

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

The 624th Meeting of the Board of Governors
Thursday, March 11th, 2021 at 3:00 p.m.
Via teleconference

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 Ancillary Budget 2021/2020 (D. Alves)

- Executive summary and plan were circulated in advance.

5.2 Advisory Committee on the President and Vice-Chancellor (D. Fortin)

- A memo was circulated in advance.

6. OPEN – ITEM(S) FOR INFORMATION

6.1 Carleton Research Update (R. Goubran)

- Executive summary and presentation were circulated in advance.

6.2 Report from the Chair (D. Fortin)

- A verbal report will be provided.

6.3 Report from the President (B.A. Bacon)

- A written report was circulated in advance.

6.5 Committee Chair Updates

- a) Advancement and University Relations (P. Dion)
- b) Building Program (B. Creary)
- c) Finance Committee (D. Alves)

7. OPEN – OTHER BUSINESS

8. OPEN - QUESTION PERIOD

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

AGENDA ITEM

5.1

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 4 February 2021
From:	Finance Committee	Date of Meeting: 11 March 2021
Subject:	Ancillary Services Budget - 2021-22	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Finance Committee the Board of Governors approves Carleton's 2021-22 Ancillary Services Budget including a one-time transfer of \$22.5M from the University's Capital Reserve Fund to cover deferred maintenance and capital projects for the years 2020-21 and 2021-22, as presented.

3.0 EXECUTIVE SUMMARY

Ancillary Services are expected to generate sufficient revenue to fund the cost of providing services, in addition to accumulating funds to cover capital and deferred maintenance projects. The financial impact of the COVID-19 disruption on the ancillaries' accumulated surplus has been significant with the majority of ancillaries experiencing significant reduction in revenues due to on campus physical restrictions. Expenses did not see a similar reduction due to the need to continue with facility operations and maintenance, debt-servicing costs, permanent staffing, , and planned renovations. The proposed 2021-22 budget has been prepared using two scenarios: an optimistic scenario where the university returns to normal activities in the fall of 2021, and a pessimistic scenario where the university remains subject to physical restrictions similar to 2020-21. The proposed budget includes increases in rates and fees where applicable. The budget document (attached) provides a summary of the Ancillary Services highlights for the year 2020-21, as well as the priorities for the 2021-22 year.

Updated financial projections for 2020-21 indicates that the ancillaries will end the fiscal-year with a deficit of \$32.5M, funded by accumulated surpluses of \$42.5M. For budget year 2021-22, under the optimistic scenario, Carleton's ancillaries would generate total revenue of \$54.9M, operating expenses of \$43.5M, and \$22.8M earmarked for renovations and debt reductions. The resulting deficit of \$11.4M for the year would be funded in part by the remaining accumulated surplus of \$8.3M, leaving an unfunded deficit of \$3.1M. Under the pessimistic scenario the ancillaries would generate total revenue of \$31.5M, operating expenses of \$38.4M, and \$22.8M earmarked for renovations and debt reductions. The resulting deficit of \$29.8M for the year would leave an unfunded deficit of \$21.5M.

Carleton's ancillary services are an essential part of the student experience and support the campus community with a wide range of activities. In order to maintain sustainable operations in years to come, ancillaries will require financial support from the university, particularly in addressing deferred maintenance requirements (infrastructure renewal). Although each ancillary has been affected differently from the impacts of the pandemic disruption, management is proposing to support the ancillaries though a one-time transfer of \$22.5M from the university's capital reserve fund to cover pressing deferred maintenance projects. Remaining operating deficits would be recovered from future year's surpluses.

4.0 INPUT FROM OTHER SOURCES

Each Ancillary Service has provided detailed input concerning their respective 2021-22 budget. Ancillaries include the following units: Housing, Residence Life, & Conference; Dining Services; Physical Recreation and Athletics (excluding Football); Parking Services; Health and Counselling Services; The Print Shop; Campus Card; NWRC Building; University Centre; Carleton Dominion-Chalmers Centre; and the The Bookstore, and the Ancillary Capital Fund. The Ancillary 2021-22 Budget was also reviewed by the President's Advisory Group (PAG).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Ancillaries provide support services to the university community. As a result of the on-going COVID-19 disruption, ancillary revenues have been significantly reduced and accumulated surpluses depleted. These surpluses are intended to fund reinvestment in ancillary programs and facilities. A significant risk exists that the inability to fund new initiatives and ongoing deferred maintenance will impact the University's ability to attract and retain students. The budget proposal include a request for a \$22.5M contribution from the university to address ongoing deferred maintenance and capital projects in 2020-21 and 2021-22.

