Perspective view from the Canal side
– towards SRC West Entrance**



Perspective view from the Residential
Precinct – towards SRC East Entrance



Atrium View
From the West Entrance





**Atrium View
From the 6th floor looking West**



MacKenzie Courtyard Re-imagined
View looking North towards Block-A

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 15 October 2021
From:	Building Program Committee	Date of Meeting: 03 December 2021
Subject:	Strive for Sustainability Annual Report	
Responsible	Vice-President (Finance and Administration)	
Portfolio:		

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

None

3.0 EXECUTIVE SUMMARY

Carleton University is committed to embedding continuous sustainability improvement, to further enhance performance, in all operations, research and teaching. A commitment to sustainability allows for Carleton to reduce its collective impact while ensuring the continued enjoyment of its unique campus.

This demonstrable commitment has seen Carleton build upon existing work and programs. In 2018 Carleton was ranked 57/911 universities (2nd in Canada) in the UI Green Metric Global university sustainability rankings. Carleton already demonstrated its commitment to carbon neutrality by becoming a signatory to the United Nations Climate Change Race to Zero pledge by 2050. Since 2005 the University has shown a 35% reduction in absolute Green House Gas (GHG) reduction. Showing progress towards a 50% reduction target by 2030. To engage students, FMP partnered with the World Wildlife Fund (WWF)'s Living Campus Program. In the broader community, FMP has further developed the Green Workplace Certification across campus and Carleton is a member of the Green Business Ottawa group working with them to improve sustainability goals.

From an operational perspective, the last year demonstrated a 5% carbon reduction from the previous year. Organic composting was implemented across all buildings on campus and the co-generation plant became operational. A new covered secure biking facility was installed and electric vehicle charging stations was expanded to the newly developed P7 parking lot.

Over the next few months, we are working with Rafik on the creation of an Environment, Climate Change and Sustainability steering committee with faculty, staff and student representation. FMP will co-chair this committee with Rafik. We are also working on Environmental, Social and Governance (ESG) goals to review how we can embed those key themes into the sustainability plan.

4.0 INPUT FROM OTHER SOURCES

The Sustainability Annual Report was prepared by Facilities Management and Planning, with additional information from respective project managers and partner reports, including energy and waste data.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Sustainability Report provides a broad understanding of key programs and KPI metrics as they relate to sustainability within the previous fiscal year. The report, therefore, aligns to outcomes within the Strategic Plan and the Campus Master Plan.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Carleton's Strategic integrated plan has identified sustainability as a core element and objective of the plan. Failure to achieve sustainable goals as established by the university could be a significant strategic and reputational risk. In addition, failure to reduce carbon footprint could result in higher energy costs through carbon taxes and our energy consumption costs. The risk is mitigated by implementing sustainability goals and monitoring their achievement in the plan.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

DUC has drafted a communication plan that FMP has been implementing to highlight the plan and engage the wider community and external stakeholders.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Sustainability Programs Update

Building Program Committee

November 2021

Scott Macdonald, Director, Energy and Sustainability

Agenda

- Highlights and Key Programs
- Community Engagement and Collaboration
- Leadership
- Operations
- Next Steps and Horizon Scanning

Highlights

- Release of Comprehensive Sustainability Plan (2020)
- ‘Strive for Sustainability’ one of three key directions within Carleton university SIP (Strategic Integrated Plan)
- UI Green Metric (2020) ranking Carleton 57/911 (Global) of 2nd (Canada)
- Signatory to Race to Zero and 2050 Carbon Neutral commitment
- New Waste Contract and waste strategy
- Green Restaurant Certification (3 Star Certified)
- New Energy Master Plan (2021)
- Nicol Building certified as 4 Green Globes

Goals / Targets

- Release of Comprehensive Sustainability Plan (2020)
- Our vision is to be a leading Canadian university that shapes and strengthens sustainability in society and contributes to the well-being of the community in which it operates.
- New Energy Master Plan (2021)

Reduce Carleton University's Environmental Footprint:

Develop a phased plan to reduce GHG emissions and to reduce targets by 2030 and become a carbon neutral campus by 2050

Reduce Utility Operational Costs:

Optimize utility operation costs

Increase Reliability and Safety:

Increase the system redundancy and resiliency;

Mitigate the impact of operational failures and interruptions.

Community Engagement and Collaboration

'progress in driving improvement towards sustainability are dependent on the active involvement of all members of our community' Sustainability Plan 2020-2025

- Active Champions Group
- Green Workplace Certification – accreditation for Sprott and Procurement (2021)
- Earth Hour Program, working with Student Groups
- Active member of Green Business Ottawa (Envirocentre)
- Partnership with World Wildlife Fund (WWF) towards the Living Campus Program
- Increase in student engagement with 800+ followers on Instagram and Facebook feeds
- Waste Reduction Week participation



Carleton students recognized as living planet leaders

Leadership

'Carleton will demonstrate leadership by integrating sustainability principles into its decision making and activities' Sustainability Plan 2020-2025

- New Comprehensive Sustainability Plan (2020-2025) launched
- New Energy Master Plan with a carbon neutral commitment by 2050
- Emerging Excellence Award from Green Business Ottawa
- Signatory to UN Carbon reduction commitment within Higher Education
- Involvement with University Global Coalition and implementation of Sustainable Development Goals (SDG) in Higher Education
- Membership of WUSC (World University Service of Canada) training advisory panel for environment and climate
- Carleton Staff and Faculty Carbon Literacy Certified (The Carbon Literacy Trust) – program for wider staff training in development
- Development of AASHE (Association for the Advancement of Sustainability in Higher Education) STARS 3.0 data

Operations

'Work towards a future where both operations and infrastructure embody and exemplify sustainability principles, best practice and innovation' Sustainability Plan 2020-2025

Energy

- New Energy Master Plan – a peer reviewed plan and community developed plan towards carbon neutrality and energy security
- 5% carbon savings compared to FY 2019-2020
- Co-generation plant operational
- LED retrofit programs and building re-commissioning of building audits in planning stages

Sustainable Buildings and Biodiversity

- Nicol Building certified to 4 Green Globes
- New residence building planned for Canadian Green Building Zero Carbon
- Funding approval for Green Space upgrades
- Update to Outdoor Space Master Plan providing wider holistic plan for campus biodiversity

Operations



Travel and Transport

- Bike Month promotions with webinar and training
- New secure bike parking adjacent to Dunton Tower
- Funding source for expanded Electric Vehicle charging in P7 upgrades
- Footbridge connecting campus to Vincent Massey
- Ongoing campus updates including roundabout to facilitate traffic flow - links to campus transportation plan

Operations

Waste and Recycling

- New waste contract with emphasis on zero waste, partnership approach
- New Waste and Recycling look up App allowing the Carleton community to review waste items – over 1000 look-ups in first 12 months
- Roll-out of 4 stream waste bins to include organic waste collection in all buildings
- Removal of office bins to improve contamination rates
- Campus waste audit to identify key problem areas
- Waste packaging review in-line with legislation and single use plastic updates
- Waste reduction week promotion
- Installation of in-ground waste bins – reducing vehicle movement



Operations

Food and Dining

- Fairtrade Week promotion and communications
- Campus Fairtrade certification and new steering committee with student and faculty involvement
- Green Restaurant Certification
- Carleton Dining supporting sustainable fishery operations by serving MSC certified Tuna, Cod and Haddock
- Partnership with Mealshare, a one-for-one social enterprise that provides, youth-in-need a simple healthy meal.
- Increase in local (Ontario and Quebec) sourcing of ingredients



Next steps

- Continued implementation of Sustainability and Energy Plan
- AASHE STARS (Sustainable Tracking Assessment and Rating System) submission pending 3.0 version (2022)
- Environment, Climate Change and Sustainability steering committee – full staff, faculty and student representation
- Development of ESG (Environment, Social and Governance) and review of synergies with ongoing work, including reporting and key themes (i.e. Investments and Energy)
- Development of UN SDG (Sustainable Development Goals) student training
- Return to campus programs and promotions – carshare, EV parking, green workplace, organic waste, champions groups.



BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:	1 November 2021
From:	Finance Committee	Date of Meeting:	03 December 2021
Subject:	Update on the 2021/22 Ancillary Budget		
Responsible	Vice-President (Finance and Administration)		
Portfolio:	& Vice-President (Students and Enrolment)		

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

Carleton University's ancillary services are an essential part of the student experience and support the campus community with a wide range of activities. The on-going impact of the COVID-19 pandemic on university operations continues to put financial pressure on ancillaries. Although on-campus activity has increased this academic year, fiscal 2022 results are not expected to return to pre-pandemic levels. The anticipated losses incurred by ancillary services are expected to be lower than what was realized in fiscal 2021.

As part of the fiscal 2022 budgeting process, ancillary units were asked to prepare both an optimistic scenario, which assumed most of activities would return to campus by the fall of 2021 and that restrictions would be significantly eased, and a pessimistic scenario, which assumed campus activities for the fiscal 2022 would be similarly restricted as they were throughout fiscal 2021.

An updated consolidated ancillary services preliminary projection has been prepared for fiscal 2022 and forecasts that ancillary services will incur a loss of \$1.4M this year. This projection is significantly improved from the budgeted 2022 results which forecast losses of between \$11.5M and \$29.8M. The main contributors to this improved projection are the impact that increased activity on campus has had on the financial positions of the university's largest ancillary units (Housing, Dining, Athletics, and Parking) and the financial support ancillary services have received from university's capital reserve to fund deferred maintenance projects in 2021 and 2022. As a result of this preliminary projection, ancillary services are expected to retain an accumulated surplus of \$20.5M after 2022.

