

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

The 639th Meeting of the Board of Governors
Wednesday, March 6th, 2024 at 3:00 p.m.
Richcraft Hall 2440R

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA

- The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA

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

5. OPEN – ITEM(S) FOR APPROVAL

5.1 Paterson Hall Renovations – Capital Proposal Form (C. Tessier & A. Hamdani)

- Executive summary, presentation and capital proposal form were circulated in advance.

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

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

5.3 2024/2025 Ancillary Budget (A. Hamdani)

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

6. OPEN – ITEM(S) FOR INFORMATION

6.1 Research and International Update (R. Goubran & B. Appel Kuzmarov)

- A presentation & reports were circulated in advance.

6.2 Report from the Chair (G. Farrell)

- A verbal report will be given.

6.3 Report from the President (J. Tomberlin)

- A written report was circulated in advance.

6.4 Committee Chair Updates

- Advancement and University Relations (D. Greenberg)
- Building Program (C. Tessier)
- Finance (A. Hamdani)
- Governance (B. O'Connor)

7. OPEN – OTHER BUSINESS

8. OPEN - QUESTION PERIOD

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

AGENDA ITEM

5.1



To:	Board of Governors	Date of Report: 10 January 2024
From:	Building Program and Finance Committees	Date of Meeting: 06 March 2024
Subject:	Paterson Hall Renovations-Capital Proposal Form	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Building Program and Finance Committees, move to approve the Capital Proposal Form and proceed to a Project Planning Report to include a Class "C" estimate for the Paterson Hall Renovation at a project cost not to exceed \$40 million, as presented.

3.0 EXECUTIVE SUMMARY

The intent of this project is to upgrade building systems such as the envelope, mechanical and electrical systems, fire safety, as highlighted in the May 2021 Building Condition Assessment report prepared by Read Jones Christofferson (RJC) LTD. Also included in the preliminary phase of the project is a study to assess the feasibility of consolidating the MacOdrum Library, Loeb Building and HCI/VSIM cooling plants and to replace them with a consolidated cooling plant within Paterson Hall. The Prime Consultant is to provide three concept design options for Carleton's review.

4.0 INPUT FROM OTHER SOURCES

The Paterson Hall Renovations Capital Proposal Form was prepared by Facilities Management and Planning (FMP) with the information provided by RJC.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

In 2021, Carleton retained RJC consultants to complete a Building Condition Assessment (BCA) of Paterson Hall building to highlight and document deficiencies in the building systems, as well as identify any existing building code concerns.

The following concerns were identified:

- Age-related deterioration of interior finishes, envelope, roofing and pavement systems
- Age-related electrical and mechanical system issues
- Building and Fire Code deficiencies
- Age-related elevator elements

The following energy savings opportunities were identified:

- Upgrading windows and cladding the exterior brick walls with solar panels
- Adding insulation to the roof and re-roofing with an energy-reflecting colour
- Installation of LED light fixtures, room sensors and dimmers
- Upgrading heating pumps and fan motors to be variable, installing automatic flush valves, changing duct system from a dual to a single supply system and pretreating outdoor air intake

The Paterson Building Renewal project provides the opportunity to ensure that the building performs efficiently and strategically aligns itself with the following plans:

- **[Campus Master Plan](#)** Paterson Hall design follows the Campus Design Guidelines in its built form. The established guidelines provide flexibility and structure while encouraging creative, high-quality architectural and design expression and a sustainable campus.
- **[Coordinated Accessibility Strategy](#)** Implementing Physical Campus guidelines, which refer to the reduction and elimination of accessibility barriers, is an opportunity that will be addressed through the Paterson Hall Renewal Project which will align the final design with Carleton's Accessibility Guidelines.
- **[Energy Master Plan](#)** Paterson Hall is to generate a portion of the building's own energy consumption using roof-mounted photovoltaics (PV) and building-integrated Photovoltaic (BIPV) panels for the Building Envelope. These solar power systems, plus the following, will allow the project to meet the objectives and targets identified in the Carleton University Energy Master Plan:
 - Increase the number of renewable or alternative energy projects on campus through the BIPV panels.
 - Achieve annual energy (electricity and gas) consumption reductions using the Pressure-Equalized Rain-Screen Insulated Structure Technique (PERSIST) technology. This improves thermal resistance by implementing thicker insulation and airspace that lets moisture evaporate quickly. This is in addition to the operational efficiencies of the mechanical systems.
 - Pending the business case study results, Paterson Hall may become a central cooling plant feeding the adjacent buildings with a minimum target of \$1.2 million in cost- savings, maintenance efficiency, and decrease redundancy.
- **[Healthy Workplace Strategic Plan](#)** Providing the physical space of the workplace and supporting the first point of connection to their work environment through the exterior aesthetics and interior comfort control.
- **[Strive for Sustainability – Comprehensive Sustainability Plan](#)** Aiming to receive WELL or Green Globes Certification which will provide a roadmap for improving air, water, and light quality with inspired design decisions, operations and occupants' comfort.

6.0 FINANCIAL IMPLICATIONS

Paterson Hall renewal project is currently estimated at \$39.5 million (Class D estimate provided by RJC in 2021) for the overall project. This would be funded from the debenture over a multi-year program. As the project progresses, detailed cash flows will be provided. This does not include any associated costs related to Paterson Hall becoming a central cooling plant, the link from the Indigenous student centre exit to the quad or an additional elevator.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Key risks have been considered and summarized below:

- The current Class D cost estimate, by which the design has been constrained, was prepared in 2021 as part of the building condition assessment.

Mitigation: Engagement of a cost consultant to ensure the project is in line with the budget through all project phases. Include separate prices in the tender to allow for the removal of items to adhere to the budget and to ease the decision-making process.

- With the current Volatile, Unstable, Complex, and Ambiguous (VUCA) market, the previous 2021 class D estimate may not be reflective of the true costs, given inflation, which increases Carleton's risk and liabilities, especially during implementation.

Mitigation: Engage in the services of a schedule and cost consultant and consider value engineering.

- The project implementation requires the occupants of Paterson Hall to be flexible in working remotely and to make use of the allocated swing space in Dunton Tower when required to be on campus.

Mitigation: The Project Committee will co-ordinate and facilitate the schedule and phasing of the temporary relocation of occupants from Paterson Hall to Dunton Tower Swing Space during construction.

- Paterson Hall is listed on the Ottawa Heritage list.

Mitigation: Digital preservation using Building Information Modelling (BIM) and consultations.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Anticipated accessibility improvements, annual energy consumption reductions through Pressure- Equalized Rain-Screen Insulated Structure Technique (PERSIST) technology and Building-Integrated Photovoltaic (BIPV) panels will positively impact Carleton's reputation by improving our impact on the environment and creating functionally improved and inclusive spaces for our community.

The project management team will update project sponsors and stakeholders regularly and inform them of any financial, schedule and operational risks the project may face. Regular meetings will be scheduled to allow for open communication and transparency regarding the project implementation and execution.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Capital Proposal Form

Project Name: Paterson Hall Renovations

Department: Facilities Management and Planning

Last Updated: February 15, 2024

Author: Eric Fletcher

Project Manager(s): Eric Fletcher, Farbod Mir

Executive Sponsor: Lorraine Dyke, Vice-President (Finance and Administration)

Gary Nower, Associate Vice-President (Facilities Management and Planning)

Project Business Case

Project Overview

Paterson Hall was built as a four-storey institutional building called the Arts Building circa 1958. A fifth floor was added circa 1961.

In 2021, Read Jones Christofferson LTD. (RJC) conducted a Building Condition Assessment on Carleton University's behalf. The primary deliverable was a report with a review of all major building systems, as well as a review of Paterson's conformance to the Building Code in order to outline key performance enhancements. The Paterson Hall building renewal has been initiated to address the base building, envelope, and below-grade areas of concern identified in the RJC assessment.

Interior fit-up opportunities could be considered during the early design phase. The building occupants will work with the project committee to request any design enhancements to interior space. This work would be funded separately by the requestor. This may also impact overall schedule.

Issue/Opportunity

- Incorporating Integrated Photovoltaic Panel (BIPV) to generate electricity; outputs will be determined by the end of the concept design.
- Potential lower cost of ownership due to maintenance-free solar panels for 25 years (pending the type of agreement) – The anticipated GHG emissions reduction is to be determined at the end of the concept design.
- The use of the Pressure-Equalized Rain-Screen Insulated Structure Technique (PERSIST) construction method to increase building insulation, resulting in improving the energy efficiency of the building.
- Accessibility upgrade – door width, vertical circulation (elevator), washrooms.
- Possible interior fit-up and Functional Programming opportunities (Departmental funded).
- Utilization of Building Information Modelling Process (BIM) will allow for increased efficiency in planning and design with the goal of optimizing the construction schedule by resolving design conflicts as early as possible.
- Possibility of Paterson Hall becoming a central cooling plant. This provides a cost savings opportunity (~\$1.2 million) by replacing the Loeb, Tory building and MacOdrum Library chillers; outputs will be determined at the end of the concept design and business study report.

Project Goal

The project goal is to:

- Decrease operating costs over the next 25 years through Building Integrated Photovoltaics (BIPV).
- Increase energy efficiencies and thermal comfort throughout the building using the Pressure-Equalized Rain-Screen Insulated Structure Technique (PERSIST), and increased R-Value.
- Upgrade to energy-efficient mechanical/electrical equipment, existing systems are currently at the end of their life lifecycle and replacement parts are obsolete.
- Maximize energy cost savings and reduce GHG emissions.
- Improve occupants' satisfaction through enhancement to mechanical systems, accessibility infrastructures and overall code compliance.
- Receive WELL Certification or Green Globes – Roadmap for improving the quality of the air, water, and light with inspired design decisions, improving operations and occupants' comfort.

Project Duration Estimates

Project Milestone	Date Estimate	Confidence Level
Project Start Date	February 2024	High
Capital Proposal Form to Board of Governors for approval	March 2024	High
Business Case Report, Concept Design & Revised Class D Estimate Due	April 2024	Medium
Board Approval to continue to Schematic	September 2024	Medium
Schematic Design Submission Due	December 2024	Medium
Project Planning Report to Board of Governors for approval	March 2025	Medium
Design Development Submission Due	May 2025	Medium
Final Construction Documents Submission Due	November 2025	Medium
Project Implementation Report to Board of Governors for approval	December 2025	Medium
Request for Tender	January 2026	Medium
Proposed move to Swing Space	June 2026	Medium
Construction Start Date	June 2026	Medium
Project End Date	September 2029	Medium

Project Conditions

Project Assumptions

- After-hours /weekend work might be required throughout the construction period to accommodate university operations and the building occupants.
- Lead times for equipment/ fixtures delivery may impact the schedule.
- Shut Down request timeframes need to be incorporated during construction.
- Building to be decanted wing by wing in two phases.
- Separate funding above the \$40 million will be required if the option to proceed with Paterson Hall becoming a central cooling plant is deemed feasible and is approved.
- Additional work related to classroom upgrades or occupant interior fit-up opportunities, additional elevator, and a link from the Indigenous Student Centre exit to the Quad is to be separately funded outside of the \$40 million.

Project Risks

Key risks have been considered and summarized below:

- Disruption to building occupants. (Faculty and Staff).
Mitigation: Collaborative communication plan and phased approach to relocating occupants to temporary locations.
- The current market for materials and labour is in flux. This presents a risk related to schedule and budget.
Mitigation: Engage the services of schedule and cost consultants.
- The age of the building increases the probability of unforeseen conditions, which may impact the schedule and budget.
Mitigation: Intrusive testing prior to construction and the use of Building Information Modelling (BIM).
- \$39.5 million budget is based on a Class D assessment report completed in 2021.
Mitigation: Engagement of a cost consultant to ensure the project is in line with the budget through all phases of the project. Include separate prices in the tender to allow for the removal of items to adhere to the budget and to ease the decision-making process.
- Paterson is listed on the Ottawa Heritage list.
Mitigation: Digital preservation using Building Information Modelling (BIM) and consultations.

Project Constraints

- Potential for overlapping projects (Loeb Building envelope renewal project and Indigenous Learning Centre).
- Availability of required swing space on campus.
- Budget of \$39.5 million to complete the renewal based on the 2021 Building Condition Assessment class D estimate.

Environmental Considerations

- The environmental impacts are negligible.
- The building has an Asbestos-Containing Material record (ACM); a Designated Substance Report (DSR) is complete and will be incorporated into the tender documents.

Project Financing

Project Costs

The project budget of \$40 million was established in 2021 - \$500,000 was utilized for the immediate repairs of the soffit and exam centre work, leaving a budget of \$39.5 million remaining.

Revised Class D estimates will be prepared based on the three concept designs and delivered in April 2024.

Project Funding

- Debenture
- Departmental (for optional fit-up/Functional Programming)
- Potential Facilities Renewal Program Funding

Project Operating Impact

Decreasing the cost of ownership on maintenance and operation by utilizing:

- Roof-mounted Solar PV & BIPV for Building Envelope will generate a portion of the building's own energy consumption; maintenance costs are minimal as BIPV panels are self-cleaning;
- Pressure-Equalized Rain-Screen Insulated Structure Technique (PERSIST) will increase insulation (subsequently the R-Value), as well as the addition of an air barrier for condensation removal. This will allow the envelope to have a superior performance, reflecting on the energy consumption and efficiencies of the mechanical systems;
- The use of more efficient mechanical and electrical systems will maximize energy cost savings and reduce GHG emissions.

Financial Assumptions

The following financial assumptions have been made in the preparation of the cost estimate:

- Based on the 2021 Building Condition Assessment class D estimate, the budget for the project is \$39.5 million (\$40 million, less Soffit Repairs of \$500,000) and will be funded by the debenture.
- No "accelerated" schedule premiums have been considered.
- The project will be competitively bid to ensure that the university receives the best value.
- Separate funding above \$39.5 million will be required to proceed with the following scopes (if selected):
 - Consolidated Central Cooling Plant
 - Link from the Indigenous Student Centre exit to the Quad
 - Additional elevator

Financial Resources Signoff:

Project Critical Success Factors (Key Performance Indicators)

Project Critical Success Factors

Quality – The building is anticipated to perform efficiently from an energy perspective based on the following:

- The use of the BIPV will generate electricity which translates to further cost savings.
- As part of the Carleton University GHG emissions targets, the project will reduce annual emissions.
- The Facility Condition Index and System Condition Index will decrease as the condition of the building improves.

Cost – Budget vs. Actual

Schedule – Planned vs. Actual

APPROVALS

Project Manager:

Eric Fletcher
Senior Project Manager

Date: _____

AVP Facilities
Management Planning:

Gary Nower

Date: _____

Vice-President
Finance & Admin.:

Lorraine Dyke

Date: _____

Interim President:

Jerry Tomberlin

Date: _____

Paterson Hall Renovations

February 2024

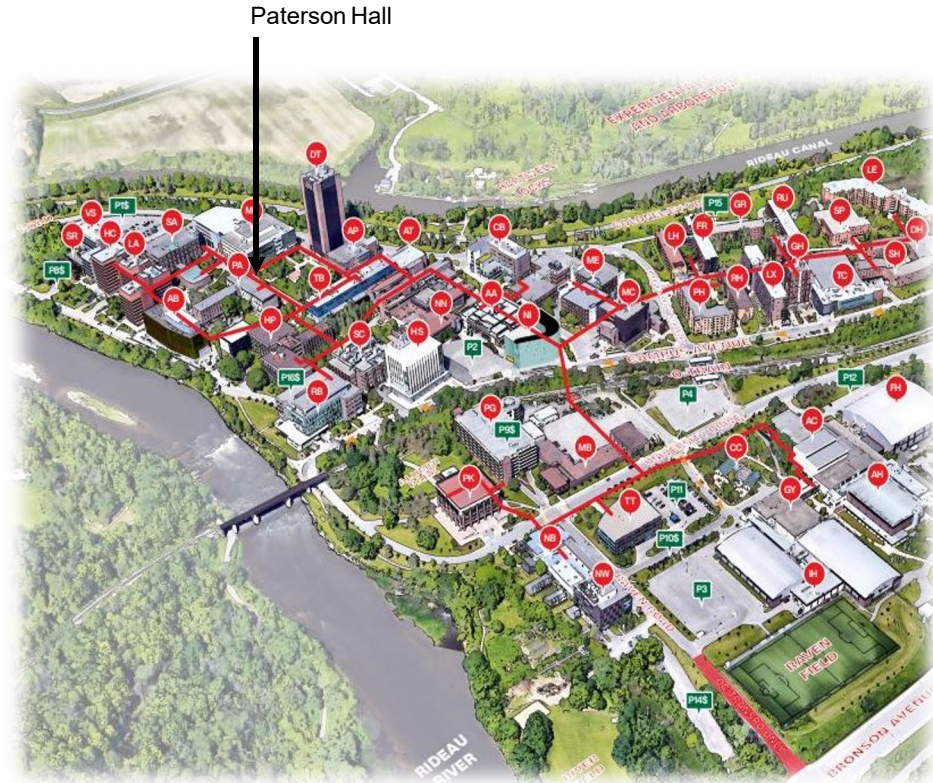
Executive Summary

In 2021, Carleton retained Read Jones Christofferson LTD. (RJC) consultants to complete a Building Condition Assessment (BCA) of the Paterson Hall building to observe and document deficiencies in building systems, as well as conformance to the building code.

BCA Recommendations:

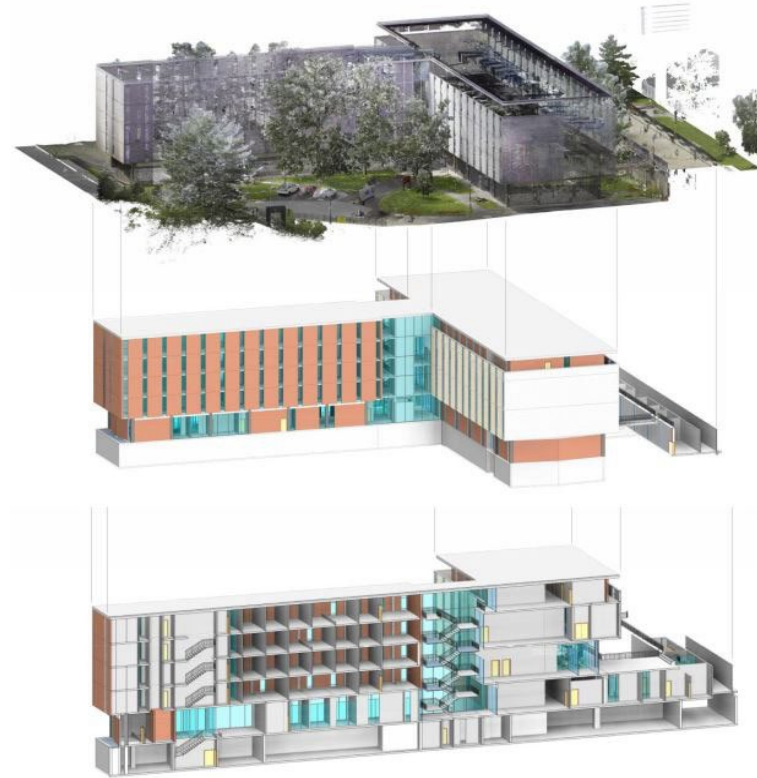
- a) Required repairs and upgrades
 - Building envelope, interior and exterior finishes, mechanical and electrical systems along with fire safety systems
- b) Opportunities identified for energy-saving measures
 - Building envelope upgrades (cladding and roof)
 - Overall mechanical and electrical system upgrades

Total estimated cost (2021): \$39.5 million



Occupants

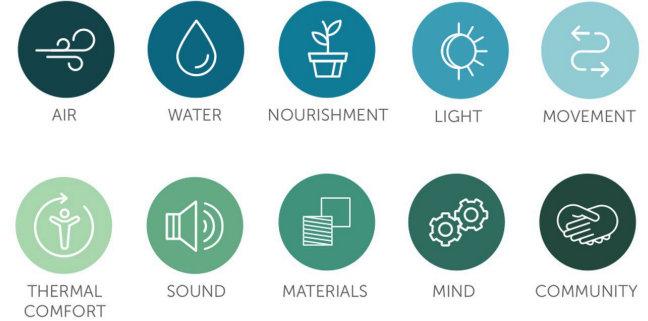
Faculty of Arts and Social Sciences, Exam Centre, Ojigkwanong Indigenous Student Centre, Classrooms, Scotiabank



Paterson's model, developed by the Carleton Immersive Media Studio (CIMS)

