

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

**The 645<sup>th</sup> Meeting of the Board of Governors**  
**Tuesday, March 18<sup>th</sup>, 2025 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 2025/2026 Ancillary Budget (A. Hamdani)

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

**6. OPEN – ITEM(S) FOR INFORMATION**

6.1 Enrolment Report (S. Blanchard & D. Siddiqi)

- A presentation was circulated in advance.

6.2 International Update (R. Goubran & B. Appel Kuzmarov)

- A presentation was circulated in advance.

6.3 Report from the Chair (B. Creary)

- A verbal report will be given.

6.4 Report from the President (W. Tetley)

- A written report was circulated in advance.

6.5 Committee Chair Updates

- Building Program (A. Tremblay)
- Finance (A. Hamdani)

**7. OPEN – OTHER BUSINESS**

**8. OPEN - QUESTION PERIOD**

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

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# **AGENDA ITEM**

## **5.1**



<b>To:</b>	Board of Governors	<b>Date of Report:</b> 3 February 2025
<b>From:</b>	Vice-President (Students and Enrolment)	<b>Date of Meeting:</b> 18 March 2025
<b>Subject:</b>	<b>Proposed Budget for Ancillary Services 2025-26</b>	
<b>Responsible Portfolio:</b>	Vice-President (Students and Enrolment)	

## 1.0 PURPOSE

☒ For Approval   ☐ For Information   ☐ For Discussion

## 2.0 MOTION

**On the recommendation of the Finance Committee, move to approve Carleton's 2025-26 Ancillary Services budget, as presented.**

## 3.0 EXECUTIVE SUMMARY

Ancillary units are expected to generate sufficient revenue to fund the cost of providing service, in addition to establishing reserves to cover future capital improvements. The proposed budget for 2025-26 contains increases in rates and fees where applicable, expected revenue, anticipated operating costs, as well as capital reinvestment planned for the year. The budget report provides highlights of the 2024-25 year, as well as the priorities for the 2025-26 year, and a 3-year capital reinvestment plan that prioritizes necessary work for each ancillary unit.

While 2024-25 ancillary portfolio revenues are expected to exceed \$76M, capital reinvestment of \$28M, including the decommissioning of the P9 parking garage at an estimated cost of \$5M, is expected to draw down the accumulated surplus. As a result of these capital expenditures, it is anticipated that the ancillary portfolio will end the 2024-25 fiscal year with a deficit of \$3.4M and the accumulated surplus will decrease to \$38.7M. This is an improvement over the original budgeted deficit of \$7.8M as the decommissioning costs for P9 are expected to be \$3M under budget.

Over the next three years, the total surplus from the ancillary portfolio is expected to continue to decline due to reinvestment in planned capital projects. For 2025-26, revenue is anticipated to increase to \$84.5M however capital re-investment of \$36M, including a \$10M down payment by Housing, Residence and Conference on Rideau House, is expected to draw down the aggregate surplus. By the end of 2025-26 the aggregate ancillary surplus is expected to be \$29M.

By fiscal 2027-28, it is anticipated that all ancillary units, besides Nideyinan and Carleton Dominion Chalmers Centre, will be in a surplus position.

## 4.0 INPUT FROM OTHER SOURCES

Each ancillary unit has provided input into their respective 2025-26 budget. Ancillaries are comprised of the following units: Housing, Residence Life, & Conference Services; Dining Services; Physical Recreation and Athletics (excluding Football); Parking Services; Health and Counselling Services; The Print Shop; Campus Card; NWRC Building; Nideyinan ; Carleton Dominion-Chalmers Centre; The Campus Store; and the Ancillary Strategic Fund. The Ancillary Budget was also reviewed by the President's Advisory Group (PAG).



## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Ancillary units provide support services to the University community. Ancillaries are focused on generating operating surpluses to fund reinvestment in ancillary services and facilities, and address identified capital reinvestment projects. Highlights of the proposed 2025-26 budget are as follows:

- **Housing, Residence Life & Conference:** budgeted annual deficit of \$10M (accumulated surplus of \$7M) – Draw down of accumulated surplus is due to planned \$10M down payment for Rideau House which will open in fall 2025 adding an additional 450 beds. Projects will consist of cooling tower replacement for Lennox and Addington House and upgrades to furniture and fixtures in Glengarry House. Proposed 2025-26 increases for Residence Board fees are 4.2%.
- **Dining Services:** budgeted annual deficit of \$821K (accumulated surplus of \$2.5M) – Draw down of accumulated surplus is expected as a \$521K transfer will be made to the Campus Store to fund start-up costs. Due to increasing food and labour costs, proposed Residence Dining Plan increases are 5.5%, which allows us to remain competitive with other Ontario institutions and continue with a high satisfaction level.
- **Physical Recreation and Athletics:** budgeted annual deficit of \$370K (accumulated surplus of \$17.1M) – A significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2025-26 increase for student fees follows CPI (2.3%). Strong revenues are anticipated and Athletics will draw down their accumulated surplus to address necessary capital reinvestment within its facilities.
- **Parking Services:** budgeted annual surplus of \$3M (accumulated deficit of \$2M) – Revenues are budgeted to increase. Over the next two years, staff parking permit rates will be increased to align with transit rates and approach market rates. Student permit rates will be increased 25%. These increases will support ongoing capital reinvestment and elimination of the department's accumulated deficit by 2027-28.
- **Health and Counselling Services:** budgeted annual surplus of \$37K (accumulated surplus of \$1.7M) – Additional revenues from the new student mental health fee will continue to be used for mental health resources to meet the demand for these services. A significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2025-26 increase is consistent with CPI (2.3%).
- **The Print Shop:** budgeted annual surplus of \$654K which includes a \$600k transfer from the ASF (accumulated deficit of \$97K) – the Printshop has rebounded from the pandemic and has returned to profitability. They will receive a \$600 transfer from the ASF to help eliminate the deficit incurred during the pandemic. With this transfer The Print shop will return to a surplus position by 2027-28.
- **Campus Card:** budgeted annual surplus of \$33K (accumulated surplus of \$495K) – Continued focus on improving service delivery by optimizing processes.
- **NWRC Building:** budgeted annual deficit of \$16K (accumulated surplus of \$717K) – includes the National Wildlife and Research Centre (NWRC), which is leased to Environment Canada and is operated on a cost-recovery basis.
- **Nideyinàn:** budgeted annual deficit of \$2M (accumulated surplus of \$1.1M) – Facilities Maintenance and Planning manages Nideyinan and performed a review of all expected deferred maintenance. Using this review as a guide they developed a plan to address the necessary capital reinvestment. The plan projects spending \$8.6M over the next three years to address mechanical, HVAC, and building envelope renewal. To fund necessary facilities projects, the accumulated surplus will be eliminated in 2026-27 and an accumulated deficit is anticipated in 2027-28.

- **Carleton Dominion-Chalmers Centre (CDCC):** budgeted annual surplus of \$2K (accumulated surplus of \$260K) – With the current university budget restraints CDCC anticipates a slight decline in their operating revenue. Due to the age of the building and its heritage status, capital renewal and deferred maintenance for CDCC presents a significant challenge. In 2023 a comprehensive building assessment was completed and a capital plan has been developed to address the necessary capital reinvestment. The plan outlines a projected expenditure of \$1.2M over the next three years depleting the accumulated surplus by 2026-27. To help support capital spending, a funding strategy is being developed.
- **The Campus Store:** budgeted annual surplus of \$532K which includes a \$521K transfer from Dining Services (accumulated surplus of \$11K) – The decision was made not to renew the Follett's contract and the university will take over store operations on May 1, 2025. A transfer of \$521 will be made from Dining Services to eliminate the accumulated deficit and cover startup costs. Sales are expected to increase slightly with a focus on merchandise sales increasing through partnerships with administrative and academic units.

**Ancillary Strategic Fund (ASF):** budgeted annual deficit of \$444K (accumulated surplus of \$64K) – The projected 2025-26 annual deficit, the result of an allocation to The Print Shop, will be covered by the accumulated surplus. The allocation of \$600K was made to the Print Shop to further reduce the deficit incurred as a result of the operational shut down during the COVID-19 pandemic. The Print Shop will be in an overall surplus position in 2027-28.

## 6.0 FINANCIAL IMPLICATIONS

Ancillary units are expected to generate sufficient revenue to cover the total costs of providing services, including appropriate reserves to cover capital renewal and deferred maintenance. At this time, it is expected that the ancillaries will retain an accumulated surplus of \$29M at the end of 2025-26. Two ancillary units Parking Services and The Print Shop, are expected to be in an accumulated deficit position at the end of 2025-26. Parking Services plans to eliminate this deficit by 2027-28 with annual increases to rates to align with market rates. The Print Shop has returned to annual profitability and plans to eliminate their deficit by 2027-28. Ancillary units will continue to prioritize generating operating surpluses to fund capital reinvestment and deferred maintenance.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Ancillary fees are reviewed annually to ensure that they are competitive with other institutions and comply with the Ancillary Fee Protocol, where applicable. Most fee increases are in line with the Consumer Price Index (CPI) which was 2.3% for the Ottawa region. Revenues for 2025-26 are expected to be \$84M and it is anticipated that in 2025-26 the ancillary units will have a combined surplus of \$29M. The ancillary units will be focusing on necessary capital reinvestment.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

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

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

# **Proposed Budget for Ancillary Services 2025-26**

March 18, 2025

# Ancillary Service Units

Housing,  
Residence Life  
& Conference  
Services

Dining Services

Physical  
Recreation and  
Athletics

Parking  
Services

Health and  
Counselling  
Services

The Print Shop

The Campus  
Store

Campus Card

Carleton  
Dominion-  
Chalmers  
Centre

Nideyìnàn  
(University  
Centre)

NWRC Building

Ancillary  
Strategic Fund

# Ancillary Overview

## Mandate

- Generate sufficient revenue to fund the cost of providing services
- Ancillary Fee Protocol

## Outlook

- Strong performance
- 3-year capital plans

# Ancillary Budget Overview

	2024-25 Budget (\$000)	2024-25 Projection (\$000)	2025-26 Budget (\$000)	2026-27 Budget (\$000)	2027-28 Budget (\$000)
Revenue	73,765	76,124	84,501	87,115	86,829
Expenses	(48,364)	(51,260)	(58,344)	(59,753)	(59,746)
<b>Surplus (deficit) from operating activity</b>	<b>25,401</b>	<b>24,864</b>	<b>26,157</b>	27,362	27,083
Renovations	(21,621)	(16,990)	(11,128)	(16,216)	(13,860)
Capital Debt	(11,549)	(11,260)	(24,537)	(16,466)	(14,104)
<b>Surplus (deficit) for the year</b>	<b>(7,769)</b>	<b>(3,386)</b>	<b>(9,508)</b>	<b>(5,320)</b>	<b>(881)</b>
<b>Closing accumulated surplus</b>	<b>34,322</b>	<b>38,705</b>	<b>29,197</b>	<b>23,877</b>	<b>22,996</b>

# Housing, Residence Life & Conference

## Overview

- Accommodation for over 3,500 residents
- Summer accommodations & conference

## 2024-25 Highlights

- Rideau House construction continued
- New residence information system
- Conference Services activity continues to grow

## 2025-26 Objectives & Priorities

- Opening of Rideau House for Fall 2025 semester
- Proposed residence fee increases are 4.2%
- 3-year Capital Plan investment of \$14M with \$3.5M spent in 2025-26

# Housing, Residence Life & Conference

	2024-25 Budget (\$000)	2024-25 Projection (\$000)	2025-26 Budget (\$000)
Revenue	29,543	30,532	33,481
Expenses	(15,843)	(17,033)	(20,749)
<b>Surplus (deficit) from operating activity</b>	<b>13,700</b>	<b>13,499</b>	<b>12,732</b>
Renovations	(6,400)	(6,932)	(3,550)
Capital debt	(5,748)	(5,748)	(19,418)
<b>Surplus (deficit) for the year</b>	<b>1,552</b>	<b>819</b>	<b>(10,236)</b>
<b>Closing accumulated surplus</b>	<b>18,242</b>	<b>17,509</b>	<b>7,273</b>



# Dining Services

## Overview

- 17 locations including 24 food concepts plus catering & vending services
- 3,200 students on meal plans
- Partnership with Aramark Canada & Bridgehead

## 2024-25 Highlights

- Commission revenue will meet projections
- Dining Hall expansion completed
- Capital investment including relocation of Baker's restaurant to Richcraft building

## 2025-26 Operating Objectives & Priorities

- Proposed Residence Dining Plan increases are 5.5%
- Review and enhance retail experience
- Capital investment in the Teraanga Commons infrastructure

# Dining Services

	2024-25 Budget (\$000)	2024-25 Projection (\$000)	2025-26 Budget (\$000)
Revenue	7,517	7,491	8,053
Expenses	(4,779)	(5,097)	(5,246)
<b>Surplus (deficit) from operating activity</b>	<b>2,738</b>	<b>2,394</b>	<b>2,807</b>
Renovations	(1,750)	(980)	(1,500)
Capital debt	(2,326)	(2,000)	(1,607)
Transfers to The Campus store	-	-	(521)
<b>Surplus (deficit) for the year</b>	<b>(1,338)</b>	<b>(586)</b>	<b>(821)</b>
<b>Closing accumulated surplus</b>	<b>2,586</b>	<b>3,338</b>	<b>2,517</b>

# Physical Recreation and Athletics

## Overview

- Freelance recreation & instructional programs
- Intramural leagues
- 15 varsity teams & 21 competitive club teams
- Adult leagues, summer camps, & aquatics program

## 2024-25 Highlights

- Student referendum to increase athletics ancillary fee
- Strong summer camps, rental leagues, and aquatic programs

## 2025-26 Operating Objectives & Priorities

- Capital investments to support facility renewal
- Student Athletics fee increased by Ottawa CPI (2.3%)

# Physical Recreation and Athletics

	2024-25 Budget (\$000)	2024-25 Projection (\$000)	2025-26 Budget (\$000)
Revenue	16,859	17,682	18,116
Expenses	(14,783)	(15,164)	(16,119)
<b>Surplus (deficit) from operating activity</b>	<b>2,076</b>	<b>2,519</b>	<b>1,997</b>
Renovations	(1,982)	(1,826)	(1,818)
Capital debt	(549)	(549)	(549)
<b>Surplus (deficit) for the year</b>	<b>(455)</b>	<b>143</b>	<b>(370)</b>
<b>Closing accumulated surplus</b>	<b>16,918</b>	<b>17,516</b>	<b>17,146</b>

# Parking Services

## Overview

- 6 permit-only lots, 4 garages, & several “pay-by-plate” parking areas
- 4,374 parking spaces
- Manages all aspects of parking, traffic management, bicycle, facilities, and locker rental program

## 2024-25 Highlights

- Decommissioning of P9
- Mobile payment (Hotspot) has overtaken paystations as the primary payment for visitors
- Virtual parking ticketing

## 2025-26 Operating Objectives & Priorities

- Proposed increase to parking rates
- Discontinue \$7 Employee Daily hotspot rate

# Parking Services

	2024-25 Budget (\$000)	2024-25 Projection (\$000)	2025-26 Budget (\$000)
Revenue	6,788	6,240	8,311
Expenses	(3,082)	(3,223)	(3,087)
<b>Surplus (deficit) from operating activity</b>	<b>3,706</b>	<b>3,017</b>	<b>5,224</b>
Renovations	(8,086)	(5,086)	(500)
Capital Debt	(1,595)	(1,631)	(1,631)
<b>Surplus (deficit) for the year</b>	<b>(5,975)</b>	<b>(3,700)</b>	<b>3,093</b>
<b>Closing accumulated surplus (deficit)</b>	<b>(7,385)</b>	<b>(5,110)</b>	<b>(2,017)</b>

# Health & Counselling Services

## Overview

- Medical, counselling and health promotion services for Carleton community

## 2023-24 Highlights

- Referendum to support student mental health needs
- Demand for health services remains high
- New counselling care model

## 2024-25 Operating Objectives & Priorities

- Meet challenge of hiring and retaining doctors
- Student Health and Counselling Fee increase by Ottawa CPI (2.3%)

# Health & Counselling Services

	2024-25 Budget (\$000)	2024-25 Projection (\$000)	2025-26 Budget (\$000)
Revenue	3,162	4,309	4,424
Expenses	(4,146)	(4,293)	(4,870)
<b>Surplus (deficit) from operating activity</b>	<b>(984)</b>	<b>16</b>	<b>(446)</b>
Transfer for counsellors from Operating and Housing, Residence Life & Conference Services	835	440	483
<b>Surplus (deficit) for the year</b>	<b>(149)</b>	<b>456</b>	<b>37</b>
<b>Closing accumulated surplus</b>	<b>1,091</b>	<b>1,696</b>	<b>1,733</b>



# Remaining Ancillary Service Units

The Print Shop

The Campus  
Store

Campus Card

Carleton  
Dominion-  
Chalmers  
Centre

Nideyinàn  
(University  
Centre)

NWRC Building

Ancillary  
Strategic Fund

# 2024-25 Highlights & 2025-26 Priorities

## The Print Shop

- Return to Profitability
- Support from Ancillary Strategic Fund

## The Campus Store

- Operating agreement terminated in 2025
- Operations will be brought in-house for 2025-26

## Carleton Dominion Chalmers Centre

- Fifth academic anniversary
- Capital reinvestment requirements

# 2024-25 Highlights & 2025-26 Priorities

## Campus Card

- ONEcard

## National Wildlife Research Centre

- Lease payments end 2027
- Discussion with Environment Canada

## Nideyinàn

- Capital reinvestment
- Increasing expenses

## Ancillary Strategic Fund

- Income from external leases
- Annual commitment to football operations

# Remaining Ancillary Services Units

	2024-25 Budget (\$000)	2024-25 Projection (\$000)	2025-26 Budget (\$000)
Revenue	9,896	9,870	12,116
Expenses	(6,566)	(6,890)	(8,235)
<b>Surplus (deficit) from operating activity</b>	<b>3,330</b>	<b>2,980</b>	<b>3,881</b>
Renovations	(3,402)	(2,166)	(3,760)
Capital debt	(1,332)	(1,332)	(1,332)
<b>Surplus (deficit) for the year</b>	<b>(1,404)</b>	<b>(518)</b>	<b>(1,211)</b>
<b>Closing accumulated surplus</b>	<b>2,870</b>	<b>3,756</b>	<b>2,545</b>

**Motion: On the recommendation of the  
Finance Committee, move for approval of  
Carleton's 2025-26 Ancillary Services  
Budget, as presented**

# **Carleton University Ancillary Services**

**2025-26 Proposed Budget**

**March 18, 2025**

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## Overview

Carleton's Ancillary Services are a collection of departments that support the academic and research mission of the university and directly impact the student campus experience. They include Housing, Residence Life, & Conference Services; Dining Services; Physical Recreation and Athletics; Parking Services; Health and Counselling Services; The Print Shop; Campus Card; the National Wildlife Research Centre Building; Nideyinàn; Carleton's Dominion-Chalmers Centre; The Campus Store; and the Ancillary Strategic Fund. The university strives to provide ancillary services that are best in class and competitively priced with other institutions. The delivery of these services has a considerable impact on the university's reputational standing and is a key enabler of student recruitment.

Ancillary units are expected to be self-sustaining and responsible for funding their operating expenses and capital projects. Ancillary units are encouraged to develop accumulated surpluses to fund future investments in new programs, capital projects, and ongoing deferred maintenance. Most ancillary units generate revenue from user fees, which compare favourably with other institutions.

Note Ancillaries have increased contributions to the Operating budget in 24-25 and budgeted increases in the 25-26 budget



## Ancillary Services Financial Plan

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
Revenue	73,765	76,124	84,501	87,115	86,829
Expenses	48,364	51,260	58,344	59,753	59,746
<b>Operating surplus (deficit)</b>	<b>25,401</b>	<b>24,864</b>	<b>26,157</b>	<b>27,362</b>	<b>27,083</b>
Renovations	21,621	16,990	11,128	16,216	13,860
Capital Debt	11,549	11,260	24,537	16,466	14,104
	33,170	28,250	35,665	32,682	27,964
<b>Surplus (deficit) for the year</b>	<b>(7,769)</b>	<b>(3,386)</b>	<b>(9,508)</b>	<b>(5,320)</b>	<b>(881)</b>
Opening accumulated surplus	42,091	42,091	38,705	29,197	23,877
Closing accumulated surplus	34,322	38,705	29,197	23,877	22,996

The ancillary portfolio's accumulated surplus is intended to fund reinvestment in programs and facilities which are critical to the long-term success of the university's ancillary services. While 2024-25 ancillary portfolio revenues are expected to exceed \$76M, capital reinvestment of \$28M, including the decommissioning of the P9 parking garage at a cost of \$5M, is expected to draw down the accumulated surplus. As a result of these capital expenditures, it is anticipated that the ancillary portfolio will end the 2024-25 fiscal year with a deficit of \$3.4M and the accumulated surplus will decrease to \$38.7M. This is an improvement over the original budgeted deficit of \$7.8M as the decommissioning costs for P9 are expected to be \$3M under budget.

Over the next three years, the total surplus from the ancillary portfolio is expected to continue to decline due to reinvestment in planned capital projects. For 2025-26, revenue is anticipated to increase to \$84.5M however capital re-investment of \$36M, including a \$10M down payment by Housing, Residence and Conference on the new Rideau House, is expected to draw down the aggregate surplus. By the end of 2025-26 the aggregate ancillary surplus is expected to be \$29M.