4.0 INPUT FROM OTHER SOURCES

Ancillary services senior managers were asked in October of 2021 to prepare financial projections for fiscal 2022. These financial projections assume that on-campus activity for the remainder of fiscal 2022 will remain similar to the activity seen in the fall of 2021 with consideration given to each ancillary's unique operational constraints. Ancillary services continue to ensure that key services are provided in a safe and appropriate manner and follow all government health and safety regulations and the guidance of the Return-to-Campus committee.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

In fiscal 2020, the university's largest ancillary units, Housing, Dining, Athletics, and Parking, generated 78% of all ancillary services revenue. As a result of the pandemic, these revenues decline by 69% in fiscal 2021. In addition, fixed costs such as facility maintenance, contractual arrangements, debt-servicing costs, full-time labour, and planned major renovations remained significant during this period. Variable costs related to usage and casual labour decreased during this same period, but not enough to offset the decline in revenue.

For fiscal 2022, the projected financial performance of ancillary services has improved substantially. Housing was able to make 84% of its inventory of beds available for student occupancy, which exceeded the budgeted 80% occupancy. Due to strong student demand for accommodations, these beds were fully subscribed resulting in projected revenues that exceed expectations. As a result of strong residence occupancy, Dining Services student meal plan revenues have increased significantly. As on-campus activity levels are lower than before the pandemic, retail dining revenues remain low. The easing of pandemic related restrictions has also had a positive impact on Athletics revenues however restrictions in the past year have resulted in a 20% decrease in facility rental, sport league, and other program revenues. While no parking fees were charged until October 2021, it is expected that for the remainder of fiscal 2022, staff and faculty parking revenues should return to pre-pandemic levels. Visitor parking revenue will be at 30% of typical revenues.

Overall expenses have remained comparable to expectations. In addition, the ability to replace aging infrastructure and provide students with modern facilities has a significant impact on the University's ability to recruit and retain students. As a result of funding received from the university's capital reserve, deferred maintenance spending has been consistent over the last two years with all large ancillaries addressing their facilities requirements. Deferred maintenance spending includes the replacement of locks in residence, building system upgrades, the P7 parking expansion, and other infrastructure projects.

6.0 FINANCIAL IMPLICATIONS

Ancillary units are expected to generate sufficient revenue to cover the total costs of providing services, including developing reserves to cover capital renewal and deferred maintenance. Prior to the pandemic, ancillary reserves had grown to \$40.8M and these funds were earmarked for reinvestment within ancillary services. It is projected the on-going pandemic will erode this surplus to \$20.5M and it is uncertain when ancillaries can expect to return to their pre-pandemic revenue levels. In fiscal 2022, the largest ancillaries have seen a significant improvement in their financial positions making overall financial recovery more likely.

While it is projected that by the end of fiscal 2022 the consolidated ancillary portfolio will have an accumulated surplus, the majority of this surplus will be within two departments: Athletics & Housing, and a number of ancillaries including Parking, Dining, The Print Shop, and Campus Card are projected to be in an accumulated deficit position. It is recommended that these ancillary units continue to be permitted to carry accumulated deficits while management develops plans to repay deficits, identify opportunities to support these units, and determines future demand for these services.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Through prudent fiscal management, ancillary services have been able to generate surpluses for many years. These accumulated surpluses allowed the University to maintain and renew aging infrastructure and accommodate the changing needs of students. The impact of the on-going pandemic on ancillary operations strained ancillary services financial position and increase operational, financial, and reputational risks. The support received from the university's capital reserve allowed for continued necessary investment in infrastructure ensuring students have access to modern facilities and further supported the goals of recruiting and retaining students. As there is uncertainty as to the long-term impact on some ancillary services and future demand for these services, management will monitor the situation to determine opportunities for efficiency and development of new revenue streams.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Ancillary services support the academic and research mission of the University, and directly affect the student campus experience. They are an important factor in students' satisfaction. The University must continuously strive to provide cost-effective services that are sustainable and competitive with other institutions. Failure to do so could have an impact on the University's reputation and recruitment. Communication and marketing of ancillary services is an integral part of the work of the various units.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

2021-22 Ancillary Services Projections

November 18, 2021

Overview of Ancillary Projections

- Pandemic continues to put financial pressure on ancillary services
- Housing, Athletics, Dining Services, & Parking Services have seen a significant increase in activity over last year
- Unlikely that ancillary units will return to normal operations in the current year
- Any losses incurred will be significantly lower than prior year

Consolidated Projections

	2020-21 Final (\$000's)	Optimistic 2021-22 Budget (\$000's)	Pessimistic 2021-22 Budget (\$000's)	2021-22 Projection (\$000's)
Revenue	25,516	54,926	31,531	48,921
Expenses	33,008	42,996	38,043	39,459
Operating surplus (deficit)	(7,492)	11,930	(6,512)	9,462
Transfers to Operating Fund	19	577	431	537
Renovations & capital debt	22,543	22,822	22,822	21,643
Transfer from capital reserve	11,164	-	-	11,292
Year-end surplus (deficit)	(18,890)	(11,469)	(29,765)	(1,426)
Accumulated surplus (deficit)	21,876	10,407	(7,889)	20,450

The Board of Governors approved \$22.5M of funding from University Capital Reserves to fund deferred maintenance in 2021 & 2022

Housing, Residence Life & Conference

- Housing occupancy at 84% in fall semester
- Assumed winter semester occupancy would be similar
- Deferred maintenance projects proceeded as planned
- Summer 2021 conferences remained suspended

Housing, Residence Life & Conference

	2020-21 Final (\$000's)	Optimistic 2021 -22 Budget (\$000's)	Pessimistic 2021 -22 Budget (\$000's)	2021-22 Projection (\$000's)
Revenue	9,283	20,757	12,778	21,578
Expenses	10,435	13,207	13,203	12,346
Operating surplus (deficit)	(1,152)	7,550	(425)	9,232
Renovations & capital debt	13,394	10,407	10,407	11,313
Transfer from capital reserve	7,944	-	-	5,856
Year-end surplus (deficit)	(6,602)	(2,857)	(10,832)	3,775
Accumulated surplus	3,692	835	(7,140)	7,467

Current year occupancy levels exceed the optimistic scenario
(84% vs 80%)

Dining Services

- Meal plan revenues increased due to high occupancy in residence
- Retail sales remain low due to lack of on-campus activity
- Assumed campus activity & residence occupancy would remain stable in the winter semester
- Deferred maintenance projects in Commons & Food Court were undertaken in the current year

Dining Services

	2020-21 Final (\$000's)	Optimistic 2021-22 Budget (\$000's)	Pessimistic 2021-22 Budget (\$000's)	2021-22 Projection (\$000's)
Revenue	569	3,791	1,029	4,466
Expenses	2,599	3,930	3,067	3,364
Operating surplus (deficit)	2,030	(139)	(2,038)	1,102
Transfers to Operating Fund & ACF	14	1,381	1,192	167
Renovations & capital debt	1,276	1,946	1,946	2,416
Transfer from capital reserve	580	-	-	1,720
Year-end surplus (deficit)	(2,740)	(3,466)	(5,176)	239
Accumulated surplus (deficit)	(322)	(3,788)	(5,498)	(83)

Dining Services will be unable to make its scheduled contribution to the Ancillary Capital Fund without incurring a significant deficit in 2021-22

Physical Recreation & Athletics

- Assuming no further lockdowns & ability to move to increased capacity as of the fall 2021
- Student fees were charged at 50% for spring/summer & charged in full during the fall/winter
- Restricted activity in summer months reduced program revenues by 20%
- Costs for varsity sports & playoffs higher than expected

Physical Recreation & Athletics

	2020-21 Final (\$000's)	Optimistic 2021-22 Budget (\$000's)	Pessimistic 2021-22 Budget (\$000's)	2021-22 Projection (\$000's)
Revenue	5,787	11,704	6,667	10,576
Expenses	6,755	10,909	8,776	11,625
Operating surplus (deficit)	(968)	795	(2,109)	(1,049)
Renovations & capital debt	1,423	2,641	2,641	3,089
Transfer from capital reserve	659	-	-	2,534
Year-end surplus (deficit)	(1,732)	(1,846)	(4,750)	(1,604)
Accumulated surplus	11,438	9,592	6,688	9,834

Deferred maintenance projects shifted from 2021 to 2022

Parking Services

- No parking fees were charged until October 2021
- Staff & faculty revenue should be at pre-pandemic levels for the remainder of the year
- Visitor parking will be 30% of pre-covid revenue due to reduced on-campus events and programs
- Projects for 2021-22 include annual repairs to P9, Engineering and Consulting Services for P4 and P7 upgrades

Parking Services

	2020-21 Final (\$000's)	Optimistic 2021 -22 Budget (\$000's)	Pessimistic 2021 -22 Budget (\$000's)	2021-22 Projection (\$000's)
Revenue	118	5,058	20	2,250
Expenses	2,035	2,662	2,132	2,513
Operating surplus (deficit)	(1,917)	2,396	(2,112)	(263)
Transfers to Operating Fund	-	299	225	299
Renovations & capital debt	2,877	5,476	5,476	5,230
Transfer from capital reserve & ACF	1,641	-	-	3,676
Year-end surplus (deficit)	(3,153)	(3,379)	(7,813)	(2,116)
Accumulated surplus (deficit)	955	(2,424)	(6,858)	(1,161)

Other ancillary units

- The Print Shop
- The Bookstore
- Health & Counselling Services
- Carleton Dominion Chalmers Centre
- University Centre
- National Wildlife Research Centre
- Ancillary Capital Fund

Summation & Next Steps

- Ancillary Services are meeting the optimistic scenario for budget year 2022
- With the transfer from capital reserves, Ancillary Services projecting small deficit of \$1.4M in 2022
- Accumulated Surplus of \$20.5M
- Preparation of 2022-23 budgets in fall/winter
- Presentation of budgets at March Finance Committee

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:	27 October 2021
From:	Finance Committee	Date of Meeting:	03 December 2021
Subject:	Investment Report for the Endowment		
Responsible Portfolio:	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

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

The objective of the Fund is to achieve returns that will allow annual distributions of 4% of a moving four-year average of the market value of the Fund and a 1% administrative levy while preserving the real value of the Fund in perpetuity. Results for this period show that this objective has been met. The four year annualized return for the period was 9.5%

Carleton University **Combined Endowment**

Performance for periods ending September 30, 2021

Market Value \$363.0 m (\$328.9 m 2020, \$304.8 m 2019)

	<u>1Q</u>	<u>1 year</u>	<u>2 years</u>	<u>4 years</u>	<u>5 years</u>
Total Combined Endowment (%)	0.5	13.7	11.0	9.5	8.3
<i>Benchmark</i>	<i>0.8</i>	<i>15.7</i>	<i>11.3</i>	<i>9.4</i>	<i>8.6</i>
Value added	-0.3	-2.0	-0.3	0.1	-0.3

Note: Performance numbers are gross of fees.