Highlights of the proposed 2021-22 Ancillary Budget are as follows:

- **Housing, Residence Life & Conference:** budgeted deficit of between \$2.8M (optimistic) and \$10.8M (pessimistic). The budgeted deficit is attributed to restricted occupancy on campus along with planned expenses for deferred maintenance projects of \$4.7M. Under the pessimistic scenario the increased deficit assumes physical restrictions similar to 2020-21. Proposed 2021-22 rate increases for residences are 2%.
- **Physical Recreation and Athletics:** budgeted deficit of between \$1.8M (optimistic) and \$4.8M (pessimistic). A significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2021-22 increase for student fees follows CPI (1.4%). Under the pessimistic scenario only 50% of regular fees would be charged for the fall and winter terms. The other significant fees come from memberships and rentals. Under the pessimistic scenario this revenue would be similar to the current year. It is anticipated that there may be restrictions on the services that the department is able to offer. Deferred maintenance is budgeted at \$2.1M.
- **Parking Services:** budgeted deficit of between \$3.4M (optimistic) and \$7.8M (pessimistic). The deficit includes \$540K for deferred maintenance projects and \$3.7M for the P-7 parking upgrade. Under the pessimistic scenario, it is assumed that all parking permit fees/visitor parking charges would be suspended for the fall and winter terms. Parking capacity remains above functional capacity, and the LRT shutdown may create shortages once full return to campus is permitted. Planned capital projects include an upgrade to the P7 Parking Lot, which will create 339 additional parking spaces and 406 available permits. Approval to commence design for the new P4 Hub parking garage was obtained in 2020-21, and work is progressing on the design plan.
- **Health and Counselling Services:** budgeted deficit of between \$137K (optimistic) and \$210K (pessimistic). The deficit relates to additional staffing costs as two nurse practitioners will be hired to offset the shortage of MD's during the COVID-19 disruption. A significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2021-221 fee increase will be set at CPI (1.4%).
- **The Print Shop:** budgeted deficit of between \$448K (optimistic) and \$1.1M (pessimistic). The majority of revenue generating activities rely on student, staff, and faculty being on campus. In the upcoming year, The

Print Shops will focus on diversifying its revenue stream and reduce operating expenses. As a result of the depletion of its exiting surplus The Print Shop will also review its plan to replace existing equipment.

- **Campus Card:** budgeted deficit of between \$180K (optimistic) and \$507K (pessimistic). The deficit under the pessimistic scenario is due to lower revenue from dining transfers, laundry commissions, and lost card fees as a result of the decreased activity on campus for these activities. Capital projects include the implementation of contactless card technology in residence, and upgrades to the central software program.
- **NWRC Building:** budgeted break-even. Includes the National Wildlife and Research Centre (NWRC), which is leased to Environment Canada and operates on a cost-recovery basis.
- **The University Centre:** budgeted to break-even. The University Centre operates on a cost recovery basis. Deferred maintenance for the University Centre is estimated at \$23M. The roof replacement was completed in 2020-21.
- **Carleton Dominion-Chalmers Centre (CDCC):** budgeted deficit of between \$405K (optimistic) and \$520K (pessimistic). The deficit is attributed to \$410K required for deferred maintenance including a network upgrade between CDCC and the main campus, fire and security system upgrades, and flooring in the chapel. The deficit is further increased in the pessimistic scenario as a result of restrictions in-person activities. CDCC's priority is to support the safe return of live events and live audiences. During 2020-21 they provided, when permitted, a safe venue for carefully planned small group recordings and rehearsals, and live streaming.
- **The Bookstore:** budgeted deficit of between \$51K (optimistic) and \$81K (pessimistic). The Bookstore is managed by Follet of Canada under an agreement that provides the university with regular sales commissions.
- **Ancillary Capital Fund (ACF):** budgeted surplus of between \$1.3M (optimistic) and \$1.1M (pessimistic). The revenues come from external sponsorships and rentals, as well as internal contributions from other ancillaries. A review of ancillary's internal transfers is underway to determine a more appropriate financial model. The ACF has been established to support ancillary activities and capital projects.

6.0 FINANCIAL IMPLICATIONS

Ancillaries are expected to generate sufficient revenue to cover the total costs of providing services, including enough surplus to cover capital projects and deferred maintenance. As a result of the restrictions in place due to the on-going COVID-19 pandemic, we expect to see an operating deficit of \$7.1M for fiscal-year 2020-21. Additional expenses for capital projects and debt repayments will increase this deficit to \$32.5M. The projected deficit will require ancillary units to draw down on their accumulated surpluses of \$42.5M.

The operating surplus for the budget-year 2021-22 under the optimistic scenario is \$11.9M. Funding of indirect expenses, capital investments and debt repayments will add another \$23.4M for a net deficit of \$11.5M. Under the pessimistic scenario, a budgeted operating deficit of \$6.5M is planned, increased to \$29.8M when including indirect expenses, capital investments, and debt repayment. Should the effects of the pandemic continue through fiscal-year 2021-22 (pessimistic scenario), the consolidated accumulated deficit of ancillaries could reach \$21.5M.

As previously indicated, one-time transfer of \$22.5M to support the ancillaries deferred maintenance requirements will help maintain sustainable operations. Carleton's Ancillary Services are favorably priced in

comparison with peer institutions (see Ancillary Services Budget Report Appendix B,C, and D), and provide opportunities for additional revenue.

