

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

The 641st Meeting of the Board of Governors
Tuesday, April 30th, 2024 at 3:00 p.m.
Richcraft Hall 2440R

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA

- The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA

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

5. OPEN – ITEM(S) FOR APPROVAL

5.1 Loeb Building Renovations – Project Planning Report (C. Tessier & A. Hamdani)

- Executive summary, presentation and report were circulated in advance.

5.2 P9 Parking Garage Decommissioning – Project Implementation Report (C. Tessier & A. Hamdani)

- Executive summary, presentation and report were circulated in advance.

5.3 Capital Renewal Annual Funding (C. Tessier & A. Hamdani)

- Executive summary, presentation and report were circulated in advance.

5.4 2024/2025 Tuition Fees (A. Hamdani)

- Executive summary and presentation were circulated in advance.

5.5 2024/2025 Operating Budget (A. Hamdani)

- Executive summary, report and presentation were circulated in advance.

6. OPEN – ITEM(S) FOR INFORMATION

6.1 Coordinated Accessibility Strategy Annual Report (C. Malcolm Edwards)

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

6.2 Report from the Chair (G. Farrell)

- A verbal report will be given.

6.3 Report from the President (J. Tomberlin)

- A written report was circulated in advance.

6.4 Committee Chair Updates

- Advancement and University Relations (D. Greenberg)
- Building Program (C. Tessier)
- Finance (A. Hamdani)

7. OPEN – OTHER BUSINESS

8. OPEN - QUESTION PERIOD

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

AGENDA ITEM

5.1

To:	Board of Governors	Date of Report: 1 March 2024
From:	Chair, Finance Committee Chair, Building Program Committee	Date of Meeting: 30 April 2024
Subject:	Loeb Building Envelope Remediation and Replacement	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Building Program and Finance Committees, move to approve the Project Planning Report and proceed to a Project Implementation Report to include a class “B” estimate for the Loeb Building Envelope Remediation and Replacement at a project cost not to exceed \$40 million, as presented.

3.0 EXECUTIVE SUMMARY

This project seeks to modernize the Loeb Building, a pivotal structure accommodating various faculties and programs within the Carleton University campus. Nestled on University Drive, with scenic views of the Rideau River, this building has the potential to become a prominent landmark on the campus.

Upgrading the building’s envelope addresses safety issues along with enhancing the buildings aesthetic appeal, energy efficiency, and sustainability goals. The refurbishment of the 3rd-floor lobby aims to create a focal point and gathering space for students and staff.

Phase 1: The immediate safety repairs to the interior stairs and exterior guardrails were completed in 2022-2023.

Phase 2: Initiated in October 2022, Phase 2 focused on the building envelope design options, constructability methods, and energy-efficient solutions such as Building-Integrated Photovoltaics (BIPV). This phase progressed to the Design Development phase. The project team reviewed Design options, constructability methods and phasing, materials performance, and energy efficiencies to select the final options.

Phase 3: Preparation of construction drawings and specifications. The outcome will inform the selection of a General Contractor and construction methodology, considering budget constraints and occupants' needs.

The Campus Master Plan guides the design approach, emphasizing adherence to existing urban parameters, preservation of historic elements, and integration of new developments. Sustainable practices are paramount in designing and constructing new projects.

4.0 INPUT FROM OTHER SOURCES

This report is collaboratively prepared collaboratively by Facilities Management and Planning (FMP) with internal and external stakeholders, ensuring comprehensive input from various perspectives.

Internal Stakeholders:

- Building Occupants – Faculty of Public Affairs & Faculty of Art and Social Science
- FMP

External Stakeholders:

- CSV Architects – Comprehensive Building Condition Report - 2021
- Hariri Pontarini Architects (Architect of Record)
- Buller Crichton - Environmental Consultant – 2022
- WSP - Building Thermal Scanning – 2023
- Brook Restoration – Intrusive Investigation Contractor – 2023
- Turner and Townsend – Cost Consultant (Quantity Surveyor) – 2024
- Fairhall, Moffatt and Woodland – Site Surveyor - 2024

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Collaborating with Carleton University staff, the project consultant identified key areas for improvement in the Loeb Building, aligning safety, energy efficiency, and aesthetic enhancements with economical design principles. The recommended replacement of precast panels aligns with the original appearance, utilizing new technologies for economic designs.

The Loeb Building Envelope Remediation and Replacement Project aligns with:

- **Campus Master Plan:** The Loeb building envelope design follows the Campus Design Guidelines and adheres to the guiding principles. The established guidelines provide flexibility and structure, encourage creative, high-quality architectural and design expression and move the university closer to its sustainability goals.
- **Coordinated Accessibility Strategy:** Building on the principles of the Campus Master Plan and its design guidelines to create an accessible, safe, inclusive environment, this project aligns with the Coordinated Accessibility Strategy focus on the elimination of accessibility barriers. This relates to the removal of access barriers to the level 3 roof terrace which will be addressed through the Loeb Building Envelope Remediation and Replacement Project.
- **Energy Master Plan:** Loeb could generate around 30KWH/year (equal to savings of around \$10,000 annually) and would help to meet the objectives and targets identified in the Carleton University Energy Master Plan as follows:
 - Increase the number of renewable or alternative energy projects on campus through the use of Building-Integrated Photovoltaic (BIPV) panels.

- Achieve annual energy (electricity and gas) consumption reductions with the use of the Pressure-Equalized Rain-Screen Insulated Structure Technique (PERSIST) Technology and Building-Integrated Photovoltaic (BIPV).

6.0 FINANCIAL IMPLICATIONS

The estimated cost for the Loeb Building Envelope Remediation and Replacement project is \$40 million (Class C estimate), funded over a four-year period through the Debenture. Detailed cash flows will be provided as the project progresses.

Inclusion of additional scope for the 3rd-level lobby renovations and patio, with efforts to balance construction costs within the budget are being worked on by the project team and the cost consultant.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The current risks identified for this project are as follows:

- There is a risk that swing space may be required for occupants during construction. Although we have a construction implementation methodology placing the occupants within the building during the implementation, swing space may be required to minimize disruption.
- There is a risk of not meeting schedule and approved budget due to the volatile, uncertain, complex, and ambiguous (VUCA) market which is being driven by a lack of skilled trades in the construction industry.
- There is a risk of schedule and budget increases due to the building's age and unforeseen conditions, with secondary effects such as interior repairs being required.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Anticipated annual energy consumption reductions and a commitment to sustainable practices will enhance Carleton's reputation through initiatives such as Pressure-Equalized Rain-Screen Insulated Structure Technique (PERSIST) Technology and Building-Integrated Photovoltaic (BIPV) panels. This will also have an impact on Carleton's reputation regarding the environment and its obligation to create a functionally improved space for our community.

The project management team will update project sponsors and stakeholders regularly and make them aware of any financial, schedule and operational risks that the project may face.

Enhanced Campus communications through collaboration with the Assistant Director, Strategic Initiatives and Communications (Office of the Vice-President, Finance and Administration) will help in fostering open communication and transparency regarding financial, schedule, and operational aspects of the project.

In addition to the communications strategy, regular meetings with stakeholders will be scheduled to allow for open communication and transparency in regard to the project implementation and execution.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Loeb Building Renovations Project Planning Report

April 2024

Executive Summary

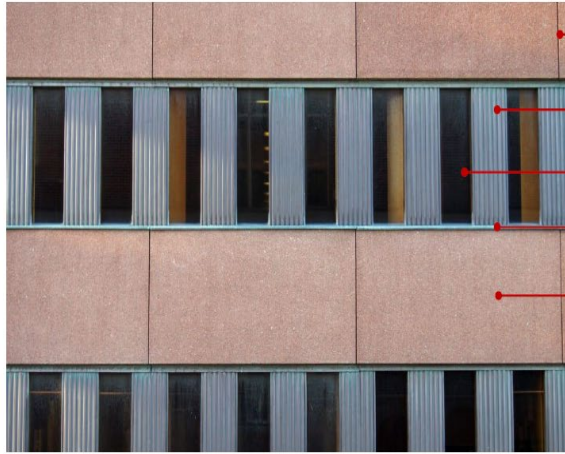
Carleton University has retained Hariri Pontarini Architects for the design services for the Loeb Building Envelope Renewal.

Design Methodology

Design methodology is focusing on improving the building exterior envelope aesthetics while increasing the energy efficiency and architectural integrity of the original façade.



Existing Building Envelope



Joint between precast panels

Ribbed red copper panel (replace)

Insulated Glass Unit (IGU) (replace)

Copper flashings (replace)

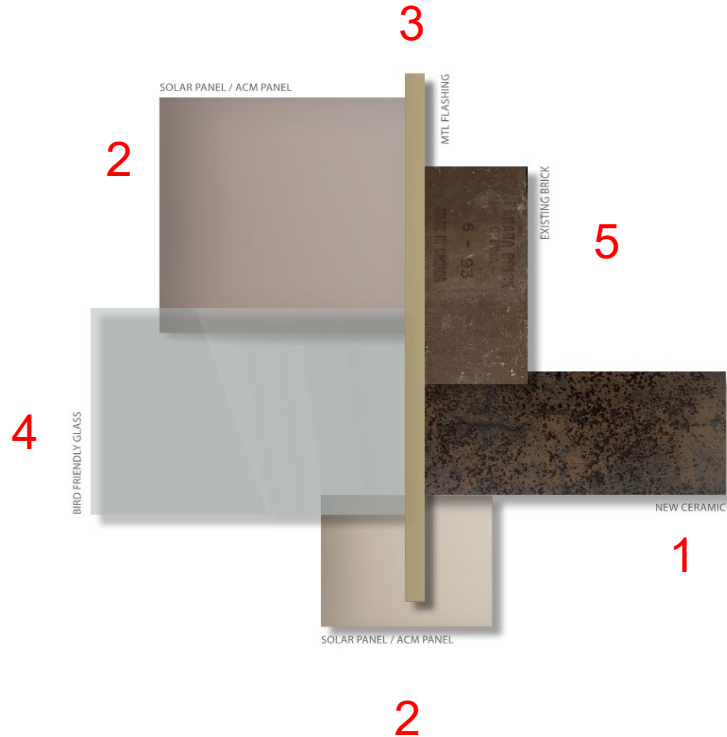
Exposed aggregate precast panel (replace)



Recommended Option with Ceramic Facing



Envelope Material Palette



Proposed Materials:

1. Ceramic (Building Towers A, B, C & D)
2. Solar Panels/ ACM Panels
3. Metal Flashing
4. Bird Friendly Glass
5. Brick (Repointing existing brick on the stair towers)

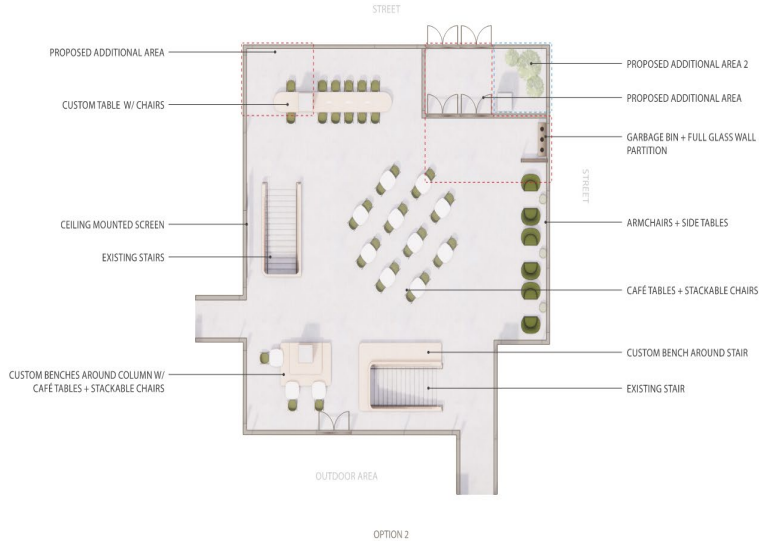
Proposed Land Acknowledgment Signage at the Lobby Entrance



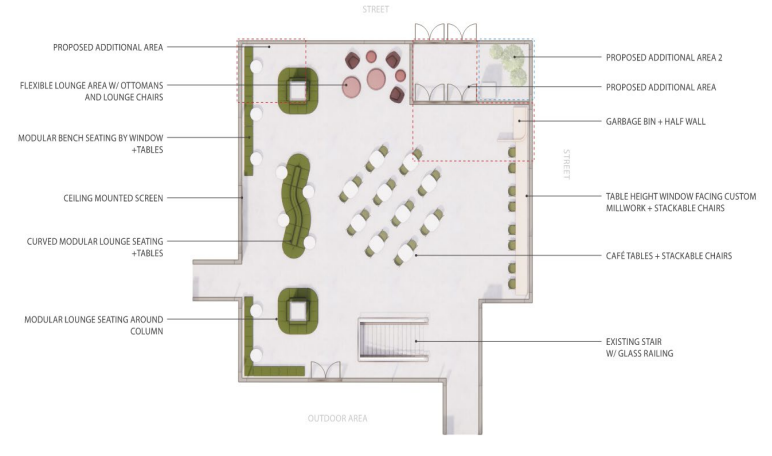
Proposed Lobby Design Options

To provide a new light and airy look with a modern twist to welcome the students and the occupants to utilize the space in the 3rd floor lobby of Tower C by adding a vestibule, multiple seating areas, and new lighting.

Option A: Two Staircases to be maintained



Option B: One of the staircases to be closed off to provide additional sitting spaces



Proposed Design for the 3rd Floor Patio



1. New Roof Membrane
2. New Skylight
3. Rooftop Planting
4. New Guardrail
5. Gathering and seating area

Risks

- Noise and dust interruption - partially occupied building during the construction phase
- The volatile, uncertain, complex, and ambiguous (VUCA) market
- Inflation and budget constraints
- The building's age increases the likelihood of unforeseen conditions

Updated Budget

Item	Value
Phase 1 – Immediate Repair	\$500,000.00
Construction Costs (based on 2023 Class C Estimate)	\$24,206,000.00
Construction Contingency	\$2,914,000.00
Escalation Allowance	\$2,504,000.00
Design Contingency	\$2,420,000.00
Professional Fees and Soft Costs	\$6,153,147.00
Total Construction and Soft Costs Tax @ 3.41% (Phase1 Excluded)	\$1,302,533.00
Total	\$40,000,000.00

Stakeholders and Funding

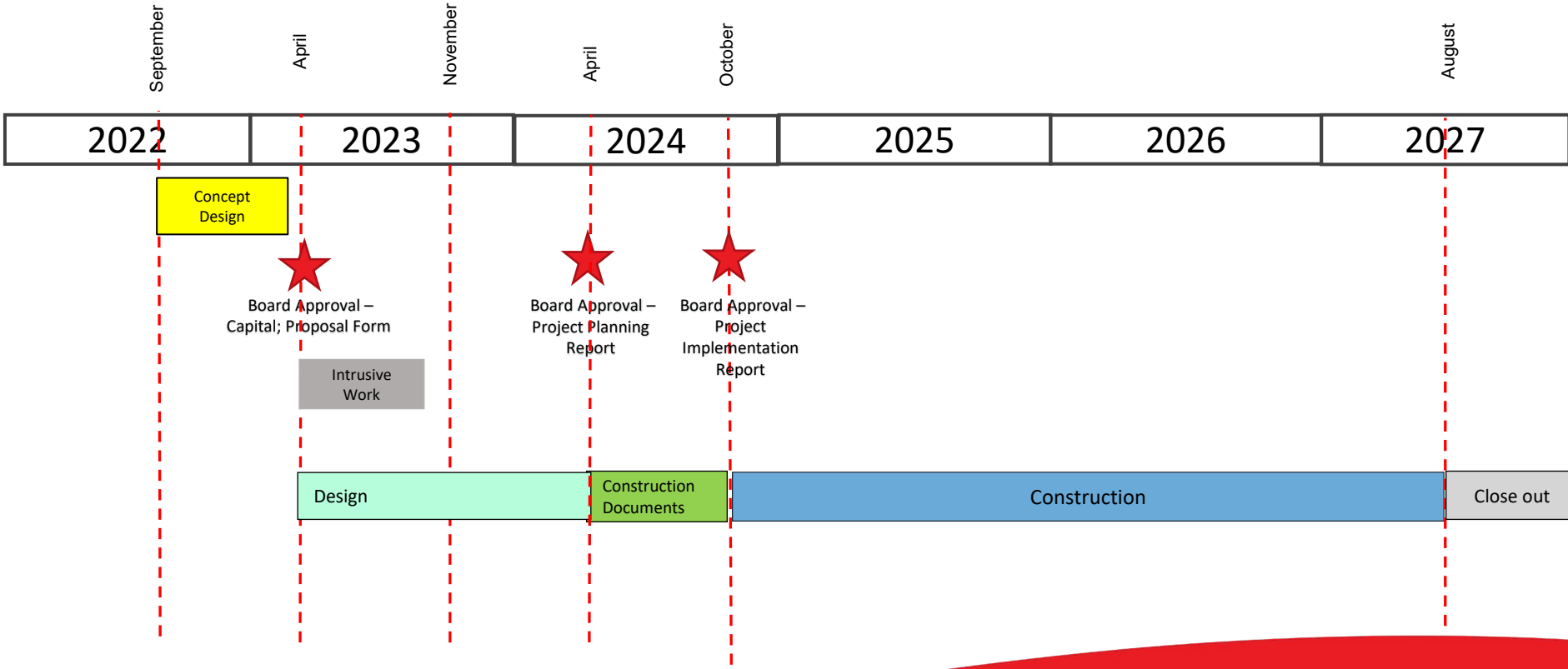
Stakeholders

- Facilities Management and Planning
- Faculty of Public Affairs and Faculty of Arts & Social Sciences
- City of Ottawa
- Adjacent building occupants
- Campus Safety Services
- Environmental Health and Safety

Funding

- Debenture
- Potential CRDM Funding

Project Schedule



Summary

- Loeb Building Envelope is at the end of useful life and requires replacement
- The project is aligned with Carleton's Sustainability Strategy and Energy Master Plan
- Several options and materials have been suggested by the Architect
- The design for the 3rd floor lobby is still under review
- Construction is planned to begin 2025

Motion

On the recommendation of the Building Program and Finance Committees, move to approve the Project Planning Report and proceed to a Project Implementation Report to include a class “B” estimate for the Loeb Building Envelope Remediation and Replacement at a project cost not to exceed \$40 million, as presented.

Project Planning Report

Loeb Envelope Remediation and Replacement – Project # 156262

I. Executive Summary

The Loeb Building, built in 1965, consists of four main office towers linked with five connecting towers. The Loeb Building envelope is beyond its lifespan as per the 2021 Building Condition Assessment. Facilities Management and Planning (FMP) addressed the immediate safety enhancements to the interior stairs and exterior guardrails in 2022 and 2023. The building envelope remediation and replacement portion is in design. The intent of the Project Planning Report is to present the fundamental understanding of what the project will entail.

II. Membership of Project Committee

- Faculty of Public Affairs
- AVP, Facilities Management and Planning
- Director, Planning, Design and Construction, FMP
- Director, Energy and Sustainability, FMP
- Director, Operations & Maintenance, FMP
- Project Management Team, Planning Design and Construction, FMP

III. Terms of Reference

The Loeb Building Envelope Replacement and Remediation project falls under [Capital Planning Policy](#) oversight. The Board of Governors approved the \$40 million budget for the Loeb Project in April 2023 as per the capital proposal form.

Hariri Pontarini Architects (HPA) serves as the prime consultant under a Document 600 contract for design, tender and construction phases.

To mitigate construction risks, various assessments, including topographic survey, Designated Substance Report (DSR), thermal scanning, intrusive investigation, and environmental site assessments, were conducted.

IV. Background Information

A 2019 facilities condition assessment revealed a poor to critical Facility Condition Index (FCI) of .035 for the Loeb Building. Subsequent investigations in 2020 and 2023, focusing on the building envelope, identified the need for comprehensive remediation.

- The exterior cladding, particularly 15% brick masonry, 84.5% precast concrete panels, and 0.5% copper panels, requires attention, with the precast panels posing a safety risk.

- The project also aims to modernize the façade, enhance energy efficiency, and reduce GHG emissions.

V. Previous Approvals/ Reference Documents

The Board of Governors approved the Capital Proposal Form in April 2023, setting a project cost not exceeding \$40 million, with the recommendation to proceed to a Project Planning Report to include a Schematic Design and a Class C estimate.

VI. Statement of Academic Plan

This section is not applicable to this project.

VII. Space Program

This section is not applicable to this project.

VIII. Functional Plan

The Architect has provided several preliminary design options of the third-floor lobby for review and approval. The functional programming of the lobby involves updating interior décor elements such as furniture, lighting fixtures, wall coverings, and flooring to create a more modern and inviting environment which includes a new vestibule. The refurbishment may include reconfiguring the layout to optimize traffic flow and improve accessibility. The addition of a vestibule to the lobby entrance provides numerous advantages, primarily enhancing energy efficiency, security, and comfort. The vestibule serves as an additional barrier against the elements, helping to maintain a more stable indoor temperature by preventing heat loss in colder temperatures and reducing the influx of hot air in warmer temperatures. Furthermore, it acts as a transitional space that provides an extra layer of security, allowing for controlled access to the interior of the building.

IX. Environmental Impact

- By integrating 161 solar panels into the southern façade, increasing the insulation from 2mm to 4mm, along with incorporation of triple glazed windows, we anticipate a gross annual reduction of 499.7 tCO₂ emissions, equivalent to removing 92 cars and light trucks from the road. A power generation of 30,000 KWh/yr on vertical solar panels (PVs) for Option 3 has also been estimated. The final quantity of solar panels will be confirmed as the project progresses through design phase.
- Based on the building's age and supported with the DSR environmental report, asbestos has been found around the exterior of the building. An allowance would be allocated to its remediation as part of the removal of the cladding.
- Robust protection measures for hazardous waste disposal
 - Hazardous waste disposal - The plan will be provided by the contractor as per Carleton Waste Management guidelines.
 - Robust protection measures are required to prevent debris leaving site.

X. Special Considerations

- Review of Regulatory Requirements – Review applicable statutes, regulations, codes and bylaws, and where necessary review with authorities having jurisdiction, so that necessary regulatory consents, approvals, licenses, and permits may be obtained.
- Considerations for sitework, heating/cooling systems, and recycling copper panels will be discussed further once the contractor is on board.
- Adherence to Carleton Design Guideline Standards and industry standards
 - Emphasis on accessibility, personal safety, and environmental issues
- Campus planning and communications: Communication strategy, swing space, and coordination with overlapping projects as detailed
 - Communications: Campus-wide facilitated by the Assistant Director, Strategic Initiatives and Communications (Office of the Vice-President, Finance and Administration).
 - Swing Space for key faculty whose presence on campus is required. To be coordinated with the staff.
 - Overlapping Projects (the outdoor Indigenous Teaching space).
 - Hoarding and traffic implications around the building during construction will be coordinated with both Environmental Health and Safety and Parking Services.

XI. Resource Implications

- Impact of skilled trades shortage; this is multifaceted and can have significant consequences on the schedule and ultimately driving up costs for the Loeb project.
- Utilization of scaffolding with health and safety considerations; this will be utilized regarding the envelope replacement instead of the usage of cranes and the current rise of accidents within the industry. However, there are still concerns regarding health and safety measures when utilizing scaffolding.
- Compliance with bylaw regulations and potential premium labor rates for overnight work. If any overnight work is required; work will be restricted to “engineering hours” 1 a.m. to 5 a.m. daily. Contractors will charge premium labour rates for this time and the implementation duration may increase.
- Given the size of Loeb building and complexity of the project, the construction methodology will be further clarified and determined upon contract delivery methodology and its award.

XII. Operating Life Cycle Costs

Detailed energy efficiency measures, life cycle analysis, and associated financial metrics are part of the project scope and will be completed by the consultant and presented in the project

implementation report.

As part of the scope, life cycle analysis will be highlighted upon choice of equipment and material selection inclusive of payback periods, operational cost savings and Return of Investment (ROI) to name a few.

The report will provide supporting calculations, including energy modeling screenshots/printouts used in determining the energy, operational cost, and associated greenhouse gas emissions savings. This will allow for a better understanding of the project's contribution of towards Carleton's energy and greenhouse gas emissions targets.

XIII. Other Related Costs

- Inclusion of additional scope for the third-level lobby and patio, with efforts to balance construction costs within the existing budget, are being worked on by the project team and the cost consultant.
- The volatile, uncertain, complex, and ambiguous (VUCA) market is a risk especially with the added layer of the skilled trades shortage that the industry is facing.

XIV. Funding Sources

- Debenture

XV. Schedule

Detailed project milestones and estimated dates with confidence levels from high to low.

Project Milestone	Date Estimate	Confidence Level
Project Start Date	2022/10/28	High
Schematic Design	2023/09/15	High
Begin Design Process	2023/11/02	High
Project Planning Report Board Approval	2024/04	Medium
Project Implementation Report Board Approval	2024/10	Medium
Construction	2025	Medium
Project End Date	2027-2028	Medium

XVI. Recommendations

Hard Construction costs on the Class C estimate is currently \$32,044,000.00 including contingencies but excluding taxes and soft costs as provided by the cost consultant.

Move to recommend to the Board of Governors, to approve the Project Planning Report and proceed to a Project Implementation Report to include a class "B" estimate for the Loeb Building Envelope Remediation and Replacement at a project cost not to exceed \$40 million, as presented.

Table 1: Total Project Cost Estimate (TPC)

Column 1 will be completed with the Project Planning Report.
 Columns 1 to 5 will be included in the Project Implementation Report.

Items	Project Planning Report	Design Development	Drawings @ 90%	Tender	Project 100% complete
Construction Cost Estimate	\$24,206,000.00				
Construction Contingency	\$2,914,000.00				
Escalation Contingency	\$2,504,000.00				
Design Contingency	\$2,420,000.00				
Total Construction Costs	32,044,000.00				
Permits & Insurance	\$352,000.00				
Professional Fees	\$5,801,467.00				
Total Soft Costs	\$6,153,467.00				
Total Construction + Soft Costs	\$38,197,467.00				
Taxes at 3.41%	1,302,533.00				
Total Construction, Soft Costs and Tax	39,500,000.00				
Phase 1 - immediate Repair	\$ 500,000.00				

Total Project Costs	\$40,000.000.00				
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AGENDA ITEM

5.2

To:	Board of Governors	Date of Report: 1 March 2024
From:	Chair, Building Program Committee Chair, Finance Committee	Date of Meeting: 30 April 2024
Subject:	Decommissioning of P9 Parking Garage – Project Implementation Report	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Building Program and Finance Committees, move to approve the Project Implementation Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$8 million, as presented.

3.0 EXECUTIVE SUMMARY

Constructed in 1969, the P9 parking garage is now 55-years-old and continues to show progressive deterioration. In 2012, the services of the structural engineering firm Halsall, (now WSP), were retained to review the structure and provide a capital plan for the parking garage. The findings were presented in the Halsall report dated March 22, 2013, along with a 25-year capital plan. This 25-year capital plan was contingent on not encountering any systemic issues or extraordinary deterioration or damage over the course of the 25 years of repair. In 2018, extensive cracking was observed in five beams. As a result of several discussions with key stakeholders, it was agreed that the implications of maintaining the garage over an extended period of time would be cost prohibitive and the end result would be still be an aging building in an advanced state of corrosion that would require demolition. The engineering firm prepared a five-year expenditure plan for P9 that targeted a 2024 decommissioning date.

In 2023, P9 was in the fifth year of the five-year engineering plan, which included ongoing annual monitoring, as well as progressive repairs that were required in order to keep the structure operational until its final decommissioning and demolition in spring 2024. A feasibility report was completed in June 2021 by Moriyama Teshima Architects, which analyzed different demolition techniques. Moriyama Teshima Architects has been retained as the Prime Consultant for the project for design, tender and construction. The P9 decommissioning project will allow Carleton to safely demolish the aging structure, which has reached the end of its useful life, and will eliminate the need for continued investment in maintaining a deteriorated asset.

4.0 INPUT FROM OTHER SOURCES

The project manager and key campus stakeholders were consulted in the preparation of the report as follows:
Carleton University

- Facilities Management and Planning Project Management Team
- Parking Services Management Team

External Professional Services

- WSP – 2018 Capital Plan Report
- Moriyama Teshima Architects – 2021 P9 Demolition Feasibility Report and Project Prime Consultant
- A.W. Hooker – Cost Consultant (Quantity Surveyor) – 2022 Class D Estimate
- Turner & Townsend - Cost Consultant – 2023 Class D Estimate and 2024 Class B Estimate
- GEMTEC – Environmental Site Assessment Phase I & II

- EHS Partnerships – Designated Substance Survey
- Davidson Violette – ITS Infrastructure Vibration Analysis and Protection

City of Ottawa

- Transportation Services Department

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The project will be guided by Carleton’s [Sustainability Strategic Plan](#) and all construction waste will be disposed of in accordance with regulatory standards and processes.

6.0 FINANCIAL IMPLICATIONS

On March 6, 2024, the Board of Governors approved a project budget increase to \$8 million as recommended by the Project Planning Report. This includes a Parking Services budget increase from \$5 million to \$6 million, as well as an additional \$2 million to address requirements by the City of Ottawa in relation to the Light Rail Transit (LRT) system. The continued annual investments in maintaining P9 will cease once the asset is decommissioned.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The five-year beam monitoring and repair program, was completed in 2023 (year five of five), to mitigate risks with respect to the existing structure. A primary risk associated with the demolition of P9 is its close proximity to surrounding occupied buildings and the O-Train rail line. An enhanced co-ordination and communication strategy, traffic management strategy and site-specific safety plan are in progress and will be required throughout the demolition of the P9 structure. Given the proximity to the rail line, it’s likely that a crane swing and/or other agreements maybe required with the City which could impact timing and/or costs. Additional risks may be associated with the relocation of existing infrastructure (such as fiber optic cable) as it relates to the final solution at this site following demolition. Budget risks have been addressed by retaining the services of Turner & Townsend, who will monitor and advise on budget risks as the project progresses. To mitigate the risks associated to procurement, FMP is working with Procurement Services throughout the process.

A topographic survey, Designated Substance Report (DSR) and Phase II Environmental Site Assessment (ESA) were conducted. The Phase II ESA resulted in no further action being required in relation to soil or groundwater within the demolition site.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

As the decommissioning of P9 will displace current parking permit holders, a robust communications strategy has been developed and is being implemented, including a relocation plan that has been presented to permit holders. The demolition of the building will generate a significant amount of construction debris, the actual demolition will be planned around any significant events on campus in order to minimize the reputational implications. Recognizing that the demolition will have a significant impact on the adjacent buildings specific to access and noise, the communications and logistics plan was established early on in the project to minimize disruptions. These plans are continuously being refined where necessary during the project planning. Ongoing communications with the campus community and key stakeholders are part of project management oversight.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

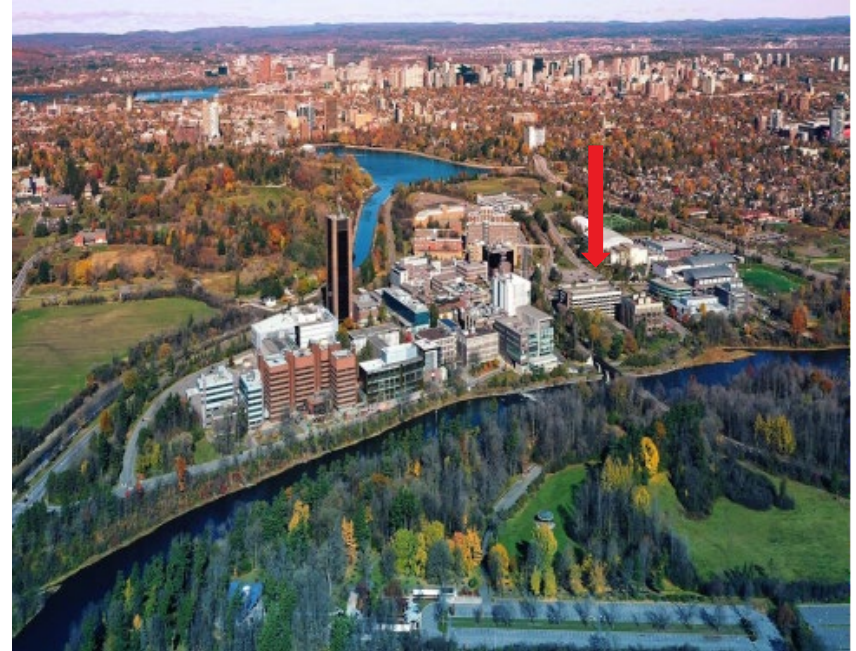
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LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>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

Decommissioning of P9 Parking Garage Project Implementation Report

April 2024

Executive Summary

- Parking Garage P9 was built in 1969.
- It is exhibiting signs of significant structural deterioration and in line with the 2018 Capital Plan Engineering Study, is reaching the end of its service life
- Carleton has completed the final year of a five-year monitoring and repair program employed to maintain the parking structure until its planned decommissioning in spring 2024
- Project has an approved budget of \$8 million.



Project Objective

- Eliminate the need for Carleton to continue the allocation of funds for maintaining a deteriorating asset.
- Decommission P9 in a way that best supports the intended use of the site in the future



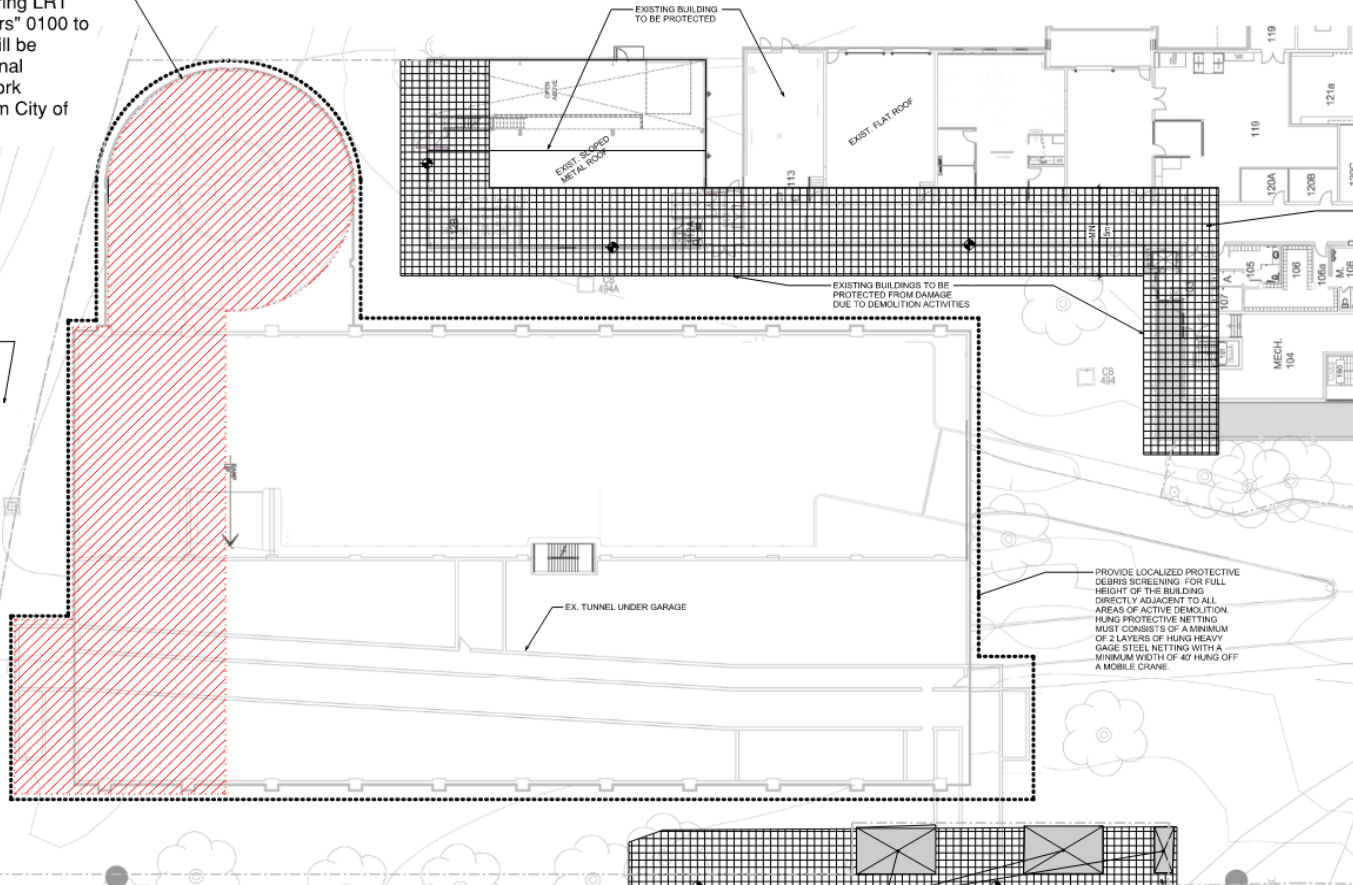
Planning

- Moriyama Teshima Architects (MTA) retained as prime consultant
 - Developed drawings and specifications for tender package
 - Will serve as advisors during bid evaluation process
- Demolition permit application approved by City of Ottawa
- Topographic survey, designated substance report and environmental surveys conducted
- Consultant Davidson Violette is evaluating the ITS infrastructure within Pigiavik to ensure there is no impact to the Carleton network during demolition
- Ongoing communication with City of Ottawa representatives to discuss requirements due to proximity of O-Train line
- Communications strategy developed and initiated for permit holders, occupants of adjacent buildings and Carleton community as a whole

City of Ottawa Area of Concern

Approximate area of demolition that will need to be completed during LRT "engineering hours" 0100 to 0500 daily and will be subject to additional protection and work requirements from City of Ottawa

LRT Corridor to be protected. No material or equipment permitted within corridor



PROVIDE LOCALIZED PROTECTIVE DEBRIS SCREENING FOR FULL HEIGHT OF THE BUILDING DIRECTLY ADJACENT TO ALL AREAS OF ACTIVE DEMOLITION. HUNG PROTECTIVE NETTING MUST CONSIST OF A MINIMUM OF 2 LAYERS OF HEAVY GAGE STEEL NETTING WITH A MINIMUM WIDTH OF 40' HUNG OFF A MOBILE CRANE.

