

# Carleton University Capital Plan 2025



# Table of Contents

## Contents

Executive Summary .....	2
Introduction .....	3
Developing Capital Projects .....	4
The Process .....	4
Partnerships .....	4
The Planning Context .....	6
Slow Enrolment Growth .....	6
Aging Infrastructure .....	7
Transportation and Outdoor Space Master Plans .....	8
Future Vision .....	9
Master Planning Documents .....	9
North Campus Development via Public-Private Partnerships .....	9
Space Management and Stewardship .....	11
Governance of the Capital Plan .....	12
Projects Underway .....	13
New Student Residence .....	14
Loeb Envelope Remediation and Replacement .....	15
Projects Under Consideration .....	16
Regional Aquatics and Wellness Hub .....	17
Paterson Hall Building Retrofit and Renewal .....	18
Sustainability Research Centre (SRC) .....	19
ERP Transformation Project .....	20
Mackenzie Building B Block Level 4 Renovations .....	21
Campus Avenue and P2 Sewer and Watermain .....	22
Athletics Fitness Centre Expansion .....	23
Major Capital Budget .....	25
Capital Renewal and Deferred Maintenance .....	26
Conclusion .....	28
Bibliography .....	29
Acknowledgements .....	29

# Executive Summary

The Capital Plan sets out the major capital projects over \$5 million which the university prioritizes. It ensures that the university's technological and built environments can support the academic mission and programming.

It outlines the capital planning process, as well as the Board of Governors' role in that process. It brings together the major capital projects that are underway, as well as identifies projects under consideration.

New this year, the Capital Plan begins to incorporate information technology major capital needs alongside the traditional built environment. This integrated approach ensures that investments in digital infrastructure—such as core systems, cybersecurity, and learning technologies—are planned and prioritized with the same rigor as physical assets. By aligning IT and facilities planning, we are better positioned to support academic priorities, enhance student experience, and manage long-term sustainability across both physical and digital environments.

Details about each capital project are provided, along with the estimated costs and sources of funding, if available. Bringing this information into one document provides a full picture of capital planning at Carleton; how specific projects are reviewed and approved individually.

This plan is updated annually and presented to the Board of Governors. Individual project updates are provided to the Building Program Committee four times a year.



# Introduction

Situated on unceded Algonquin territory, Carleton University was founded by the community in 1942 to meet the needs of veterans returning from the Second World War. Over time, the student population outgrew its modest beginnings on First Avenue at what is now Glebe Collegiate, and land was purchased to develop Carleton University on a triangle of land between the Rideau River and the Rideau Canal, a UNESCO World Heritage Site. From its modest beginnings to today, Carleton was and remains an integral part of the Ottawa community.

Its thriving campus accommodates more than 30,000 students, 1,000 faculty and 1,550 staff. Our main campus is complemented by two satellite locations that further connect Carleton to the broader Ottawa community. CU@Kanata is an innovation space in the heart of the national capital's tech hub, while Carleton's Dominion-Chalmers Centre provides an active arts, performance and learning space in the heart of downtown Ottawa.

Our capital planning is guided by a number of strategic plans including Carleton's Strategic Integrated Plan, the Campus Master Plan, the Outdoor Space Master Plan and the Transportation Plan. These are supported by our commitment to sustainability and the goals outlined in the Strive for Sustainability Plan and our Energy Master Plan.

Since the release of the 2024 report, Carleton University has marked several exciting milestones in campus and capital development.

Most notably, Rideau House, a brand-new 450-bed student residence, officially opened its doors in September 2025. Strategically positioned at the Bronson Avenue entrance, Rideau House now serves as a welcoming gateway to the university and a vibrant home for hundreds of students.

In addition to Rideau House, two other major capital projects reached completion:

- **Teraanga Commons Dining Hall and Kitchen Expansion**, enhancing the campus dining experience with modern facilities and increased capacity.
- **P9 Decommissioning and Demolition**, a key step in financial savings in removing the investment in a deteriorated asset and preparing the site for future growth.

# Developing Capital Projects

## The Process

The development of major capital projects (\$5 million or more) is overseen by the Board of Governors and evolves through multiple stages as per the [Capital Planning Policy](#). The process starts with the identification of needs, key stakeholders and an executive sponsor. Once the business case is established a project steering committee is established and the project comes to the Board for a series of approvals.

There are three principal approval steps at the Board:

1. **Capital proposal form:** The Capital Proposal Form focuses on developing the business case, cashflow, Net Present Value (NPV), and includes a concept design and a preliminary (Class D) cost estimate as well as sources of funding and a proposed project schedule. The proposal is presented to the President's Advisory Group (PAG) to determine whether it should move forward for consideration by the Board of Governors.
2. **Project Planning report:** The project planning report focuses on schematic designs and includes a more refined cost estimate (class C) and proposed funding sources. Items such as total project costs, secondary effects, site approval, environmental considerations, operating costs, space inventory, space utilization analysis, and space programs are items considered in the report. Board approval provides authorization to move to working drawings.
3. **Project Implementation report:** The project implementation report includes working drawings, a more refined (class B) cost estimate and funding sources. It includes details on schedules and cashflows. Board approval provides authorization to begin the tender process and start construction.

Once the project is underway, regular project status reports are provided. The Board's Building Program Committee and Finance Committee are updated at every meeting regarding the status of all ongoing capital projects. A Project Conclusion Report is filed at the end of every major capital project and includes lessons learned of the project.