By fiscal 2027-28, it is anticipated that all ancillary units, besides Nideyinan and Carleton Dominion Chalmers Centre, will be in a surplus position. Ancillary units have developed capital plans to prioritize necessary work and fund long-term capital investments. The ancillary portfolio's accumulated surplus will be drawn down in 2026-27 and 2027-28 due to planned deferred maintenance projects and internal loan repayments of \$6M by Housing, Residence and Conference services on Rideau House. The capital plans are discussed in further detail in their respective sections of this report.

The financial plans for each ancillary service are detailed below. Appendix A also provides a summary of the ancillaries 2024-25 projections, 2025-26 proposed budget, and 2026-27 to 2027-28 projections.

## Housing, Residence Life, and Conference Services

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

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
<u>Revenue</u>					
Residence fees	26,458	27,432	30,582	31,481	32,407
Conference operations	2,125	2,054	1,839	1,869	1,894
Other income	960	1,046	1,060	1,060	1,060
	29,543	30,532	33,481	34,410	35,361
 Operating expenses and transfers	 15,843	 17,033	 20,749	 21,311	 21,665
 <b>Operating surplus (deficit)</b>	 <b>13,700</b>	 <b>13,499</b>	 <b>12,732</b>	 <b>13,099</b>	 <b>13,696</b>
 <u>Renovations and capital debt</u>					
Capital debt	5,748	5,748	9,418	8,348	7,820
Deferred maintenance	3,400	3,932	3,550	5,400	4,500
Rideau House - furniture	3,000	3,000	-	-	-
Rideau House - internal loan payment	-	-	10,000	3,000	2,696
	12,148	12,680	22,968	16,748	15,016
 <b>Surplus (deficit) for the year</b>	 <b>1,552</b>	 <b>819</b>	 <b>(10,236)</b>	 <b>(3,649)</b>	 <b>(1,320)</b>
 Opening fund surplus	 16,690	 16,690	 17,509	 7,273	 3,624
Closing fund surplus	18,242	17,509	7,273	3,624	2,304

## Overview

Housing, Residence Life, and Conference Services manages residence facilities that can accommodate approximately 3,500 students. In addition to supporting over 600 events annually, Conference Services provides summer accommodations to participants of events held on campus, as well as visiting tourists.

## 2024-25 Highlights

- For the 2024-2025 academic year, Housing and Residence Life launched StarRez, a user-friendly and reliable Residence Information System. This online platform allows students to autonomously select their rooms and roommates. StarRez has replaced and enhanced multiple existing services previously managed by Housing Services and Conference Services.
- Housing and Residence Life continued to focus on increasing security and reliability by completing the card access lock system across all residential buildings.
- Conference Services' events and summer accommodations continue to rebound from the pandemic. This recovery is driven by a combination of new clients and increases in accommodation rates resulting in projected contribution of \$551K towards Housing operations.

## 2025-26 Priorities

- With the opening of Rideau House in the fall of 2025, Housing and Residence Life will explore initiatives to maximize occupancy. Concurrently Conference Services will develop a strategic plan to support growth of facility and summer accommodation revenues.
- Proposed residence fees have been strategically increased by room type. The weighted average increase is 4.2%. The proposed increases will allow the department to manage increasing costs while remaining competitive with other Ontario higher education institutions and local alternatives (see Appendix B and C).

## Capital Re-Investment Plan

With the support of Facilities Management & Planning, Housing Services performed a review of all existing and expected deferred maintenance. Using this review as a guide, a capital reinvestment plan was developed as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
Card Access	1,300	826			
Chiller Replacement	1,100	1,230	-	-	-
Roof replacements	300	34	-	-	-
Mechanical room	-	115	60	600	-
Universal washroom	-	115	-	-	-
Cooling Tower	-	-	750	-	-
Leeds House major renovation	50	50	-	3,000	-
Prescott major renovation	-	-	-	-	2,500
Window replacement	-	-	-	-	1,500
Furniture & fixtures	-	-	1,950	200	-
Electrical upgrade	-	-	375	-	-
Building Controls	-	-	-	800	-
Other projects	650	1,562	415	800	500
<b>Total reinvestment</b>	<b>3,400</b>	<b>3,932</b>	<b>3,550</b>	<b>5,400</b>	<b>4,500</b>

- On an annual basis, Housing will allocate approximately \$4M for capital reinvestment which should be sufficient to manage identified deferred maintenance and capital reinvestment requirements.
- The construction of Rideau House is ongoing and will open in fall 2025.
- Other 2025-26 capital reinvestment projects include building-wide electrical updates in Prescott, and bedroom furniture replacement in Glengarry, Lanark, and Renfrew.
- Capital reinvestment projects planned for 2026-27 include mechanical and building controls for Grenville, and a major renovation of Leeds House, at a cost of approximately \$3.0M

## Dining Services

The budget for Dining Services is summarized as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
<b>Revenue</b>					
Commission income	7,465	7,378	7,940	8,394	8,643
Other income	52	113	113	113	113
	<u>7,517</u>	<u>7,491</u>	<u>8,053</u>	<u>8,507</u>	<u>8,756</u>
 Operating expenses	 <u>4,779</u>	 <u>5,097</u>	 <u>5,246</u>	 <u>5,357</u>	 <u>5,463</u>
 <b>Operating surplus (deficit)</b>	 <b>2,738</b>	 <b>2,394</b>	 <b>2,807</b>	 <b>3,150</b>	 <b>3,293</b>
 <b>Renovations and capital debt</b>					
Deferred maintenance	1,750	980	1,500	1,200	1,500
Internally financed loan repayments	1,326	1,000	1,607	1,607	1,607
Downpayment new caf.	1,000	1,000	-	-	-
	<u>4,076</u>	<u>2,980</u>	<u>3,107</u>	<u>2,807</u>	<u>3,107</u>
Transfer to Campus Store	-	-	521	-	-
 <b>Surplus (deficit) for the year</b>	 <b>(1,338)</b>	 <b>(586)</b>	 <b>(821)</b>	 <b>343</b>	 <b>186</b>
 Opening fund surplus	 3,924	 3,924	 3,338	 2,517	 2,860
Closing fund surplus	2,586	3,338	2,517	2,860	3,046

## Overview

Dining Services operates 17 locations across campus with over 24 food concepts ranging from coffee franchises to local food providers. The Teraanga Commons Dining Hall, typically serves 3,200 residence students on meal plans. Other related services provided by Dining Services are catering and vending.

The University has contracted Aramark Canada Ltd. to manage dining services on campus. In addition, Bridgehead also manages a location in the Nicol Building.

## 2024-25 Highlights

- Dining Services anticipates a deficit of \$586K for 2024-25 due to the \$1M downpayment on the Dining Hall expansion
- At the end of fiscal year 24/25 Dining Services will have an accumulated surplus of \$3.3M, surpassing the budgeted surplus. This surplus is earmarked for necessary facility reinvestment and franchise mandatory updates.
- Dining services completed the expansion of the residence Dining Hall at Teraanga Commons on schedule with a total project cost of \$7.7M which is below the original budget. This renovation will help support the additional meal plan holders with the opening of Rideau House in fall 2025
- Commission revenue will meet projections with strong meal plan numbers within Residence. Retail activity is still below pre-pandemic levels with continued inconsistent number of students and staff on campus each day.
- The relocation of Bakers restaurant to the Richcraft building is underway and is expected to be completed in the spring 2025. The renovation will rejuvenate the restaurant concept and create a destination for students, staff and guests.
- Creation of new meal plan offerings for both commuter students and staff are set to begin in February 2025. These additions will help create further variety on campus for the Carleton Community.

## 2025-26 Priorities

- Dining Services plans to review and enhance the retail experience by enhancing technology and improving service speed.
- With further growth in commuter student and staff meal plans there is an opportunity to explore a “satellite” Dining Hall. This would help alleviate the traffic at Teraanga Commons while providing a convenient location for meal plan holders in the academic section of campus.
- As a result of increased food and labour costs, proposed Residence Dining Plan fee increases are 5.5%. This increase keeps the meal plan competitive with other Ontario institutions and will allow Dining Services to continue creating a Best-in-Class experience for the Carleton community.
- A \$521K transfer from accumulated surplus will be made to eliminate the accumulated deficit and provide start up funds for the Campus Store.

## Capital Reinvestment Plan

With the support of Facilities Management & Planning, Dining Services performed a review of all existing and expected deferred maintenance. Using this review as a guide, a capital reinvestment plan was developed as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
Dining Hall expansion	8,500	7,700	-	-	-
Bakers relocation	550	850	-	-	-
Commons Infrastructure	1,200	-	1,100	250	1,000
Retail concepts	-	80	200	450	-
Nideyinan Food Court	-	-	-	500	500
Loeb Food Court	-	-	200	-	-
Other projects	-	50	-	-	-
<b>Total reinvestment</b>	<b>10,250</b>	<b>8,680</b>	<b>1,500</b>	<b>1,200</b>	<b>1,500</b>

- On an annual basis, Dining Services will allocate over \$1M for capital reinvestment which should be sufficient to manage identified deferred maintenance.
- The expansion of the Dining Hall exceeds Dining Services ability to fund through annual operating income and an internally financed loan will be issued to repay over a 10-year period at an interest rate of 5.95%. Dining Services can fund these additional debt costs through operating income and an effort will be made to shorten the repayment period with lump- sum payments funded by annual surplus.
- As a result of contractual agreements, several retail dining concepts require reinvestment within the next three years
- As highlighted by the review of deferred maintenance projects, several projects will be undertaken in the next three years including replacement of the Teraanga Commons central fan, refrigeration systems, heat exchangers, and refurbishment of individual washrooms. A study of the domestic water supply will also be performed, and the card access project will be completed.

## Physical Recreation and Athletics (excludes Football)

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

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
<u>Revenue</u>					
Student Athletics fee	6,578	6,905	6,905	6,960	7,030
Other income	8,778	9,103	9,529	9,665	9,825
Internal revenue	1,503	1,674	1,682	1,709	1,737
	16,859	17,682	18,116	18,334	18,592
Operating expenses	14,783	15,164	16,119	16,327	16,821
<b>Operating surplus (deficit)</b>	<b>2,076</b>	<b>2,518</b>	<b>1,997</b>	<b>2,007</b>	<b>1,771</b>
<u>Renovations and capital debt</u>					
Deferred maintenance	1,982	1,826	1,818	2,341	2,177
Capital debt	549	549	549	549	350
	2,531	2,376	2,367	2,890	2,527
<b>Surplus (Deficit) for the year</b>	<b>(455)</b>	<b>143</b>	<b>(370)</b>	<b>(883)</b>	<b>(756)</b>
Opening fund surplus	17,373	17,373	17,516	17,146	16,263
Closing fund surplus	16,918	17,516	17,146	16,263	15,507

## Overview

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

Athletics generates revenue from various sources, with 38% of revenue coming from the mandatory Student Athletic Fee, 35% from programs and membership fees, 17% from facility rentals, and the balance from sponsorships, fundraising and miscellaneous sources. Included in programs and membership fees is revenue generated from summer camps, adult leagues, intramurals, external membership fees, and aquatics program.

Athletics' aging facilities have significant deferred maintenance requirements. Athletics continues to work on the plans for a potential new Aquatics Sports Centre.

In the fall of 2025, the football team will be entering their twelfth year of operations. As a program that is funded largely by external sources, the football operations are not reflected in this budget.

## 2024-25 Highlights

- In the fall of 2024, the Department of Recreation and Athletics conducted a student referendum regarding an expansion of the fitness center. The referendum, which proposed a \$39 per term fee indexed to CPI, passed with strong support from the students. This ancillary fee will not be charged to students until the new fitness centre is opened.
- Athletics continues to expand its offerings to serve both the Carleton University and the Ottawa community. Initiatives include adaptive sport and recreation programs, women's-only fitness and recreations programs, and expanded programs for children and seniors. Additionally, support for high-performance and competitive sports has been enhanced.
- Summer camps, rentals, leagues, and aquatic programs reached near-capacity, with several sessions selling out.
- While efforts were made to contain expenses, certain categories have continued to see increases. These include costs in utilities, travel, cleaning, and part-time labor.
- The university has continued development plans for the proposed Aquatics Sports Centre.

## 2025-26 Priorities

- Varsity sports are facing new challenges, particularly in basketball and hockey, due to the approval of the NCAA portal for Canadian athletes which makes it easier for Canadian athletes to explore opportunities in the US. The department will develop a framework to recruit and nurture Canadian talent in response to this change.
- To address the rising mental and physical health challenges among staff, students, and student-athletes, Athletics will collaborate extensively with community partners such as Health & Counselling, Sport Medicine, the Student Experience Office, and Student Affairs to better support the university community.
- The Student Athletic Fee will be adjusted by the Consumer Price Index for Ottawa (2.3%), in line with the Ancillary Fee Protocol.
- The department will investigate options for a new Recreation Registration system. As revenues and registrations continue to grow, the current system can no longer accommodate increasing demands.



## Capital Reinvestment Plan

With the support of Facilities Management & Planning, Athletics performed a review of all existing and expected deferred maintenance. Using this review as a guide, a capital reinvestment plan was developed as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-2028 Budget (\$000's)
Fieldhouse turf and track	775	669	-	-	-
Alumni Hall Chiller	-	-	445	-	492
Lower Field replacement	-	350	410	-	-
Upper Field replacement	-	-	-	715	-
Roof Repair	500	161	-	150	200
Ice House HVAC	220	267	377	-	-
Ice House DHW Boilers	-	-	-	110	-
Ravens Nest Sanding	-	-	99	-	-
Athletics HVAC	25	-	-	-	944
Zamboni	-	-	177	-	200
Pool	175	188	140	175	175
UV HVAC Filtration	147	40	-	-	-
Fieldhouse Heat Pump	-	-	-	901	-
Other projects	140	151	170	290	166
<b>Total reinvestment</b>	<b>1,982</b>	<b>1,826</b>	<b>1,818</b>	<b>2,341</b>	<b>2,177</b>

- As part of the review of existing and expected deferred maintenance, it has been determined that Athletics is unable to self-fund all necessary deferred maintenance without incurring annual deficits. To address this, Athletics will draw down its \$17M accumulated surplus to fund critical capital reinvestment projects indicated in the above plan. However, this surplus is insufficient to cover major capital infrastructure needs.
- Major projects that will be undertaken in the next three years include replacement of the lower and upper field artificial turf surfaces, replacement of Alumni Hall chillers and air handling equipment, replacement of ice house domestic hot water boilers, replacement of the Ice House zambonis (from gas to electric), replacement of the Fieldhouse air handling unit (including air conditioning), installation of water harvesting equipment in the Ice House and ongoing roofing and pool repairs. The current investment in the pool is only for emergencies or safety deficiencies.

## Parking Services

The budget for Parking Services is summarized as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
<u>Revenue</u>					
Parking Permit	2,998	3,165	3,710	4,156	4,281
Parking Cash Sales	3,211	2,211	4,081	4,473	4,920
Other income	579	864	520	526	533
	6,788	6,240	8,311	9,155	9,734
Operating expenses	3,082	3,223	3,087	3,195	3,299
<b>Operating surplus (deficit)</b>	<b>3,706</b>	<b>3,017</b>	<b>5,224</b>	<b>5,960</b>	<b>6,435</b>
<u>Renovations and capital debt</u>					
Deferred maintenance	86	86	500	3,405	3,448
P9 garage decommissioning	8,000	5,000	-	-	-
Internal loan – P18	1,595	1,631	1,631	1,631	1,631
	9,681	6,717	2,131	5,036	5,079
<b>Surplus (deficit) for the year</b>	<b>(5,975)</b>	<b>(3,700)</b>	<b>3,093</b>	<b>924</b>	<b>1,356</b>
Opening surplus	(1,410)	(1,410)	(5,110)	(2,017)	(1,093)
Closing fund surplus	(7,385)	(5,110)	(2,017)	(1,093)	263

## Overview

Parking Services manages all aspects related to parking on campus including traffic demand management, parking lot maintenance, permit issuance, service of parking equipment, parking revenue collection systems, secure bicycle storage facilities, and parking enforcement on campus. There are six permit-only parking lots, three garages, and several 'pay-by-plate' parking areas which in total provide over 4,374 spaces. In addition, the unit also coordinates the locker rental and repair program for the University.

## 2024-25 Highlights

- Parking services has primarily recovered from the pandemic, with the exception of locker rentals (which are still down approx. 50%), however due to the cost of decommissioning P9 Parking Services is projecting a loss of \$3.7M for 2024-25 which will increase their accumulated deficit to \$5.1M.
- The P9 Parking Structure has been demolished and clean-up activities continue. The final cost will be under \$5M which is lower than the \$8M originally budgeted.
- P9 Staff permit holders were relocated to the P18 Parking Garage and P7 based on their preferred permit price.
- Mobile payment (HotSpot) is now the primary method of visitor parking payment on campus with a continued phase out of physical pay stations. Parking Services is exploring offering multiple complementary mobile solutions to provide backup options.
- Hotspot is also being used for the Employee daily parking, which was introduced in 2022-23 to accommodate the Flexible Work Arrangement Program, the program now has 773 subscribers.
- Parking Services continues to convert previously 'Reserved' Parking areas to standardized Accessible/Visitor parking to better serve to daily needs of the campus.
- Parking Services continues to work toward real-time parking availability mapping by leveraging current technologies. It is anticipated that this will be completed this fiscal year.

## 2025-2026 Priorities

- With the City of Ottawa's light-rail train system (LRT) now providing a viable alternative commuting option, Parking Services is proposing rate increases to align permit rates with transit rates and bring rates close to market rates. These increases will be implemented over two years for the cheapest lots. The additional revenue will help fund deferred maintenance projects, offset rising operating costs, and reduce parking demand on campus. (see Appendix D)
- Parking Services will be discontinuing the \$7.00 Daily Employee Hotspot Permit rate, which was introduced during the pandemic to support the Flexible Work Agreement. With the LRT now operational and alternative commuting options available to staff, Parking Services will return to pre-pandemic parking options: guaranteed staff permit parking or paying for daily parking
- Parking Services will continue to develop strategies to manage parking demand and permit allocation including promoting multi-modal commuting options and partnering with City of Ottawa programs and OC Transpo to support public transit alternatives.
- Parking Services will continue to explore nearby off-campus parking opportunities in anticipation of further decreased parking capacity as campus re-development continues.

## Capital Reinvestment Plan

With the support of Facilities Management & Planning, Parking Services performed a review of all existing and expected deferred maintenance. Using this review as a guide, a capital reinvestment plan was developed as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
Parking Garage - P9	8,000	5,000	-	-	-
Parking Garage – P18	-	-	-	-	1,325
Library Garage	36	36	-	-	739
Richcraft Garage – P16	-	-	-	252	329
Surface Lots	50	50	500	3,007	815
Other	-	-	-	145	240
<b>Total reinvestment</b>	<b>8,086</b>	<b>5,086</b>	<b>500</b>	<b>3,404</b>	<b>3,448</b>

- The capital reinvestment required by Parking Services exceeds its ability to currently self-fund. It is expected by increasing rates that Parking Services revenues will be able to address the expected accumulated deficit.
- Although not capital in nature, the decommissioning of P9 has been included in this analysis as it represents a necessary facilities project that is the principle contributor to Parking Services increased accumulated deficit. It should be noted that the pre-existing accumulated surplus available to fund the decommissioning was eliminated during the pandemic.
- Major parking facilities projects expected to be undertaken in the next three years include membrane replacement for two garages, asphalt replacements for four existing surface lots, the installation of a permanent safety barrier for P18, and the installation of electric vehicle charging stations in P7.

## Health and Counselling Services

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

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
<u>Revenue</u>					
Student HCS fee	2,326	3,596	3,705	3,817	3,932
Physician overhead	300	185	187	188	190
Government grants	100	105	100	100	100
Staff HCS fee	436	423	432	440	449
	3,162	4,309	4,424	4,545	4,671
<u>Expenses</u>					
Operating expenses	4,146	4,293	4,870	4,994	5,123
Operating surplus (deficit)	(984)	16	(446)	(449)	(452)
<u>Transfers to HCS</u>					
Operating transfers	441	-	-	-	-
Housing & Residence Life	394	440	483	497	513
	835	440	483	497	513
Surplus (deficit) for the year	(149)	456	37	48	61
Opening fund surplus	1,240	1,240	1,696	1,733	1,781
Closing fund surplus	1,091	1,696	1,733	1,781	1,842

## Overview

Health and Counselling Services (HCS) is a multidisciplinary healthcare facility that provides medical services, counselling services, and a health promotion program to the Carleton University students, faculty, and staff. HCS directly supports the 2020-25 Carleton University Strategic Integrated Plan by promoting student wellness and health. In addition, meets the mandate for the Okanagan Charter and the newly mandated Bill 166 in relation to student mental health.

Supporting our students' physical and mental health must continue to be a priority as HCS plays an integral role in supporting the university's commitment to being the most accessible campus in Canada by providing a caring and supportive environment, which enhances the educational process and influences student success and retention by modifying or removing health related barriers to learning and meets the requirements for Bill 166. Student mental health concerns continues to drive over 80% of the visits to HCS.

The HCS team is comprised of primary care physicians, psychiatrists, G.P. psychotherapists, nurses, counsellors, a health promotion coordinator, patient care coordinators as well as administrative and support staff. Revenue generated by HCS is comprised of the mandatory Health Services fee and mental health fee charged to students, insurance recoveries from visits to see primary care physician, government grants, and the staff Health Services fee. HCS receives funding from Housing and

Residence Life Services to cover the costs of counsellors dedicated to residence students. HCS physicians are employed as independent contractors who work on a part-time basis and generate insurance recoveries for HCS services however, counsellors, nurses, patient care coordinators and support staff do not generate any revenue.