Risks

City of Ottawa

- Restrictions imposed due to proximity of Light Rail Transit (LRT)
- Portions of work will need to be completed during “engineering hours” only – 1 a.m. to 5 a.m.
- Crossing and crane swing agreements required
 - ❖ Additional legal fees, City of Ottawa fees, insurance
- Resources required to monitor LRT
 - ❖ Flaggers, spotters, etc.
- Timelines, information, requirements have been difficult to obtain

Vibration Analysis

- ITS has raised concerns regarding vibration during demolition for infrastructure in Pigiavik
- A consultant will generate a report and recommend protections to prevent disruption

Updated Budget

Item	Value
Construction Costs (based on updated 2024 Class B Estimate)	\$4,701,000
Construction Contingency (10%)	\$470,100
Professional Fees and Soft Costs	\$472,820
Design Contingency (10%)	\$47,282
Total Construction and Soft Costs Tax @ 3.41%	\$194,067
Total Project Costs	\$5,885,269
City of Ottawa Requirements	\$2,000,000
Total	\$7,885,269

Stakeholders and Funding

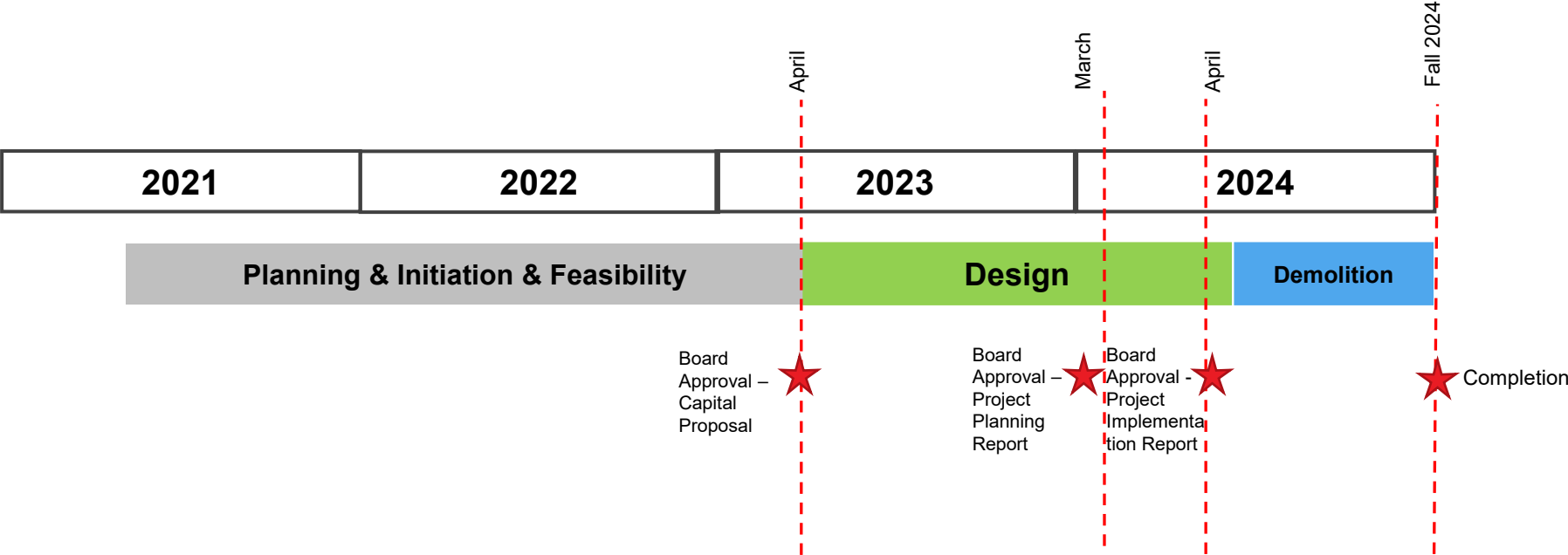
Stakeholders

- Parking Services
- Facilities Management and Planning
- Environmental Health and Safety
- P9 Permit Holders
- City of Ottawa
- Adjacent building occupants
- ITS

Funding

- Parking Services
- Budget increase to \$8 million approved by Board of Governors March 6, 2024
- City of Ottawa requirements and restrictions pose significant risk to project budget

Project Schedule



Summary

- P9 is at the end of useful life and requires demolition
- Demolition is planned for spring 2024
- After demolition, site to be graded to meet adjacent boundaries and resurfaced
- Several additional requirements have been identified (secondary effects) as a result of consultations with the City of Ottawa that have increased cost and could potentially impact the schedule

Motion

On the recommendation of the Building Program and Finance Committees, move to approve the Project Implementation Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$8 million, as presented.

Project Planning Report

Parking Garage (P9) Demolition – Project # 168318

I. Membership of Project Committee

The project committee is as follows:

- Parking Services Management Team
- Associate Vice-President Facilities Management and Planning (AVP FMP)
- Director, Project Planning, Design and Construction, FMP
- Project Management Team, Project Planning Design and Construction, FMP

II. Terms of Reference

The P9 Parking Garage Demolition project falls within the [Carleton Capital Planning Policy](#). The capital proposal form for the P9 Demolition was presented to the Board of Governors and approved on April 24, 2023 with a budget of \$5 million. The Project Planning Report was presented to the Board of Governors and approved on March 6, 2024, which included a budget increase to \$8 million.

A five-year beam monitoring and repair program has been completed to maintain the operation of the P9 Parking Garage until its planned demolition in 2024, as per the 2018 Capital Plan Report prepared by engineering firm WSP.

Moriyama Teshima Architects (MTA) have been retained via a Consulting Services Master Agreement as the prime consultant for the design, tender and construction phases of the project.

In an effort to minimize risks during construction, a topographic survey, Designated Substance Report and Phase II Environmental Site Assessment (ESA) were completed. The Phase II ESA did not show a need for further action relating to the site soil or groundwater.

III. Background Information

Constructed in 1969, the P9 parking garage is now 55-years-old and continues to show progressive deterioration. In 2012, the services of the structural engineering firm Halsall, (now WSP), were retained to review the structure and provide a capital plan for the parking garage. The findings were presented in the Halsall report dated March 22, 2013, along with a 25-year capital plan. This 25-year capital plan was contingent on not encountering any systemic issues, extraordinary deterioration or damage over the course of the 25 years of repair. In 2018, extensive cracking was observed in five beams, which led to several meetings with Carleton stakeholders and, as a result, it was agreed that the implications of maintaining the garage would be cost prohibitive and the end result would be still an aging building that was in an advance state of corrosion. The engineering firm prepared a five-year expenditure plan that targeted the decommissioning of the building in 2024.

P9 has completed the final year, year five of five, of ongoing monitoring and progressive repairs required in order to keep the structure operational until its final decommissioning and demolition in spring 2024.

Moriyama Teshima Architects has been retained as the Prime Consultant for the project design, tender and construction. The P9 Demolition project will allow Carleton to safely demolish the aging structure, which has reached the end of its useful life, and will eliminate the need for continued investment in maintaining a deteriorated asset.

IV. Statement of Academic Plan

This section is not applicable to this project.

V. Space Program

This section is not applicable to this project

VI. Functional Plan

Phases I and II outlined below were originally to be completed separately, with Phase I being completed prior to the contract award of Phase II. Due to long lead times in obtaining the necessary Crossing Agreement with the City of Ottawa, Carleton has had to alter its procurement strategy and combine both phases into a single tender package in an effort to maintain the schedule.

Phase I: Fibre Optic Cable Relocation

One of the main fibre optic cables serving the campus IT network currently runs through the basement level of P9. A scope of work has been prepared by Moriyama Teshima Architects to install a new conduit pathway to the south of P9 and re-establish connection to the exiting line at a manhole located just west of the garage. New fibre optic cabling will be run within this conduit pathway. This phase is to be completed in advance of the of the demolition to avoid disruptions of the IT network on campus.

Phase II: Demolition and Site Renewal

The demolition contractor is expected to begin mobilization in the spring prior to the P9 garage closing permanently in order to establish protective hoarding around the perimeter of the construction site. This hoarding will not only serve as protection for adjacent buildings and pedestrians from debris but will also to secure the site immediately following the closure of the garage. Once P9 is closed permanently, demolition will begin at the east end of the structure and methodically progress westward bay-by-bay in a top-down manner. The demolition will be inclusive of all above and below grade structure elements. The site will be backfilled and reinstated with sod, along with some minor pathway and landscape items.

VII. Environmental Impact

The project will be guided by Carleton's Sustainability Strategic Plan and Waste Diversion plan and all construction waste will be disposed of in accordance with regulatory standards and processes. Designated Substance Reports (DSR) have been completed to ensure hazardous materials are contained and disposed of according to provincial guidelines. An Environmental Site Assessment Phase II was completed and no further investigation or action is required.

VIII. Special Considerations

The close proximity to the Light Rail Transit (LRT) corridor presents a significant challenge as the Trillium Line is anticipated to be in its testing stage and beginning normal operation during the implementation of this project. The City of Ottawa has communicated several restrictions and protections to be incorporated into the project, which will have an impact on schedule and budget.

ITS has flagged the Data Center on the 4th floor in Pigiavik and Point of Presence (POP) room in the service tunnel between P9 and Pigiavik as areas of concern in relation to vibration during demolition activities. An IT consultant is performing an analysis of the spaces and equipment to determine mitigation measures required (if any) to avoid network disruptions during demolition.

IX. Resource Implications

The close proximity of P9 to the LRT corridor presents a significant challenge and risk to the project budget and schedule. Ongoing discussions with representatives from the City of Ottawa have uncovered additional work restrictions and requirements that will be imposed upon the project, some of which are dependent upon the operational status of the LRT line but will be planned for based upon the City of Ottawa's best-case scenario. These items include:

Phase I Construction:

- Crossing agreement for work within LRT corridor
 - o Legal fees required
 - o City of Ottawa fees required
- Canadian Rail Operating Rules (CROR) certified flaggers while work ongoing within LRT corridor
 - o To be provided by City of Ottawa at cost to Carleton University

Phase II Construction:

- Approximately one-third of demolition will need to need to take place overnight and within reduced hours due to proximity to LRT corridor
 - o Work will be restricted to "engineering hours" 1 a.m. to 5 a.m. daily
 - Contractor will charge premium labour rates for this time
 - Increased duration of schedule
- Robust protection measures are required to prevent debris leaving site
 - o Cranes suspending large sections of steel mesh will be employed and adjust position as the demolition progresses
 - o These protections represent an increase to construction costs
- Crane swing agreement with City of Ottawa required for hanging of protective mesh near LRT corridor
 - o Legal fees required
 - o City of Ottawa fees required
 - o Requirement for specific insurance policy to cover this agreement at Carleton's cost
 - o Designated spotter is required at all times while crane is in use which will contribute to additional labour costs

The Board of Governors approved a project budget increase to \$8 million as part of the Project Planning Report on March 6, 2024. This includes a Parking Services funding increase from \$5 million to \$6 million. The additional \$2 million is

needed to meet to the City of Ottawa requirements.

X. Operating Life Cycle Costs (TCO)

This section is not applicable to this project.

XI. Other Related Costs

As mentioned in Section IX, discussions with the City of Ottawa regarding the LRT have yielded several additional requirements and work restrictions that will result in costs relating to legal fees, debris protections and additional resources.

XII. Funding Sources and Cash Flow Analysis

The project is funded by Parking Services.

XIII. Schedule

Submissions in response to Carleton's Request for Proposal are to be received on March 28 with contract award in April 2024. The P9 Garage will be permanently closed at the end of April with barriers in place to prevent vehicles from entering. Demolition is anticipated to be completed by August 2024, with site reinstatement expected to be complete by October 2024. The project schedule will be re-evaluated upon receipt of bid submissions at the close of tender.

XIV. Recommendations

At this time, it is recommended to approve the implementation report of the Decommissioning of Parking Garage P9 at a project cost not to exceed \$8 million, as presented.

APPENDICES:

1. Table 1 – Total Project Cost Estimate (TPC)

Items	Project Planning Report	Project Implementation Report	Design Devel't	Drawings @ 90%	Tender	Project 100% complete
Construction Cost Estimate	\$4,701,000	\$4,701,000				
Construction Contingency (10%)	\$470,100	\$470,100				
Total Construction Costs	\$5,171,100	\$5,171,100				
Permits & Insurance	\$57,000	\$57,000				
Professional Fees	\$415,820	\$415,820				
Design Contingency (10%)	\$47,282	\$47,282				
Total Soft Costs	\$520,102	\$520,102				
Total Construction + Soft Costs	\$5,691,102	\$5,691,102				
Taxes at 3.41%	\$194,067	\$194,067				
Total Construction, Soft Costs and Tax	\$5,885,269	\$5,885,269				
Secondary Effects (City of Ottawa Requirements)	\$2,000,000	\$2,000,000				
Total Project Costs	\$7,885,269	\$7,885,269				

AGENDA ITEM

5.3

To:	Board of Governors	Date of Report: 5 March 2024
From:	Chair, Finance Committee Chair, Building Program Committee	Date of Meeting: 30 April 2024
Subject:	Capital Renewal Annual Funding	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Building Program and Finance Committees, move to approve the university’s continued commitment and allocation of \$14 million for Capital Renewal and Deferred Maintenance work for an additional three (3) fiscal years after the 2024-2025 fiscal, as presented.

3.0 EXECUTIVE SUMMARY

In 2014-2015, Facilities Management and Planning (FMP) engaged in the services of Sightlines to provide an independent review of the condition of its facilities, the capital asset data, and to propose a funding strategy that would enhance the stewardship of the university’s capital assets. That report resulted in the university’s commitment to allocate \$14 million annually for a period of 10 years. 2024-2025 will be year 10 of 10 for this funding.

In 2023, FMP re-engaged in the services of Gordian (formerly Sightlines) to establish an analytic framework to review capital renewal investments. This analysis incorporated the review of historical university data, along with the inclusion of peer organizations. It allows FMP to optimize investments and develop an actionable facilities plan. This plan considers several factors such as risk and age of Carleton’s assets. Each year, building audit data provides updated information on the condition of our facilities which, along with facilities staff and key stakeholder knowledge and input, supports the development of the renewal and deferred maintenance plans. In the last 10 years, FMP has been able to develop and execute major systems programs that include but are not limited to:

- Roof replacement program
- Cooling tower replacement program
- Lighting Replacement program
- High Voltage Program
- Sanitary, storm, and watermain replacement program
- Air quality improvement program
- Elevator modernization program

The Gordian report affirms Carleton’s sound stewardship of the allocation of capital renewal and deferred maintenance (CRDM) funds, with investments being made in older buildings, and key investments made into building envelope and mechanical projects that improve the reliability of our physical assets.

The condition of our facilities is continuously improved as deferred maintenance is addressed through maintenance and capital renewal investment projects, so that we can provide a built environment where students, faculty and the community can thrive.

4.0 INPUT FROM OTHER SOURCES

The Gordian analysis was driven by internal data provided by FMP.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The analysis provides a data-driven, holistic view of the university's facilities performance that balances operational goals, capital renewal, deferred maintenance, and preventative maintenance programs. Specifically, the analysis included the assembly of space, capital investment, and operations data to create a minimum five-year performance trend for over 200 facilities metrics. The analysis included a look at our facilities lifespan, spending patterns and average growth of deferred maintenance to provide an accurate projection of future investment required. By anticipating capital renewal investment needs, the university can better align funding with priority projects and prevent future accumulation of critical deferred maintenance items. This process enables FMP to accurately project 10-year system-level needs based on modeled lifecycle, cost data and institutional knowledge and to compare projected investment capacity with future needs to measure impact of investments on deferred maintenance. With this data FMP can ultimately develop action plans to lower the risk of system failures and support research, teaching, and the student experience.

6.0 FINANCIAL IMPLICATIONS

Continuation of the Capital Renewal Deferred Maintenance (CRDM) funding is critical to addressing the 10-year building system level needs, as well as lowering the risk of equipment and system failures to support the mission of the university. FMP will benefit from a consistent level of base funding in the deferred maintenance budget while also leveraging provincial and federal funding programs where possible.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

By not continuing to invest and support the CRDM programs the risks of system failures will increase significantly over the next several years, and the problem is compounded every year that major new investments are not made. If left unaddressed, deferred maintenance compromises the health and safety of staff and students. Buildings with poor air quality or faulty heating, ventilation and air conditioning (HVAC) systems can lead to illness and may ultimately be unusable and increase greenhouse gases. Flooding, collapsing structures, and falling debris also pose serious health and safety risks. Aside from the related health and safety concerns, there are a number of other associated risks with unaddressed deferred maintenance:

- Teaching and learning disruptions caused by extreme room temperatures or dangerous conditions impact institutions' ability to fulfill their core academic missions.
- Expensive research equipment and teaching technologies can be damaged or destroyed, resulting in expensive replacement needs and possible loss of important research findings.
- Poor building conditions could lead to challenges associated with staff and student recruitment and retention that hinder the institution's reputation and ability to compete in attracting qualified faculty and high caliber students.
- Additional time, resources and costly emergency repairs are being spent by operations and maintenance staff in repairing equipment, which is time taken away from preventative maintenance tasks.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Deferred maintenance can have a negative reputational effect on student learning and life on campus. When maintenance stops being deferred and deferred maintenance/capital renewal projects begin, the work may result in disruptions to students, staff, and faculty, and/or relocation of building occupants so that the work area can be closed off to expedite the schedule, or for health and safety reasons. Early and timely communication with the campus community is imperative, and is part of the project management framework.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



Carleton University FY22 ROPA+ Presentation

Sophie Mason & Stephen Stanley

Peer Institutions

Facilities Benchmarking and Analysis space totals 2.9M GSF

Facilities Peer Institutions
University of Connecticut
Portland State University
The University of Arizona
University of North Texas
Texas State University
University of Massachusetts – Boston
Florida State University

Canadian Peer Institutions
 University of New Brunswick
 University of Calgary



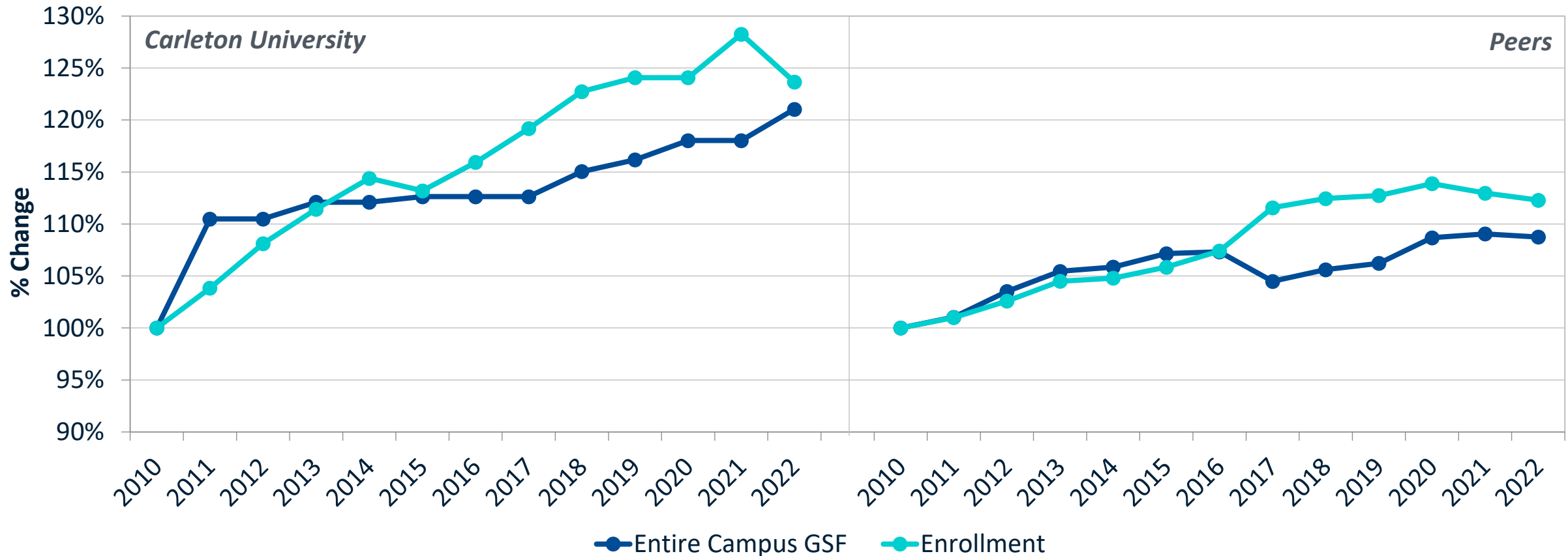
Peers have been selected based on campus size, density, and student count amongst other public institutions analyzing supported space only

Carleton Has Experienced More Growth Than Peers

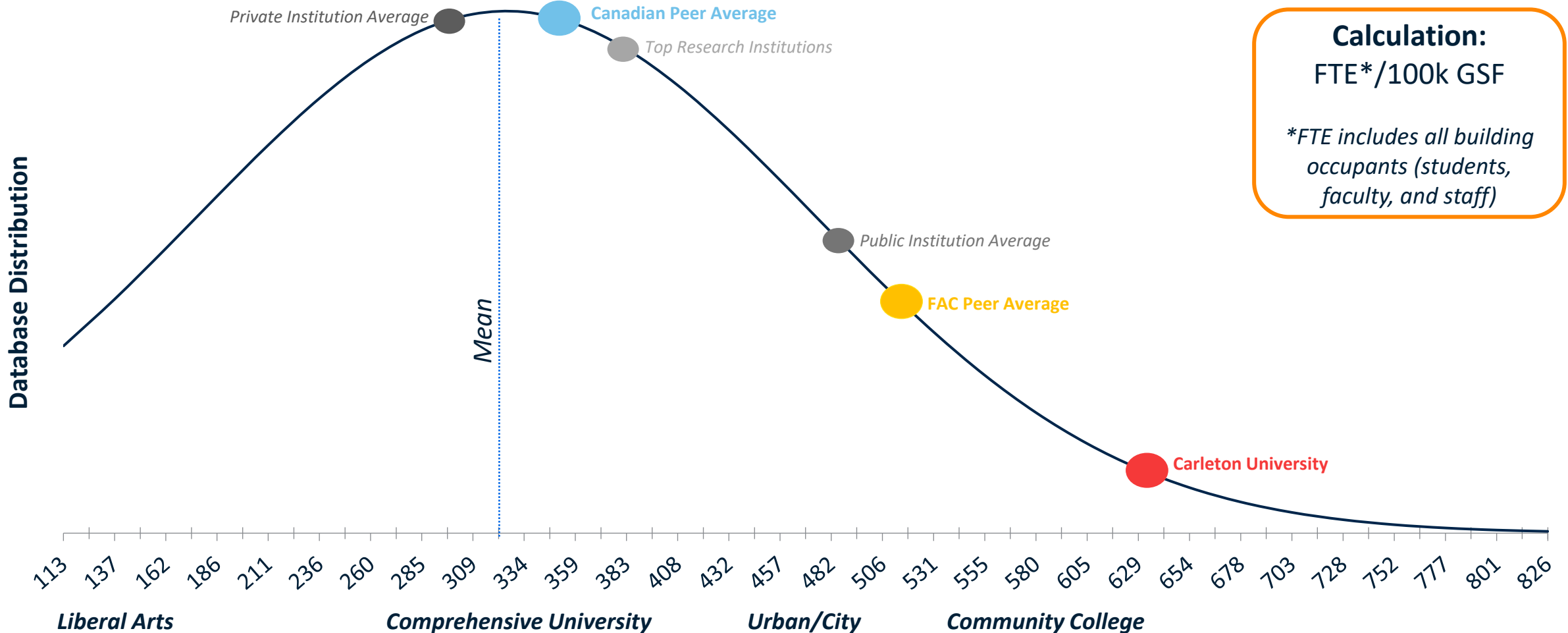
Enrollment growing faster than campus space leads to campus density increasing

Change in Campus Size versus Student Enrollment

Indexed to 2010

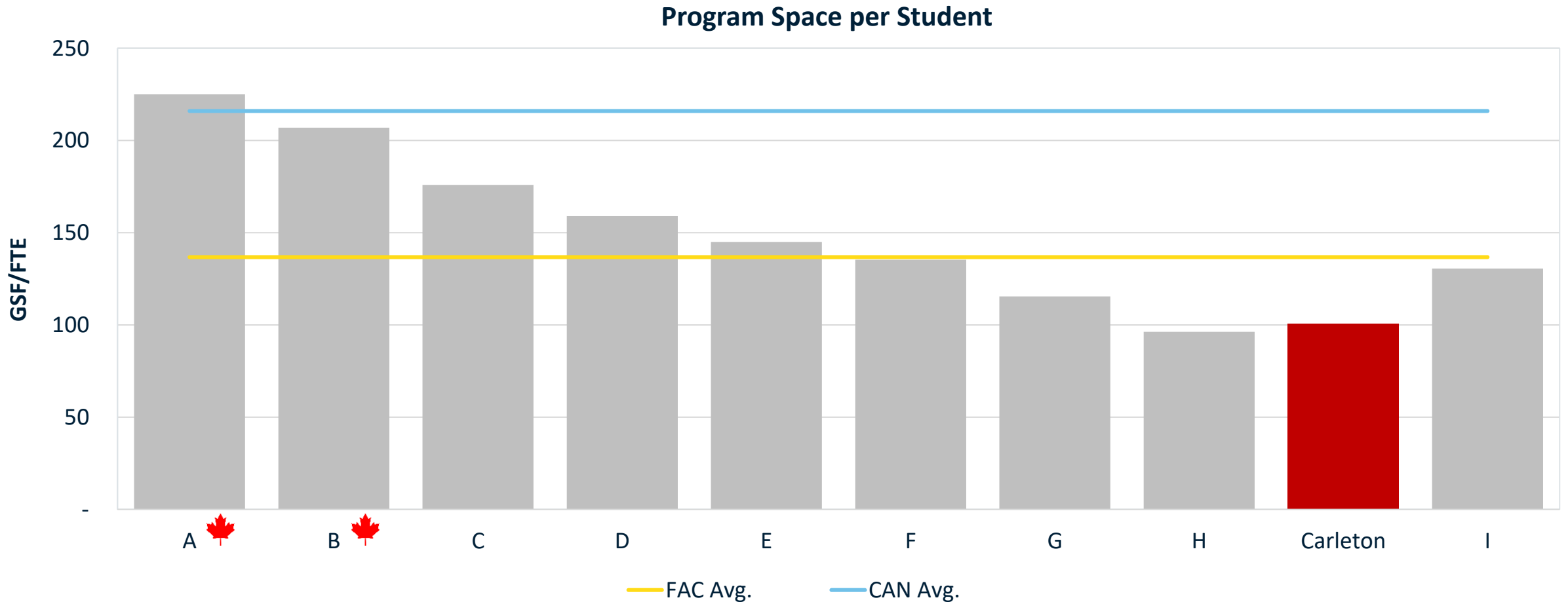


FY22 Density Factor Across Higher Education



High Density Leads to Less Space per Student

Carleton would need to add 1M GSF to reach FAC peer average, given the current student body

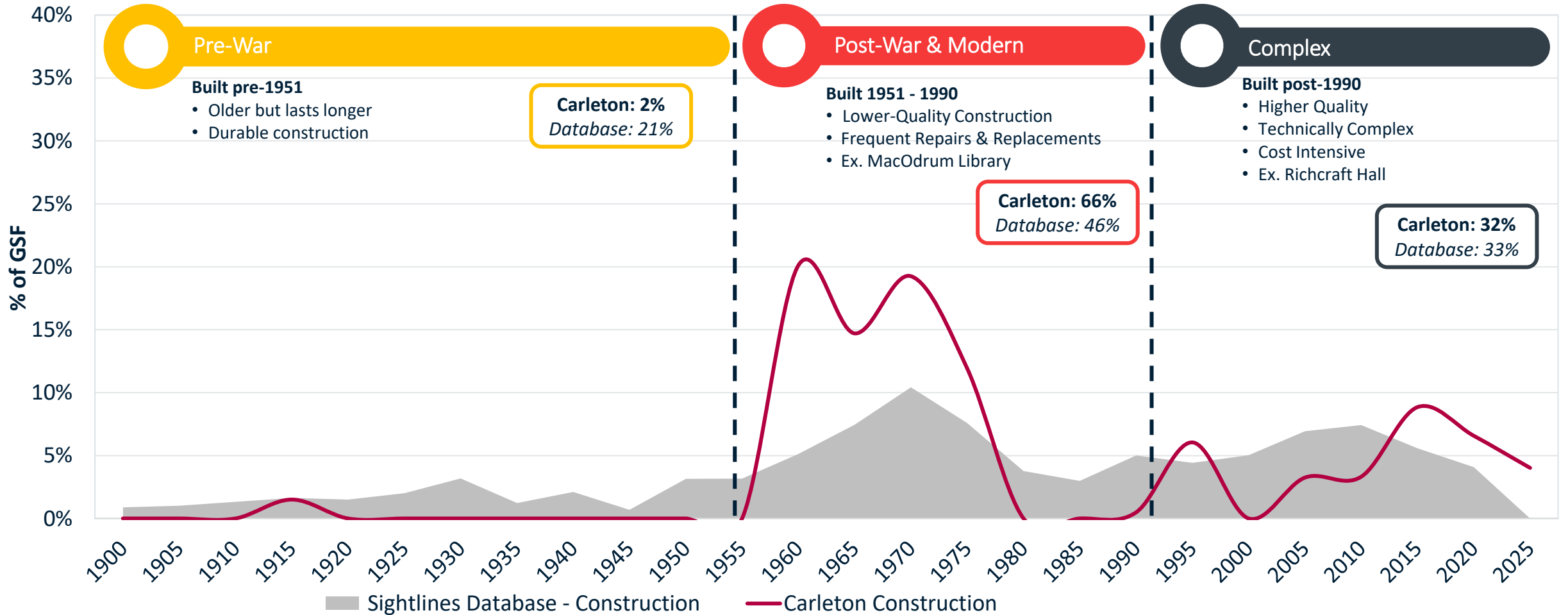


**Arrayed by Density Factor*

Putting Carleton's Building Age in Context

Campus age drives the overall risk profile

Carleton's Construction Eras

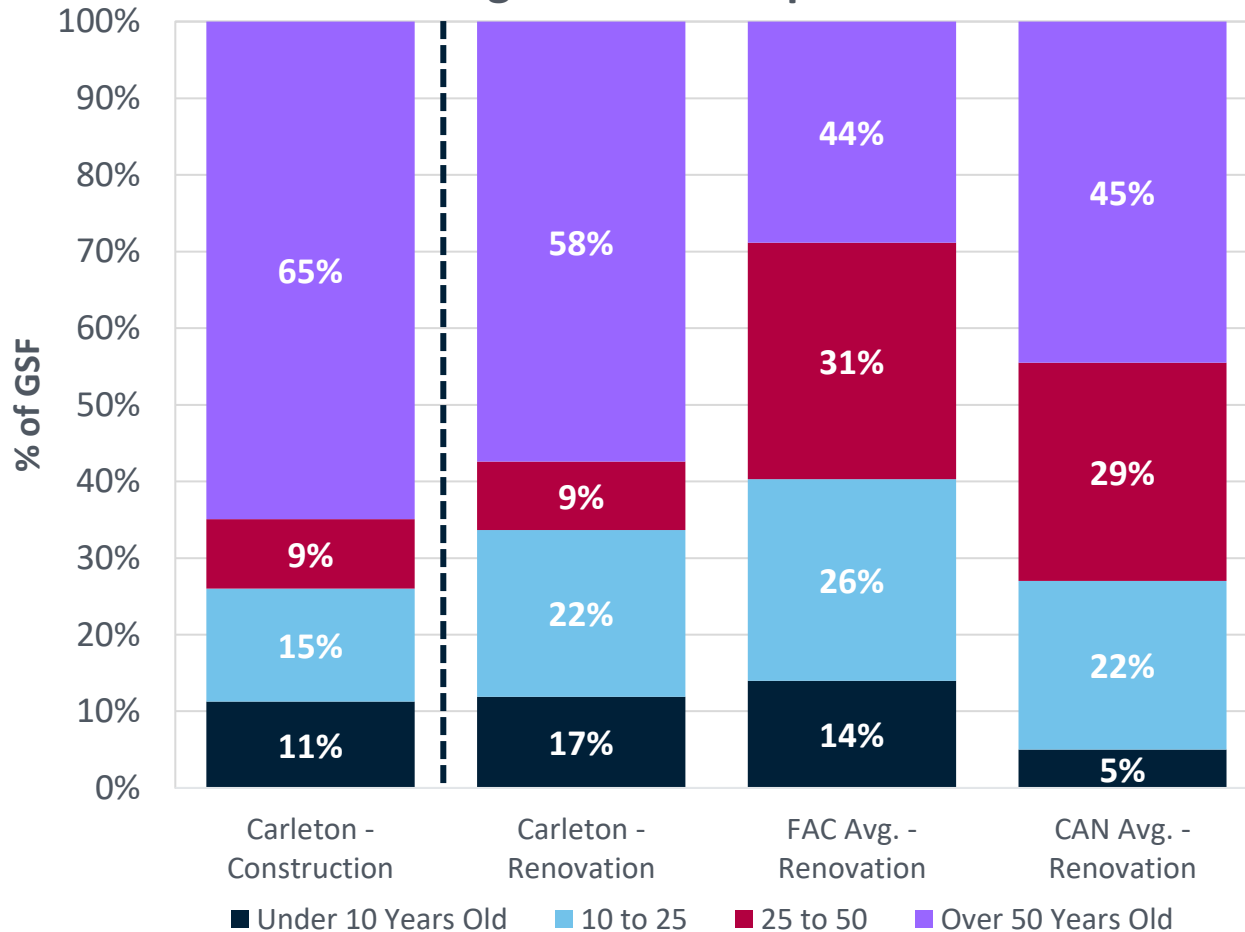


Carleton's Age Profile is High Risk Compared to Peers

Construction Age: A building's effective age since its original date of construction

Renovation Age: A building's effective age since the last date of major renovation or original construction

Age Profile Comparisons



Operational Demands

Capital Risk:

Over 50

React as Needed:
Issues in components past the end of their lifecycles will demand reactive maintenance.