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). Ancillary operations have been successful in generating surpluses for many years. These accumulated surpluses allowed the University to maintain and renew aging infrastructure and accommodate the changing needs of students. The inability to replace aging infrastructure and provide students with modern facilities could have a significant negative impact on the university’s ability to recruit and retain students. In addition, failure to replace aging infrastructure increases the significant risk of property loss and damage claims.

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 as compared to other universities.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

2021-22 Ancillary Budget

February 25, 2021



Carleton
UNIVERSITY



2021-22 Ancillary Budget Overview

- Ancillary Units:

- Housing, Residence Life, & Conference
- Dining Services
- Physical Recreation and Athletics
- Parking Services
- Health and Counselling Services
- The Print Shop
- Campus Card
- NWRC Building
- University Centre
- Carleton Dominion-Chalmers Centre (CDCC)
- Bookstore
- Ancillary Capital Fund



2021-22 Ancillary Budget Overview

- Overview

- Mandate: generate sufficient revenue to fund the cost of providing services
- Ancillary Fee Protocol



- Pandemic has had significant financial impact on ancillaries
- Majority of ancillary services offered in person
- Physical restrictions reduce ability to offer services
- Each ancillary is nuanced and impact of pandemic is not uniform
- Strategic risk – ability to address deferred maintenance

2021-22 Ancillary Budget Overview

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	Optimistic 2021-22 Budget (\$000)	Pessimistic 2021-22 Budget (\$000)
Revenue	71,575	27,453	54,927	31,530
Expenses and transfers	46,017	34,519	42,999	38,043
Surplus (deficit) from operating activity	25,558	(7,066)	11,298	(6,513)
Indirect expense contribution to operating	656	431	577	431
Renovations and capital debt	23,188	24,990	22,824	22,824
Surplus (deficit) for the year	1,714	(32,487)	(11,473)	(29,768)
Closing accumulated surplus	42,478	8,277	(3,196)	(21,491)
Outstanding debt	91,471	91,471	85,631	85,631

2021-22 Housing, Residence Life & Conference



- Operational Overview:
 - Accommodation for over 3,600
 - Over 600 meetings & events annually
 - Summer accommodations
- Impact of Pandemic
 - Occupancy reduced to 30%
 - Summer accommodations cancelled
 - Meetings & events suspended
 - Increased demands on students & staff

2021-22 Housing, Residence Life & Conference

- Operating Objectives & Priorities 2021-22
 - Managing changing COVID-19 requirements
 - New residence curriculum
 - Conference Services team redeployed to Housing
- Capital Projects
 - Lock system in residence
 - Renfrew House roof
 - Fire alarm systems & elevators in Leeds House
 - New residence planning suspended



2021-22 Housing, Residence Life & Conference

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	2021-22 Budget Optimistic (\$000)	2020-21 Budget Pessimistic (\$000)
Revenue	27,358	10,030	20,757	12,778
Operating expenses	14,408	11,233	13,207	13,203
Surplus (deficit) from operations	12,950	(1,203)	7,550	(425)
Renovations and capital debt	7,000	9,050	4,750	4,750
Capital	5,647	5,647	5,657	5,657
Surplus (deficit)	303	(15,900)	(2,857)	(10,832)
Accumulated closing surplus	10,596	(5,607)	(8,464)	(16,439)
Outstanding debt	52,622	52,622	49,226	49,226

2021-22 Dining Services

- **Operational Overview**

- 16 locations & 20 food concepts
- 3,200 students on meal plans
- Catering & vending services
- Partnership with Aramark Canada

- **Impact of Pandemic**

- All but 3 dining locations are closed
- No catering
- Only ~1,000 students on meal plans
- Take-out only in dining hall
- Isolation & quarantine
- Mobile ordering & kiosks



2021-22 Dining Services

- Operating Objectives & Priorities 2021-22
 - Feed & engage students in residence safely
 - Prepare for campus-wide return-to-work
 - New dining concepts
 - Capital planning
- Capital Projects
 - New concepts - Starbucks & Bridgehead
 - Infrastructure renewal – electrical upgrade & elevators



2021-22 Dining Services

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	2021-22 Budget Optimistic (\$000)	2021-22 Budget Pessimistic (\$000)
Revenue	7,499	561	3,791	1,029
Expenses and transfers	3,705	3,021	3,930	3,067
Surplus (deficit) from operations	3,794	(2,460)	(139)	(2,038)
Transfers to Operating Fund & ACF	1,411	1,190	1,381	1,192
Deferred maintenance	1,000	1,050	1,250	1,250
Capital debt	1,371	696	696	696
Surplus (deficit)	12	(5,396)	(3,466)	(5,176)
Accumulated closing surplus	2,430	(2,978)	(6,444)	(8,154)
Outstanding debt	7,163	7,163	6,710	6,710

2021-22 Physical Recreation & Athletics

Overview

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

Impact of Pandemic

- Student athletic fees reduced
- Intermittent lockdowns
- COVID protocols
- New Digital platform launched
- Continued support and training for athletes
- In person summer camps

2021-22 Physical Recreation & Athletics

- Operating Objectives & Priorities 2021-22

- Financial Recovery
- Wellness Hub
- Re-establish Varsity Calendar
- Host USPORTS Men's Soccer Nationals