## 2024-25 Highlights

- HCS successfully passed a referendum in the winter of 2024 introducing a new student mental health fee of \$25 per term, indexed to CPI.
- HCS is budgeting a surplus in 2024-25, attributed primarily to the new mental health fee.
- The new fee has enabled Health and Counselling to hire additional counsellors and expand mental health resources to meet the demand for these services.
- Demand for health care services remains high as total visits have more than doubled since 2020. While the demands for all health care services have increased, the demand for non-billable services are increasing at a staggering rate. This is attributed to the substantial increase in demand for counselling services, psychiatry resources as well as the additional support physicians need for administrative tasks related to the burden of complex mental health in our students.
- Only visits to see the clinic's primary care physicians generate incremental revenue. HCS prepares the insurance billings on behalf of the doctors and pays them professional fees based on their billing, less an overhead charge. Due to the high demand for physicians and the complexity of mental health issues in our students, the overhead charge remains low, ranging from 15-20% in order to retain their services. In order to retain them, psychiatrists are not charged any overhead.
- The demand for counsellors, which as noted do not generate incremental revenue for HCS, has continued to increase. HCS currently has 17 full-time continuing counsellors. HCS has expanded their specialized roles to meet the demands for counsellors with a wide variety of lived experiences.
- A change in the counseling care model was implemented to improve access and meet growing demands. The new model includes single session counselling, short term therapy and group counselling. The introduction of single session has increased access by approximately 50 % per month. Additionally, 8-13 groups are running per semester.

## 2025-26 Priorities

- Efforts will continue to focus on the recruitment and retention of physicians. Post pandemic the clinic has been successful in recruiting additional doctors; however, retention remains poor due to the increased demand for complex mental health care and the fee for service model which pays less than family health practices
- HCS will look to revamp group therapy space to create open times so students on the spectrum can use to learn skills and to develop peer supports on campus
- Housing and Residence Life will continue to cover the salary and benefits of the counsellors dedicated to the residence community.
- The Student Health and Counselling Fee and Student Mental Health Fee will be increased by the Consumer Price Index for Ottawa (2.3%) in accordance with the Ancillary Fee Protocol.

# The Print Shop

The budget for The Print Shop is summarized as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
<b>Revenue</b>					
External revenue	191	210	220	230	240
Internal revenue	1,442	1,349	1,387	1,426	1,466
	1,633	1,559	1,607	1,656	1,706
<b>Cost of goods sold</b>	267	328	335	341	348
<b>Gross profit</b>	1,366	1,231	1,272	1,315	1,358
<b>Operating expenses</b>	1,270	1,212	1,218	1,247	1,276
<b>Operating surplus(deficit)</b>	96	19	54	68	82
<b>Transfer from ASF</b>	1,000	1,000	600	-	-
<b>Surplus for the year</b>	<b>1,096</b>	<b>1,019</b>	<b>654</b>	<b>68</b>	<b>82</b>
<b>Opening fund deficit</b>	(1,770)	(1,770)	(751)	(97)	(29)
<b>Closing fund deficit</b>	(674)	(751)	(97)	(29)	53

## Overview

The Print Shop produces promotional items, academic publications, and academic operational printing for the University. The Print Shop provides wide-format, offset, and digital printing to the Carleton community and external customers. The Print Shop is also responsible for 169 multi-functional devices that serve students, faculty, and professional staff across campus.

## 2024-25 Highlights

- The Print Shop continues to rebound from the pandemic and revenue is expected to increase 6.5% over prior year despite budget restraints leading to a reduction in some print jobs.
- In fall 2024 a new print management software was launched to streamline work flow processes and improve efficiency in work process and billing.
- During the pandemic shutdown, The Print Shop incurred significant losses as revenues were restricted while fixed costs attributed to The Print Shop remained unchanged. Historically, The Print Shop had a strong history of reinvesting surpluses in equipment and was now unable to do so without financial support to assist with the pandemic incurred deficit. With the return to on-campus activity, the Print Shop returned to profitability. As a result, the Ancillary Strategic Fund provided financial support by transferring \$1M to The Print Shop in 2024-25 and will transfer another \$600k in 2025-6 to eliminate remaining

pandemic related deficit. With this relief the Printshop is projected to return to a position of accumulated surplus in 2027-28.

## 2025-26 Priorities

- Opportunities to co-ordinate services with the new campus store will be explored to increase visibility of services to students.
- Further opportunity for operational saving will be explored in collaboration with other units within Campus services

## Campus Card

The budget for Campus Card is summarized as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
<b>Revenue</b>					
Internal revenue	454	455	454	454	454
External revenue	385	442	418	418	418
	839	897	872	872	872
<b>Operating expenses</b>	872	873	839	816	827
<b>Surplus (deficit) for the year</b>	<b>(33)</b>	<b>24</b>	<b>33</b>	<b>56</b>	<b>45</b>
<b>Opening fund surplus</b>	438	438	462	495	551
<b>Closing fund surplus</b>	405	462	495	551	596

## Overview

The Campus Card program offers a comprehensive and multifunctional identification solution for the Carleton community. The Campus Card office handles all areas of card production, ID verification, photos, magnetic encoding, printing, and distribution. Services range from door access, laundry, photocopying, and dining. The office is responsible for the administration of Universal Transit Passes (U-Pass) for eligible students. In addition, the Campus Card office operates various ancillary systems and other enterprise solutions, facilitating financial transactions, credential creation, and access authentication for a wide range of campus units.



## 2024-25 Highlights

- As a result of the successful launch of the One-Card project in September, Campus Card has integrated the U-Pass and Campus Card into a single solution to meet all campus needs.
- To streamline and enhance student engagement and experience, Campus Card has introduced a new online payment and ordering system for its services.
- After successful testing at several major events, including the Fall Career Fair, Campus Card has launched its Event Authentication and Documentation solution which can document attendance and authenticate campus relationships at the entrance of an event. This service will be available to faculties and units across the university starting in early 2025.
- Campus Card worked with Strategic Initiatives to launch a dedicated section in the Mobile app. Students and staff can now check plan balances, view U-Pass eligibility, deposit funds, request card replacements, view access privileges and more.

## 2025-26 Priorities

- Campus Card will focus on further improving service delivery by optimizing processes including the handheld point of sale systems and the system for Galleria booking requests.
- Campus Card is working with Strategic Digital Initiatives to explore potential opportunities for streamlining e-commerce operations. This initiative aligns with the broader IT plan and seeks to enhance efficiency and lower costs through a consolidated approach to payment processing.
- Campus Card, in partnership with CBORD, is implementing a new campus card management solution for the WebCardCentre. This updated system will maintain the current features allowing students to deposit funds and view access, while introducing a more user-friendly design to enhance the student experience.
- Campus Card aims to develop an initial review and proposal to expand identification solutions by exploring the introduction of new access plans for events like sports games and campus activities. Additionally, Campus Card will continue to work with Scheduling and Examination Services on digitizing the identification process for in-person exams.

## NWRC Building

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

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Revenue & operating cost recoveries	2,456	2,546	2,624	2,699
Occupancy and operating expenses	1,159	1,159	1,308	1,408
<b>Operating surplus</b>	<b>1,297</b>	<b>1,387</b>	<b>1,316</b>	<b>1,291</b>
Debt Payments	1,332	1,332	1,332	1,332
<b>Surplus for the year</b>	<b>(35)</b>	<b>55</b>	<b>(16)</b>	<b>(41)</b>
Opening fund surplus	656	656	711	696
Closing fund surplus	621	711	696	656

## Overview

Carleton University entered into an agreement with Environment Canada under which Carleton University constructed the NWRC building on its property and leased the building to Environment Canada. The lease is for 99 years starting May 1, 2002. The University can terminate the lease after 25 years, with no penalty, with the final payment April 2027. Under the lease, Carleton receives base rent of \$1.3M per year for the first 25 years and \$1 per year for the remainder of the lease. In addition to the annual rent Environment Canada pays the annual occupancy costs estimated at \$1.1M for 2024-25 and \$1.3M for 2025-26.

Carleton is currently in discussion with Environment and Climate Change Canada regarding renegotiation of the lease terms following the final payment in 2027. There is also the possibility for Carleton to terminate the lease entirely in 2027 and take the building back for its own use.

Carleton makes annual loan payments towards the outstanding loan on the NWRC. The final payment on this loan is April 2027.

Facilities, Management and Planning (FMP) department is responsible for the operating and maintenance of the building.

## Capital Reinvestment Plan

Outstanding deferred maintenance for NWRC for 2025-26 is currently estimated at \$1.2M, with the need for the next 3 years exceeding \$5.6M. As stipulated in the lease, a capitalization fund of \$500K

for future building renewal and deferred maintenance was established to cover building renewal and deferred maintenance during the 25-year lease period. The reserve was invested in the general endowment pool and the market value had grown to \$1.1M as of December 2023. In 2023-24, \$660K was removed from the reserve to fund renewal projects, and the value of funds remaining in the reserve at December, 2024 was \$596K.

The deferred Facilities Management maintenance costs and reserve are not included in this budget.

## Nideyinàn

The budget for Nideyinàn is summarized as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
<b>Revenue</b>					
External rental revenue	911	911	930	948	967
Internal recoveries	1,743	1,745	1,768	1,962	1,992
	2,654	2,656	2,698	2,910	2,959
Operating expenses	1,335	1,329	1,370	1,413	1,457
<b>Operating surplus</b>	<b>1,319</b>	<b>1,327</b>	<b>1,328</b>	<b>1,497</b>	<b>1,502</b>
Deferred maintenance	2,875	1,925	3,300	3,490	1,840
<b>Surplus (deficit) for the year</b>	<b>(1,556)</b>	<b>(598)</b>	<b>(1,972)</b>	<b>(1,993)</b>	<b>(338)</b>
Opening fund surplus	3,685	3,685	3,087	1,115	(878)
Closing fund surplus	2,129	3,087	1,115	(878)	(1,216)

## Overview

Nideyinàn (pronounced nih-DAY-in-nahn) is a student-oriented building that serves as the hub of the campus. It is home to the Carleton University Students' Association (CUSA) and its operations including a coffeehouse, and Oliver's Pub. Other tenants include the Graduate Students' Association (GSA), Information Carleton, the Paul Menton Centre for Students with Disabilities, the University Campus Store and a large food court. Nideyinàn operates on a cost recovery basis. Facilities Management and Planning (FMP) department is responsible for the operation and maintenance of the building.

## 2024-25 Highlights

- Operating expenses for 2024-25 are projected to be very close to the budget of \$1.3M.
- The accumulated surplus will be drawn down to fund capital reinvestment projects.

- A license agreement has been negotiated with the Graduate Student Association similar to that signed last year with Carleton University Student Association, with a minimum and maximum per square foot fee, and an annual true-up at Carleton's fiscal year end.

## 2025-26 Priorities

- The key priority for Nideyinàn is addressing necessary capital reinvestment projects. These projects are expected to continue to draw down the accumulated surplus.
- To support this needed reinvestment, tenant occupancy costs (rents) have been reviewed to include reasonable and necessary provisions for renovations.
- CU Dining Services are relinquishing Bakers Grille, approximately 4,015 square feet of space back to the University in January, 2025. The space is being reviewed for potential future use.

## Capital Reinvestment Plan

Facilities Management & Planning manages Nideyinàn and performed a review of all existing and expected deferred maintenance. Using this review as a guide, a capital reinvestment plan was developed as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
Building envelope	800	50	870	2,000	500
High voltage	1,200	1,250	1,790	-	-
Mechanical & HVAC	800	85	500	1,000	1,000
Sustainability improvements	-	20	-	250	-
Other	75	520	140	240	340
<b>Total reinvestment</b>	<b>2,875</b>	<b>1,925</b>	<b>3,300</b>	<b>3,490</b>	<b>1,840</b>

- Due to the age of the building, capital renewal and deferred maintenance for Nideyinàn presents a challenge. As part of the review of existing and expected deferred maintenance, it has been determined that Nideyinàn's priorities should include mechanical, HVAC and electrical upgrades, building envelope renewal, architectural interior renewal and sustainability improvements.
- Nideyinàn's required capital reinvestment exceeds its ability to self-fund. As necessary reinvestment exceeds the existing accumulated surplus, a deficit will be incurred and the university will need to review strategies to support the necessary capital renewal of Nideyinàn.

## Carleton Dominion-Chalmers Centre

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

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
<b>Revenue</b>					
Revenue	593	653	611	630	643
Internal contribution	300	300	300	300	300
	893	953	911	930	943
 Operating expenses	 857	 893	 909	 944	 975
 <b>Operating surplus (deficit)</b>	 <b>36</b>	 <b>60</b>	 <b>2</b>	 <b>(14)</b>	 <b>(32)</b>
 Deferred Maintenance	 527	 241	 460	 380	 395
Donations for capital improvements	428	200	460	14	-
	99	41	0	366	395
 <b>Surplus (deficit) for the year</b>	 <b>(63)</b>	 <b>19</b>	 <b>2</b>	 <b>(380)</b>	 <b>(427)</b>
 Opening fund surplus	 239	 239	 258	 260	 (120)
Closing fund surplus	176	258	260	(120)	(547)

## Overview

Carleton Dominion-Chalmers Centre (CDCC) is Carleton University's arts, performance and learning centre. CDCC provides the University with academic and multi-purpose performance space, while also serving the broader Ottawa community.

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

Operating expenses include salaries and benefits, operating costs to operate the building, as well as the purchases of required furniture, fixtures, and equipment.

Capital projects and restricted donations to support capital renovations are reflected in this budget.

## 2024-25 Highlights

- CDCC celebrated its fifth academic year anniversary in May 2024 – hosting a “Sparkle Soiree” where donors, faculty, students, staff and stakeholders joined together to share photo highlights of its first five years of operations and enjoy short movement art performances. The centre welcomed over 200,000 guests in its first five academic years.
- CDCC installed inaugural full building directional and room signage; featuring community-inspired trilingual signage throughout the building.
- With the support of Audette Foundation – various new door operators were installed in high traffic areas and on select accessible washrooms.
- CDCC is celebrating the 60th birthday of one the university’s largest physical assets – a 1965 Casavant pipe organ. A performance event to commemorate the instrument is being hosted in the winter 2025 term, including a fundraising element for current repair needs.

## 2025-26 Priorities

- In light of current economic challenges faced by the university reduced scope of booking revenues are expected.
- CDCC aiming to establish a new team of volunteers to support daily operations and clients in the centre.

## Capital Reinvestment Plan

	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
Architectural / Interior	101	60	20	10
Electrical / Mechanical	7	185	20	0
Structural / Heritage Façade	113	180	340	385
Landscaping / Exterior	7	20	-	-
Safety & Security	13	15	-	-
Total reinvestment	241	460	380	395

- Due to the age of the building and its heritage status, capital renewal and deferred maintenance for CDCC presents a significant challenge. As part of a review of existing and expected deferred maintenance, it has been determined that CDCC required capital reinvestment exceeds the ability to self-fund and deficits will be incurred. To address these shortfalls CDCC will explore various funding sources including the potential capital grants and fundraising opportunities.
- In 2024-25, a number of deferred maintenance repairs were completed including: narthex lobby ceiling repairs, exterior railing repairs, expansion tank replacement, and Woodside Hall flat roof work. Various heritage/historic repairs were also completed including: sanctuary historic plaster/painting repairs, northeast awning replacement, and emergency heritage window replacements. Special accessibility projects were also able to be pursued including: the installation of new trilingual full building signage, and select new door operators for in high traffic wings plus accessible washrooms.
- Ongoing structural reviews are in progress. And various studies are required to assess foundation repairs and mechanical systems. The centre is also celebrating the 60th birthday of one of the university's largest physical assets: a 1965 Casavant pipe organ; with corresponding fundraising efforts for current repair needs.

## The Campus Store

The budget for The Campus Store is summarized as follows:

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
Textbook sales	-	-	1,165	1,165	1,165
Other sales	-	-	1,343	1,477	1,625
Commissions & Reimbursements	317	340	-	-	-
	317	340	2,508	2,642	2,790
Cost of goods sold	-	-	1,626	1,694	1,767
	317	-	882	948	1,023
Operating Expenses	536	823	871	917	946
<b>Surplus (deficit) for operations</b>	<b>(219)</b>	<b>(438)</b>	<b>11</b>	<b>31</b>	<b>77</b>
Transfer from Dining			521		
<b>Surplus (deficit) for the year</b>	<b>(219)</b>	<b>(483)</b>	<b>532</b>	<b>31</b>	<b>77</b>
Opening fund surplus	(38)	(38)	(521)	11	42
Closing fund surplus	(257)	(521)	11	42	119

## Overview

Located in Nideyinàn, The Campus Store sells textbooks, course materials, apparel, supplies, and other related accessories. Follett of Canada currently manages The Campus store is under a commission arrangement which expires in 2025.

## 2024-25 Highlights

- Commission revenues will not be sufficient to offset operating expenses and the accumulated deficit is projected to increase to \$521K.
- Despite declining sales trends for textbooks, there does remain \$1.5M of demand for educational resources from students and faculty.
- The decision has been made not to renew the Follett's contract when it expires in April 30, 2025 and return to a university led operating model.
- Expenses in 2024-25 include start up costs of \$350K including \$177K allocated to purchase a new inventory system necessary to fulfil orders and track finances.
- A transfer of \$521k from Dining will be made in 2025-26 to cover this accumulated deficit.

## 2025-26 Priorities

- The University will take over store operations on May 1, 2025 and additional term staff will be added as the operational model is implemented.
- Under the terms of the Follett contract, the university received a commission based on net sales however with the university now directly operating the store, the budget reflects gross

operating revenue generated from sales. Budgeted expenses will include the cost of goods sold and fixed operating expenses.

- Sales are expected to increase slightly with a focus on merchandise sales increasing through partnerships with administrative and academic units.

## The Ancillary Strategic Fund

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

	2024-25 Budget (\$000's)	2024-25 Projection (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)	2027-28 Budget (\$000's)
<b>Revenue</b>					
External revenue	676	719	437	440	445
Transfers	1,270	1,275	881	287	293
<b>Surplus (deficit) for the year</b>	<b>(594)</b>	<b>(556)</b>	<b>(444)</b>	<b>154</b>	<b>153</b>
Opening fund surplus	1,064	1,064	508	64	218
Closing fund surplus	470	508	64	218	371

## Overview

The Ancillary Strategic Fund (ASF) is in place to support strategic initiatives for ancillary units and the university. Revenue is generated from external sponsorships and rentals, as well as internal contributions from other ancillary units. Contributions to the ASF from other ancillary units are approved annually based on the financial results and available surpluses for each of the ancillary units. Strategic initiatives and other disbursements from the ASF are reviewed and approved on an annual basis.

## 2024-25 Highlights

- External contributions to the ASF include rental revenues and sponsorship revenues.
- Annual transfers include \$275K to support football operations and an allocation of \$1M to the Print Shop to reduce the \$1.6M deficit incurred as a result of the operational shutdown during the COVID-19 pandemic

## 2025-26 Priorities

- External revenue in the ASF will be reduced by \$230k as the rental revenue for cell tower antenna leases on non-ancillary buildings will be redirected to the operating fund going forward.
- The ASF continues to budget for annual commitments totaling \$281K to support football operations.
- A transfer of \$600k will be made to Print Shop to further reduce the deficit caused by the COVID-19 operational shutdown.