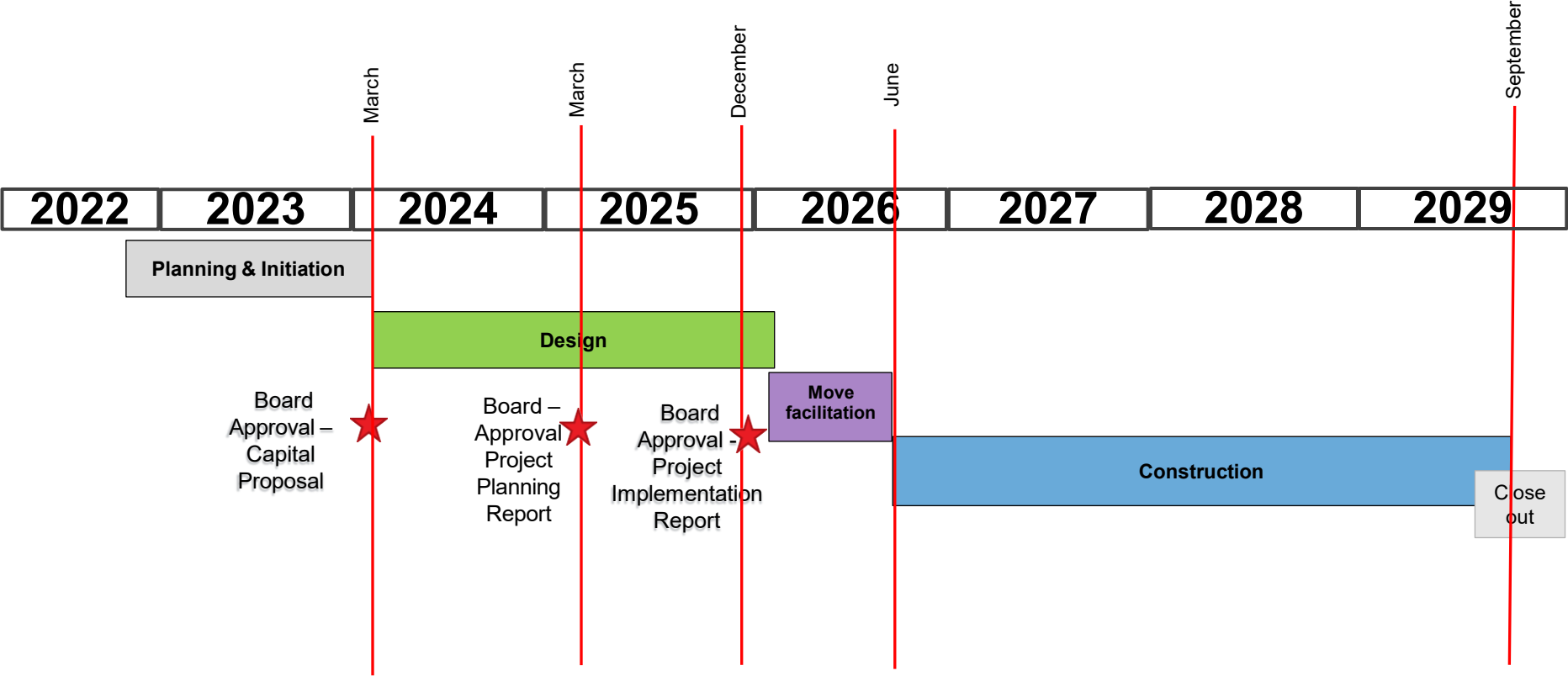
Opportunities

- Decrease the cost of ownership on maintenance and operations by utilizing:
 - Roof-mounted solar photovoltaics (PV) and building-integrated photovoltaics (BIPV) for building envelope
 - Pressure-Equalized Rain-Screen Insulated Structure Technique (PERSIST)
 - More efficient Mechanical & Electrical systems
- Maximize energy cost savings and reduce Greenhouse Gases (GHG) emissions
- Improve occupants' satisfaction and building aesthetics
- Possibility of Paterson Hall becoming a central cooling plant
- Aim to receive [WELL](#) or [Green Globes](#) Certification



WELL Certification 10 Concepts

Project Schedule



Stakeholders and Funding

Stakeholders

- Faculty of Arts and Social Sciences
- Facilities Management and Planning (FMP)
- Scotiabank
- Scheduling and Examination Services
- Teaching and Learning Services

Funding

- Debenture
- Potential Facilities Renewal Program Funding
- Potential Departmental Funding

Summary

- Achieve annual energy (electricity and gas) consumption reductions
- Improve the overall condition of the building and extend the building's useful life
- Align with Carleton's commitment to sustainability
- Reduce Carleton's carbon footprint
- Minimize the required ongoing and long-term maintenance over a 25-year span
- Opportunity for Paterson Hall to become a Central Cooling Plant with a target of a minimum of \$1.2 million in cost-savings (separate funding above \$39.5 million would be required).

Motion

On the recommendation of the Building Program and Finance Committees, move to approve the Capital Proposal Form and proceed to a Project Planning Report to include a Class “C” estimate for the Paterson Hall Renovation at a project cost not to exceed \$40 million, as presented.

AGENDA ITEM

5.2



To:	Board of Governors	Date of Report: 10 January 2024
From:	Building Program and Finance Committees	Date of Meeting: 06 March 2024
Subject:	Decommissioning of P9 Parking Garage – Project Planning Report	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

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

3.0 EXECUTIVE SUMMARY

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

The engineering firm prepared a five-year expenditure plan for P9 that targeted a 2024 decommissioning date.

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

4.0 INPUT FROM OTHER SOURCES

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

Carleton University

- Facilities Management and Planning Project Management Team

- Parking Services Management Team

External Professional Services

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

City of Ottawa

- Transportation Services Department

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

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

6.0 FINANCIAL IMPLICATIONS

A.W. Hooker's 2022 Class D estimate (+/- 25%) for the demolition portion only was \$3,888,000, excluding taxes. This estimate was based on the demolition of the structure at and above grade. Below grade infrastructure, inclusive of but not limited to, footings, tunnel, high-voltage loop, fibre optic cabling, and project soft costs are not included as part of the 2022 estimate. A motion was brought forward to the Board of Governors recommending a budget of \$5 million in order to capture these additional construction scope costs. Based on Moriyama Teshima's 90% drawings, Turner & Townsend returned a Class B estimate for construction of \$4,701,000 excluding taxes. This value does not reflect project soft costs and only relies a contingency value of 2.5%. The current estimate of total project costs is \$5,885,269 including 10% contingency and taxes at 3.41%. This value is expected to rise due to work restrictions and protection requirements from the City of Ottawa in relation to the operating Light Rail Transit (LRT) system. This amount could be approximately \$2M. The continued annual investments in maintaining P9 will cease once the asset is decommissioned.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

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

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

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

planning. Ongoing communications with the campus community and key stakeholders are part of project management oversight.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Project Planning Report

Parking Garage (P9) Demolition – Project # 168318

I. Membership of Project Committee

The project committee is as follows:

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

II. Terms of Reference

The P9 Parking Garage Demolition project is under the oversight of the [Capital Planning Policy](#). The capital proposal form for the P9 Demolition was presented to the Board of Governors and approved on April 24, 2023 with a budget of \$5 million.

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

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

In an effort to minimize risks during construction, a Topographic survey, Designated Substance Report and Phase I Environmental Site Assessment were completed. A Phase II Environmental Site Assessment is ongoing.

III. Background Information

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

P9 is at the final year, year five of five, of ongoing monitoring and progressive repairs required in order to keep the structure operational until its final decommissioning and demolition in spring 2024. A feasibility report was completed in June 2021 by Moriyama Teshima Architects, which analyzed different demolition techniques and was used by A.W. Hooker to produce a Class D construction estimate of \$3,888,000 in 2022.

The Board of Governors approved the Capital Proposal Form for the demolition of P9 on April 24, 2023 with a budget of \$5 million. Moriyama Teshima Architects has been retained as the Prime Consultant for the project and has developed a drawings and specifications package to issue for tender. The P9 Demolition project will allow Carleton to safely demolish the aging structure, which has reached the end of its useful life, and will obviate the need for continued investment in maintaining a deteriorated asset.

IV. Statement of Academic Plan

This section is not applicable to this project.

V. Space Program

This section is not applicable to this project

VI. Functional Plan

Phase I: Fibre Optic Cable Relocation

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

Phase II: Demolition and Site Renewal

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

VII. Environmental Impact

The project will be guided by Carleton's Sustainability Strategic Plan and Waste Diversion plan and all construction waste will be disposed of in accordance with regulatory standards and processes. Designated Substance Reports (DSR) have been completed to ensure hazardous materials are contained and disposed of according to provincial guidelines. An Environmental Site Assessment Phase II is ongoing to identify any potential issues related to soil or groundwater contamination.

VIII. Special Considerations

The close proximity to the Light Rail Transit (LRT) corridor presents a significant challenge as

the Trillium Line is anticipated to be in its testing stage and beginning normal operations during the implementation of this project. The City of Ottawa has communicated several restrictions and protections to be incorporated into the project, which will have an impact on schedule and budget.

ITS has flagged the Data Centre on the 4th floor in Pigiavik and a network point located in the service tunnel between P9 and Pigiavik as areas of concern in relation to vibration during demolition activities. Analysis and mitigation measures will be undertaken to avoid network disruptions.

IX. Resource Implications

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

Phase I Construction:

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

Phase II Construction:

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

Turner & Townsend provided a Class B estimate for construction of \$4,701,000 excluding taxes. The Class B estimate does not include the secondary effects identified by the city. The secondary effects are under continuing review and will be dependent upon the operational status of the LRT at the time of demolition.

X. Operating Life Cycle Costs (TCO)

This section is not applicable to this project.

XI. Other Related Costs

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

XII. Funding Sources and Cash Flow Analysis

The project is funded by Parking Services.

Schedule

Phase I construction (fiber optic cable relocation) is to be completed prior to April 2024. The contract for Phase II will be awarded in March 2024, with mobilization anticipated in April. The P9 Garage will be permanently closed at the end of April with barriers in place to prevent vehicles from entering. Demolition is anticipated to begin in May 2024 and be completed by end of August. Site reinstatement is expected to be completed by October 2024.

XIII. Recommendations

At this time, it is recommended to proceed to tender with the Decommissioning of Parking Garage P9 as the benefits will be two-fold: the project will eliminate the need for Carleton to allocate funding to a deteriorating asset and will yield a site that can be allocated for future use.

APPENDICES:

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

Table 1: Total Project Cost Estimate (TPC)

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

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

Decommissioning of P9 Parking Garage

February 2024

Executive Summary

- Parking Garage P9 was built in 1969.
- It is exhibiting signs of significant structural deterioration and in line with the 2018 Capital Plan Engineering Study, is reaching the end of its service life
- Carleton has completed the final year of a five-year monitoring and repair program employed to maintain the parking structure until its planned decommissioning in spring 2024
- Project has an approved budget of \$5 million.



Project Objective

- Eliminate the need for Carleton to spend money to maintain a deteriorating asset.
- Decommission P9 in a way that best supports the intended use of the site in the future



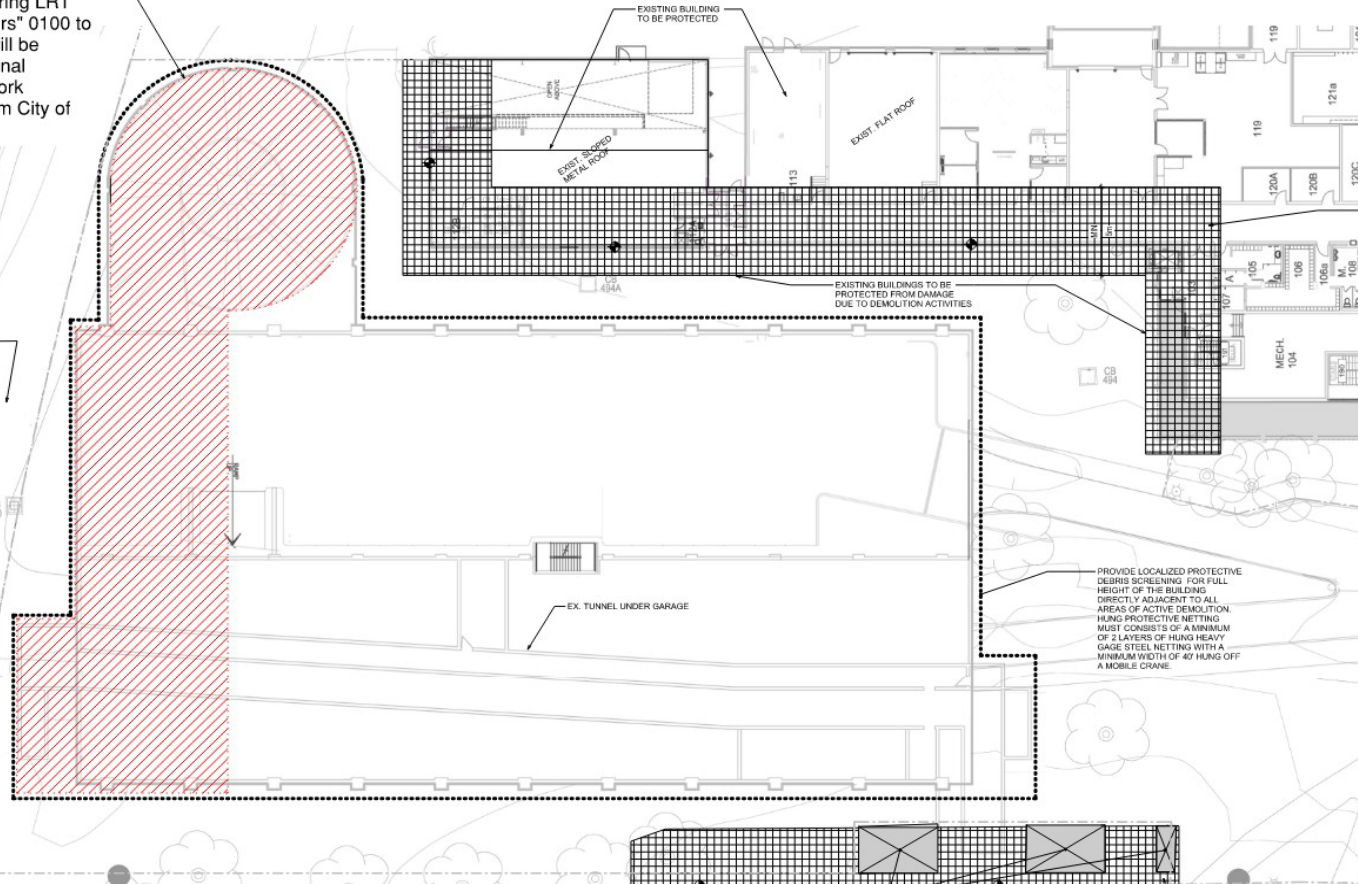
Planning

- Moriyama Teshima Architects (MTA) were retained as prime consultant and have developed drawings and specifications
- Turner and Townsend returned a Class B construction cost estimate of \$4,701,000 excluding taxes
- Topographic survey, designated substance report and environmental surveys were conducted
- ITS identified two areas within Pigiavik of concern due to vibration sensitivities
- Engaged City of Ottawa representatives to discuss requirements due to proximity of O-Train Line
- Demolition permit application submitted to City of Ottawa
- Communications strategy developed and initiated for permit holders, occupants of adjacent buildings and Carleton community as a whole

City of Ottawa Area of Concern

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

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



Risks

City of Ottawa

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

Vibration Analysis

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

Updated Budget

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

Stakeholders and Funding

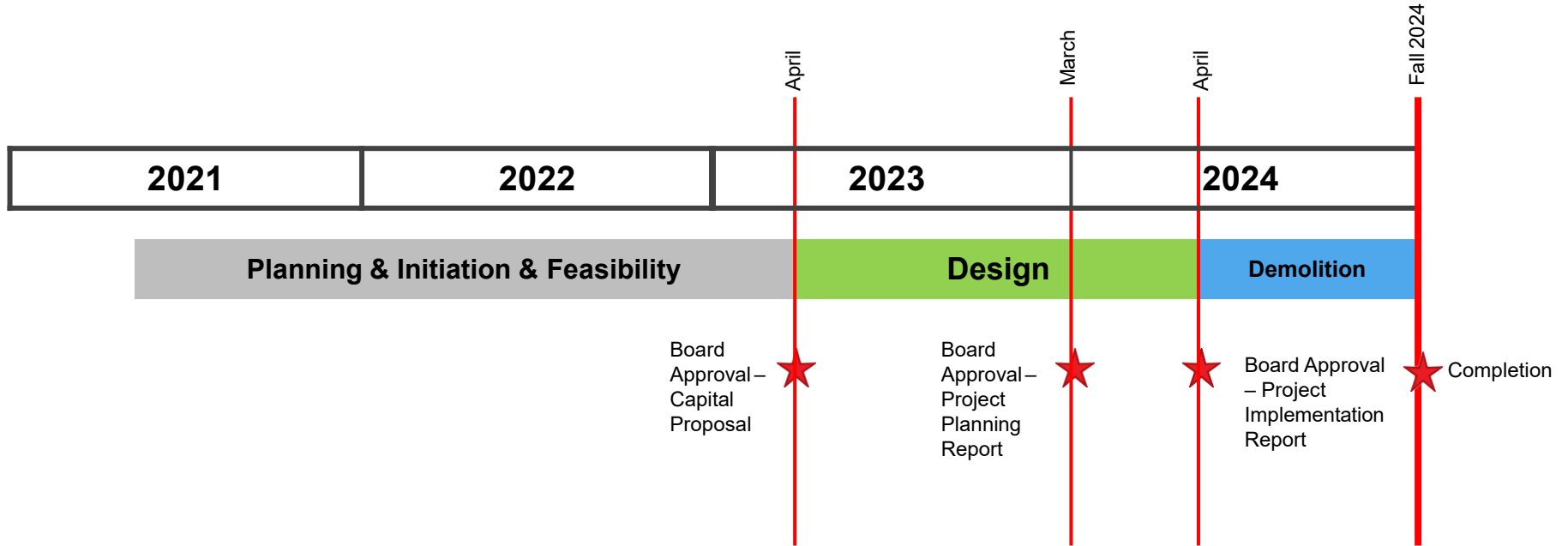
Stakeholders

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

Funding

- Parking Services
- Budget of \$5 million approved by Board of Governors April 24, 2023
- Increased costs require Board approval
- City of Ottawa requirements and restrictions pose significant risk to project budget

Project Schedule



Summary

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

Motion

Move to recommend to the Board of Governors, to approve the Project Planning Report and proceed to a Project Implementation Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$8 million, as presented.

AGENDA ITEM

5.3



To:	Board of Governors	Date of Report: 25 January 2024
From:	Chair, Finance Committee	Date of Meeting: 6 March 2024
Subject:	Proposed Budget for Ancillary Services 2024-25	
Responsible Portfolio:	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 approval of Carleton's 2024-25 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 2024-25 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 2023-24 year, as well as the priorities for the 2024-25 year, and a 3-year capital reinvestment plan for each ancillary unit.

While the financial recovery of ancillary units was not immediate, current year financial projections indicate that the 2023-24 ancillary portfolio revenue of \$72.5M will exceed the pre-pandemic revenue level of \$69.5M. The ancillary portfolio is expected to end the 2023-24 fiscal year with an operating surplus of \$4.3M, which will increase the accumulated surplus to \$40.1M.

For 2024-25, Carleton's Ancillary Services Budget provides for total revenue of \$75.2M, operating expenses and transfers of \$49.8M and capital expenditures and debt repayment of \$33.2. As a result of capital expenditures, most notably the \$8M expense for the demolition of the P9 parking garage, the ancillary portfolio is anticipated to end the 2024-25 fiscal year with an annual deficit of \$7.8M, which will draw down the accumulated surplus to \$32.3M.

In 2023-2024 the University completed facility assessments for all ancillary units and developed capital plans to prioritize necessary work and to identify funding for long-term investment needs. Necessary deferred maintenance projects are expected to continue to draw down the accumulated surplus in coming years.