- Capital Projects

- Second phase of roof replacement: Field House, Ice house and Athletics
- Norm Fenn building envelope and structural issues
- Field house turf and curtains replacement
- Athletics chiller



2021-22 Physical Recreation & Athletics

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	Optimistic 2021-22 Budget (\$000)	Pessimistic 2021-22 Budget (\$000)
Revenue	15,312	5,634	11,704	6,667
Expenses and transfers	12,891	7,976	10,909	8,776
Surplus (deficit) from operations	2,421	(2,342)	795	(2,109)
Deferred Maintenance	1,539	1,107	2,086	2,086
Capital Debt	764	764	555	555
Surplus (Deficit)for the year	118	(4,213)	(1,846)	(4,750)
Accumulated Surplus	13,289	8,957	7,111	4,207
Outstanding Debt	3,052	3,052	2,497	2,497

2021-22 Parking Services

- Overview

- 6 permit-only lots, 4 garages, & several “pay-by-plate” parking areas
- 4,200 parking spots
- Manages all aspects of parking, traffic management, bicycle facilities, and locker rental & repair program

- Impact of Pandemic

- All parking permit fees/parking charges were suspended



2021-22 Parking Services

- Operating Objectives & Priorities
 - Manage anticipated increase in demand
 - Virtual parking system and convenient payment options
- Capital Projects
 - P7 Parking Lot overhaul
 - P9 Parking Garage repairs
 - General maintenance of lots
 - Locker replacements

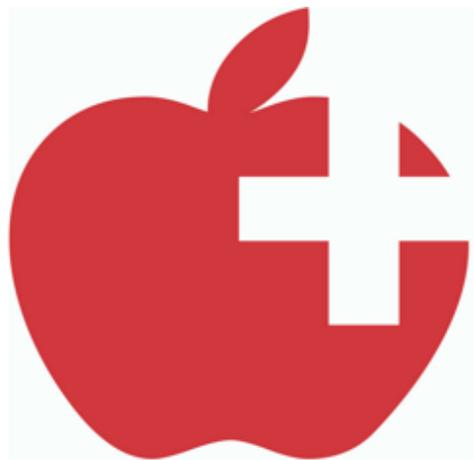
2021-22 Parking Services

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	Optimistic 2021-22 Budget (\$000)	Pessimistic 2021-22 Budget (\$000)
Revenue	6,107	64	5,059	20
Expenses and transfers	2,618	2,266	2,663	2,132
Surplus (deficit) from operations	3,489	(2,202)	2,396	(2,112)
Contributions to operating fund	314	228	299	225
Deferred maintenance	2,380	1,700	540	540
Renovations	-	-	3,700	3,700
Capital Debt	1,236	1,236	1,236	1,236
Surplus (deficit) for the year	(441)	(5,366)	(3,379)	(7,813)
Closing fund balance	3,666	(1,259)	(4,638)	(9,072)
Outstanding debt	21,948	21,948	21,440	21,440

2021-22 Health and Counselling Services

- Operational Overview

- Medical, counselling and health promotion services to Carleton community



- Impact of Pandemic

- Key contact for Residence and Housing life for COVID support
- Mental health challenges continue to be the #1 health issue faced by students
- Decrease in incremental net revenue

2021-22 Health and Counselling Services

- Operating Objectives & Priorities
 - Ancillary Fee Protocol – Student Health Fee
 - Additional professional fees
 - Additional staff to meet increase in demand
- Capital Projects
 - Renovation to existing space to add treatment rooms
 - Possible expansion to add 4 new rooms for additional counsellors on return to campus



2021-22 Health and Counselling Services

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	Optimistic 2021-22 Budget (\$000)	Pessimistic 2021-22 Budget (\$000)
Revenue	4,432	3,679	4,444	3,744
Expenses and transfers	4,403	3,361	4,581	3,955
Renovations	50	50	-	-
Surplus (deficit)	(21)	268	(137)	(211)
Accumulated closing surplus	307	596	459	385
Outstanding debt	-	-	-	-

2021-22 The Print Shop

- **Operational Overview**

- Wide-format, offset & digital printing
- Admin devices & public “CU on the Go”