## Partnerships

Due to our location, Carleton's planning process often requires and benefits from consultation and collaboration with a number of key external stakeholders including, but not limited to:

- City of Ottawa
- Hydro Ottawa

- National Capital Commission (NCC)
- Rideau Valley Conservation Authority (RVCA)
- OC Transpo

# The Planning Context

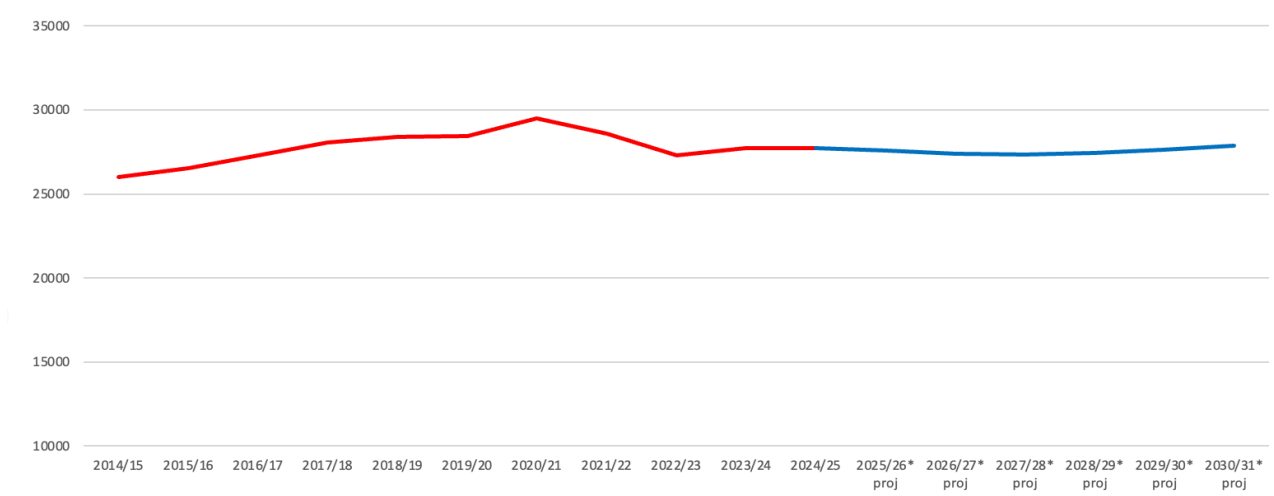
## Slow Enrolment Growth

Following many years of steady and modest growth in enrolment of undergraduates, Carleton has seen a decrease in entering cohorts in recent years. This began with the pandemic and is now being driven in large part by challenges in obtaining international student visas. Demographic projections over the planning horizon lead us to expect modest growth in the 18-year-old population. International student enrolment may be disrupted for some time. These decreases have been moderated somewhat by increases in upper-year retention with more students staying until graduation. The flow through of these smaller entering undergraduate cohorts is why Carleton is projecting enrolment declines until 2027. Several new undergraduate programs have been introduced in 2025 which should support growth in coming years.

For many years, graduate enrolment growth was limited due to the funding model that controlled the number of funded graduate spaces. In recent years, there were opportunities to grow beyond those historical caps, as well as opportunities to meet international student demand. The result was a steady growth in graduate students. Given the cap on international student visas also affected graduate students starting in 2025, as well as the harm done to “brand Canada” in general, the projections assume a reduction in international graduate intake as well.

The projections in the chart below include the assumptions on which we base our budget. Our current projections based on the above assumptions suggest it will be at least five years before student numbers return to pre-pandemic levels

Annual FTEs, Historical and Projected



Source: Historical, OIRP datacubes. Projected based on projection models (March 12, 2025). UG growth after 2024: 1% domestic each year, -20% international in 2025 then 1% in 2026, flat UG. Master's growth after 2024: Domestic 2% per year, International -10% in 2025 then 1% in 2026. Excludes incoming exchange students, and work-term only co-op students in FTE calculation.

OIRP - August 8, 2025

## Aging Infrastructure

Similar to other Canadian universities, Carleton has an aging building infrastructure. Our current building asset portfolio has an average building age of 40 years. Managing these assets requires carefully allocating the annual Capital Renewal Deferred Maintenance (CRDM) funding and provincially-funded Facilities Renewal Program (FRP) budget to address our campus community's diverse and changing needs while mitigating infrastructure risk.

The Capital Renewal Deferred Maintenance Investment is currently in year 11 of a 13 year commitment to CRDM funding. At the April 2024 Board of Governors meeting, the Board approved an additional three- year commitment to the original ten year commitment. CRDM addresses many needs, including improved electrical and plumbing systems, ventilation, building envelopes, interior finishes, site infrastructure (sewer/storm/watermain) and preventative maintenance. By addressing base building and site infrastructure issues first, the university will decrease the risks and costs associated with unexpected failures and unplanned disruptions on campus, and will ensure that base building systems can adequately handle future renovations and research requirements.

## Information Technology Planning

In higher education, IT investment planning requires balancing innovation with the reduction of technical debt—outdated systems and deferred upgrades that constrain agility and increase risk. Institutions must align digital priorities with academic and organizational goals while ensuring equity, accessibility, interoperability, and security. Through transparent governance and multi-year digital roadmaps, universities can systematically prioritize initiatives, modernize legacy systems, and create sustainable, future-ready environments that support teaching, research, and student success in a rapidly evolving digital landscape.

## Transportation and Outdoor Space Master Plans

There has been significant investment in initiatives to improve traffic flow on campus, as per the 2019 Transportation Plan, including but not limited to:

- Stadium Way exit from Parking Lot 5 (P5) onto Bronson
- Raven Road Extension
- New Bike storage facility between Dunton Tower and Azrieli Pavilion
- O-Train Bridge Renewal/Repair with Pedestrian Safety Fence/Lighting
- University Drive-Bronson Ave. Intersection Modifications and Roundabout addition
- Parking Lot 7 expansion – Phase 1 and Phase 2
- Addition of electrical vehicle charging stations in P7
- Decommissioning and demolition of Parking Garage P9
- Opening of Phase 2 Light Rail Transit (LRT) (managed by City of Ottawa)

In January 2025, Light Rail Transit (LRT) lines 2 & 4 opened for ridership. It is anticipated that come September 2025, many students, faculty, and staff will take advantage of the fully operational light rail, which will have a positive impact on the campus, and its longer-term sustainability and transportation goals.

Currently both the Transportation Plan, and Outdoor Space Master Plan are up for renewal. FMP is recommending merging the two plans into 1 comprehensive document due to their overlapping goals and mutual influence on campus operations and design. Through combined analysis of pedestrian flows, transit usage, vehicle patterns, and outdoor space utilization, Carleton will be in a position to identify synergies and interdependencies that might be missed if planned separately.