# Appendix A: Proposed 2025-26 Budget and 2024-25 Projected Operating Results

Appendix A: Proposed 2025-26 Budget and 2024-25 Projected Operating Results

	2024-25 Budget			2024-25 Projection			2025-26 Budget			2026-27 Budget			2027-28 Budget			Accumulated Surplus		
	Revenue	Expenses	Surplus	Revenue	Expenses	Surplus	Revenue	Expenses	Surplus	Revenue	Expenses	Surplus	Revenue	Expenses	Surplus	2023-24 Actual	2024-25 Projections	2025-26 Budget
	\$'000's	\$'000's	(\$'000's)	\$'000's	\$'000's	(\$'000's)	\$'000's	\$'000's	(\$'000's)	\$'000's	\$'000's	(\$'000's)	\$'000's	\$'000's	(\$'000's)	\$'000's	\$'000's	\$'000's
Housing, Residence Life & Conference	29,543	27,991	1,552	30,332	29,713	819	33,481	43,717	(10,236)	34,410	38,058	(3,648)	35,361	36,681	(1,320)	16,691	18,243	17,510
Dining Services	7,517	8,855	(1,338)	7,491	8,077	(586)	8,053	8,874	(821)	8,507	8,164	343	8,756	8,570	186	3,925	2,587	3,339
Physical Recreation & Athletics	16,859	17,314	(455)	17,682	17,539	143	18,116	18,486	(370)	18,334	19,217	(883)	18,592	19,348	(756)	17,372	16,917	17,145
Parking Services	6,788	12,763	(5,975)	6,240	9,940	(3,700)	8,311	5,218	3,093	9,155	8,231	924	9,734	8,378	1,356	(1,410)	(7,385)	(5,110)
Health & Counselling Services	3,162	3,311	(149)	4,309	3,853	456	4,424	4,387	37	4,545	4,497	48	4,671	4,610	61	1,239	1,090	1,695
The Print Shop	1,633	537	1,096	1,559	540	1,019	1,607	953	654	1,656	1,588	68	1,706	1,624	82	(1,770)	(674)	(751)
The Campus Card	839	872	(33)	897	873	24	872	839	33	872	816	56	872	827	45	438	405	462
NWRC Building	2,456	2,491	(35)	2,546	2,491	55	2,624	2,639	(15)	2,699	2,739	(40)	-	-	-	656	621	711
Nidevinan	2,654	4,210	(1,556)	2,656	3,254	(598)	2,698	4,670	(1,972)	2,910	4,903	(1,993)	2,959	3,297	(338)	3,685	2,129	3,087
Carleton Dominion-Chalmers Centre	1,321	1,384	(63)	1,153	1,132	21	1,370	1,369	1	944	1,324	(380)	943	1,370	(427)	239	176	260
The Campus Store	317	536	(219)	340	823	(483)	2,508	1,976	532	2,642	2,611	31	2,790	2,713	77	(38)	(257)	(521)
Ancillary Strategic Fund	676	1,270	(594)	719	1,275	(556)	437	881	(444)	441	287	154	445	292	153	1,064	470	508
Total Ancillary Units	73,765	81,534	(7,769)	76,124	79,510	(3,386)	84,501	94,009	(9,508)	87,115	92,435	(5,320)	86,829	87,710	(881)	42,091	34,322	38,705
																	29,197	

## Appendix B: Proposed Residence Fees 2025-26

2024-25	*SUITE SINGLE	SUITE DOUBLE	TRAD. SINGLE	TRAD. DOUBLE	TRAD. POD DOUBLE	OLEN POD SINGLE	OLEN POD SINGLE	SUPER SINGLE
Traditional								
Room	9,600	8,030	8,200	6,650	9,000	7,300	10,000	
All Access Meals (Includes \$100 flex)	6,175	6,175	6,175	6,175	6,175	6,175	6,175	
Residence Association Fee (Note 1)	82	82	82	82	82	82	82	
	<u>15,857</u>	<u>14,287</u>	<u>14,457</u>	<u>12,907</u>	<u>15,257</u>	<u>13,557</u>	<u>16,257</u>	
Alternative Food Plan 07								
Room	9,600	8,030					10,000	
Board (10 meals and \$300 flex)	4,460	4,460					4,460	
Residence Association Fee (Note 1)	82	82					82	
	<u>14,142</u>	<u>12,572</u>					<u>14,542</u>	
Alternative All Access Food Plan								
Room	9,600	8,030	8,200	6,650	9,000	7,300	10,000	
All Access Meals (Includes \$400 flex)	6,475	6,475	6,475	6,475	6,475	6,475	6,475	
Residence Association Fee (Note 1)	82	82	82	82	82	82	82	
	<u>16,157</u>	<u>14,587</u>	<u>14,757</u>	<u>13,207</u>	<u>15,557</u>	<u>13,857</u>	<u>16,557</u>	

2025-26	*SUITE SINGLE	SUITE DOUBLE	TRAD. SINGLE PRIVATE B.ROOM	TRAD. DOUBLE PRIVATE B.ROOM	TRAD. SINGLE	TRAD. DOUBLE	OLEN POD SINGLE	OLEN POD DOUBLE	OLEN COMMUNAL SINGLE	OLEN COMMUNAL DOUBLE	RIDEAU SINGLE	RIDEAU DOUBLE	RIDEAU SINGLE PRIVATE B.ROOM	LEEDS SINGLE	STUDIO	SUPER SINGLE
Traditional																
Room	10,500	8,500	9,000	7,200	8,600	6,850	9,500	7,600	8,200	6,650	9,200	7,450	9,600	10,800	12,500	11,200
All Access Meals (Includes \$100 flex)	6,509	6,509	6,509	6,509	6,509	6,509	6,509	6,509	6,509	6,509	6,509	6,509	6,509	6,509	6,509	6,509
Residence Association Fee (Note 1)	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83
	<u>17,092</u>	<u>15,092</u>	<u>15,592</u>	<u>13,792</u>	<u>15,192</u>	<u>13,442</u>	<u>16,092</u>	<u>14,192</u>	<u>14,792</u>	<u>13,242</u>	<u>15,792</u>	<u>14,042</u>	<u>16,192</u>	<u>17,392</u>	<u>19,092</u>	<u>17,792</u>
Alternative Food Plan 07																
Room	10,500	8,500												10,800	12,500	11,200
Board (10 meals and \$300 flex)	4,689	4,689												4,689	4,689	4,689
Residence Association Fee (Note 1)	83	83												83	83	83
	<u>15,272</u>	<u>13,272</u>												<u>15,572</u>	<u>17,272</u>	<u>15,972</u>
Alternative All Access Food Plan																
Room	10,500	8,500	9,000	7,200	8,600	6,850	9,500	7,600	8,200	6,650	9,200	7,450	9,600	10,800	12,500	11,200
All Access Meals (Includes \$400 flex)	6,809	6,809	6,809	6,809	6,809	6,809	6,809	6,809	6,809	6,809	6,809	6,809	6,809	6,809	6,809	6,809
Residence Association Fee (Note 1)	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83
	<u>17,392</u>	<u>15,392</u>	<u>15,892</u>	<u>14,092</u>	<u>15,492</u>	<u>13,742</u>	<u>16,392</u>	<u>14,492</u>	<u>15,092</u>	<u>13,542</u>	<u>16,092</u>	<u>14,342</u>	<u>16,492</u>	<u>17,692</u>	<u>19,392</u>	<u>18,092</u>

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

**Note 1:** Residence Association fees for Graduate Students are collected on behalf of GSA for assignment to Graduate Residence Committee. \$60.00  
All others are collected on behalf of the Rideau River Residence Association (RRRA). This is subject to changed based on a referendum.  
The amount of \$83.00 is placeholder

## Appendix C: University Residence Room and Meal Plan Rate Comparison

	Suite Single	Suite Double	Traditional Single	Traditional Double	Super Single	Glen Pods - Single	Glen Pods - Double	Meal Plan Cost
<b>Carleton</b>								
2024-25	\$9,600	\$8,030	\$8,200	\$6,650	\$10,000	\$9,000	\$7,300	\$6,175
2025-26	\$10,500	\$8,500	\$8,600	\$6,850	\$11,200	\$9,500	\$7,600	\$6,509
<b>Ottawa</b>								
2024-25	\$13,677	\$12,033	\$10,623	\$8,528				\$6,825
2025-26								
<b>Queens</b>								
2024-25	\$10,887		\$10,500	\$9,500				\$6,995
2025-26								
<b>Waterloo</b>								
2024-25			\$7,744	\$6,946				\$6,730
2025-26								
<b>Western</b>								
2024-25	\$12,980		\$10,780	\$9,950				\$7,320
2025-26								
<b>Brock</b>								
2024-25			\$9,740	\$8,860				\$6,000
2025-26								
<b>York</b>								
2024-25	\$9,688	\$9,226	\$8,882	\$8,092				\$6,500
2025-26								
<b>Trent</b>								
2024-25	\$10,490	\$9,014	\$10,036	\$8,802				\$5,650
2025-26								
<b>Windsor</b>								
2024-25			\$8,744	\$7,084				\$6,600
2025-26								
<b>Toronto (Mississauga)</b>								
2024-25			\$13,769	\$9,404				\$7,330
2025-26								
<b>Lakehead (includes meal)</b>								
2024-25			\$13,113	\$10,737				
2025-26								

Except where noted, all rates include room and network connection fees.

## Appendix D: Proposed Parking Rates 2025-26

Permit Rates Effective May 1	2024-25	2025-26	
RESERVED PERMIT AREAS	Present	10 % or Transit Match	Monthly
R2 - (Mackenzie/Life Sciences) - existing only	\$1,195	\$1,620	\$135
R3 - Herzberg (Physics) - existing only	\$1,255	\$1,620	\$135
R4 - Mackenzie (Engineering) - existing only	\$1,184	\$1,620	\$135
R7/R15 - Residence Areas - existing only	\$1,254	\$1,620	\$135
R8 - Loeb Building - existing only	\$1,700	\$1,870	\$156
STAFF/FACULTY PERMIT AREAS	Present	10% or Transit Match	Monthly
River Building (P-16)	\$2,062	\$2,269	\$190
LGAR - Library Garage (Level 1)	\$1,718	\$1,891	\$158
LGAR - Library Garage (Level 2)	\$1,557	\$1,713	\$143
LGAR - Library Garage (Level 3)	\$1,365	\$1,620	\$135
03 - Lot 3	\$1,088	\$1,620	\$135
04 - Lot 4	\$1,088	\$1,620	\$135
CTTC - Lot 11	\$1,088	\$1,620	\$135
Athletics Lot (Lot 12)	\$897	\$1,259	\$105
NWRC Permit Lot	\$897	\$1,259	\$105
05 - Lot 5	\$719	\$1,170	\$98
06 - Lot 6	\$719	\$1,170	\$98
07 - Lot 7	\$719	\$1,170	\$98
P-18 - Residence Garage	\$1,255	\$1,620	\$135
STUDENT PERMIT AREAS (Sept to Apr)	Present	25% Increase	Monthly
06 - Lot 6	\$450	\$563	\$71
P18 - Resident Student Parking	\$597	\$747	\$94
PART-TIME (Valid After 5PM ) PERMITS	Present	25% Increase	Monthly
LGAR - Library Garage, P9 - Admin (annual rate)	\$465	\$582	\$73
Lot 5 - Athletics Memberships	\$446	\$558	\$70
SPECIAL PERMITS	Present	25% Increase	Monthly
Special - Staff	\$757	\$947	\$79
Special - Student (Sept to Apr)	\$476	\$595	\$75
MOTORCYCLE PERMITS	Present	25% Increase	Monthly
Motorcycle - Surface/Garage Areas - Staff	\$306	\$337	\$43
Motorcycle - Surface/Garage Areas - Student	\$205	\$226	\$28
OTHER PERMITS AND FEES	Present	25% Increase	Monthly
Service Vehicle Permit (Annual)	\$1,357	\$1,620	\$135
Bicycle Compound (Per Term)	\$32	\$40	
Weekend Rate	\$6	\$6	
TRANSIT FARES - 2024-25	Present		
Adult Express/Regular Routes (Monthly)	\$135.00		
Student (13-19) Regular Routes (Monthly)	\$104.00		
Carleton U-PASS (Academic Year) 2023-24	\$452		
Permit Rates Effective May 1	2024-25	2025-26	
RESERVED PERMIT AREAS	Present	10 % or Transit Match	Monthly
R2 - (Mackenzie/Life Sciences) - existing only	\$1,195	\$1,620	\$135
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R8 - Loeb Building - existing only	\$1,700	\$1,870	\$156
STAFF/FACULTY PERMIT AREAS	Present	10% or Transit Match	Monthly
River Building (P-16)	\$2,062	\$2,269	\$190

## Appendix E: Parking Rate Market Comparison

Institution	Student Monthly Permit Rate	Student Residence Monthly Permit Rate	Staff Monthly Permit Rate	Hourly Rate	Daily Maximum	Weekend Rate
Carleton University - Current	\$57	\$68	\$60-172	\$4.5/hr	\$13.50-\$18	\$6 Flat Rate
<b>Carleton University: proposed increase *</b>	<b>\$71</b>	<b>\$85</b>	<b>\$98-190</b>	<b>\$4.5/hr</b>	<b>\$13.50-\$18</b>	<b>\$6 Flat Rate</b>
University of Ottawa	\$134-\$178	\$134-\$178	\$134-\$201	\$5.50/hr	17.5	\$9.00 Flat Rate
Algonquin College	\$129-\$175	182	\$96-\$175	\$4/hr	18	\$6 Flat Rate
City of Ottawa	\$70-\$250	\$70-\$250	\$70-\$250	\$1.00-\$4.50	\$15-\$25	\$7 max/Free Holidays
University of Guelph	\$84-\$116	\$84-\$108	\$84-\$169	\$3	\$20	Free
Queen's University	\$117-\$153	\$117-\$153	\$117-\$153	3	\$10-\$15	No enforcement
McMaster University	\$55-\$127	\$55-\$127	\$55-\$127	\$6.00-\$8.00	\$20.00	\$8.00
Western University	\$76.57	Incl.	62-138	\$3/hr	\$18-\$21	\$7.00
University of Waterloo	\$53.00	\$53.00	\$53.00	\$2.00	\$5-\$15	\$5.00
York University	81-128	81-128	104-128	5	\$10-\$20	\$7 Flat Rate (Sat)/ \$5 Flat Rate (Sun)
Ottawa Hospital – Civic/General	N/A	N/A	\$112	\$8.50/hr	\$15	\$15
OC Transpo Rates	\$60 U-Pass	\$60 U-Pass	\$135	\$4.00 per ride	\$12 Day Pass	Same
OC Transpo Park&Ride	Free/\$28.75/\$65	Free/\$28.75/\$65	Free/\$28.75/\$65	N/A	N/A	Free weekly after 11am and weekends

“\*Proposed staff increases are a match to transit rate over the next 2 years with the exception of those permits at the transit rate which will be increased 10%  
Proposed Student permit increase is 25%

## Appendix F: Debt Summary by Ancillary

### 2025-26 Summary of outstanding debt\*:

	2024-25 (\$000's)	2025-26 (\$000's)	2026-27 (\$000's)	2027-28 (000's)
Housing Residence Life and Conference	37,805	118,844	111,723	105,094
Dining Services	11,793	10,769	9,693	8,561
Physical Recreation and Athletics	1,399	850	301	-
Parking Services	22,166	21,363	20,522	19,643
Health and Counselling Services	-	-	-	-
The Print Shop	-	-	-	-
NWRC Building	2,590	1,390	-	-
Nideyinàn	-	-	-	-
Carleton Dominion-Chalmers Centre	-	-	-	-
The Campus Store	-	-	-	-
Ancillary Strategic Fund	-	-	-	-
	<b>75,753</b>	<b>153,216</b>	<b>142,239</b>	<b>133,298</b>

\* Outstanding debt reflects both external loans and internally financed loans at the end of the fiscal year



# **AGENDA ITEM**

## **6.1**

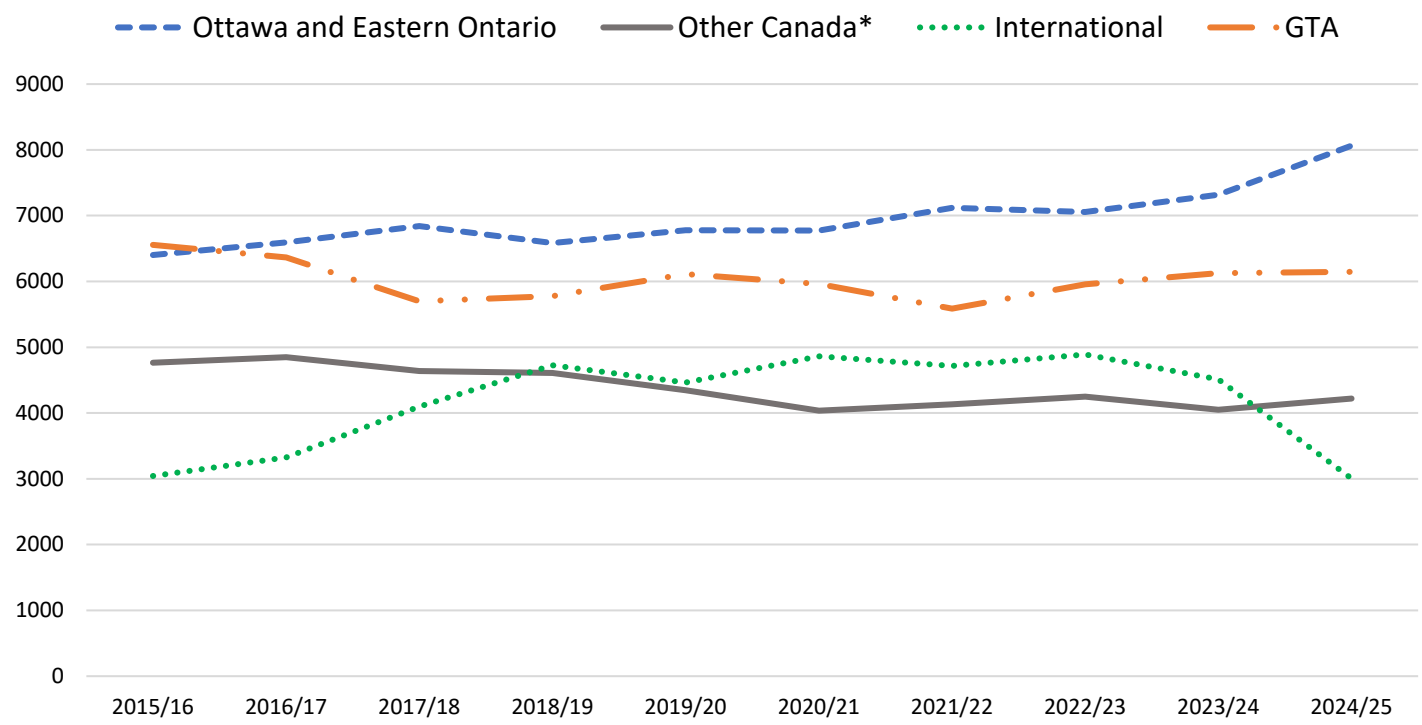


# Undergraduate Admission Stats Analysis

Board of Governors

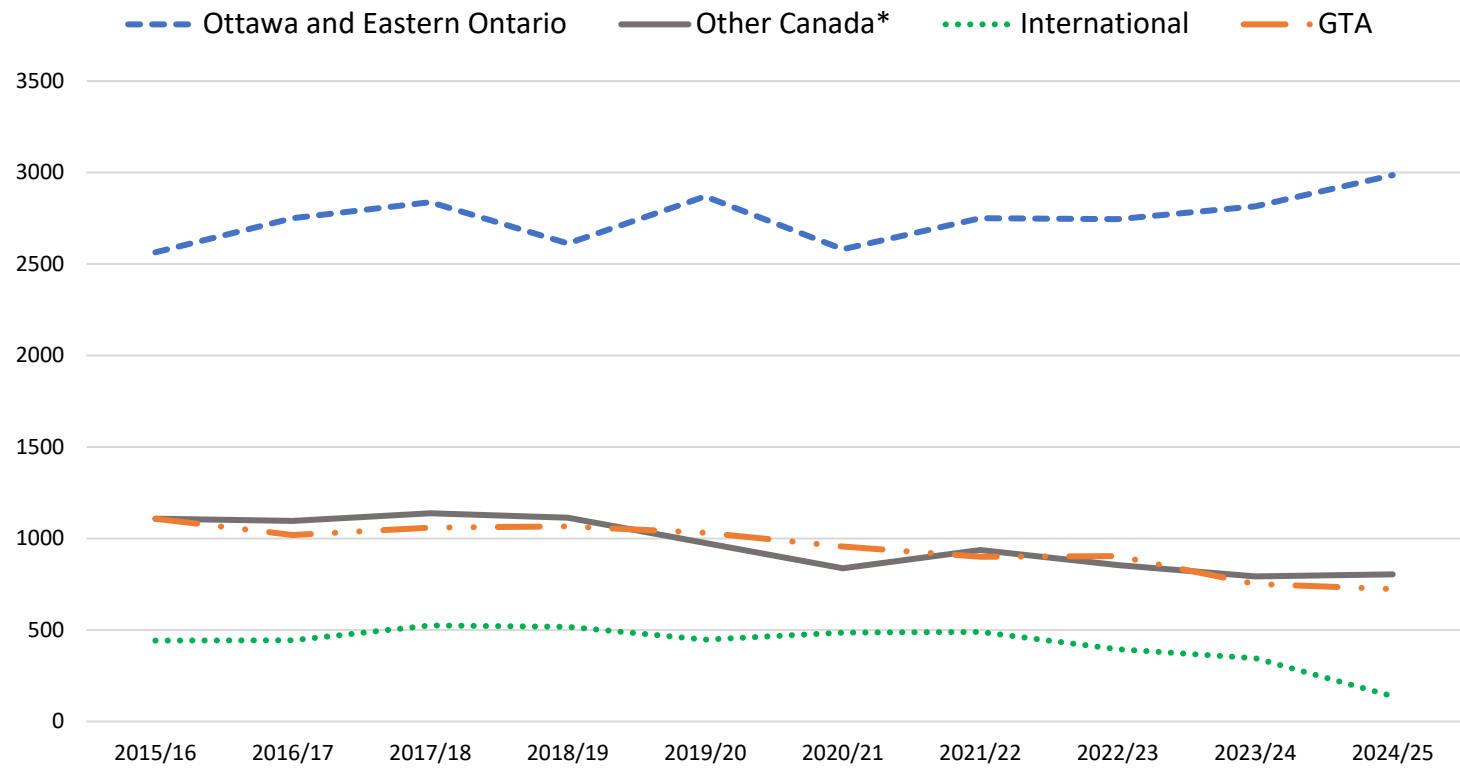
March 2025

# Regional Comparison of Undergraduate Application Numbers



\*Other Canada included both **Other Ontario** and **Other Canada** from Data Cube.  
Note: International is based on the new international under the application type, the rest of region are based on the new domestic under application type.