Highest Risk:
Life cycles of major components past due – end of building life cycle approaching.

25-50

Balance PM and Reactive Maintenance:
Younger components require preventive maintenance investment. Aging components require reactive maintenance.

Higher Risk:
Life Cycles coming due in core building components.

10-25

Medium Risk:
Lower cost space renewal updates needed.

Medium Risk:
Lower cost space renewal updates needed.

Under 10

Focus on PM:
Significant need for PM in young systems.

Low Risk:
“Honeymoon” period – little need for capital reinvestment.

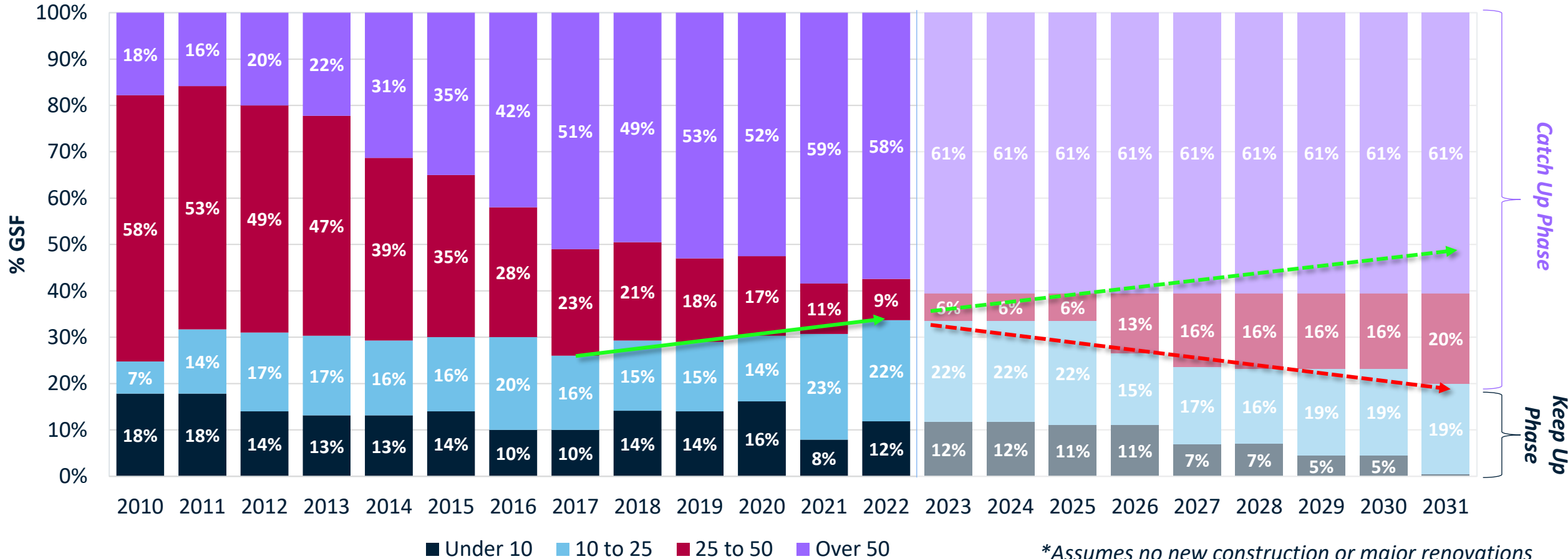
Catch Up Phase

Keep Up Phase

Campus Becomes Increasingly High Risk Without Intervention

81% of campus space will be in a high risk-category by FY31 without continued investment

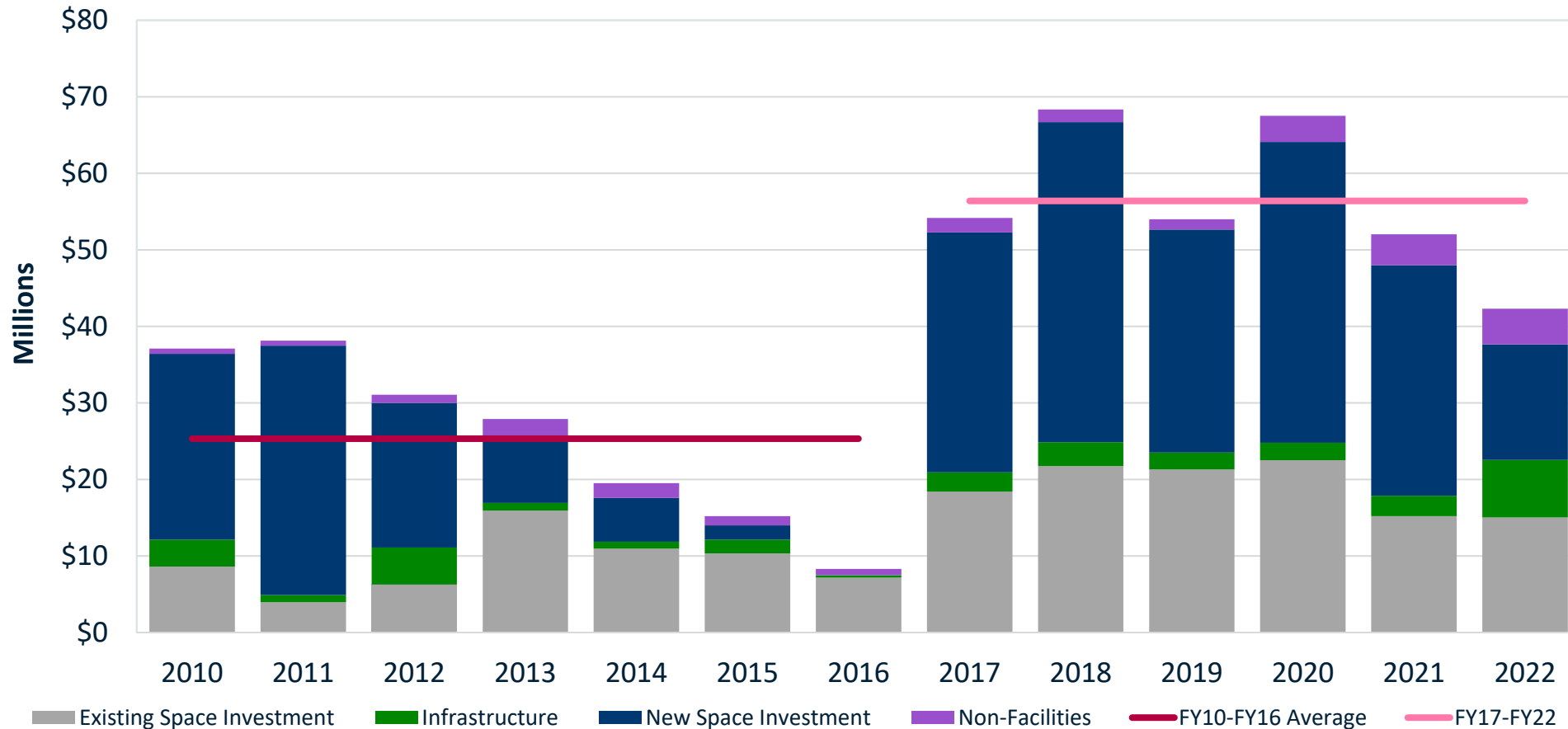
Carleton Renovation Age Projection



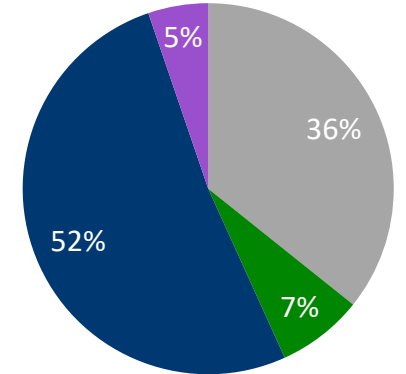
Recent Investments are Balanced Between Existing & New Space

Overall level of investment has been much higher since FY17, especially into Existing Space

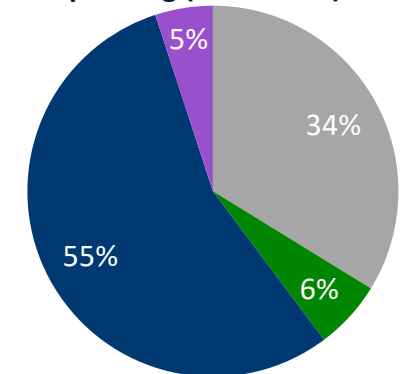
Total Capital Investment



Carleton's Project Spending (FY10-FY16)



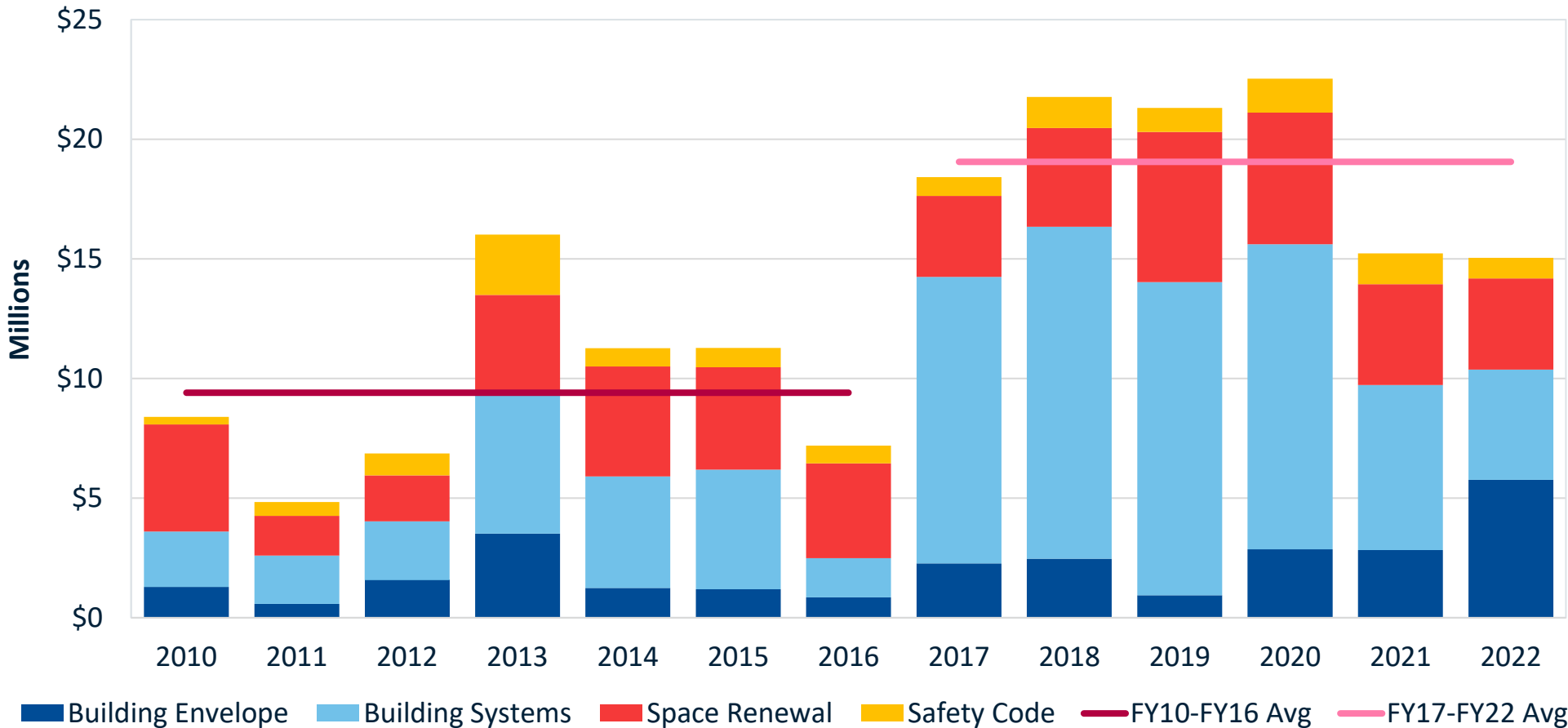
Carleton's Project Spending (FY17-FY22)



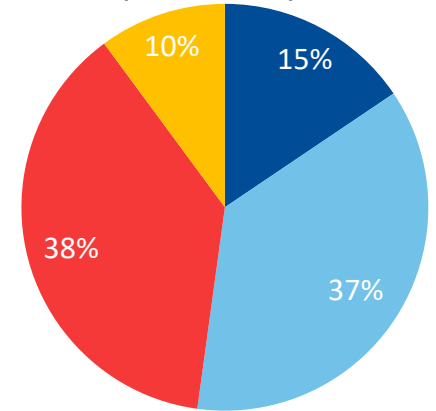
Carleton's Investment Mix is Well Balanced

Investing more into envelope and mechanical projects improves buildings' reliability

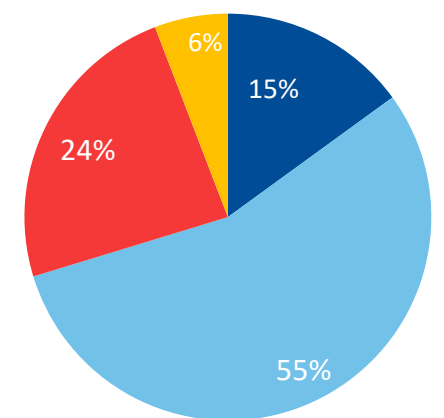
Existing Space Investment by Package



Carleton's Existing Spending (FY10 – FY16)



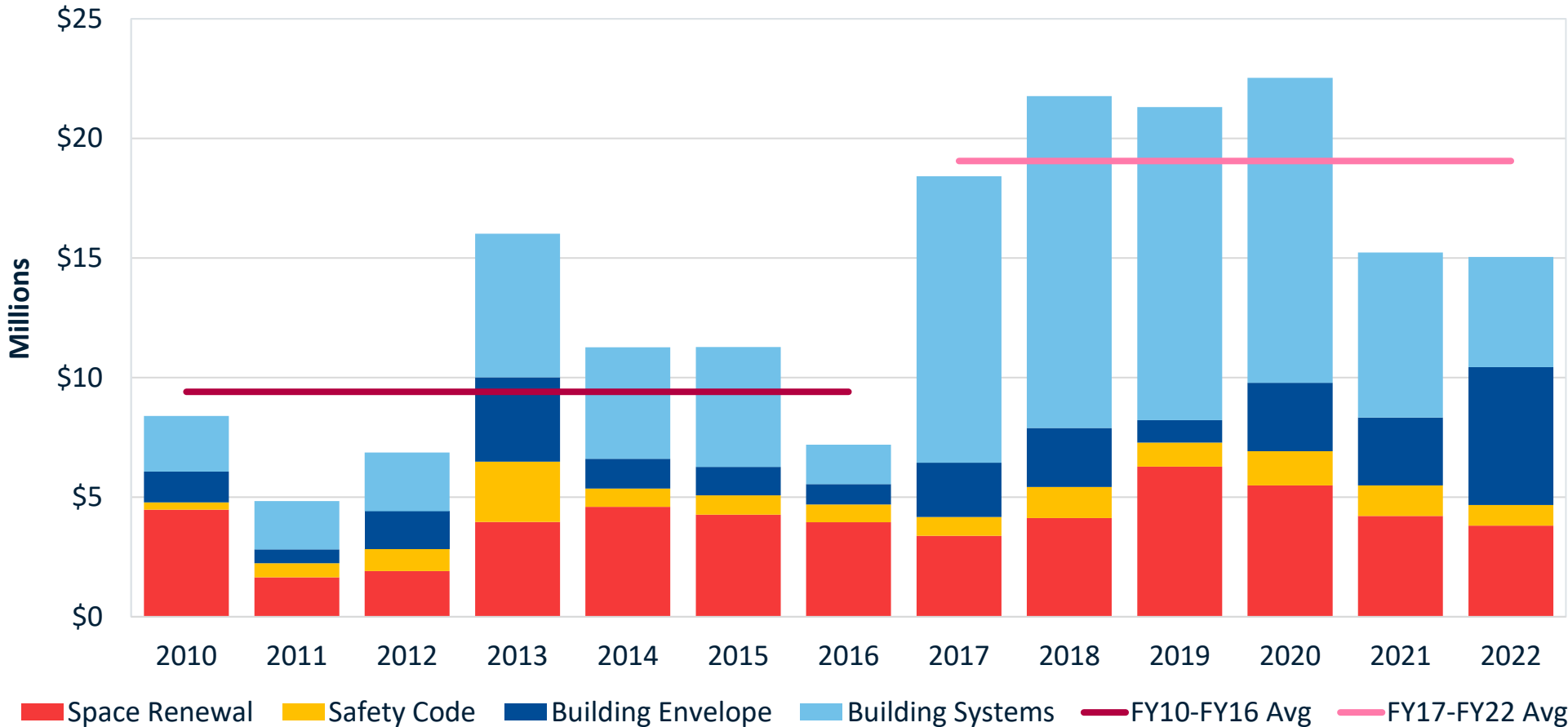
Carleton's Existing Spending (FY17 – FY22)



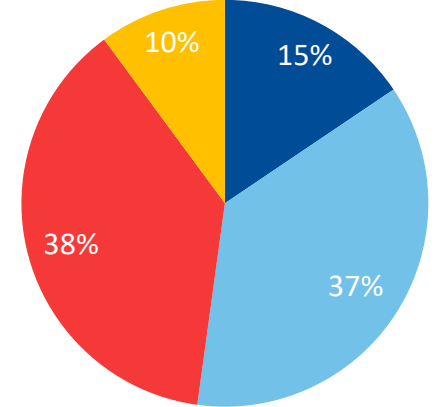
Carleton's Investment Mix is Well Balanced

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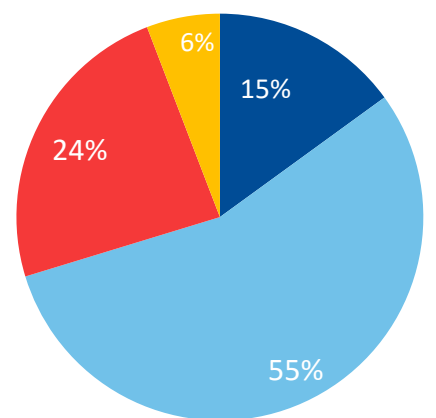
Existing Space Investment by Package



Carleton's Existing Spending (FY10 – FY16)



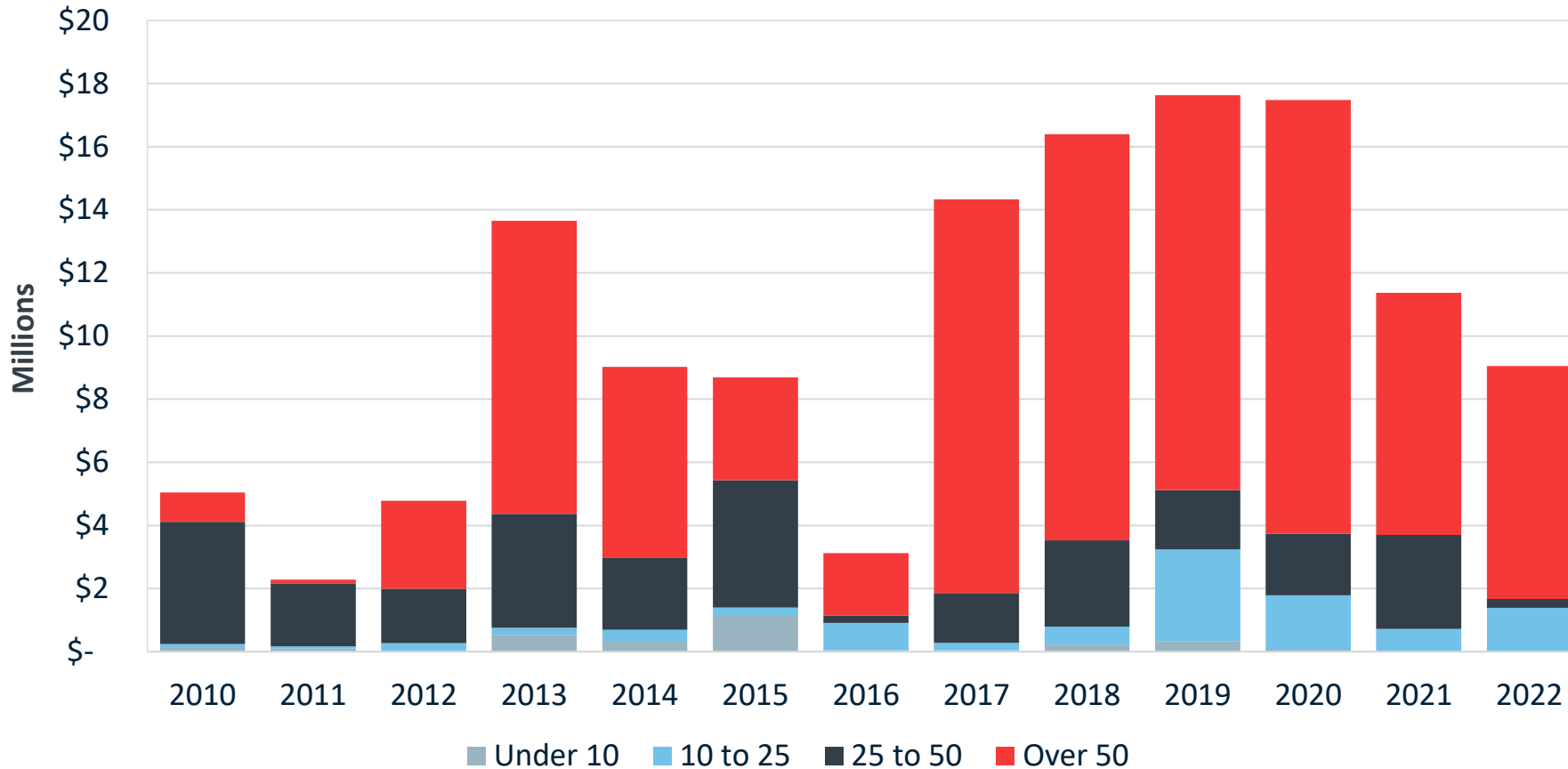
Carleton's Existing Spending (FY17 – FY22)



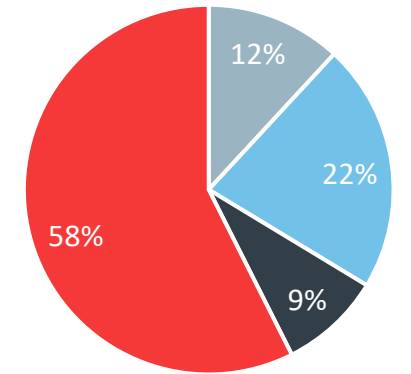
Majority of Projects Have Targeted Highest Risk Spaces

From FY10-FY22, 68% of existing space spending went into buildings over 50, which comprise 58% of campus GSF today

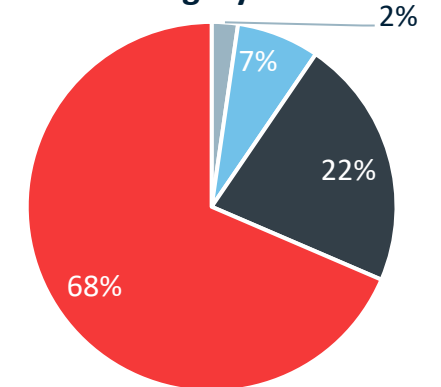
Existing Space Spending by Building Age Category



Current Campus GSF By Age Category



FY10-FY22 – Spending by Age Category

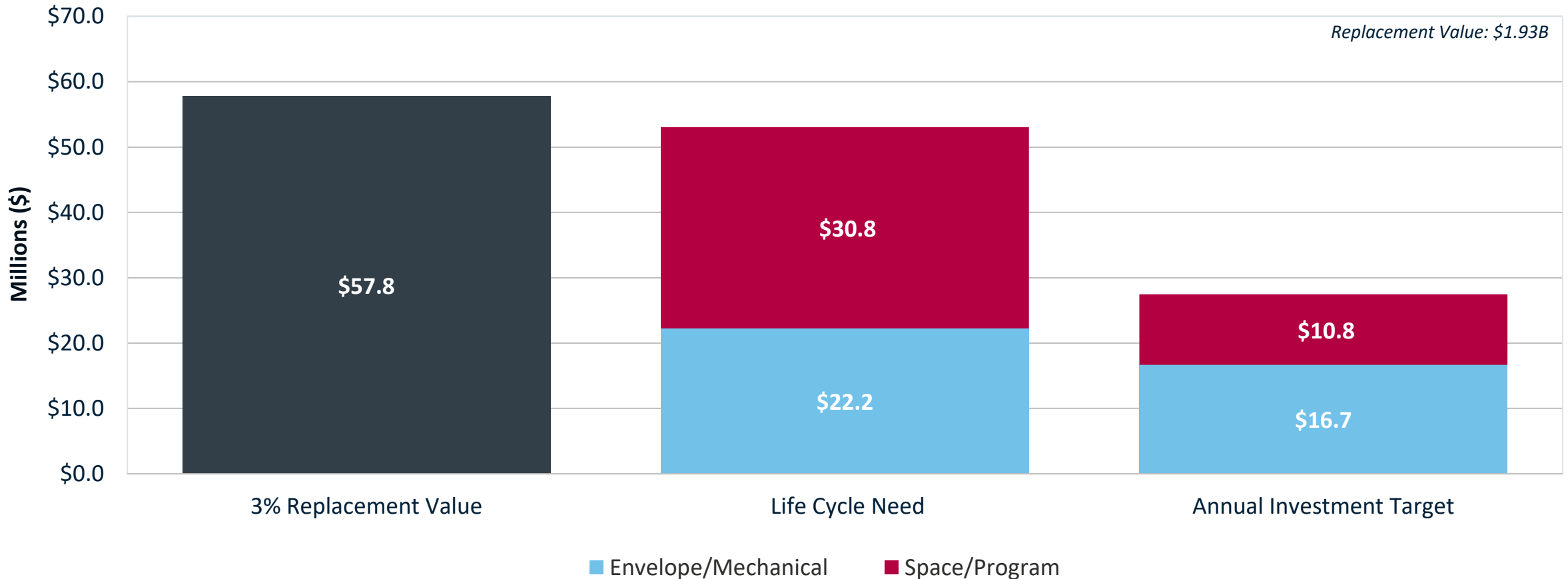


*Some project dollars not included in graph because they were not tagged to a specific building

Defining an Annual Investment Target

FY22 Investment Target: \$27.5M

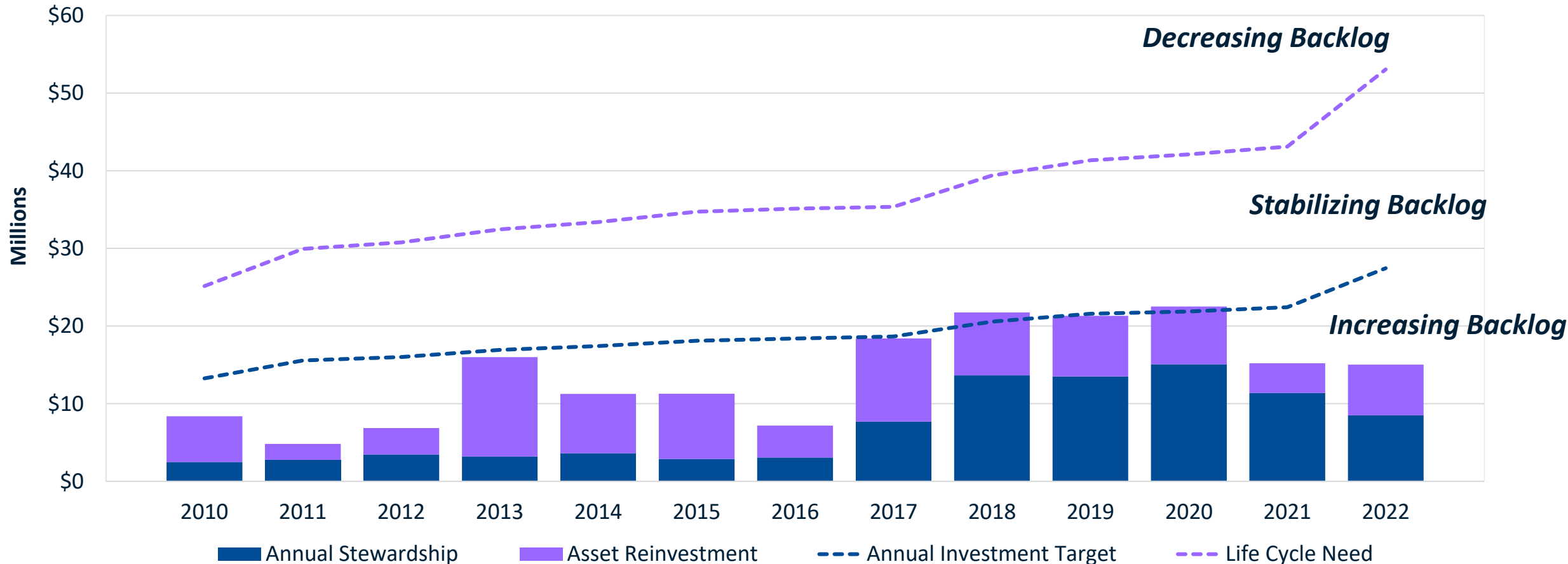
FY22 Annual Investment Target



Chasing a Moving Target

After several years of meeting the investment target, Carleton fell short in FY21 & FY22 due to pandemic

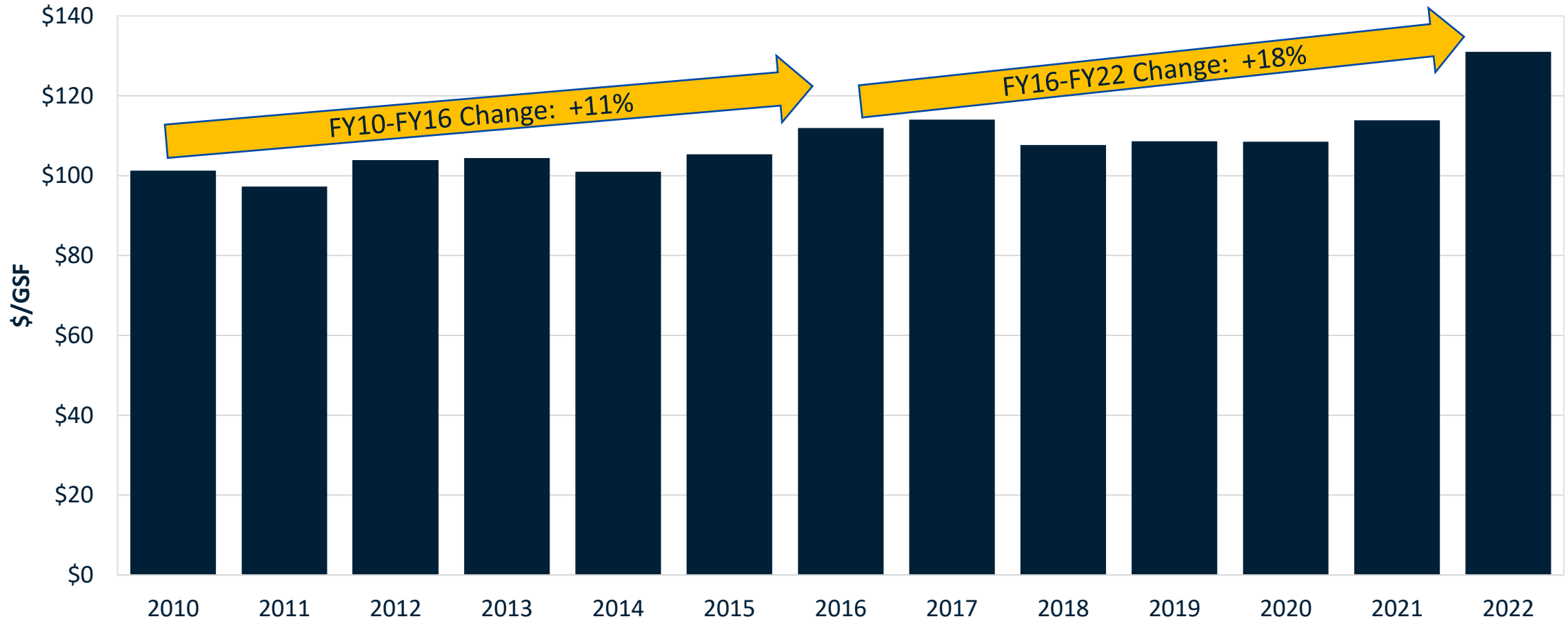
Total Capital Investment vs. Funding Target



Falling Short of Target Recently Led to Backlog Growth

Funding was reallocated to urgent pandemic response initiatives in recent years

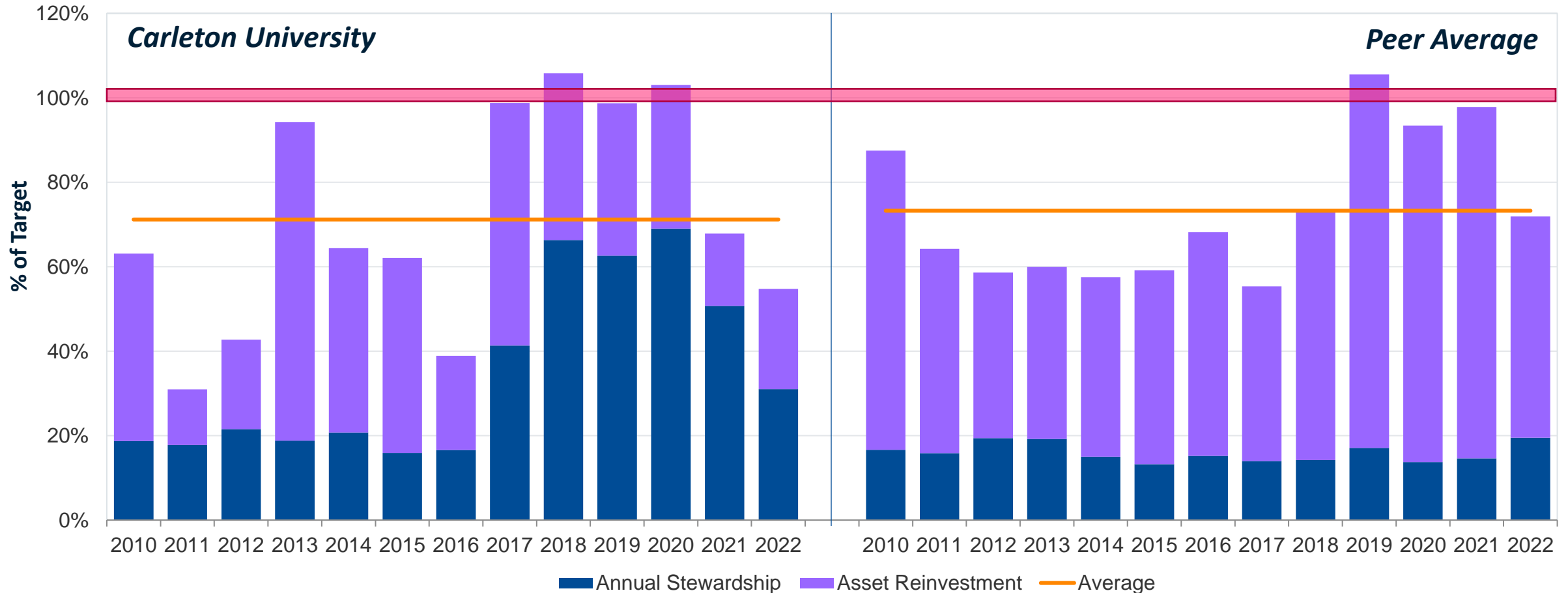
Carleton's Asset Reinvestment Need



Carleton Has a Stronger Foundation of Stewardship

Peers rely more on one-time capital, while Carleton's recurring capital has made a difference in recent years

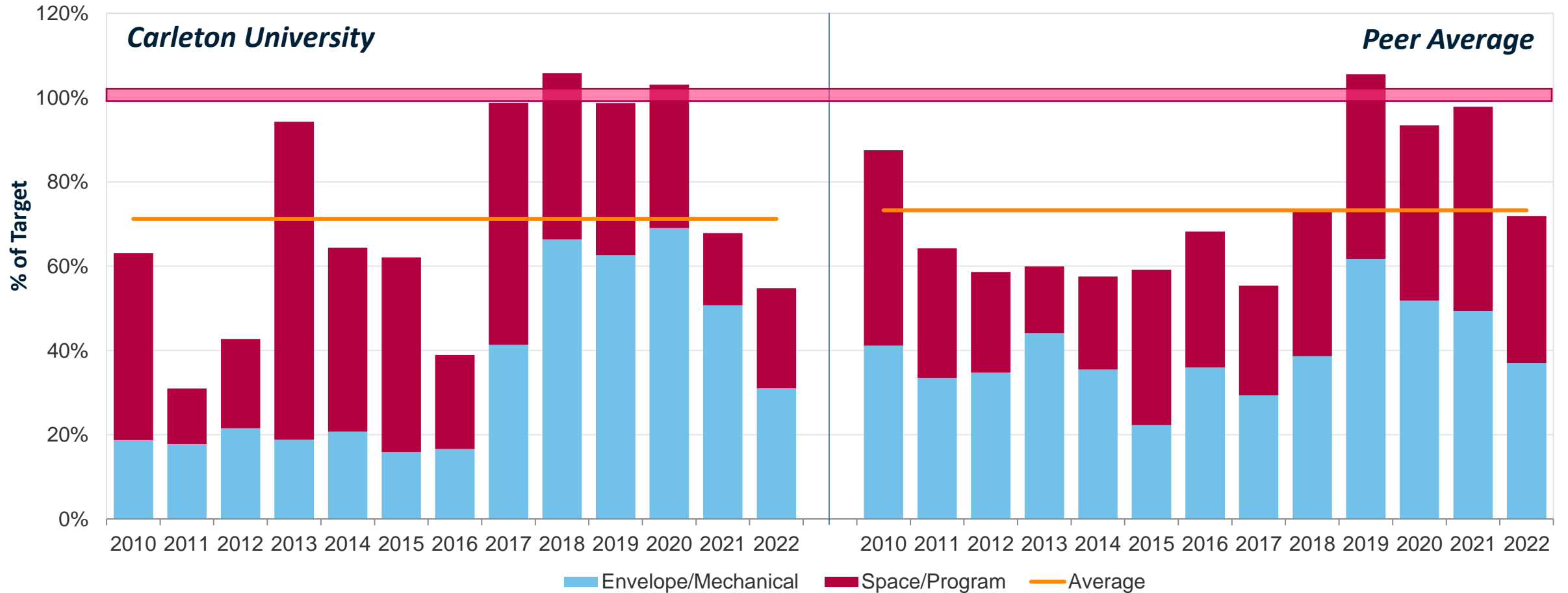
Spending by Funding Source as % of Target



Carleton Spends More on Envelope & Mechanical Needs

Recent influx of resources have been strategically directed towards those high-ROI projects

Spending by Type as % of Target



Summary

- Carleton has responsibly spent available capital funds
- More funding is needed to fully address the needs of Carleton's high-risk campus
 - Current funding: \$14M in CRDM, plus ~\$5M in FRP (which fluctuates)
 - FY22 target: \$27.5M (this will continue to grow with inflation and with campus expansion)
- In the event of future emergencies or strategic initiatives, reallocation of these resources would impact the continued ability to steward facilities needs

Questions & Discussion

AGENDA ITEM

5.4

To:	Board of Governors	Date of Report: 5 April 2024
From:	Chair, Finance Committee	Date of Meeting: 30 April 2024
Subject:	2024/2025 Tuition Fees	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Finance Committee, move to approve domestic tuition for 2024-25, as per the 2024-25 Ontario Tuition Framework, as presented.