In fiscal year 2020, the annual distribution from the Endowment fund was \$12.7 million, providing \$3.6 million for scholarships and awards, \$3.6 million in bursaries, and \$5.5 million in support to other academic and student service initiatives that would otherwise be funded from operations.

4.0 INPUT FROM OTHER SOURCES

BNY Mellon is the independent performance measurement provider for the Fund. Information from their reports for the period ending September 30, 2021 were used in preparing this investment report.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Carleton University Endowment Fund is comprised of three subsidiary funds – the General Endowment and two smaller, single-manager funds - the Sprott Bursary and the Jarislowsky Chair in Water and Global Health.

The Student Investment Fund run by students in the Sprott School of Business also manages a small portfolio.

Most donations to the University are invested in the General Endowment which holds 94% of the combined assets. The General Endowment is invested in a diversified portfolio of Canadian and non-Canadian equities, Canadian fixed income, and global infrastructure funds. More detail about the investment performance and external managers for the General Endowment can be found in **Appendix A**.

Details about the Sprott Bursary, the Jarislowsky Chair fund and the Student Investment Fund are found in **Appendix B**.

The Endowment is strategically important for Carleton; the annual distribution provides funds for student support and other University initiatives.

An important initiative this year was the establishment of a joint subcommittee of the Investment Committee and the Pension Committee that is in the process of a comprehensive review of the Responsible Investing (RI) policy for the Endowment and the Pension funds (as well, the policy will apply to the University's non-endowed capital). This review will include a review of the RI policy and also recommend various ways in which the RI function can be elevated at Carleton.

6.0 FINANCIAL IMPLICATIONS

The performance of the Endowment Fund has an impact on the University's operating budget, most significantly in generating funds for student financial assistance. Annual distributions are made from the Fund at a rate of 4% of a four- year moving average of the market value of the Fund. A key objective of the Fund's investment policy is to meet this expenditure rate and to preserve the real value of the Endowment capital in perpetuity. As noted above, in the University's 2020 fiscal year, \$12.7 million.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report assists the Finance Committee of the Board in its oversight of the Investment Committee for the Fund.

Major risks posed by the Endowment Fund relate to the failure of the Fund to generate enough revenue to meet required financial commitments, the risk of the Fund not being managed in accordance with the investment policy for the Fund, and the reputational risk if the first two risks are not appropriately managed.

The Investment Committee manages the Fund in accordance with the Statement of Investment Policies and Procedures developed for the Endowment Fund. The Investment Committee's terms of reference require periodic reporting to the Finance Committee of the Board of Governors. The Investment Committee is comprised of the Vice President, Finance and Administration, the Assistant Vice President, Finance, the Director, Pension Fund Management,

a Dean (appointed by the President), a member of the Board of Governors, and two or more external members who have expertise in the area of investments.

Financial risk largely rests with the possibility of capital market performance that results in negative performance on the portfolio. This risk is mitigated by diversifying the portfolio and requiring quality constraints on individual securities. In addition, the use of a four-year average for calculating distributions from the Fund smooths peaks and troughs of investment returns and, thereby, of the annual distributions from the Fund.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There is no reputational implication that requires a communications strategy.

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix A

The General Endowment

The General Endowment represents over 90% of all endowed funds. Distributions from this Fund support numerous student aid and other campus initiatives. The General Endowment totaled \$340.3 million at September 30, 2021, up from \$303.3 million at September 30, 2020.

The General Endowment is managed by Phillips, Hager & North (“PH&N”), and MFS Institutional Advisors (“MFS”). The Fund also holds an infrastructure investments managed by Brookfield, GIP IV (Global Infrastructure Partners) and JPM IIF (JP Morgan). JPM was funded in 2021; full funding of GIP IV has not occurred. Note that for infrastructure investments, the pace of funding is determined by the investment manager. The manager requests funds from the investor periodically as individual assets within the infrastructure fund are acquired. This process takes time and cannot be controlled by Carleton.

Carleton University **General Endowment**

Performance for periods ending September 30,
2021

Market value \$340.3 m (\$303.3 m 2020,
\$285.4 m 2019)

	<u>1Q</u>	<u>1 year</u>	<u>2 years</u>	<u>4 years</u>	<u>5 years</u>
Total General Endowment	0.7	15.5	10.8	9.5	8.9
<i>Benchmark</i>	<i>0.8</i>	<i>15.7</i>	<i>11.3</i>	<i>9.4</i>	<i>8.6</i>
Value added	-0.1	-0.2	-0.5	0.1	0.3

Asset Mix of the General Endowment

The policy asset mix and the current asset mix are:

	<u>Policy</u>	<u>Current</u>	<u>Variance</u>
Canadian fixed income	20%	27.2%	7.2%
Canadian equities	25%	25.1%	0.1%
Global equities	40%	40.7%	0.7%
Infrastructure	15%	7.0%	-8.0%

Weightings for all asset classes are within the 10% ranges permitted under policy. The variances at September 30, 2021 compared to a year ago, show a reduction in global equities and an increase in infrastructure. As capital calls for the infrastructure mandates continue to be received, the asset mix will show a further flow of funds to infrastructure which will bring the Canadian fixed income weighting closer to policy.

Investment Managers

At September 30, 2021, the investment counsel for the General Endowment were:

<u>Investment Manager</u>	<u>\$ (millions)</u>	<u>% of Total</u>	<u>Mandate</u>
PH&N	\$ 178.0	52.1%	Can equities (45%), fixed income (55%)
MFS	\$ 138.6	45.5%	Non-Canadian equities
Infrastructure	<u>\$ 23.7</u>	<u>2.4%</u>	Infrastructure (3 funds)
	\$ 340.3	100.0%	

At September 30, 2021, the managers' returns were as follow:

	<u>1Q</u>	<u>1 year</u>	<u>2 years</u>	<u>4 years</u>
PH&N	0.1	12.9	9.1	7.4
<i>Benchmark</i>	-0.2	9.4	7.1	6.6
Value added	0.3	2.5	2.0	0.8

	<u>1Q</u>	<u>1 year</u>	<u>2 years</u>	<u>4 years</u>
MFS	1.3	22.1	14.4	12.9
<i>Benchmark</i>	2.4	22.0	16.8	13.2
Value added	-1.1	0.1	-2.4	-0.3

	<u>1Q</u>	<u>1 year</u>	<u>2 years</u>	<u>4 years</u>
Brookfield	2.3	-5.3	-2.3	0.2
<i>Benchmark</i>	2.3	9.1	7.1	7.2
Value added	0.0	-14.4	-9.4	-7.0

Appendix B

The Sprott Bursary

The Sprott Bursary was established in November 2012. At the donor's request, the Bursary assets are invested solely by Sprott Asset Management ("SAM"). Distributions from this Fund support bursaries established by donations from Eric Sprott. This fund is not combined with the General Endowment.

At September 30, 2021, the value of the Bursary was \$17.5 million (\$21.1 m 2020, \$14.9 m at September 30, 2019). Returns were as follow:

	<u>1Q</u>	<u>1 year</u>	<u>2 years</u>	<u>4 years</u>
Sprott Bursary	-4.2	-12.1	14.6	10.5
<i>Benchmark</i>	<i>0.2</i>	<i>28.0</i>	<i>13.1</i>	<i>9.75</i>
Value added	-4.4	-40.2	1.5	0.75

Jarislowsky Chair in Water and Global Health

This \$5.0 m endowment (\$4.4 m in 2020) was funded in December 2015. This endowment has been set up as a single-purpose endowment and will not be combined with the General Endowment. The fund is invested in a balanced portfolio of Canadian and non-Canadian stocks and Canadian fixed income managed by Jarislowsky Fraser Limited. The return for the quarter ended September 30, 2021 was 3.3% (benchmark was 1.3%), for one year, 16.5% (benchmark was 16.7%), the return for two years was 11.3% (benchmark, 12.7%), and for four years 10.1% (benchmark 10.5%).

The Student Investment Fund (SIF)

The Student Investment Fund (SIF) was established in 2008. Students in the Sprott School of Business were given \$500,000 of endowment funds with a mandate to invest in Canadian and US equities. The value of the SIF at June 30, 2021 was \$1.8 million.

Performance of the SIF as June 30, 2021 was:

	<u>1 year</u>	<u>2 years</u>	<u>4 years</u>
SIF	33.9	27.2	19.0
<i>Benchmark</i>	<i>30.2</i>	<i>18.2</i>	<i>14.6</i>
Value added	3.7	9.0	4.4

The structure of the SIF includes a team of students who fill the roles of portfolio managers, sector managers and equity analysts. There is a quantitative/risk analyst position and a marketing position. The SIF is supervised by Howard Nemiroff, Associate Dean of the ESSB. The SIF presents to the Investment Committee at least semi-annually. The Investment Committee has been impressed by the evolution of the SIF and the continual improvement to their internal processes and investment analysis. Most recently, the SIF has made significant progress in the area of responsible investing, incorporating analysis of Environmental, Social and Governance factors into their investment decision making.