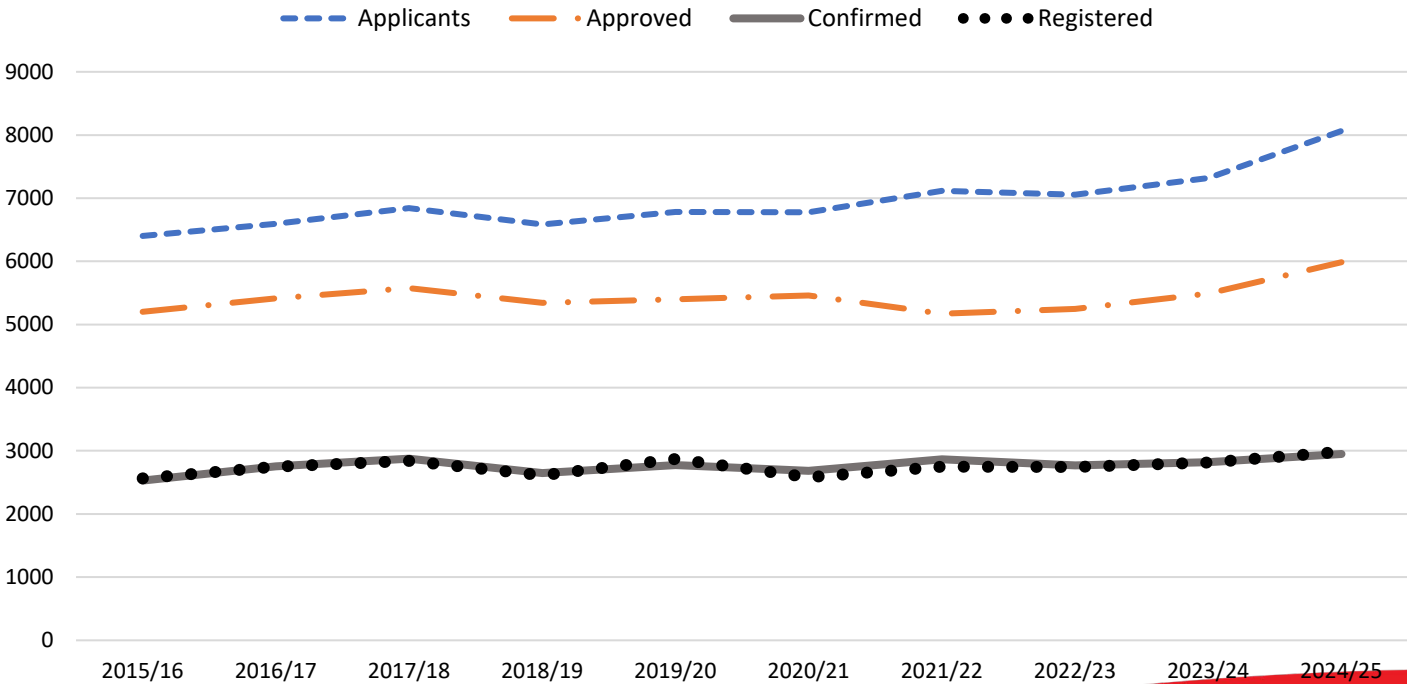
# Regional Comparison of Undergraduate Admission Registered Numbers



\*Other Canada included both **Other Ontario** and **Other Canada** from Data Cube.  
Note: International is based on the new international under the application type, the rest of region are based on the new domestic under application type.

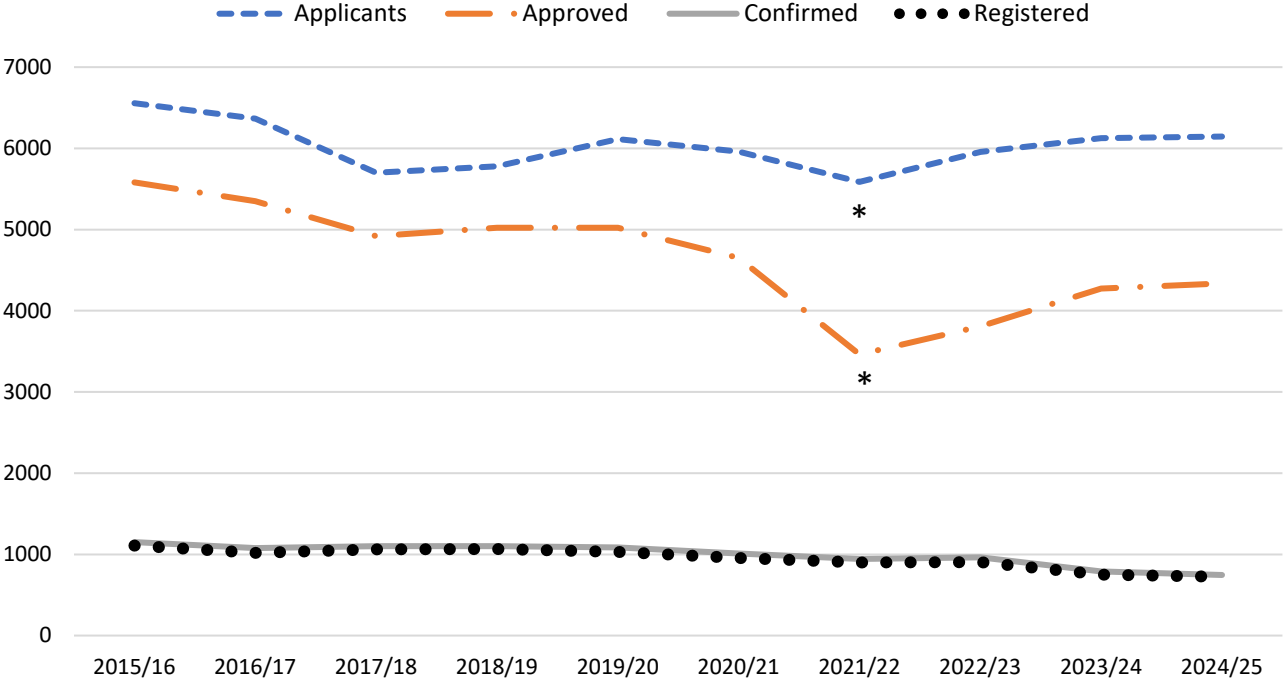
# Regional Trends in New Domestic Student Admissions Over the Past 10 Years

## Ottawa and Eastern Ontario



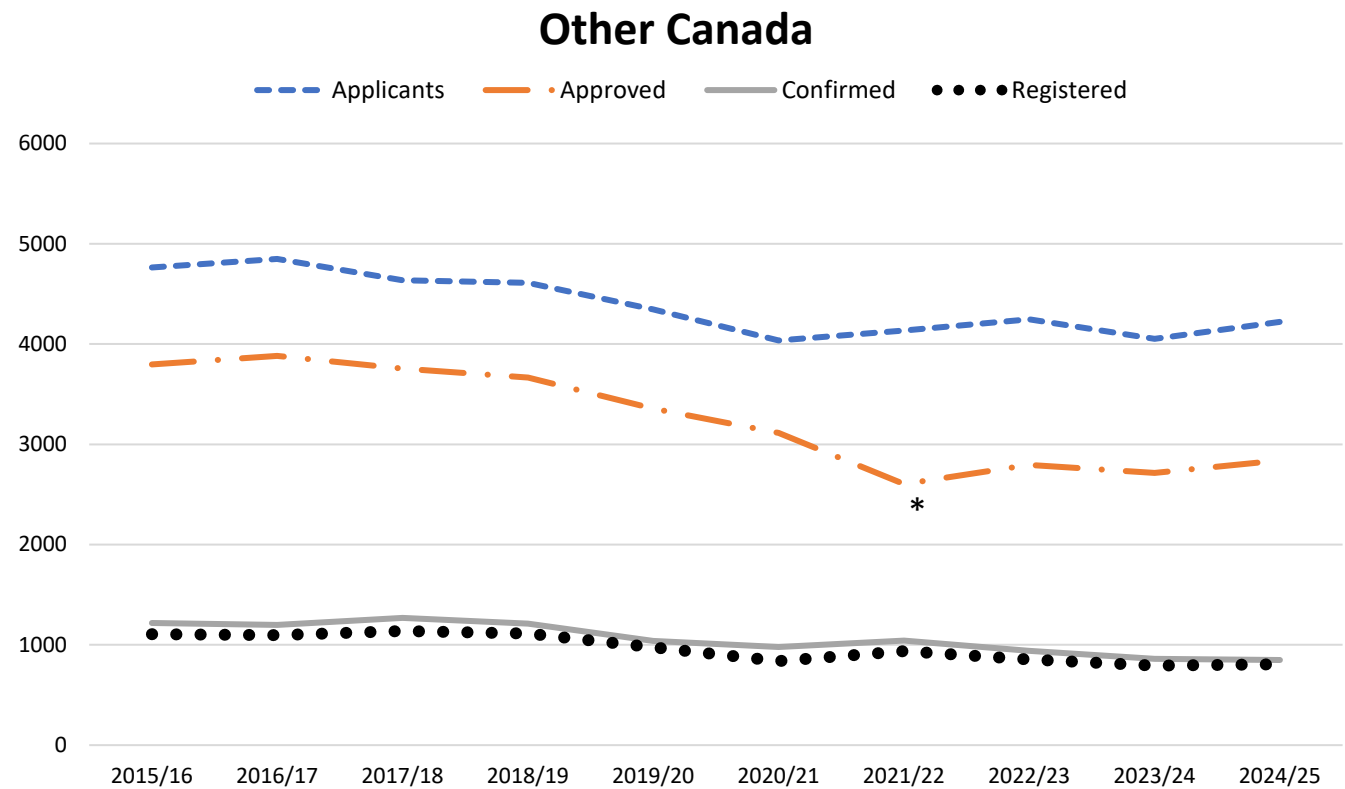
# Regional Trends in New Domestic Student Admissions Over the Past 10 Years

## GTA



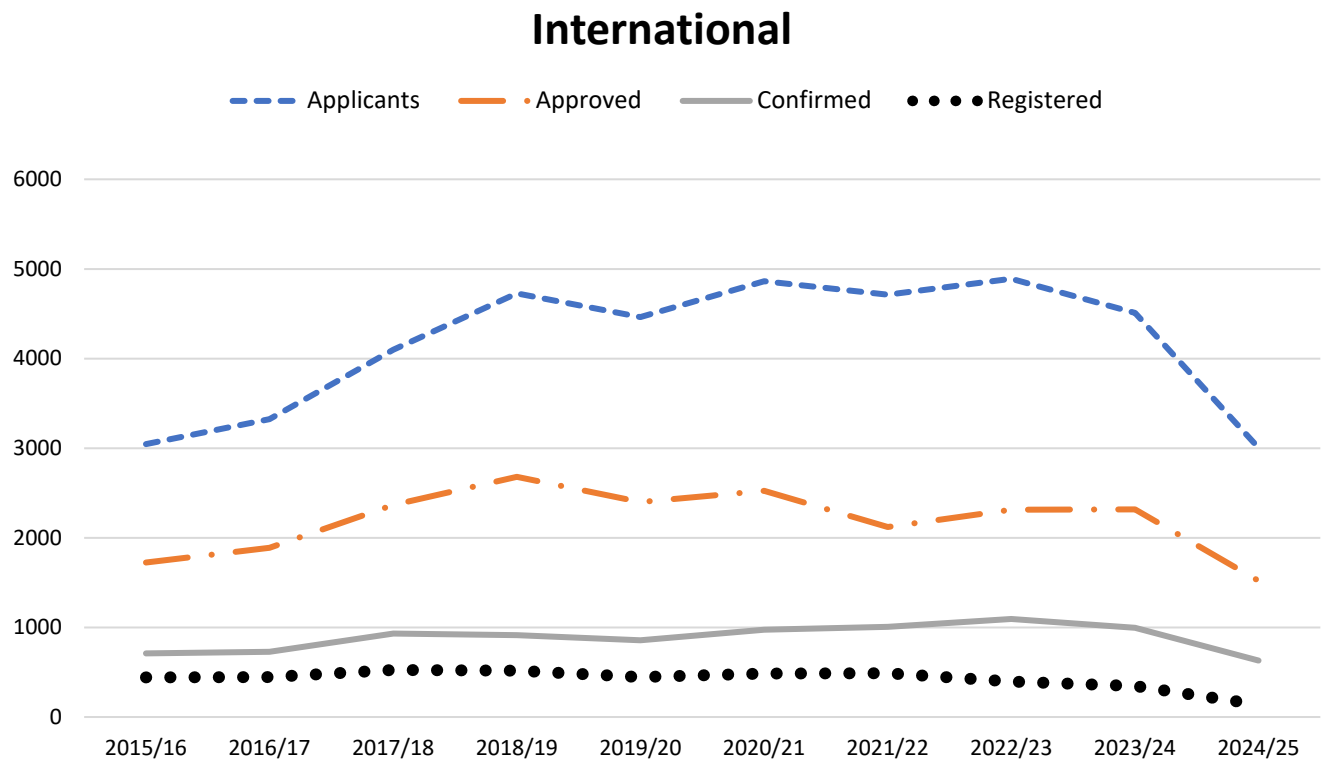
\*Computer Science and Engineering offers were expired in 2021/22 to control the confirmations

# Regional Trends in New Domestic Student Admissions Over the Past 10 Years

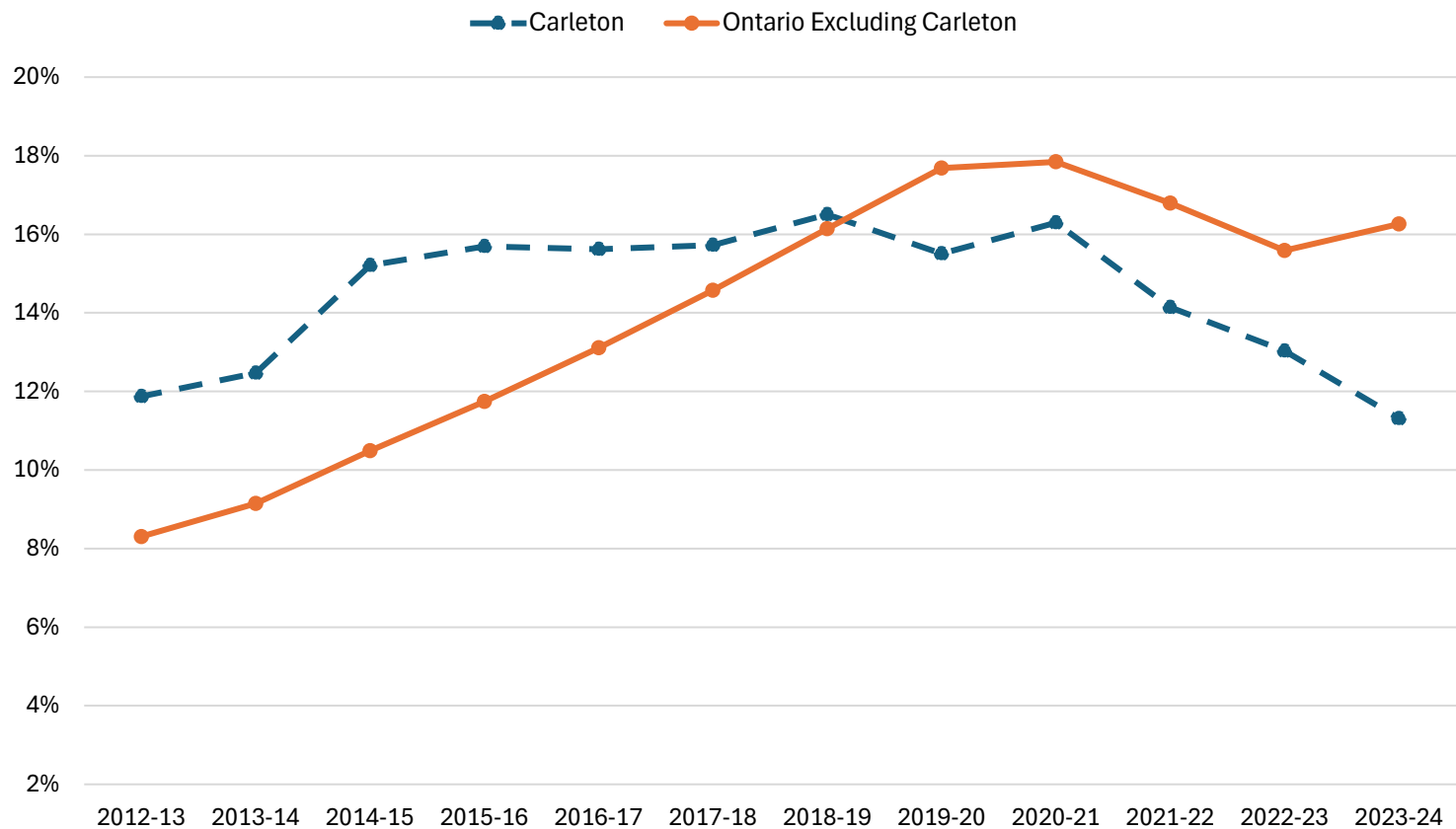


Note: Other Canada included **Other Ontario** and **Other Canada** from data cube  
\*Computer Science and Engineering offers were expired in 2021/22 to control the confirmations

# Regional Trends in New International Student Admissions Over the Past 10 Years



# Proportion of International Enrolment for First Year Students



Note: Comparable data is not yet available for 2024-25



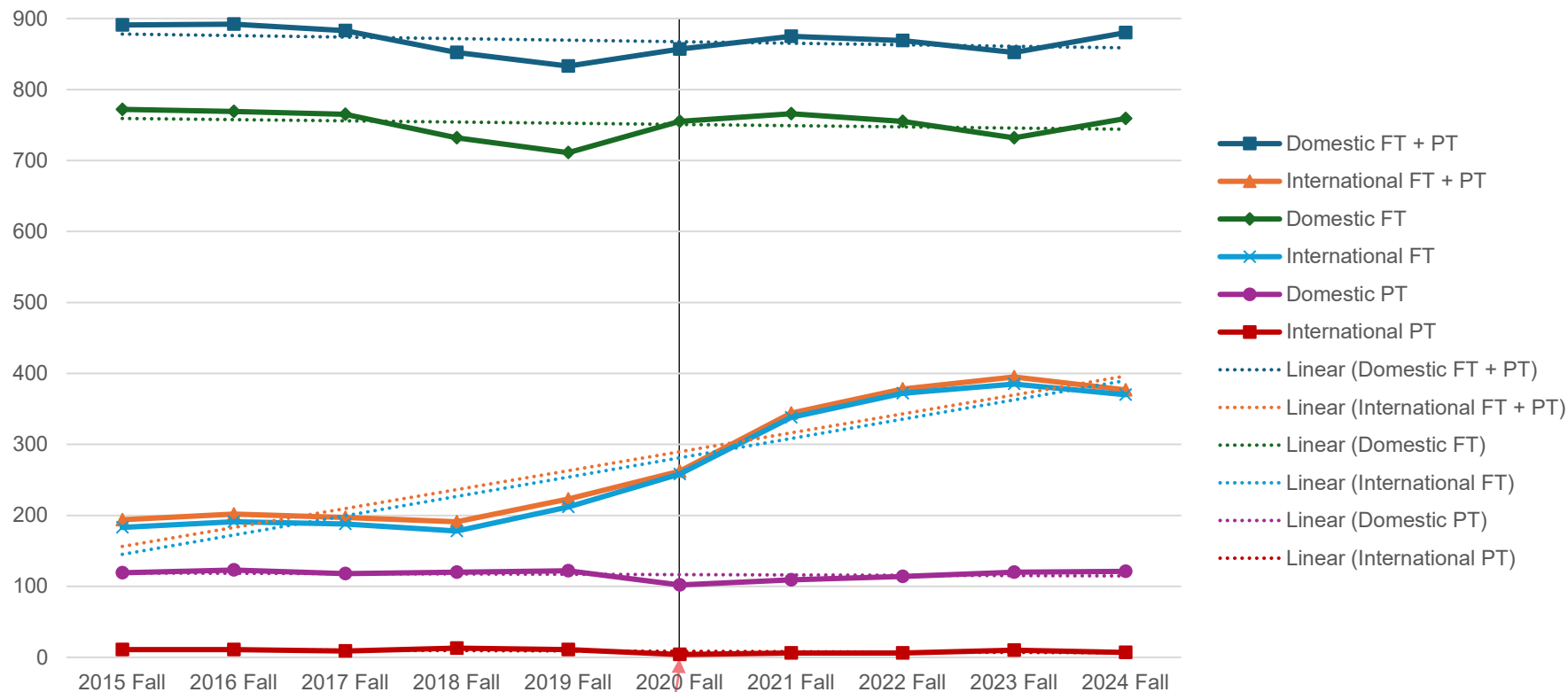
# Questions?