On the recommendation of the Finance Committee, move to approve the proposed increases to the international tuition fees per year for 2024-25 and 2025-26, as presented.

3.0 EXECUTIVE SUMMARY

Domestic tuition fee increases are regulated by provincial government policy through the Tuition Framework. On February 27, 2024, Carleton received the 2024-25 tuition framework indicating that the freeze for domestic tuition will continue for Ontario Residents for 2024-25 while permitting tuition to be increased by 5% for out-of-province domestic students. The tuition anomaly policy also will continue to be implemented.

International tuition fee increases are not regulated by provincial government policy. It is proposed that the rate of increase for international fees be set for each of the next two years. The recommended international fees are supported by market comparison, which shows Carleton as well within the range of other institutions, but below the provincial average of larger institutions on undergraduate international tuition (in some cases, amongst the lowest of that group).

4.0 INPUT FROM OTHER SOURCES

Changes to the international tuition fees are supported by an accompanying presentation, which shows comparative international fees.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Domestic fees are fully regulated by the provincial government. On January 17th, 2019, the Ontario Government announced its new Tuition Fee Framework for colleges and universities, which required tuition fee reductions of 10 percent in 2019-20, relative to 2018-19 levels. Since that time, tuition frameworks have mandated that domestic tuition remain frozen at 2019-20 levels, with an exception for out-of-province domestic students (the framework allowed for a 3% increase in 2021-22 and a 5% increase in each year thereafter). International fees are not regulated and are set using a number of factors such as: comparison with other institutions; the recruitment strategy; and the impact on the existing international student body.

6.0 FINANCIAL IMPLICATIONS

Competitive international fee increases, in keeping with current practice at all Ontario universities, is an important feature of the Ontario university tuition fee environment, especially given a fixed provincial grant and frozen domestic tuition for Ontario residents. It is estimated that the proposed increase in international tuition will generate an additional \$6 million compared to no tuition increase for 2024-25. This is roughly the estimated impact of the modelled decrease in international intake in 2024-25, and so the proposed increase in international tuition would offset that level of decrease in enrolment. It is estimated that a 5% increase in out-of-province domestic student tuition would result in roughly \$800K in increased tuition revenue for 2024-25

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The key risk associated with the tuition increases is the possibility of not generating sufficient revenues to meet expenses. Given rising expenses and that the provincial government regulates domestic tuition, which remains frozen for Ontario students for the foreseeable future, it is critical that the University take any opportunity it can to increase tuition fees when permitted. The other risk would be a potential impact on enrollment. This risk is mitigated by benchmarking with other institutions and ensuring tuition is competitive with market rates domestically and internationally.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The proposed increases to international fees are similar to the range from previous years and reflect current rates at other Ontario universities; therefore, we anticipate only minimal reputational impact as a result of the fee increase.

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

2024-25 Domestic Tuition Fees

2024-25 and 2025-26 International Tuition Fees

Finance Committee

April 19, 2024

Domestic Fee Structure - Timeline

Regulated by Provincial Tuition Policy Framework

2019-20

- All domestic tuition fees reduced by 10% following the provincial government tuition framework

2020-21 through 2023-24

- Domestic tuition fees for Ontario residents held constant at 2019-20 levels
- Tuition increases were permitted for out-of-province domestic students (up to 3% in 2021-22 and up to 5% in 2022-23). Carleton approved +3% in 2021-22 and 2022-23, and +5% in 2023-24
- Select programs were approved for adjustment in 2023-24 under the tuition anomalies policy: Bachelor of Commerce, Bachelor of International Business, Master of Business Administration (where those programs were shown to be more than 15% below similar programs)

Domestic Fees – 2024-25

2024-25

- In a February 27, 2024 memo, the province released the details of the 2024-25 tuition framework indicating that:
 - tuition continues to be frozen for domestic Ontario residents
 - tuition can be increased up to 5% for out-of-province domestic students
 - tuition anomaly adjustments on approved programs can continue (up to a maximum of 7.5% a year).

Summary of 2024-25 Proposed Domestic Tuition Fee Increase

Program	Domestic	
	Ontario Resident	Out-of-Province
Tuition Anomaly	7.5%	7.5%
All Other	0%	5%

Carleton programs approved by MCU as having tuition anomalies are:

- Bachelor of Commerce
- Bachelor of International Business
- Master of Business Administration

2023-24 International Tuition (Major Universities in Ontario)

	B.A./ B.Sc.	B.Com.	B.C.S.	B. Eng.	M.A.	M.Sc	MBA	M.Eng.	M.A.Sc.	PhD (Most)
Carleton	29,828	35,501	46,359	47,607	25,149	25,149	56,103	39,690	27,405	7,428*
Guelph	33,046	40,276	39,361	49,110	20,512	20,512	-	32,427	-	19,681
McMaster	45,272	47,173	53,050	65,428	17,096	17,096	48,219	-	-	6,307
Ottawa	43,335	53,184	63,164	63,164	29,163	29,163	70,734	38,780	31,507	8,478
Queen's	54,808	59,356	54,808	59,284	12,927	12,927	-	20,467	-	5,773
TMU	31,610	36,470	31,610	36,750	24,260	24,260	51,100	26,270	24,260	23,240
Toronto	60,510	68,780	62,580	65,410	28,900	28,900	67,530	66,670	27,520	6,210
Waterloo	51,448	47,606	66,516	66,516	23,088	23,088	-	45,966	23,088	22,188
Western	42,233	56,700	42,233	58,287	19,751	19,751	126,600	42,737	-	6,360
York	34,067	35,588	31,316	39,048	18,825	18,825	57,919	-	21,000	18,000
Average (Ont. All)	36,176	41,050	41,073	50,468	22,773	22,131	56,848	36,369	24,745	16,435
Average (Ont. Major)	42,616	48,063	49,100	55,061	21,967	21,967	68,315	39,126	25,797	12,366
Median (Ont. Major)	42,784	47,390	49,704	58,786	21,800	21,800	57,919	39,235	25,833	7,953
Carleton +- UofO	-13,507	-17,683	-16,805	-15,557	-4,014	-4,014	-14,631	910	-4,102	-1,050
Carleton +- Avg.(Maj.)	-12,788	-12,562	-2,741	-7,454	3,182	3,182	-12,212	564	1,608	-4,938
Carleton +- Med.(Maj.)	-12,956	-11,889	-3,345	-11,179	3,349	3,349	-1,816	455	1,573	-525

Prepared by OIRP (October 2023). Source: COU 2023-24 Fee Survey.

Nomenclature used for degrees is according to Carleton conventions.

Graduate program fees are measured on a three-term basis, all others on a two-term basis. MBA: McMaster's MBA fees are the full program fee; Western's MBA program is a 1-year program. PhD: Some universities report the international PhD fee at the domestic rate (to account for rebates), others at the international rate.

Ontario Average includes all Ontario Universities (including those not shown).

Universities shown ('major' universities) are the 10 largest Ontario universities.

* This amount has been adjusted to reflect what international PhD students pay after receiving the International Doctoral Tuition Support Bursary (without the bursary, international PhD students pay \$19,590).

% Increase 2023-24 > 2022-23 (Major Universities in Ontario)

International Tuition Fee Comparison - Percentage Increase 2022-23 to 2023-24

	B.A./ B.Sc.	B.Com.	B.C.S.	B. Eng.	M.A.	M.Sc.	MBA	M.Eng.	M.A.Sc.	PhD (Most)
Carleton	5.0	5.0	8.0	8.0	3.0	3.0	8.0	8.0	3.0	0.0
Guelph	9.0	12.0	12.0	12.0	0.0	0.0	-	10.0	-	0.0
McMaster	5.0	6.0	6.0	6.0	0.0	0.0	6.0	-	-	0.0
Ottawa	12.0	12.0	12.0	12.0	7.0	7.0	7.0	7.0	7.0	33.1
Queen's	2.5	5.0	2.5	0.0	0.0	0.0	-	0.0	-	0.0
TMU	5.0	5.0	5.0	0.0	3.0	3.0	5.0	3.0	-5.0	3.0
Toronto	2.0	2.0	2.0	3.0	5.0	5.0	2.0	3.0	0.0	0.0
Waterloo	10.0	5.0	5.0	5.0	0.0	0.0	-	5.0	0.0	0.0
Western	8.0	10.1	8.0	8.0	2.0	2.0	2.5	4.0	-	0.0
York	4.0	4.0	4.0	4.0	0.0	0.0	5.0	-	0.0	0.0
Average (Ont. All)	5.8	6.2	6.1	5.3	2.3	2.2	3.8	4.2	1.1	2.7
Average (Ont. Major)	6.3	6.6	6.5	5.8	2.0	2.0	5.1	5.0	0.8	3.6
Median (Ont. Major)	5.0	5.0	5.5	5.5	1.0	1.0	5.0	4.5	0.0	0.0
Carleton +- UofO	-7.0	-7.0	-4.0	-4.0	-4.0	-4.0	1.0	1.0	-4.0	-33.1
Carleton +- Avg.(Maj.)	-1.3	-1.6	1.5	2.2	1.0	1.0	2.9	3.0	2.2	-3.6
Carleton +- Med.(Maj.)	0.0	0.0	2.5	2.5	2.0	2.0	3.0	3.5	3.0	0.0

Prepared by OIRP (October 2023). Source: COU 2023-24 Fee Survey.
10 universities listed in this chart are the 10 largest universities in Ontario

Proposed International Tuition Increases

	Proposed Increase for 2024/25 and 2025/26
Undergraduate Degrees	8%
Research Master's (MA, MSc, MAsC, etc.)	3%
Professional Master's MEng, MBA, TIM, MCS	8%
PhD	0%

International fees are unregulated. Proposals based on competitive analysis (Ontario context) and PBWG discussion, in consultation with Deans.

Motion:

On the recommendation of the Finance Committee, move to approve the domestic tuition fees for 2024-25, as per the 2024-25 Ontario Tuition Framework, as presented.

Motion:

On the recommendation of the Finance Committee, move to approve the proposed increases to the international tuition fees per year for 2024-25 and 2025-26, as presented.

AGENDA ITEM

5.5

To:	Board of Governors	Date of Report: 23 April 2024
From:	Chair, Finance Committee	Date of Meeting: 30 April 2024
Subject:	2024-25 Operating Budget	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Finance Committee, move to approve the 2024-25 Operating Budget, as presented.

3.0 EXECUTIVE SUMMARY

Carleton's 2024-25 operating budget describes the University's current strategic context and fiscal environment, highlighting the key assumptions that underlie its long-term financial plan. This budget is shaped by the three directions of our Strategic Integrated Plan and operating priorities set by the Strategic Integrated Planning Committee. These priorities focus on: increased efforts in undergraduate recruitment to ensure a broad and diverse population of students in the learning ecosystem; investments in initiatives aimed at student success and retention; development of new programs and program renewal that will help students become graduates who will make significant impacts on their communities and the world; exploration of new online markets to provide greater reach and flexibility in the delivery of our teaching mission; and service rationalization and process modernization initiatives designed to further our operational excellence efforts. These priorities provide direction for institutional planning, which, in turn, leads to investment in specific initiatives and activities throughout the University.

The post-secondary education sector in Ontario faces numerous substantial challenges as we collectively strive to achieve our goals while maintaining balanced operating budgets. The Council of Ontario Universities has stated: "At least 10 of the province's 23 publicly assisted universities are now projecting budget deficits [in 2023-24] totaling \$175 million, with that number expected to rise to \$273 million in 2024-25." This estimate was released before the repeal of Bill 124, which will have the effect of materially increasing the projected sector-wide budget deficit.

Unfortunately, the provincial government has decided again to extend the freeze of domestic tuition for Ontario residents. The Ministry has recently clarified that this freeze will extend into the next three fiscal years, or through to 2026-27. The impact of the 10% tuition fee cut in 2019-20 and subsequent freeze, up to and including 2023-24, totals an estimated \$190 million in cumulative lost tuition revenue for Carleton. This also translates to a reduction in annual tuition revenue of approximately \$55 million in 2024-25 and onward when compared to the framework in place before 2019-20.

The majority of operating grant income is regulated by the Ministry of Colleges and Universities. Essentially, this grant is fixed at the level of the funded midpoint of the University's enrolment corridor and is not indexed to inflation. Per student funding has not increased during the era of the Strategic Mandate Agreements, which has the effect of reducing the value of operating grant in real terms with the cumulative impact estimated to be \$98 million since 2019-20 through to 2024-25. In March 2024, we received a one-time grant of \$7.2 million to account for previously unfunded growth in the STEM

disciplines. As well, the provincial government has announced an additional increase of 3%/2%/2% in the operating grant between 2024-25 and 2026-27, respectively. It is unclear whether these increases will become permanent or will be limited only to a three-year term.

Prior to the pandemic, enrolment had been steadily and consistently increasing year over year for more than a decade, driven by growth in intake at both the undergraduate and graduate levels. In the fall of 2020, Carleton experienced a decline in new domestic first-year students, followed by a few consecutive years of decline in new first year international students starting in 2021. The Fall 2023 term intake of new students saw the new domestic first-year student cohort at 87% of the peak year of cohort intake (2017), and the new international first-year student cohort at 61% of the comparable peak for that cohort (2018). Successive years of declines have, and will continue, to flow through enrolment levels, affecting tuition revenue. Fortunately, the provincial grant has not been at risk during this period as we have been assessed to be at or above the funded midpoint in the corridor model due to three main factors:

1. Graduate students generally have continued to increase over this time and are more heavily weighted in the provincial funding formula than undergraduate students.
2. There has been an underlying shift towards STEM programs, which count for higher weights in the provincial funding formula than humanities and social sciences programs.
3. The assessment is based on a five-year moving average, and past years' growth has ensured positive corridor assessments even when in-year enrolments were decreasing.

For intake assumptions in 2024-25, we are pleased to see increases in domestic student interest but are also mindful of the financial situation of Ontario universities in general which will precipitate greater competition for domestic students. We have projected modest increases in domestic intake, therefore, both at the undergraduate and graduate levels. Given current geopolitical events coupled with new government regulations and process changes, we anticipate challenges with new international student cohort sizes. We have seen declines in application numbers at both the undergraduate and graduate levels. Caps on international student numbers exempt international graduate students and given that demand is growing in some programs geared to international graduate students, we anticipate that the impact won't be as significant at the graduate level. At the undergraduate level, while all efforts are being made to mitigate losses, the concern for 2024-25 is particularly acute as confusion and delays in processing visas will have significant implications. Consequently, the scenario used for the 2024-25 budget includes a 25% decrease in new first-year international undergraduate students and a 10% decrease in new international graduate students. The outer year projections in the University's long-range financial outlook include a conservative assumption that growth in international student numbers will be modest following a year of steady intake in 2025-26 at the previous year's level.

The University's single largest operating expenditure is salary and benefits, representing approximately 76% of operating budget spend. As a result, the repeal of Bill 124 is projected to have a material financial impact on the University, both in terms of retroactive salary payments and ongoing salary commitments. Many peer institutions have finalized their approach to addressing the wage issues for faculty and staff post-Bill 124 and a process is now underway at Carleton to settle this issue.

Other financial pressures include the University's deferred maintenance obligation which continues to grow; additionally, our Enterprise Resource Planning system is nearing a point at which we will need to evaluate options for replacement.

In 2023-24, based on our financial outlook at that time, the University mandated a 2% across-the-board cut for all divisions. In response to the increasing financial pressure facing the University, driven by mainly exogenous factors, a mandated 3% across-the-board cut for all divisions was communicated as part of the 2024-25 operating budget process. This decision will level a differential impact on each division, depending on program mix and divisional revenue sources. Adjustments to divisional plans will

differ based on local priorities but will include some combination of changes to faculty and staff hiring plans, deferral of capital projects, and fewer investments in service improvements and new initiatives.

The result is a budgeted operating deficit of \$26 million for 2024-25. The long-range financial outlook projects that 6% in annual divisional base budget cuts may be required between now and 2028-29 to balance the University's operating budget should no new opportunities for revenue growth present themselves.

4.0 INPUT FROM OTHER SOURCES

The operating budget consultation process involves many stakeholders from the Resource Planning Committees. In Fall 2023, input was sought from the Board of Governors and discussions occurred with RPCs about emerging priorities and future pressures. These discussions centred on the Strategic Integrated Planning Committee, which is composed of the President, Vice-Presidents, Deans, Deputy Provost, Associate Vice Presidents, Executive Directors and the Director of Planning and Budgeting. In March, RPC chairs presented their operating plans and requests for resources to all the other RPC chairs. The Provost's Budget Working Group (PBWG) then made resource allocation decisions to best support the University's operating priorities. Input concerning projected enrolment and tuition fees was received from the Vice-President (Students & Enrolment), the Deputy Provost (Academic Operations and Planning), Financial Services, the Office of Institutional Research and Planning, and the Faculties. Information regarding grant allocations was also provided by the Ministry of Colleges and Universities.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The proposed 2024-25 Operating Budget is presented, in summary form, as follows:

Table 1: Proposed 2024-25 Operating Budget

Tuition Fees	309,200
Government Grant	180,914
Investment Income	22,000
Other Income	21,476
Total Income	533,590
RPC Operating Budgets	(332,548)
University Budgets	(174,460)
Provisions and Contingencies	(52,737)
Total Expenditures and Transfers	(559,745)
In-year Operating Deficit	(26,155)
Contribution from Prior Year Reserves	26,155
Net Operating Result	-

Revenue

Over 90% of operating revenue comes from tuition fees (23% international, 35% domestic) and government grants (34%) combined.

For intake assumptions in 2024-25, we are pleased to see increases in domestic student interest but are cognizant of the financial situation of Ontario Universities in general which will likely lead to greater competition for domestic students. We have projected modest increases in domestic intake, therefore, both at the undergraduate and graduate levels. Caps on international student numbers exempt graduate students and given that demand is growing in some programs geared to international graduate students, we are anticipating that the impact will be somewhat less significant at the graduate level than at the undergraduate level. At the undergraduate level, while all efforts are being made to

mitigate losses, the concern for 2024-25 is that confusion and delays in processing visas will have significant implications. Early application data shows a 25% drop in international undergraduate applications and, as a result, the assumption used for the 2024-25 budget includes a 25% decrease in new first year international undergraduate students and a 10% decrease in new international graduate students.

Domestic tuition fees for Ontario resident students will continue to be frozen. Tuition fees for domestic out-of-province students are permitted to increase by 5%. International tuition fees are assumed to increase in line with the proposed international tuition fee framework. Tuition increases in the Master of Business Administration (MBA), Bachelor of Commerce (BCom) and Bachelor of International Business (BIB) programs for domestic students will continue to increase in line with the Province of Ontario's regulatory approval for Tuition Anomaly programs, as identified in the 2023-24 Tuition Fee Framework.

The government operating grant is assumed to increase by 3% over the 2023-24 level, or \$6 million.

Expenditures and Transfers

Compensation is by far the largest component of the operating budget at 76% of operating expenditures. A further 12% relates to campus infrastructure, 8% to student support and enrolment growth, 2% to library acquisitions and the remainder to support general and administrative activities. Approximately \$9 million, or 3% of RPC net base operating budgets, are proposed to be cut for 2024-25, affecting vacant positions, faculty positions in the Faculty of Arts and Social Sciences and the Faculty of Public Affairs as well as discretionary expenditure budgets across all RPCs. It is important to note that these two Faculties have seen a material level of enrolment decline since the pandemic, supporting the reduction in faculty complement.

Budget Allocation Decisions

The University proposes to make \$1.5 million in base-funded strategic allocations to: support the launch of the Bachelor of Nursing program; better support the Office of Equity and Inclusive Communities; provide funding stability for administrative and research stipends as well as critical research supports in response to our strong research performance; and provide enrolment-growth Faculties with their share of Enrolment-Linked Budget Allocation (ELBA). \$2 million in one-time-only funding is proposed to support: our undergraduate recruitment efforts, both locally and to recapture loss in the GTA and internationally; executive searches; seed funding for our Innovation Hub and Kanata North projects as well as our Bachelor of Nursing program; and computing software needs for our students and faculty. For 2024-25, a \$7.5 million base budget reduction and a \$5.1 million fiscal budget reduction is proposed.

Allocations to University Budgets total \$7.6 million. These allocations are in support of IT infrastructure modernization, student scholarships and aid, and to respond to contractual and inflationary increases.

The Provisions and Contingencies budget includes funding set aside to support salary increases, debt servicing, international agency commission fees, the Enrolment-Linked Budget Allocation mechanism and other revenue-sharing agreements with Faculties. \$39.6 million is proposed to be allocated to support these non-discretionary contingencies.

Table 2: Proposed 2024-25 Operating Budget Allocations

Investment Area	Allocation	
	Base	Fiscal
Resource Planning Committees (RPC)	\$ (7.5M)	\$ (5.1M)
University Budgets	\$ 5.6M	\$ 7.6M
Contingency	\$ 39.4M	\$ 39.6M
Total	\$ 37.5M	\$ 42.1M

6.0 FINANCIAL IMPLICATIONS

The current long range financial outlook projects an approximately \$80 million base budget deficit by 2028-29. The key assumptions that underlie our long-term financial plan are: frozen domestic undergraduate tuition fees for Ontario residents; a 5% tuition fee increase for out-of-province domestic students; international tuition fees assumed to increase in line with the proposed international tuition fee framework; steady increases in domestic tuition for the MBA, BCom and BIB programs identified as programs with tuition anomalies; a 25% decrease in new first year international undergraduate students and a 10% decrease in new graduate students in 2024-25, and a year of steady intake in 2025-26 followed by slow and moderate growth in 2026-27 and thereafter; increases in salary expenditures that incorporate the repeal of Bill 124; and government grant increases of 3%/2%/2% for 2024-25 to 2026-27, respectively. It is unclear whether these increases will become permanent or will be limited only to a three-year term, the financial outlook assumes they will be limited to the three-year term.

If amortized, this projection would require 6% in annual divisional base budget cuts between now and 2028-29 to balance the University's operating budget (assuming the deficit is amortized over four years) with \$45 million in reserves required to address in-year operating deficits in addition to the \$26 million required for 2024-25.

Structural financial stability may come, however, not only through prudent spending and base budget cuts, but also through focused efforts to increase our revenues. Opportunities exist in the mid-term to see: (a) our new programs reach steady state; (b) a full bounce back in international enrolment; (c) the MEng Practice program bringing additional targeted international enrolment; (d) increases in domestic enrolment; and (e) MCU operating grant increases potentially set as a permanent, or base, increases. Should these programmatic and regulatory changes be realized by 2028-29, they would have the effect of substantially reducing the projected \$80 million base budget deficit.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The preparation and implementation of the operating budget involves the use of projections and estimates that increase the level of overall risk of not achieving the desired results. For example, a 1% deviation in enrolment would lead to an approximate \$3M variance (positive or negative) on tuition fee revenues. To mitigate the risk, the budget uses appropriately conservative planning assumptions.

For example, the University has used conservative enrolment projections, as well as conservative inflationary projections, to counteract the inherent enrolment risk. The University also maintains appropriate reserves and contingencies to address unexpected events.

To comply legally with its corporate, audit and financial requirements, the University must have a budget approved before the start of a new fiscal year. The budget must also comply with the framework approved by the Board of Governors at the November 2023 Board meeting.

The uncertainty surrounding enrolment (and therefore revenue) represent a financial risk to the University's operating budget. Additionally, there are risks related to inflationary pressures and external funding. To mitigate these risks, various financial planning scenarios have been assessed and appropriate contingencies made available to address unexpected events. Going forward, the identified financial risks set out in this summary will require the University to carefully and strategically review its operations to identify the appropriate cuts, efficiencies, and use of reserves and investments necessary to secure its financial future.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

An institution's budget and its performance compared to the budget can have major reputational implications. Constantly overestimating revenues and/or underestimating expenditures can lead to operating deficits and debt, in turn negatively impacting our reputation as good stewards of the funds we receive. At Carleton, we have deliberately and openly used conservative revenue and expense estimates since the mid-1990s when serious financial difficulties were encountered.

The communication of the budget to the Board is completed with the presentation of this report. Another key element of the communications plan is to present and discuss the budget allocations with the RPC chairs to achieve a shared understanding of the resource allocation decisions made and then to communicate the key elements of the 2024-24 budget with the University community through a Senate presentation and other venues.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

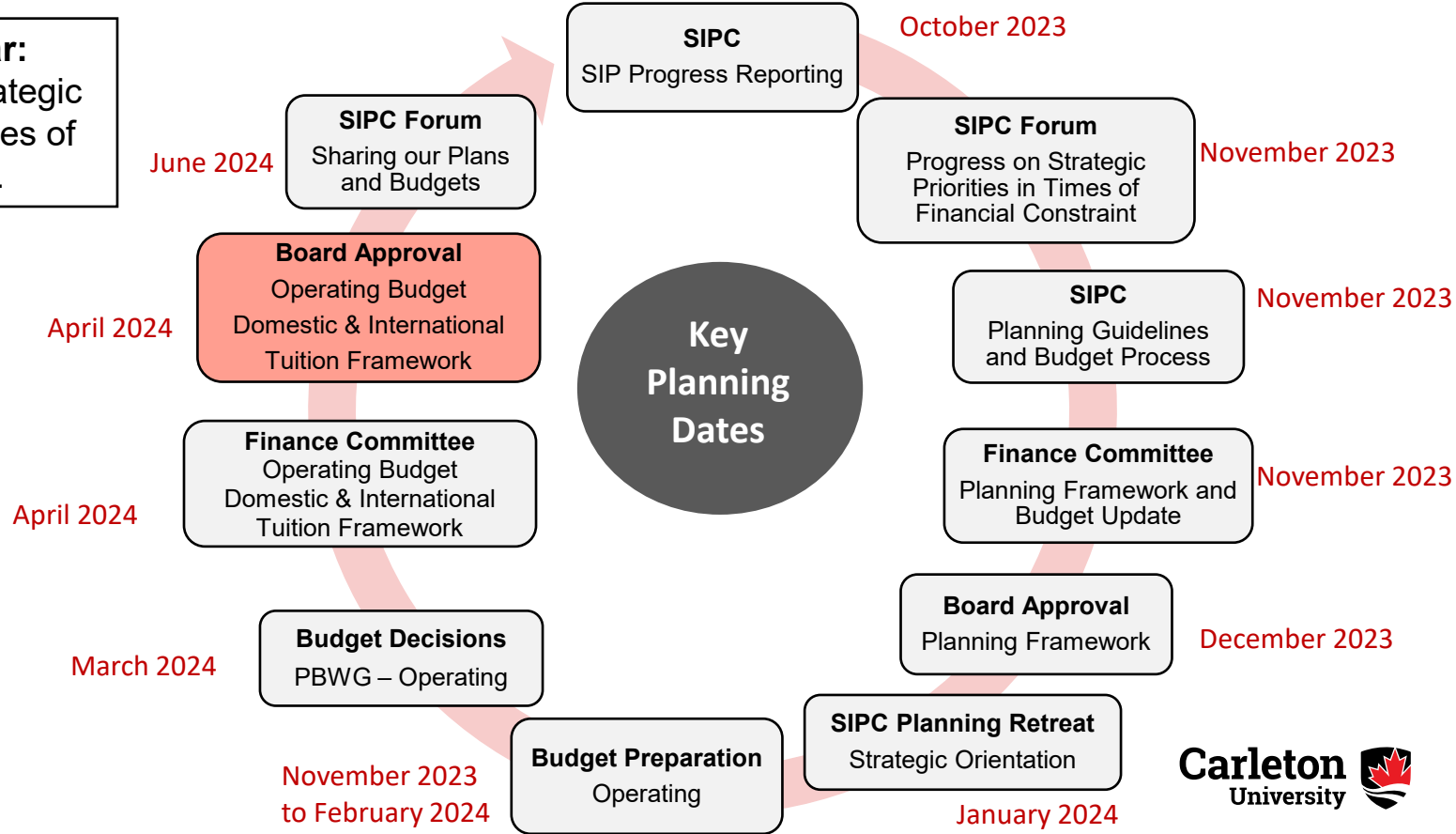
2024-25 Operating Budget

Board of Governors

April 30, 2024

Carleton Planning Framework

Theme for the year:
Progressing on strategic priorities during times of financial constraint.



2024-25 Areas of Focus

- Undergraduate Recruitment & Retention
- Program Refresh
- New Online Markets
- Service Rationalization:
 - Where do we look for efficiencies?
 - How do we respond to the changing societal expectations of universities?
- Process modernization

SIP Focus:

Serve Ottawa, Serve the World

Budget Prioritization Process

RPC Chairs submitted planning and budget proposals, outlining:

- Progress on 2023-24 plans and priorities;
- Plans and priorities for the coming year;
- Usage of carry forward funds over a three-year period;
- Requests for additional resources, referring to institutional priorities and distinguishing between base and fiscal requests.

PBWG reviewed plans and requests against institutional priorities and considered feedback received during presentations from all RPC chairs before making recommendations for 2024-25 resource allocations.