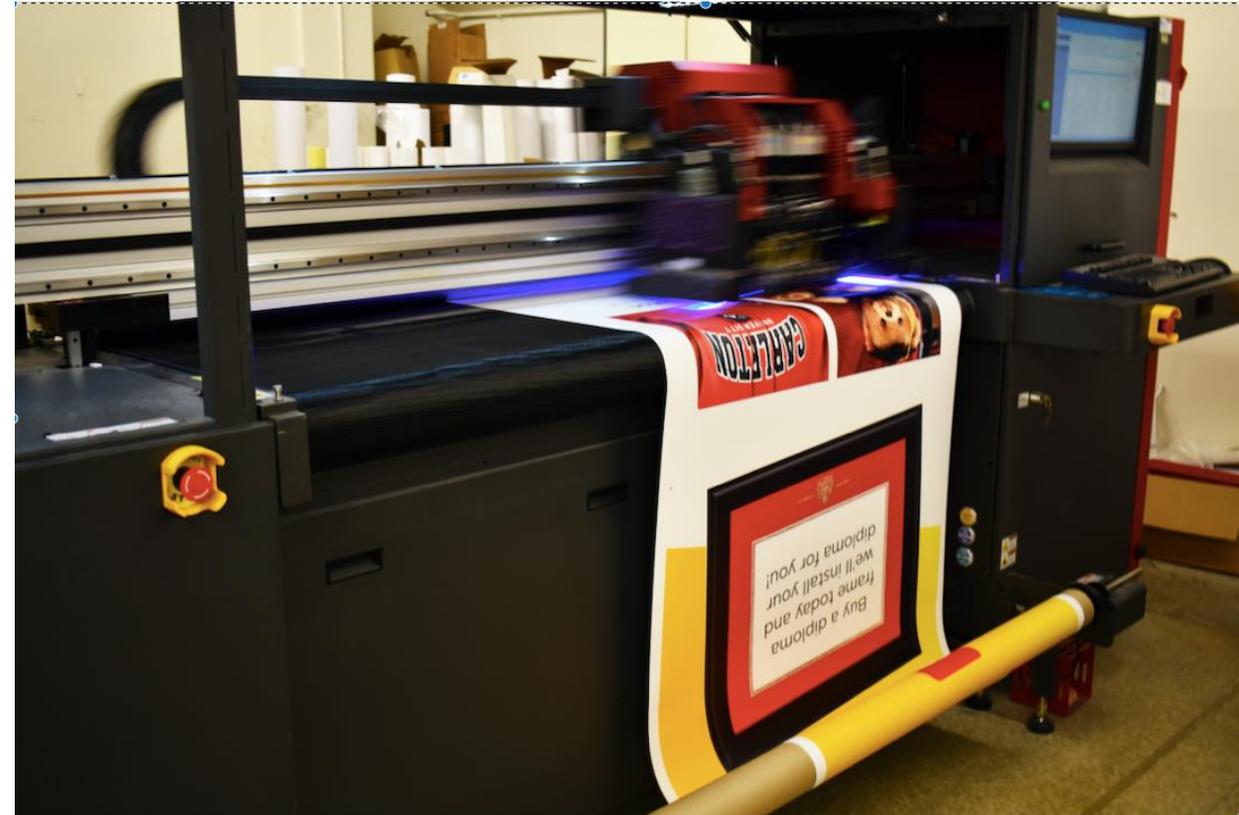
- **Impact of Pandemic**

- Physical location closed to customers March 2020
- Provide services through “curbside pick-up”
- Rely on students, staff, & faculty being on campus



2021-22 The Print Shop

- Operating Objectives & Priorities
 - Diversifying revenue streams
 - Document management
 - Expand wide-format print work
 - Cost containment
- Capital Projects
 - Print management solution

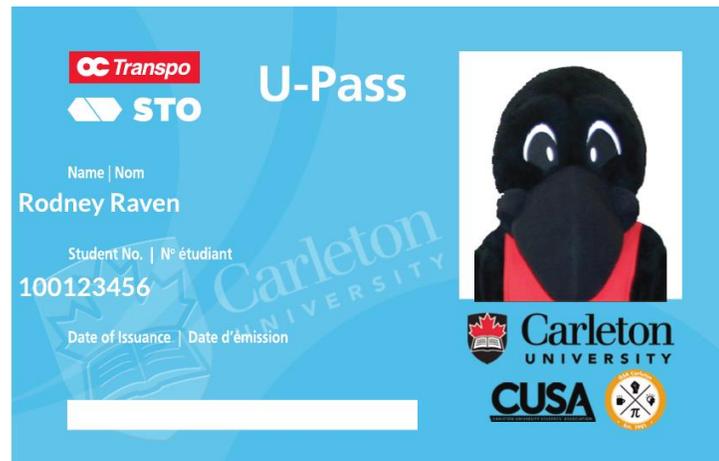


2021-22 The Print Shop

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	2021-22 Budget Optimistic (\$000)	2020-21 Budget Pessi mistic (\$000)
Revenue	2,188	395	1,164	395
Cost of Goods Sold	469	259	281	159
Operating expenses	1,516	1,162	1,299	1,239
Surplus (deficit) from operations	203	(1,025)	(416)	(1,003)
Transfers to Operating Fund & ACF	54	14	32	14
Major Projects	100	55	-	-
Surplus (deficit)	49	(1,094)	(448)	(1,017)
Accumulated closing surplus	80	(1,014)	(1,462)	(2,030)
Outstanding debt	-	-	-	-

2021-22 Campus Card

- Operational Overview
 - Door access, dining purchases & meal plan verification, laundry and CU-on-the-Go usage
 - Access is the principle usage case (10.6M swipes in 2019)
 - Also produce, distribute, renew, replace Universal Transit Pass (UPASS)



- Impact of Pandemic
 - Virtual line management
 - 98% of residence students had card prior to move-in
 - Dining services projects for access control & mobile ordering