# Graduate Enrolment and Admissions Report

Board of Governors

March 2025

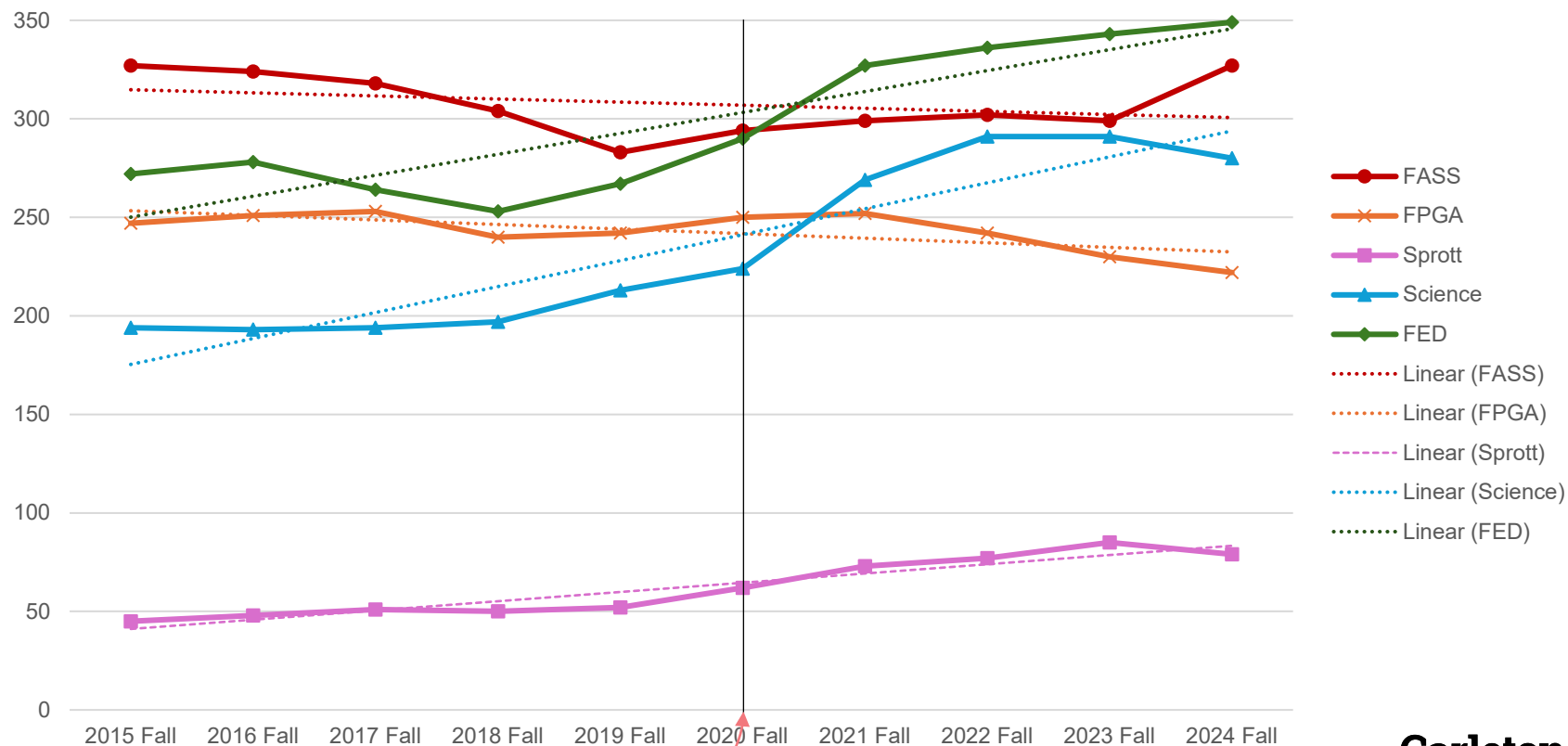
# 10-Year Enrolment Overview: PhD Students



Implementation of International Doctoral Tuition Support



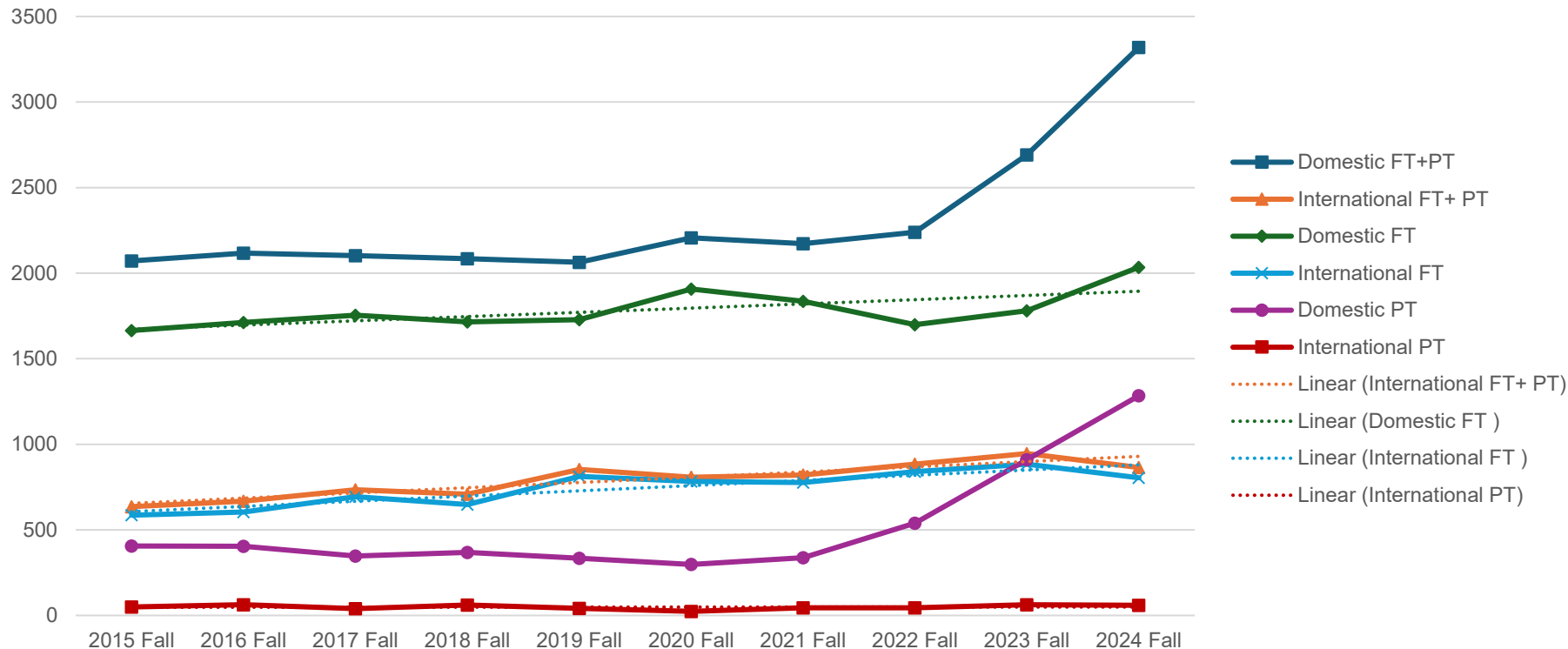
# 10-Year Enrolment by Faculty: PhD Students



Implementation of International Doctoral Tuition Support



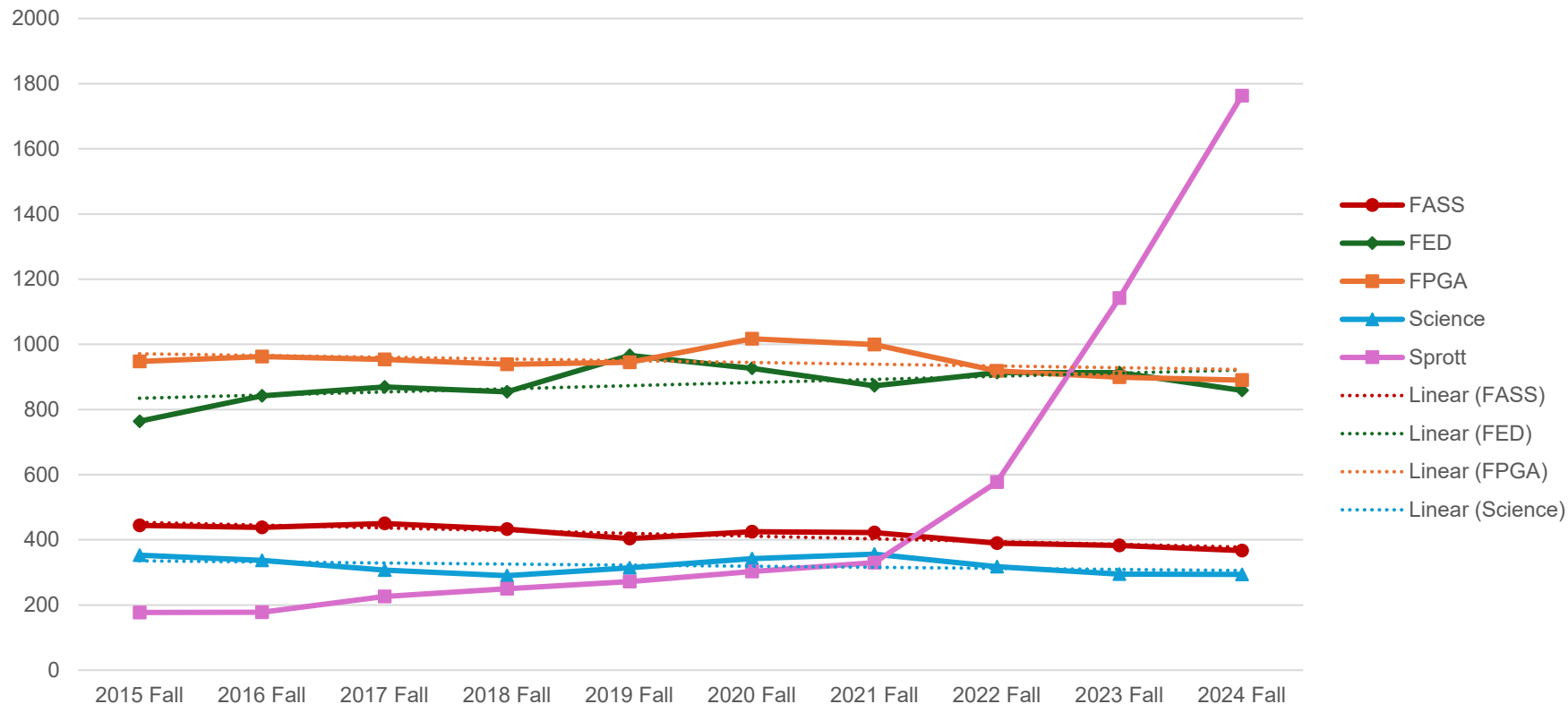
# 10-Year Enrolment Overview: Master's Students



**Note:** Programs using course-based tuition do not meaningfully distinguish between full-time and part-time students; these students are largely coded as part-time in this chart.

**Note:** This chart does not include a trendline for part-time domestic master's students: see next slide.

# 10-Year Enrolment by Faculty: Master's Students



**Note:** This chart does not include a trendline for the Sprott School of Business because Sprott's enrolment is anticipated to revert towards the mean once enrolment in the OMBA stabilizes and as other OMBA programs enter the marketplace.

# Year-Over-Year Master's Admissions

- Year-over-year comparisons for domestic and international master's applications and confirmations illustrate the potential impact of the interventions initiated by Graduate Studies since August 2024, including:
  - Rolling admissions
  - Diversification of the international master's portfolio

# Admissions Data: Domestic Master's Students

	Applications			Approved (Offers)			Confirmed (Acceptances)		
Faculty	2025-26	2024-25	% Change	2025-26	2024-25	% Change	2025-26	2024-25	% Change
FASS	316	326	-3.1%	174	151	15.2%	56	52	7.7%
FPGA	1,024	991	3.3	487	463	5.2	253	169	49.7
Sprott	108	106	1.9	44	39	12.8	26	20	30.0
Science	273	218	25.2	69	48	43.8	41	21	95.2
FED	407	366	11.2	55	53	3.8	33	31	6.5
<b>Total</b>	<b>2,128</b>	<b>2,007</b>	<b>6.0%</b>	<b>829</b>	<b>754</b>	<b>9.9%</b>	<b>409</b>	<b>293</b>	<b>39.6%</b>

**Note:** High confirmations are an effect of the rolling admissions initiative and will normalize by the end of March 2025. For budgetary purposes, we have projected a 7% increase in domestic master's enrolment by August 2025.



# International Graduate Admissions

- The Government of Canada introduced Provincial Attestation Letters (PALS) as a requirement of graduate admissions effective January 2025. Their effect on the conversion of acceptances to registrations is unknown at this time.
- During the 2024-25 recruitment cycle, there was a 28% reduction overall in master's applications and a 35% reduction in registrations for 2024-25.
- For the current (2025-26) recruitment cycle, we have seen a 45% decline in international master's applications compared to the 2024-25 levels.
- At this point in the current (2025-26) recruitment cycle, we are seeing only a 6% reduction in confirmations compared to 2024-25, despite the precipitous drop in applications.

# Admissions Data: International Master's Students

	Applications			Approved (Offers)			Confirmed (Acceptances)		
Faculty	2025-26	2024-25	% Change	2025-26	2024-25	% Change	2025-26	2024-25	% Change
FASS	141	218	-35.3%	32	39	-17.9%	14	19	-26.3
FPGA	308	474	-35.0%	92	48	91.7%	42	25	68%
Sprott	515	894	-42.4%	259	260	-0.4%	186	180	3.3%
Science	446	743	-40.0%	33	4	725.0%	24	3	700.0%
FED	816	1,733	-52.9%	265	360	-26.4%	155	219	-29.2%
<b>Total</b>	<b>2,226</b>	<b>4,062</b>	<b>-45.2%</b>	<b>681</b>	<b>711</b>	<b>-4.2%</b>	<b>421</b>	<b>446</b>	<b>-5.6%</b>

**Note:** Data reflects a pivot in focus for international master's programs to adapt to the international landscape.

# Questions?

**Carleton**  
University



# **AGENDA ITEM**

## **6.2**



# Carleton International

March 2025



# Agenda

1. Introduction
2. Our Strategic Vision
3. Our Global Presence
4. International Goals
5. Challenges and Opportunities
6. Future Direction for Internationalization



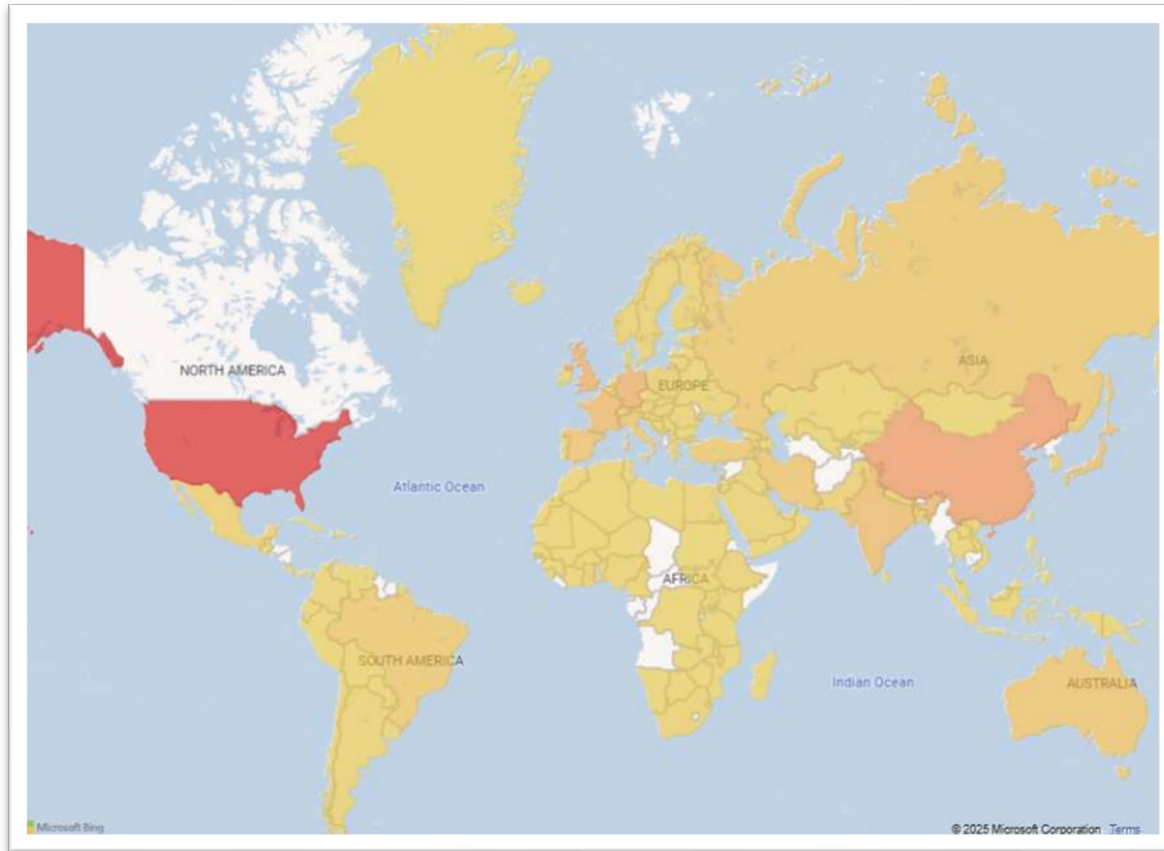
# Our Strategic Vision

**Vision:** Serve the World, Nurture Global Citizens

**Mission:** Carleton University will enhance its international reputation for research and teaching in programs that respond to the needs of our society today and anticipate the needs of the future. This will increase the capacity of Carleton students, faculty and staff to engage in and lead international initiatives, hereby nurturing global citizens.



# Our Global Presence



## Institution co-authorship map

The darker the region, the higher number of institutions involved in co-authored publications.

**188,000** alumni worldwide

**3,646** international undergraduate and graduate students

**69** active agreements and **109** student exchange agreements



# International Goals

## International Mobility & Experiential Learning

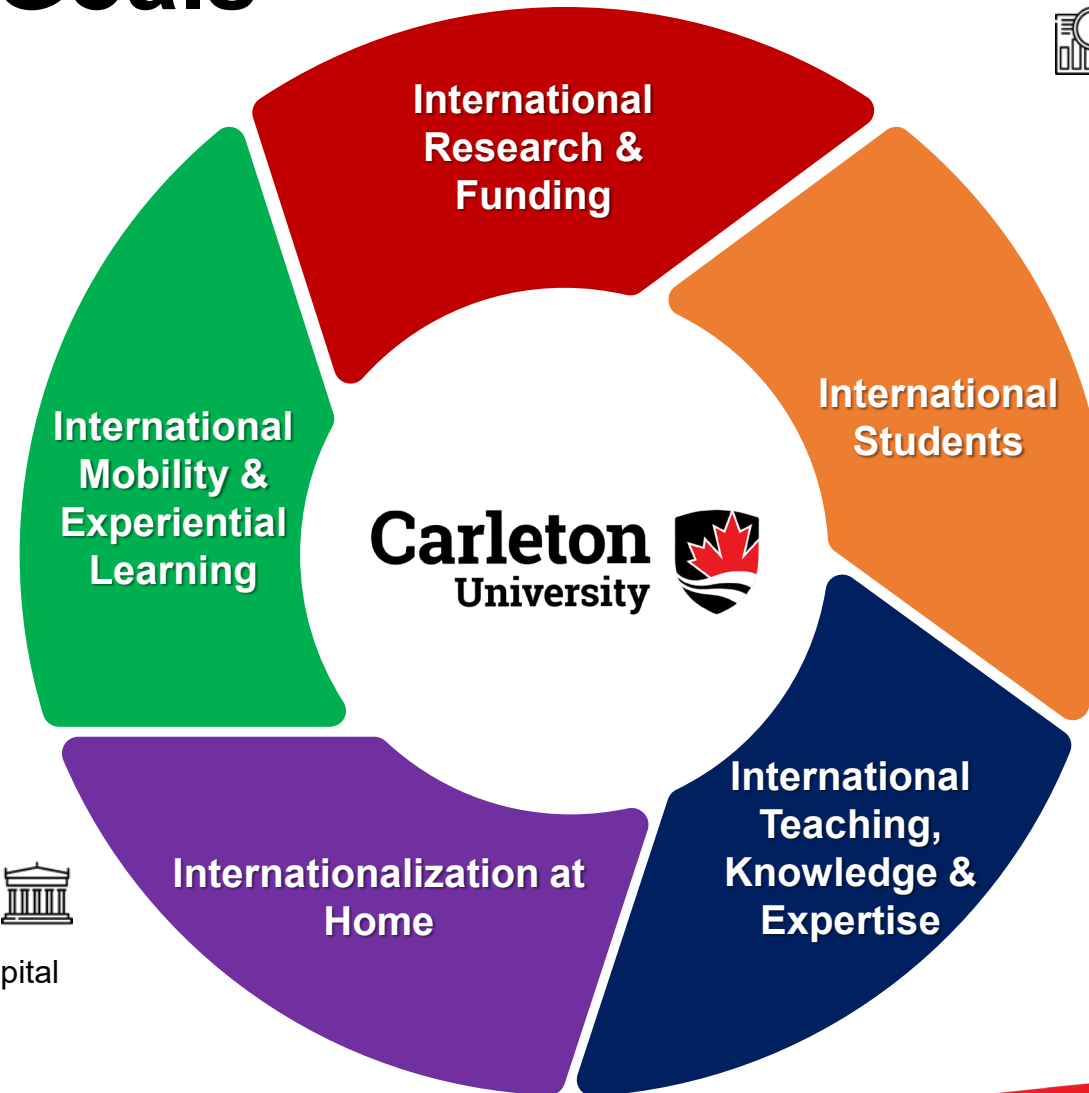


- Increase international mobility and experiential learning opportunities
- Showcase our successes

## Internationalization at Home



- Leverage our location in the nation's capital
- Promote intercultural learning events
- Develop global engagement certificate



## International Research & Funding

- Create research collaborations
- Increase research funding
- Expand student research mobility



## International Students

- Diversify student population
- Enhance student experience
- Celebrate international students' contributions



## International Teaching, Knowledge & Expertise

- Expand international programs
- Attract international scholars
- Expand online academic offerings

# Goal 1:

## International Research and Funding

FY 2022 – 2023

Project count:

**63**

Awarded total:

**\$3,997,188**

FY 2023 – 2024

Project count:

**56**

Awarded total:

**\$10,604,429**

FY 2024 – 2025 (so far)