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:	28 October 2021
From:	Finance Committee	Date of Meeting:	03 December 2021
Subject:	Pension Plan Report		
Responsible Portfolio:	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

This report is intended to give the Finance Committee an overview of the Carleton University Retirement Plan (“the Plan”). The University is the Sponsor of the Plan. Per the governance structure of the Plan, the Finance Committee and Board of Governors must approve certain decisions of the Pension Committee. This report assists in fulfilling these functions.

Each of the following areas are addressed In Section 5.0.

- Governance of the Plan,
- Regulatory Environment,
- Financial Position of the Plan,
- Investment of the Pension Fund (“the Fund”), and
- Performance of the Pension Fund.
- Responsible Investing

Of particular note in the 2020/21 Retirement Plan year:

- The next actuarial valuation of the Plan will be at July 1, 2022. The Pension Committee monitors the financial position of the Plan in the inter-valuation period. This work shows that the Plan is fully funded on a going-concern basis at June 30, 2021.
- The COVID-19 pandemic resulted in a negative 10% return on the Pension Fund in March/April. The Fund subsequently recovered the loss, ending the June 30, 2020 Plan year with a -0.5% return. The recovery continued, and the Plan ended the June 30, 2021 Plan year with a 24.6% return.
- The Pension Committee currently is undertaking an “asset/liability modelling” (ALM) study. This study allows the Committee to assess the effectiveness of the Fund’s current asset mix in meeting important Plan metrics such as the funded status of the Plan and the likelihood of providing pension adjustments to retirees. Scenario analysis is done on alternative asset mixes that may improve returns, reduce risk, or both.
- A subcommittee of members of the Pension Committee and the Investment Committee for the Endowment Fund has been created to undertake a comprehensive review of Carleton’s existing responsible investing (RI) policies for the Pension and Endowment Funds. The subcommittee will also look at ways in which the RI function can be expanded.
- The Director, Pension Fund Management, will be retiring in June, 2022. Work has begun on succession planning, including a reorganization of the Pension Fund Management department to ensure that the resources are in place to allow Carleton to meet the needs of the Plan stakeholders (active members, the University, retirees) and the standard of care required of those who manage pension plans

4.0 INPUT FROM OTHER SOURCES

BNY Mellon is the independent performance measurement provider for the Fund. Mercer is the actuary for the Plan. Certain information in this report is based on information from these experts.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

1. Governance of the Plan

The Pension Benefits Act (Ontario) requires the Plan to have a Sponsor and an Administrator. Carleton University fills both these roles. The University, as Administrator, has delegated responsibility for administering the Plan to the Pension Committee, per Section 15 of the Retirement Plan text. All matters regarding the administration of the Plan, including plan design changes and hiring or firing of investment managers, are the responsibility of the Pension Committee. Recommendations of the Pension Committee must be approved by the Finance Committee and Board of Governors. Items not approved are referred back to the Pension Committee.

The Plan is jointly governed in that the Pension Committee consists of individuals from the University, the Plan membership, and the Board of Governors. The 8-person membership of the Committee is defined in Section 15 of the Plan text. It includes five members elected or appointed by Plan members (two representing CUASA, one representing CUPE 2424, one representing CUPE 910, OPSEU 404, and CUPE 3778, one representing all non-union Plan members), an appointee of the Board of Governors, and two ex-officio members (Director, Pension Fund Management, and Assistant Vice President, Human Resources or delegate).

All parties involved in the administration of the Plan must act with the highest standard of care and in the best interests of all Plan beneficiaries. This principle is set out in the Pension Benefits Act (Ontario) and common law.

2. Regulatory Environment

There have been no significant regulatory changes in the current plan year. The provincial funding rules underwent a major revision about three years ago and remain in place. In terms of assessing the funded status of the Plan (and related regular and special payment requirements), the rules are

Solvency (hypothetical windup) funding requirements. Solvency valuations must still be filed but solvency special payments are required only when the funded status falls below 85%. (The funded status is the ratio of assets in a pension fund to the liabilities for accrued pension benefits.) The Carleton Plan is above this threshold.

Going concern funding rules. Going concern deficits must be amortized over 10 years. In addition, a “Provision for Adverse Deviations” (“PfAD”) must be calculated and fully funded. The purpose of the PfAD is to provide a cushion against market volatility, thereby making benefits more secure. The PfAD for Carleton is 10% of actuarial liabilities. It is estimated that the going-concern position of the Carleton Plan is fully funded at this point.

3. Financial Position of the Plan

The most recent actuarial valuation was at July 1, 2019. Valuations are required at least every three years. The next valuation for the Carleton Plan will be as at July 1, 2022.

Actuarial valuations must be filed with the Financial Services Regulatory Authority (FSRA). They determine the funded position of the Plan (i.e. whether in surplus or deficit) and the contribution requirements for the period until the next valuation. The Pension Committee monitors the financial position of the Plan in the periods between valuations. Recent analysis suggests that the Plan will remain in a strong funded position. (Note that projections of the financial position are difficult in that market volatility may negatively impact the results.)

4. Investment of the Pension Fund

The market value of the Pension Fund at June 30, 2021 was \$1.63 billion (\$1.34 billion at 2020 and \$1.38 billion in 2019). External investment counsel are retained to manage the Fund. A Statement of Investment Policies and Procedures sets out the parameters for investing the Fund. It is reviewed and approved annually by the Pension Committee, and then by

the Finance Committee of the Board and full Board upon the recommendation of the Pension Committee. The policy and actual asset mixes at that date were:

Asset Mix – June 30, 2021

Asset Class	% of Total Fund		
	Policy	Actual	Investment Counsel
Canadian equities	25	28	Phillips, Hager & North; MFS; Foyston, Gordon & Payne
Canadian fixed income	20	21	Phillips, Hager & North, MFS
Global large-cap equity	25	27	Alliance Bernstein, MFS
Emerging market equity	5	6	William Blair
Global small cap equity	5	5	Brandes
US high-yield debt	5	5	Mackay Shields
Infrastructure (LPs)	15	8	4 Limited Partnerships
	100	100	

5. Performance of the Pension Fund

The long-term investment objective for the Fund, as set out in the Statement of Investment Policies and Procedures, is to achieve a real return of 4.1% net of fees. Fees are just under 0.5%. The investment policy recognizes that there will be volatility of returns and that the 4.1% real return may not be achieved in every year.

Carleton University Retirement Plan
Performance at June 30, 2021

	<u>1 Q</u>	<u>1 Year</u>	<u>2 years</u>	<u>4 years</u>	<u>10 years</u>
Total Return, %	5.7	24.9	11.3	8.8	9.6
Benchmark	5.1	20.5	11.6	9.2	8.4
Value added above benchmark	0.6	4.4	-0.3	-0.4	1.4

Performance numbers are gross of fees.

The Fund underperformed the benchmark in 2020. This was due mainly to two factors: the impact of COVID and investment counsel using value style investing (in both Canadian and global equities). These impacts reversed over the past year and the Fund outperformed. Returns for longer periods outperformed the benchmarks.

6.0 Responsible Investing

Responsible investing (RI) is an area in which the Carleton community has great interest. Carleton has had an RI policy in place for the Pension fund for over a decade. It is based on the Principles for Responsible Investment (PRI), a global organization that is a leader in RI best practices. The policy is founded on the belief that incorporating Environmental, Social and Governance (ESG) factors into the investment decision making process can lead to better risk-adjusted returns in investment portfolios. Implementation of Carleton’s RI policy requires each of the Investment Managers to complete a detailed questionnaire about their RI policies, resources, and practices. In addition, each manager must provide a comprehensive report on RI issues, in person, to the Pension Committee on an annual basis. In addition, Carleton joined the University Network for Investor Engagement (UNIE), a group that has combined to undertake “active engagement” with portfolio companies; i.e. to meet with management of the companies to set ESG goals (often around climate change) and to monitor progress.

A subcommittee has been established to complete a comprehensive review of responsible investing, as related to investment pools, at Carleton. The subcommittee membership includes Pension Committee members, Investment

Committee members and an external consultant, ESG Global Advisors. In addition to a thorough review of the current RI policy, the work will extend to include various environmental, social and governance issues, such as measuring ESG/carbon exposures in the portfolios and expanding communication about RI for stakeholders in the Pension Plan, Endowment Fund and the Carleton community at large. It is expected that additional resources in the Pension Fund Management department will be put in place to manage an elevated RI function.

6.0 FINANCIAL IMPLICATIONS

The Plan’s strong financial position is good news. However, the Plan will remain subject to risks on an on-going basis that may result in deficits and increased contributions. The interest rate and capital market returns are subject to future volatility and could be challenging. Although exogenous factors are outside our control, the Pension Committee takes steps to mitigate their impact including monitoring and review of the portfolio and the investment managers.

The Pension Committee is working on an asset/liability study to review the asset mix of the Pension Fund and impact of rate of return projections on the funded status of the Plan, future contribution requirements, and the amount of positive adjustments to retiree pensions. The model produces a range of results, under a number of economic scenarios. Changes to the asset mix will be evaluated to see if they produce more favorable outcomes.

The Pension Committee reviews investment manager performance on a quarterly basis and more frequently if managers underperform.

The financial position of the Plan is monitored in consultation with the actuary between triennial valuations which facilitates planning for the next valuation. It also allows the Pension Committee to take defensive measures to mitigate negative financial impacts.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report assists the Finance Committee of the Board as it supports the University in its role as Sponsor and Administrator of the Retirement Plan.