2021-22 Campus Card



- Highlights & Priorities
 - Contactless cards
 - Online photo submission process
 - Rebuild team
- Capital Projects
 - Laundry readers in residence
 - Gold 8 upgrade

2021-22 Campus Card

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	2021-22 Budget Optimistic (\$000)	2020-21 Budget Pessimistic (\$000)
Revenue	923	390	846	381
Operating expenses	815	539	838	700
Surplus (deficit) from operations	108	(149)	8	(319)
Transfer to ACF	78	78	78	78
Capital projects	76	98	110	110
Surplus (deficit)	(46)	(325)	(180)	(507)
Accumulated closing surplus	445	166	(14)	(341)
Outstanding debt	-	-		-

2021-22 NWRC Building

- Overview
 - National Wildlife Research Centre (NWRC)
 - 99 year lease with Environment Canada commenced in 2002
 - Annual rent of \$1.3M for first 25 years; \$1 per annum thereafter
 - Operating costs fully recovered



2021-22 NWRC Building

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	Optimistic 2021-22 Budget (\$000)	Pessimistic 2021-22 Budget (\$000)
Revenue	2,203	2,212	2,279	2,279
Expenses and transfers	871	880	947	947
Capital Debt	1,332	1,332	1,332	1,332
Surplus	-	-	-	-
Accumulated closing surplus	744	680	680	680
Outstanding debt	6,686	6,686	5,758	5,758

2021-22 University Centre

- Overview

- Operated on a cost recovery basis
- Tenants include: CUSA, GSA, Dining Services, Bookstore, International Student Services Office, Paul Mention Centre, CKCU, the Charlatan, Student Groups

- Current Challenges

- As a result of pandemic, reduced activity in building
- Aging building has resulted in significant deferred maintenance (\$24M)

- Capital Projects

- Roof replacement project is complete

2021-22 University Centre

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	Optimistic 2021-22 Budget (\$000)	Pessimistic 2021-22 Budget (\$000)
Revenue	1,750	1,750	1,737	1,444
Expenses and transfers	1,070	946	1,237	944
Renovations and capital debt	680	1,692	500	500
Surplus (deficit)	-	(888)	-	-
Accumulated closing surplus	3,390	2,502	2,502	2,502
Outstanding debt	-	-	-	-

2021-22 Carleton Dominion-Chalmers Centre

- Overview
 - Carleton University's Arts, Performance and Learning Centre
- Impact of Pandemic
 - Provided small group recordings, rehearsals
 - Live streaming



2021-22 Carleton Dominion-Chalmers Centre

- Operating Objectives & Priorities

- Continue supporting the safe return of live audiences
- Partnership with Carleton and Ottawa Symphony Orchestra

- 2020-21 Capital Projects

- Electrical service upgrade
- Building master plan by CS&P Architects



- 2021-22 Capital Projects

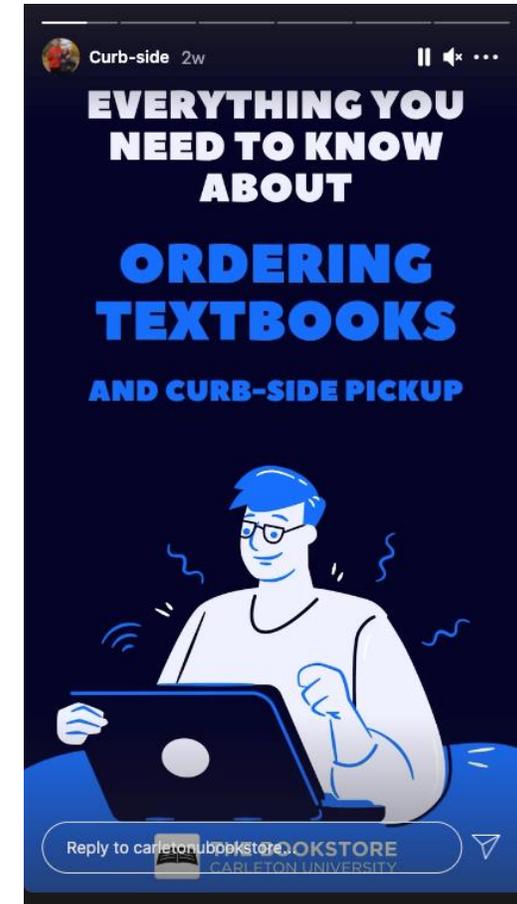
- Fibre optic network
- Fire and security system
- Flooring in the chapel
- HVAC assessment

2021-22 Carleton Dominion-Chalmers Centre

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	Optimistic 2021-22 Budget (\$000)	Pessimistic 2021-22 Budget (\$000)
Revenue and internal contributions	725	493	624	470
Expenses and transfers	723	498	619	580
Surplus (deficit) from operations	2	(5)	5	(110)
Deferred maintenance	-	513	410	410
Surplus (deficit) for the year	2	(518)	(405)	(520)
Accumulated closing surplus	178	(341)	(746)	(861)
Outstanding Debt	-	-	-	-