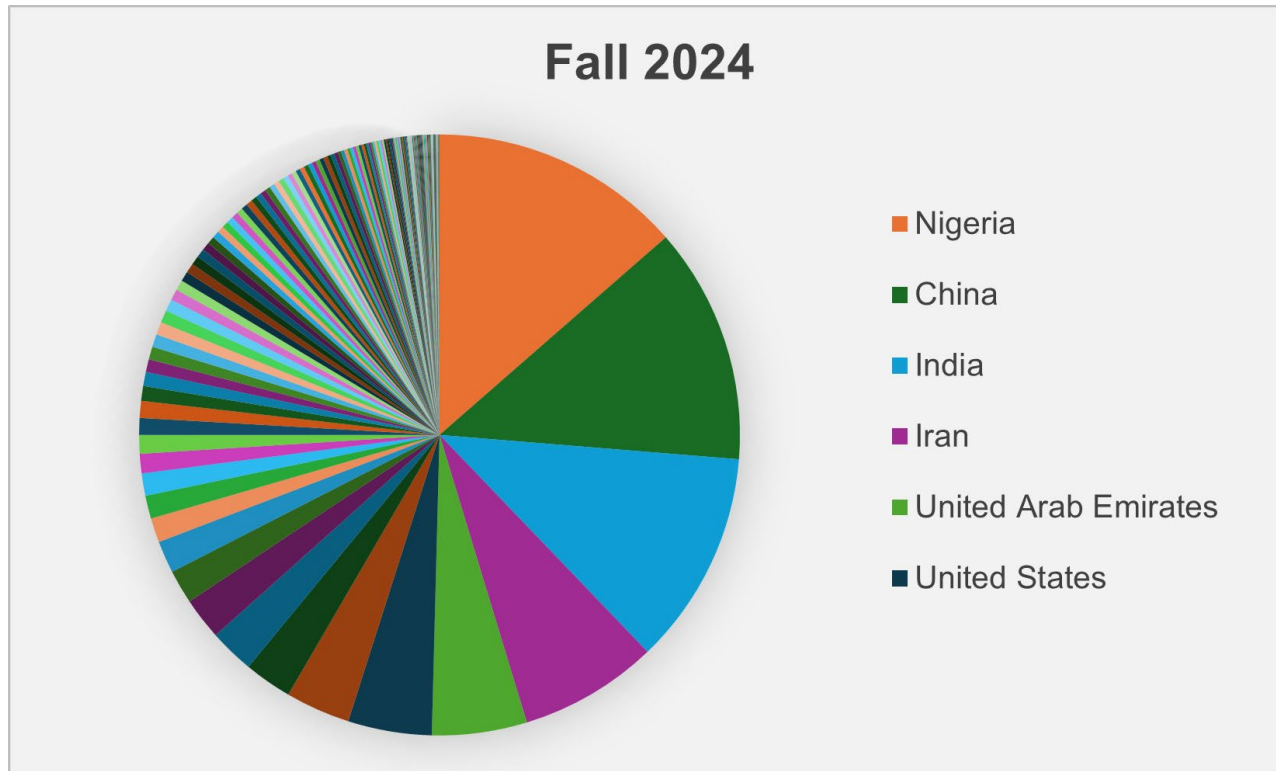
Project count:

**39**

Awarded total:

**\$7,026,294**

## Goal 2: International Students

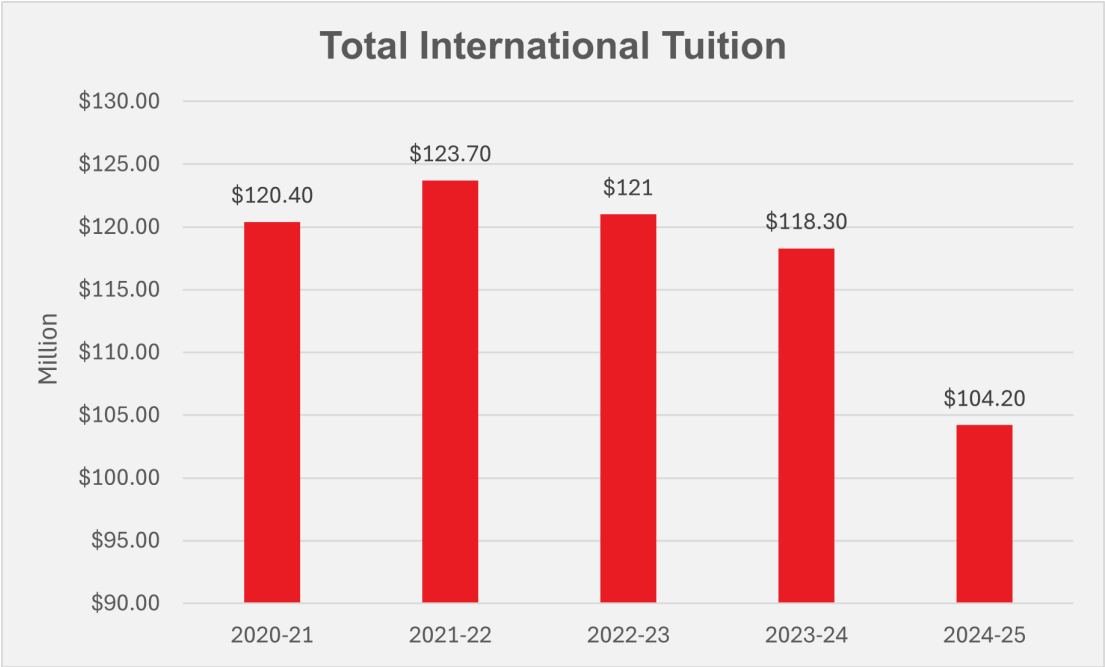
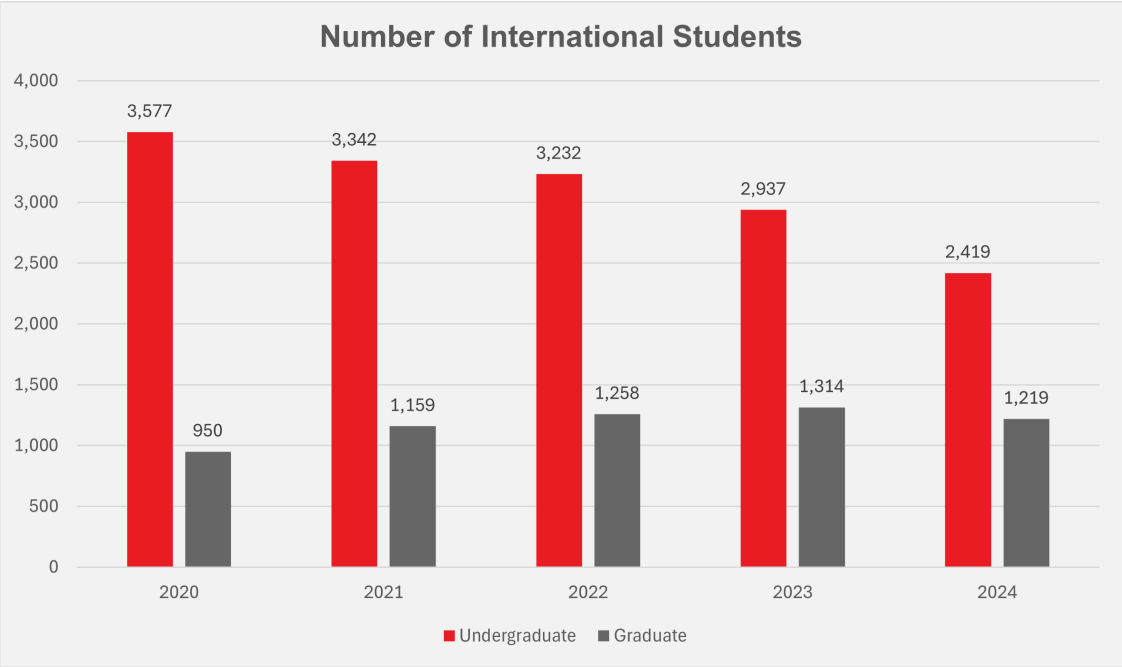


Students registered in the 2024 fall term came from **145** countries

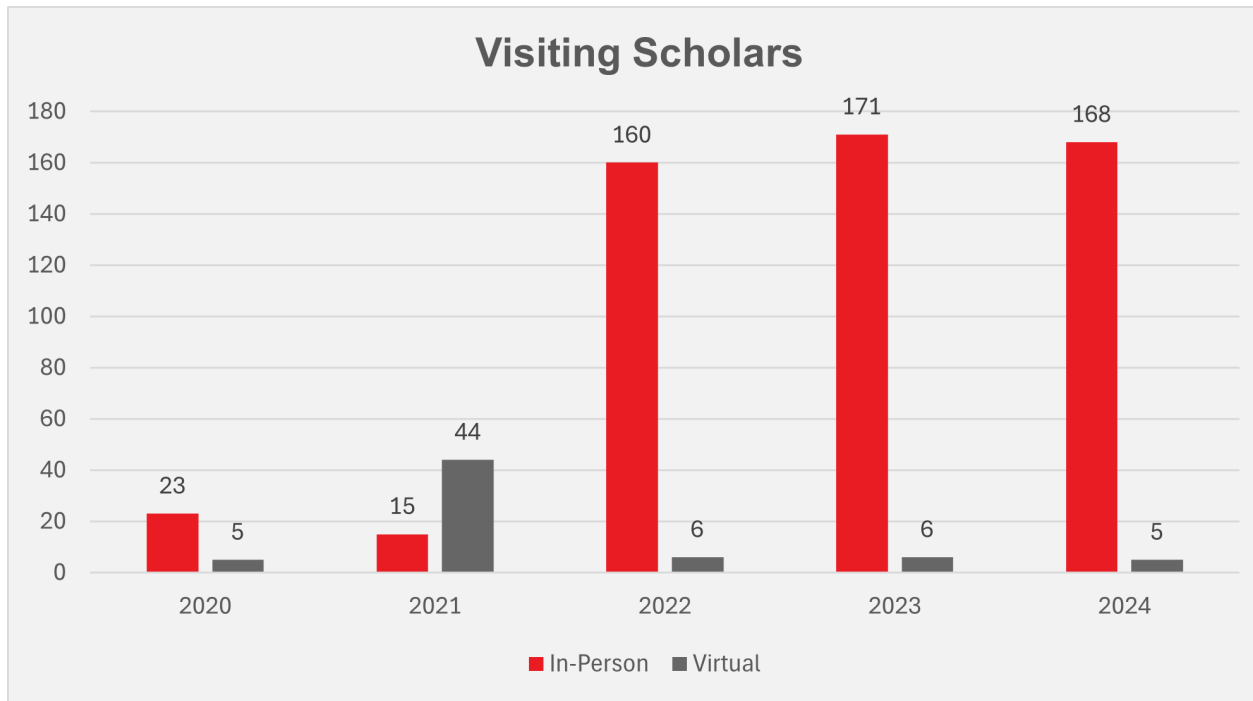


# Goal 2:

## International Students



# Goal 3: International Teaching, Knowledge, and Skills Transfer, Co-creation of Expertise



Visiting scholars came from

**40** countries in 2024

Top countries:

1. India
2. Brazil
3. Mexico
4. United Kingdom



# Goal 3:

## International Teaching, Knowledge, and Skills Transfer, Co-creation of Expertise



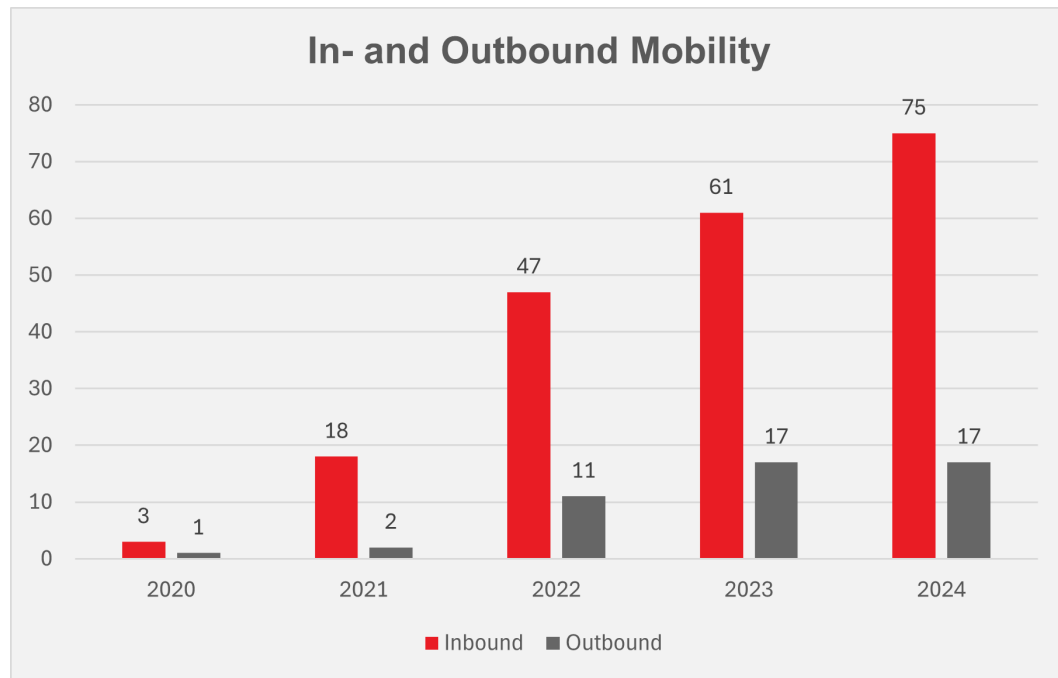
### International Internship Program:

**129** students placed  
in 2023/24

**72** students placed  
and counting in 2024/25

# Goal 4:

## Enhance Awareness and Reduce Barriers for International Mobility and Experiential Learning Opportunities



### Top countries for inbound mobility:

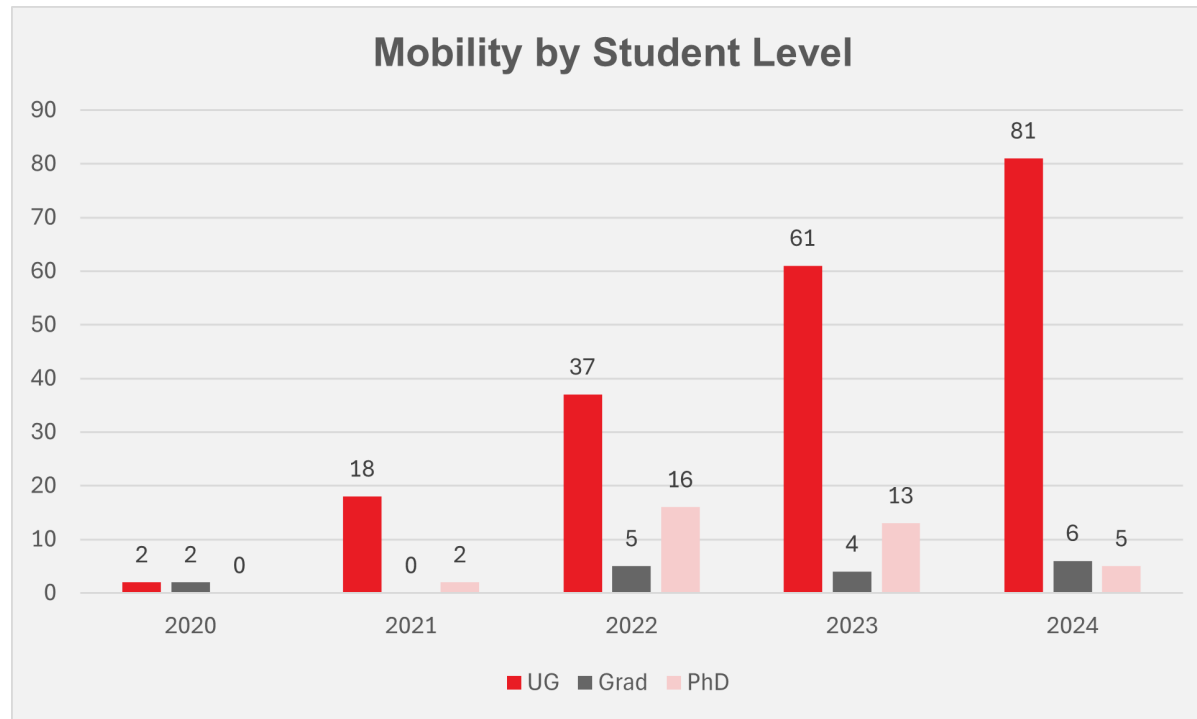
1. India
2. Mexico
3. Brazil
4. Colombia
5. United Kingdom

### Top countries for outbound mobility:

1. Colombia
2. Mexico



# Goal 4: Enhance Awareness and Reduce Barriers for International Mobility and Experiential Learning Opportunities





# Goal 5: Internationalization at Home

## Our National Capital Advantage

Carleton International  
engaged in **64** meetings/events with embassy  
and high commission  
representatives in 2024

We connected with  
**39** countries as a result of  
these meetings/events



# Challenges and Opportunities



- Geopolitical instability
- Immigration policy
- Research security



- Enhanced risk assessment with regular geopolitical briefings
- Establish trusted new partnerships
- Establish clear procedures and guidelines



# Horizon Europe

The 2025 work programme will be adopted at the beginning of April.



Applications to Horizon Europe projects have been submitted across all faculties.

Total budget: **\$4.4M**

## Promoting Horizon Europe to Carleton researchers:

- Horizon Europe Partnership Development Grant (internal)
- Horizon Europe: Train-the-Trainer Session, December 2024 (ISED)
- Promoting external webinars geared toward Canadians (proposal development, matchmaking events, cluster info sessions, etc.)

## Next steps:

- Dedicated Horizon Europe webpage on the OVPRI website, designed to guide researchers through the programme, providing key resources and detailed instructions on navigating the application process.
- Set up meetings with NCPs to explore mutual opportunities for Carleton and government researchers.
- Open office hours for researchers to learn about Horizon Europe's scope, clusters, call for proposals, etc.

# Future Direction for Internationalization

- Use benchmarking to support data driven strategies
- Build geopolitical risk framework
- Prepare for the next iteration of the International Strategic Plan





# Questions?

**Carleton**  
University





# **AGENDA ITEM**

## **6.5**

# PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

March 18, 2025



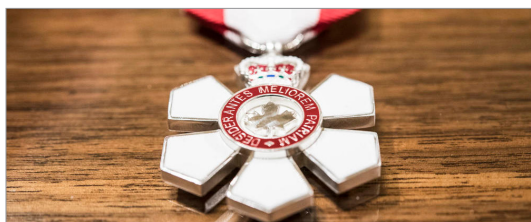
## REPUTATION AND COMMUNITY HIGHLIGHTS



More than 400 members of the Carleton community attended President Tetley's first public event on Jan. 23.

### President Tetley Meets the Carleton Community

President and Vice-Chancellor [Wisdom Tetley](#)'s first public event on campus was well-received with over 400 faculty, staff and students attending his speech and reception in the Richcraft Hall atrium on Jan. 23, while hundreds more watched via livestream or viewed the [post-event video](#). The occasion was emceed by Provost and Vice-President (Academic) L. Pauline Rankin, with a formal introduction provided by Beth Creary, Chair of Carleton's Board of Governors.



Four alumni were named to the Order of Canada in early January for their contributions to the country.

### Four Carleton Alumni Appointed to Order of Canada

Four [esteemed Carleton alumni](#) were named to the [Order of Canada](#) in early January. Recognized for their extraordinary contributions to the nation, the newest Carleton community appointees are Vijayakumar Murty (BScH/77), a leader in mathematics; Barbara Jean Perry (PhD/92), an expert on hate crime; Michael Prince (BAH/75), an advocate for disability rights; and Diane Sims (BJ/86, MJ/90), a writer and advocate for accessibility.



Erin Tolley's research is sharing the stories of Black Canadians who have run for and served in office.

### Supporting Black Canadians in Politics

The achievements of Black Canadians in politics are often marginalized, missing or erased from "official" historical records. In response, the "[Black Canadians in Electoral Politics](#)" project is excavating, archiving and sharing the stories of Black Canadians who have run for and served in office. Led by Carleton's [Erin Tolley](#), Canada Research Chair in Gender, Race and Inclusive Politics, in partnership with [Operation Black Vote Canada](#), the project was the focus of a Feb. 11 event.



Journalism professor Duncan McCue is the director of Carleton's new Indigenous journalism program.

### Carleton Launches Indigenous Journalism Program

Carleton's School of Journalism and Communication is launching a one-year [Certificate in Journalism in Indigenous Communities](#). The innovative program, supported by \$3.2 million from the Mastercard Foundation's [EleV program](#) and a partnership with the [Inspirit Foundation](#), will be delivered on the ground in Indigenous communities to break down barriers and give Indigenous learners a chance to explore careers in journalism. The Mastercard Foundation's support was celebrated at a Jan. 29 event on campus.

# REPUTATION AND COMMUNITY HIGHLIGHTS



Researcher Eugene Fletcher and students Hannah Doyle and Sara Takaloo are featured in the Challenge campaign.



Carleton's new signs, at the main entrances to campus, feature the updated logo and efficient LED lighting.



Carleton's new Special Constables were sworn in recently at ceremonies with Ottawa Police leaders.



Carleton has raised nearly \$4 million over three decades of collaboration with the United Way.



The Carleton-based Canadian Accessibility Network celebrated its fifth anniversary in December.

## Brand Campaign Highlights Carleton's Impact

The third phase of [Challenge](#), Carleton's brand and reputation campaign, is currently in market. The digital strategy takes a multi-platform approach and is aimed at influencers. The campaign's storytelling showcases how Carleton researchers, students, faculty and alumni are having a positive impact on the world, with articles on how researchers are addressing the [health of newborns](#), [accelerating the development of drugs](#) and [transforming waste](#) into biofuel and other valuable byproducts, among many others.