The financial stability of the Plan is of strategic importance to the University, given its size, continued growth, and potential for volatility in funding requirements. Operational and financial risk are high. A related risk 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,

The Plan is subject to regulatory risk as well. An example of this is the required use of prescribed interest rates for solvency valuations which can result in special pension contributions. Ongoing review of legislation is in place.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There is no reputational implication that requires a communications strategy.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



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 June 18, 2021 at 10:00 am
Via Videoconference**

Minutes – Open Session

Present: A. Ahmad, S. Ajila, V. Asi, C. Ayalogu, B.A. Bacon (Chair), M. Baez, M. Barbeau, O. Baysal, S. Blanchard, A. Bowker, D. Brown, N. Bruni, J. Bruno, P. Burch (proxy for J. Ramnarine) A. Chandler, M. Close, T. Daniels, J. Dawson, D. Deugo, D. Dragunoiu, D. Edi, M. Gagne, P. Garcia, G. Garland, D. Gillberg, R. Goubran, M. Haines, C. Joslin, L. Kostiuik, J. Kovalio, B. A. Kuzmarov (Clerk), E. Kwan, A. Lannon, C. Laurendeau, K. Lucas, M. Lundy, B. MacLeod, S. Maguire, H. Nemiroff, B. O’Neill, J. Paulson, P. Rankin, M. Rooney, D. Russell, S. Sadaf, J. Sinclair-Palm, S. Sivathayalan, E. Sloan, P. Smith, D. Sprague, R. S. Sundarraj, J. Taber, K. Taylor, J. Tomberlin, A. Tremblay, C. Trudel, L. Tsintsadze, C. Viju, K. von Finckenstein, J. Voordouw, J. Wallace, P. Wilson, J. Wolfart, P. Wolff, B. Wright W. Ye

Regrets: K. AlWazir, B. Hallgrimsson, K. Hellemans, C. Macdonald, J. Milner, M. Piché, J. Ramnarine

Absent: C. Davis, S. Gulati, O. Hobbs, F. Hosseinian, A. Luko, R. McKay, J. Moore, B. Popplewell, J. Stoner

Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda (Open)

The Chair welcomed Senators to the Open Session of the meeting.

It was **MOVED** (D. Dragunoiu, S. Sivathayalan) that Senate approve the open agenda for the meeting of Senate on June 18, 2021, as presented.

The motion **PASSED**.

2. Minutes: May 28, 2021

It was **MOVED** (W. Ye, D. Sprague) that Senate approve the minutes of the Open Session of the Senate meeting of May 28, 2021 as presented.

The motion **PASSED**.

3. Matters Arising:

The Chair provided an update on the situation of PhD student Cihan Erdal, who has been detained in Turkey since September. Cihan has been conditionally released from jail but must remain in Turkey at this time. Carleton continues to work with Global Affairs Canada towards Cihan's safe return to Canada.

4. Chair's Remarks

The Chair began his remarks with an update on the pandemic. Ontario currently is in Phase 1 of its re-opening framework. The outlook for Canadians continues to improve as vaccination rates increase and case numbers continue to decline.

The Chair acknowledged the discovery of 215 Indigenous children's remains at a former residential school site in Kamloops. Carleton stands in solidarity with Indigenous communities, faculty and staff as we remember and honour the victims and survivors of the residential school system. Carleton's flags have been lowered to half-mast to honour these children. The Chair also acknowledged that June is Indigenous History month, and reminded Senators that Carleton must continue to move forward with reconciliation efforts and the recommendations of Kinàmàgawin.

The Chair also condemned the June 6th hit-and-run attack in London Ontario, that took the lives of four members of a Muslim family. Terrorism charges have been brought against the driver. Carleton mourns alongside all residents of London Ontario, and stands in solidarity with the Muslim community. Campus flags were lowered to half-mast to honour those who lost their lives.

June is also Pride Month, an opportunity to show support for LGBTQ2S+ members of our community. Carleton is committed to providing a safe space for all on our campus. The Chair encouraged Senators to review the CU News Room for more information on Pride Month features.

Earlier in June, Carleton also celebrated Appreciation Week, a virtual week-long series of events and activities that replaced, this year, the in-person Appreciation Day that normally occurs in mid-June. The Chair thanked all within the community for their creativity and flexibility in successfully completing a long and challenging academic year. In recognition of the hard work and resilience of the Carleton community, an extra Appreciation Day holiday will be offered to faculty and staff on July 2, 2021.

The Chair next noted that twenty-six Senators will be retiring from Senate at the end of this month. He thanked all for their collegiality, hard work, and support of academic governance.

Finally, the Chair extended a warm thank-you to the Clerk of Senate, Betina Appel Kuzmarov, who is leaving her position as of June 30, 2021 after a 3-year tenure. The Chair reminded Senate of Professor Kuzmarov's many accomplishments as Clerk, including her leadership role in the creation of the Free Speech Policy, and her contributions as co-chair of the SIP Task Force. Professor Kuzmarov will be missed for her grace, humility and compassion, and the Chair wished her all the best in her new role as Chair of the Department Law & Legal Studies. Senate welcomes Senator Elinor Sloan as the next Clerk, beginning on July 1, 2021.

5. Question Period

Four questions were submitted in advance by Senators:

1) Question from Johannes Wolfart

The University's digital strategy is clearly an academic matter, subject to Senate oversight; however, there are also implications for workloads, technical support, professional development allocations, and the like. Will details of Carleton's digital strategy be bargained with affected unions at Carleton? How will such processes intersect with Senate approval procedure?

Senator Wolfart agreed to allow this question to be answered during agenda item 8 (Digital Strategy), later in the Senate meeting.

2) Question from Justin Paulson

One of the Kinàmàgawin calls to action was a recommendation that many more classrooms have moveable furniture and the ability to arrange chairs and desks in a circle. Since the calls to action were released, we have now completed an entire academic year in which no classrooms were used at all—surely an excellent time to move forward on this recommendation and renovate the many classrooms (besides lecture halls) that had fixed seating. Was this done, and to how many classrooms? (I ask because I've been told when trying to schedule in-person graduate seminars for the fall that in most cases they will have to be in rooms with fixed seating.) If no such changes were made in the past year, why not?

Response provided by AVP Teaching & Learning David Hornsby: Teaching & Learning Services, FMP and Scheduling & Exam Services have been working collaboratively on this issue. Out of the 178 general pool classrooms, 105 include movable furniture, but at this time only 50 can enable learning circles as specified in Kinàmàgawin. 20 out of the 21 general classrooms in the new Nicol Building do have movable furniture to this standard, and plans are underway to convert more classrooms, particularly in Southam Hall.

3) Questions from Morgan Rooney

- a. Many Carleton employees took advantage of the university's considerate offer to receive the AstraZeneca vaccination from Health and Counselling Services between May 5 and May 11. At the time of their original booking, those employees also received a booking for a second shot. Now that Ontario has discontinued the first-shot use of AstraZeneca, **can administration provide those staff members with an update regarding Health and Counselling Services' current/future role in the vaccination campaign? Do we know yet, for instance, if those second-shot bookings will be honoured? And, if so, do we have a sense as to what type of vaccination (AstraZeneca and/or one of the mRNA options) will be available to that group?**

Response provided by VP Students & Learning Suzanne Blanchard: Health and Counselling Services is able to administer the Covid-19 vaccine and is collaborating with Ottawa Public Health on allocations to ensure adequate supplies are procured for the Carleton community. Individuals who have received the AstraZeneca vaccine at Carleton as their first dose are being contacted individually and will have a choice of either AstraZeneca or mRNA for their second vaccination. Efforts are underway to procure enough vaccinations to service the entire Carleton community for both first and second shots, including individuals who received their first vaccination off-

campus. Health and Counselling Service anticipates that this additional supply should arrive on campus in early July. Senators are encouraged to visit the Carleton Covid-19 website for the most recent updates to vaccination information.

- b. Nearly 8 months ago, in response to a question seeking clarity as to what constitutes a reasonable or appropriate workload in a 0.5 credit course, the Provost committed to “exploring options through SCCASP with the advice of pedagogical experts” ([October 30, Senate Meeting Minutes](#), p.7). Without such guidance, individual faculty members will continue to be left to decide for themselves, students will continue to experience different workload expectations from course to course, and in all likelihood faculty and administration will continue to face workload complaints from students. In other words, it is in everyone’s interest—administration, instructors, students—that this question be resolved so that there is a common reference point. **Can the Provost or SCCASP update Senate on any progress on this issue, and/or provide a timeline as to when everyone can expect to gain some clarity on this subject?**

Response provided by SCCASP Chair Howard Nemiroff: This question has been on SCCASP’s radar, but because of other Covid-related priorities it has not yet been addressed by the committee. Understanding the impact of different and inconsistent workloads will require discussions with various stakeholders and potentially a benchmarking study. The issue is on the agenda for the SCCASP Summer Retreat in August, and Senate will be provided with an update in mid to late Fall of 2021.

6. Administration (Clerk)

a. Membership ratifications

Four faculty members and 2 Board of Governors representatives were ratified for new terms as Senators beginning July 1, 2021.

It was **MOVED** (B. Kuzmarov, M. Haines) that Senate ratify the new Senate appointments, as presented, for terms beginning July 1, 2021.

The motion **PASSED**.

b. 2021/22 Revised Senate Schedule

The Clerk noted that the Senate schedule for 2021/22 has been revised to include a possible special meeting, if required, on Friday August 20, 2021 at 2:00 pm. A copy of the revised schedule was included in the Senate meeting package.

7. Reports:

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

Howard Nemiroff, Chair of SCCASP presented three items for Senate approval and one item for information.

Items for Approval:

- **Minimum CGPA requirements for graduation – some additions and updates to CGPA requirements for degree programs**

It was **MOVED** (H. Nemiroff, D. Dragunoiu) that Senate approves the revisions to regulation R-UG-3.4.6 Minimum CGPA Requirements for Graduation effective for the 2021/22 Undergraduate Calendar as presented.

The motion **PASSED**.

- **Academic Integrity Policy**

The Chair of SCCASP provided an introduction and broad summary of this item. The last update to the AI Policy was approved by Senate on June 26, 2015. A subcommittee was established over a year ago to work through the policy and to suggest revisions. The policy has been updated to address course-sharing websites (Course Hero, CHEGG) and other new online issues.