2021-22 The Bookstore

- Overview of Operations
 - Textbooks, course materials, apparel, supplies & other related accessories
 - Partnership with Follett of Canada through 2025
 - Collaborative marketing efforts
- Impact of Pandemic
 - Lockdown fluctuations
 - Curbside Pick-Up
 - Significant increase in e-Commerce sales



2021-22 The Bookstore

- Highlights & Priorities
 - Continue to adapt to COVID-19 requirements
 - Follet Connect Once
 - Follett Adopt target Fall 2021



2021-22 The Bookstore

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	2021-22 Budget Optimistic (\$000)	2021-22 Budget Pessimistic (\$000)
Revenue	653	508	554	512
Operating expenses	560	518	521	521
Surplus (deficit) from operations	93	(10)	33	(9)
Transfers to Operating Fund	81	71	84	72
Surplus	12	(81)	(51)	(81)
Accumulated closing surplus	320	227	176	145
Outstanding debt	-	-	-	-

2021-22 Ancillary Capital Fund (ACF)

- Overview
 - Established to support ancillary capital projects
 - External revenue generated through third party leases and sponsorships
 - Other Ancillaries contribute to the ACF



2021-22 Ancillary Capital Fund (ACF)

	2020-21 Budget (\$000)	2020-21 Projection (\$000)	Optimistic 2021-22 Budget (\$000)	Pessimistic 2021-22 Budget (\$000)
Revenue and internal contributions	2,426	1,737	1,968	1,811
Expenses and transfers	710	710	670	670
Renovations and capital debt	-	-	-	-
Surplus	1,716	1,027	1,298	1,141
Accumulated closing surplus	7,039	6,350	7,649	7,491
Outstanding debt	-	-	-	-

Ancillary Portfolio Deferred Maintenance

Planned spend - Deferred maintenance projects & renovations	2020-21 Projection (\$000)	2021-22 Budget (\$000)	2022-23 Budget (\$000)	2023-24 Budget (\$000)	Deferred Maintenance Backlog
Housing & Conference Services	9,050	4,750	5,950	5,500	44,900
Dining Services	1,050	1,250	1,400	1,000	8,807
Physical Recreation & Athletics	1,107	2,086	2,086	2,609	66,693
Parking Services	1,700	540	540	540	12,815
Carleton Dominion Chalmers Centre	513	410	420	385	3,701
NWRC Building	-	-	-	-	1,620
University Centre	1,692	-	-	-	24,122
Total	15,112	9,036	10,396	10,034	162,658

Ancillary Financial Support Recommendation

- Strong record of sound financial management
- Projected accumulated deficit in 2021-22
- Accumulated surplus intended to address deferred maintenance



- Recommended that the University provide \$22.5M of funding from Capital Reserve (current year & budget year planned spending on DM)
- Management will continue to review further support options as the impact of the pandemic evolves in Fiscal 2021-22



Motion:

The Finance Committee recommends that the Board of Governors approves Carleton's 2021-22 Ancillary Services Budget including a one-time transfer of \$22.5M from the University's Capital Reserve Fund to cover deferred maintenance and capital projects for the years 2020-21 and 2021-22, as presented.



Carleton University Ancillary Services

2021-22 PROPOSED BUDGET

February 25, 2021

Ancillary Services - Proposed Budget 2021-22

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Ancillary Services - Proposed Budget 2021-22

Overview

Carleton's Ancillary Services are a collection of departments which support the academic and research mission of the University and directly affect the student campus experience. They include Housing, Residence Life, & Conference; Dining; Physical Recreation and Athletics; Parking; Health and Counselling; The Print Shop; Campus Card; NWRC Building; the University Centre; Carleton's Dominion-Chalmers Centre; and The Bookstore. The university strive to provide services that are high quality and competitive with other institutions. The delivery of high quality ancillary services has a considerable impact on the university's reputational standing and is key enabler of students' recruitment.

Ancillaries are expected to break even over time after covering operating expenses, transfers, and capital projects. Ancillaries are encouraged to accumulate operating surpluses to fund investments in new programs, capital and deferred maintenance. The majority of ancillaries provide in person campus services and generate revenue from user fees, which compare favourably with other institutions (see appendix B, C, D).

As a result of the reduced activity on-campus during the pandemic, revenues in most ancillaries have decreased significantly while expenses including debt-servicing costs remained mostly fixed. In addition, the ancillaries deferred maintenance backlog continues to grow and require continued investment.

Given the overall financial uncertainty caused by the pandemic, the 2021-22 Ancillary Services budget has been prepared under two scenarios:

Optimistic Scenario - The University returns to normal on-campus activities in the fall of 2021, and ancillary services resume their pre-pandemic financial performance.

Pessimistic Scenario - The University operates with similar physical restrictions as experienced in 2020-21.

As a result of the on-going COVID-19 disruption, the ancillary accumulated surplus has been significantly reduced. Accumulated surplus are intended to fund reinvestment in programs and facilities and are critical to the long-term viability of the ancillaries.