## All Roads Lead to Carleton

Carleton has completed installation of new signs at all four main entrances to campus. The signs — at Stadium Way, Brewer Park, Hog's Back and on Bronson Avenue — feature the university's updated logo. With a limestone base and stainless-steel backing in the shape of Carleton's wave, they have been constructed to withstand the Ottawa climate. The signs also feature efficient LED lighting which, at the Bronson entrance, can be changed into different colours to recognize special events.

## Ottawa Police Chief Swears in New Special Constables

Ottawa Police Chief Eric Stubbs and Deputy Chief Steve Bell recently swore in five new Carleton Special Constables at ceremonies held in January and February. Chief Stubbs also expressed his appreciation for the value of the Ottawa Police-Campus Safety Services partnership.

## United Way Campaign Supports Local Programming

Carleton's 2024 annual [United Way campaign](#) raised almost \$70,000 for local programs that support initiatives around mental health and well-being, vulnerable seniors and youth homelessness. The university's campaign is run by faculty and staff who volunteer to organize events like the Polar Bear Dip, the MacOdrum Library Auction and the Great Carleton Garage Sale. Carleton has raised more than \$3.9 million over 30-plus years with the United Way.

## Enhancing Accessibility Across Canada

In December 2024, the Carleton-based [Canadian Accessibility Network](#) celebrated its five-year anniversary. Keynote addresses were given by Tina Namiesniowski, Deputy Minister Champion for Federal Employees with Disabilities, and Stephanie Cadieux, Canada's Chief Accessibility Officer. Meanwhile, Carleton's [Accessibility Institute](#) continues its impactful research, including an AI for Accessibility Services pilot, a federally funded project on the Accessibility of Emergency Management and the \$1.5-million [Neuroinclusivity in Housing](#) knowledge mobilization collaboration.



# ACADEMICS



Biology researcher Dalal Hanna is one of four professors receiving a Faculty of Science Excellence Award.



Carleton's Halim Yanikomeroglu has received the IEEE Communications Society Harold Sobol Award.



Sprott and the Chartered Institute of Public Finance and Accountancy connect students to global careers.



Nunavut Arctic College students came to Carleton to learn about university and environmental science careers.



President Tetley and Journalism's Adrian Harewood spoke on stage at a Black History Month event.

## Recognizing Academic Excellence

- Alexander McClelland (Criminology and Criminal Justice) received a [King Charles III Coronation Medal](#).
- Kyle Biggar (Biochemistry), Dalal Hanna (Biology), Heath MacMillan (Biology) and Robyn McQuaid (Neuroscience) were awarded the [Faculty of Science 2024 Excellence Award](#).
- Distinguished Research Professor Emeritus John Chinneck (Systems and Computer Engineering) was awarded the [2024 Impact Prize](#) at the INFORMS Annual Meeting.
- Chancellor's Professor Halim Yanikomeroglu (Systems and Computer Engineering) received the 2024 IEEE Communications Society [Harold Sobol Award](#).

## Operating Budget Update

- In November, Provost and Vice-President (Academic) L. Pauline Rankin and Angela Marcotte, Interim Vice-President (Finance and Administration), provided the community with an update on the [university's financial sustainability](#). Afterwards, the [Voluntary Retirement Incentive Program](#) was introduced.

## Academic Updates

- Sprott has [partnered with the Chartered Institute of Public Finance and Accountancy](#) to connect students with careers in public financial management.
- Teaching and Learning Services and the Faculty of Science received \$1 million through the Ministry of Colleges and Universities Training, Equipment and Renewal Fund to acquire instructional equipment for Carleton's new nursing program.
- Employment and Social Development Canada has awarded an additional \$350,000 to Carleton's [FUSION Skills Development program](#). This self-directed online learning experience bridges academic and employability skills.
- Sprott's Master of Finance program has been accepted to the CFA Institute's University Affiliation Program for its alignment to the Certified Financial Analyst program curriculum.
- Ottawa-based enterprise marketing company [Knak has partnered with Carleton's Innovation Hub](#) to inspire and engage student entrepreneurs.

## Indigenous Initiatives

- Faculty, staff and students have been invited to attend one of four "Understanding and Honouring Indigenous Forms of Identity and Belonging Town Halls" that provide historical context on Indigenous identity issues and outline how the [university's two new Indigenous verification policies](#) aim to address these challenges.
- In December, the Centre for Indigenous Support and Community Engagement hosted [Nunavut Arctic College students](#) as part of an effort to encourage Inuit participation in postsecondary education and environmental science careers.

## Special Events

- In January, [the School of Social Work and the Centre for Studies on Poverty and Social Citizenship celebrated their 75th and 50th anniversaries](#) with events.
- In February, Carleton marked Black History Month with an [inspiring conversation](#) featuring President and Vice-Chancellor Wisdom Tetley and Adrian Harewood (Journalism). The event was organized and hosted by professors Audra Diptee and Nduka Otiono, who are Faculty Advisors on Anti-Black Racism and Black Inclusion.

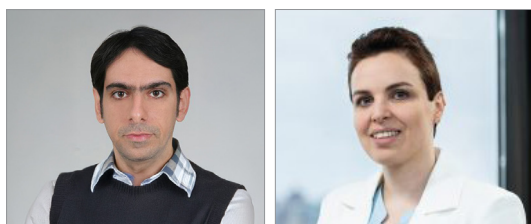
# RESEARCH



Menna Agha's research on inclusive design is the type of project supported by this new fund.



Cognitive Science researcher Mary Kelly is tackling AI's risks and limitations to make it more human-like.



Masoud Barati (left) and Nafiseh Kahani are doing cybersecurity research to help protect children.



Canada Research Chair John Anderson is exploring how hearing loss affects cognitive reserve.



Hubert Jean-Ruel is Carleton's new Canada Research Chair in Advanced Photonic Sensing.

## New Fund for EDI Research and Pedagogy

The [CU-CUASA Special Fund for EDI Research and Pedagogical Innovation](#) was introduced in late October to support research excellence and pedagogical innovation undertaken by members of equity-deserving groups or on topics with significant EDI considerations. The first recipients are faculty members Menna Agha, Catherine Bonier, Angela Dionisi, Nuša Fain, William Hébert, Xiao Huang, Frenand Léger, Beth Martin and Melissa Redmond, Azar Masoumi, Iain McKinnell and Martha Mullally, and Robyn McQuaid.

## FASS Researcher Making AI More Effective

Cognitive Science's Mary Kelly is [tackling AI's risks and limitations](#) like bias, ethical concerns and "catastrophic interference," which cause neural networks to forget previously learned tasks. Her team is exploring solutions such as functional specificity and holographic memory to make AI more adaptable and human-like. They are also looking at ethics, focusing on mitigating risks like disinformation and harmful decision-making. Kelly is advocating for a human-in-the-loop approach to ensure AI decisions are safe and transparent.

## Cybersecurity Research to Enhance Online Safety for Children

The [National Cybersecurity Consortium](#) has announced that [Carleton has been selected](#) along with a slate of [successful project proposals](#) as part of its second annual call for proposals. Carleton's [Masoud Barati](#), School of Information Technology, and [Nafiseh Kahani](#), Department of Systems and Computer Engineering, have been awarded \$88,800 for their R&D cybersecurity project — Privacy Assurance for Canadian Children: A Safe and Secure Framework for Large Language Models.

## Supporting Deaf and Hard of Hearing Communities

With new support from Canadian Hearing Services, Canada Research Chair John Anderson is exploring [how hearing loss affects cognitive reserve](#) — the brain's ability to resist aging and damage. This groundbreaking study will map brain regions linked to cognitive reserve, examine how different types of hearing loss relate and propose strategies to combat cognitive decline. The findings aim to inform brain health interventions and offer a framework for cognitive support in the deaf and hard-of-hearing community.

## New Canada Research Chair to Study Advanced Photonics

Carleton hosted a TIPS (Tri-Agency Institutional Program Secretariat) funding announcement event on Nov. 14 featuring Members of Parliament Yasir Naqvi and Mona Fortier. Carleton secured \$5.3 million in research support funding, \$606,000 in incremental grants, \$295,000 for research security and welcomed Hubert Jean-Ruel as its [Canada Research Chair in Advanced Photonic Sensing](#).

# RESEARCH



Amy Rand's research is exploring whether gut microbes can break down harmful "forever chemicals."

## Can Gut Microbes Break Down Forever Chemicals?

Carleton researchers, led by Amy Rand (Chemistry), are exploring whether gut microbes can break down harmful PFAS, or "forever chemicals," which resist degradation and pose health risks. Using human fecal matter, they aim to identify microbes capable of breaking carbon-fluorine bonds. Funded by the Social Sciences and Humanities Research Council's New Frontiers in Research Fund, [this groundbreaking study](#) could revolutionize PFAS pollution mitigation and reduce risks.



Researcher Jeff Smith is working with a biotech startup to fast-track affordable drug development.

## Private Sector Partnerships Expedite Pharmaceutical Research

Carleton biochemists Kyle Biggar and Jeff Smith are partnering with biotech startups NuvoBio and Virica to [fast-track affordable drug development](#). Supported by Capital BioVentures, Biggar's work focuses on peptide therapeutics, including NeoPeptix for fungal meningitis, aiming for FDA trials by 2027. Smith's expertise in mass spectrometry aids Virica's efforts to enhance viral medicine production. These collaborations advance cutting-edge therapies while creating opportunities for students and addressing global healthcare challenges.



Matthew Pearson's work aims to enhance ethical reporting and protect the mental health of journalists.

## Trauma-Informed Journalism

Journalism professor Matthew Pearson, drawing on personal experiences with traumatic reporting, [researches trauma-informed journalism](#) to enhance ethical reporting and protect the mental health of journalists. He developed Canada's only trauma reporting course, featuring interview simulations that prepare students for sensitive topics. Pearson co-authored the 2022 Taking Care report, highlighting journalists' mental health challenges and advocating for systemic support. His research and teaching aim to create compassionate reporting practices and foster a more resilient media industry.



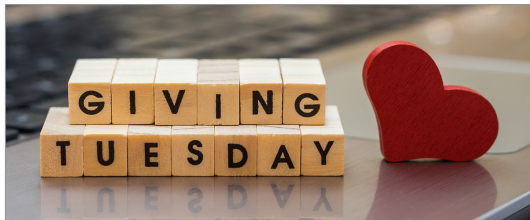
Social Work researcher Nimo Bokore is leading Carleton's effort to support social work education in Somalia.

## Supporting Social Work in Somalia

Carleton's School of Social Work is collaborating with the University of Hargeisa in Somaliland to address the region's urgent need for trauma-informed care and mental health services. Led by Social Work researcher Nimo Bokore, Carleton supported the development of [Somalia's first social work program](#), which has produced 550 graduates since 2010. Bokore's research highlights the growing acceptance of social work, with a new master's program preparing specialists to shape policy and expand care.



# ADVANCEMENT



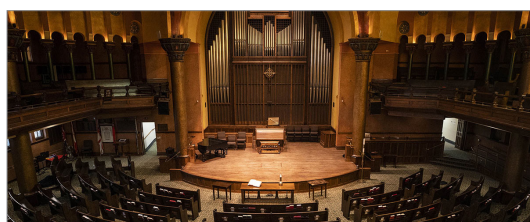
Carleton's Giving Tuesday campaign raised over \$500,000 for 242 charitable projects from 937 donors on Dec. 3.



The Carleton Ravens football program is one the beneficiaries of 90 new major gifts and pledges.



Philanthropic support will help Carleton remove barriers to accessibility in the MacOdrum Library.



The Carleton Dominion-Chalmers Centre will soon be the location of a new "tap to give" tool.



Left to right: President Tetey, Associate VP Kahente Horn-Miller, Mastercard Foundation Senior Director, Canada Programs Jennifer Brennan and Prof. Duncan McCue unveiled a new Indigenous journalism program.

## Revenue (May 1, 2024 to Feb. 7, 2025)

Philanthropic.....	\$12,650,084
Gifts in Kind .....	\$3,838,985
Sponsorships .....	\$1,638,198
Research & Partnerships .....	\$15,714,009
<b>Total.....</b>	<b>\$33,841,276</b>

### Advancement will enhance revenue strategies to support Carleton's mission.

- Grow annual giving revenue (gifts under \$25,000): \$2.96 million.  
**Highlights:** winter and spring appeals are planned to begin in February with a focus on alumni, parents and other audiences via phone, direct mail, email and personal solicitations; Carleton's re-booted Giving Tuesday raised over \$500,000 for 242 charitable projects from 937 donors in 24 hours on Dec. 3.
- Secure 90 new major gifts and pledges over \$25,000: 37 gifts (\$10,408,273), 31 pledges (\$5,715,711). This philanthropic support has been directed to several areas including scholarships, bursaries, experiential learning, library collections, athletics and research initiatives.  
**Highlights:** \$472,000 in new funds committed to the football program; \$170,700 towards removing accessibility barriers in the MacOdrum Library; \$100,000 to support the student experience in the Art and Architectural History program.
- Increase the number of new gifts by will and continue to enhance the profile of the planned giving program. This fiscal year, over \$4.2 million in realized legacy gifts have been received, supporting a range of initiatives, a substantial increase from the \$922,000 received during the same period last year. Eleven new gifts by will have been confirmed to date.  
**Highlights:** seven scholarships, six bursaries and three annual funds were supported through realized estate gifts. Additionally, for the first time, Carleton received a bequest of RBC Avion points, which were converted into \$6,700 worth of grocery store gift cards and donated to the Unified Support Centre's Emergency Essentials Assistance Program.

### Advancement will broker, manage and celebrate partnerships with purpose.

- On track to announce two Holistic Integrated Partnerships by the end of this fiscal year.
- Exceeded our goal of three grants greater than \$100,000 through the One Carleton for Foundations initiative, with an additional 12 under review by various funders.
- Increased collaboration with the Carleton University Alumni Association executive to strengthen alumni engagement.
- Tested new digital engagement methods of potential funders including women philanthropists, sports enthusiasts and U.S.-based alumni.
- Advancement is working with ITS to overhaul the university's giving web site (Future Funder) and deploy new "tap to give" mobile donation tools across campus in locations such as the Art Gallery and Carleton Dominion-Chalmers Centre.

### Advancement will continue to implement innovative approaches to operational, strategic and systemic challenges.

- Supporting the President in meeting with Carleton's most generous supporters and committed volunteers in his first 100 days, including leveraging the President's inaugural address to the campus community to invite a select group of donors and alumni to a pre-reception.
- Facilitated President Tetey's first partnership announcement: a new program, supported by the Mastercard Foundation, to expose Indigenous youth to the profession and practice of journalism in their home communities.

# STUDENT LIFE



Carleton students supported The Ottawa Mission as part of the Campus to Community program last year.



The annual SOAR 2025 Student Leadership Conference on Feb.1 drew 250 registrants for 15 workshops.



Carleton's Winter Career and Networking Fair on Feb. 5 attracted 50 employers and 1,725 students and alumni.



Open houses are one of the most effective ways to introduce prospective Ravens to the Carleton campus.



A special guest celebrated the Ravens women's basketball team win at the Capital Hoops Classic on Feb. 7.

In the fall 2024 term, Health and Counselling Services (HSC) increased its capacity to see students seeking counselling by 54 per cent compared to fall 2023. As of early February 2025, there are four students on the waitlist to see an on-campus psychiatrist, down from a waitlist of more than 350 five years ago. The average wait at Carleton is two to three weeks compared to 4 to 12 months in the community.

The Co-Curricular Record (CCR) provides an opportunity for Carleton students to document and showcase their involvement in leadership, mentorship, extracurricular activities and community service. By utilizing the CCR, students can present an official record alongside their academic transcript to enhance their applications to prospective employers and graduate programs. Since November 2024, 996 new positions have been added to students' records, bringing the total students engaged with the CCR during the 2024-2025 period to 1,019.

In fall 2024, students had the opportunity to engage in community-based learning through the [Campus to Community](#) program. In collaboration with local organizations throughout Ottawa, the Student Experience Office hosted six half-day service events at [The Ottawa Mission](#) and [Operation Come Home](#) from Nov. 2024 to Jan. 2025, offering students meaningful opportunities to give back to the community while enriching their learning experience.

The Student Experience Office's [SOAR 2025 Student Leadership Conference](#) welcomed Mohawk Olympian, reconciliation advocate and Carleton alum Waneek Horn-Miller on Feb. 1. Horn-Miller shared her personal journey of leadership, offering powerful reflections on her Indigenous roots and the importance of resilience. With over 250 registrants, the event also featured 15 workshops led by Carleton alumni, students and staff, connecting to themes of reflect and re-energize, service through skill, authentic leadership and opportunity exploration.

During the fall 2024 term, Career Services hosted 20 employer recruitment sessions to connect Carleton students and alumni with actively recruiting organizations. Nearly 1,700 students registered for these sessions, which featured employers such as the Royal Canadian Mounted Police, Structural Group, Canada Revenue Agency and Ciena. On Feb. 5, Career Services held its successful Winter Career and Networking Fair, attracting 50 employers. Attracting 1,725 students and alumni, this was the busiest Winter Career Fair to-date.

In fall 2024, Career Services launched the new International Student Employment Program. The program is designed to equip international students with the knowledge, skills and confidence to navigate the Canadian labour market, as well as connect students with paid work opportunities. In the program's first term, 710 students registered, 218 completed the educational modules and 35 paid placements were filled, marking a successful start.

Co-operative Education continues to offer exceptional events and support to students. In November 2024, Co-op hosted the second annual TECHWorking event at CU@ Kanata; 120 co-op students networked with 11 organizations. One attendee described it as "one of the best networking events in Ottawa." During the first week of the winter term, the Co-op Student Advisor team saw 310 students, an increase of 82 per cent over the same period last year.

In November 2024, the International Student Services Office (ISSO) launched an "IRCC Facts & Fallacies" workshop designed to address the recent changes to the international student and post-graduate work permit programs by Immigration, Refugees and Citizenship Canada (IRCC). The workshop was organized to answer common questions, address misconceptions and misinformation, as well as provide students an opportunity to ask questions, identify challenges and learn more about the supports that the ISSO immigration advising team offers.



# ENROLMENT AND RECRUITMENT UPDATE

## Undergraduate Enrolment Update

**First year 101 (Ontario high school) applications by university  
Jan. 16, 2025 vs Jan. 16, 2024 (OUAC Data)**

	2024	2025	% Change
Carleton Total Applications	21,512	21,758	1.1
Carleton Total Applicants	15,403	15,426	0.1
System Total Applications	552,915	577,724	4.5
System Total Applicants	94,178	99,112	5.2

**First year, new, applicants (Carleton data) by region as of  
Jan. 22, 2025 – 101 applicants**

	2024	2025	% Change
All	15,403	15,426	0.1
Ottawa	5,616	5,811	3.5
Other Ontario	9,440	9,354	-0.9
Other	347	261	-24.8

### Items of note from the applicant pool:

- The OUAC 101 application deadline was in mid-January. Carleton's applications over last year for the OUAC 101s are up slightly at 1.1 per cent and the applicant numbers are similar to last year.
- First choice is up more amongst 101s at 1.6 per cent, as are applicants from the Ottawa area at 3.5 per cent. This is encouraging given Carleton's historically strong yield rates amongst these applicants, and considering this means that the university maintained and then built on the double digit increases from last year for these same categories.
- Other Ontario includes a decrease in the GTA at -2.4 per cent. Other includes 101s from the rest of Canada, but mostly international.
- Some of the program areas that increased the most in OUAC applications across the sector include areas that Carleton does not have programs in such as education, health professions and kinesiology. There is a lot of growth in nursing system-wide and at Carleton.
- A notable decrease at the system level, as of Jan. 16, is a 28 per cent decrease in computer science related programs. Carleton's Computer Science program is following that trend with a notable decrease in applicants.
- It is too early to predict international student applications at this time.

## Recruitment Update

From Nov. 2024 through Jan. 2025, the International Admissions and Recruitment team conducted 96 in-person and online events, including school visits, education fairs and in-country partner events, directly engaging with over 522 prospective international students. Notably, the Virtual Open House for International Students in December attracted 410 registrations and 198 attendees from 47 different countries, with the highest participation from India, Nigeria and Ghana.

International Admissions and Recruitment offered Application Q&A and How to Apply webinars in Nov. 2024 and Jan. 2025, with 160 and 127 registrants, respectively. They also hosted an information session for international guidance counsellors, offering updates on admissions and Canadian study permit changes, with 71 counsellors registering from around the world. Email campaigns are also sent regularly to over 16,000 prospective student leads, promoting How to Apply sessions and other cycle-specific events and resources.

The Undergraduate Recruitment Office completed over 500 high school visits from Sept. to early Dec. 2024, including participation in Ontario University Regional Fairs across the province and in Post-Secondary Information Evenings in the Greater Toronto Area with the other Ontario universities. Out of province recruitment has also continued, with tours in British Columbia, Alberta, Quebec, Nova Scotia, New Brunswick and Manitoba.

The Undergraduate Recruitment Office hosted a hybrid Family Information Evening on Dec. 3 with 171 guests joining in person event and 562 guests joining online. The office continues to collaborate with numerous faculties and departments to host in-person and online events, including a Faculty of Engineering and Design Showcase, a Faculty of Public and Global Affairs Showcase, a Nursing Spotlight Event, a Sprott School of Business Spotlight Event and a Humanities Spotlight Event.

The Recruitment Coordinator, Indigenous Initiatives participated in a variety of community events, including the Spirit of the Drum Powwow, an Indigenous Student Career Readiness Program, the Odawa Treaty Event and Summer Solstice Festival. The Undergraduate Recruitment Office also continues to foster and build relationships with the Urban Aboriginal Alternative High School and the other local school boards.