4.0 INPUT FROM OTHER SOURCES

Each ancillary unit has provided input into their respective 2024-25 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; Nideyinàn ; Carleton Dominion-Chalmers Centre; The Bookstore; 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. The COVID-19 pandemic placed significant financial pressure on the university ancillary operations. With the exceptions of The Print Shop and the Bookstore ancillary revenues will exceed pre-pandemic levels and the majority of pandemic related deficits have been eliminated. Ancillaries will focus on generating operating surpluses to fund reinvestment in ancillary services

and facilities, and address identified capital reinvestment projects. Highlights of the proposed 2024-25 budget are as follows:

- **Housing, Residence Life & Conference:** budgeted annual surplus of \$1.6M (accumulated surplus of \$17M) – Housing is budgeting for improved revenues, with occupancy budgeted at 95%. Capital reinvestment projects will consist of chiller replacement, roof replacements, and continuation of the card access update. Proposed 2024-25 increases for Residence Board fees are 4.6%.
- **Dining Services:** budgeted annual deficit of \$1.3M (accumulated surplus of \$2.1M) – Draw down of accumulated surplus is expected as a \$1M down payment is planned for the dining hall expansion project. Due to increasing food and labour costs, proposed Residence Dining Plan increases are 6.5%.
- **Physical Recreation and Athletics:** budgeted annual deficit of \$455K (accumulated surplus of \$16.3M) – A significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2024-25 increase for student fees follows CPI (3.7%). Stronger revenues are anticipated and Athletics will draw down their accumulated surplus to address necessary capital reinvestment within its facilities.
- **Parking Services:** budgeted annual deficit of \$6M (accumulated deficit of \$6.7M) – Although revenues are expected to increase, the budgeted deficit is driven by significant facilities projects most notably \$8M for the demolition of the P9 Parking Garage. A 10% increase in parking permit rates has been budgeted for 2024-25 to allow for continued spending on capital reinvestment and elimination of the department's accumulated deficit over time.
- **Health and Counselling Services:** budgeted annual deficit of \$149K (accumulated surplus of \$1.8M) – The budgeted deficit is due to increased staffing costs and will be covered by their accumulated surplus. A significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2024-25 increase is consistent with CPI (3.7%). A referendum will be held to add a mental health fee for the 2024-25 year, to eliminate the operating deficit and grow the program to meet the needs of the student body.
- **The Print Shop:** budgeted annual surplus of \$96K (accumulated deficit of \$455K) – By strategically reducing the Printer Fleet and partnering with Facilities Maintenance and Planning to produce office signage previously outsourced to an external vendor The Print Shop has returned to profitability. They will receive a \$1M transfer from the ASF to help offset the deficit incurred during the pandemic. Despite their successful rebound and positive income projections, the Print Shop will not be able to fully repay this deficit without this support.
- **Campus Card:** budgeted annual deficit of \$33K (accumulated surplus of \$306K) – Continued increase of activity on campus will result in improved revenue from dining, laundry commissions, and lost card fees. Upcoming special projects include the pilot of a merged UPass and Campus Card in Spring 2024.
- **NWRC Building:** budgeted annual deficit of \$35K (accumulated surplus of \$624K) – 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 \$1.6M (accumulated surplus of \$894K) – A full building assessment was completed in 2022 and a capital plan has been developed to address the necessary capital reinvestment. The plan projects spending \$7.8M 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 2024-25 and an accumulated deficit is anticipated in 2025-26 and 2026-27.
- **Carleton Dominion-Chalmers Centre (CDCC):** budgeted annual deficit of \$63K (accumulated surplus of \$262K) – With the return of events CDCC has a number of events and initiatives planned to increase

operating revenues. 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 \$1.3M over the next three years depleting the accumulated surplus by 2025-26. To help support capital spending, a funding strategy is being developed.

- **The Bookstore:** budgeted annual deficit of \$219K (accumulated deficit of \$254K) – The projected 2024-25 deficit will eliminate the accumulated surplus. While remaining a necessary service, The Bookstore continues to face financial challenges due to declining sales in all categories. The university will explore all options in 2024-25 to determine the best way forward to support students and faculty.
- **Ancillary Strategic Fund (ASF):** budgeted annual deficit of \$594K (accumulated surplus of \$363K) – The projected 2024-25 annual deficit, the result of a strategic allocation to The Print Shop, will be covered by the accumulated surplus. Revenue is derived from external sponsorships and rentals and internal contributions. Internal contributions are paused while ancillary units focus on rebuilding their surpluses for capital reinvestment. A strategic allocation of \$1M was made to the Print Shop to reduce the \$1.5M deficit incurred as a result of the operational shut down during the COVID-19 pandemic. Despite the successful rebound and positive income projections, the Print Shop will not be able to fully repay this deficit without support.

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 \$32M at the end of 2024-25. Three ancillary units Parking Services, The Print Shop, and The Bookstore are expected to be in an accumulated deficit position at the end of 2024-25. Parking Services plans to eliminate this deficit with annual increases to rates to align with market rates. The Print Shop has returned to annual profitability. The university will assess various options for the Bookstore to determine the best approach for supporting students and faculty going forward. 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 3.7% for the Ottawa region. Revenues for 2024-25 are expected to exceed pre-pandemic levels and it is anticipated that in 2024-25 the ancillary units will have a combined surplus of \$32M. The return to surplus has allowed the ancillary units to focus on 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 checked="" 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"/>

Carleton University Ancillary Services

2024-25 Proposed Budget

March 6, 2024

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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 Bookstore; 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 (see Appendix B, C, D and E).

Ancillary Services Financial Plan

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Revenue	72,474	72,468	75,229	81,650	82,554
Expenses	48,902	46,754	49,828	53,676	54,646
Operating surplus (deficit)	23,572	25,714	25,401	27,974	27,908
Renovations and capital debt	21,826	21,720	33,170	32,096	28,014
Surplus (deficit) before transfers	1,746	3,994	(7,769)	(4,122)	(106)
<u>Transfers to ancillaries</u>					
Operating: deferred Maintenance	127	339	-	-	-
Surplus (deficit) for the year	1,873	4,333	(7,769)	(4,122)	(106)
Opening accumulated surplus	35,782	35,782	40,115	32,346	28,224
Closing accumulated surplus	37,655	40,115	32,346	28,224	28,118

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 the COVID-19 pandemic placed significant financial pressure on the university ancillary operations, the majority of ancillary revenues have returned to pre-pandemic levels. Two notable exceptions are The Print Shop and The Bookstore that will be discussed in detail within this report. For 2023-24, gross revenue is projected to exceed pre-pandemic levels of \$69.5M. The ancillary portfolio is expected to end the 2023-24 fiscal year with a surplus of \$4.3M which will increase the accumulated surplus to \$40.1M.

In 2024-25 revenue is anticipated to exceed \$75M however capital re-investment of \$33M is expected to draw down the aggregate surplus. With the assistance of Facilities Management & Planning ancillary units with capital requirements performed reviews of their existing and anticipated deferred maintenance. Based on these reviews individual ancillaries developed capital plans to prioritize necessary work and fund long-term capital investments. The capital plans are discussed in respective sections within this report. By the end of 2024-25 it is anticipated that the aggregate ancillary surplus will be \$32.3M.

The financial plans for each ancillary service are detailed below. Appendix A also provides a summary of the ancillaries 2023-24 projections, 2024-25 proposed budget, and 2025-26 to 2026-27 projections.

Housing, Residence Life, and Conference Services

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

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
<u>Revenue</u>					
Residence fees	27,047	25,400	26,458	31,174	32,091
Conference operations	2,075	1,923	2,125	2,218	2,313
Other income	460	1,123	960	960	960
	29,582	28,446	29,543	34,352	35,364
 Operating expenses and transfers	 17,028	 15,451	 15,843	 18,562	 18,981
 Operating surplus (deficit)	 12,554	 12,995	 13,700	 15,790	 16,383
<u>Renovations and capital debt</u>					
Capital debt	5,721	5,729	5,748	9,761	9,217
Deferred maintenance	5,500	5,491	3,400	5,175	5,500
New residence – furniture	-	-	3,000	-	-
	11,221	11,220	12,148	14,936	14,717
 Surplus (deficit) for the year	 1,333	 1,775	 1,552	 854	 1,666
 Opening fund surplus	 13,720	 13,720	 15,495	 17,047	 17,901
Closing fund surplus	15,053	15,495	17,047	17,901	19,567

Overview

Housing, Residence Life, and Conference Services manages residence facilities that can accommodate approximately 3,600 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.

2023-24 Highlights

- The university has historically been unable to meet the demand for accommodations from upper year students. In addition, the university's long-term housing strategy includes the conversion of some double rooms to single rooms. Due to lower than anticipated first-year student enrolment of international students and of students from the greater Toronto area, the university was able to implement these changes in 2023-24. 106 double rooms were converted into single rooms to accommodate upper year students and overall residence occupancy rates were approximately 96%. The resulting decrease in incremental revenues was offset by strong summer revenues and by strategically reducing costs.
- Housing and Residence Life continued to focus on inclusion by hiring an Equity, Diversity, and Inclusion Officer to support its EDI Action Plan and has launched the Black Student Hub for the Black Community in residence.
- Conference Services' events and summer accommodations continue to rebound from the pandemic, a combination of new clients and increases in accommodation rates support a projected surplus of \$460K which will be allocated to Housing.

2024-25 Priorities

- For the upcoming fiscal year, Housing and Residence Life is conservatively budgeting for a 95% occupancy rate.
- Proposed residence fees have been strategically increased by room type. The weighted average increase is 4.6%. The proposed increases will allow the department to manage increasing cost while remaining competitive with other Ontario higher education institutions (see Appendix B and C.)
- Housing and Residence Life will formulate a business plan to explore initiatives for maximizing occupancy and concurrently Conference Services will develop a strategic plan to support growth of facility and summer accommodation revenues.

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:

	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Roof replacements	1,166	300	-	-
Mechanical room upgrades	2,150	-	500	1,400
Card access	1,500	1,300	-	-
Chiller replacement	50	1,100	-	-
Leeds House major renovation	-	50	2,200	2,500
Window replacement	-	-	-	1,500
Furniture & fixtures	300	-	1,350	-
Other projects	325	650	1,125	100
Total reinvestment	5,491	3,400	5,175	5,500

- On an annual basis, Housing will allocate over \$5M for capital reinvestment which should be sufficient to manage identified deferred maintenance and capital reinvestment requirements.
- For 2023-24, construction of Rideau House has continued, and it is expected to open in the fall of 2025.
- Other 2023-24 capital reinvestment projects include mechanical room upgrades and card access for Stormont/Dundas, roof replacement for Prescott and Lanark, building control updates for Grenville and new bedroom furniture for Russell/Grenville.
- Capital reinvestment projects planned for 2024-25 include the chiller replacement in Prescott House, Teraanga Commons roof replacement, and the commencement of planning for the major renovation of Leeds House, which is expected to take two years at a cost of \$4.7M.

Dining Services

The budget for Dining Services is summarized as follows:

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
<u>Revenue</u>					
Commission income	7,689	6,990	7,465	8,501	8,754
Other income	171	52	52	52	52
	<u>7,860</u>	<u>7,042</u>	<u>7,517</u>	<u>8,553</u>	<u>8,806</u>
Operating expenses	<u>4,122</u>	<u>4,142</u>	<u>4,779</u>	<u>4,958</u>	<u>4,563</u>
Operating surplus (deficit)	3,738	2,900	2,738	3,595	4,243
<u>Renovations and capital debt</u>					
Deferred maintenance	1,800	550	1,750	1,050	1,100
Internally financed loan repayments	696	696	1,326	1,773	1,773
Downpayment new caf.			1,000		
Lump sum payment Internally financed loan				500	1,000
	<u>2,496</u>	<u>1,246</u>	<u>4,076</u>	<u>3,323</u>	<u>3,873</u>
Surplus (deficit) for the year	1,242	1,654	(1,338)	272	370
Opening fund surplus	1,823	1,823	3,477	2,139	2,411
Closing fund surplus	3,065	3,477	2,139	2,411	2,781

Overview

Dining Services operates 17 locations across campus with over 24 food concepts ranging from coffee franchises to local food providers. The residence dining hall, *the caf*, 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.

2023-24 Highlights

- Dining Services anticipates a surplus of \$1.7M for 2023-24. This will increase the accumulated surplus to \$3.5M. This surplus is earmarked for necessary facility reinvestment.
- Commission revenues are lower than plan due to reduced meal plan revenue related to decreased residence occupancy. In addition, retail activity has not returned to pre-pandemic levels.

- To support rebounding of retail operations, Dining Services will open two new retail concepts. The first, Chattrime bubble tea opened in January 2024 in the Canal building. Additionally, an autonomous store will open in February 2024 within the Nideyinàn center marking one of the initial instances of such stores on a university campus.
- To support the opening of Rideau House and the increase in residence occupancy, Dining services initiated the expansion of the existing Dining Hall, *the caf*. The university received board approval for the renovation of the dining hall with a total budget of \$8.5M. The construction began in November 2023 and the facility will be open to students in fall of 2024.

2024-25 Priorities

- In the upcoming year, Dining Services plans to review and enhance meal plan offerings for commuter students and staff. There are also plans to expand all-access plans for residence students.
- The Bakers restaurant will be relocated to the Richcraft building in 2024. The renovation will rejuvenate the restaurant concept and create a destination for students and staff. This relocation will also support Conference Services as an additional premium rental location.
- As a result of increased food and labour costs, proposed Residence Dining Plan fee increases are 6.5%. This increase will allow us to remain competitive with other Ontario institutes.

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:

	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Dining Hall expansion	8,500	-	-	-
Bakers relocation	-	550	-	-
Library Starbucks	-	-	700	-
Athletics Subway	-	-	-	250
Commons Infrastructure	150	1,200	350	850
Other projects	400	-	-	-
Total reinvestment	9,050	1,750	1,050	1,100

- 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 7.7%. 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 including the Library Starbucks and the Subway in Athletics. In addition, as noted above, the Tim Horton's in Richcraft will be converted to a full-service dine in location (Bakers) in 2024-25.

- 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:

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
<u>Revenue</u>					
Student Athletics fee	6,167	6,513	6,578	6,644	6,710
Other income	8,262	8,556	8,778	8,893	9,039
Internal revenue	1,317	1,479	1,503	1,527	1,552
	15,746	16,548	16,859	17,064	17,301
Operating expenses	14,077	13,552	14,783	15,327	15,892
Operating surplus (deficit)	1,699	2,996	2,076	1,737	1,409
<u>Renovations and capital debt</u>					
Deferred maintenance	1,091	1,673	1,982	2,001	2,278
Capital debt	549	549	549	549	549
	1,640	2,222	2,531	2,550	2,827
Surplus (Deficit) for the year	29	774	(455)	(813)	(1,418)
Opening fund surplus	16,026	16,026	16,800	16,345	15,532
Closing fund surplus	16,055	16,800	16,345	15,532	14,114

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 balance of programs is 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 39% 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 Wellness Hub, which will include a new Regional Aquatic Centre.

In the fall of 2024, the football team will be entering their eleventh year of operations. As a program that is funded largely by external sources, the football operations are not reflected in this budget.

2023-24 Highlights

- Upon becoming fully operational post pandemic the department focused on many new initiatives to support the diverse needs of the community such as the delivery of adaptive sport and recreation programs; trans and allies' fitness as well as women's only fitness and recreation programs, expanding children and seniors' programs and supporting high performance and competitive sport.
- Summer camps, rentals, leagues and aquatic programs were close to capacity with several sessions selling out.
- While efforts were made to contain expenses, some expense categories have continued to increase. These costs include utilities, travel, cleaning, and part time labour costs.
- Staffing remains a challenge and the department continues to face shortages for both full time and casual positions.
- The university has continued development plans for the proposed Wellness Hub. Currently, the university is in negotiations for a financial model with the City of Ottawa to ensure the financial sustainability of any proposal.

2024-25 Priorities

- As a result of the increase in mental and physical health challenges among staff, students, and student-athletes, Athletics will seek out collaboration with community partners including Health & Counselling, Sport Medicine, Student Experience Office and Student Affairs to best support the university community.
- The Student Athletic Fee will be increased by the Consumer Price Index for Ottawa (3.7%) in accordance with the Ancillary Fee Protocol.
- A referendum is planned for the 2024-25 to propose an increase in athletic fees for the 2025-26 year. This initiative is to provide support for enhanced fitness facilities and varsity programs. Currently the athletics fee is positioned in the lower half among Ontario Universities.

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:

	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Fieldhouse turf and track	-	775	-	-
Alumni Hall Chiller	-	-	721	-
Field replacement	-	-	715	629
Roof	-	500	-	-
Ice House	544	240	305	811
Pool/Wellness Hub redesign	380	-	-	-
Athletics HVAC	-	-	-	611
Exterior Security	143	-	-	-
Pool	104	175	140	175
UV HVAC Filtration	125	147	-	-
Other projects	376	145	120	52
Total reinvestment	1,672	1,982	2,001	2,278

- 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. Given Athletics \$16M accumulated surplus, critical capital reinvestment projects will be funded by drawing down this surplus in the coming years.
- Major projects that will be undertaken in the next three years include replacement of the turf and track in the field house, lower and upper field replacement, replacement of the Alumni Hall Chiller, updates to the Ice House including flooring, dehumidification, water harvesting and ice resurfacing equipment and upgrades to HVAC in athletics.

Parking Services

The budget for Parking Services is summarized as follows:

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
<u>Revenue</u>					
Parking Permit	3,512	3,512	2,998	3,317	3,649
Parking Cash Sales	2,211	2,211	3,211	3,211	2,000
Other income	370	513	579	589	599
	6,093	6,236	6,788	7,117	6,248
Operating expenses	2,844	2,664	3,082	3,163	3,226
Operating surplus (deficit)	3,249	3,572	3,706	3,954	3,022
<u>Renovations and capital debt</u>					
Deferred maintenance	2,089	1,522	86	4,625	1,636
P9 garage decommissioning	-	-	8,000		-
Internal loan – P18	1,236	1,595	1,595	1,595	1,595
	3,325	3,117	9,681	6,220	3,231
Surplus (deficit) for the year	(76)	455	(5,975)	(2,266)	(209)
Opening surplus	(1,187)	(1,187)	(732)	(6,707)	(8,973)
Closing fund surplus	(1,263)	(732)	(6,707)	(8,973)	(9,182)

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, four garages, and several 'pay-by-plate' parking areas which in total provide over 4,900 spaces. In addition, the unit also coordinates the locker rental and repair program for the University.

2023-24 Highlights

- Overall, Parking Services revenue has recovered from the pandemic, except for locker rentals are still down approximately 50%. By the end of 2023-24, Parking Services anticipates a surplus of \$455K which will reduce the accumulated deficit incurred during the pandemic to \$732K.

- Parking utilization on campus exceeds industry standards for “functional capacity” and will be adversely impacted by the decommissioning of the P9 parking garage in May 2024. This decommissioning will result in the loss of 651 total spaces, mostly consisting of 550 staff parking spaces.
- In anticipation of the decommissioning of P9, the P7 Phase 2 expansion has added 613 spaces to compensate for lost parking capacity. Despite ongoing pressures from the LRT shutdown (tentatively scheduled to re-open in April 2024), the P7 expansion resulted in guaranteed employee parking and minimal student parking permit waitlists. It is unknown at this time what affect the return of the LRT will have on employee permit demand.
- Mobile payment (HotSpot) has overtaken pay stations as the primary method of visitor parking payment on campus. HotSpot validation links are now being utilized for most special events and Athletics programs on campus.
- Hotspot is also being used for the employee daily permit program. Introduced in 2022-23 to accommodate the Flexible Work Arrangement Program, the program now has 475 subscribers. Similar to the commencement of LRT service, it is unknown what the long-term impact of the program will be on employee permit demand.
- 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.

2024-25 Priorities

- As noted, the decommissioning and demolition of the P9 Parking Garage will commence at the beginning of fiscal 2024-25. Public information sessions have been held and information for relocation of existing permit holders has been provided.
- Parking Services will continue to develop tactics to manage parking demand and permit allocation. This includes the promotion of multi-modal commuting options and partnerships with City of Ottawa programs and OC Transpo to support public transit alternatives. Parking Services will also explore proximate off-campus parking opportunities in anticipation of further decreased parking capacity as campus re-development continues.
- Parking Services also continues to convert previously ‘Reserved’ parking areas to standardized accessible and visitor parking to better serve the daily needs of the campus.
- Parking Services is proposing an increase of 10% for all parking permits to support the funding of deferred maintenance projects, offset increases in operating costs and bring rates closer to market and Transit rates.

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:

	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Parking Garage - P9	403	8,000	-	-
Parking Garage – P18	660	-	775	550
Library Garage	202	36	-	-
Richcraft Garage – P16	-	-	-	252
Surface Lots	257	50	3,850	689
Other	-	-	-	145
Total reinvestment	1,522	8,086	4,625	1,636

- The capital reinvestment required by Parking Services exceeds its ability to self-fund. It is expected that over a longer time-frame 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 a major contributor to Parking Services expected accumulated deficit. It should be noted that the accumulated surplus available to fund the decommissioning was eliminated during the pandemic.
- Major parking facilities project 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:

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
<u>Revenue</u>					
Student HCS fee	2,231	2,232	2,326	2,372	2,420
Insurance recoveries	1,500	1,746	1,764	1,782	1,794
Government grants	133	133	100	100	100
Staff HCS fee	389	419	436	445	453
	4,253	4,530	4,626	4,699	4,767
<u>Expenses</u>					
Operating expenses	5,452	5,379	5,610	5,705	5,818
Operating surplus (deficit)	(1,199)	(849)	(984)	(1,006)	(1,051)
<u>Transfers to HCS</u>					
Operating transfers	412	441	441	441	441
Housing & Residence Life	404	389	394	405	418
	816	830	835	846	859
Surplus (deficit) for the year	(383)	(19)	(149)	(160)	(192)
Opening fund surplus	1,950	1,950	1,931	1,782	1,622
Closing fund surplus	1,567	1,931	1,782	1,622	1,430

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. 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.