Two major concerns were addressed by the committee in this revision. One issue is the large increase in AI allegations which has

resulted in a backlog of cases; the other issue is the lack of policy education among instructors, teaching assistants and students.

The first issue was addressed through the suggestion of a parking ticket approach, which would allow students to plead guilty on their first AI offence in order to receive a lesser, clearly defined sanction. Since most AI allegations are founded, students who acknowledge they have committed an offence can have their file dealt with quickly. For those students who feel that they have been wrongfully accused, the ombuds service pathway still exists, and students also can request a meeting to discuss the allegation(s).

The policy education issue will be addressed in collaboration with TLS and EIC through the development of videos, workshops, AI Orientation Day discussions, and classroom presentations for TAs, Instructors and students.

Next steps for the committee will include data gathering to determine any inherent biases and/or relationship between academic integrity offences and equity-seeking groups.

The committee Chair noted that a clean document was circulated to Senators in advance, without track changes, for clarity.

It was **MOVED** (H. Nemiroff, J. Wolfart) that Senate approves the revisions to the Academic Integrity Policy, as presented.

Discussion:

In response to a question from the floor, it was noted that the new "parking ticket" approach is included in Section VII, Item 3:

The Dean may provide the student with the option to assume responsibility and forego a formal statement. If such an option is provided, it will clearly outline the sanction to be applied.

Some Senators expressed concern with the removal from the policy of unauthorized resubmission of work as an academic integrity violation. The Chair noted that the committee decided that this is a grading issue specific to learning outcomes specified by the Instructor. In other words, the onus is on the instructor to specify in the course outline whether or not they will accept a student's previously submitted work. The instructor could then

address an offence against such a condition specified in the syllabus by assigning a lower grade to the student. If nothing is specified in the syllabus, the matter would be taken up by the instructor in consultation with the appropriate Associate Dean, on a case-by-case basis.

In response to another question, the Chair noted that although the committee did not consult specifically with student groups such as GSA, CUSA and CASG, graduate and undergraduate student voices were represented on the committee, and students did contribute to the discussion around the policy revisions.

A Senator asked a question related to the appeal of sanction (Article X) in the policy, specifically, whether the imposition of a penalty not consistent with the offence is grounds for an appeal. The committee Chair confirmed that this would be grounds for an appeal.

The motion **PASSED**.

- **R UG 5.4 Grading System – GNA (Grade Not Approved)**

This revision removes the reference to Academic Integrity violation as a reason for the GNA, due to privacy concerns.

It was **MOVED** (H. Nemiroff, A. Bowker) that Senate approves the revisions to regulation R-UG-5.4 Grading System effective for the 2021/22 Undergraduate Calendar as presented.

A Senator asked whether it might be better for the student to know why they have been assigned the GNA. The Chair responded that the intent is to use the GNA as a general comment. Specific reasons for the GNA should be communicated to students via letter/email from the Associate Dean, and students should be in receipt of the letter before the GNA appears on their record. Any potential issues with communications procedures can be addressed through workshops or consultations with the department(s).

The motion **PASSED**.

Item for information:

- Course Programs – Minor Modifications (June 1, June 15) were presented for information only.

7-Reports (cont'd):

b) Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair Dwight Deugo presented one new program and one cyclical review report for Senate approval.

Graduate Programs in Data Science and Analytics (new program approval)

Masters (MASc, MEng, MCS, MIT, MSc) and PhD

It was **MOVED** (D. Deugo, M. Gagne) that Senate approve the proposed graduate programs in Data Science and Analytics as presented.

The motion **PASSED**.

FARES – Computer Science

It was **MOVED** (D. Deugo, C. Laurendeau) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Computer Science.

The motion **PASSED**.

7-Reports (cont'd):

c) Senate Academic Governance Committee (SAGC) (B. Kuzmarov)

The Clerk presented two items for Senate approval.

Committee membership ratifications

A memo recommending the ratification of new committee members for the Senate Executive Committee, SCCASP, the Senate Academic Integrity Appeals Committee and the Senate Review Committee, for terms beginning in July 1, 2021 was circulated in advance.

It was **MOVED** (B. Kuzmarov, S. Ajila) that Senate ratify the new Senate committee appointments, as presented.

The motion **PASSED**.

Senate Review Committee Terms of Reference Update

Revised Terms of Reference for the Senate Review Committee were circulated in advance. Changes made as a result of reformatting included the addition of quorum/voting information, reporting structure and review schedule. No substantive changes to the content of the TOR were made in the revision.

It was **MOVED** (B. Kuzmarov, D. Russell) that Senate approve the changes to the Terms of Reference for the Senate Review Committee, as presented.

The motion **PASSED**.

7-Reports (cont'd):

d) Senate Review Committee (D. Russell)

The committee Chair, Donald Russell spoke to this item. The Senate Review Committee met on May 11, 2021 to review the Operating Budget that was presented to Senate in April. The committee presented a number of questions to the Provost as a result of its review of the budget. A report containing the questions and the responses from the Provost was circulated to Senators in advance with the meeting binder.

There were no further questions from Senators, and there was no discussion.

8. Digital Strategy

AVP Teaching & Learning David Hornsby (guest) presented a summary of the new Digital Strategy for Carleton. The purpose of the Digital Strategy is to highlight the role of digital technologies in achieving the goals of Carleton's Strategic Integrated Plan, while also presenting a vision for strengthening teaching and learning practices, building critical research capacity and modernizing the operational context.

The Digital Strategy Advisory Committee, composed of a cross-section of faculty, staff and students, began meeting in the Fall of 2020. In March of 2021, the project was announced and the Carleton community was invited to provide feedback via an online form. The Digital Strategy project is now in Phase Two, which includes a series of broad consultations with a variety of stakeholders across the university. The following six themes have emerged from feedback received so far:

- Simplicity
- Access and flexibility
- Collaboration
- Support
- Ethical decision making
- Automatization and virtualization

Senators were asked to identify key words associated with the digital strategy (via Poll Everywhere), while contributing questions and comments for discussion.

A Senator thanked AVP Hornsby for the presentation and for the philosophical approach, but noted that if the digital strategy results in course delivery changes, labour issues will inevitably occur. The Hyflex Teaching Model, for example, has resulted in numerous cases of workload issues that have not yet been addressed according to CUASA standards. There are many other examples of previous initiatives that were grieved and/or abandoned because of similar labour issues. The Senator noted that to ensure buy-in from teaching staff, these issues should be bargained with CUASA proactively, so that the Digital Strategy is a lasting initiative. AVP David Hornsby thanked the Senator for the input and noted that the Advisory Group will take these views into consideration in their deliberations. Any changes to provisions and conditions outlined in

collective agreements will mandate negotiations through formal mechanisms.

A Senator commented on the use of terms like holistic, integrated, synthesis, and university-wide in describing this project. The concern is that these terms direct faculty members to assimilate into a single system. Conformity and unity may serve a purpose at the administrative level, but they are at odds with the academic dimension that values and celebrates diversity, freedom and experimentation in teaching and research. The Chair responded that a holistic consideration of systems need not result in monolithic strategies, and he agreed that solutions need to remain local in the research and academic spheres. AVP Hornsby added that the Digital Strategy should be an enabling document that can incorporate diversity of research and pedagogies.

In response to a question from the floor it was noted that the Hyflex technology will be here to stay in classrooms as they are renovated, since it enables a range of engagement activities. Hyflex pedagogy, however, is not mandated and will remain a choice available for instructors.

The Chair thanked AVP David Hornsby and the Digital Strategy Advisory Group for their work on this initiative, and reminded Senators that the Digital Strategy team will return in the Fall for an additional fulsome consultation with Senate.

9. SIP Implementation Report

Due to time limitations, the Chair suggested that this item be tabled until the next Senate meeting.

It was **MOVED** (M. Rooney, J. Sinclair-Palm) that the SIP Implementation Report be tabled until the next Senate meeting.

The motion **PASSED**.

10. Reports for Information

- a) Senate Executive Minutes (May 18, 2021)
- b) Senate Committee Annual Reports (Library, SAIAC, Student Awards)

A Senator noted some inconsistencies in the Student Academic Integrity Appeals Committee (SAIAC) report regarding appeals and sanctions. Since the Chair of SAIAC was not present at the meeting to respond to the question, the Senator was advised to submit the question in writing to the Senate Office, to be forwarded to the Chair of SAIAC, then reported back to Senate at its next meeting via Matters Arising.

11. Other Business

- The Chair addressed a question from Senator Justin Paulson regarding the implementation of the recommendations from Kinàmàgawin. Senator Paulson's question had been submitted in time for Question Period but due to a filing error was not circulated within the meeting package:

It has been more than a year since Senate endorsed the Kinàmàgawin report and its 41 calls to action. The children's remains discovered at the Kamloops IRS is a harsh reminder of the urgency and importance of the implementation of these calls to action as a bare-minimum commitment by an educational institution built on unceded land. Can we please have an update from the administration as to how many of these calls have been addressed (and recommendations implemented) to date, which are being prioritized, and what the roadmap for full implementation looks like?

The Provost noted that the annual report is being prepared and will be presented to Senate in the Fall.

- The Chair noted that a motion has been proposed to recognize Betina Kuzmarov's outstanding contributions to Senate throughout her three-year term as Clerk of Senate from 2018 – 2021.

It was **MOVED** (M. Rooney, S. Maguire) that Senate waive the notice of motion for a motion of thanks to the outgoing Clerk of Senate. The motion **PASSED**.

It was **MOVED** (J. Paulson, D. Dragunoiu) that Senate thank Betina Kuzmarov for her outstanding contributions to Senate during her three-year term as Clerk of Senate from 2018-2021.

The motion **PASSED UNANIMOUSLY**.