The updated comprehensive report will be a guiding document for Carleton on transportation and open space for the next 5 to 10 years.

# Future Vision

## Master Planning Documents

The vision for Carleton’s campus is outlined in the Campus Master Plan (CMP), a five-year plan that presents a potential vision for the future. It takes into consideration how the campus’ special attributes can be enhanced over time. The plan’s “big moves” recommend enhancements to our green space, moving toward more pedestrian-friendly streets, pathways and gateways, as well as how to highlight natural features. A stormwater management approach is explored and potential development sites are also identified for consideration.

The CMP is supported by the Outdoor Space Master Plan and the Transportation Plan, which operationalize elements of the CMP. Many other key planning documents also inform our Capital Plan including the Strategic Integrated Plan, the Carleton Academic Plan and several other campus-wide and sector-specific plans.

## North Campus Development via Public-Private Partnerships

A Public-Private Partnership (P3) is a collaborative arrangement between a public entity and a private sector partner to design, build, finance, operate, and/or maintain infrastructure or services. Given the financial landscape of the university at this time, P3 partnerships should be further explored as an option to the university related to capital planning and project delivery, and income generation. The P3 model can provide significant value but also requires careful structuring and oversight.

### Benefits

1. **Access to Private Sector Expertise**  
Leverages specialized technical, managerial, and operational capabilities, often resulting in more innovative solutions and efficient delivery.
2. **Risk Transfer**  
Allocates specific risks—such as cost overruns, construction delays, and maintenance liabilities—to the party best positioned to manage them, reducing public sector exposure.
3. **Cost and Schedule Certainty**  
Fixed-price and performance-based contracts encourage disciplined planning,

increasing the likelihood of on-time, on-budget delivery.

**4. Life-Cycle Asset Management**

Private partners are incentivized to build and maintain assets to a high standard over the term of the agreement, lowering long-term maintenance and replacement costs.

**5. Budgetary Predictability**

Structured payment schedules provide stable, predictable budgeting for the public sector.

**6. Accelerated Project Delivery**

Access to private capital can bring projects online sooner than through traditional procurement.

**Considerations and Risks**

**1. Complex Contracting and Negotiation**

P3 agreements are legally and commercially complex, requiring significant expertise and time to structure, which can increase procurement time and costs.

**2. Reduced Flexibility**

Long-term contracts may limit the public sector's ability to make changes to the scope or operations without incurring additional costs.

**3. Performance Monitoring**

Strong oversight and contract management are essential to ensure the private partner meets performance obligations over the full term.

**4. Potential Public Perception Issues**

Some stakeholders may perceive P3s as a form of privatization, requiring proactive communication and transparency to maintain trust.

**5. Risk of Private Partner Underperformance**

If the private partner fails to meet obligations, remediation or replacement can be costly and disruptive.

Development of the North Campus is a potential opportunity for a Public-Private Partnership (P3). P3 can be an effective model for complex infrastructure projects, offering advantages in performance, risk management, and delivery speed. Its success depends on strong planning, clear contracts, and ongoing oversight. As Carleton explores this approach, FMP will engage stakeholders and provide regular updates.

## Space Management and Stewardship

The university's physical space is one of its most valuable strategic assets. Effective stewardship of this resource is essential to supporting the institution's academic mission, research activities, and the student experience. As enrolment patterns, teaching and learning approaches, and research requirements continue to evolve, a deliberate and disciplined approach to space management ensures that facilities are both responsive to current needs and adaptable for future demands.

FMP with internal and external resources are completing a building condition and space audit to highlight areas of high demand as well as underutilization across the portfolio. This data will help to optimize existing facilities prior to pursuing new construction. A systematic approach to allocation and renewal will allow the University to:

- Align space with academic and research priorities in a transparent and evidence-based manner.
- Enhance interdisciplinary collaboration through the provision of flexible, shared environments.
- Improve operational efficiency by consolidating fragmented or underused areas.
- Advance sustainability commitments by reducing the environmental impact of unnecessary expansion.
- Explore space realignment initiatives that co-locates departments with complementary mandates. This will strengthen interdisciplinary collaboration, improve the student and faculty experience, and ensure facilities are aligned with institutional priorities.
- Strengthen the University's financial resilience by maximizing the return on investment in existing assets.

Going forward, capital planning will be guided by comprehensive space management reviews and strategies. This approach will ensure that the University is optimizing its current space and supporting institutional priorities in a sustainable and cost-effective manner

## Digital Strategy

Carleton University's Digital Strategy and Roadmap sets a people-focused path for digital transformation aligned with the Strategic Integrated Plan. Built on five guiding principles—user-focused, inclusive, collaborative, responsible, and agile—it identifies strategic priorities across research, student experience, teaching and learning, and organizational excellence. The roadmap establishes strong governance, annual planning, and balanced initiatives to foster innovation, inclusivity, and sustainability. This strategy positions Carleton as a leader in digital advancement, strengthening its