Environmental Scan and Budget Assumptions

Maintaining a Balanced Operating Budget

Pressures

- Tuition freeze
- International student visa caps and delays
- Changes in domestic enrolment patterns
- SMA – Corridor Model & Performance-Based Funding
- Deferred building and infrastructure maintenance
- Rising capital project costs
- Repeal of Bill 124
- Information technology needs

Opportunities

- Returning to in-person recruitment
- Reputational enhancement
- Program innovation and renewal
- Internally restricted reserves
- Term-limited increase to operating grant

Base Expenditure Budget Cut

- 3% base expenditure budget cut for 2024-2025

2024-25 Budget Assumptions

Revenues

Tuition Fees:

- Domestic tuition fees for Ontario residents: No increase
- Domestic tuition fees for out-of-province students: 5% increase
- Adjustments for tuition anomalies
- International Fees – Increases based on proposed framework

Government Funding:

- Year one of three-year increase in operating grant: 3%

Expenses

- Salaries and Benefits: Exiting Bill 124
- Infrastructure:
 - Continuation of capital and IT infrastructure renewal programs,
 - IT inflation; market adjustment on contracted services.
- Student support: maintaining scholarship grid
- General and administrative expense increases of 3%

2024-25 Budget Assumptions (cont'd)

Enrolment

- Undergraduate intake: 1% domestic, -25% international
- Graduate intake: flat domestic, -10% international
- Retention/Transition – Based on average of 2022-23 and 2023/24 academic years

Admission Statistics – Fall 2024

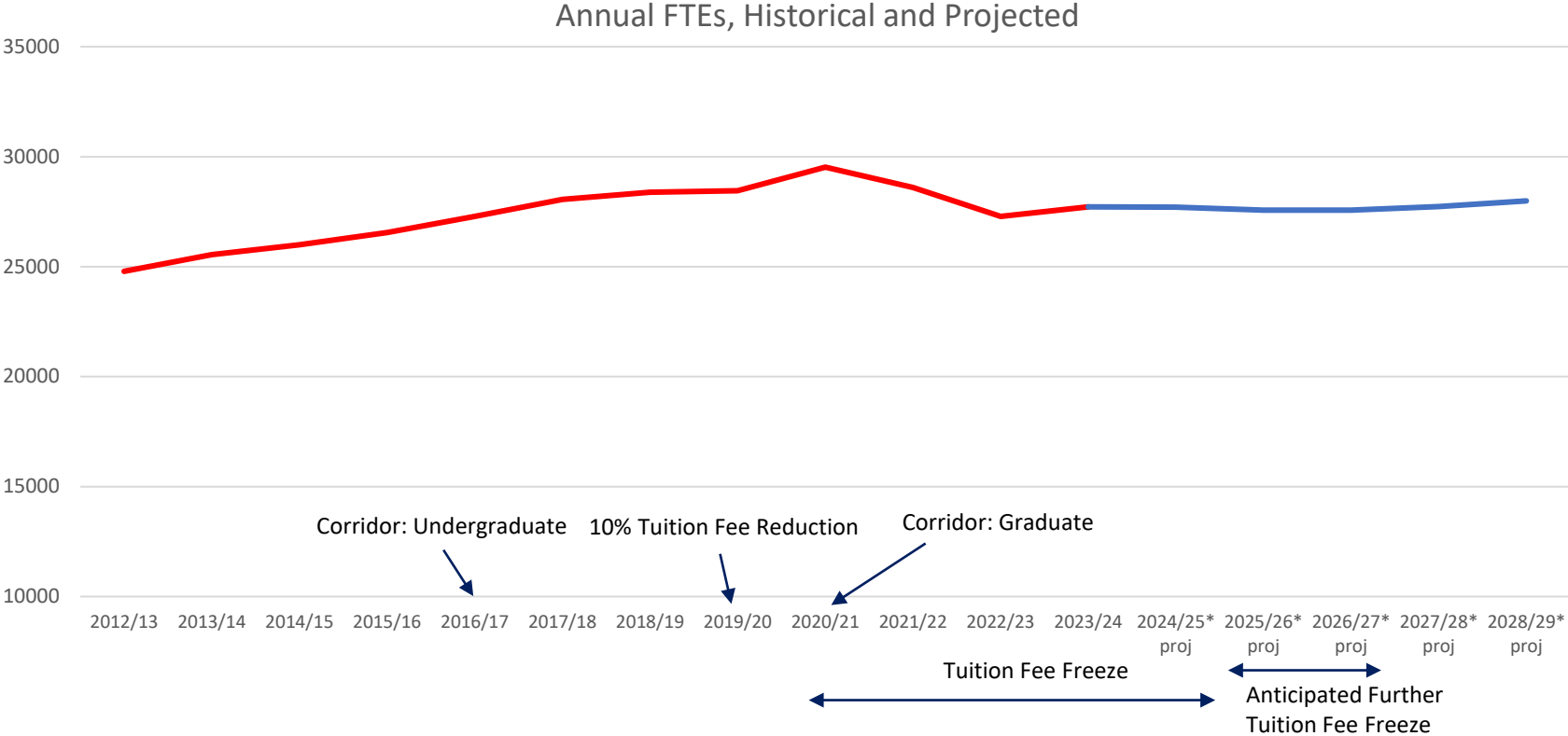
First Year 101 (Ontario High School) Applications

	2023	2024	% +/-
Carleton Total Applications	20,613	21,894	6.2
Carleton Applicants	14,798	15,615	5.5
System Total Applications	532,681	560,981	5.3
System Applicants	92,042	95,475	3.7

First year, New, Applicants (Carleton Data) by region as of March 18, 2024 – 101 Applicants

	2023	2024	% +/-
All	14,798	15,615	5.5
Ottawa	5,082	5,696	12.1
Other Ontario	9,277	9,540	2.8
Other	439	379	-13.7

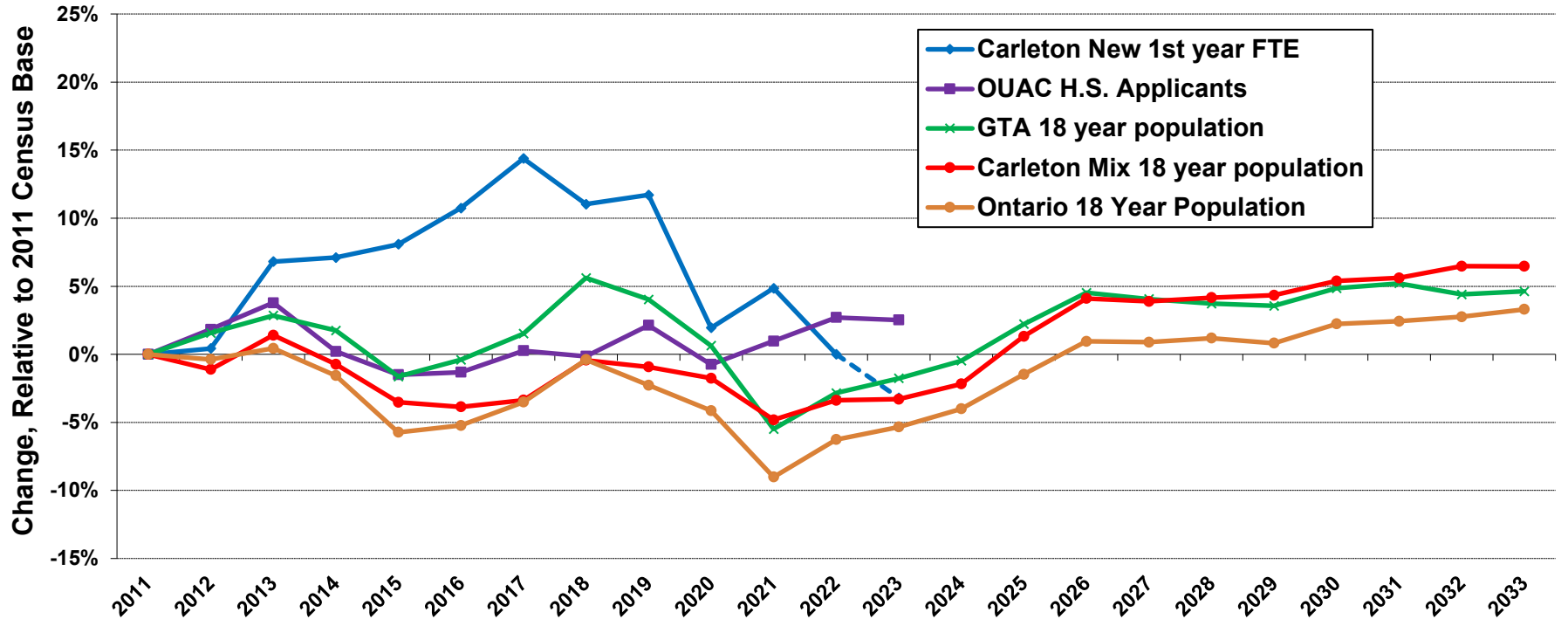
Total Enrolment: Annualized Full-Time Equivalent



Source: Historical, OIRP datacubes. Projected based on projection models (March 18, 2024). 2024 intake assumptions: +1% domestic, -25% international (UG); flat domestic, -10% international (Grad). After 2024, flat or modest increases in intake (eg, +1% domestic, 2% international). Excludes incoming exchange students, and work-term only co-op students in FTE calculation.



Projected Change in the 18-Year-Old Population in Ontario: Carleton Impact



Source: Ontario Ministry of Finance: *Ontario Population Projections Update, 1986-2046* (Summer 2022)
 Ontario University Application Centre (OUAC) yearly statistics, OIRP Data cubes
 "Carleton Mix" is calculated based on actual Ontario enrolment mix Ontario intake (Fall 2023).
 OUAC data from 2023 is as at September 6, 2023.
 Office of Institutional Research and Planning: 2023-10-23

Financial Risk Mitigation

Conservative planning assumptions used to generate five-year financial forecast

Maintenance of appropriate reserve and contingency balances to address unexpected events

Preparation of financial planning scenarios and establishment of a Strategic Financial Group

Not included in assumptions:

- Impact of New Programs

- Full bounce back of international enrolment

- MEng Practice program reaching targeted enrolment

- Increases in domestic enrolment in line with current application and confirmation trends

- MCU operating grant being set as base

2024-25 Operating Budget

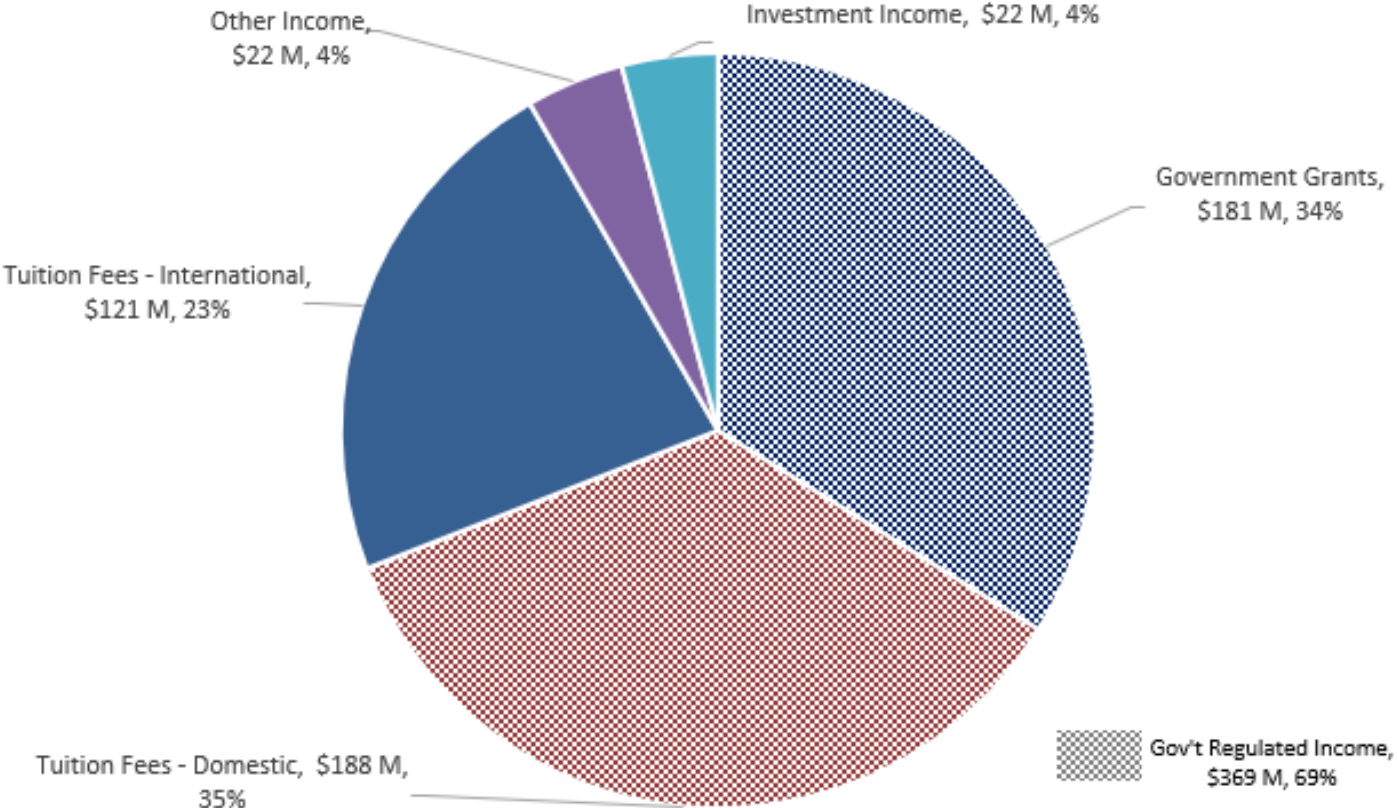
2024-25 Budget Summary

\$Million	2023-24 Budget	2023-24 Projected Results*	2024-25 Proposed Budget	Variance to 2023-24 Budget
Government Grant	175	185	181	6
Tuition Fees	304	303	309	5
Investment Income	24	24	22	(2)
Other Income	22	22	22	-
Total Revenue	525	534	534	9
Total Expenses *	525	534	560	35
Operating Results **	-	-	(26)	(26)
Contribution from Prior Year Reserves		-	26	26
Net Result, after use of reserves		-	-	-

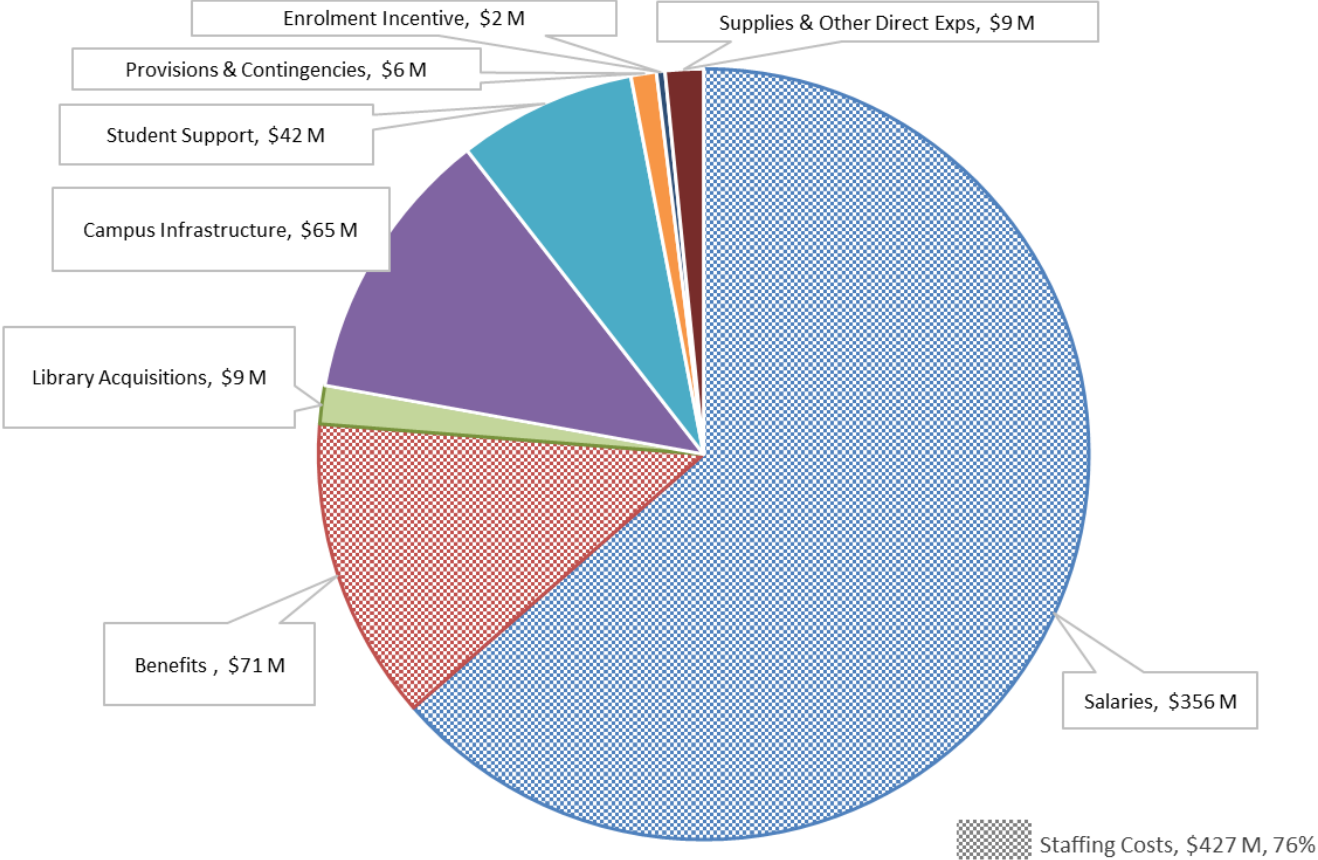
* Excludes any possible Bill 124 retroactive payments.

** The presented 2024-25 operating deficit would likely result a *Ontario Framework for University Financial Accountability* high-risk score.

Projected Revenues for 2024-25: \$534 million



Projected Expenses for 2024-25: \$560 million



Year-Over-Year Expense Changes

Changes between 2023-24 and 2024-25 opening budgets

	2023-24 Budget	2024-25 Budget	Variance to 2023-24
Salaries and benefits	\$ 394 M	\$ 427 M	\$ 33 M
Student supports	\$ 41 M	\$ 42 M	\$ 1 M
Campus infrastructure	\$ 60 M	\$ 65 M	\$ 5 M
Other Operating expenses	\$ 30 M	\$ 26 M	\$ (4) M
Total Expenses	\$ 525 M	\$ 560 M	\$ 35 M

Summary: 2024-25 New Allocations

Investment Area	Allocation	
	Base	Fiscal
Resource Planning Committees (RPC)	\$ (7.5M)	\$ (5.1M)
University Budgets	\$ 5.6M	\$ 7.6M
Contingency	\$ 39.4M	\$ 39.6M
Total	\$ 37.5M	\$ 42.1M

2024-25 New Allocations: Resource Planning Committees

Resource Planning Committees	Allocation			
	Base \$	Base %	Fiscal \$	Fiscal %
Academic (Provost, Faculties, Library)	\$ (5.7M)	(2.2%)	\$ (4.8M)	(1.9%)
Students and Enrolment	\$ (0.7M)	(3.0%)	\$ 0.0M	0.0%
Research and International	\$0.2 M	2.4%	\$ 0.4M	5.6%
Administration (Communications, Advancement, Finance & Administration)	\$ (1.3M)	(3.0%)	\$ (0.7)M	(1.7)%
Total	\$ (7.5M)	(2.3%)	\$ (5.1M)	(1.7%)

2024-25 New Allocations: University Budgets

University Budgets	Base	Fiscal
Student Support	\$ 0.5M	\$ 0.5M
Information Technology	\$ 1.3M	\$ 3.1M
Employee Benefits	\$ 0.5M	\$ 0.5M
Library Acquisitions	\$ 0.3M	\$ 0.3M
Joint Program	\$ 0.7M	\$ 0.7M
Campus Operations	\$ 2.3M	\$ 2.5M
Total University Budgets	\$ 5.6M	\$ 7.6M

2024-25 Provisions & Contingencies

	Base	Fiscal
New Allocations to Provisions & Contingencies	\$ 39.4 M	\$ 39.6 M

	Base	Fiscal
General Contingencies	\$ 39.4 M	\$ 39.0 M
Enrolment-Linked Budget Allocation	\$ 7.4 M	\$ 8.0 M
Debt Servicing	\$ 5.7 M	\$ 5.7 M
Total Provisions & Contingencies Budget	\$ 52.5 M	\$ 52.7 M

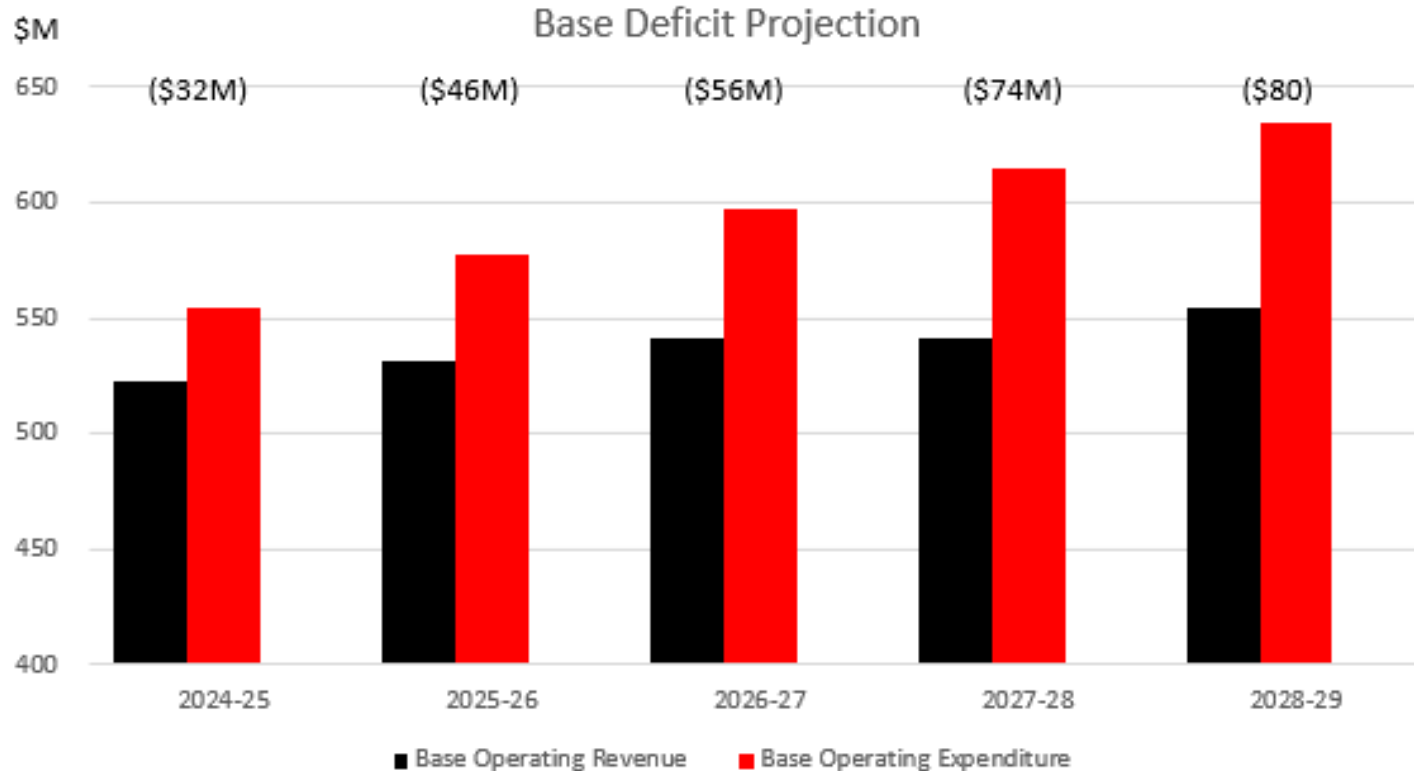
2025-26 and Beyond

Five-Year Financial Plan Assumptions (2025-26 to 2028-29)

Forecasted \$80 million base budget deficit in 2028-29 is based on:

- Frozen domestic tuition fees for Ontario residents; 5% increase for out-of-province domestic
- International tuition fees as currently proposed for approval
- Tuition fee increases in MBA, BCom, BIB – *Tuition Anomaly* approved programs
- Enrolment:
 - Domestic undergraduate and graduate: 1% increase
 - International undergraduate and graduate: flat in 2025-26, 2% increase thereafter
- Government operating grant: one-time-only 2% increase in 2025-26 and 2026-27
- Compensation expense: Exiting Bill 124

Long-Range Financial Outlook: Base Operating Budget



The 2024-25 base operating deficit of \$32 million represents the structural budget deficit.

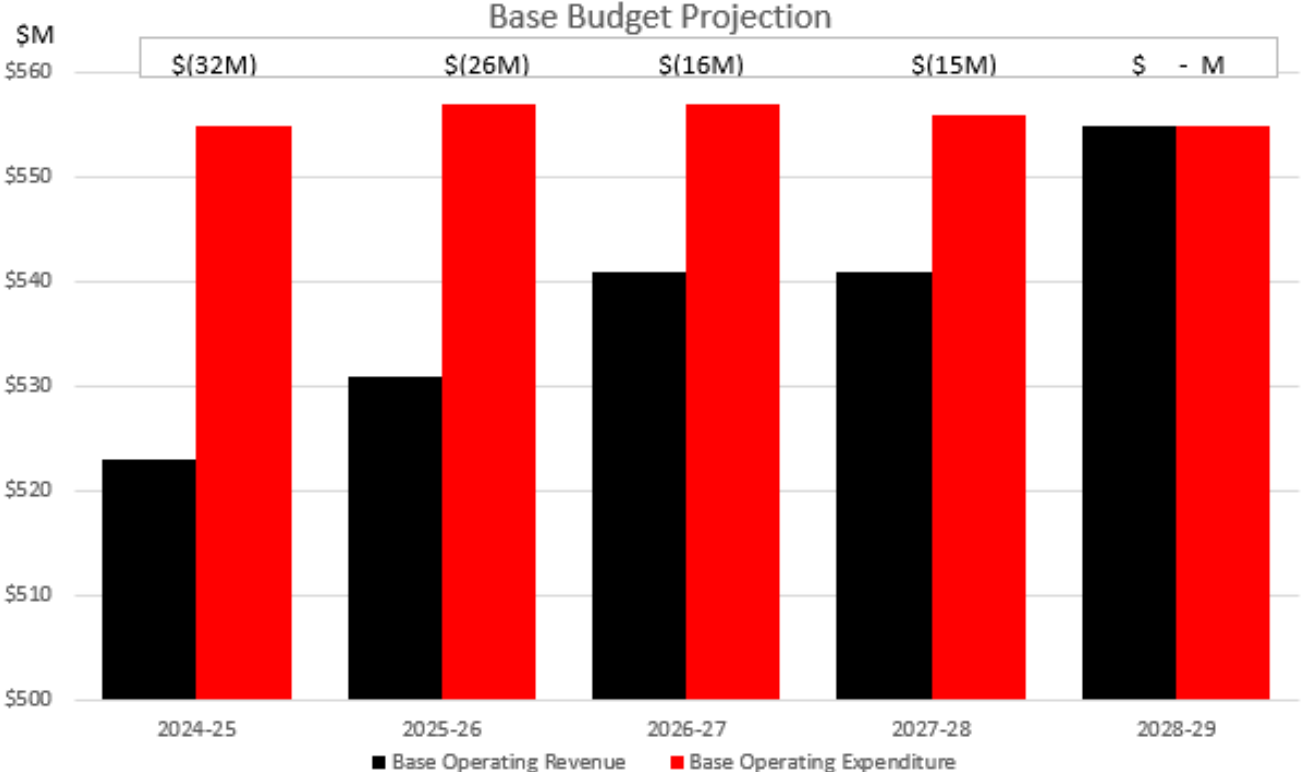
The \$26 million operating deficit referred to in slide 14 includes \$6 million in term-limited GIC investment income.

These projections do not include any action taken to reduce spending. The purpose is to illustrate the structural operating budget deficit.

Balancing Base Operating Budget by 2028-29

- If amortized over the planning horizon, \$19.8 million annual base budget cuts, equivalent to 6% of RPC operating budgets, would be applied.
- \$71 million in reserves also would be required to cover in-year operating deficits between 2024-25 and 2028-29.

Long-Range Financial Outlook: Base Operating Budget With Cuts



Revenue Opportunities

The projected operating deficit could be substantially reduced if the following revenue opportunities materialize over the next five years:

- New undergraduate programs currently in development:
 - Nursing
 - Online BA
 - Data Science
 - Cybersecurity
 - Mechatronics
 - Accounting
- Subject to Ministry approval, projected to begin in Fall 2025
- Increases in domestic enrolment
- Exploring potential for targeted Professional Masters programs
- MEng Practice program reaching targeted enrolment
- Full bounce back of international enrolment
- MCU operating grant set as continuing

Recommendation

On the recommendation of the Finance Committee, move to approve the 2024-2025 Operating Budget, as presented.

2024-25 Operating Budget Report

April 2024

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Carleton University is pleased to present the operating budget for the 2024-25 academic year. This report describes the University's current strategic context and fiscal environment, highlighting the key assumptions that underlie its long-term financial plan. This budget is shaped by the three directions of our Strategic Integrated Plan and five operating priorities set by the Strategic Integrated Planning Committee (SIPC). These priorities have focused on increased efforts in undergraduate recruitment to ensure a broad and diverse population of students in the learning ecosystem; investments in initiatives aimed at student success and retention; development of new programs and program renewal that will help students become graduates who will make significant impacts on their communities and the world; exploration of new online markets to provide greater reach and flexibility in the delivery of our teaching mission; and service rationalization and process modernization initiatives designed to further our operational excellence efforts. These priorities provide institutional context for divisional academic planning, which, in turn, leads to investment in specific initiatives and activities throughout the University.

The post-secondary education sector in Ontario faces numerous challenges as we collectively strive to achieve our goals while maintaining balanced operating budgets. The Council of Ontario Universities has stated: "At least 10 of the province's 23 publicly assisted universities are now projecting budget deficits [in 2023-24] totaling \$175 million, with that number expected to rise to \$273 million in 2024-25."¹ This estimate was provided before the repeal of Bill 124, which will have the effect of materially increasing the projected sector-wide budget deficit. These deficits are driven by acute regulatory and policy changes on the part of government which are beyond the control of universities.

Unfortunately, the provincial government has decided again to extend the freeze of domestic tuition for Ontario residents. The Ministry recently clarified that this freeze will extend into the next three fiscal years, or through to 2026-27. The impact of the 10% tuition fee cut in 2019-20 and subsequent freeze, up to and including 2023-24, totals an estimated \$190 million in cumulative lost tuition revenue for Carleton. This also translates to a reduction in annual lost tuition revenue of approximately \$55 million in 2024-25 and onward when compared to the framework in place before 2019-20.

Additionally, the sector remains in a corridor model with respect to its operating grant from the Ministry of Colleges and Universities, meaning little opportunity exists for Ministry-provided operating grants to grow with enrolment. In March 2024, however, Carleton received a one-time grant of \$7.2 million from the provincial government for unfunded growth in the STEM disciplines, along with an increase of 3%/2%/2% in the operating grant for 2024-25, 2025-26, and 2026-27, respectively. It is not clear whether these increases will become permanent or will be limited only to a three-year term.

Prior to the pandemic, enrolment had been steadily and consistently increasing year over year for more than a decade, driven by growth in intake at both the undergraduate and graduate levels. In the fall of 2020, Carleton experienced a decline in new domestic first-year students, followed by a few consecutive years of decline in new first-year international students starting in 2021. The Fall 2023 term intake of new students saw the new domestic first-year student cohort at 87% of the peak intake year (2017), and the new international first-year student cohort stood at 61% of the comparable peak year for that cohort (2018). Successive years of declines have, and will continue, to flow through enrolment levels, affecting tuition revenue. Fortunately, the provincial grant has not been at risk during this period as we have been at or above the funded midpoint in the corridor model.

For intake assumptions in 2024-25, we are pleased to see increases in domestic student interest but are also mindful of the financial situation of Ontario universities in general which will precipitate greater competition for domestic students. We have projected modest increases in domestic intake, therefore,

¹ <https://ontariosuniversities.ca/news/cou-statement-ontarios-response-falls-short-of-brp-recommendations>

both at the undergraduate and graduate levels. Given current geopolitical events coupled with new government regulations and process changes, we anticipate challenges with new international student cohort sizes. We have seen declines in application numbers at both the undergraduate and graduate levels. Caps on international student numbers exempt graduate students and given that demand is growing in some programs geared to international graduate students, we anticipate that the impact won't be as significant at the graduate level as at the undergraduate level, although we are seeing declines in international graduate student applications at both levels. At the undergraduate level, while all efforts are being made to mitigate losses, the concern for 2024-25 is particularly acute as confusion and delays in processing visas may have significant implications.

The University's single largest operating expenditure is salary and benefits, representing approximately 76% of operating budget spend. As a result, the repeal of Bill 124 is projected to have a material financial impact on the University. Many peer institutions have finalized their approach to addressing the wage issues for faculty and staff post-Bill 124 and a process is now underway at Carleton to settle this issue.

Other financial pressures include the University's deferred maintenance obligation which continues to grow; as well, our Enterprise Resource Planning system is nearing a point at which we will need to evaluate options for replacement.

For 2023-24, based on our financial outlook at that time, the University mandated a 2% across-the-board cut for all resource planning committees (RPCs). In response to the increasing financial pressure facing the University, driven by mainly exogenous factors, a mandated 3% across-the-board cut was communicated as part of the 2024-25 operating budget process. This decision will level a differential impact on each RPC, depending on program mix and RPC revenue sources. Adjustments to RPC plans will differ based on local priorities but will include some combination of changes to faculty and staff hiring plans, deferral of capital projects, and fewer investments in service improvements and new initiatives.

The result is a budgeted operating deficit of \$26 million for 2024-25. The long-range financial outlook projects that 6% in annual RPC base budget cuts may be required between now and 2028-29 to balance the University's operating budget should no new opportunities for revenue growth present themselves.

Structural financial stability may come, however, not only through prudent spending and base budget cuts, but also through focused efforts to increase our revenues. Opportunities exist in the mid-term to see: (a) our new programs reach steady state; (b) a full bounce back in international enrolment; (c) the MEng Practice program bringing additional targeted international enrolment; (d) increases in domestic enrolments; and (e) MCU operating grant increases potentially set as permanent, or base, increases. Should these programmatic and regulatory changes be realized by 2028-29, they would have the effect of substantially reducing the projected \$80 million base budget deficit.

L. Pauline Rankin
Provost and Vice-President (Academic)

1.0 The Budget Process

Carleton's planning and budget framework is based on a five-year planning horizon, with the Strategic Integrated Plan and operating priorities providing the direction needed for the development of individual unit plans and priorities. University-wide, long-term planning is informed by the Strategic Integrated Planning Committee. These plans, converted to a series of goals and initiatives, are then assessed by the Provost's Budget Working Group.

In March, Resource Planning Committee Chairs meet to present their proposed budgets, promoting transparency and fostering discussion and collaboration across units. This approach ensures that proposed initiatives are aligned with the needs of the academic enterprise and service units, spending priorities are established, and that alignment and efficiency of service delivery are considered. As a result, budget allocations are informed not only by the overall financial situation of the University, but by the values and priorities of individual units.

Annual allocations also are affected by the University's Enrolment Linked Budget Allocation (ELBA) mechanism, which provides Faculties with a share of additional revenue associated with growth in enrolment. The ELBA funds are built into Faculty base budgets over time and are intended to cover increased teaching costs, lab infrastructure and equipment, as well as student initiatives associated with growth in enrolment. All RPCs have been permitted to carry forward unspent budgets as a contingency against unexpected change in future revenues and expenses, for short-term planning and development needs and for longer-term strategic initiatives.

The planning and budgeting review process continues throughout the fiscal year. A mid-year contingency reserve is available to respond to off-cycle requirements presented by the RPCs.

In concert with the University's annual Financial Report, which includes consolidated financial statements and a management discussion, the President's annual report completes the planning and budgeting cycle and highlights progress on our plans and priorities.

Basis of Budgeting

The basis of accounting for the University's financial statements is done in accordance with Canadian accounting standards for not-for-profit organizations. For budget purposes, revenues are recognized when received and expenses when paid out once eligibility requirements have been met; debt service payments and capital outlays are recognized as expenses; and depreciation and amortization expenses are not recognized as expenses in the budget document.

A complete reconciliation between the financial statements and the budget is provided in the annual Financial Report to the Board of Governors.

Fund Descriptions

The **Operating Fund** represents the resources available for teaching, student services, and academic and administrative support. It is funded by government operating grants, tuition fees and other general revenues.

The **Ancillary Fund** represents units that are supportive of Carleton's academic and research mission but are not directly related to its primary functions. Each ancillary is required, at minimum, to be self-supporting. Programming offered by ancillary services includes housing for students, dining options across campus, recreation and athletic programs, medical and counselling services, retail outlets, events management, parking on campus, printing services and overseeing student cards and transit passes.

The **Capital Fund** covers new construction, renovations to existing space and deferred maintenance projects. Large capital assets may be funded by government grants, internal resources, debt, or other funding received or designated for such purposes.

Restricted Funds, which include research funds, encompass funds earmarked for a specific or limited purpose, with limitations placed on them by external agencies, donors or internally by the University. They are typically set up to support students through scholarships and bursaries and provide financial support relating to research, contracts and other specific activities. These funds comprise both special purpose funds and endowment funds. Funds also can be internally restricted by the Board for specific purposes.