12. Adjournment

The meeting was adjourned at 12:12 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 September 24, 2021 at 2:00 pm
Via Videoconference**

Minutes – Open Session

Present: S. Ajila, P. Andrée, B.A. Bacon (Chair), M. Baez, M. Barbeau, O. Baysal, V. Bhatia, S. Blanchard, D. Brown, M. Burns, B. Campbell, A. Chandler, T. Daniels, J. Dawson, C. Del Gaudio, M. DeRosa, D. Deugo, P. Garcia, D. Gillberg, V. Gonzalez, R. Goubran, S. Gulati, M. Haines, B. Hallgrimsson, A. Hashimi, L. Hayes, M. Huckvale, C. Joslin, K. Keller, C. Klein, L. Kostiuik, J. Kovalio, A. Lannon, C. Laurendeau, M. Lundy, A. MacGillivray, B. MacLeod, S. Maguire, J. Malloy, p. Mkandawire, M. Murphy, J. Murray, H. Nemiroff, B. O’Neill, G. Patey, J. Ramnarine, P. Rankin, M. Rodney, M. Rooney, D. Russell, S. Sadaf, J. Sinclair-Palm, S. Sivathayalan, E. Sloan (Clerk), P. Smith, D. Sprague, C. Taylor, K. Taylor, J. Tomberlin, J. Voordouw, P. Wilson, P. Wolff, B. Wright

Regrets: G. Garland, F. Goffi, J. Milner, B. O’Connor, J. Taber,

Absent: V. Asi, C. Ayalogu, K. Hellemans, F. Hosseinian, E. Kwan, R. McKay, D. Okoth, J. Wallace, W. Ye, C. Young

Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda

The Chair called the meeting to order at 2:05 pm, and welcomed the following 25 new Senators to the first Senate meeting of the 2021/22 academic year:

Ex Officio members

- Elinor Sloan (Clerk of Senate)
- Cindy Taylor (Interim Vice-President, Finance and Administration)
- Maria DeRosa (Interim Dean of Science)

- Federica Goffi (Interim Director, Azrieli School of Architecture and Urbanism)

Board of Governor Representatives

- Louise Hayes
- Brenda O'Connor

Faculty members

- Peter Andrée (FPA)
- Vandna Bhatia (FPA – Faculty Board Secretary)
- Bernadette Campbell (FASS)
- Jonathan Malloy (FPA)
- Paul Mkandawire (FASS)
- Mike Murphy (FASS)
- Julie Murray (FASS)
- Augustine Park (FASS) – to be ratified at this meeting
- Celia Young (FASS)
- Chiara Del Gaudio (FED – Industrial Design)

Student members

- Meghan Burns (UG - FPA)
- Valentina Vera Gonzalez (UG - Sprott) – to be ratified at this meeting
- Mackenzie Huckvale (UG - Science)
- Cassandra Klein (UG - FPA)
- Abigail MacGillivray (UG - FED)
- Gemma Patey (UG - FPA)
- Kimberley Keller (Graduate student)
- Deborah Okoth (Graduate student)
- Mason Rodney (Graduate student)

In turning to the agenda, the Chair noted that item 6-e (Convocation Dates – June 2022) will not be addressed at this meeting and should be pulled from the agenda.

With this modification, it was **MOVED** (S. Blanchard, M. Haines) that Senate approve the open agenda for the meeting of Senate on September 24 2021, as presented.

The motion **PASSED**.

2. Minutes: June 18, 2021 (open session)

It was **MOVED** (P. Smith, J. Sinclair-Palm) that Senate approve the minutes of the Open

Session of the Senate meeting of June 18, 2021 as presented.

The motion **PASSED**.

3. **Matters Arising:**

In the June 2021 Senate meeting, Senator Maguire asked a question regarding the annual report of the Senate Student Academic Integrity Appeals Committee (SAIAC). Since the Chair of SAIAC is not a member of Senate and was not at the June meeting, the question became an item for this meeting's *Matters Arising*.

Senator Maguire's question was sent to the Chair of SAIAC, and both the question and a written response from the Chair were circulated to Senators with the meeting binder. The response was acknowledged by Senator Maguire, and there were no further questions or discussion on the matter.

4. **Chair's Remarks**

The Chair began his remarks by thanking Senators for their contributions to a safe and gradual return to campus this fall. Vaccination rates for the Carleton community are very strong with 99% of faculty and staff and approximately 95% of students on campus fully vaccinated. However, in light of the continuing challenges with the fourth wave of Covid-19 in Ontario, an in-person Convocation will not be possible this fall. Virtual graduation celebrations will be held in November, and graduates will be invited back to campus to celebrate in person once it is safe to do so. In terms of future planning, the Chair noted that the Carleton University Scenario Planning Working Group is currently looking at recommendations for Winter 2022, as per past practice, and will aim to come to Senate at the October meeting.

The Chair then provided the following highlights:

- The **Nicol Building**, home of the Sprott School of Business, is officially open. Senators were invited to visit the building, and the new Bridgehead Coffee House inside, if they have not already done so.
- The **Joyce Family Foundation** has established a \$2.5M endowment to support bursaries for Indigenous students at Carleton. The university will match this gift with an additional \$2.5M to support other Indigenous initiatives. This investment is an important step towards meeting the objectives of Kinàmàgawin, Carleton's Indigenous Initiatives Strategy, approved in 2020. The Kinàmàgawin team will provide an update to Senate later this fall.
- **Manuella Vinciter** from the Department of Physics has received the Henry Marshall Tory Medal from the Royal Society of Canada for her outstanding work in experimental particle physics.
- **Erik Anonby** from the School of Linguistics and Language Studies, and the Department of French has been elected to the Royal Society of Canada's College of New Scholars, Artists and Scientists of the Royal Society of Canada.

- Biology professor **Lenore Fahrig** recently received a prestigious Guggenheim Fellowship to conduct an evidence-driven study of biodiversity conservation in fragmented habitats.
- **Richard Yu** from the School of Information Technology and the Department of Systems and Computer Engineering (FED) has been named a Fellow of the Canadian Academy of Engineering.

Finally, the Chair noted that as a result of the recent federal election, Ottawa Centre's new Member of Parliament is Yasir Naqvi. Mr. Naqvi is a Carleton alumnus who also represented Ottawa Centre as MPP in the former Liberal provincial government.

5. Question Period

Five questions were submitted in advance by Senators:

Questions submitted by Senator Andrea Chandler:

1. *In the last eighteen months, faculty, contract instructors and students have put considerable effort into make online classes interactive and engaging. Yet as of August 2021, Senate was still operating under the same conditions as early in the pandemic: Zoom sessions with cameras off except when speaking, allowing for less dialogue than when Senate met in person. Given that Senate meetings are likely to remain virtual for the time being, will steps be taken to make meetings more interactive? Is it necessary to keep cameras off when many of us have become accustomed to virtual conferences and classes?*

Response from Clerk of Senate: We look forward to Senate meeting in person again, but for now, members of Senate are welcome to keep cameras on during virtual Senate meetings, if they wish to do so, in order to allow for more interactivity. Staff will monitor for bandwidth problems and address any issues as they arise.

2. *Are there any circumstances that could arise that could compel an individual in-person course to be moved online? (for example, if a person in the class tests positive for COVID despite being fully vaccinated?)*

Response from VPSE Suzanne Blanchard: Protocols for dealing with positive Covid cases on campus are evolving as the context changes and vaccination rates rise, but currently the procedure is for the instructor or staff member to ensure that Covid symptoms are reported through the symptom reporting form in CU Screen. Follow-up will be initiated through Health and Counseling Services and/or Environmental Health & Safety, and a

decision on how to proceed will be made following an assessment, in accordance with Ottawa Public Health guidelines. A set of protocols will be circulated through the Deans' and Administrators' offices, and questions may be directed to the Covid info email account (covidinfo@carleton.ca)

In response to a follow-up question, the VPSE added that a few cases of Covid-19 were identified on campus within the past 10 days, but with rapid testing and containment protocols in place these numbers have been decreasing.

Questions submitted by Senator Morgan Rooney:

1. *This fall, Carleton is piloting a series of new course modalities, most significantly HyFlex. The cost to equip Carleton's classrooms to be able to teach bimodally was not insignificant, which raises the issue of the institution's long-term interest and plans on this front. While the appeal of this modality to students is easy to understand—i.e., it is more convenient to Zoom in than it is to commute to campus—the efficacy of this modality for student learning remains unknown: it is, frankly, too recent of an innovation to have much research backing it whatsoever. Moreover, the institution has recently discovered that what students like and what works for learning do not always align (see: the recent fate of CUOL, a bimodal approach to teaching that is being phased out due to concerns about poor student learning outcomes). What research, surveys, or other inquiries is Carleton planning to conduct into HyFlex this coming term so that we can begin to assess whether or not this new modality is any more effective for producing student learning than CUOL was?*

Response from AVP Teaching & Learning David Hornsby: Teaching and Learning Services is offering *Scholarship of Teaching and Learning* (SoTL) grants to support faculty members who may wish to engage in research on HyFlex efficacy and success. In addition, a cross-institutional study into Hyflex technology with Ottawa University, Brock University and UBC Okanagan Valley is underway and is yielding promising results. And finally, student success at Carleton is tracked through the Office of Institutional Research and Planning (OIRP), which also can provide information on this issue. AVP Hornsby added that Hyflex technology has been in use since 2007, but has become more prevalent since the pandemic as a synchronous tool that offers more engagement than CUOL.