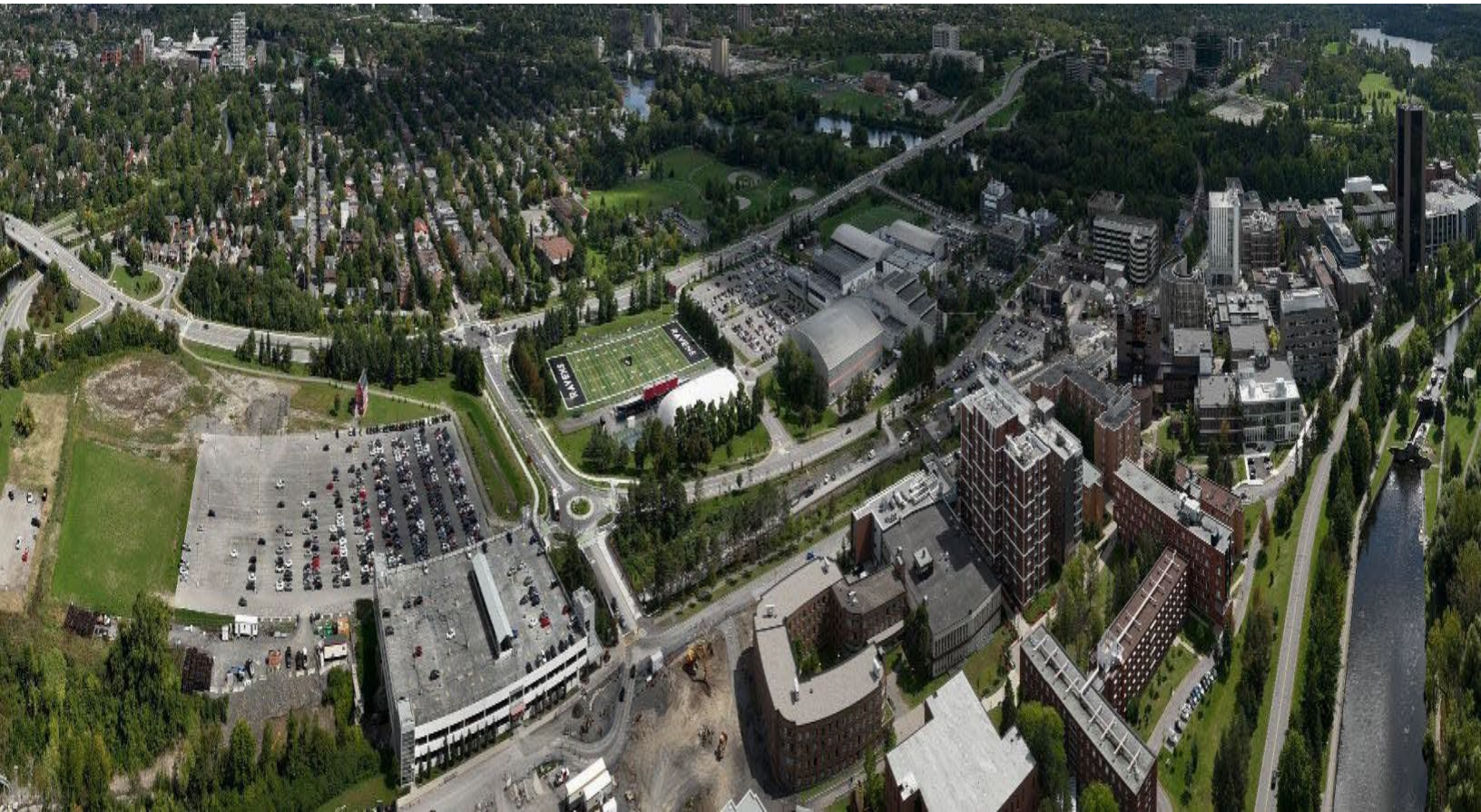
mission and community impact

## **Governance of the Capital Plan**

The Office of the Vice-President (Finance and Administration), the Associate Vice-President (Information Technology Services) & Chief Information Officer and the Associate Vice-President (Facilities Management and Planning) are accountable for reviewing and updating this plan and the priorities identified within it.

An update on the Capital Plan is presented annually to the Board of Governors, in addition to the updates on capital projects provided to the Building Program Committee four times a year.

# Projects Underway



## New Student Residence

### Project Intent

The new student residence building will provide 450+ beds for first-year students, as well as various types of amenity spaces for all students on campus. The building is designed to promote and enhance a student focused residential community experience.

### Project Scope

- The design of a residence building housing 450+ students with living and social spaces that support the first-year experience and Carleton University's mission and vision.
- A combination of single- and double- style bedrooms with semi-private or private bathrooms.
- Significant consideration for students with exceptional needs and amenities required.
- A first floor (or main floor) that provides amenity space for students including (but not limited to):
  - Welcoming entry
  - Study space
  - Communal lounge space
  - Social space (such as maker space, games room, etc.)
  - Laundry facilities
  - Fitness space (such as work out room, yoga area, etc.)
  - Common lounge space
  - Staff offices and staff living space

### Current Status

Project implementation report approved, under construction.

### Estimated Project Cost

\$106 million

### Completion Date

August 2025 Occupancy



# Loeb Envelope Remediation and Replacement

## Project Intent

The goal of the project is to improve the overall “health” of the building while increasing our commitment to sustainability, reducing our carbon footprint, realizing direct cost savings in offsetting energy consumption and minimizing the required maintenance over a 25-year span.

## Project Scope

The project is for the replacement and remediation of the exterior walls and the replacement of the roof skylights, and all of the exits and the entrances of the Loeb Building. The refurbishment of the third-floor lobby was added to the scope of work and will create a focal point and gathering space for students, staff and faculty. This is being funded by the Faculty of Public and Global Affairs.

## Current Status

The project implementation report was approved at the October 2024 Board of Governors Meeting. FMP is currently reviewing cost-saving and value engineering opportunities, along with building utilization data, to ensure that our investment decisions are well-informed.

## Estimated Project Cost

\$40.6 million

## Estimated Completion Date

End of 2027/2028



# Projects Under Consideration



## Regional Aquatics and Wellness Hub

### Project Intent

Expansion of fitness, wellness and aquatics, plus academic space that will enhance the student experience, culture and pursuit of well-being on campus.

- Phase 1 – Fitness and Aquatics Facility
- Phase 2 – Academic Programing

The building offers a new progressive service model which brings together health, wellness and research entities while creating a gateway to the Carleton campus along Bronson Avenue, as well as connecting the university to the broader city of Ottawa. It will be a learning facility that reflects diverse needs, interests and identities with the campus community.

### Project Scope

**Phase 1:** Expanded fitness centre and new aquatic centre (two pools), including a possible option for a diving tower.

**Phase 2:** Wellness Hub, including research, academic space, and leased space. The Wellness Hub building would include an agora and large open spaces with lots of windows and natural light.

### Current Status

Carleton has entered into preliminary discussions with the City of Ottawa about a potential partnership for the new aquatics centre.