HCS team is comprised of primary care physicians, psychiatrists, G.P. psychotherapists, nurses, nurse practitioners, counsellors, a health promotion coordinator, as well as administrative and support staff. Revenue generated by HCS is comprised of the mandatory Health Services fee charged to students, insurance recoveries from visits to see a physician, government grants, and the staff Health Services fee. HCS also receives funding annually from the university's Operating Fund to fund counsellor positions and 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 and nurse practitioners do not generate any revenue.

2023-24 Highlights

- Demand for health care services remains high as total visits have more than doubled since 2018. 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, as well as due to the addition of nurse practitioners (NPs) who support HCS to address the increased demand for mental health services.
- Only visits to see the clinic's medical doctors 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 during the pandemic, HCS was compelled to reduce their medical doctors' overhead rate to a 10% or less to retain their services. The clinic has reviewed this practice and aims to increase the overhead rate to the pre-pandemic level of 20% by September 2024.
- The demand for counsellors, which as noted do not generate incremental revenue for HCS, has continued to increase. HCS currently has 14 full-time continuing counsellors and 4 term positions. HCS has expanded their specialized roles to meet the demands for counsellors with a wide variety of lived experiences.
- The Operating Fund provided funding for the annual salary and benefits of two counsellors. The Operating Fund also provided one-time funding in 2023-24 to cover the salary and benefits of two one-year term counsellors hired to help address the growing demand for counselling services. In addition, Housing and Residence Life annually covers the salary and benefits of counsellors dedicated to the residence community.
- HCS launched the new Electronic Medical System. The new system is instrumental in supporting compliance with the Personal Health and Information Protection

2024-25 Priorities

- HCS is budgeting an annual deficit in 2024-25, attributed primarily to the increasing demand for non-revenue generating services.
- HCS 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.
- To support the mental health challenges of students, HCS will continue to receive funding from the Operating Fund to cover the salary and benefits of 4 counsellors.
- 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 will be increased by the Consumer Price Index for Ottawa (3.7%) in accordance with the Ancillary Fee Protocol.
- HCS plans to hold a referendum in spring 2024 to add a mental health fee for the 2024-25 year to support the deficit and to grow the program to meet the needs of the student body.

The Print Shop

The budget for The Print Shop is summarized as follows:

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Revenue					
External revenue	165	180	191	198	206
Internal revenue	1,239	1,361	1,442	1,495	1,549
	1,404	1,541	1,633	1,693	1,755
Cost of goods sold	252	257	267	272	278
Gross profit	1,152	1,284	1,366	1,421	1,477
Operating expenses	1,195	1,244	1,270	1,306	1,339
Operating surplus(deficit)	(43)	40	96	115	138
Transfer from ASF			1,000		
Surplus for the year	(43)	40	1,096	115	138
Opening fund deficit	(1,591)	(1,591)	(1,551)	(455)	(340)
Closing fund deficit	(1,634)	(1,551)	(455)	(340)	(202)

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.

2023-24 Highlights

- The Print Shop continues to rebound from the pandemic and revenue is expected to increase 15% over prior year.
- As demand for services evolves, The Print Shop has continued to seek out new revenue streams. A partnership with Facilities Management & Planning to produce office signage has resulted in new revenues for The Print Shop. As this work was previously outsourced to an external vendor, this partnership has also resulted in an overall cost savings to the university and timely responsiveness to university needs.
- The Print Shop has undertaken several restructuring activities including a review of its administrative multi-functional device fleet which resulted in a 20% decrease in devices which

were deemed surplus. In addition, staff retirements and vacancies have offered opportunities for realignment of job duties to support collaboration and changing user needs.

2024-25 Priorities

- During the pandemic, The Print Shop incurred significant losses during the shutdown as revenues were eliminated however costs attributed to The Print Shop remained unchanged. The Print Shop had a strong history of reinvesting surpluses in equipment and is now unable to do so without financial support to assist with the pandemic incurred deficit. Now that The Print Shop has returned to profitability, the Ancillary Strategic Fund will provide one-time financial support by transferring \$1M to The Print Shop to address the pandemic related debt burden.
- As an extension of the 20% reduction in the administrative fleet, upon the expiration of the current multi-functional device agreement in May 2025, the Print Shop will review its administrative fleet business model to better meet the needs of stakeholders while reducing overall costs to the university.
- Building on its success with signage and wide-format printing, The Print Shop will continue efforts to expand its external business.

Campus Card

The budget for Campus Card is summarized as follows:

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Revenue					
Internal revenue	454	451	454	454	454
External revenue	385	539	385	405	405
	839	990	839	859	859
Operating expenses	842	864	872	894	907
Surplus (deficit) for the year	(3)	126	(33)	(35)	(48)
Opening fund surplus	213	213	339	306	271
Closing fund surplus	210	339	306	271	223

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 Transit Passes (U-Passes)

for eligible students. In addition, the Campus Card office operates an internal point of sale system, facilitating financial transactions for a wide range of campus units.

2023-24 Highlights

- As a result of increased activity on campus and strong residence occupancy, Campus Card is projecting increased revenues from laundry, printing commissions, and lost card fees.
- Campus Card's move to contactless cards has resulted in overall increases to costs. To provide price stability, Procurement Services assisted in the implementation of a two-year agreement for card supply.
- Mobile Campus Card Reader system was introduced to allow payment processing and identification authenticating for a variety of uses including one-time events and food trucks.

2024-25 Priorities

- Campus Card will continue working with OC Transpo to merge the Campus Card and U-Pass, with initial pilots planned for May 2024. This project will result in improvements to the student transit experience through the discontinuation of the renewal process that currently must be completed in person on campus.
- To enhance privacy and security, Campus Card will collaborate with Scheduling and Examination Services to digitize the identification process for in-person exams.

NWRC Building

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

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Revenue & operating cost recoveries	2,442	2,420	2,456	2,501	2,552
Occupancy and operating expenses	1,110	1,097	1,159	1,207	1,259
Operating surplus	1,332	1,323	1,297	1,294	1,293
Capital debt	1,332	1,332	1,332	1,332	1,332
Surplus for the year	-	(9)	(35)	(38)	(39)
Opening fund surplus	668	668	659	624	586
Closing fund surplus	668	659	624	586	547

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 2023-24 and 2024-25.

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.

Capital Reinvestment Plan

Facilities Management & Planning manages the NWRC building and performed a review of anticipated deferred maintenance costs over the next three years. These costs are projected to be \$1M and the priority is to update the building system controls. As stipulated in the lease, a capitalization fund for future building renewal and deferred maintenance has been established to cover building renewal and deferred maintenance during the 25-year lease period. This reserve is currently invested in the general endowment pool with its market value standing at \$1.1M as of December 2023. The projected deferred maintenance costs and reserve are not included in this budget.

Nideyinàn

The budget for Nideyinàn is summarized as follows:

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Revenue					
External rental revenue	864	868	911	942	961
Internal recoveries	1,501	1,497	1,743	1,953	1,999
	2,365	2,365	2,654	2,895	2,960
Operating expenses	1,214	1,214	1,335	1,399	1,465
Operating surplus	1,151	1,151	1,319	1,496	1,495
Deferred maintenance	1,685	1,685	2,875	3,300	1,620
Surplus (deficit) for the year	(534)	(534)	(1,556)	(1,804)	(125)
Opening fund surplus	2,984	2,984	2,450	894	(910)
Closing fund surplus	2,450	2,450	894	(910)	(1,035)

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 Bookstore and a large food court. Nideyinàn operates on a cost recovery basis. The Department of Facilities Management and Planning (FMP) is responsible for the operation and maintenance of the building.

2023-24 Highlights

- Operating expenses for 2023/24 are projected to be very close to the budget of \$1.2M.
- The accumulated surplus will be drawn down to fund capital reinvestment projects
- A license agreement is being negotiated with the Graduate Student Association and is anticipated to be 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.

2024-25 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. This has resulted in an average cost increase for internal tenants of approximately 16% in 24/25 and 12% in 25/26.

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:

	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Building envelope	100	800	2,500	-
High voltage	125	1,200	-	-
Mechanical & HVAC	1,000	800	800	1,000
Sustainability improvements	-	-	-	500
Other	460	75	-	120
Total reinvestment	1,685	2,875	3,300	1,620

- 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:

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
<u>Revenue</u>					
Revenue	535	558	593	611	630
Internal contribution	300	300	300	300	300
	835	858	893	911	930
Operating expenses	806	803	857	879	918
Operating surplus (deficit)	29	55	36	32	12
Deferred Maintenance	127	898	527	435	414
Transfer from Operating for deferred maintenance	127	339	-	-	-
Donations for capital improvements		531	428	-	-
	127	870	428	-	-
Surplus (deficit) for the year	29	27	(63)	(403)	(402)
Opening fund surplus	298	298	325	262	(141)
Closing fund surplus	327	325	262	(141)	(543)

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.

2023-24 Highlights

- To better support the needs of stakeholders, a renovation of small meeting rooms and practice rooms was completed in the current year. This space, known as “The Hive @ CDCC” can be booked online by both university and community groups.
- The current year also saw the completion of architectural design phase for future Expressive Arts Research and Recording (EARR) Space.
- Due to limited resources, CDCC remains highly proactive in seeking out funding for updating its facilities and programs. In 2023-24, CDCC was the recipient of Ottawa Community Foundation's Audette Foundation Funding Support focused on accessibility. This funding was used to support the installation new door operators.

2024-25 Priorities

- Space reconfigurations for CDCC will continue in 2024-25, with development and launch of a new Art Lobby. This project will also include necessary deferred maintenance in the form of ceiling repairs.
- One of CDCC key features is its pipe organ, which dates to 1965. CDCC has plans to develop a program and outreach to celebrate the organs 60th anniversary
- In order to support building restorations and preservation of heritage status, CDCC will continue to explore funding opportunities including campaigns for the EARR space.
- As costs continue to increase, CDCC has reviewed its rental pricing. The facility has not seen a price increase since inception and will be increasing room rental fees by 5% effective September 2024.

Capital Reinvestment Plan

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

	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Hive Renovations	230	-	-	-
Awning and stairs	244	-	-	-
EARR space design	150	-	-	-
Celling repairs	-	150	-	-
Structural study/ repair	84	90	290	-
Roofing	37	20	10	10
HVAC	-	155	-	195
Accessible door operators	30	-	-	-
Organ repair	-	-	60	-
Windows	-	-	-	114
Other projects	123	112	75	95
Total reinvestment	898	527	435	414

- 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 the 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.

- In 2023-24, the Hive space was created within CDCC and a number of deferred maintenance items were addressed including repairs to the building awning, stairs, and chimney. There were also emergency repairs performed on the parking lot and a plumbing leak.
- Included in the capital plan presented are foundation repairs, HVAC replacement, and window replacements. In addition, further structural reviews must be performed.

The Bookstore

The budget for The Bookstore is summarized as follows:

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Commissions and Reimbursements	352	315	317	320	317
Operating expenses	506	490	536	580	589
Surplus (deficit) for the year	(154)	(175)	(219)	(260)	(272)
Opening fund surplus	140	140	(35)	(254)	(514)
Closing fund surplus	(14)	(35)	(254)	(514)	(786)

Overview

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

2023-24 Highlights

- The Bookstore is projecting a decline in all sales categories including apparel, supplies and textbooks. The largest declines are in physical textbook sales which are expected to decline by 28%. Digital textbook sales are also expected to decline by 22%.
- The current year decline in sales will reduce commissions earned by the university to below budget for 2023-24. These decreased commissions are not sufficient to offset attributed operating expenses and the remaining accumulated surplus is expected to be eliminated this year.
- While sales trends are in decline, there does remain \$1.2M of demand for services from students and faculty.
- Lower than budget space costs for 2023-24 are due to some of The Bookstore space being eliminated to support the creation of an autonomous store within Nideyinàn.

2024-25 Priorities

- Commission revenues are not expected to return to pre-pandemic levels and it is expected that commission revenues will not cover to be The Bookstore's operating costs.
- The Bookstore agreement with Follett Canada expires in May 2025. The university will explore all options to determine the best way forward to support students and faculty

The Ancillary Strategic Fund

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

	2023-24 Budget (\$000's)	2023-24 Projection (\$000's)	2024-25 Budget (\$000's)	2025-26 Budget (\$000's)	2026-27 Budget (\$000's)
Revenue					
External revenue	703	646	676	686	695
Internal contributions	-	-	-	-	-
	703	646	676	686	695
Transfers	270	427	1,270	270	270
Surplus (deficit) for the year	433	219	(594)	416	425
Opening fund surplus	738	738	957	363	779
Closing fund surplus	1,171	957	363	779	1,204

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.

2023-24 Highlights

- External contributions to the ASF includes rental revenue and sponsorship revenues.
- Internal contributions into the ASF are paused while the ancillary units, who have been impacted significantly by Covid-19, focus on rebuilding their surpluses for necessary capital reinvestment.
- Annual expenses total \$427K to support football operations and to support a printer purchase for the Print Shop.

2024-25 Priorities

- The budget reflects that internal contributions will continue to be paused.
- The ASF continues to budget for annual commitments totaling \$270K to support football operations.
- As noted in the Print Shop analysis, a strategic allocation of \$1M will be made to the Print Shop to reduce the \$1.5M deficit incurred as a result of the operational shutdown during the COVID-19 pandemic.

Appendix A: Proposed 2024-25 Budget and 2023-24 Projected Operating Results

	2023-24 Projection			2024-25 Budget			2025-26 Budget			2026-27 Budget			Accumulated Surplus		
	Revenue \$000's	Expenses & Transfers \$000's	Surplus (Deficit) \$000's	Revenue \$000's	Expenses & Transfers \$000's	Surplus (Deficit) \$000's	Revenue \$000's	Expenses & Transfers \$000's	Surplus (Deficit) \$000's	Revenue \$000's	Expenses & Transfers \$000's	Surplus (Deficit) \$000's	2023 Actual \$000's	2024 Projections \$000's	2025 Budget \$000's
Housing, Residence Life & Conference	28,446	26,671	1,775	29,543	27,991	1,552	34,352	33,498	854	35,364	33,698	1,666	13,720	15,495	17,047
Dining Services	7,042	5,388	1,654	7,517	8,855	(1,338)	8,553	8,281	272	8,806	8,436	370	1,823	3,477	2,139
Physical Recreation & Athletics	16,548	15,774	774	16,859	17,314	(455)	17,064	17,877	(813)	17,301	18,719	(1,418)	16,026	16,800	16,345
Parking Services	6,236	5,781	455	6,788	12,763	(5,975)	7,117	9,383	(2,266)	6,248	6,457	(209)	(1,187)	(732)	(6,707)
Health & Counselling Services	4,530	4,549	(19)	4,626	4,775	(149)	4,699	4,859	(160)	4,767	4,959	(192)	1,950	1,931	1,782
The Print Shop	1,541	1,501	40	1,633	537	1,096	1,693	1,578	115	1,755	1,617	138	(1,590)	(1,550)	(454)
The Campus Card	990	864	126	839	872	(33)	859	894	(35)	859	907	(48)	213	339	306
NWRC Building	2,420	2,429	(9)	2,456	2,491	(35)	2,501	2,539	(38)	2,552	2,591	(39)	668	659	624
Nideyinàn	2,365	2,899	(534)	2,654	4,210	(1,556)	2,895	4,699	(1,804)	2,960	3,085	(125)	2,984	2,450	894
Carleton Dominion-Chalmers Centre	1,389	1,362	27	1,321	1,384	(63)	911	1,314	(403)	930	1,332	(402)	298	325	262
Bookstore	315	490	(175)	317	536	(219)	320	580	(260)	317	589	(272)	140	(35)	(254)
Ancillary Strategic Fund	646	427	219	676	1,270	(594)	686	270	416	695	270	425	737	956	362
Total Ancillary Units	72,468	68,135	4,333	75,229	82,998	(7,769)	81,650	85,772	(4,122)	82,554	82,660	(106)	35,782	40,115	32,346

Appendix B: Proposed Residence Fees 2024-25

	2023-24				2024-25							
	*SUITE SINGLE	SINGLE	SUITE DOUBLE	DOUBLE PRESCOTT	*SUITE SINGLE	SUITE DOUBLE	TRAD. SINGLE	TRAD. DOUBLE	GLEN POD SINGLE	GLEN POD DOUBLE	SUPER SINGLE	
Traditional												
Room	9,320.00	7,850.00	7,870.00	6,500.00	9,600.00	8,030.00	8,200.00	6,650.00	9,000.00	7,300.00	10,000.00	
All Access Meals (Includes \$100 flex)	5,805.00	5,805.00	5,805.00	5,805.00	6,175.00	6,175.00	6,175.00	6,175.00	6,175.00	6,175.00	6,175.00	
Residence Association Fee (Note 1)	79.94	79.94	79.94	79.94	81.54	81.54	81.54	81.54	81.54	81.54	81.54	
	15,204.94	13,734.94	13,754.94	12,384.94	15,856.54	14,286.54	14,456.54	12,906.54	15,256.54	13,556.54	16,256.54	
Alternative Food Plan 07												
Room	9,320.00		7,870.00		9,600.00	8,030.00					10,000.00	
Board (10 meals and \$300 flex)	4,197.00		4,197.00		4,460.00	4,460.00					4,460.00	
Residence Association Fee (Note 1)	79.94		74.71		81.54	81.54					81.54	
	13,596.94		12,141.71		14,141.54	12,571.54					14,541.54	
Alternative All Access Food Plan												
Room	9,320.00	7,850.00	7,870.00	6,500.00	9,600.00	8,030.00	8,200.00	6,650.00	9,000.00	7,300.00	10,000.00	
All Access Meals (Includes \$400 flex)	6,105.00	6,105.00	6,105.00	6,105.00	6,475.00	6,475.00	6,475.00	6,475.00	6,475.00	6,475.00	6,475.00	
Residence Association Fee (Note 1)	79.94	79.94	79.94	79.94	81.54	81.54	81.54	81.54	81.54	81.54	81.54	
	15,504.94	14,034.94	14,054.94	12,684.94	16,156.54	14,586.54	14,756.54	13,206.54	15,556.54	13,856.54	16,556.54	

• 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 \$81.54 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
Carleton								
2023-24	\$9,320	\$7,870	\$7,850	\$6,500				\$5,805
2024-25	\$9,600	\$8,030	\$8,200	\$6,650	\$10,000	\$9,000	\$7,300	\$6,175
Ottawa								
2023-24	\$11,788	\$8,417	\$9,612	\$7,914				\$6,130
2024-25								
Waterloo								
2023-24	\$11,874	\$9,370	\$9,945	\$8,922	\$11,112			\$6,250
2024-25								
Western								
2023-24	\$9,495		\$9,695	\$8,995				\$6,250
2024-25	\$10,350		\$10,080	\$9,360	\$12,060			\$6,920
Brock								
2023-24	\$9,780	\$8,940	\$9,280	\$8,440				\$5,754
2024-25								
York								
2023-24	\$9,636	\$9,176	\$8,076	\$7,634				\$5,250
2024-25								
Trent								
2023-24	\$10,829	\$9,531	\$9,531	\$8,359				\$5,300
2024-25								
Windsor								
2023-24	\$9,530	\$8,734	\$8,468	\$6,864				\$6,200
2024-25								
Toronto (Erindale Hall)								
2023-24		\$8,852	\$13,607		\$13,585			\$5,150
2024-25								
Lakehead (includes meals)								
2023-24	\$13,038		\$11,724					n/a
2024-25								
Queen's (includes meals)								
2023-24	\$18,164	\$15,399	\$16,953	\$16,044				n/a
2024-25								