2.0 Challenges in Maintaining a Balanced Operating Budget

Carleton's operating revenues have increased continuously over the preceding 10-year period due to increases in international tuition fees along with growth in enrolment and research. Enrolment and research growth bring with them increases in costs as the University is met with the need to hire new faculty and professional staff, expand on-campus services and student supports, and invest in its infrastructure. These expenditures are more fixed than variable in nature. Throughout this time, the University maintained a balanced budget until 2024-25. The coming fiscal year will be the first reported operating budget deficit for the University in many years with the factors listed below as the primary drivers in the growing difficulty in maintaining a balanced operating budget:

Tuition and Other Fees

Tuition represents a significant portion of the University's revenue and the fee setting process is critical in ensuring financial sustainability for the institution. Fees provide Carleton with the ability to offer innovative, cutting-edge programs, provide a broad range of student support (including scholarships), and attract world-class faculty, graduate and undergraduate students in pursuit of its academic mission. Charging fees that are beyond market rate could have an adverse effect on enrolment and overall university revenues. Failure to increase tuition fees when provided the flexibility to do so could also have an adverse effect on overall university revenues, given its compounding effect and the uncertainty over permissible future increases. This risk is mitigated by approving increases when permitted by the Provincial Tuition Fee Framework.

Tuition fees for grant-eligible students are regulated by the provincial government through the Tuition Fee Framework, whereas tuition fees for non grant-eligible students are set to be broadly consistent with the fees charged by other Ontario universities for similar degrees. In 2019, the Ontario government announced a 10% tuition fee reduction on all grant-eligible tuition fees for the 2019-20 academic year, followed by a freeze through to 2026-27. The provincial government permitted tuition fees for domestic out-of-province students to increase by 3% in 2021-22 and 5% in 2022-23 through to 2024-25. Additionally, the Province of Ontario permitted universities to increase domestic tuition fees for up to three programs with below-market fees. For Carleton, these approved programs were the Bachelor of Commerce, the Bachelor of International Business, and the Master of Business Administration. Over several years, tuition for these programs will be allowed to increase to bring them up to the average for comparable programs. A six-year period of tuition fee and grant reduction, in real terms, however, has placed significant financial pressure on all Ontario post-secondary institutions, something the sector continues to navigate.

International Student Visa Caps and Delays

In January 2024, Immigration, Refugees and Citizenship Canada announced that the federal government will impose a cap on international student permit applications to stabilize new growth for a period of two years (2024-25 and 2025-26). On March 27, 2024, the provincial government announced 22 of 23 Ontario universities will maintain international undergraduate applications at the 2023 level, with only Algoma University set to see a decline. We anticipate that the impact of the federal government cap will be somewhat less significant at the international graduate student level compared to the undergraduate level since graduate students are exempt from the international student cap, and there is growing demand for some programs geared to international graduate students. Nevertheless, while efforts are being made to mitigate tuition losses at the both levels, confusion and delays in international student visa processing times will have serious implications.

Changes in Domestic Enrolment Patterns

Meeting enrolment targets continues to be one of Carleton's top financial risks. Healthy first-year undergraduate student enrolment, in addition to strong retention rates, are among the main drivers of the University's financial sustainability. The growing financial pressures faced by Ontario universities will likely lead to greater competition for domestic students, making growth in this demographic more challenging than experienced prior to 2019.

Strategic Mandate Agreement

During the first and second rounds of Strategic Mandate Agreements (SMA), the Ministry of Colleges and Universities (MCU) committed to engaging the post-secondary education sectors on changes to their respective funding models in order to better support funding predictability and stability, as well as to support differentiation and student-focused outcomes. This resulted in the implementation of the corridor model (universities entered enrolment corridors in 2017-18), along with the establishment of the differentiation envelope and the performance/outcomes-based funding grant. The provincial government announced that performance or outcomes-based funding would be expanded through the third round of Strategic Mandate Agreements (SMA3). It was intended that a system average of 25% of the MCU operating grant funding would be provided based on performance outcomes, ramping up to 60% by 2024-25. Due to the COVID-19 pandemic, funding adjustments were not implemented for the first three years of SMA3. MCU activated performance-based funding at a system-wide proportion of 10% for Year 4 (2023-24) and has announced that they will be setting Year 5 (2024-25) at 25%. MCU also implemented a 'stop-loss' mechanism beginning in Year 4, which caps funding losses to a maximum of 5% of each metric's allocation amount.

In March 2023, the Ontario government created the Blue Ribbon Panel to provide advice and recommendations related to the long-term financial stability of the Ontario post-secondary education sector. On the advice of the Blue Ribbon Panel, the Ontario Government recently announced that Carleton would receive a one-time grant of \$7.2 million to offset past unfunded growth in science, technology, engineering and mathematics (STEM) programs, along with an additional increase of 3%, 2%, and 2% in the operating grant for 2024-25, 2025-26 and 2026-27, respectively. It is not clear whether these increases will become permanent or will be limited only to a three-year term.

Deferred Building and Infrastructure Maintenance

Carleton has an aging physical infrastructure. The majority of campus buildings, systems and underground infrastructure are now more than 30 years old. As campus infrastructure ages, maintenance and repairs become increasingly ineffective, prompting the need to fully replace major systems such as plumbing, HVAC, electrical and building envelope to improve buildings' performance, Facility Condition Index rating, energy efficiency and sustainability. Carleton has started an extensive multi-year program to perform an in-depth assessment of our aging infrastructure, including water mains, sewers and sanitary lines, roofs, and the high voltage electrical loop. The assessment will allow the University to prioritize the infrastructure that is in critical need of repair and/or replacement.

Deferred maintenance projects are funded by a 10-year \$140 million asset renewal program, running until the end of fiscal 2024-25, along with additional annual contributions from the provincial government's Facilities Renewal Program (approximately \$4M annually). Given the province's current fiscal outlook, there is risk associated with future funding of capital renewal.

Carleton has adapted its systems to provide online course delivery and increased remote access capabilities. While the University has been largely successful in enabling this transition and managing its systems in this new environment, there are potential risks. The University may not be able to respond adequately to demands for increased capacity or new services, fully meet the needs of the campus through existing service models, or continue the maintenance of highly customized, legacy IT systems (i.e., technological debt) as this will impede the introduction of new services and innovation. Carleton will continue its IT Infrastructure Renewal program and the implementation of its Digital Strategy, which will build on a shared vision of how digital technology will support the Strategic Integrated Plan. At the same time, building resilient, secure IT systems is critical in an era of escalating cybersecurity threats.

Rising Capital Project Costs

Construction demand in Ottawa is high and recent capital project planning has seen pre-2020 cost estimates increase as the availability of labour diminishes and material costs soar due to supply chain disruptions and escalating demand. Increases in government-led infrastructure spending initiatives have had the effect of elevating cost and delivery pressure on future capital projects at Carleton.

The University works to mitigate this risk by estimating market-driven cost increases, but these estimates are subject to a significant amount of estimation risk as total project costs are largely dependent on final design and market conditions at the time of implementation. Should costs continue to increase, the University will need to assess operating and capital priorities to make judicious use of available resources. Similarly, the costs of IT infrastructure and cybersecurity protections are escalating more rapidly than inflation.

Repeal of Bill 124

Last fall, the Ontario Superior Court of Justice declared that the *Protecting a Sustainable Public Sector for Future Generations Act* (formerly Bill 124) violated the Canadian Charter of Rights and Freedoms on the grounds that the legislation interfered with collective bargaining rights. Ontario's Court of Appeal upheld the Superior Court of Justice decision. On February 23, 2024 the Ontario Government repealed Bill 124 in its entirety through an Order-in-Council, as was permitted through the legislation.

Many peer institutions have acted to address the wage issues for faculty and staff since the Ontario's Court of Appeal decision was announced in February 2024 and a process is currently underway at Carleton to address this issue.

3.0 Financial and Budget Policies

Major financial policies are approved by the appropriate authority, including the Board of Governors, Carleton senior management and the Carleton University Retirement Plan Pension Committee. Along with external regulations (GAAP, Broader Public Sector Directive), these policies are part of the University's internal financial control framework and support budgeting and financial reporting by the University. This section describes the key financial policies and guidelines that support Carleton's planning and budgeting activities.

Risk Management

Carleton is committed to risk management on a campus-wide basis as detailed in the Enterprise Risk Management Program's *Risk Management Manual*. The Board of Governors requires an annual audit of the University's financial statements by an independent certified public accounting firm, hired through a public bidding process. In addition, Carleton employs a third-party internal auditor to conduct, on an ongoing basis, internal management and operational audits based on a risk model approved by the Board of Governors.

Capital Planning and Approvals

All proposals over \$5 million are brought forward to the Building Program and Finance Committees for review and approval by the Board of Governors. The current Capital Planning Policy was approved by the Board in 2019.

Debt Policy

Externally held capital debt may only be incurred with approval from the Board of Governors. Carleton is committed to undertaking debt only when doing so is the most advantageous financing alternative available in achieving its strategic goals.

Investment Policies

The Carleton University Retirement Plan's Statement of Investment Policies and Procedures (SIPP) addresses the manner in which the Retirement Plan assists in providing plan beneficiaries with a financially secure retirement income at a reasonable cost. A similar SIPP is in place for the University's endowment funds and other investable assets. The SIPP must be reviewed and approved annually by the Board of Governors.

Operating and Capital Reserves

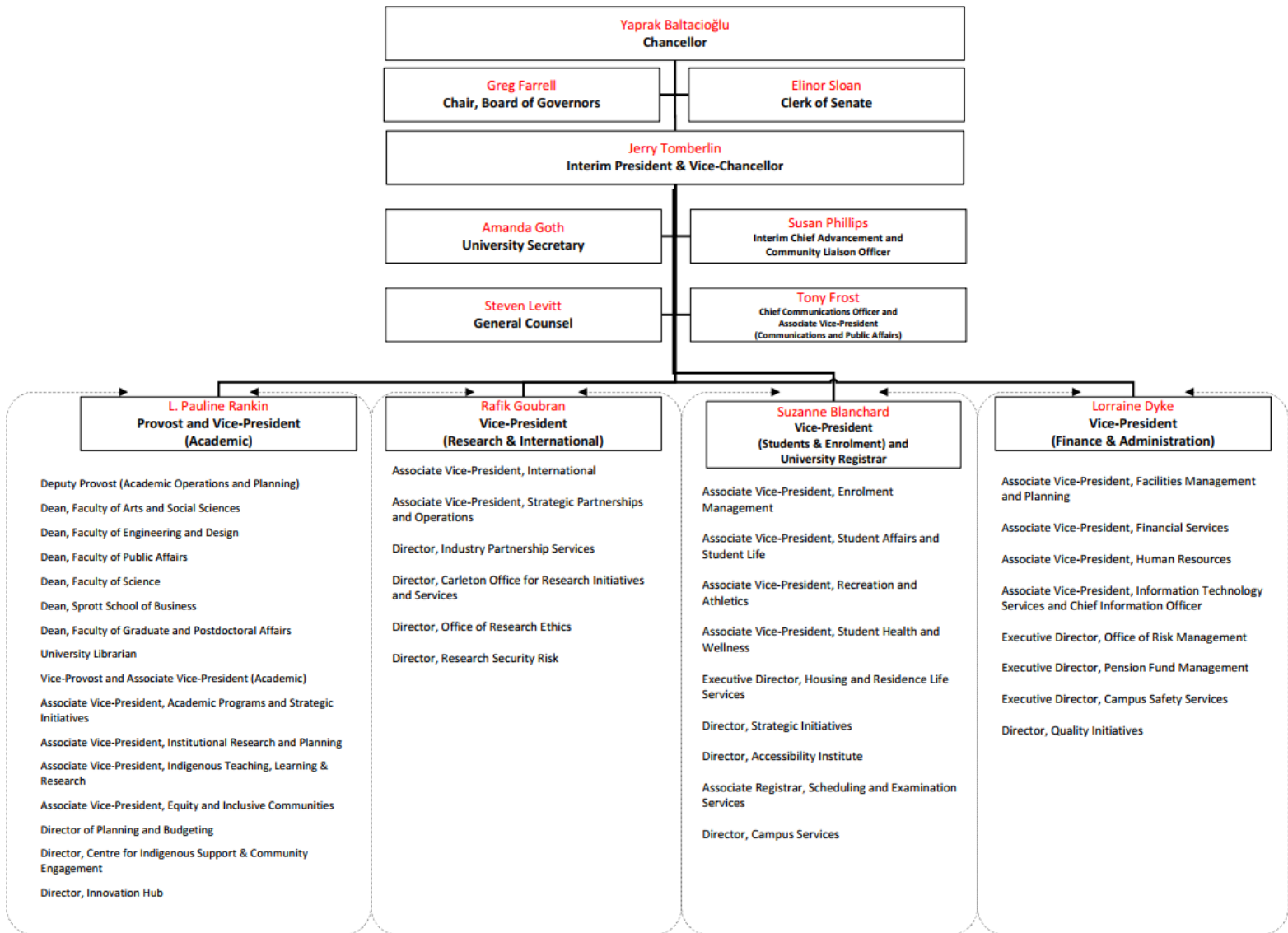
Carleton recognizes that reserves are the cornerstone of financial flexibility to manage risks inherent in long-term financial planning. Reserves are held centrally and within RPCs to support specific strategic initiatives as well as to address economic uncertainties. Appropriated reserves are governed by the University's *Operating and Capital Reserves Policy* and are approved by the Board of Governors.

Broader Public Sector Expenses Directive

As a designated Broader Public Sector organization, Carleton must comply with this provincial legislation, which determines specific rules for expenses paid for with public funds.

All financial and budget policy details are available on the University Secretariat's website: carleton.ca/secretariat/policies.

4.0 Organizational Chart



List of Resource Planning Committees

- Office of the President and Vice-Chancellor
- Office of the Provost and Vice-President (Academic)
- Office of the Vice-President (Finance and Administration)
- Office of the Vice-President (Students and Enrolment)
- Office of the Vice-President (Research and International)
- Faculty of Arts and Social Sciences
- Faculty of Engineering and Design
- Faculty of Public Affairs
- Faculty of Science
- Sprott School of Business
- MacOdrum Library

5.0 The Operating Budget

As part of the annual planning and budget cycle, the Provost in collaboration with the Strategic Integrated Planning Committee sets the direction and priorities of the University. The following priorities were established for the coming year:

- Undergraduate recruitment and retention
- Program refresh
- New online markets
- Service rationalization
- Process modernization

These priorities set the direction for the 2024-25 operating budget in which Carleton projects a \$26 million deficit before the use of reserves to fund the excess expenditures. Operating revenues are budgeted at \$534 million and expenditures at \$560 million, compared to a balanced operating budget at \$525 million in 2023-24. This section provides detailed information on the components of revenues and expenditures. Section 7.0 presents the full operating budget.

In summary:

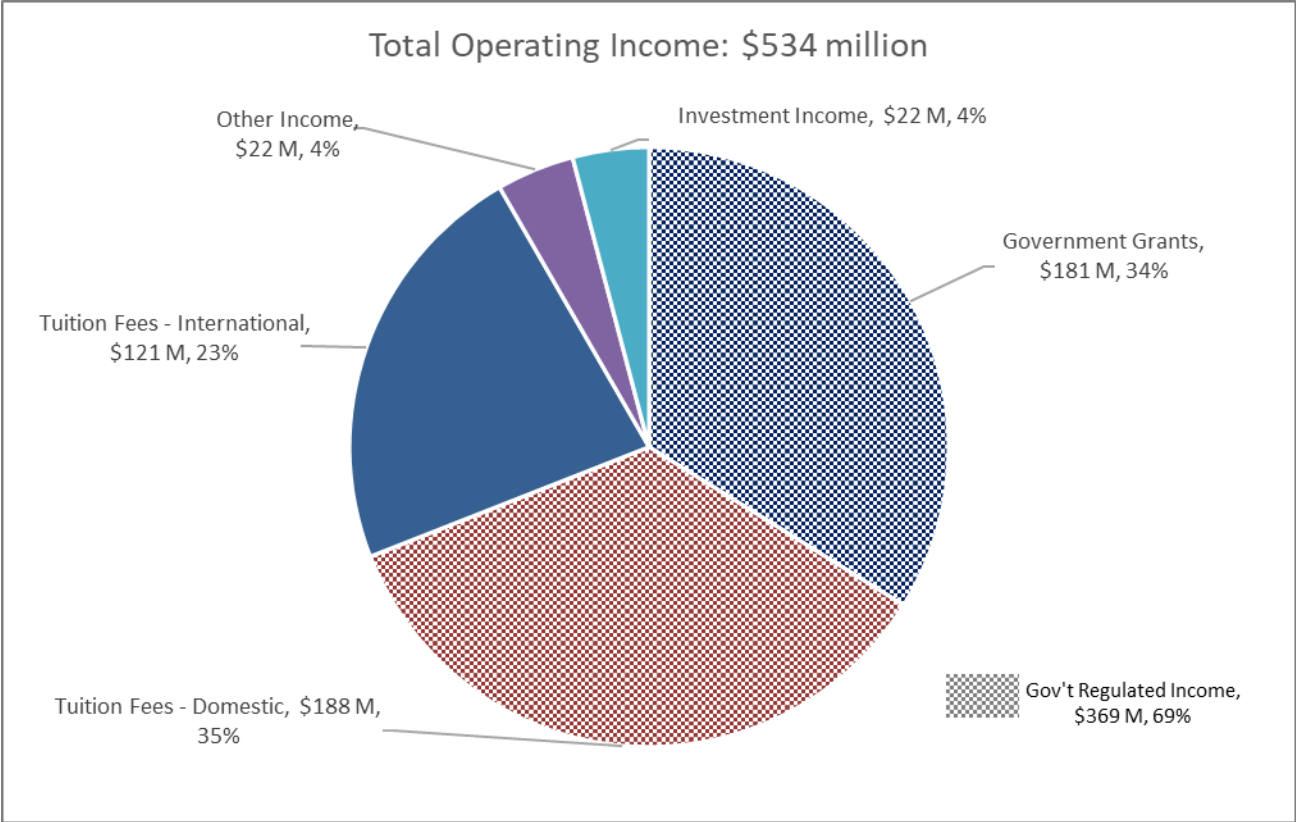
	2023-24	2023-24	2024-25
	Budget	Projected Actuals	Proposed Budget
	<i>(\$000's)</i>	<i>(\$000's)</i>	<i>(\$000's)</i>
Income	525,162	534,476	533,590
Expenditures and Transfers	(525,162)	534,476	(559,745)
Subtotal	-	-	(26,155)
Planned Use of Reserves			26,155
Net Result	-	-	-

The following sub-sections compare the 2024-25 proposed budget with the 2023-24 approved budget.

5.1 Operating Income

The operating fund is supported by four key revenue sources:

- **Tuition fees** – from domestic and international students.
- **Government operating grants** – operating envelope, differentiation envelope, special purpose envelope and funding for federal research overheads.
- **Investment income** – income generated on cash investments and internally financed loans.
- **Other income** – application fees, deferred payment and late registration, overhead recoveries and departmental income.



5.2 Tuition Fees

The majority of tuition fee revenue is driven by undergraduate enrolment. In 2024-25, Carleton projects \$251 million in undergraduate tuition with the remaining \$58 million projected from graduate tuition. Domestic student enrolment makes up \$188 million of this total with international student enrolment accounting for the remaining \$121 million. The University had been planning for a partial bounce back in international enrolment in 2024-25 but the federal government’s recent cap on international student visas, however, will make this unachievable. The \$5 million increase in tuition revenue from budget 2023-24 is attributable to modest growth in our domestic enrolments and international tuition fee increases. This is offset by lower projected international enrolment.

The following charts compares tuition revenue by category from the approved 2023-24 budget to the 2024-25 proposed budget:

	2023-24 Budget	2023-24 Projection	2024-25 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Undergraduate Fees	250,707	250,710	251,400	693
Graduate Fees	53,700	52,656	57,800	4,100
Total	304,407	303,366	309,200	4,793
Domestic Fees	175,707	185,099	188,200	12,493
International Fees	128,700	118,267	121,000	(7,700)
Total	304,407	303,366	309,200	4,793

5.3 Government Operating Grants

Government grants for 2024-25 are projected to be \$6,173,000 higher than budget 2023-24.

	2023-24 Budget	2023-24 Projection	2024-25 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Operating & Performance Grants	165,761	172,961	172,577	6,816
Research Overheads	5,579	5,047	5,047	-
Other Grants	3,688	3,274	3,290	(643)
Grants Offset by Additional Expense	-	3,618	-	-
Total	174,741	184,900	180,914	6,173

With the activation of the third round of Strategic Mandate Agreements, 35% of Carleton's MCU operating grant funding in 2021-22 was to be provided on the basis of performance outcomes, moving to 45%, 55% and finally 60% by 2024-25. MCU delayed any financial activation for the first three years (2020-21 through to 2022-23) of the agreement but did activate performance based-funding at a system-wide proportion of 10 percent in Year 4 (2023-24) and have recently announced it will be at 25% in Year 5 (2024-25), or \$43 million of Carleton's grant. Along with the financial activation, a new stop-loss mechanism was introduced which caps the amount at risk to 5% of each metric allocation. Based on the most recent data available, the University is not assuming any material change in the Performance Grant funding based on metric achievements.

The growth in grant income for 2024-25 is attributed to the Ministry's February 26, 2024 announcement regarding stabilizing measures for the province's colleges and universities. The University anticipates a minimum 3% increase in operating grants, or \$6.8 million.

Other grants include the Accessibility Fund for Students with Disabilities, Municipal Tax and Credit Transfer funding. Grants Offset by Additional Expense relate to special purpose grants received during 2023-24 for targeted initiatives, such as student success and financial support. The proposed opening budget for 2024-25 does not include amounts for these restricted grants, which will be adjusted during the year as amounts are confirmed and received.

5.4 Other Income

	2023-24 Budget	2023-24 Projection	2024-25 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Miscellaneous Fees	7,600	7,800	7,837	237
Miscellaneous Income	6,850	6,850	6,110	(740)
Department Income	7,481	7,481	7,529	48
Total	21,931	22,131	21,476	(455)

Other income for 2024-25 is projected to be \$0.5 million lower than budget in 2023-24. This is due to a larger than normal HST tax rebate that was budgeted for and received in 2023-24.

5.5 Short-Term Investment Income

Short-term investment income is forecasted to total \$22 million for the 2024-25 fiscal year. The breakdown is as follows:

	2023-24 Budget	2023-24 Projection	2024-25 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Investment Income on Cash Flows	22,858	29,158	20,684	(2,174)
Endowment income*	325	318	325	-
Interest on internal loans	900	903	991	91
Total	24,083	30,379	22,000	(2,083)

* The endowment income included in the operating budget relates to those endowments for which a specific purpose has not been designated by the donor.

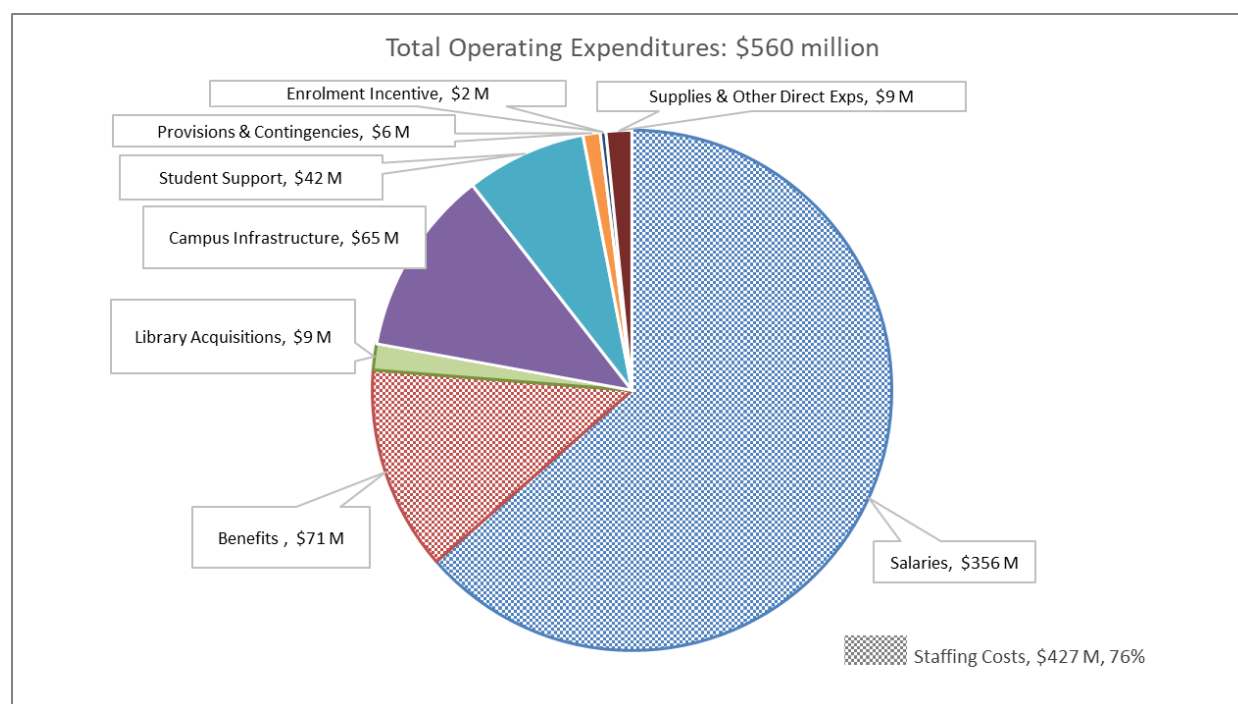
In 2015, the Investment Committee recommended to invest \$100 million of available operating cash in equity funds. Over the long term, this decision has yielded higher returns, yet it is recognized that equity funds are more susceptible to market risks. To mitigate this risk and shield the operating budget from large variations in actual results, any variation in actual investment income earned against budget will be appropriated to, or drawn from, an investment income equalization fund. The current value of the fund is \$39 million, equal to the fund's capped value.

In November 2022, the University invested the available proceeds from its \$220 million debenture offering in a laddered series of Guaranteed Investment Certificates (GICs). These GICs will provide an additional \$12 million of investment income in 2023-24 and \$8 million in 2024-25. As well, the general increase in interest rates is expected to provide an additional \$2 million in investment earnings on the University's general cash balances.

5.6 Operating Expenditures

The planned operating expenditures are budgeted in the following expense categories:

- Salaries and benefits
- Campus infrastructure (e.g., maintenance, renovations, facilities, utilities and equipment)
- Student support and enrolment incentives (e.g., scholarships, bursaries and awards provided by the University over and above the Ontario Student Assistance Program (OSAP))
- Other expenditures (e.g., library acquisitions, research support, travel, and supplies)



The following table illustrates the shift in resources away from more discretionary expenditures towards human capital.

	2023-24	2024-25	Budget
	Budget	Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Salaries and benefits	393,393	427,222	33,829
Student supports	41,436	41,607	171
Campus infrastructure	60,193	65,261	5,068
Other operating expenditures	30,140	25,655	(4,485)
Total Expenditures	525,162	559,745	34,583

The increase in salary and benefits is driven by anticipated salary adjustments with financial resources earmarked for this expense using the University's provisions and contingency budget. Costs related to campus infrastructure continue to climb due to information technology infrastructure needs and significant supplier-driven utility increases. As a response to the projected 2024-25 operating deficit, operating expenditure budgets are being reduced by RPCs to respond to the mandated 3% across-the-board budget cut.

5.7 New Resource Allocations

For the fiscal year 2024-25, we recommend a base budget allocation of \$37.6 million and fiscal allocation of \$42.1 million, to be distributed as follows:

	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)
President	(320)	(320)
Provost and Vice-President (Academic)	123	800
Vice-President (Finance and Administration)	(930)	(363)
Vice-President (Students and Enrolment)	(640)	60
Vice-President (Research and International)	90	290
Faculty of Arts and Social Sciences	(1,700)	(1,700)
Faculty of Engineering and Design	(1,179)	(1,179)
Faculty of Public Affairs	(257)	(257)
Faculty of Science	(919)	(760)
Sprott School of Business	(1,387)	(1,387)
MacOdrum Library	(353)	(353)
Subtotal	(7,472)	(5,169)
University Budget	5,622	7,630
Provisions and Contingencies	39,410	39,630
Total	37,560	42,091

As noted above, each RPC was required to reduce their expenditure budget by 3%, resulting in an initial \$8.8 million base budget cut. Strategic allocations to support undergraduate recruitment, research, and new program development in the amount of \$3.6 million result in an overall fiscal budget reduction of \$5.2 million.

Proposed allocations to University Budget totals \$5.6 million in base and \$7.6 million fiscally. These allocations are in support of IT infrastructure modernization, student scholarships and aid, and to respond to contractual and inflationary increases.

The Provisions and Contingencies budget includes funding set aside to support salary increases, debt servicing, international agency commission fees and the Enrolment-Linked Budget Allocation mechanism.

5.8 Provisions and Contingencies

The 2024-25 Proposed Budget contains the following central provisions and contingencies:

	<i>Existing Base Budget</i>	<i>New Allocations</i>	<i>2024-25 Proposed Budget</i>
	(\$000's)	(\$000's)	(\$000's)
a) General contingencies	6,239	32,720	38,959
b) Enrolment-Linked Budget Allocation	1,139	6,910	8,049
c) Debt servicing	5,729	-	5,729
Total provisions and contingencies	13,107	39,630	52,737

- a) The general contingencies total \$39 million and relate mostly to foreseen requirements that cannot be immediately quantified.
- b) In 2009-10, the University introduced a plan whereby Faculties would receive additional budget to support enrolment growth. The plan calls for the resources to be built into the Faculty base over time. For 2024-25, over \$6 million is earmarked for anticipated Online MBA costs linked to revenue growth, while the balance of the \$8 million incentive is available for distribution to the Faculties for general enrolment growth.
- c) In June 2021, the University completed its inaugural bond offering of \$220 million, providing proceeds for significant future capital plans. The 40-year bullet bond is repayable in 2061 and carries an interest rate of 3.264%. The \$5.7 million debt servicing contingency represents the operating fund's annual interest payment and contribution to the required sinking fund. The housing operation will be assuming \$80 million of the debt with annual debt servicing costs of \$3.3 million.

6.0 Five-year Financial Outlook

The University uses a five-year planning horizon to inform the availability of resources for the upcoming budget year as well as to assess the mid-term financial landscape of the institution.

For intake assumptions in 2024-25, we are pleased to see increases in domestic student interest but are also mindful of the financial situation of Ontario universities in general which will precipitate greater competition for domestic students. We have projected assuming modest increases in domestic intake, therefore, both at the undergraduate and graduate levels. Given current geopolitical events coupled with new government regulations and process changes, we anticipate challenges with new international student cohort sizes. We have seen declines in application numbers at both the international undergraduate and graduate levels. Caps on international student numbers exempt graduate students and given that demand is growing in some programs geared to international graduate students, we anticipate that the impact won't be as significant at the graduate level as at the undergraduate level, although we are seeing application declines in both. At the undergraduate level, while all efforts are being made to mitigate losses, the concern for 2024-25 is particularly acute as confusion and delays in processing visas will have significant implications. Consequently, the scenario used for the 2024-25 budget includes a 25% decrease in new first-year international undergraduate students and a 10% decrease in new international graduate students. The outer year projections in the University's long-range financial outlook include a conservative assumption that growth in international student numbers will be modest following a year of steady intake in 2025-26 at the previous year's level.

Unfortunately, the provincial government has decided again to extend the freeze of domestic tuition for Ontario residents. The Ministry recently clarified that this freeze will extend for the next three fiscal years, or through to 2026-27. The impact of the 10% tuition fee cut in 2019-20 and subsequent freeze, up to and including 2023-24, totals an estimated \$190 million in cumulative lost tuition revenue for Carleton. This also translates to a reduction in annual tuition revenue of approximately \$55 million in 2024-25 and onward when compared to the framework in place before 2019-20. International tuition fees to continue to increase in line with the approved international tuition fee framework.

The majority of operating grant income is regulated by the Ministry of Colleges and Universities. Essentially, this grant is fixed at the level of the funded midpoint of the University's enrolment corridor and is not indexed to inflation. Per student funding has not increased during the era of the Strategic Mandate Agreements which has the effect of reducing the value of operating grant in real terms, with the cumulative impact estimated to be \$98 million since 2019-20 through to 2024-25. With the recent Ministry announcement in relation to the recommendations of the Blue Ribbon Panel, the core funding envelope is expected to increase by 3% in 2024-25, and then 2% per year for the next two years. These funding increases are developed with the understanding that the University qualifies only for the broad-based support available to all institutions, rather than the enhanced support targeting institutions facing more financial challenges. The Ministry has not committed to continuing this funding increase beyond 2026-27 and so our long-term forecast is developed on the assumption that the core funding envelope increases will not continue past 2026-27.

Expenditure increases for University Budgets (e.g., utilities and student support) are included in the forecast. Compensation increases are based on collective agreements where applicable, and projections for subsequent years not covered by collective agreements.

Applying the assumptions described above, the University projects it may need to present operating budget deficits between 2024-25 and 2028-29 unless base budget cuts valued at 6% are applied each year for the next four years. Fiscal resources set aside from previously earmarked reserves and/or additional one-time GIC investment income would need to be drawn upon for the University to maintain its momentum toward achieving its strategic and operational goals.

The long-term plan is based on conservative assumptions and will be revisited in the fall of 2024 once actual 2024-25 enrolment is known. Favourable changes to the forecast would be influenced by enrolment growth, higher non-regulated revenues and operating efficiencies. Unfavourable changes would be driven by higher than planned cost increases.

	2024-25	2025-26	2026-27	2027-28	2028-29
	Base Budget	Outlook	Outlook	Outlook	Outlook
	(\$M's)	(\$M's)	(\$M's)	(\$M's)	(\$M's)
Base Revenues					
Tuition	309	313	319	331	345
Grants	181	185	188	175	175
Other revenues	33	33	34	35	35
Total revenue	523	531	541	541	555
Base Expenditures					
Faculties, Student and Professional Services	384	394	410	425	441
Provisions and Contingencies	6	7	7	7	7
University Budgets	173	176	180	183	187
Base Allocated/(Cut)	(8)	-	-	-	-
Total Base Expenditures	555	577	597	615	635
Fiscal amount available	(32)	(46)	(56)	(74)	(80)

* It should be noted that the University has included an additional-fiscal only \$10 million in the proposed revenue budget for 2024-25, related to additional term-limited GIC investment income.

7.0 Approval of the 2024-25 Operating Budget

Carleton University 2024-25 Proposed Operating Budget (000's)			
	Restated Budget 2023-24*	Proposed Budget 2024-25	Change fm Prior Year Budget
<u>Income</u>			
Tuition Fees	304,407	309,200	4,793
Government Grant	174,741	180,914	6,173
Investment Income	24,083	22,000	(2,083)
Other Income	21,931	21,476	(455)
Total Operating Income	525,162	533,590	8,428
<u>Expenditures and Transfers</u>			
President	11,337	10,649	(688)
Provost and Vice-President (Academic)	16,129	15,342	(787)
Vice-President (Finance and Administration)	35,775	35,225	(550)
Vice-President (Students and Enrolment)	26,939	26,856	(83)
Vice-President (Research and International)	6,816	6,808	(8)
Faculty of Arts and Social Sciences	65,236	65,450	214
Faculty of Engineering and Design	50,540	50,840	300
Faculty of Public Affairs	43,944	43,834	(110)
Faculty of Science	48,957	49,820	863
Sprott School of Business	16,142	16,149	7
MacOdrum Library	11,904	11,575	(329)
University Budgets and Transfers	167,773	174,460	6,687
Provisions and Contingencies	23,670	52,737	29,067
Total Expenditure and Transfers	525,162	559,745	34,583
Net Operating Budget Surplus/(Deficit)	-	(26,155)	(26,155)
Contribution from Prior Year Reserves	-	26,155	26,155
Net Surplus/(Deficit), after use of reserves	-	-	-

* 2023-24 budget figures reflect the opening May 1, 2023 budget, with reallocations made to assist in comparison.