### Estimated Project Costs

Under Review

### Estimated Completion Date

To be determined



# Paterson Hall Building Retrofit and Renewal

## Project Intent

Replacing the entire building envelope and retrofitting all infrastructural systems.

## Project Scope

- Removal and replacement of mechanical and electrical systems and building envelope, including cladding.
- Investigative, intrusive pre-design and concept designs.
- Decreasing the cost of ownership on maintenance and operation.
- Maximizing energy cost savings and reducing GHG emissions.

## Current Status

The major building retrofit and renewal was put on hold.

Facilities Management and Planning (FMP) will undertake a comprehensive review of the existing maintenance backlog, forecasted deferred maintenance costs, annual operating and maintenance expenses, and building and portfolio space utilization. This analysis will help determine whether the asset continues to warrant investment, ensuring that resources are allocated effectively and in alignment with long-term strategic priorities

## Estimated Project Cost

To be determined

## Estimated Completion Date

To be determined



## Sustainability Research Centre (SRC)

### Project Intent

Generate new income streams, resolve the Faculty of Engineering and Design's space needs, and attract new talents, donors and partnerships.

### Project Scope

The Sustainability Research Centre is a 215,000 square foot, six-storey building. Five signature showcase spaces on the main level will highlight program activity, and contain:

- Research labs
- Gathering and collaboration spaces
- Offices
- Meeting rooms
- Computer labs
- Grad carrels

Sustainable Design Strategies were utilized to limit embodied carbon and reduce energy consumption.

### Current Status

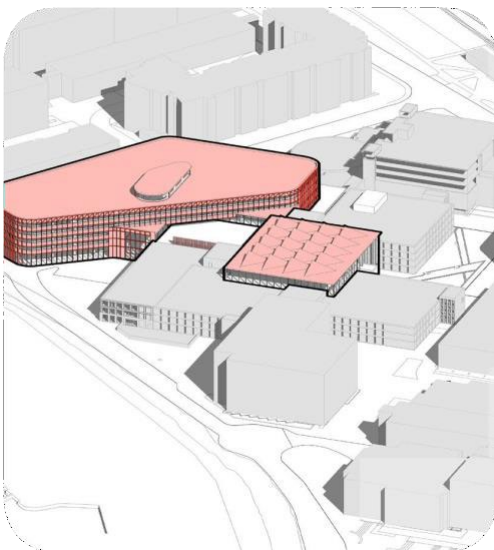
The schematic design report has been received, and the project is currently on hold.

### Estimated Project Cost

To be determined

### Estimated Completion Date

To be determined



# ERP Transformation Project

## Project Intent

The ERP Transformation Project will modernize Carleton's enterprise resource planning (ERP) system, which supports core functions in Student Services, Human Resources, Finance, and Advancement.

The existing system is a 21-year-old, on-premises commercial platform that has been extensively customized. It operates within a complex ecosystem that includes over 30 purchased systems and more than 100 internally developed applications supporting various business functions.

A thorough evaluation of ERP solutions—based on Carleton's specific requirements—will determine the most suitable path forward. Each of these approaches involves different levels of complexity, change management, and investment. As such, the range of potential project costs is substantial and will depend on the chosen path.

## Project Scope

Scope will be determined by the university's strategic direction. Key modules may include Finance, Human Resources, Student related processes, Advancement, and Research.

## Current Status

In preparation for the ERP Transformation, Carleton is placing a strong emphasis on maintaining and upgrading (where needed) its aging legacy system. This foundational work includes addressing technical debt, streamlining outdated processes, and readying the infrastructure for an upcoming portal launch in January 2026 (Banner SSB upgrade / Carleton Central replacement).

## Estimated Project Costs

\$30M to \$115M CAD

## Estimated Completion Date

2032

**Carleton University** Carleton Central

Personal Information | Student Services | Employee Services | Financial Services

SITE MAP | HELP | LOGOUT

### Main Menu

- Personal Information**
  - Self Identification Survey
  - Update addresses and phone numbers
  - View name change information
  - Personal Emergency Contact Information
  - Campus Card:** The CampusCard online services can now be accessed through the CampusCard Web Center
  - Financial Aid: Request information and Carleton Email address
  - Valid Registry
  - Manage Email Communications
  - Change Name (last or middle name chosen first name)
  - Principals
  - Submit Social Insurance Number (SIN)
- Student Records**
  - Graduate Admissions: Graduate Admissions and Graduate In-Program Reviews, International Tuition Payment
  - Admissions: Review admission applications, View Holds and Conditions of Offer, Internal Application for Admission, International Tuition Payment
  - mydegrees: Display grades
  - mytransfer (ACE): Academic Continuation Evaluation
  - mycourse: mycourse
  - mytransferCredit (credit from previous studies)
- Registration**
  - Registration: Getting Started, Build Your Timetable/Registration, Student Timetables, Display Holds, Registration Override Requests
  - Online ADD/ONS (Class, Priority Placement, Tu, Purchase Books)
  - Student Academic Credit Amount To Pay, International Currency Payments, Tuition/Housing and Tuition Deposits, Refund Requests, Print tax receipts (T2202, R4)
- Academic Progress**
  - myaudit (view academic audit)
  - mytransfer (ACE): Academic Continuation Evaluation
- Awards and Financial Assistance**
  - Registration: Getting Started, Build Your Timetable/Registration, Student Timetables, Display Holds, Registration Override Requests
  - Undergraduate Online Application Forms: Undergraduate bursaries/awards and Work Study applications. Check application status.
  - Graduate Online Application Forms: Graduate bursaries/awards, other financial aid applications. Check application status.
  - Thank you messages: Submit thank you messages for donor-funded awards.