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

Appendix D: Proposed Parking Rates 2024-25

Permit Rates Effective May 1	2023-24	2024-25	
RESERVED PERMIT AREAS	Present	Proposed 10%	Monthly
R1 - Lot1	\$1,546	\$1,701	\$142
R2 - (Mackenzie/Life Sciences)	\$1,087	\$1,196	\$100
R3 - Herzberg (Physics)	\$1,141	\$1,256	\$105
R4 - Mackenzie (Engineering)	\$1,141	\$1,256	\$105
R7/R15 - Residence Areas	\$1,141	\$1,256	\$105
R8 - Loeb Building	\$1,546	\$1,701	\$142
STAFF/FACULTY PERMIT AREAS	Present	Proposed 10%	Monthly
River Building (P-16)	\$1,875	\$2,063	\$172
LGAR - Library Garage (Level 1)	\$1,562	\$1,719	\$144
LGAR - Library Garage (Level 2)	\$1,415	\$1,557	\$130
LGAR - Library Garage (Level 3)	\$1,241	\$1,366	\$114
P9 - Admin. Garage (Level 4)	\$1,212	\$1,334	\$112
P9 - Admin. Garage (Level 5)	\$1,180	\$1,298	\$109
P9 - Admin. Garage (Level 6)	\$1,147	\$1,262	\$106
P9 - Admin. Garage (Level 7)	\$1,116	\$1,228	\$103
P9 - Admin. Garage (Level 8)	\$1,087	\$1,196	\$100
P9 - Admin. Garage (Level 9,10)	\$1,034	\$1,138	\$95
03 - Lot 3	\$989	\$1,088	\$91
04 - Lot 4	\$989	\$1,088	\$91
CTTC - Lot 11	\$989	\$1,088	\$91
Athletics Lot (Lot 12)	\$816	\$898	\$75
NWRC Permit Lot	\$816	\$898	\$75
05 - Lot 5	\$654	\$720	\$60
06 - Lot 6	\$654	\$720	\$60
P-18 - Residence Garage	\$1,141	\$1,256	\$105
HotSpot Daily Employee Permit(P5 and P7)	\$7.00 Daily	\$7.00 Daily	N/A
STUDENT PERMIT AREAS (Sept to Apr)	Present	Proposed - 10%	Monthly
05 - Lot 5	\$409	\$450	\$57
06 - Lot 6	\$409	\$450	\$57
07 - Lot 7	\$409	\$450	\$57
P18 - General & Resident Student Parking	\$493	\$543	\$68
PART-TIME (Valid After 5PM) PERMITS	Present	Proposed 10%	Monthly
LGAR - Library Garage, P9 - Admin (annual rate)	\$282	\$311	\$39
Lot 5 - Athletics Memberships	\$405	\$446	\$56
SPECIAL PERMITS	Present	Proposed 10%	Monthly
Special - Staff	\$688	\$757	\$64
Special - Student (Sept to Apr)	\$432	\$476	\$60
MOTORCYCLE PERMITS	Present	Proposed 10%	Monthly
Motorcycle - Surface/Garage Areas - Staff	\$279	\$307	\$39
Motorcycle - Surface/Garage Areas - Student	\$186	\$205	
OTHER PERMITS AND FEES	Present	Proposed 10%	Monthly
Service Vehicle Permit (Annual)	\$1,235	\$1,359	\$114
Bicycle Compound (Per Term)	\$30	\$32	
Weekend Rate	\$6	\$6	
TRANSIT FARES - 2024-25	Present		
Adult Express/Regular Routes (Monthly)	\$128.60		
Student (13-19) Regular Routes (Monthly)	\$99.15		
Carleton U-PASS (Academic Year) 2023-24	\$452		

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	\$52	\$62	\$55-\$156	\$4.5/hr	\$13.50-\$18	\$6 Flat Rate
Carleton University: proposed 10% increase	\$57	\$68	\$60-172	\$4.5/hr	\$13.50-\$18	\$6 Flat Rate
University of Ottawa	\$134-\$178	\$134-\$178	\$134-\$178	\$5.50/hr	\$18	\$9.00 Flat Rate
Algonquin College	\$98-\$133	\$136	\$89-\$132	\$4/hr	\$18.00	\$6 Flat Rate
City of Ottawa	\$70-\$230	\$70-\$230	\$70-\$230	\$4.00	\$15-\$20	\$7 max/Free Holidays
University of Guelph	\$82-\$113.25	\$82-\$102	\$82-\$160	\$3.00	\$20	Free
Queen's University	\$116-\$153	\$116-\$153	\$116-\$153	\$3.00	\$17	No enforcement
McMaster University	\$51-\$127	\$51-\$127	\$51-\$127	\$6.00	\$20	\$8.00
Western University	\$76.00	Incl.	62-138	\$3/hr	\$21	\$7.00
University of Waterloo	\$53.00	\$53.00	\$53	\$2	\$5-\$15	\$5.00
York University	81-128	81-128	104-128	\$5.00	\$10-\$20	\$7 Flat Rate (Sat)/ \$5 Flat Rate (Sun)
Ottawa Hospital – Civic/General	\$105	\$105	\$105	\$8.00/hr	\$15	\$15.00
OC Transpo Rates	\$56 U-Pass	\$56 U-Pass	\$129	\$3.80 per ride	\$11.50 Day Pass	Same
OC Transpo Park&Ride	Free/\$65	Free/\$65	Free/\$65	\$3.75	\$11.00/all day	Free weekly after 11am and weekends

Appendix F: Debt Summary by Ancillary

2024-25 Summary of outstanding debt*:

	2023-24 (\$000's)	2024-25 (\$000's)	2025-26 (\$000's)	2026-27 (\$000's)
Housing Residence Life & Conference	41,830	37,805	128,839	124,689
Dining Services	5,757	12,457	10,894	8,730
Physical Recreation and Athletics	1,399	850	301	-
Parking Services	22,698	21,950	21,167	20,349
Health and Counselling Services	-	-	-	-
The Print Shop	-	-	-	-
NWRC Building	3,715	2,590	1,390	-
Nideyinàn	-	-	-	-
Carleton Dominion-Chalmers Centre	-	-	-	-
The Bookstore	-	-	-	-
Ancillary Strategic Fund	-	-	-	-
	75,399	75,652	162,591	153,768

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

Proposed Budget for Ancillary Services 2024-25

March 6, 2024

Ancillary Service Units

Housing,
Residence Life
& Conference
Services

Dining Services

Physical
Recreation and
Athletics

Parking
Services

Health and
Counselling
Services

The Print Shop

The Bookstore

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 with a few units that require monitoring
- 3-year capital plans
- Business Development & Marketing plans for key units

Ancillary Budget Overview

	2023-24 Budget (\$000)	2023-24 Projection (\$000)	2024-25 Budget (\$000)
Revenue	72,474	72,468	75,229
Expenses	(48,902)	(46,754)	(49,828)
Surplus (deficit) from operating activity	23,572	25,714	25,401
Renovations and capital debt	(21,826)	(21,720)	(33,170)
Transfers from Operating – deferred maintenance	127	339	-
Surplus (deficit) for the year	1,873	4,333	(7,769)
Closing accumulated surplus	37,655	40,115	32,346

Housing, Residence Life & Conference

Overview

- Accommodation for over 3,600 residents
- Summer accommodations & conference

2023-24 Highlights

- New student residence (Rideau House) construction
- Hired an EDI Officer to support EDI Action Plan
- Conference Services activity continues to grow

2024-25 Objectives & Priorities

- Proposed residence fee increases are 4.6%
- 3-year Capital Plan investment of \$14M with \$3.4M spent in 2024-25
- Business Development & Marketing plans for Housing & Conference Services

Housing, Residence Life & Conference

	2023-24 Budget (\$000)	2023-24 Projection (\$000)	2024-25 Budget (\$000)
Revenue	29,582	28,446	29,543
Expenses	(17,028)	(15,451)	(15,843)
Surplus (deficit) from operating activity	12,554	12,995	13,700
Renovations and capital debt	(11,221)	(11,220)	(12,148)
Surplus (deficit) for the year	1,333	1,775	1,552
Closing accumulated surplus	15,053	15,495	17,047

Dining Services

Overview

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

2023-24 Highlights

- Anticipate a strong surplus of \$1.7M
- Opening of two new retail concepts – Bubble tea and an autonomous store
- Construction of dining hall expansion began in November

2024-25 Operating Objectives & Priorities

- The dining hall expansion will be completed in 2024
- Capital investment including relocation of Baker's restaurant to Richcraft building
- Proposed Residence Dining Plan increases are 6.5%

Dining Services

	2023-24 Budget (\$000)	2023-24 Projection (\$000)	2024-25 Budget (\$000)
Revenue	7,860	7,042	7,517
Expenses	(4,122)	(4,142)	(4,779)
Surplus (deficit) from operating activity	3,738	2,900	2,738
Renovations and capital debt	(2,496)	(1,246)	(4,076)
Transfers to Ancillary Strategic Fund	-	-	-
Surplus (deficit) for the year	1,242	1,654	(1,338)
Closing accumulated surplus	3,065	3,477	2,139

Physical Recreation and Athletics

Overview

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

2023-24 Highlights

- Negotiations with City of Ottawa for a financial model of Wellness Hub
- Strong summer camps, rental leagues, and aquatic programs
- Challenges in recruiting and retaining staff

2024-25 Operating Objectives & Priorities

- Capital investments to support facility renewal
- Student referendum to increase athletics ancillary fee
- Student Athletics fee increased by Ottawa CPI (3.7%)

Physical Recreation and Athletics

	2023-24 Budget (\$000)	2023-24 Projection (\$000)	2024-25 Budget (\$000)
Revenue	15,746	16,548	16,859
Expenses	(14,077)	(13,552)	(14,783)
Surplus (deficit) from operating activity	1,669	2,996	2,076
Renovations and capital debt	(1,640)	(2,222)	(2,531)
Surplus (deficit) for the year	29	774	(455)
Closing accumulated surplus	16,055	16,800	16,345

Parking Services

Overview

- 6 permit-only lots, 4 garages, & several “pay-by-plate” parking areas
- 4,914 parking spaces
- Manages all aspects of parking, traffic management, bicycle, facilities, and locker rental program

2023-24 Highlights

- Parking space utilization exceeds functional capacity
- Mobile payment (Hotspot) has overtaken paystations as the primary payment for visitors
- Real-time parking availability mapping will be completed this year

2024-25 Operating Objectives & Priorities

- Decommissioning of P9 to begin in May
- Projected capital spend of over \$11.3M in next 3-years including decommissioning of P9
- Proposed increase of 10% to parking rates

Parking Services

	2023-24 Budget (\$000)	2023-24 Projection (\$000)	2024-25 Budget (\$000)
Revenue	6,093	6,236	6,788
Expenses	(2,844)	(2,664)	(3,082)
Surplus (deficit) from operating activity	3,249	3,572	3,706
Renovations and capital debt	(3,325)	(3,117)	(9,681)
Surplus (deficit) for the year	(76)	455	(5,975)
Closing accumulated surplus (deficit)	(1,263)	(732)	(6,707)

Health & Counselling Services

Overview

- Medical, counselling and health promotion services for Carleton community

2023-24 Highlights

- High demand for services led to over 43K patient visits
- Counselling visits were just under 17K
- New electronic medical records system implemented

2024-25 Operating Objectives & Priorities

- Meet challenge of hiring and retaining doctors
- Referendum to support student mental health needs
- Student Health and Counselling Fee increase by Ottawa CPI (3.7%)

Health & Counselling Services

	2023-24 Budget (\$000)	2023-24 Projection (\$000)	2024-25 Budget (\$000)
Revenue	4,253	4,530	4,626
Expenses	(5,452)	(5,379)	(5,610)
Surplus (deficit) from operating activity	(1,199)	(849)	(984)
Transfers for Counsellors from Operating and Housing, Residence Life & Conference Services	816	830	835
Surplus (deficit) for the year	(383)	(19)	(149)
Closing accumulated surplus	1,567	1,931	1,782

Remaining Ancillary Service Units

The Print Shop

The Bookstore

Campus Card

Carleton
Dominion-
Chalmers
Centre

Nideyinàn
(University
Centre)

NWRC Building

Ancillary
Strategic Fund

2023-24 Highlights & 2024-25 Priorities

The Print Shop

- Restructuring
- Support from Ancillary Strategic Fund

The Bookstore

- Decline in sales (textbook & materials)
- Operating agreement expires 2025

Carleton Dominion Chalmers Centre

- The Hive renovation completed
- Capital reinvestment requirements

2023-24 Highlights & 2024-25 Priorities

Campus Card

- Contactless card
- U-Pass pilots in May 2024

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

	2023-24 Budget (\$000)	2023-24 Projection (\$000)	2024-25 Budget (\$000)
Revenue	8,940	9,666	9,896
Expenses	(6,195)	(6,396)	(6,566)
Surplus (deficit) from operating activity	2,745	3,113	3,330
Renovations and capital debt	(3,144)	(3,915)	(4,734)
Transfers from Operating – deferred maintenance	127	339	-
Surplus (deficit) for the year	(272)	(306)	(1,404)
Closing accumulated surplus	3,179	3,145	1,741

Motion:

**On the recommendation of the Finance Committee, move
for the approval of Carleton's 2024-25 Ancillary Services
budget as presented**

AGENDA ITEM

6.1



Research Update

Board of Governors

Rafik Goubran

March 06, 2024



Wellness

Research is central to our mission as a university:

- Impacts our reputation and ranking
- Enables us to attract top faculty, students & staff
- Generates resources: RSF, CFI & CRCs
- Supports graduate students' research



Sustainability



Mental Health



Accessibility



Multidisciplinary Research Strength



Sustainable Communities



Energy Efficiency



Entrepreneurship



Equity, Diversity, and Inclusion



Reconciliation with Indigenous Peoples



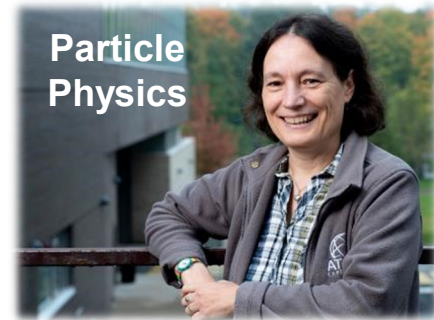
Forensic Psychology



North Permafrost



Aerospace



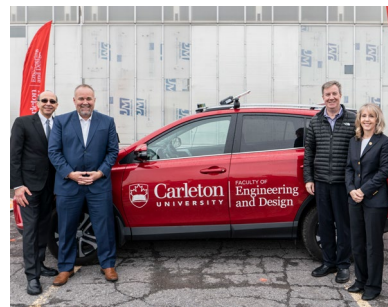
Particle Physics



Work-Life Balance



Refugees



Big Data



African Studies



International Affairs



Public Policy



Conservation Biology



ICT – Wireless & Cybersecurity

**Core Research Strength
Impact on Society**



Carleton University

Research and International

Research Performance Metrics

Each research field has its own research impact metrics:

- Humanities
- Social Sciences
- Policy
- Science
- Engineering
- Business

Ultimate goals: Knowledge Creation, Knowledge Mobilization, Impact on Society

The most common research performance metrics used by governments (SMA), granting agencies, and ranking agencies are:

- External research funding (e.g. tri-agencies, government, corporate, foundations)
- Publications, impact on the field (e.g. citations), and impact on society
- San Francisco Declaration on Research Assessment (DORA)

External Research Funding

Why and How?

External research funding is used to:

- Pay graduate students and researchers; fund research labs; collect data
- Cover cost of publications, conferences, travel, and knowledge dissemination

Tri-Agency funding (NSERC, SSHRC, CIHR):

- Successes in national competitions are a testament to the excellence of our researchers and the outstanding quality of our research projects
- Tri-agency funding has a direct impact on our resources such as:
 - Funding to support central research infrastructure through the Research Support Fund (RSF) Program: IT, Research Financial Services, Library
 - Number of CRCs and CFI Envelope

Researchers Success (1 of 2)



LENORE FAHRIG: Winner of the 2022 NSERC Gerhard Herzberg Canada Gold Medal for Science and Engineering, Canada's top science and engineering honour, only one of which is awarded each year. Lenore is on the Highly Cited Researchers list, representing researchers whose publications are in the top 1% for their field. She also holds a Guggenheim Fellowship and was elected to the US National Academy of Sciences



STEVEN COOKE: Named as Fellow of the Royal Society of Canada. Named to the Highly Cited Researchers list for the fourth consecutive year. Steven is also former Canada Research Chair in Fish Ecology and Conservation Physiology



Jessica Davis: PhD Candidate in the Norman Paterson School of International Affairs (NPSIA) has received the prestigious SSHRC Talent Impact Award for her vital ongoing work in counter-terrorism, intelligence, and Canadian national security

Researchers Success (2 of 2)



FRASER TAYLOR: Named an Officer of the Order of Canada



KIFAH GHARZEDDIN: Named to the College of New Scholars, Artists, and Scientists of the Royal Society of Canada



ODAE AL ABOUD: Named to the College of New Scholars, Artists, and Scientists of the Royal Society of Canada



LEILA MOSTAÇO-GUIDOLIN:

CRC in Imaging Biomaterials and Characterization



JENNIFER DRAKE:

CRC in Stormwater and Low Impact Development

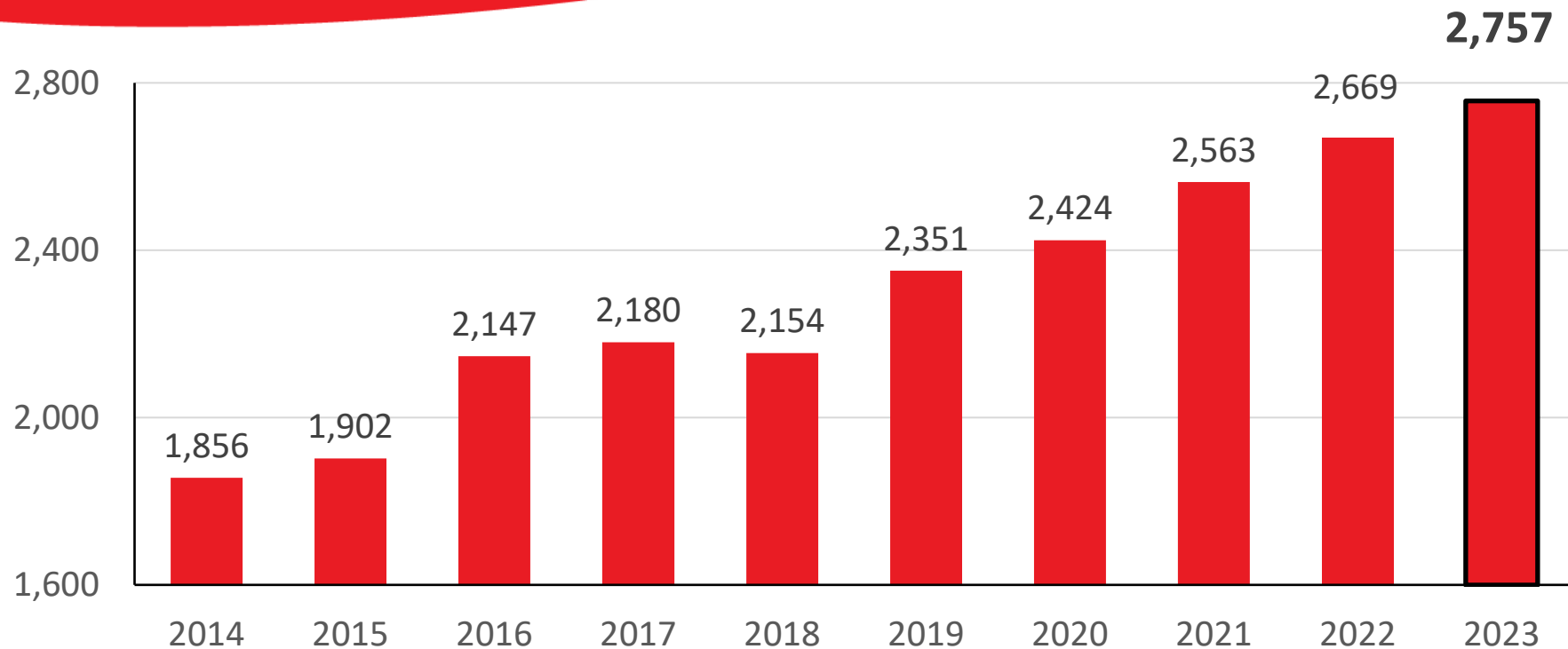


CATI COE:

CRC in Migration and Care

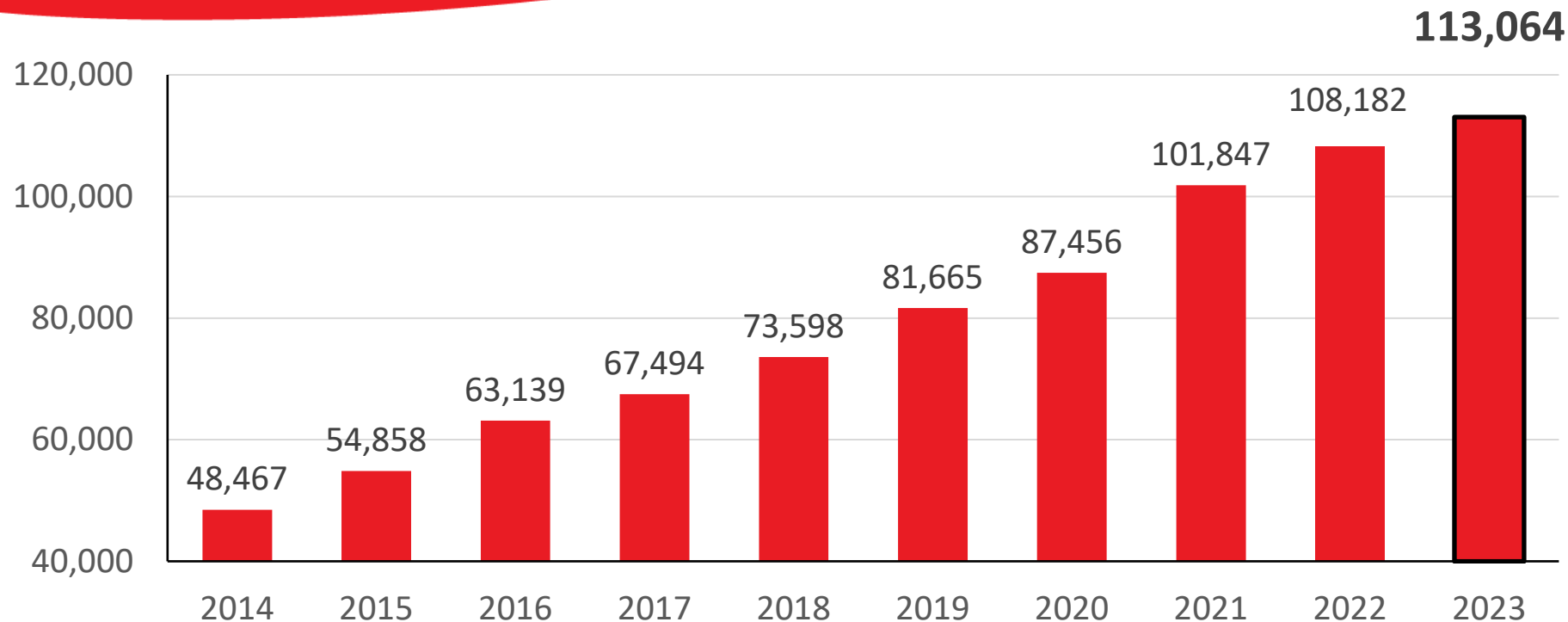
Publications

(Source: Sci-Val)