As shown above, the proposed 2024-25 Operating Budget meets the objective set out by the Board of Governors that a budget be developed within the framework presented in November 2023.

The 2024-25 Operating Budget, therefore, is respectfully submitted to the Board of Governors.

L. Pauline Rankin
Provost and Vice-President (Academic)
Chief Budget Officer

AGENDA ITEM

6.1

To:	Board of Governors	Date of Report: 16 April 2024
From:	Vice-President (Students and Enrolment)	Date of Meeting: 30 April 2024
Subject:	Coordinated Accessibility Strategy Annual Report	
Responsible Portfolio:	Vice-President (Students and Enrolment)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

Carleton University's Coordinated Accessibility Strategy (CAS) was officially launched in June 2020 under the guidance of the university's four vice presidents. Through the cross-representational steering committee, the first phase of implementation brought together diverse voices and perspectives to draft proposed action plans. The CAS is now in its action phase, with many projects and initiatives underway across the university. Each project considers the voices of lived experience to guide the path forward. There is also an intention for equitable representation that reflects the diversity of our campus community.

The CAS implementation team continues to make progress towards its intermediary outcomes, such as internal recognition of accessibility as part of our culture, embedded in roles and with greater representation. The team is also working with units on campus to support coordination and leadership, policy reviews and building competencies and capacity in accessibility. These outcomes are the result of continued consultations and feedback from the Carleton community. This report outlines specific actions taken in service of these outcomes in each of the CAS areas of focus.

Over the past year, 19 of the total 40 recommendations in the CAS have the status of continuous, meaning that key targets have been accomplished although work continues; 8 recommendations are considered complete; 8 recommendations are underway; 4 recommendations are in the planning phase; and 1 recommendation is upcoming. Since the launch of the CAS, definitive action has been taken on 39 of the 40 recommendations.

Since its inception, the CAS has inspired more than 80 different initiatives across 7 areas of focus, with several activities spanning multiple areas and recommendations. The majority of actions map to the areas of focus for Education and Training and Information and Communications. This focus of effort reflects the desire of the Carleton community to learn with and from each other in creating more accessible environments and finding ways to share the knowledge gained. Information and communication also plays a significant role in removing barriers, fostering collaborations and cultivating a more inclusive understanding as a community.

This annual report is respectfully presented to the Board of Governors and the Carleton University community as part of the CAS's ongoing commitment to transparency and accountability.

4.0 INPUT FROM OTHER SOURCES

The Coordinated Accessibility Strategy (CAS) falls under the purview of the Accessibility Institute. However, the ongoing implementation of the recommendations in the CAS could only occur through the many collaborations with faculty, staff, and students from across the university.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

As stated in Carleton's Strategic Integrated Plan under Strive for Wellness, Strive for Sustainability, we continue to strive to make our campus, country and world accessible for all. Over many years, Carleton has led the accessibility conversation across Canada's higher education sector. Carleton has an extensive history of making its campus, courses and culture increasingly accessible, and is committed to being the most accessible campus in Canada. Leveraging the Coordinated Accessibility Strategy (CAS) and leadership in the Canadian Accessibility Network (CAN), as well as other initiatives and programs across campus, Carleton will advance accessibility across research, training, employment, policy, and community engagement.

The CAS is approaching its fourth anniversary. We continue to reflect, listen, and learn as a community what is working and what needs to be improved. Progress on this implementation is a direct result of a dedicated group of more than 70 people spanning 35+ units across all aspects of campus life whose creativity and innovative mindsets are advancing the needle of accessibility at Carleton.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Failure to implement the strategy and any actions contained therein would constitute reputational and strategic risk. The risk is mitigated by the actions being taken to implement the strategy and the communication plan to highlight the various initiatives.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Failure to implement the strategy and any actions contained therein could constitute reputational risk. The risk is mitigated by the actions being taken to implement the strategy and the communication plan to highlight the various initiatives. It is essential that we continue to implement, evaluate, and communicate the recommendations of the Coordinated Accessibility Strategy, which impacts Carleton's reputation as being Canada's most accessible university.

Strategic communications are core to increasing visibility and awareness and also serve as the potential for educational tips on how others can engage in more accessible practices. A strategic communications team has formed as a partnership between the Accessibility Institute and the Paul Menton Centre for Students with Disabilities.

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



Coordinated Accessibility Strategy

**Annual Report
2024**

Carleton
University





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Algonquin Territory Acknowledgement

Carleton University acknowledges the location of its campus upon the traditional, unceded territories of the Algonquin nation. We recognize that the implementation of the Coordinated Accessibility Strategy must reflect the values of the Algonquin people. Accordingly, we must strive to further strengthen relationships between Carleton and the Algonquin communities and endeavor to accelerate the inclusion of Indigenous perspectives and knowledge in our campus practices.

From the **Coordinated Accessibility Strategy Implementation Team**

Carleton University continues to lead from a place of service and commitment, encouraging us to acknowledge the humanity in all of us and, by doing so, make space for dignity, recognition, understanding and compassion.

Our committed community working on the implementation of the Coordinated Accessibility Strategy (CAS) continues to evolve as the post-secondary education sector faces resource constraints. Our continued success is reflected in the steadfast commitment from senior-level management and our community. This commitment is evidenced through the efforts reflected in this year's annual report and unprecedented levels of engagement from individuals and units across campus.

2024 represents the penultimate year of our five-year strategic plan. As we progress, we remain committed to a reflective process that embraces community feedback to identify our strengths and areas for enhancement. In the coming year, we will actively facilitate community consultations that

contribute to the evolution of the CAS. This transition to a forward-thinking approach is essential to ensure that Carleton remains an inclusive environment where individuals of all abilities enjoy the freedom and empowerment to participate fully in campus life.

On behalf of the CAS implementation team and the teams advancing our strategy, thank you for your continued advocacy and leadership for a more accessible world.

To our continued success,



Cathy Malcolm Edwards
CAS Implementation Lead

Executive Summary

Carleton University's [Coordinated Accessibility Strategy](#) (CAS) was officially launched in June 2020 under the guidance of the university's four vice presidents. Through the cross-representational steering committee, the first phase of implementation brought together diverse voices and perspectives to draft proposed action plans. The CAS is now in its action phase, with many projects and initiatives underway across the university. Each project considers the voices of lived experience to guide the path forward. There is also an intention for equitable representation that reflects the diversity of our campus community.

The CAS implementation team continues to make progress towards its intermediary outcomes, such as internal recognition of accessibility as part of our culture, embedded in roles and with greater representation. The team is also working with units on campus to support coordination and leadership, policy reviews and building competencies and capacity in accessibility. These outcomes are the result of continued consultations and feedback from the Carleton community. This report outlines specific actions taken in service of these outcomes in each of the CAS areas of focus.

Over the past year, 19 of the total 40 recommendations in the CAS have the status of continuous, meaning that key targets have been accomplished although work continues; 8 recommendations are considered complete; 8 recommendations are underway; 4 recommendations are in the planning phase; and 1 recommendation is upcoming (Figure 1). Since the launch of the CAS, definitive action has been taken on 39 of the 40 recommendations.

Figure 1: The status of CAS recommendations for the year 2023-2024

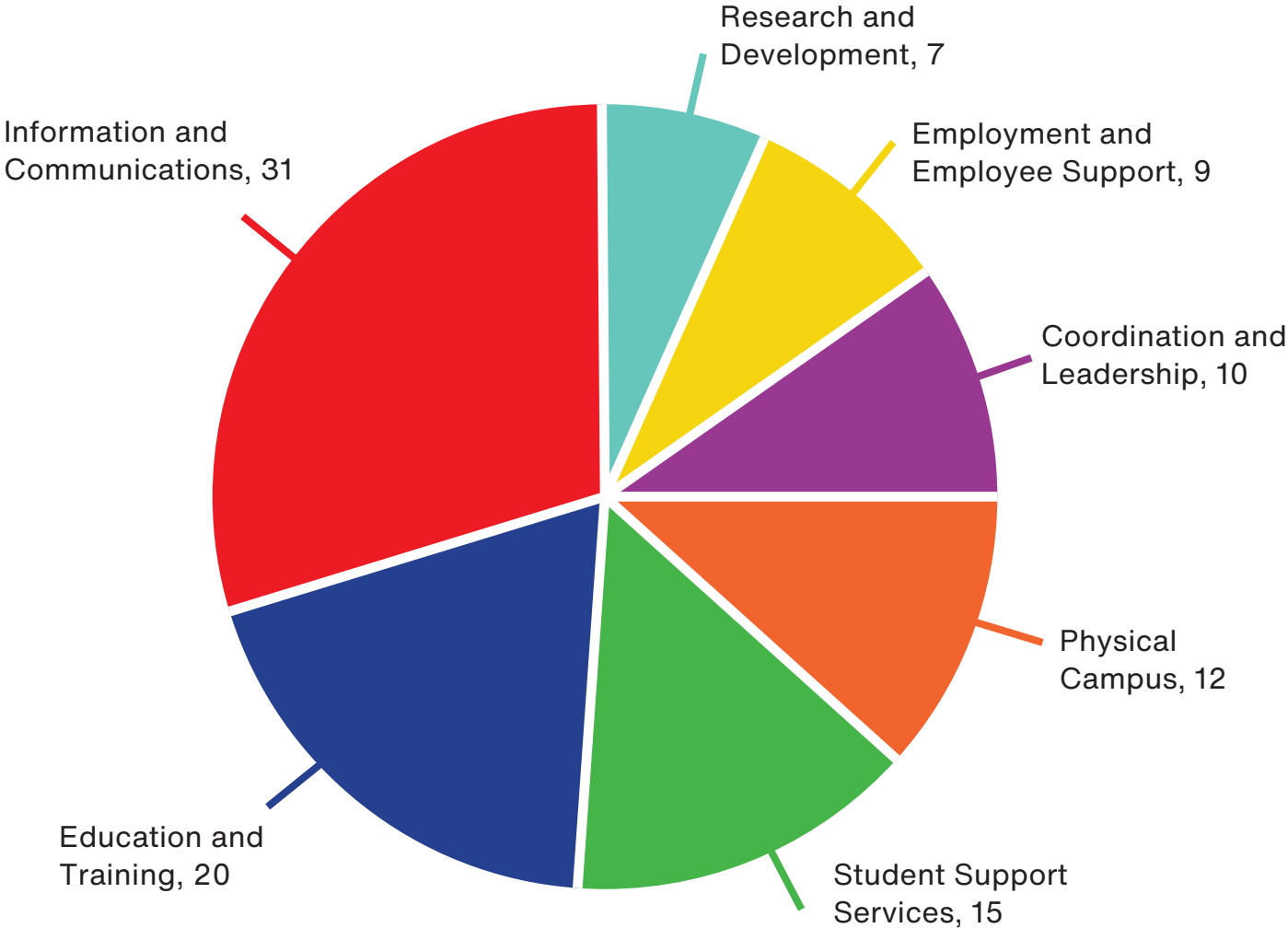


Since its inception, the CAS has inspired more than 80 different initiatives across 7 areas of focus, with several activities spanning multiple areas and recommendations (Figure 2). The majority of actions map to the areas of focus for Education and Training and Information and Communications. This focus of effort reflects the desire of the Carleton community to learn with and from each other in creating more accessible environments and finding ways to share

the knowledge gained. Information and communication also plays a significant role in removing barriers, fostering collaborations and cultivating a more inclusive understanding as a community.

This annual report is respectfully presented to the Board of Governors and the Carleton University community as part of the CAS's ongoing commitment to transparency and accountability.

Figure 2: CAS Activities by Area of Focus, 2020–2024



Context

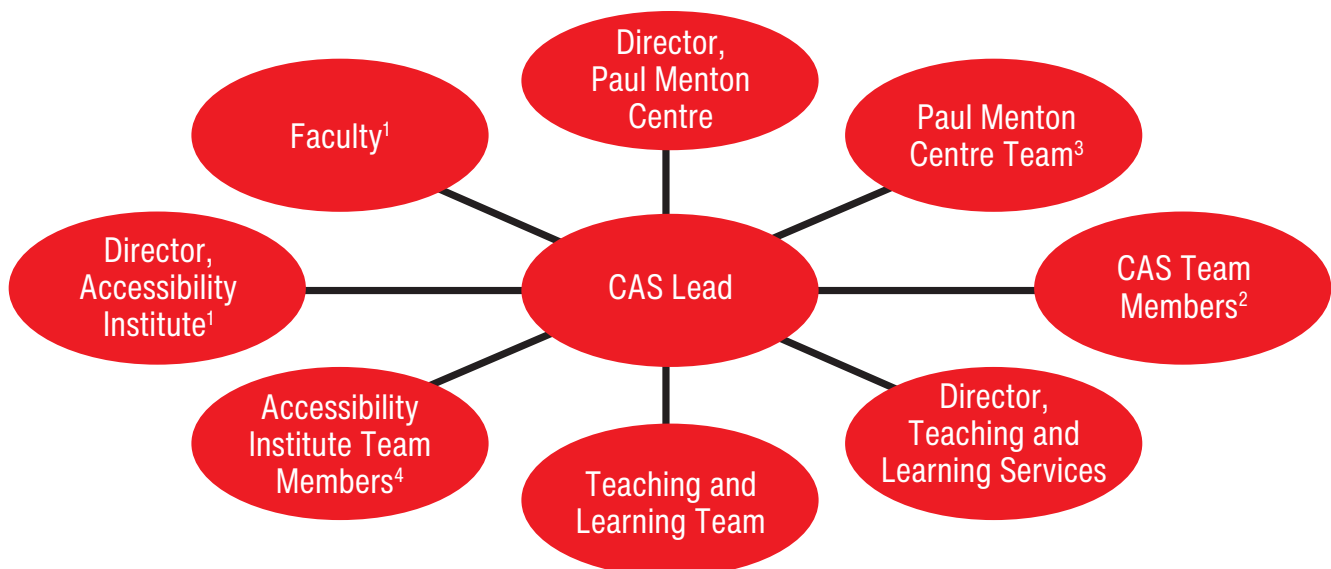
Carleton University strives to be an inclusive community. This aspiration allows us to form deeper connections with one another as we work through barriers of language, stigma and biases.

In 2018, Carleton undertook a collaborative process to develop its first Coordinated Accessibility Strategy (CAS). After extensive consultations with the community, where an emphasis was placed on listening to and reflecting on experiences, 7 areas of focus emerged, each with a set of objectives and recommendations. Collectively, these serve as pathways to a more accessible campus for all. Continuing with a human-centered approach for the implementation of the CAS, the first year (2020-2021) focused on activities and efforts in planning the implementation.

The CAS is governed by a distributed leadership team that is responsible for the overall coordination and leadership (Figure 3). The CAS Lead interfaces with the distributed team as well as executive champions to ensure access and support to coordinate cross-functional initiatives. Activities are informed by a theory of change that was developed in 2021-2022.

In 2022-2023, the increased engagement of the CAS leadership team led to a broader, more nuanced understanding of the university's state of accessibility. This created a more authentic picture of our institution's commitment to accessibility and also set the stage for effective, grounded action.

Figure 3: Team supporting coordination and leadership



- 1 CAS co-chairs
- 2 Part-time CAS coordinator and student resources
- 3 Paul Menton Centre CAS Liaison (on leave)
- 4 Access to staff members at the Accessibility Institute for coordination and communications

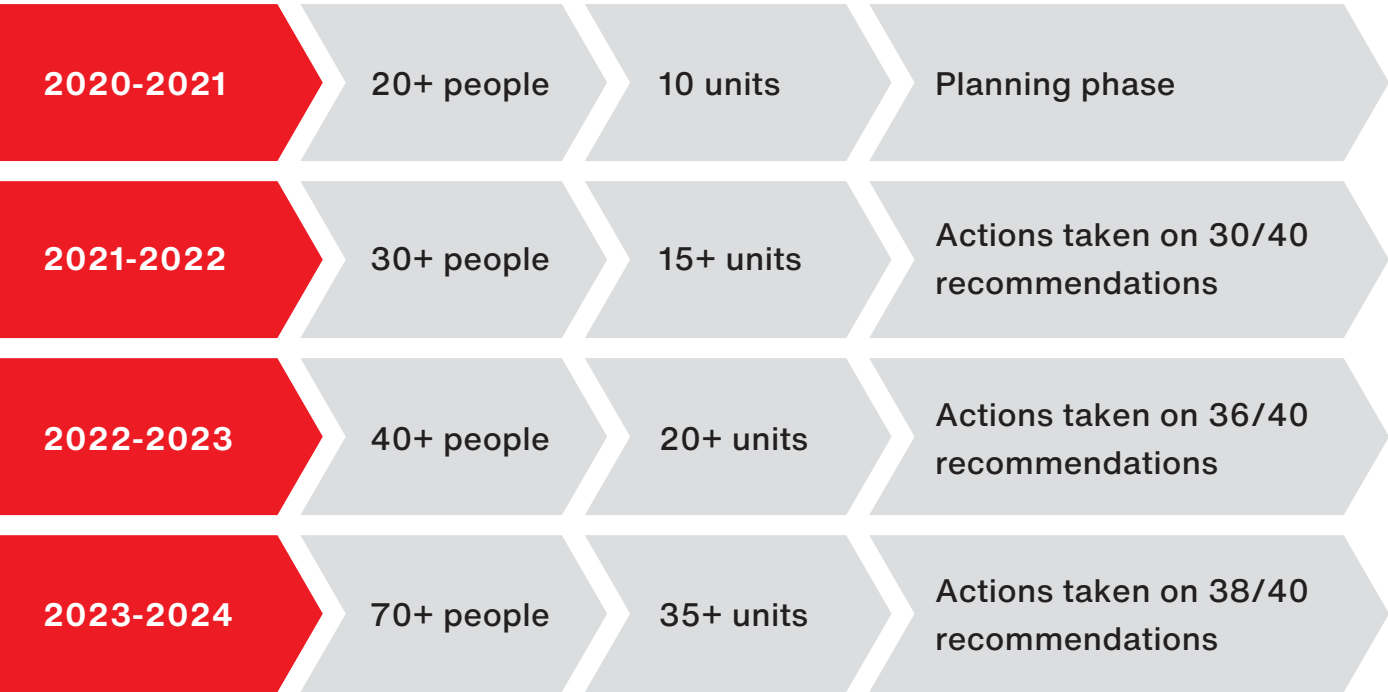
Reporting Back

Highlights of Progress in the Areas of Focus

Since 2020, engagement in accessibility activities has more than tripled (Figure 4), with 70+ people across more than 35 units on campus contributing to the CAS. Approximately 40% of the people involved in 2023-2024 were in leadership roles,

guiding and influencing the state of accessibility on campus. The following section provides an overview of the exceptional work being done in our community.

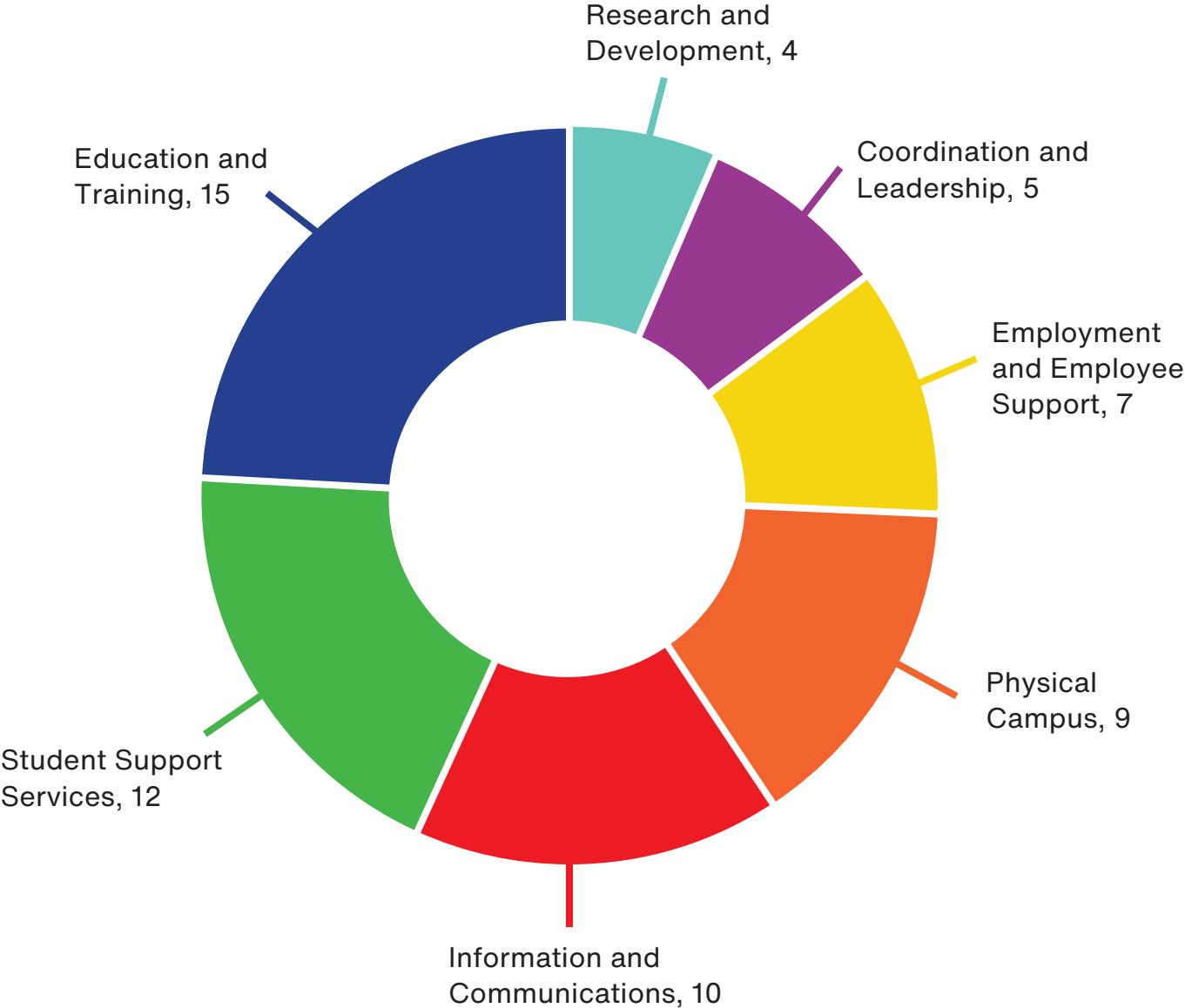
Figure 4: Chart that shows the increasing number of people and campus units actively engaged in accessibility on campus



Through the accessibility champions across campus, the implementation team has learned about the many types of accessibility initiatives happening in our community over the past year. While initiatives are continuing to happen across the university, the majority of the activities reported have supported the Education and Training area of focus (Figure 5). Improvements to Student

Support Services represented the next area of focus with significant activity. This is in part due to the commitment and leadership of units within the Students and Enrolment division towards increasing student success in all aspects of campus life. These efforts across the campus not only build capacity but strengthen our culture of accessibility.

Figure 5: Active projects by Area of Focus, 2023-2024



Note that the following highlights map to the CAS recommendations. Please see Appendix 1 which contains a table of all of the objectives and recommendations, as outlined in the CAS per area of focus and related recommendation status.

Area of Focus #1: Coordination and Leadership

The Accessibility Institute plays a strong leadership role at Carleton by emphasizing the confluence of disability, accessibility and inclusion. Carleton's commitment is also exemplified in the CAS reporting to the vice presidents of the university, with the Vice-President (Students and Enrolment) as the primary executive champion. Having accountability for accessibility entrenched at the senior levels of leadership promotes a culture of service, commitment and innovative thinking.

Highlights:

- Carleton's leadership continues to be reflected in the growth of the Canadian Accessibility Network (CAN) which houses its national office at Carleton's Accessibility Institute. CAN brought 30 new collaborator organizations on board, bringing the total number of collaborator organizations to 100. The bi-monthly newsletter has grown to a readership of over 600 individuals. Additionally, the Communities of Practice are actively involved in 8 projects aimed at addressing key issues and advancing the cause of accessibility. ([Area of Focus 1, R.f](#))
- The University Secretary completed a benchmarking project on university accessibility policies which will inform the renewal of Carleton's accessibility policy in 2024. This effort will be led by Equity and Inclusive Communities.
- Environmental Health and Safety reviewed all training to identify and address systemic barriers. ([Area of Focus 1](#))
- Sprott's student, faculty and staff equity, diversity and inclusion committee examined overall ways for the Faculty itself and the Nicol Building to be more inclusive and accessible. ([Area of Focus 1](#))

Area of Focus #2:

Education and Training

Over the years, Carleton has committed to better practices in Education and Training as well as mobilizing knowledge, skills and attitudes. In both formal academic programs and professional development training environments, the goal remains to educate our community about how to make campus and campus life more accessible by learning with and from one another.

Highlights:

- Members of the Accessibility Institute provided learning opportunities and supports around accessible communications to Faculty Affairs, the Joint Health and Safety Committee and Residence Life Services. ([Area of Focus 2, R.a](#); [Area of Focus 2, R.b](#); [Area of Focus 2, R.e](#))
- Teaching and Learning Services engaged with Equity and Inclusive Communities (EIC), the Paul Menton Centre (PMC) and the Accessibility Institute on the Experiential Learning Hub project. ([Area of Focus 2, R.a](#))
- The Disability Justice & Crip Culture Collaboratory (DJCCC) hosted a roundtable on teaching, accessibility and disability. ([Area of Focus 2, R.e](#))
- EIC facilitated a cross-campus workshop focusing on accessible and equitable practices in post-secondary education. ([Area of Focus 2, R.e](#))
- The Student AccessAbility Program (formerly the Student Accessibility Champions program) challenged students to engage personally in experiences that expanded their knowledge, awareness and understanding of accessibility. ([Area of Focus 2, R.a](#))



Area of Focus #3:

Information and Communications

Information and communications content and technologies, including websites, documents and events, are critical to the accessibility of our university community. They are essential tools for learning, teaching, research and administration. Over the past year, there has been significant activity advancing this area of focus.

Highlights:

- The Disability Justice & Crip Culture Collaboratory (DJCCC), the Canadian Accessibility Network (CAN), and a collaboration between Conference Services, Paul Menton Centre (PMC), and the Accessibility Institute have resulted in the creation of guiding documents for accessible events on and off campus. ([Area of Focus 3, R.d](#); [Area of Focus 3, R.e](#))
- The DJCCC hosted a workshop on producing effective image descriptions/ alt text for visuals. ([Area of Focus 2, R.e](#); [Area of Focus 3, R.e](#))
- Spratt launched an initiative to create accessible event policies. ([Area of Focus 3, R.d](#); [Area of Focus 3, R.e](#))
- The CAS created a single-source email to serve as a reporting protocol to identify barriers and areas for improvement. ([Area of Focus 3, R.c](#); [Area of Focus 4, R.d](#))
- Human Resources assessed all web-based information for AODA compliance and ensured that all forms and documents meet electronic and physical accessibility standards. ([Area of Focus 3, R.a](#))
- The Awards Office reviewed all forms and documents under its purview to ensure they meet electronic and physical accessibility standards. Responding to the review involves significant training of dedicated staff members in the use of appropriate software tools. ([Area of Focus 3, R.d](#); [Area of Focus 3, R.e](#))



Area of Focus #4:

Physical Campus

By adopting the Rick Hansen Foundation's (RHF) Accessibility Standard, as well as Brock University's accessibility design guidelines, Carleton continues to challenge its standard of excellence, which far exceeds compliance with codes and regulations. Leadership in this space ensures Carleton remains an inviting and inclusive community.

Highlights:

- Campus Safety Services (CSS) continued its proactive work with OC Transpo and Facilities Management and Planning (FMP) to develop better facilities for bus stops with an eye to accessibility for all users, especially those using devices or having any physical limitations to environment/terrain. Additionally, the group is committed to ensure that accessible parking is maintained in the campus core. ([Area of Focus 4, R.f](#))
- [Fire safety and emergency procedures for persons with disabilities](#) were created in partnership between the Emergency Management and Continuity of Operations (EMCO) Office, the Paul Menton Centre (PMC), the Carleton Disability Awareness Centre (CDAC) and Attendant Services. ([Area of Focus 4, R.f](#))
- Audits and registration are complete for 22 buildings with 18 additional audits to complete by the end of the 2024-2025 academic year. The RHF has completed an update of the assessment to version 4, adopting the revised CSA/ASC B651:23 National Standard of Canada. ([Area of Focus 4, R.a](#))



Area of Focus #5:

Employment and Employee Support

While Carleton University is well known as a leader in accessibility, the CAS highlights the need for further attention to services and support for Carleton employees with disabilities. We continue to take steps towards addressing structural inequities that may exist inherently, particularly in our practices and processes.

Highlights:

- Faculty Affairs provided training for academic hiring committees and is integrating consideration of accessibility in all aspects from training, job advertisements and communication with potential candidates and new hires. They are beginning work on a recruitment strategy to highlight Carleton's accessibility initiatives as they relate to potential hires. ([Area of Focus 5, R.b](#))
- Human Resources developed a new medical accommodations process and associated training and web materials. ([Area of Focus 5, R.a](#))
- Equity and Inclusive Communities (EIC) launched the self-identification survey (Be You@CU) that will build a picture of the diversity and representation on campus. Analysis of the data will help identify gaps and inequities across campus for persons with disabilities. ([Area of Focus 5, R.b](#); [Area of Focus 5, R.e](#))



Area of Focus #6:

Student Support Services

Carleton strives for excellence in services for students with disabilities across all units to support success in every aspect of campus life. By striving for excellence, space is created for innovative thinking. Examples of this can be seen in the work of the library and the New Sun Joy Maclaren Adaptive Technology Centre addressing gaps in services and supports as well as exam accommodations and the launch of a more accessible campus map.

Highlights:

- The library added new accessible group study rooms to accompany the New Sun Joy Maclaren Adaptive Technology Centre (JMC). This filled a significant gap as previously there were not dedicated accessible group study rooms in the library. Additionally, all assistive software in the JMC was updated. ([Area of Focus 6, R.a](#); [Area of Focus 6, R.b](#); [Area of Focus 4, R.f](#))
- There was installation of new computer labs in the library with accessibility features, including voice-lift technology, assisted exits/entrances and height-adjustable surfaces. ([Area of Focus 6, R.a](#); [Area of Focus 6, R.b](#))
- An Alternate Format Working Group was formed to streamline workflows for producing accessible documents and integrating accessibility features and services into the library system. For example, alternate formats of library materials can now be requested directly in Omni, the library's discovery layer. ([Area of Focus 6, R.a](#); [Area of Focus 6, R.b](#); [Area of Focus 3, R.d](#))
- An innovative system, Ventus, has been launched by Scheduling and Exam Services to assist students in efficiently managing their accommodations for exams. ([Area of Focus 6, R.a](#); [Area of Focus 6, R.b](#))
- In collaboration with the Accessibility Institute, Strategic Initiatives (Students and Enrolment) has included accessibility information as part of the new campus map in Carleton Mobile. When tapping on a building, users are presented with information regarding elevators, accessible entrances and accessible washrooms available in the building. ([Area of Focus 6, R.a](#); [Area of Focus 4, R.f](#))
- In partnership between the Accessibility Institute, PMC and the Faculty of Graduate and Postdoctoral Affairs, an action project was launched to look at accessible practices in graduate studies. Focus groups were conducted with graduate studies supervisors and administrators to identify gaps in graduate student services programming and delivery for students with disabilities. ([Area of Focus 6, R.a](#); [Area of Focus 6, R.b](#); [Area of Focus 6, R.d](#))

Area of Focus #7:

Research and Development

Research plays a vital role in advancing inclusion of persons with disabilities. In the last calendar year, more than \$1.1M in funding was awarded representing areas such as the development of improved access on campus and research enabling independent living. While newly approved research funding in the area of accessibility decreased in the past calendar year, the amount does not reflect the multi-year funding secured in previous years.

Highlights:

- The Collaborative Master's program in Accessibility includes 16 different departments on campus. It was launched in the fall 2023, with 7 students enrolled in the first cohort. ([Area of Focus 7, R.e](#); [Area of Focus 2, R.e](#))
- The Accessibility Institute and the Canadian Accessibility Network (CAN) both launched projects to develop tools that support and enable resources related to accessibility in the research ecosystem. ([Area of Focus 7, R.c](#))
- Carleton committed 4 positions and subsequent Canada Research Chair (CRC) allocations in accessibility and disability to enhance research capacity throughout the university. ([Area of Focus 7, R.d](#))



What is Next?

At Carleton, we are united by a clear vision to enhance accessibility, aiming to foster a community that fully supports the inclusion and participation of all its members.

We have made significant strides toward the intermediary goals of the CAS by responding effectively to the needs of the Carleton community. This progress is evidenced by the buy-in and active support from our leadership, a heightened awareness and understanding of accessibility culture on campus, and the allocation of resources to diminish barriers, especially for students with disabilities. Moreover, we have seen an encouraging increase in the representation of persons with disabilities in the design and planning of our services and offerings.

Striving for excellence in accessibility contributes to our external reputation as an institution. Our leadership is a differentiator. We are attracting research funding, engaging in international collaborations and leading a national network. To continue to lead, we also must continue to embrace the opportunities to grow in our commitment. We must continue to underscore the imperative for innovative thinking, reinforcing our belief that championing accessibility is not only necessary but

fundamentally the correct path forward. For example, the completion of physical campus audits by the end of the 2024-2025 academic year is a noteworthy milestone. Yet, these audits alone do not equate to a more accessible campus without a dedicated plan to address and prioritize identified needs, including wayfinding. Our extensive benchmarking project has outlined pathways to better support employees with disabilities, including faculty members. Furthermore, while we have made progress in the past year in identifying barriers faced by graduate students with disabilities, we next need to turn our attention to determining how to dismantle them.

Looking ahead to the next year, insights from the self-identification survey are expected to enable us to offer more targeted support for employees with disabilities. Additionally, a continuous environmental scan of campus services and resources has culminated in the creation of an information commons for accessibility at Carleton which will be launched in 2024. Our proactive approach to on-demand training requests in recent years is set to launch a first-of-its-kind learning and professional development opportunity at Carleton, available to all faculty and staff by late March 2024, along with an Accessibility Certificate for professionals in the spring of 2024.

The coming 12-18 months present a vital opportunity to develop strategies to meet these objectives. We aim to create a tactical blueprint that will guide our actions beyond 2025. This period invites us to embrace institutional vulnerability

and discomfort as we delve into the complexities of the barriers we face. By thinking long-term, we continue to make sustainable progress on our priorities and Carleton's leadership in accessibility.



Appendix 1:

Areas of Focus and Recommendations Status

This appendix contains the objectives and recommendations directly outlined in the [Coordinated Accessibility Strategy \(CAS\)](#). A status column has been added with the following indicators:

- **Planning:** Activities (e.g., planning, coordination) are initiated in the current reporting cycle.
- **Underway:** Activities are currently underway and being implemented.
- **Continuous:** Activities are complete, but implementation is an ongoing process with no definitive end date.
- **Complete:** Activities have been completed with no further implementation required.
- **Upcoming:** Activities are planned in the near-to-mid term.

The table below can be summarized as follows:

- 19 recommendations are in a continuous state;
- 8 recommendations are considered complete;
- 8 recommendations are underway;
- 4 recommendations are considered in the planning phase; and
- 1 recommendation is in the upcoming phase.

As recommendations are actioned, it is worth noting that the implementation is an ongoing process with no definitive end date. This is reflective of accessibility not being an end state but instead a continuous state of adaptation. Since the original launch of the CAS, definitive actions have been taken on 39 of the 40 recommendations.