**Carleton University**

EM: Enrollment is not for students, Nov 2, 2024

1 of 1 | [Consultation Information](#)

**Employee Self Service**

**Leave Balance - EC**

Type	Taken	Available	Balance
Sick	33	0	-33
Annual	0	0	0
Compass	0	0	0
Revenue	0	0	0
Available	3	37.65	40.65

[DETAILS](#)

**Student Lookup**

Search by: Last Name, ID

SEARCH BY: LAST NAME

SEARCH BY: ID

SEARCH BY: STUDENT INFORMATION

SEARCH BY: STUDENT INFORMATION

SEARCH BY: STUDENT INFORMATION

**Campus Map**

# Mackenzie Building B Block Level 4 Renovations

## Project Intent

This project entails the complete interior retrofit of the 4th floor, Block B, Mackenzie Building transforming it into a modern, inclusive, and tech-enabled academic hub. The redesigned space will feature flexible classrooms, collaborative work zones, quiet study areas, and wellness amenities, all designed to meet evolving academic and student wellness needs. The renovation supports Carleton's broader goals for future-ready learning, inclusive design, and infrastructure renewal. It also aligns with long-term planning strategies aimed at enriching the student experience and fostering well-being through thoughtful spatial design.

## Project Scope

- Full interior demolition and retrofit of architectural, mechanical, and electrical systems, including new flooring, ceilings, fire alarm, and furniture;
- Replacement of the existing air handling unit (AHU) and reconfiguration of HVAC distribution;
- Installation of new lighting, power, data, and life safety systems;
- Construction of new glazed and solid interior partitions for visibility and daylighting.

## Current Status

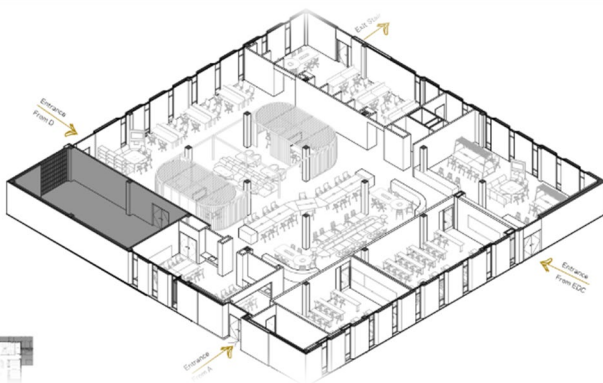
100% design development has been completed and the project has been put on hold.

## Estimated Project Costs

The total project costs are estimated at \$4.5 million for the main renovation plus \$1 million for the Air Handling Unit replacement, based on the Class B estimate received in May 2025. This includes all contingencies but excludes HST.

## Estimated Completion Date

TBD



# Campus Avenue and P2 Sewer and Watermain

## Project Intent

The project's main purpose is to fix the watermain's current capacity issues, address infrastructure deterioration, and ongoing failures of the watermain and sewer segments along Campus Ave from New Student Residence to Richcraft Hall.

Initially they were planned as two separate projects, but now are being proposed to be combined into one to achieve cost savings and reduce overall impact to campus community.

The renovation supports Carleton's broader goals for infrastructure renewal. It also aligns with the 5-year Watermain and Sewer Rehabilitation Masterplan.

## Project Scope

- Improvements and/or replacements to watermain and sewer infrastructure to achieve required level of service from New Student Residence to Richcraft Hall
- Basic road reinstatement of excavated and trenched areas
- Basic landscaping of affected areas

## Current Status

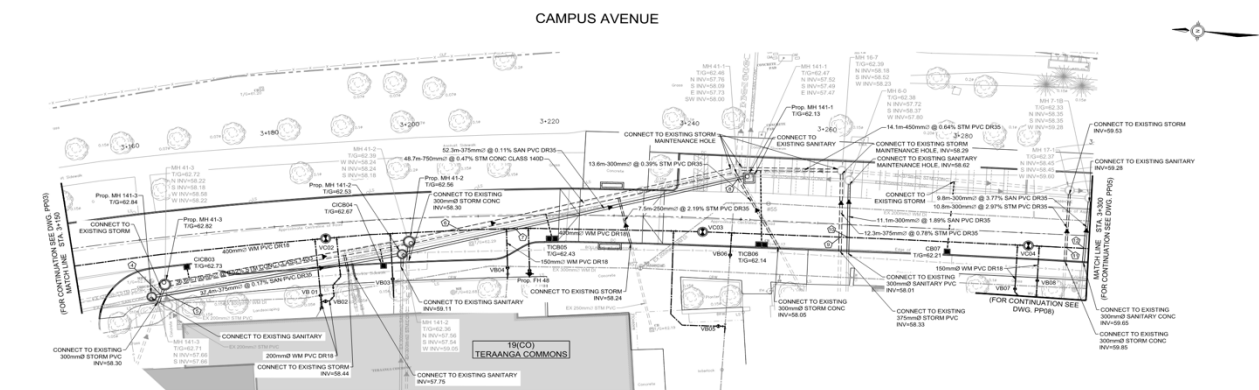
99% drawings and specifications have been received and the project has been put on hold. The project will go to the board due to the value of the estimates that have been received

## Estimated Project Costs

The total project costs are estimated at \$6.7 million for the entire scope, based on the Class B estimates received in June 2025. This includes all contingencies but excludes HST. CRDM funds have been put aside for this.

## Estimated Completion Date

TBD



# Athletics Fitness Centre Expansion

## Project Intent

The purpose of this project is to expand and modernize the existing Fitness Centre in order to address current capacity constraints, support the health and well-being of students, faculty, and staff, and enhance the university's ability to attract and retain top talent. Demand for recreation and wellness facilities has consistently exceeded available space, resulting in overcrowding, limited programming, and reduced accessibility during peak hours. This project will be given further consideration if the Regional Aquatics and Wellness Hub project does not proceed or excludes the Fitness Centre expansion from its scope.

## Project Scope:

- 32,000 sq feet building
- New cardio, weight, and fitness equipment
- New multipurpose rooms (for fitness, spinning, and yoga)
- Women only area and inclusion of all CUFIT classes
- Student gathering space to socialize and study

## Current Status

In November 2024 a student referendum was held and students were in support of the fee increase to support the fitness centre expansion. Preliminary concepts have been received, project planning report to be submitted to the Board for approval.