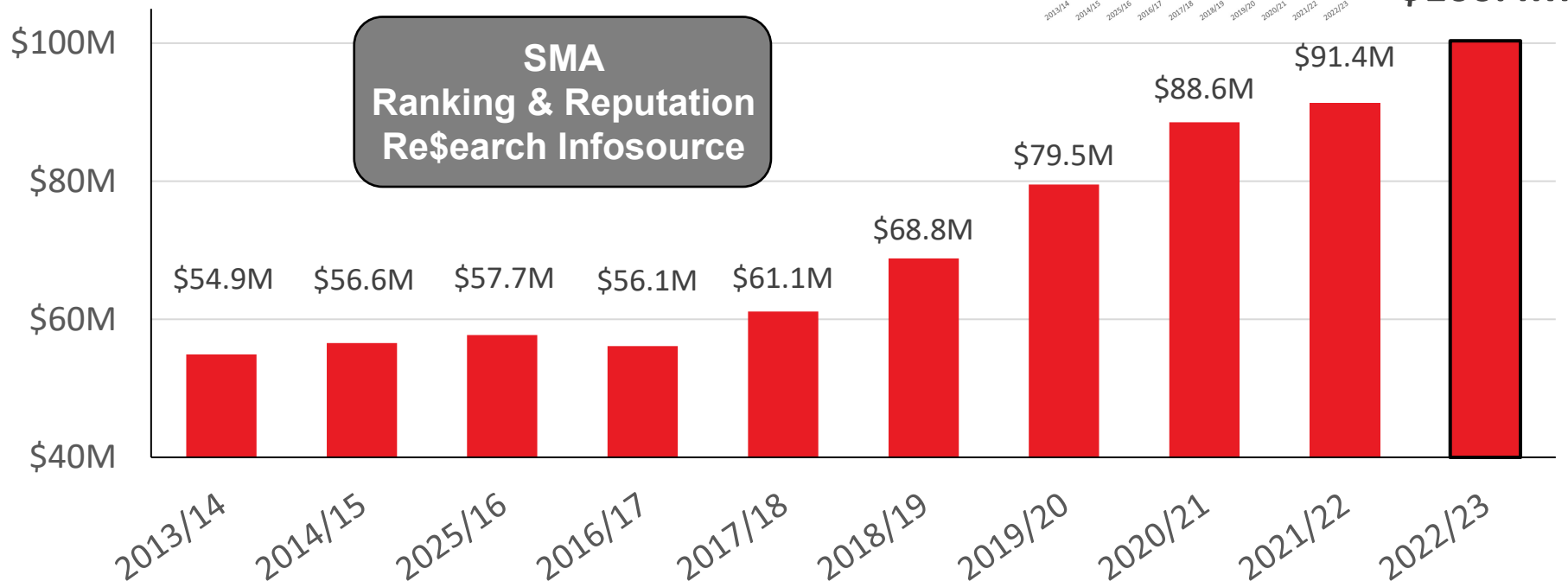
Citations

(Source: Sci-Val)



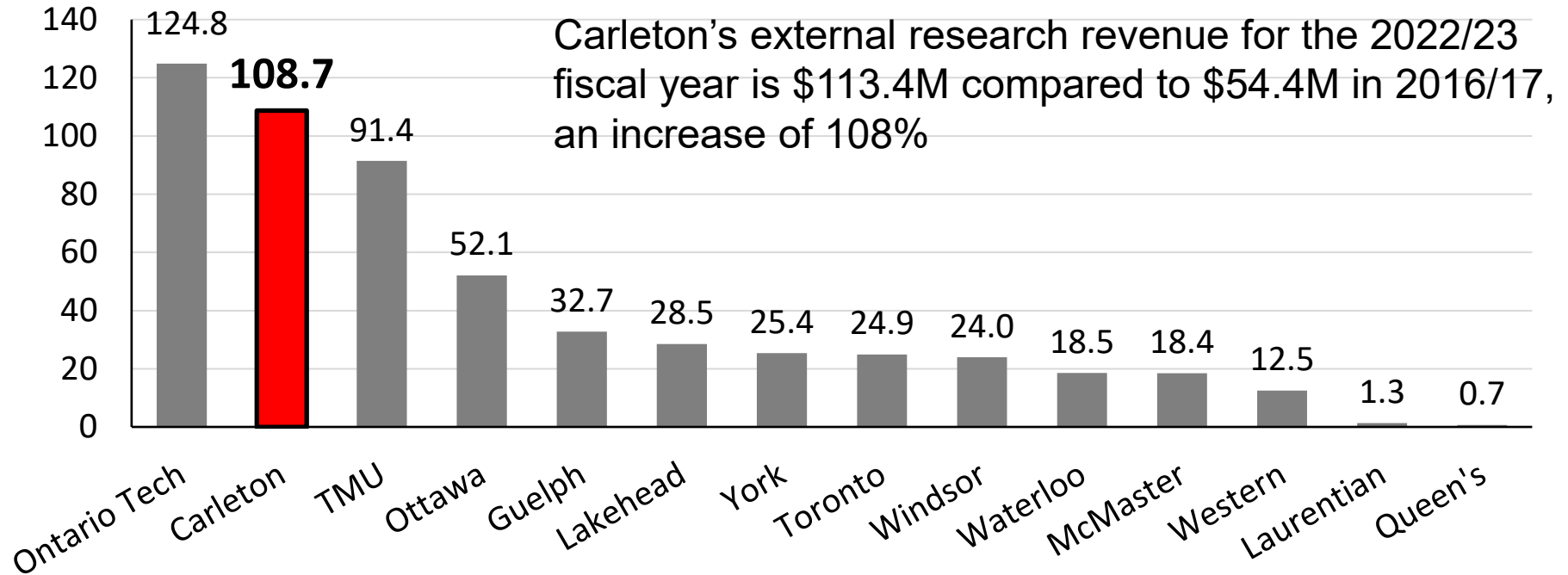
External Research Revenue

3-year Average (Source: COFO)



External Research Revenue

Percentage Growth 2017 – 2023 (COFO)

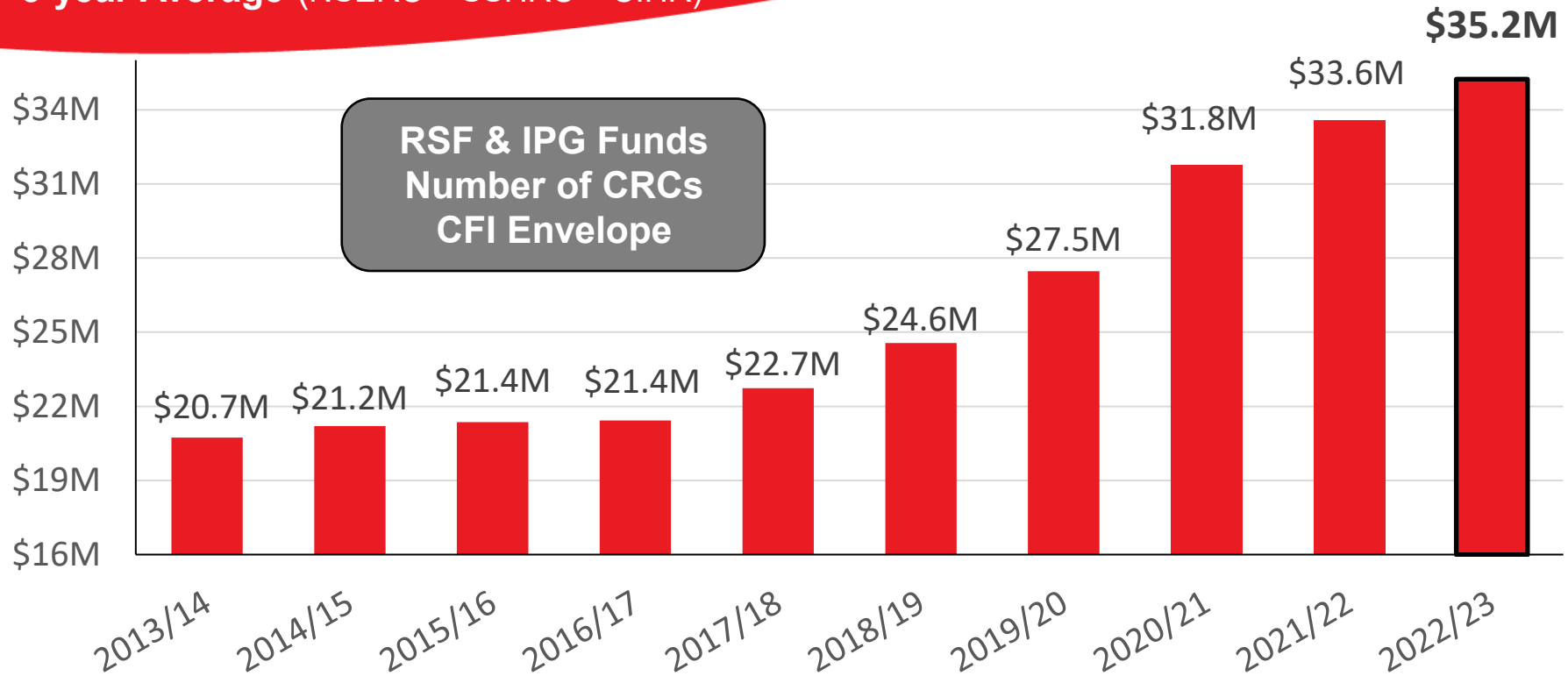


Universities with \$20M or more

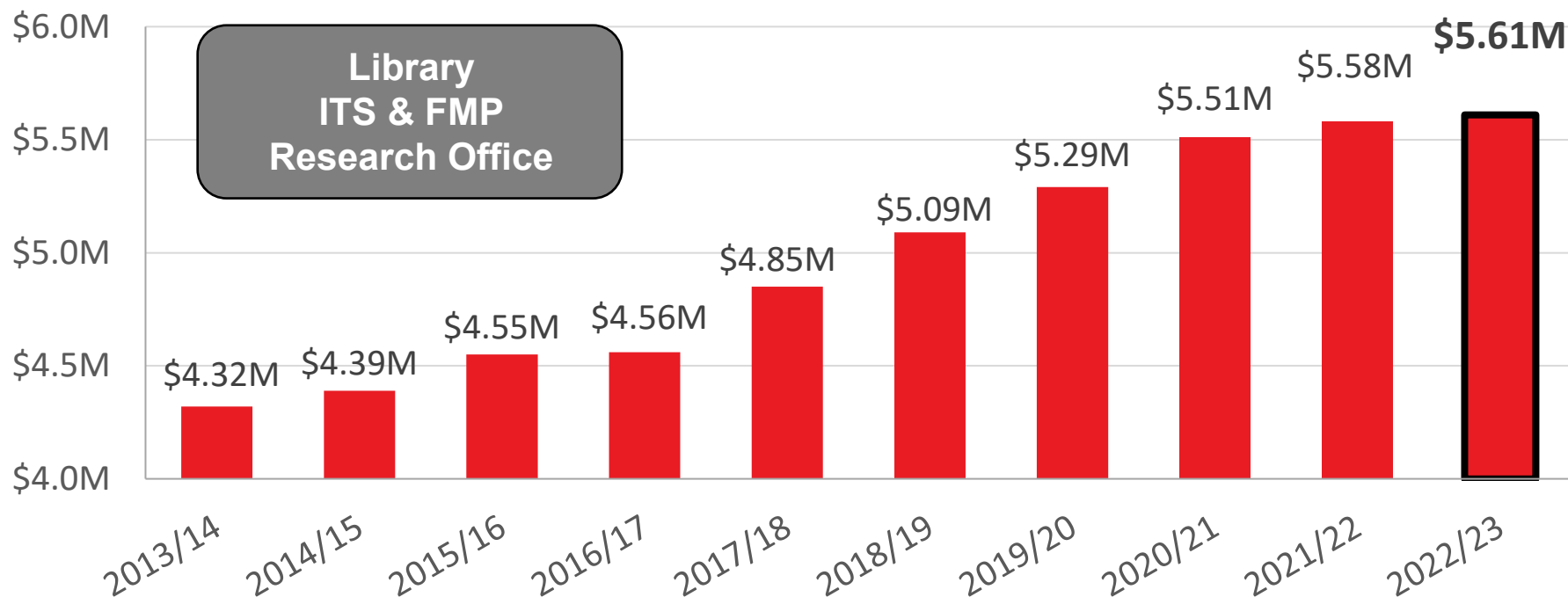
Tri-Agency Funding

3-year Average (NSERC – SSHRC – CIHR)

RSF & IPG Funds
Number of CRCs
CFI Envelope

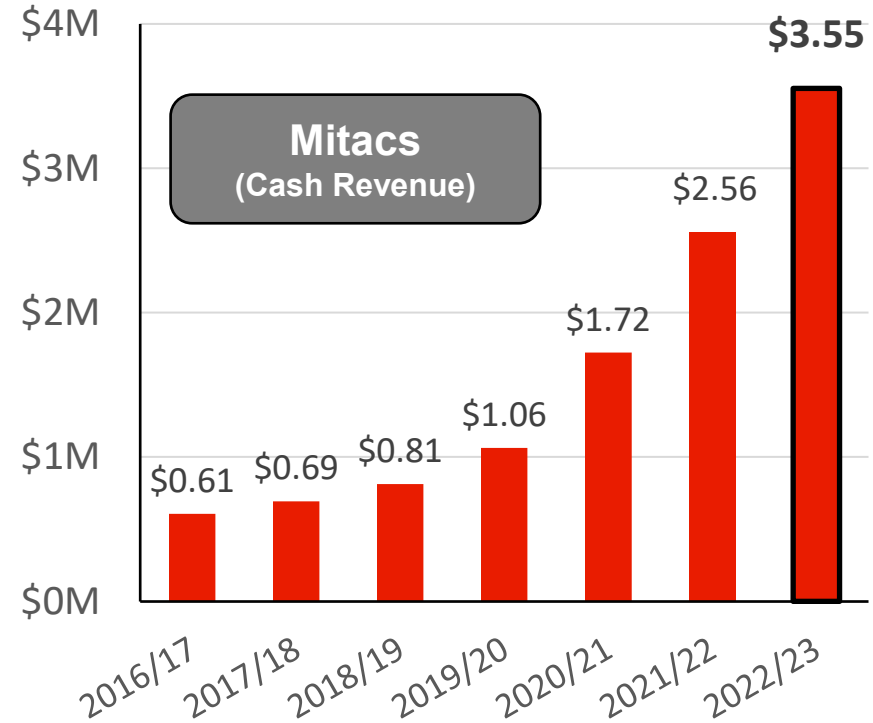
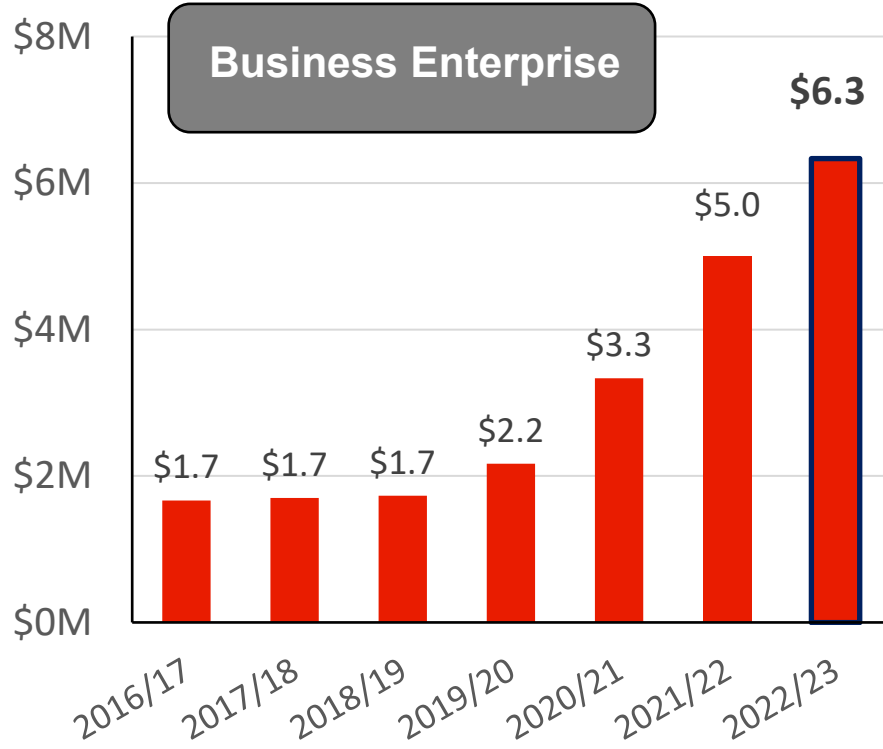


Research Support Fund (RSF) and Incremental Projects Grant (IPG)

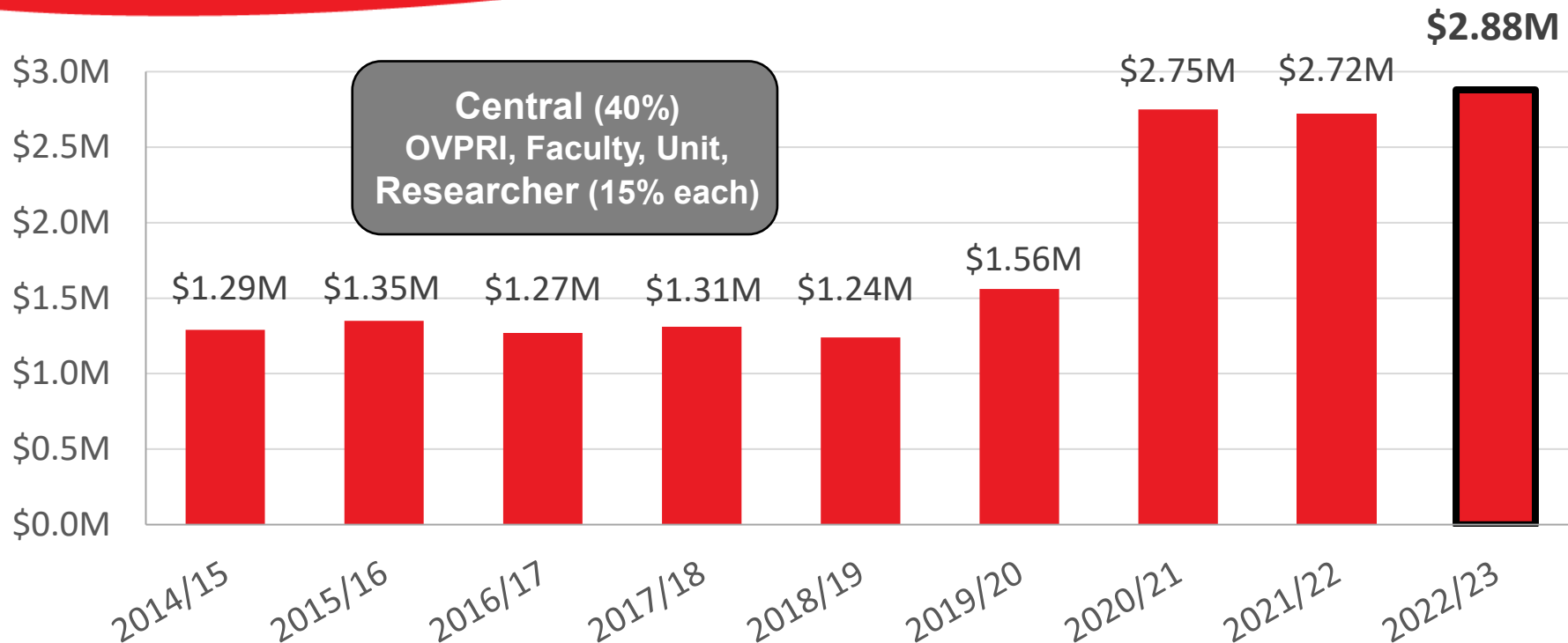


Partnerships – External Funding

3-Year Average



Indirect Cost of Research (Overhead)



Holistic Integrated Partnerships



ERICSSON

- Fourth year of a 4-year multi-million-dollar investment. Renewal discussions are on-going
- Ericsson Research Chair established
- 552 co-op work terms at Ericsson; 23 faculty members engaged
- 36 graduate students currently supported; 7 Ericsson Fellows
- \$1.8M leveraged funding received from government sources

EFFICIENCY CANADA

- Fifth year of a multi-million-dollar program
- Focuses on energy efficiency policy and implementation
- Supported by McConnell, Ivey, Trottier, Global Affairs, and NRCan



James
Meadowcroft

New Government Mandates

Commercialization:

The Ontario Government issued its Commercialization Mandate Policy Framework, requiring each university to create a well-defined commercialization policy to improve its commercialization outcomes and realize net benefits to Ontario. A yearly detailed commercialization plan including metrics must be generated.