Area of Focus #1: Coordination and Leadership

Recommendations	Status
a. Conduct a thorough environmental scan and create a living document of all accessibility initiatives at Carleton.	Continuous
b. Establish an interdisciplinary Centre of Excellence in Accessibility that provides leadership, coordination, best practices, research, support, training, and knowledge mobilization.	Complete
c. Formalize the senior leadership responsibility for accessibility across the university's portfolios.	Complete
d. Increase depth of accessibility training of people in leadership positions.	Underway
e. Expand university-wide and community events and campaigns to increase awareness and foster a culture of accessibility.	Continuous
f. Develop membership and contributions to accessibility partnerships, organizations, and consortium, partnering at the local, provincial, national, and global level.	Continuous
g. Establish a central resource to disseminate and receive information on accessibility.	Complete

Area of Focus #2: Education and Training

Recommendations	Status
a. Increase the number of in-depth training opportunities in accessibility on campus that are relevant to different settings and exceed minimum requirements.	Continuous
b. Increase the number of community activities that build greater awareness and understanding of accessibility and disabilities, barriers, and exclusion, as well as opportunities for change.	Continuous
c. Provide educators on campus with incentives, skills, and resources to consider accessibility in the design of academic activities and experiential learning, including the principles of universal design.	Underway
d. Include persons with disabilities and value their lived experiences as a source of knowledge in the design of teaching and learning.	Continuous
e. Expand interdisciplinary academic programming and professional development in accessibility and disabilities for members of the internal and external community.	Continuous
f. Address issues of accessibility and disabilities within the Faculties and Departments and encourage faculty to utilize relevant teaching and learning services.	Planning

Area of Focus #3: Information and Communications

Recommendations	Status
a. Perform system audits for accessibility, driven by individual units.	Continuous
b. Establish a process for support for providing accommodations, and adaptive and assistive devices for Carleton events.	Underway
c. Establish a reporting protocol to identify information- and communication-related accessibility barriers and areas for improvement.	Complete
d. Establish best practices for accessibility in all knowledge creation and sharing (e.g., documents, presentation, websites, social media, conferences), which are shared internally and externally.	Continuous
e. Provide guidelines and training opportunities on accessibility in knowledge creation and sharing for faculty and staff.	Continuous
f. Ensure accessibility to be part of the procurement requirements.	Complete

Area of Focus #4: Physical Campus

Recommendations	Status
a. Create a Carleton University standard for accessibility of physical spaces based on best practice guidelines and certifications that surpass minimum requirements.	Complete
b. Perform a full accessibility audit of the physical campus with input from the campus community, particularly persons with disabilities.	Continuous
c. Undertake systematic retrofitting to address current problems and meet the new standards for the physical campus.	Planning
d. Establish a reporting protocol to identify accessibility barriers and areas for improvement.	Continuous
e. Establish a permanent university budget and related supporting resources for accessibility of physical spaces.	Continuous
f. Review university policies and practices to consider accessibility where relevant to the physical campus.	Continuous

Area of Focus #5: Employment and Employee Support

Recommendations	Status
a. Institute effective processes and go-to resources on campus for disability-related accommodations and supports for employees across all levels and stages of employment.	Underway
b. Review and identify gaps in employment-related policies, practices, and training that support accessibility, accommodations, and disability-competent inclusion.	Continuous
c. Provide targeted opportunities across campus that promote career development and training for Carleton employees with disabilities.	Upcoming
d. Include employees with disabilities for input and participation to improve accessibility in employment for persons with disabilities.	Planning
e. Review Carleton's rates of employment of persons with disabilities and address gaps in representation where they exist.	Planning

Area of Focus #6: Student Support Services

Recommendations	Status
a. Optimize resources through an accessibility lens to be responsive to the growing needs for accommodation and support of students with disabilities.	Continuous
b. Review and identify gaps in student services programming and delivery with consideration of both undergraduate and graduate students with disabilities.	Continuous
c. Provide accessibility- and disability-related training specific to different student services programs.	Underway
d. Build knowledge, awareness, and attitudes in accessibility and accommodations across all student-facing services and points of contact on campus.	Continuous
e. Establish formal student feedback and program evaluation protocols for disability-related student services for continuous quality improvement.	Underway

Area of Focus #7: Research and Development

Recommendations	Status
a. Develop a strategic plan for accessibility and disability research and knowledge mobilization (e.g., research informed campus initiatives).	Continuous
b. Create a university-wide network of researchers in accessibility and disability.	Complete
c. Grow the research capacity in accessibility and disability, including increasing the number and retention of researchers, research funding, research infrastructure, and community partnerships.	Underway
d. Pursue research chair(s) in accessibility and disability.	Underway
e. Establish academic programming to support research in accessibility and disability.	Complete





Accessibility Institute

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Email: accessibility.institute@carleton.ca

Phone: 613-520-2600 ext. 7323

carleton.ca/accessibility-institute

Carleton
University



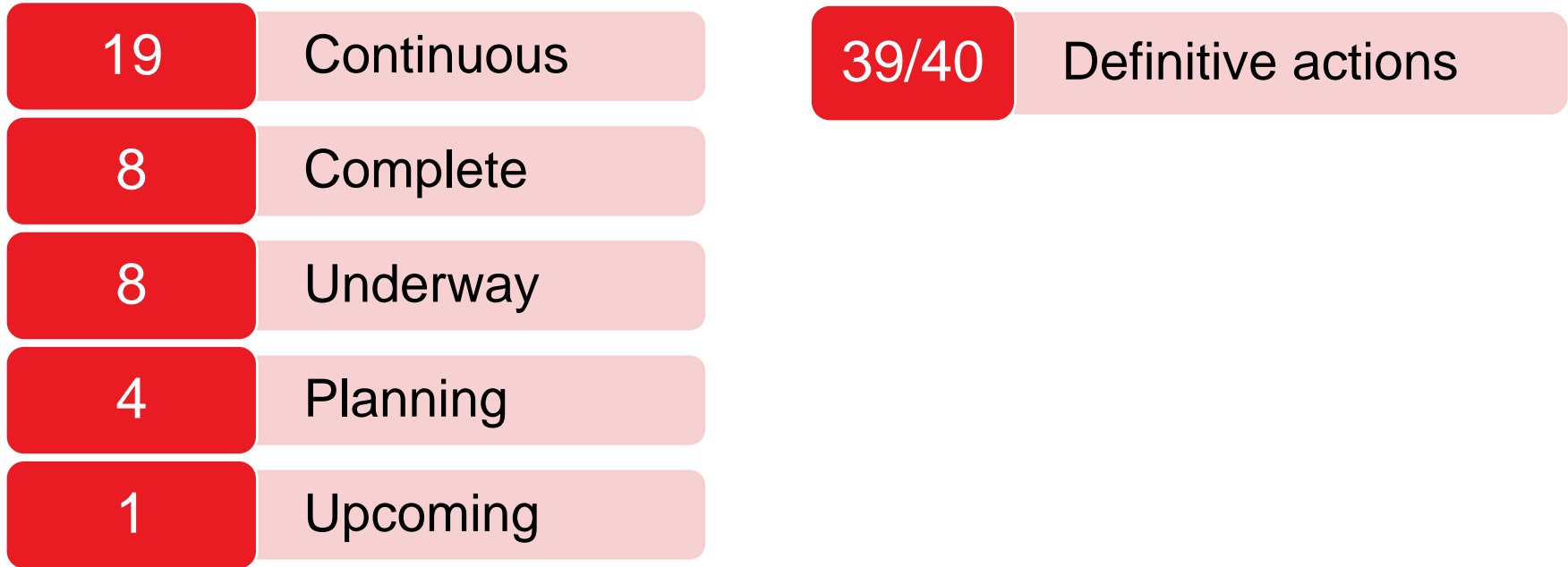
Coordinated Accessibility Strategy Annual Report 2024

Board of Governors

April 30, 2024

Presented by Cathy Malcolm Edwards

Progress on Recommendations



Highlights

Coordination and Leadership

- CAN surpasses 100 collaborators
- EHS reviewed training to identify and address systemic barriers



Education and Training

- Disability Justice & Crip Culture Collaboratory roundtable on teaching, accessibility and disability
- EIC workshop on accessible and equitable practices in post-secondary education



Highlights

Information and Communications

- Release of event guide
- Single-source email
- Awards Office audit of forms
- HR review of website



Physical Campus

- Collaboration for better bus stops
- Creation of emergency procedures
- 22 building audits complete



Highlights

Employment and Employee Supports

- Faculty Affairs to highlight accessibility initiatives
- New medical accommodations process and training



Student Support Services

- Library created dedicated accessible study rooms
- Accessible practices in graduate studies
- Carleton Mobile campus map



Highlights

Research and Development

- Launch of collaborative Master's
- Carleton committed 4 Canada Research Chair allocations in accessibility and disability

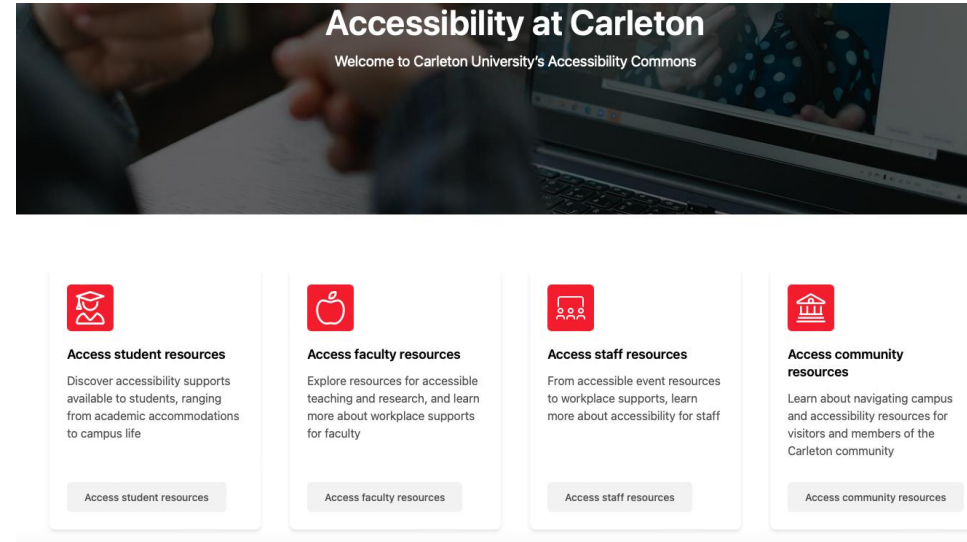


\$12.6+ M research funding since 2020 (Carleton-wide)

\$1.1 M funding in 2023-2024 (Carleton-wide)

Highlights - Next Steps

- New information commons on accessibility website
- Launch of the Professional Education for Accessibility Competence in spring 2024
- Completion of and action plans resulting from physical campus audits
- Consultation and tactical blueprint beyond 2025



Special acknowledgements to...

- Accessibility Institute
- AODA Committee
- Awards Office
- Campus Audit Team
- Campus Safety Services
- Carleton Disability Awareness Center (CDAC)
- Carleton University Research Community
- Conference Services
- Dedicated Access Fund Committee
- Disability Justice & Crip Culture Collaboratory
- Environmental Health and Safety
- Equity and Inclusive Communities
- Facilities Management and Planning
- Faculty Affairs
- Health and Wellness Services
- Housing and Residence Life
- Human Resources
- MacOdrum Library
- Paul Menton Centre for Students with Disabilities
- Procurement
- Scheduling and Exams Services
- Sprott School of Business
- Strategic Initiatives (Students and Enrolment)
- Student Mental Health Team
- Teaching and Learning Services
- University Secretariat
- Web Services

Thank you

AGENDA ITEM

6.3

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

April 30, 2024



REPUTATION AND COMMUNITY HIGHLIGHTS



Wisdom Tettey, Carleton University's 17th president and vice-chancellor.

Wisdom Tettey Named 17th President of Carleton University

Following an international search process that engaged hundreds of internal and external constituents, Wisdom Tettey has been appointed Carleton University's 17th president and vice-chancellor. He will commence his five-year appointment effective January 1, 2025, and succeeds Jerry Tomberlin, who will be staying on until the new year to facilitate this transition.

Tettey joins Carleton from the University of Toronto, where he currently serves as a vice-president and has been principal of the Scarborough campus since 2018. Prior to this, Tettey was dean of the Irving K. Barber School of Arts and Sciences and the Faculty of Creative and Critical Studies, both at the Okanagan Campus of the University of British Columbia, and interim dean of the Faculty of Communication and Culture at the University of Calgary.

Ushering in an exciting new era for Carleton, Tettey brings proven experience in implementing strategic and operational plans at major Canadian universities. An established scholar with an extensive background in teaching, research and academic service, he will also assume a tenured appointment as a professor in Carleton's Department of Political Science.

To learn more, read our story in the [Carleton Newsroom](#).



Susan Phillips, Carleton's new interim Chief Advancement Officer.

Carleton Announces New Interim Chief Advancement Officer

Susan Phillips has been named Carleton's interim Chief Advancement Officer (CAO), effective April 11, 2024. A two-time Carleton alumna (MA and PhD in Political Science), Phillips is a professor and graduate supervisor in Carleton's Master of Philanthropy and Nonprofit Leadership program in the School of Public Policy and Administration and served as director of the school from 2005 to 2014. Phillips brings to this role an in-depth knowledge of philanthropy, with 30 years of experience researching and collaborating with foundations, charities and non-profits.



Carleton celebrates its women's basketball and Nordic ski teams.

Celebrating Excellence as Ravens Women Soar

In March, Carleton held an event bringing together the university community in honour of the recent double [championship successes](#) of our incredible Ravens women's basketball and Nordic skiing teams. From astounding athleticism to unwavering leadership, Ravens women's sport teams have [endless stories](#) of inspiring achievements to share.

REPUTATION AND COMMUNITY HIGHLIGHTS



Nana aba Duncan (Journalism and Communication) is Carleton's inaugural Carty Chair in Journalism.

New Internship Program for Journalism Students

[Nana aba Duncan](#), Carleton's inaugural Carty Chair in Journalism, Diversity and Inclusion Studies, is launching an [internship program](#) for Black, Indigenous and racialized students. The program will be overseen through the Mary Ann Shadd Cary Centre for Journalism and Belonging – a new campus space dedicated to journalism practice and the intersections of race, gender, sexual orientation, disability and socioeconomic status.



Carleton Challenge Conference keynote speakers Elizabeth Beardsley and James Meadowcroft.

Keynotes Announced for Carleton Challenge Conference

Registration is open for the 2024 [Carleton Challenge Conference](#) on May 8! Business, government, community and academic leadership will once again gather in Richcraft Hall to discuss this year's theme: climate change. The conference will feature keynote addresses from [Elizabeth Beardsley](#), senior policy counsel at the U.S. Green Building Council, and [James Meadowcroft](#), academic director of Efficiency Canada and professor at Carleton University.



Carleton data science researcher Mohamed Al Guindy (Finance).

Carleton Hosts 10th Annual Data Day

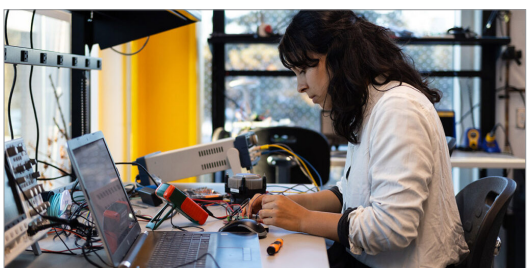
As a national hub of data sciences with more than 170 data researchers across five faculties and 26 departments, Carleton is deeply engaged in data research. On March 26, the university hosted its [10th annual Data Day](#) – an annual interdisciplinary conference celebrating the latest developments in data science and analytics research, co-organized by the Faculty of Science and the Carleton University Institute for Data Science (CUIDS).



Service Excellence Award winners Allison Jaworski, Kaitlin Barkley and Sandy Mazereeuw.

Carleton Celebrates Service Excellence

The Service Excellence Awards celebration is an annual highlight in the university calendar each winter. This year's lunchtime event on Feb. 22 attracted a record number 400 faculty and staff attending in person, with another 80 joining online via livestream. A [special video](#) is created each year to spotlight the work of our faculty and staff and their perspectives on service excellence. Check out the full list of 2023 Service Excellence Award [nominees](#) and [award recipients](#).



Carleton alumna Sofia Parra (MDes/23).

From AI Training Simulators to Self-Powered Wearable Tech

Did you know that Carleton University researcher [Carlos Rossa](#) is leading a team of engineering undergraduates to develop a training simulator to help medical students hone their pediatric surgical skills? Or that industrial design alumna [Sofia Parra](#) made a self-powered coat that generates light from body heat for residents in Canada's north? You can read about their groundbreaking work and more in [our latest stories](#) about Carleton researchers finding innovative solutions to global challenges.

ACADEMICS

Recognizing Academic Excellence

James Casteel (Institute of European, Russian, and Eurasian Studies), Robert Coplan (Psychology), Catherine Cullingham (Biology), Francine Darroch (Health Sciences), Nafiseh Kahani (Systems and Computer Engineering) and Isaac Otchere (Finance) have each received a [Faculty Graduate Mentoring Award](#).

Nine scholars have been selected for the second cohort of Carleton's [Queen Elizabeth Scholarship Advanced Scholars West Africa](#) program for the current funding cycle.

The [2024 Achievement Award](#) recipients have been announced:

- **Research Achievement Award:** Kyle Biggar (Biochemistry), Scott Bucking (Civil and Environmental Engineering), Francine Darroch (Health Sciences), Christina Gabriel (Political Science), Andrew Harris (Mechanical and Aerospace Engineering), Abid Hussain (Civil and Environmental Engineering), Guoliang Frank Jiang (International Business), Azar Masoumi (Sociology and Anthropology), Stéfy McKnight (Journalism and Communication) and Murray Richardson (Geography and Environmental Studies)
- **Teaching Achievement Award:** Chloë Grace Fogarty-Bourget (Linguistics and Language Studies), James McGowan (Music), Bora Pulatsu (Civil and Environmental Engineering), Carlos Rossa (Systems and Computer Engineering) and Alan Steele (Electronics)
- **Professional Achievement Award:** Aleksandra Blake (Research Support Services, MacOdrum Library), David Christopher Jackson (Research Support Services, MacOdrum Library) and Shoeleh Shams (Civil and Environmental Engineering)
- **Contract Instructor Teaching Award:** Mustafa Bahrán (Physics), Christopher Eaket (English Language and Literature; College of the Humanities), Kim Dudley Lassiter (Psychology), Christopher McGrath (Philosophy) and James A. Mountain (Azrieli School of Architecture and Urbanism)
- **Contract Instructor Teaching Innovation Grant:** Angela Merriam (Public Policy and Administration) and Arushi Sharma (Sprott School of Business)

Teaching and Learning

Eight projects have been awarded funding through the second round of this year's [Carleton University Experiential Learning Fund](#).

Carleton is expanding the [Future Skills Innovation Network \(FUSION\)](#) program thanks to \$2.8M from the Government of Canada's Skills for Success Program.

Special Events

The Faculty of Graduate and Postdoctoral Affairs hosted the 3MT Competition, challenging graduate students to explain their research in under three minutes.

The Faculty of Engineering and Design showcased Carleton's thriving engineering community throughout [National Engineering Month](#) in March by celebrating the stories, research contributions and impacts made by Carleton students and professors.

The Faculty of Science's annual Discovery Lecture featured Dr. Timothy Caulfield, a member of the Order of Canada and a Fellow of the Royal Society of Canada and the Canadian Academy of Health Sciences

The Faculty of Public Affairs hosted a webinar on "Understanding Israel/Palestine in the Shadow of War" featuring Mira Sucharov (Political Science) and Omar Dajani (University of the Pacific).

The School of Journalism and Communication held its annual Kesterton Lecture featuring political cartoonist Michael de Adder.



Winners of the 2024 Faculty Graduate Mentoring Awards.



Carleton QES-AS-WA program scholars Jane Chinyere Ezirigwe and Gloria Boko Epse Agbo.



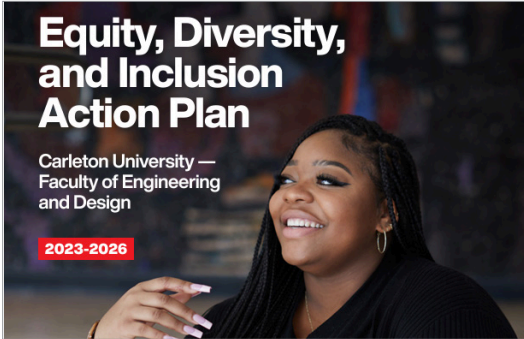
The Future Skills Innovation Network (FUSION) program teaches academic and employability skills.



Ana Hernandez Martinez de la Riva (Biology) took first place at Carleton's 3MT competition this year.



Dr. Timothy Caulfield was the Faculty of Science's 2024 Discovery Lecture guest speaker.



FED published its 2023-2026 Equity, Diversity and Inclusion Action Plan.



Engineering grad students Priyanka Vasavada, Nareen Khurshid and Rhea Wilson.



Carleton Fulbright Scholar Michele K. Lewis.



Minister for Small Business Rechie Valdez at Carleton's Black Entrepreneurship Knowledge Hub.



The Ānako Indigenous Research Institute recently hosted Dr. Lorna Wánosts'a7 Williams.

Equity, Diversity and Inclusion

The Faculty of Engineering and Design, along with Carleton's EDI Council, launched a new [FED EDI Action Plan](#) and [EDI webpage](#). Created through a collaborative process, the report represents the synthesis of diverse perspectives and embodies the expertise and lived experiences of many individuals within the FED community.

The Black Entrepreneurship Knowledge Hub, co-led by the Sprott School of Business and Dream Legacy Foundation, was recognized by AACSB International for creating forward-thinking solutions to business and societal challenges.

On International Women's Day, the Faculty of Engineering and Design's not-for-profit youth outreach organization, [Virtual Ventures](#), hosted an event tailored for girls in grades 6-9 aimed at inspiring their interest in STEM.

The Faculty of Engineering and Design hosted its sixth annual [Breakthrough Breakfast](#), which featured meaningful conversation and featured the outstanding research being conducted by women graduate students.

Black History Month

Carleton began [Black History Month](#) with a lecture by [Fulbright Scholar Michele K. Lewis](#), which explored the intersection of Black LGBTQ+ identities and African-centered thought. Faculty advisors on Anti-Black Racism and Black Inclusion Nduka Otiono and Audra A. Diptée hosted a pre-lecture reception to offer Black faculty an opportunity to connect.

Lewis also delivered the [Flo Bird Lecture](#), discussing her Fulbright research project on "Black 'LGBTQIA+' Psychology".

The Honourable Rechie Valdez, Minister for Small Business, marked Black History Month [by announcing](#) the Black Entrepreneurship Knowledge Hub's ecosystem mapping project and the additional supports it will provide to Black entrepreneurs.

The Black Entrepreneurship Knowledge Hub launched a [nationwide qualitative survey](#) that will identify the challenges and opportunities for Black-owned businesses and Black entrepreneurs in Canada.

Indigenous Initiatives

Carleton's Centre for Indigenous Support and Community Engagement welcomed approximately 1,500 people to campus for a two-day Children and Youth Powwow hosted in collaboration with several community partners. This event provided both Indigenous and non-Indigenous people with an opportunity to practice traditions and be in community.

The Ānako Indigenous Research Institute hosted the Recovering, Reclaiming and Revitalizing Indigenous Languages event with Dr. Lorna Wánosts'a7 Williams, an esteemed member of Lil'wat Nation in British Columbia.

The Office of the Associate Vice-President, Indigenous Teaching, Learning and Research and the Ānako Indigenous Research Institute hosted an Indigenous Faculty and Student Feast featuring Got Land? comedian Janelle Niles, a Two-spirited Black Mi'kmaq woman from Sipekne'katik, Nova Scotia.

The fifth annual [Kinàmàgawin Symposium](#) was hosted by the Centre for Indigenous Support and Community Engagement. The day-long symposium included keynote speakers, panel discussions and cultural performances, all focused on the theme Connecting to Indigenous Spirituality: Learning from the Land, Community and Culture.

RESEARCH

CIHR Grants \$673,200 for Asthma Research

Canada Research Chair [Leila Mostaço-Guidolin](#) (Systems and Computer Engineering) and co-investigator [Edana Cassol](#) (Health Sciences) have [received a \\$673,200 grant](#) from the Canadian Institutes of Health Research (CIHR) to support their research on the effects of asthma and associated diseases like fibrosis on cell development in the lungs. Using tissue engineering and state-of-the-art imaging, their research hopes to bring new perspectives and approaches to asthma treatment and eventually reverse the damage caused by these diseases.



Leila Mostaço-Guidolin (Systems and Computer Engineering) and Edana Cassol (Health Sciences).

SSHRC Announces More Than \$1.3M in Grants for Carleton Faculty

The Social Sciences and Humanities Research Council (SSHRC) have provided Carleton researchers [more than \\$1.3 million](#) under the Insight Development Grants program, which enable the development of new research questions, as well as experimentation with new methods, theoretical approaches and ideas. The funding program supports 22 projects on a variety of topics, from understanding chatbots and friendship in middle adulthood to the role of similarity in financial values for relationship outcomes.



Carleton researchers recently received \$1.3 million in SSHRC Insight Development Grants.

Carleton and CardiAI Forge Innovative Partnership

CardiAI, a leading biotechnology company specializing in cutting-edge diagnostic solutions, and Carleton's [Faculty of Engineering and Design](#) have [struck a partnership](#), marking a significant milestone in advancing medical diagnostics through the implementation of Electrolyte Gated-FET (EG-FET) biosensor technology. The goal is to perfect the detection of critical biomarkers in saliva and whole blood, revolutionizing point-of-care diagnostics and paving the way for expanding the technology's applications to a broader range of health conditions.



Carleton's Faculty of Engineering and Design has partnered with Canadian biotech company CardiAI.

Three Carleton Faculty Receive Provincial Early Researcher Awards

[Christina Davy](#) (Biology), [Burak Gunay](#) (Civil and Environmental Engineering) and [Carlos Rossa](#) (Systems and Computer Engineering) have been named as recipients of the province of Ontario's Early Researcher Awards (ERA). Davy's research will study threats to endangered turtles, Gunay's on managing electrical demands in large buildings, and Rossa's on prostate cancer imaging. The funding is intended to assist researchers in building strong teams to conduct innovative research.



Carlos Rossa (Systems and Computer Engineering) is one of three Carleton faculty to receive an ERA.

James Milner Appointed Co-Chair of Global Academic Interdisciplinary Network

Carleton's [James Milner](#) (Political Science) has been [appointed as co-chair](#) of the Global Academic Interdisciplinary Network (GAIN) a group of 213 university members from countries around the world formed from the Global Compact on Refugees. Along with his team, they will advance international efforts from higher education to respond to the growing and complex topic of forced migration and displacement through partnered research, teaching and community engagement.

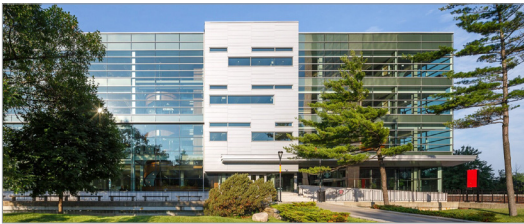


James Milner is the new co-chair of the Global Academic Interdisciplinary Network (GAIN).

ADVANCEMENT



The annual Campus Community Campaign (CCC) event celebrates the spirit of philanthropy.



Fundraising initiatives for 2024 include the MacOdrum Library Collections Fund.



Yves and Cynthia Bled, respected donors and friends of Carleton.



Carleton to establish Canada's first Chair in Philanthropy.



Carleton's partnership with Ross Video continues to grow.

Revenue (May 1, 2023 to March 27, 2024):

Philanthropic	\$8,892,308
Gifts in Kind	\$4,032,063
Sponsorships	\$1,659,846
Research & Partnerships	\$14,570,063
Total	\$29,154,280

At the end of the fiscal year, University Advancement is on track to reach its revenue targets and has continued to renew constituent and corporate engagement efforts to prepare the foundation for a future campaign.

Campus Community Campaign

On March 19, faculty, staff and retirees came together to celebrate the spirit of philanthropy at the annual Campus Community Campaign (CCC) event. Commencing with remarks from interim president Jerry Tomberlin and former chief advancement officer Jennifer Conley, the space in Teraanga Commons featured interactive booths representing impactful fundraising initiatives including the MacOdrum Library Collections Fund, CIE-ESP Student Mentorship Program and the Wellness Desk.

Each year, the CCC acts as a platform to learn more about the impacts of giving through Carleton while providing the opportunity for our community to cultivate meaningful connections. This month-long campaign reinforces giving as a catalyst for shaping the future of higher education by showcasing the donor-funded resources and supports that enhance the academic journey for future generations.

Partnerships with Purpose

In alignment with the vision to build Partnerships with Purpose in the Strategic Integrated Plan, Advancement continues to champion a competitive, progressive "purpose-based" model for our fundraising and engagement strategies.

Respected donors and friends of Carleton University, Yves and Cynthia Bled will be remembered for their passion for education and youth leadership through the Yves & Cynthia Bled Future Achievers Scholarships for Women in Engineering.

A new donor-funded Research Chair in Sustainability Transitions will focus on governance and policy solutions for a more sustainable future by conducting research and engaging with government, community and industry stakeholders to accelerate the transformation of key economic sectors to put Canada on a net zero trajectory.

Thanks to support from three individual donors, efforts are also underway to establish Canada's first Chair in Philanthropy to help philanthropists, business leaders, government, foundations and other charitable organizations realize better results and greater impact.

Crafting Custom Proposals to Engage Industry

Carleton continues to prioritize Holistic Integrated Partnerships (HIP), led by the Office of the Vice-President (Research and International) and the Department of University Advancement. These industry-academia collaborations leverage campus expertise to address industry needs efficiently, creating mutually beneficial relationships.

Carleton's recent partnership with Ross Video is already expanding. Ross Video has committed support for an NSERC CREATE application focused on EDI in STEM, and discussions are underway to allow the Department of Recreation and Athletics and the School of Journalism and Communication access Ross Video equipment.

STUDENT LIFE

The Carleton University Therapy Dog Program held its first-ever [Therapy Dog Convocation](#) in March to celebrate its 17 therapy dogs and handlers. Each dog and their handler received a certificate of completion to acknowledge their contributions to Carleton's mental health and wellness services.

Due to the overwhelming demand for increased mental health supports, Health and Counselling Services proposed a \$25 per term mental health fee, starting in fall 2024. Students voted for this fee on March 14 and 15 and both the undergraduate and graduate referenda questions passed successfully.

Yolana Junco is Carleton's new Associate Vice-President (Recreation and Athletics), effective July 1. Junco will succeed Jennifer Brenning, who worked for the Department of Recreation and Athletics for 19 years and was AVP for the past seven years.

The Office of the Associate Vice-President (Student Health and Wellness) hosted their first-ever showcase in February. The showcase informed students about the many mental health and wellness services offered by the portfolio, with the Paul Menton Centre for Students with Disabilities, From Intention to Action, Health and Counselling Services, Mental Health Strategy and Attendant Care Services all in attendance.

The [Umoja Black Community Engagement Program](#) celebrated Black History Month in February with events focused on creating culturally safe spaces for Black women and Black gender-diverse folks to talk about hair health, mental health, sexual health, body care and HIV. Additionally, Umoja partnered with the Black Student Association at the University of Ottawa to host a vendor market showcasing Black-owned businesses in Ottawa. They also partnered with Carleton University Students' Association's Racialized and International Student Experience service centre to host a Black Poetry Night and a Black Trivia Night.

Ravens' men's basketball player Xavier Spencer won the 2024 Dr. Peter Mullins Trophy and was named U SPORTS rookie of the year. A first-year student at Carleton, Spencer was also named to the U SPORTS All-Rookie Team. Ravens' women's basketball player Kali Pocrnic was named a Second Team All-Canadian for the second consecutive season, as well as U SPORTS tournament MVP. Additionally, women's basketball head coach Dani Sinclair was named Ontario University Athletics Coach of the Year.

Career Services hosted the Spring Career Fair on March 20. 37 registered employer organizations were present to connect with the 1,400 attendees, making it the biggest in-person Spring Career Fair to date. Employers commented that our students were intentional and prepared and that working with Carleton is always a pleasure due to our strong staff presence and willingness to answer their questions.

As of March 14, Co-operative Education has supported 3,770 work terms during the 2023-2024 academic year. During this timeframe, 93 employers from 54 organizations have participated in networking events for co-op students.

The Registrar's Office introduced the [Academic Consideration Policy](#) at the start of the winter term. The policy provides a framework and support for faculty to consider academic accommodations while maintaining course outcomes. Students may receive academic consideration at the discretion of the instructor for medical and extenuating circumstances impacting their ability to complete coursework for five days or less.

The Accessibility Institute has successfully implemented its [Accessibility Certificate](#), a professional development program intended to help a wide range of internal and external professionals increase their accessibility knowledge. The certificate also provides individuals in leadership and supervisory roles at Carleton the opportunity to enhance their accessibility knowledge and proactively address barriers in advance of the implementation of the Accessibility for Ontarians with Disabilities Act's Postsecondary Education Standards.



Carleton's Therapy Dog Program held its first Therapy Dog Convocation this March.



Yolana Junco is Carleton's new Associate Vice-President (Recreation and Athletics).



Ravens basketball players Xavier Spencer and Kali Pocrnic received U SPORTS awards for 2023-24.



Women's basketball head coach Dani Sinclair is OUA Coach of the Year.



Carleton's Accessibility Institute has launched a new certificate program.

ENROLMENT AND RECRUITMENT UPDATE

Undergraduate Enrolment Update

First year 101 (Ontario high school) Applications

	2023	2024	% Change
Carleton Total Applications	20,613	21,894	6.2
Carleton Total Applicants	14,798	15,615	5.5
System Total Applications	532,681	560,981	5.3
System Total Applicants	92,042	95,475	3.7

First year new applicants (Carleton data) by region as of March 18, 2024 – 101 Applicants

	2023	2024	% Change
All	14,798	15,615	5.5
Ottawa	5,082	5,696	12.1
Other Ontario	9,277	9,540	2.8
Others	439	379	-13.7



Undergraduate Recruitment Update

The March Open House ran on March 9, 2024, providing 2,248 registered guests (including 1,007 prospective students) an opportunity to connect with faculty, student services staff and current students in both in-person and virtual events. An additional series of campus tours ran daily from March 11 to 16, 2024. These numbers exceed pre-pandemic levels.

The Undergraduate Recruitment Office (UGR) worked in collaboration with faculties across campus to host a variety of events such as the Sprott School of Business Spotlight Event, the Food Science School Outreach and the Interactive Multimedia and Design Portfolio Review. UGR also supported an event organized by the Faculty of Arts and Social Sciences for prospective and current students. 70 prospective students attended this event at the Carleton Dominion-Chalmers Centre, participating in panels, booths and interactive activities to discover all that the Faculty of Arts and Social Sciences has to offer.

The UGR hosted its first Grade 10 Family Night on Feb. 22, 2024. Held during the grade 10 course-selection period, this new event shared insight on prerequisites and how decisions made in high school will help set students up for success when applying to university. Families in attendance also had the opportunity to hear from award-winning Carleton professor Jim Davies (Cognitive Science) and experience a real university lecture.

Close to 170 in-person high school follow-up visits were completed between January and March 2024, primarily targeting Ottawa and Greater Toronto Area schools. These visits provided applicants with information about next steps and processes for accepting their offer to Carleton.

The International Admissions and Recruitment team organized and participated in 60 in-person and online events throughout February and March 2024. Events included virtual independent school visits, collaborative school visits, webinars and virtual education fairs, as well as agent events promoted and hosted by in-country agent partners in a variety of regions. In addition, student ambassadors with the team engaged with new prospective students through a peer-to-peer messaging platform.

In collaboration with the Faculty of Science, International Admissions and Recruitment hosted a [Science Spotlight](#) on their international admissions webpages, creating new content highlighting science programs, facilities, professors, specialty tours and student video testimonials.