## Estimated Project Costs

To be determined

## Estimated Completion Date

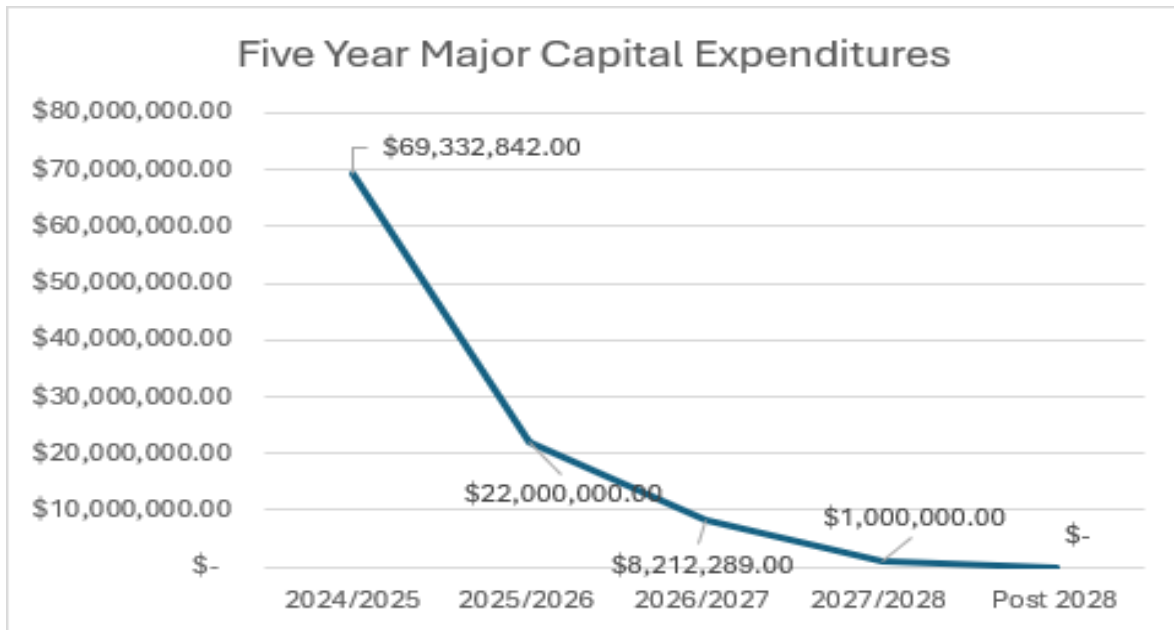
To be determined



# Capital Budget Projections

## Capital Budget and Expenditure

The capital budget for major projects currently underway is \$163,100,00. This expenditure forecast is based upon the stages that the projects are currently at in their project life cycle and are adjusted and monitored on a monthly basis.



\*Note: The five-year major capital expenditures does not include Paterson Hall and reflects only projects that are underway.

# Major Capital Budget

**CARLETON UNIVERSITY  
MAJOR CAPITAL INVESTMENT  
PROGRAM  
August-2025**

PROJECT	BUDGET	FUNDING SOURCE BREAKDOWN	
		Debenture Fund	Other Funding Sources
<b>Projects Underway</b>	Estimated Budget		
<b>New Student Residence (Rideau House)</b>	106,000,000	80,000,000	26,000,000
<b>Loeb Building Envelope Remediation and Replacement</b>	40,600,000	40,000,000	600,000
<b>Subtotal Projects Underway</b>	<b>146,600,000</b>	<b>120,000,000</b>	<b>26,600,000</b>

In 2021, Carleton issued a \$220-million debenture to fund capital investments. Current projects are expected to deploy \$120 million of that capital with the remaining \$26.6 million in project costs to come from various ancillary and departmental budgets. The remaining \$100 million in debenture funds will be reserved for future capital projects.

# Capital Renewal and Deferred Maintenance

Each year, Carleton invests \$14 million toward Capital Renewal and Deferred Maintenance projects, guided by a prioritized list reviewed by the Building Program Committee and approved by the Board of Governors. The \$14 million funding source is an annual investment from the university's operating budget. The original investment was for 10 years, however at the April 2024 Board of Governors meeting, a motion was approved to continue the allocation of \$14 million for CRDM investment for an additional three fiscal years until fiscal year 2028/2029. Should this funding not be extended campus buildings will further decline, driving up maintenance and operation costs, creating safety risks, and undermining the university's reputation and competitiveness.

In 2025/2026, Carleton received approximately \$6 million from the provincial government's Facilities Renewal Program, and the government has committed to another \$6 million for 2026/2027. This additional funding will help reduce the deferred maintenance backlog, however cannot be seen as a secured funding source as the value fluctuates year to year.

The university is making substantial investments in essential infrastructure renewal programs, including sewer and watermain replacements, high voltage work, tunnel infrastructure improvements, perimeter security enhancements, and mechanical upgrades. These efforts are guided by a commitment to sustainability and accessibility, ensuring that improvements meet modern standards and contribute to a more inclusive and environmentally responsible campus, and respond to risks created, as a result of climate change. While infrastructure projects are critical to the university, Carleton is also investing in many projects that enhance the student experience including but not limited to classroom renewals and student study space upgrades.

Carleton routinely audits 20 to 25 per cent of its assets annually, including facilities and infrastructure, to gather data on the condition of buildings, the associated systems, and infrastructure to plan for capital renewal and identify deferred maintenance requirements. This information allows the university to develop Capital Renewal and Deferred Maintenance (CRDM) plans to address risks and provide overall stewardship of the assets.

These audits are carried out by an independent third-party and are reviewed and validated by internal Carleton staff. The data is held centrally in SLAM (Streamlined Asset Management), Carleton's Integrated Asset Management System, and is shared with the Council of Ontario Universities (COU) and the Ontario Ministry of Infrastructure (MOI).

The Facility Condition Index (FCI) is a measure used to help institutions understand the overall asset condition. The Facility Condition Index (FCI) is calculated as the total cost of

required building repairs and renewal divided by the current replacement value cost of the building (CRV). Each building's FCI score reflects the current condition of the building and is ranked as good, fair, poor, or critical.