Safeguarding Research:

The Federal and Provincial Governments now require universities to assess external research funding applications for national security risks. Carleton was awarded \$271K per year for 5 years to administer this new program. We have hired Jessica Adam as our new Director, Research Security Risk.

Research Key Priorities

- Sustain the increase in research productivity and external research funding
- Enhance post-award support to researchers
- Build reputation
- Strengthen international activities
- Expand community engagement, partnerships, and impact on society
- Support multidisciplinary collaboration, impact, and large strategic projects
- Promote and live our core values across all our activities



International Strategic Plan

2020-2025

Agenda

1. Introduction
2. Our Strategic Vision
3. Our Global Presence
4. International Goals
5. Challenges and Opportunities
6. Roadmap for the Final Year of the International Strategic Plan



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



Carleton University has an extensive international outreach. Dots represent actual international linkages: MOUs, visiting scholars, mobility, and international research projects.

177,000+ alumni worldwide

4,251 international undergraduate and graduate students

61 active MOUs and **114** 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

Progress Toward Goal 1: International Research and Funding

Fiscal Year 2022-2023

Project count:

50

Awarded total:

\$4,192,537

Fiscal Year 2023-2024 (so far)

Project count:

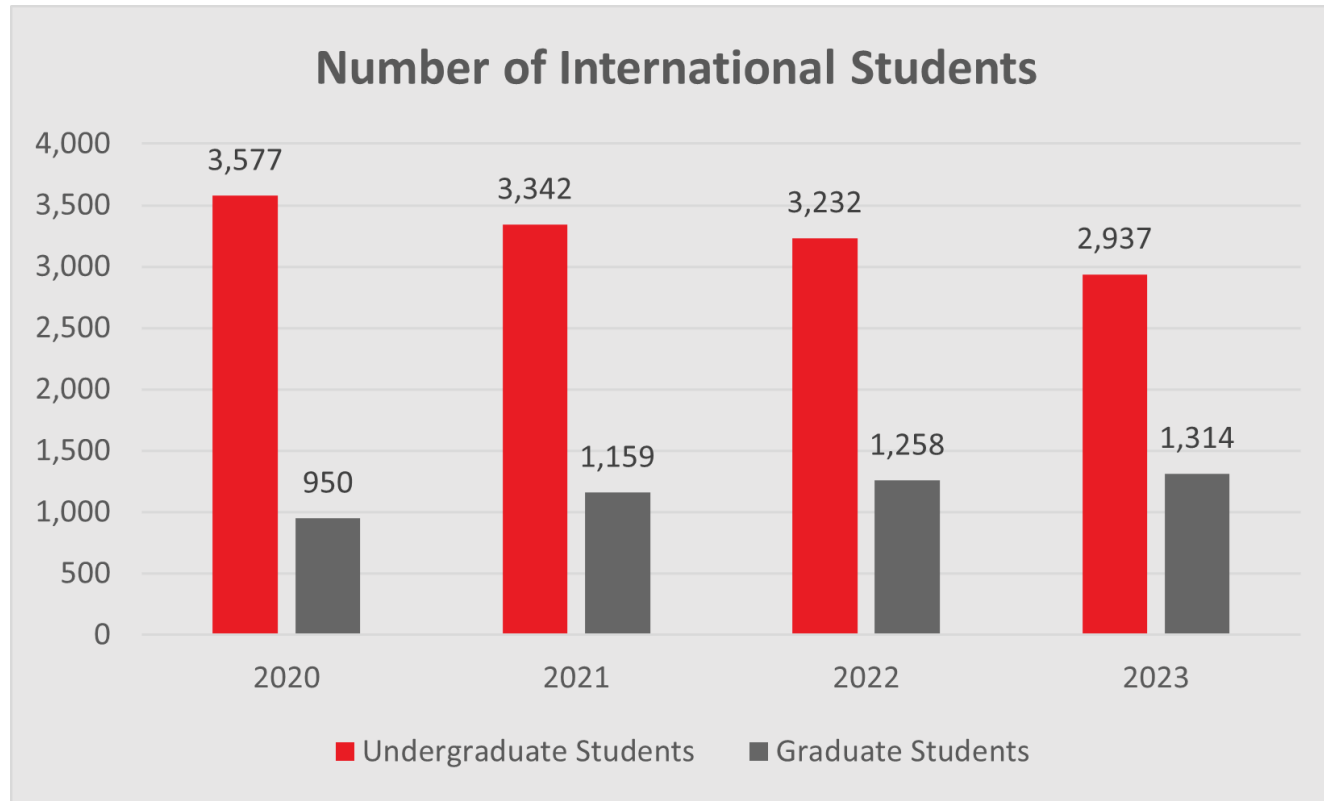
57

Awarded total:

\$5,116,869



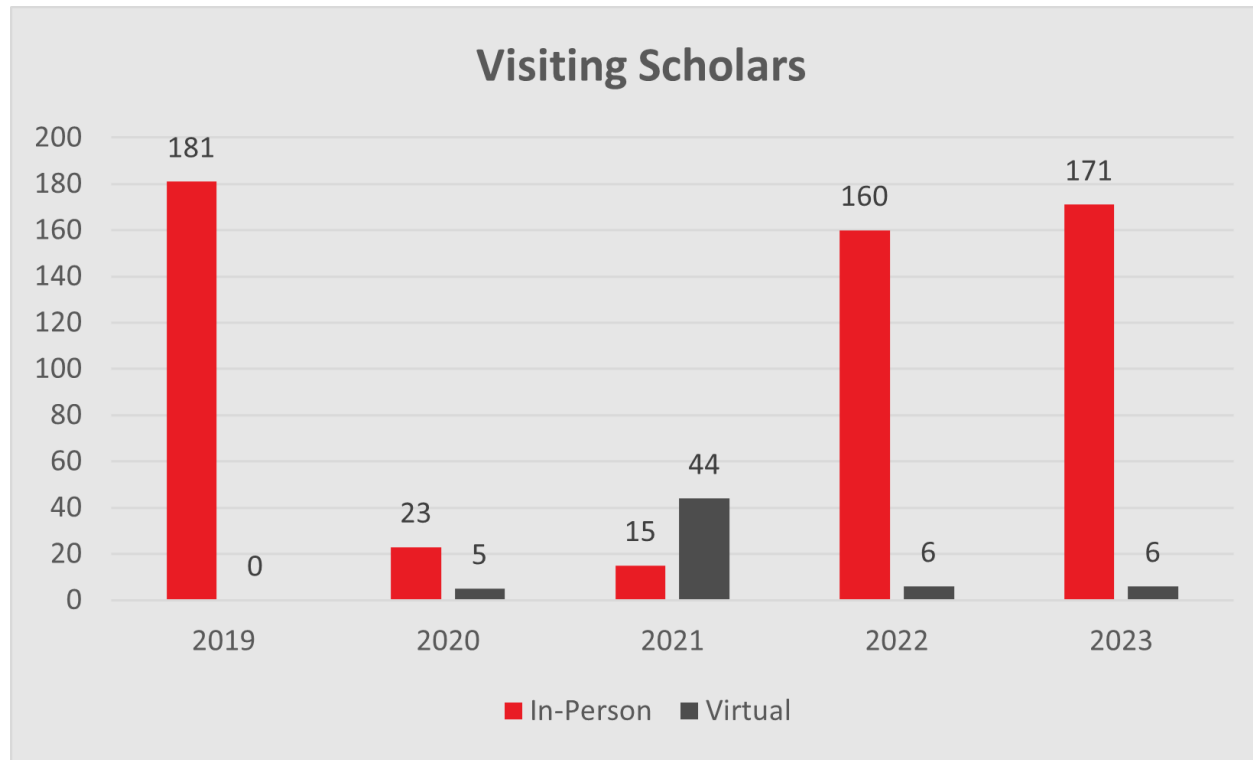
Progress Toward Goal 2: International Students



Students have come from
142 countries in the 2023/24
academic year



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



Since 2000, we have hosted
researchers from over **80** countries and
740 institutions



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

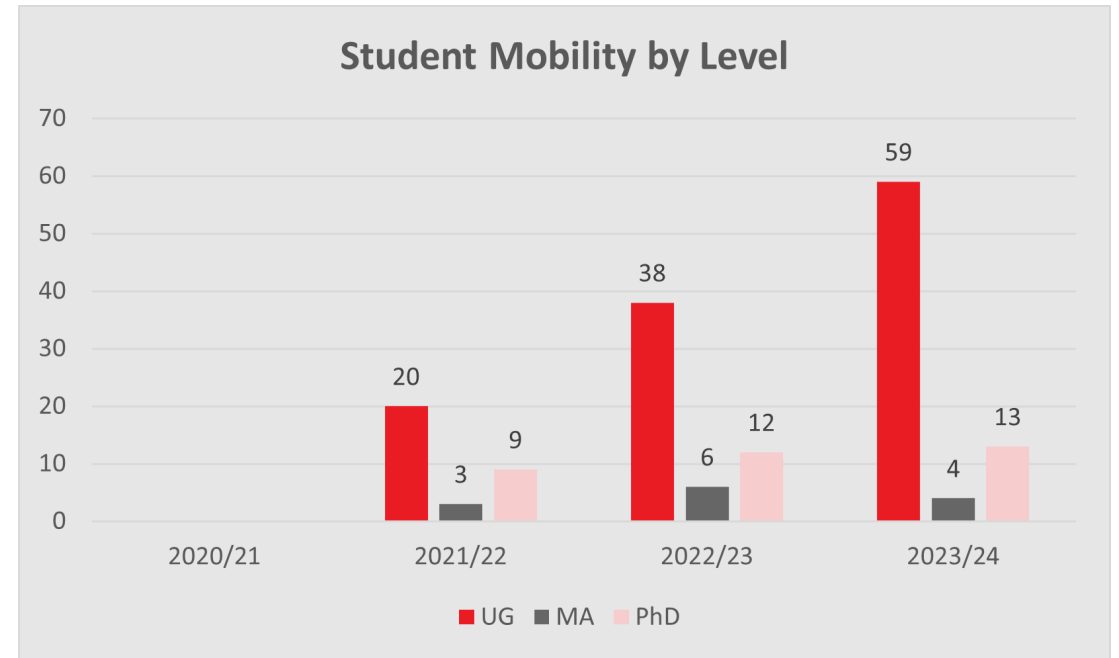
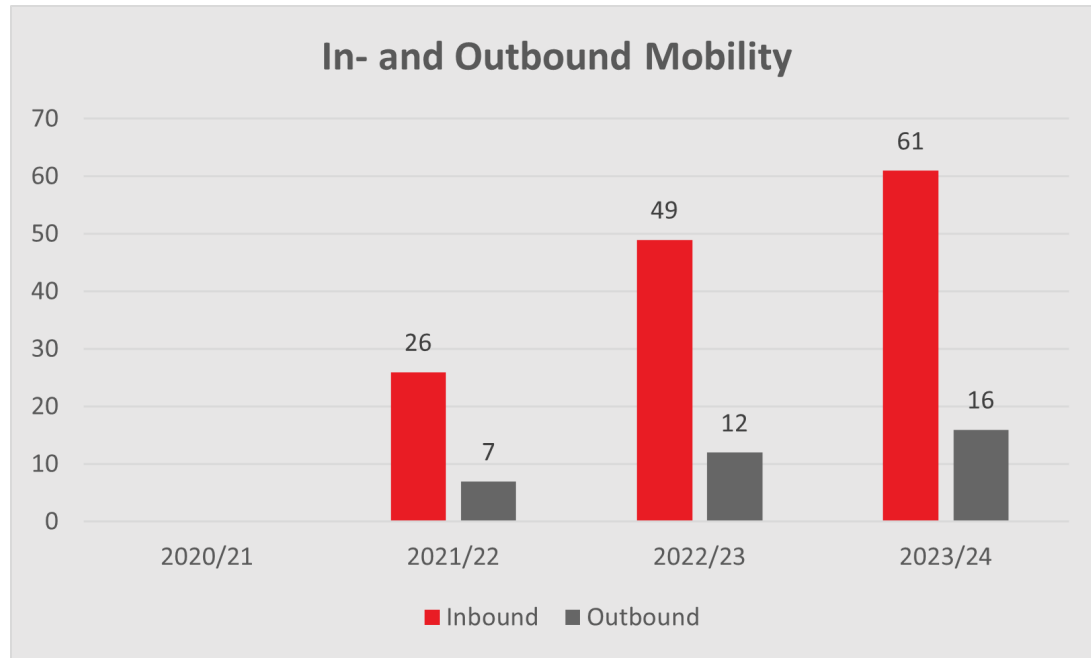


International Internship Program: 2023/24 Academic Year

16 students placed for
in-person internships

61 students placed for
virtual internships*

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



Progress Toward Goal 5: Internationalization at Home

Our National Capital Advantage

Carleton International
engaged in **82** embassy and high
commission related
meetings/events in 2023

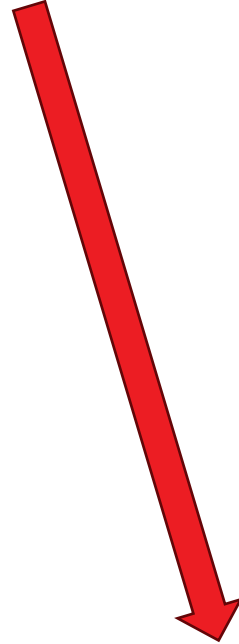
We connected with
40 countries as a result of
these meetings/events



Challenges and Opportunities



- Geopolitical instability
- Immigration policy
- Research security



- Enhanced risk assessment with regular geopolitical briefings
- Establish trusted new partnerships



Horizon Europe

Researchers in Canada are now eligible to apply for funding under Pillar II of Horizon Europe, the EU's flagship program for research and innovation.



- Deepest form of collaboration offered by the EU in research and innovation
- Budget of €53.5 billion
- Allows Canadians to participate on equal terms alongside EU Member States
- Access to an extensive network of researchers worldwide
- Focus on shared global problems: climate change, digital economy, energy, and health
- European Commission and Government of Canada resources (including application guides and webinars) available on CI website

Roadmap for the Final Year of the International Strategic Plan

- Benchmark our international operations
- 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

6.2

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

March 6, 2024



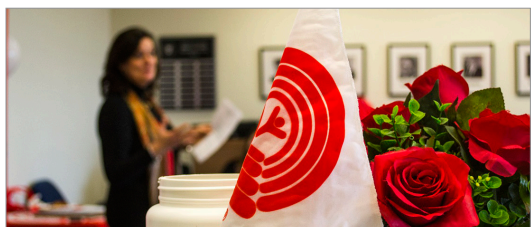
REPUTATION AND COMMUNITY HIGHLIGHTS



Employees enjoying some snacks and sun at last year's Staff Appreciation Day.

Carleton Named National Capital Region Top Employer

In November 2023, Carleton was named one of [Canada's Top 100 Employers](#) and a [Top Employer for Canadians Over 40](#), both for the second consecutive year. Adding to those honours, Carleton has been named one of the [National Capital Region's Top Employers](#) for the 10th consecutive year. The university is recognized for its smart, caring community that prioritizes employee wellness and fostering an environment that encourages individuals to achieve their full potential.



This year's United Way Campaign raised \$85,613.

Carleton United Way Campaign Surpasses Goal

Carleton's annual [United Way Campaign](#) surpassed its \$81,000 goal with a total of \$85,613 raised through the generosity of our campus community and Carleton retirees. Congratulations and thank you to this year's campaign organizing committee and our senior leader champion Lorraine Dyke, Vice-President (Finance and Administration). Over the course of the history of Carleton's United Way campaign, more than \$3.6 million has been raised to support our local community.



Carleton researchers Hayat El Fazani, Siri Konakalla, Shawn Kenny and Boyan Zhou with the "snow bot".

Maintaining the Rideau Canal Skateway...with Robots?

In 2023, for the first time in its history, Ottawa's iconic Rideau Canal Skateway never opened. To help ensure that future skating seasons don't melt away, engineering professor Shawn Kenny is working with a team of Carleton researchers from the Faculty of Engineering and Design and the Faculty of Arts and Social Sciences in collaboration with the National Capital Commission (NCC) on a [unique solution](#): a fleet of snow-clearing robots designed to promote ice growth on the canal.

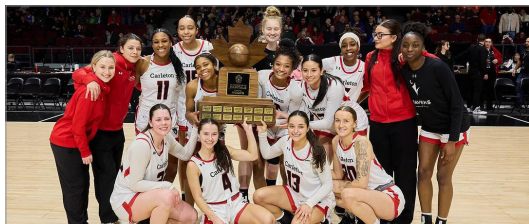


The 2nd annual Carleton Challenge Conference will take place on May 8, 2024.

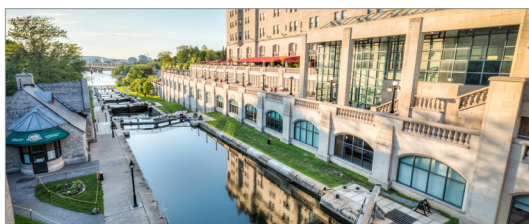
Join Us for the Carleton Challenge Conference

Registration is now open for the [2024 Carleton Challenge Conference](#)! This year's conference takes on one of the great challenges of our time as its theme: climate change. On May 8, business, government, community and academic leadership will gather in Richcraft Hall at Carleton University for a series of important conversations on how we can generate and enact climate solutions that will lead us towards a more sustainable future.

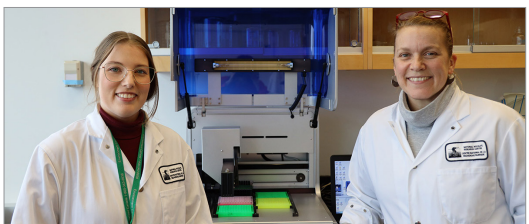
REPUTATION AND COMMUNITY HIGHLIGHTS



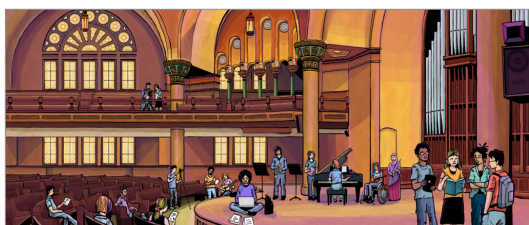
The Ravens beat the Gee-Gees 78-72 at the 2024 Capital Hoops Classic.



Carleton announced its partnership with CityStudio Ottawa in November 2023.



Yasmeen Zahaby and Carleton professor Jennifer Provencher.



The FASS Fair is held annually at the Carleton Dominion-Chalmers Centre.



A new working group has been struck to improve how space is used on campus.

Women's Basketball Team Takes Home Capital Hoops Classic Cup

Congratulations to the Carleton Ravens' unstoppable women's basketball team, who overcame a 15-point first-half deficit to win the [2024 Capital Hoops Classic](#) on Feb. 2 at TD Place in Lansdowne Park. The Capital Hoops Classic is a Canadian rivalry basketball series between the Carleton Ravens and the University of Ottawa Gee-Gees. The series, featuring both the men's and women's teams, has been held [since 2007](#).

CityStudio Ottawa and Carleton Launch First Round of Projects

CityStudio Ottawa has welcomed the first [Carleton-City of Ottawa projects](#) for the Winter 2024 term. CityStudio Ottawa is an innovation platform for civic and post-secondary education that links the city's needs with the expertise and creativity of local researchers, faculty experts and students. Carleton faculty and students will be working on strategic initiatives with the City of Ottawa to advance the City's 2023-2026 Strategic Plan.

Social Media, Mental Health, Seabirds and Oil Spills!