2. *Precisely two years ago, Senators started inquiring about the need to add additional Senators from underrepresented university constituencies (Contract Instructors and Indigenous Graduate Students, respectively). For the original questions, see pp. 3-4 of the September 2019 minutes and pp. 4-5 of the January 2020 minutes. In September 2019, the Clerk informed Senate that these requests “will be taken to the Senate Academic Governance Committee for review and discussion” (p 4). In January 2020, the Clerk provided another update, saying that these suggestions “have been referred to the Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP) for consideration and addition to their work plan as appropriate” (p. 5). Of course, the pandemic has intervened in the interval, but that has not stopped the university from making progress on other agendas deemed high priority. Can the Clerk inform Senate as to the progress made on this item, and when Senate can expect to see a resolution? When will Senate’s membership be expanded to include representation more in alignment with the actual constituencies that make up the university?*

Response from Clerk of Senate Elinor Sloan: The Senate Academic Governance Committee has been engaged in updating committee Terms of Reference and Senate Policies over the past year. The Clerk noted that this work will continue over the fall term and once it is completed, the committee will then be able to turn to other issues including Senate membership.

3. *The Globe and Mail reported on September 3rd, 2021, that Canada’s Federal Public Health Officer Dr. Teresa Tam expects that Canada will see “more than 15,0000 new COVID-19 cases a day by October.” In light of this news, what is Carleton’s plan for the future of in-person learning and work on campus if and when we find ourselves in the midst of the largest wave of the pandemic yet? Do we have internal metrics that would trigger a closure of campus, or are we relying on guidance from a provincial government that, two days prior, made the dubious announcement that it no longer requires colleges and universities “to enforce physical distancing or capacity limits in most classrooms”?*

Response from Senate Chair: The decision-making process at Carleton is guided by protocols provided by provincial and municipal health authorities. The Ontario Provincial government and Ottawa Public Health provide basic guidelines and minimum standards that Carleton is obliged to follow. It is worth noting that Carleton has chosen to exceed current minimum requirements through physical distancing measures and vaccination requirements, which allows for greater flexibility and agility should provincial and municipal regulations increase and/or change.

6. Administration (Clerk)

a) Membership ratifications

The Clerk introduced a memo to ratify one faculty member, one undergraduate student and two Board of Governor representatives as new Senators.

It was **MOVED** (S. Sadaf, B. O'Neill) that Senate ratify the new Senate appointments, as presented, for terms beginning immediately.

The motion **PASSED**.

b) Senate Survey – Summary of Results.

The Clerk provided highlights from the third annual Senate survey, which was conducted in April of 2021. Areas of strength identified by Senators included strong leadership, efficiency and collegiality, and a seamless pivot to online meetings in 2020, which ensured the continuation of core Senate business throughout the early months of the pandemic. A full report was circulated in advance to Senators with the meeting materials. The Clerk thanked Senators for their participation. There were no questions from Senators.

c) Ombuds Advisory Committee membership

This committee, which has been renamed as the *Ombuds Coordinating Committee*, includes one member of Senate who has experience with the Ombuds office. Historically, this position has been filled by the Clerk of Senate.

It was **MOVED** (J. Tomberlin, M. Murphy) that Senate ratify the appointment of Clerk of Senate Elinor Sloan as the Senate representative on the Ombuds Coordinating Committee.

The motion **PASSED**.

d) VPFA Advisory Committee Membership Results

Senate was responsible for electing some of the members of the recently struck Vice-President Finance and Administration Advisory Committee. An election was held for the one contested undergraduate student representative position, and the faculty and graduate student positions were acclaimed. A memo listing Senate-elected members was circulated for information.

e) Convocation Dates – June 2022

This item was removed from the agenda.

7. Reports:

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

Howard Nemiroff, Chair of SCCASP presented five items for Senate approval.

Items for Approval:

- Types of Programs (Honours vs. non-Honours programs) R-UG-3.1.6

It was **MOVED** (H. Nemiroff, S. Maguire) that Senate approves the revisions to regulation R-UG-3.1.6 Types of Programs effective for the 2021/22 Undergraduate Calendar as presented.

The motion **PASSED**.

- Program Structure (R-UG-3.1.7) – clarifying wording on double counting restriction

It was **MOVED** (H. Nemiroff, P. Wolff) that Senate approves the revisions to regulation R-UG-3.1.7 Program Structure effective for the 2021/22 Undergraduate Calendar as presented.

The motion **PASSED**.

- Grading System –adding GNA to graduate calendar

It was **MOVED** (H. Nemiroff, S. Ajila) that Senate approves the addition of GNA as a grading notation effective for the 2021/22 Graduate Calendar as presented.

The motion **PASSED**.

- Compassionate Grading – extending the Compassionate Grading measures for Fall 2021

It was **MOVED** (H. Nemiroff, J. Ramnarine) that Senate approve an UG emergency response for the FALL 2021 term only, to allow undergraduate students to designate 0.5 credit courses SAT if a passing grade was earned, and for all undergraduate F grades to be automatically converted to UNS. This excludes grades that are assigned due to an Academic Integrity Offence.

The motion **PASSED**.

- Academic Performance Evaluation (ACE) – extension of APE amendment from 2020-21.

It was **MOVED** (H. Nemiroff, J. Sinclair-Palm) that Senate approve the proposal to allow the amendment of the Academic Performance Evaluation rules for the Fall-Winter 2021-2022 academic year, as presented.

A Senator asked about the long-term implications of this policy, particularly for students who might be continually struggling because of the pandemic and whose GPA for this two-year period could be very low. Could this policy ultimately result in students not being able to graduate? SCCASP Chair Nemiroff acknowledged the issue and noted that increased advising for these students is key, so that students are informed and aware of the risks and implications of these choices. VPSE Suzanne Blanchard added that enhanced advising for these students has been implemented for the past 1.5 years, and the uptake from students has been strong.

The motion **PASSED**.

7-Reports (cont'd):

b) Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair Dwight Deugo presented one cyclical review report for Senate approval.

FARES – Biology

It was **MOVED** (D. Deugo, P. Wolff) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate programs in Biology.

The motion **PASSED**.

7-Reports (cont'd):

c) Senate Academic Governance Committee (SAGC) (E. Sloan)

The Clerk presented a memo for the ratification of 11 nominations for vacancies on 7 committees, including the newly re-constituted Senate Graduate Student Appeal Committee.

It was **MOVED** (M. Rooney, S. Ajila) that Senate ratify the new Senate committee appointments, as presented.

A Senator asked why the Graduate Student Appeal Committee is lacking representation from the Faculty of Science in its membership. The Clerk responded that broad representation is always preferred for all committees, but that the Terms of Reference for this committee do not require that all Faculties are represented in the membership, and no nominations from the Faculty of Science were received.

The motion **PASSED**.

8. SIP Implementation Report

The Chair presented a report summarizing the progress made in implementing the strategic directions of the most recent Strategic Integrated Plan (SIP), which was launched in September 2020. A copy of the SIP was circulated to Senators in advance.

The SIP is organized around three broad strategic directions that mirror the three geographical edges of the campus:

- Canal (Western edge of campus) – Share Knowledge Shape the Future
- Community (Eastern edge of campus) – Serve Ottawa, Serve the World
- River (Southern edge of campus) – Strive for Wellness, Strive for Sustainability

Each of these directions is associated with a series of objectives and pathways that provide more detailed aspirational “We Will” statements and pathways towards their implementation. The Chair provided a number of concrete examples of how these objectives have been met over the past year:

- Share Knowledge/Shape the Future:
 - Positive growth in enrolment, retention, and employability rates
 - Continued increase in research funding
 - Interdisciplinarity identified as strength in SMA-3
 - Collaborative initiatives in Teaching & Learning including *Students as Partners Program* (SAPP) and Indigenous Learning Bundles

- Fiscal responsibility, leadership development and EDI initiatives
- Serve Ottawa/Serve the World:
 - Expansion of Community partnerships, including several with high tech and health care industries, and launching of *HUB for Good*
 - Development of new Community Engagement Centre
 - Development of inaugural International Strategic Plan
- Strive for Wellness/Sustainability
 - Development of Sustainability Plan
 - Revision of Student Mental Health Framework
 - Development of Coordinated Accessibility Strategy
 - Development of EDI Action Plan
 - Implementation of Kinàmàgawin and establishing the Joyce Family Foundation endowment to support Indigenous students.

The Chair concluded the report by listing some of the plans for the second year of the SIP:

- Continuation of the implementation of the various operational plans
- Development of new Academic Plan, as well as Faculty and Unit Plans
- Development of the Digital Strategy
- Updating of Student Mental Health Framework 3.0

There were no questions from Senators.

9. Digital Strategy Update

Associate Vice-President Teaching and Learning David Hornsby presented Senators with an update on the Digital Strategy. He began by reviewing the purpose and framework of the Digital Strategy, and the timeline of the project. Currently, the project is completing Stage 2 of the consultation process.

The presentation focussed on the results of this latest consultation phase, which ran from April to September of 2021. Nearly 600 staff, faculty and students were engaged in this process via community consultations, online feedback and social media. Through these consultations, a number of common themes have been identified:

- User Experience
- Equity and Inclusion
- Privacy and Security
- Support and Training
- Collaboration
- Automation
- Agility, Nimbleness

The presentation concluded with an outline of the next steps of the project, which include discussion and analysis of the data collected, development of a draft strategy over the Fall semester, and finally, approval of the final version by the Information Systems Executive Committee (ISEC) in December 2021.

The Chair thanked AVP Hornsby and his team for their work on this important initiative. There were no follow-up questions from Senators.

10. Reports for Information

- a) Senate Executive Minutes (August 10, 2021)

11. Other Business

A Senator asked for an update on the Sexual Violence Policy. VP Students and Enrolment Suzanne Blanchard provided a response, noting that the Sexual Violence Policy is being reviewed this year as per its 3-year review schedule. The review process will begin with a consultation phase in November, followed by a tactical phase, reporting and drafting, and concluding with the presentation of the revised policy to the Board of Governors for approval in June of 2022.

The Chair thanked Senators for their continued collegiality and engagement.

12. Adjournment

The meeting was adjourned (J. Sinclair-Palm, S. Ajila) at 3:47 pm.