**Carleton's three-year FCI number is 12.16% and five-year FCI is 31.70%**

OAPPA's and industry best practice categorization of FCI is as follows:

<b>FCI ≤ 10%</b>	<b>10% &lt; FCI ≤ 15%</b>	<b>15% &lt; FCI ≤ 30%</b>	<b>30% &lt; FCI ≤ 60%</b>	<b>FCI &gt; 60%</b>
<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Critical</b>	<b>Crisis</b>

Carleton's recommended deferred maintenance has been broken down into four asset categories:

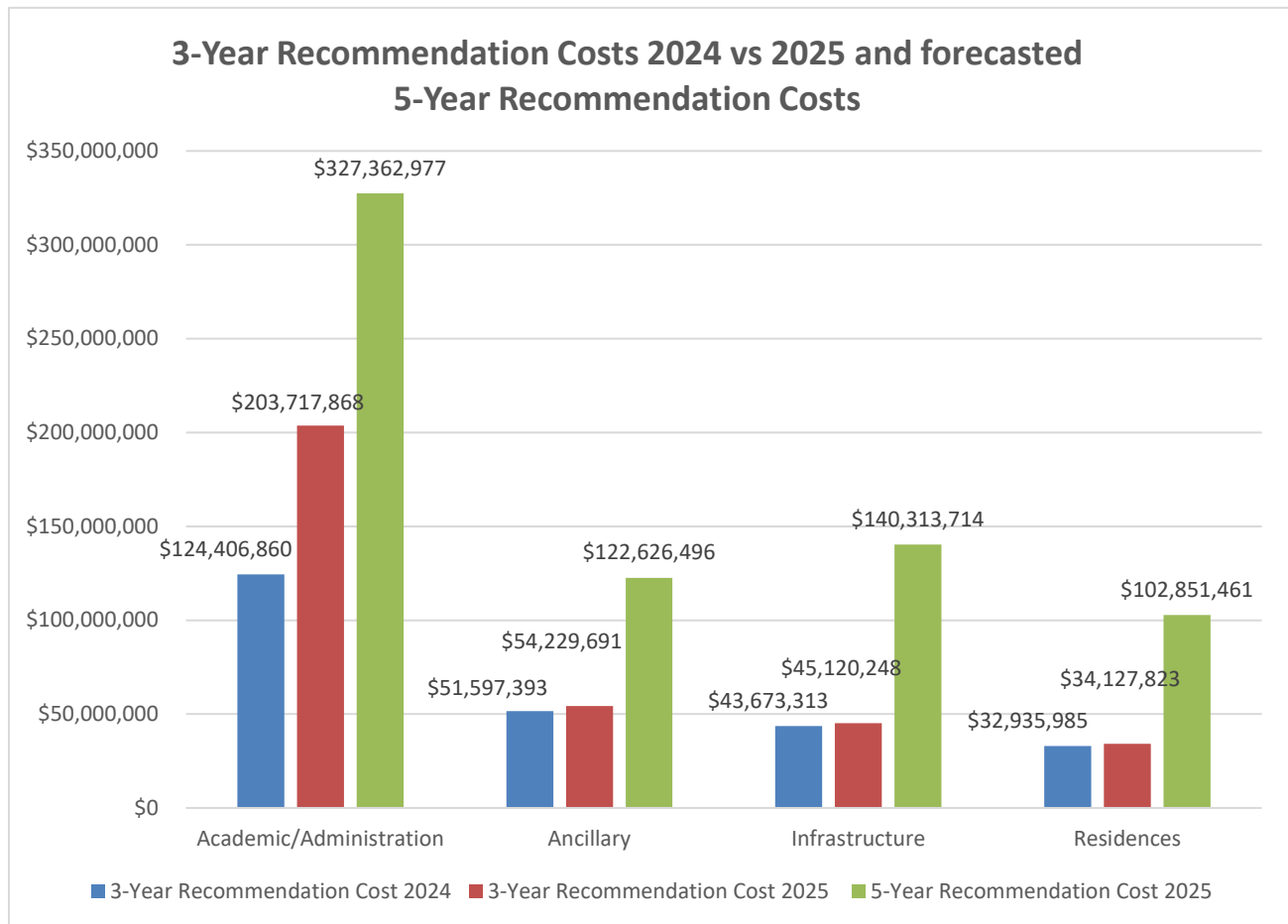
1. Academic/Administration
2. Ancillary
3. Residences
4. Infrastructure.

The three-year FCI for each category and the associated capital renewal/deferred maintenance cost estimates for Carleton, based on the information from SLAM in August 2025 are as follows:

<b>Category</b>	<b>Facility Condition Index (FCI)</b>	<b>Recommended Three Year Deferred Maintenance</b>
Academic/Administration	12.3%	\$203,717,868
Ancillary	9.8%	\$54,229,691
Residences*	7.8%	\$34,127,823
Infrastructure	14.8%	\$45,120,248

\*Excludes Rideau House

As represented below, without proper investments, Carleton's FCI and deferred maintenance continues to grow.



Based on the information captured in the asset management information system, the recommended capital renewal and deferred maintenance investment over the next three years totals \$337,195,630 and the next five years totals \$693,154,648. The generally accepted investment strategy for annual renewal is 2% of Current Replacement Value which would be approximately \$54 million annually. Following a detailed review of Carleton's facilities data in 2023, the independent facilities consulting firm, Gordian, recommended that Carleton aim to invest \$27.5 million per year into facilities renewal.

## Conclusion

With priorities identified and a framework in place, the next steps will focus on advancing key projects, refining budgets, and securing the necessary funding approvals. Ongoing collaboration with stakeholders will be essential to ensure successful implementation, maximize value, and achieve the strategic outcomes envisioned in this plan.

# Bibliography

## Key University Documents

Campus Master Plan  
 Carleton Academic Plan  
 Energy Master Plan  
 Outdoor Space Master Plan  
 Strategic Integrated Plan (SIP)  
 Strive for Sustainability  
 Transportation Plan

# Acknowledgements

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