Did you know that Carleton University researcher [Samira Farivar](#) is among the first to shed light on the adverse effects of social media influencing on followers' mental health? Or that former Carleton master's student [Yasmeen Zahaby](#) has developed a tool which measures, at the DNA level, the health impacts of oil spills on seabirds? You can read more about their groundbreaking work in our two latest stories about Carleton researchers finding innovative solutions to [global challenges](#).

FASS Fair Celebrates Arts and Social Sciences at Carleton

On Feb. 10, Carleton's second annual [Arts and Social Sciences Fair](#) drew future and current students to the Carleton Dominion-Chalmers Centre – the university's arts, performance and learning hub in downtown Ottawa – to celebrate what makes our Faculty of Arts and Social Sciences a great place to learn and grow. Attendees had the opportunity to explore interactive informational booths, listen to panels about community building and how to make the most of your degree, and enjoy free refreshments.

Carleton Launches Space Transformation Initiative

In an effort to develop and test new approaches to managing university space, a [Space Transformation Working Group](#) has been established. The group is broadly representative of those in our community who use different kinds of spaces in different ways. The recommendations of the working group will be anchored in leading practices in space utilization and informed by consultations with a broad-based set of stakeholders across campus.

ACADEMICS

Recognizing Academic Excellence

Cynthia Cruickshank (Mechanical and Aerospace Engineering) received the [Ontario Building Envelope Council Rising Star Award](#).

Rafik Goubiran (Systems and Computer Engineering) was appointed as a [2023 AGE-WELL Honorary Fellow](#).

Emily Gray (Accounting) was elected as a fellow by the [CPA Ontario Council](#).

Paul Kariouk (Azrieli School of Architecture and Urbanism) was recognized with an [American Institute of Architects New York \(AIANY\) Design Award](#).

Fraser Taylor (Geography and Environmental Studies) was named as an [Officer of the Order of Canada](#).

Halim Yanikomeroglu (Systems and Computer Engineering) was named a fellow of the [Asia-Pacific Artificial Intelligence Association](#).

Mustafa Bahran (Physics), Alexandra Pettit (Biology), Jenny Bruin (Biology), Francine Darroch (Health Sciences), Alain Bellerive (Physics), Katie Lucas (Environmental and Interdisciplinary Science), Vivian Nguyen (Environmental and Interdisciplinary Science) and Rowida Mohamed (Chemistry) were awarded the Faculty of Science's [2023 Excellence Awards](#).

[Future Learning Innovation Fellowships](#) were awarded to Scott Bucking and Jennifer Drake (Civil and Environmental Engineering), Stefania Maggi (Interdisciplinary Studies; Psychology), Katie Lucas (Environmental and Interdisciplinary Science), Martha Mullally (Biology), Katie Graham (Journalism and Communication), Antonio Liaca Buznego (Studies in Art and Culture), Mira Sucharov (Political Science), Rose Gomar (Systems and Computer Engineering) and Steven Pong (Industrial Design).

Academic Updates

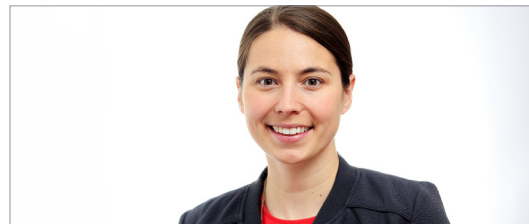
Carleton launched the new [Master of Arts in Teaching English as an Additional Language](#) degree program.

Since the launch of Sprott's [fully online MBA](#) in July 2022, the program has experienced rapid growth with close to 1,000 students currently enrolled.

Seventeen projects received funding through the 2023-2024 [Carleton University Experiential Learning Fund](#).

The Faculty of Arts and Social Sciences published its inaugural [Research Review Magazine](#).

The Faculty of Science launched a new [Black and Indigenous Summer Research Internships \(BISRI\)](#) program.



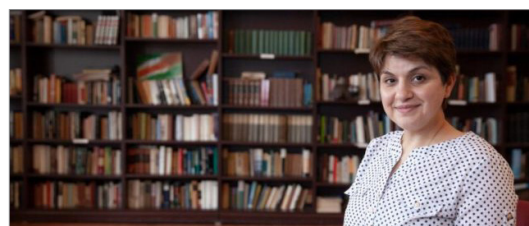
Cynthia Cruickshank (Mechanical and Aerospace Engineering).



Emily Gray (Accounting) from the Sprott School of Business.



Chancellor's professor Fraser Taylor (Geography and Environmental Studies).



Carleton now offers a MA in Teaching English as an Additional Language.



Danielle Printup and Carmen Robertson on the cover of the FASS Research Review.

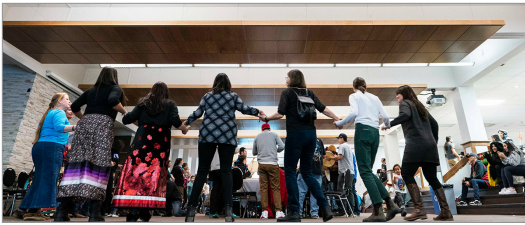
ACADEMICS



The search begins for a new Dean of the Faculty of Arts and Social Sciences.

Executive Search Updates

Carleton has embarked on the process of selecting a Dean of the Faculty of Arts and Social Sciences and has engaged Boyden, a global executive search firm, to assist with this search. A search advisory committee has been formed and consultation with the campus community took place in December. The job advertisement is now publicly available, and the search advisory committee continues to meet.



The Centre for Indigenous Support and Community Engagement hosts an annual Round Dance.

Indigenous Initiatives

In January, the Centre for Indigenous Support and Community Engagement hosted the annual Round Dance, which attracted more than 200 community members who participated in an evening of traditional dance and sharing.

The Centre also hosted the fifth annual Indigenous Winter Market, which featured diverse work from Métis, Inuit and First Nations makers.



EIC hosted an EDI speaker series throughout 2023.

Equity, Diversity and Inclusion

In November, the Department of Equity and Inclusive Communities (EIC) hosted the last two sessions of a four-part [EDI speaker series](#). The series focused on topics including inclusive approaches to hiring, equity-driven retention and support practices, equity-driven approaches to demographic data collection, and fostering a sense of belonging in higher education.

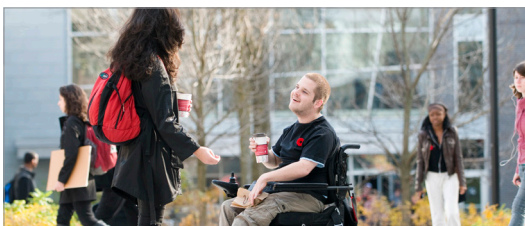
In collaboration with Teaching and Learning Services, the EIC developed an online Human Rights Module for students to learn about how human rights can be upheld at Carleton. The module is being piloted in 24 courses across academic departments. Over 2,700 students will be able to access the module during the winter 2024 term and share their feedback.



Jan. 22-26 was Sexual Assault Awareness Week at Carleton.

The Department of Equity and Inclusive Communities, along with campus partners, also held a variety of events as part of Carleton's annual [Sexual Assault Awareness Week](#) from Jan. 22-26.

The Canadian Accessibility Network is overseeing several accessibility projects addressing barriers and issues in education and training, research, employment and policy. Key projects include developing a guide on accessible research practices and best practices for inclusive knowledge sharing, creating an inclusive governance toolkit, reviewing Canada's Disability Inclusion Action Plan, and establishing guidelines for engaging persons with disabilities in the process of developing policies and standards.



The Canadian Accessibility Network is proudly housed at Carleton.

RESEARCH

Carleton Profs Among World's Top 2% Most-Cited Scholars

An impressive [85 Carleton University researchers](#), past and present, have secured a coveted spot on the [2022 Stanford-Elsevier list of the world's most-cited scholars](#). This exceptional achievement places them in the world's top two percent most-cited scholars, showcasing the unparalleled impact of Carleton's research. The citations span 46 subjects, encompassing key areas of the university's research strengths in the arts, social sciences and public affairs, as well as science and engineering.



85 Carleton researchers made the most recent Stanford-Elsevier list.

New CRC to Study Sustainable Buildings and Communities

Civil and environmental engineering professor Elie Azar has been named as Carleton's Canada Research Chair (CRC) in Sustainable Buildings and Communities. The focus of Azar's research is to develop new knowledge, research methods, and concrete pathways to guide the next generation of sustainable, resilient, and people-centric buildings and communities. The Tier II CRC recognition is awarded by the Government of Canada to exceptional emerging researchers, acknowledged by their peers as having the potential to lead in their field.



Elie Azar is Carleton's new Canada Research Chair in Sustainable Buildings and Communities.

Steven Cooke Named in Clarivate's Highly Cited Researchers List

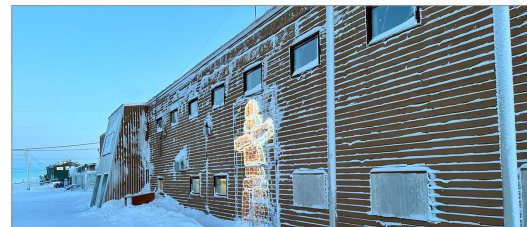
For the [fourth consecutive year](#), Steven Cooke, a biology professor and director of the Institute of Environmental and Interdisciplinary Science at Carleton University, has earned a place on [Clarivate's annual Highly Cited Researchers list](#). This list identifies researchers who have demonstrated significant influence and rank in the top one percent by citations for field and publication year in the Web of Science™ citation index.



Steven Cooke (Biology) has made the Clarivate list four years in a row.

Solar-Powered Tech Holds Promise for Northern Communities

An interdisciplinary group of researchers at Carleton University are working to harness the power of chemistry to make northern heating more practical – and hopefully cheaper too. The [\\$1.1M five-year Natural Sciences and Engineering Research Council \(NSERC\) Alliance grant](#) will support mechanical and aerospace engineering professors Jean Duquette and Ron Miller and economists Maya Papineau and Stephan Schott in designing and prototyping a solar-driven adsorption thermal energy storage system for use by remote northern communities.



The project is led by Jean Duquette and Ron Miller (Mechanical and Aerospace Engineering) and Maya Papineau and Stephan Schott (Economics).

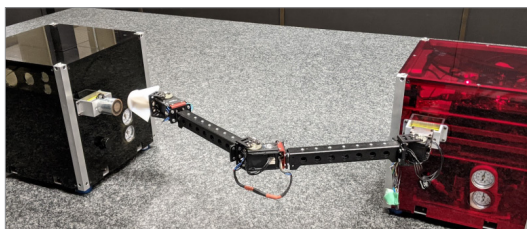
Joana Rocha Receives Distinguished Elsie Award

Mechanical and aerospace engineering professor Joana Rocha, [whose research focuses on aeroacoustics](#), has been recognized with a coveted Elsie MacGill Award. Named after the first woman in the world to work as an aircraft designer and conferred by the Northern Lights Aero Foundation, the award honours the achievements of women in seven different categories. Rocha won the Elsie Award for Education, which recognizes excellence in teaching and contributions as a mentor and role model.



Joana Rocha (Mechanical and Aerospace Engineering).

ADVANCEMENT



The first gift of Giving Tuesday 2023 was made in support of the Autonomous Spacecraft Robots project in the Faculty of Engineering and Design.



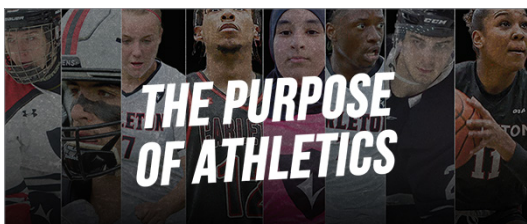
Nana Aba Duncan (Journalism) and musician Kardinal Offishall.



Carleton University and Ross Video leaders and collaborators.



Advancement is connecting with Carleton alumni around the world – from Hong Kong to New York City.



Advancement and Athletics have teamed up to launch a campaign celebrating university sport.

Revenue (May 1, 2023 – Feb. 6, 2024):

Philanthropic	\$7,704,424
Gifts in Kind	\$3,958,477
Sponsorships	\$1,555,346
Research & Partnerships	\$12,288,245
Total	\$25,506,492

As we approach the end of the fiscal year, University Advancement is on pace to maintain its annual \$40M revenue goal, alongside expanded volunteer, alumni and corporate engagement and philanthropic partnership opportunities for Carleton University.

Giving Tuesday and Thank You Thursday

Carleton's 2023 Giving Tuesday fundraising tradition was a great success, as we raised more than \$1.1M through 1,745 donations in 24 hours. All gifts were matched, meaning over \$2.2M went directly to student and faculty-led projects. In addition, project champions and supporters had a chance to win extra funding by participating in social media challenges throughout the day. Giving Tuesday was followed two days later by the Race for Good – an Amazing Race-style event for student FutureFunder teams – and the annual Holiday Social, which featured an inspiring conversation about philanthropy between Nana Aba Duncan from Carleton's School of Journalism and Communication and award-winning musician and philanthropist Kardinal Offishall.

New Corporate Partnership

As part of Advancement's ongoing collaboration with the Office of the Vice-President (Research and International), Carleton announced a new corporate partnership with Ross Video in December. In this three-year partnership, Carleton and Ross Video will focus on research and innovation as well as providing students with cooperative education, internships, research initiatives and experiential learning opportunities. Carleton's growing success in corporate engagement stems from a new holistic integrated partnership approach, offering a multi-faceted and mutually beneficial relationship for an organization looking to achieve multiple objectives. The university works closely with partners to address business challenges, while also creating experiential learning opportunities for students and researchers. In the past five years, Carleton has established long-term strategic partnerships with Ericsson, BlackBerry QNX, IBM Canada and a host of other organizations.

Digital Engagement

Supported by new technology and digital techniques, Advancement has been prioritizing outreach and engagement with international alumni, as well as graduates and supporters with more specialized connections to Carleton. Building on very successful strategies to re-engage Hong Kong alumni, we have new initiatives underway to connect with sizable graduate communities in California, Washington and New York City. We have also launched a unique [communications campaign](#) called "The Purpose of Athletics," which examines the appeal, impact and behind-the-scenes challenges of university sport through the eyes of student-athletes and their supporters.

STUDENT LIFE

Career Services hosted its Virtual Winter Career Fair on Jan. 24, with 42 employers and 1,450 students in attendance, creating an important opportunity for recruiting employers to connect directly with Carleton talent. Additionally, our co-operative education program continues to be the fastest growing in Canada and is the third largest co-op program in Ontario, with 3,956 work terms completed by our talented students.

The Student Experience Office's [SOAR 2024 Student Leadership Conference](#) welcomed the Right Honourable Adrienne Clarkson, 26th Governor General of Canada, on Jan. 20. Madame Clarkson delivered a keynote presentation on leadership, belonging and inclusion. The event, which had over 250 registrants, also featured 24 educational sessions hosted by Carleton alumni, students, staff and faculty connected to the themes of "Reflect and Re-energize", "Service Through Skill", "Authentic Leadership" and "Opportunity Exploration".

On Jan. 5, the International Student Services Office successfully led the Winter Welcome orientation event to facilitate a smooth transition for new students. The event included presentations on various supports and services, as well as a Campus Services Fair that showcased resources on campus.

Scheduling and Examination Services supported the changing landscape of examinations by facilitating in-person paper-based exams, in-person digital exams and online exams during the winter examination period from Dec. 10-22. The examination period had 71,474 individual examinees in 852 courses.

The Carleton University Spirituality Centre hosted the Pause Table in December, which brought food, snacks, coffee, tea and resources to our students and is supported entirely by donations from local organizations and volunteers. The Pause Table saw just over 800 students stop by over the course of two days.

Also in December, the Coordinated Accessibility Strategy team launched the [Humans of Accessibility series](#). This series gathers and shares stories from members of the Carleton community whose contributions have influenced and improved accessibility across campus.

For National Addictions Awareness Week, Wellness Services' Health Promotion team, in collaboration with the CU Umbrella Project, hosted Carleton and community partners at the Substance Use Health Resource Fair on Nov. 22. The fair shared information about substance use health, harm reduction and gambling awareness.

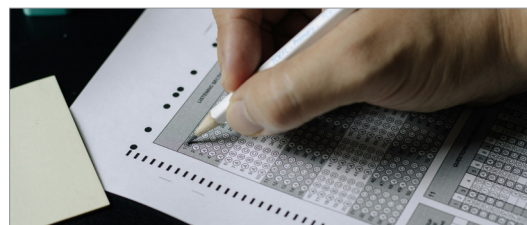
In November, Career Services also hosted the "Navigating Careers in Mental Health: Insights from Employers" event, with over 100 students attending. The event featured presentations by eight community partners and fostered connections between employers and students in the mental health field. Career Services also participated in the DCOI Careers in Government event that connected students and alumni with disabilities with over 50 government departments and educated attendees on the application processes within the government.



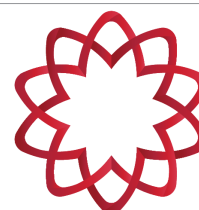
1,450 students attended Carleton's Virtual Winter Career Fair in January.



250 people attended the SOAR 2024 Student Leadership Conference.



Winter exam period at Carleton ran from Dec. 10-22.



The Spirituality Centre fosters an inclusive, supportive and joyful pluralistic coexistence in the Carleton community.



The CU Umbrella Project is a harm reduction program in collaboration with Algonquin College.

ENROLMENT AND RECRUITMENT UPDATE

Undergraduate Enrolment Update

First year 101 (Ontario high school) applications by university Jan. 13, 2023 vs. Jan. 16, 2024 (OUAC Data)

	2023	2024	% Change
Carleton Total Applications	20,310	21,512	5.9
Carleton Total Applicants	14,640	15,403	5.2
System Total Applications	526,723	552,915	5.0
System Total Applicants	91,215	94,178	3.2

First year new applicants (Carleton data) by region as of Jan. 24, 2024 – 101 Applicants

	2023	2024	% Change
All	14,640	15,403	5.2
Ottawa	5,087	5,686	11.8
Other Ontario	9,138	9,369	2.5
Other	415	348	-16.1

First year new approvals (Carleton data) as of Jan. 24, 2024 – 101 Applicants

	2023	2024	% Change
Approved	8,463	9,075	7.2

- The OUAC 101 application deadline was in mid-January. There have been several strong positive indicators for Carleton in the OUAC 101 applicant pool so far.
- Carleton's increase over last year for the OUAC 101s is higher than the Ontario average for both applicants and applications.
- First choice is up significantly this year amongst 101s (11.8%), as are applicants from the Ottawa area (coincidentally also up 11.8%). This is encouraging given our historically strong yield rates amongst these applicants. Carleton is also up in 2nd choice by 3.3%.
- Offers are currently up 7.2% over last year at this time.
- The "Other Ontario" category includes an increase in the Greater Toronto Area by 1.4%.
- It is too early for international numbers. However, we are foreseeing possible issues considering current geopolitical events and new government regulation changes.

Undergraduate Recruitment Update

The Students and Enrolment division highlighted some of their exceptional programs and services offered to support students in achieving their personal, academic and professional potential in a [new promotional video that features six short vignettes](#).

Over in the Undergraduate Recruitment Office (UGR), the team hosted a "How to Become a Carleton Raven Info Week" from Jan. 8-12, the week leading up to the Ontario high school application deadline. Over 165 prospective students joined the virtual information sessions on various Carleton topics. During the week, additional sessions for international students were offered, as well as daily "Ask Us Anything" drop-in sessions.

Carleton University continues to offer both in-person and virtual campus tours, with approximately 250 students participating in guided tours from Nov. 1, 2023 to Jan. 19, 2024, and connected with guidance counsellors by offering three breakfast events in the Greater Toronto Area in November, with 65 guidance counsellors in attendance.

The UGR also participated in the virtual Ontario University Information Sessions on Nov. 22, offering Carleton presentations and collecting over 700 leads. Additionally, two "Family Information Evenings" were hosted on Nov. 21 in the Greater Toronto Area and on Dec. 5 in Ottawa, with 83 guests and 161 guests respectively.

Outside of recruitment activities for grade 12 students, the UGR also completed 15 Career Class visits from Nov. 1, 2023 to Jan. 23, 2024.

The Recruitment Coordinator, Indigenous Initiatives participated in five weeks of the Aboriginal Post-Secondary Information Program tour, with 1,756 students participating. They also participated in numerous community events, including the Spirit of the Drum Pow-Wow, the Odawa Treaty and Summer Solstice Festival. The updated [Indigenous Student Viewbook](#), which outlines elements of the Carleton campus and student experience unique to Indigenous students, continues to be used by the UGR at various recruitment events.

The International Admissions and Recruitment team undertook 53 in-person and online events from November 2023 to January 2024, including school visits, education fairs and in-country partner events, engaging directly with more than 772 prospective international students. Ongoing email campaigns from the team led to over 16,000 prospective student leads.

The International Admissions and Recruitment team hosted the Virtual Open House for international students in December 2023, with 660 registrations and 308 attendees from over 91 countries. In January 2024, the team also ran "How to Apply & Scholarships", "Work Experience While You Study" and "Ask Us Anything" sessions.