The current year's financial projections indicates that the ancillaries will end the fiscal-year with a deficit of \$32.5M, funded by their accumulated surplus of \$42.5M. For budget year 2021-22, under the optimistic scenario, Carleton's ancillaries would generate total revenue of \$54.9M, operating expenses of \$43.5M, and \$22.8M earmarked for renovations and debt reductions. The resulting deficit of \$11.4M would be funded in part by the remaining accumulated surplus of \$8.3M, leaving an unfunded deficit of \$3.1M. Under the pessimistic scenario, ancillaries would generate total revenue of \$31.5M, operating expenses of \$38.4M, and \$22.8M earmarked for renovations and debt reductions. The resulting deficit of \$29.8M would leave an unfunded deficit of \$21.5M.

Ancillary Services - Proposed Budget 2021-22

Ancillary Services Financial Plan

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2021-22 Budget Optimistic (\$000's)	2021-22 Budget Pessimistic (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
Revenue	71,575	27,453	54,927	31,530	70,513	72,836
Operating expenses	46,017	34,519	42,999	38,043	48,638	49,836
Surplus (deficit) from operating activity	25,558	(7,066)	11,928	(6,513)	21,875	23,000
Indirect expense contribution to operating	656	431	577	431	657	672
Renovations and capital debt	23,188	24,990	22,824	22,824	26,711	20,089
Surplus (deficit) for the year	1,714	(32,487)	(11,473)	(29,768)	(5,493)	2,239

The change in the overall accumulated surplus balances are as follows:

Budgeted Balance at Apr 2021 (\$000's)	Projected Balance at Apr 2021 (\$000's)	Budgeted Balance at Apr 2022 Optimistic (\$000's)	Budgeted Balance at Apr 2022 Pessimistic (\$000's)
42,478	8,277	(3,196)	(21,491)

As a result of the financial losses incurred by COVID-19, the majority of the ancillaries' accumulated surpluses will need to be used. The anticipated continuing impact of the pandemic will continue to affect ancillary services in 2021-22, with the budget showing a consolidated accumulated deficit in both the optimistic and pessimistic scenarios. As ancillaries are expected to fund the cost of operations including debt repayment and deferred maintenance, the elimination of the accumulated surplus represents a significant financial risk to the University. The 2021-22 budget includes a request for a \$22.5M contribution from the university to address ongoing deferred maintenance and capital projects in 2020-21 and 2021-22.

Each Ancillary Service financial plan is detailed below. Appendix A also provides a summary of the ancillaries 2020-21 budget update, 2021-22 proposed budget and 2022-23 - 2023-24 projections.

Ancillary Services - Proposed Budget 2021-22

Housing, Residence Life, and Conference Services

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

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2021-22 Budget Optimistic (\$000's)	2021-22 Budget Pessimistic (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
<u>Revenue</u>						
Residence fees	24,698	9,947	20,498	12,714	25,600	26,000
Conference operations	2,540	-	149	4	1,603	2,210
Other income	120	83	110	60	120	120
	27,358	10,030	20,757	12,778	27,323	28,330
Operating expenses	14,408	11,233	13,207	13,203	15,838	16,262
Surplus (deficit) from operating activity	12,950	(1,203)	7,550	(425)	11,485	12,068
<u>Renovations and capital debt</u>						
Deferred maintenance	7,000	9,050	4,750	4,750	5,950	5,500
Capital debt	5,647	5,647	5,657	5,657	5,664	5,679
	12,647	14,697	10,407	10,407	11,614	11,179
Surplus (deficit) for the year	303	(15,900)	(2,857)	(10,832)	(129)	889
Opening fund balance	10,293	10,293	(5,607)	(5,607)		
Closing fund balance	10,596	(5,607)	(8,465)	(16,440)		

Overview

During a typical academic year, Housing & Residence Life provides on-campus accommodations for approximately 3,600 full time undergraduate and graduate students. During the summer months, Conference Services utilized a significant portion of available beds to provide accommodations to participants of events held on campus, as well as visiting tourists.

2020-21 Highlights

- As a result of the COVID-19 pandemic, Housing adapted their offering for September 2020 by providing single room occupancy only. However demand was significantly lower and only 30% beds were filled in Fiscal 2021. This has had a significant impact on overall revenues.
- Although revenues have decreased significantly, operating expenses have not decreased at the same rate. The majority of operating expenses relate to non-discretionary items such as staffing, contract cleaning, utilities, general repairs and maintenance, and residence fellow compensation in-kind. While there were savings in utility costs as a result of reduced

Ancillary Services - Proposed Budget 2021-22

occupancy, contract cleaning increased significantly due to enhanced cleaning procedures currently required.

- Changes in staff duties to support our students during COVID-19 has affected the entire department. Additional duties include support for meal delivery, quarantine preparation, and COVID-19 reporting and support.
- 2020-21 residence deferred maintenance projects included:
 - New windows and bedroom renovations in Glengarry House
 - HVAC system upgrades in Lanark & Renfrew Houses
 - A new roof on Grenville House
- The University had begun the process to design a new residence building with an anticipated opening date of summer 2022. However, the pandemic has delayed the project until further notice.
- All Conference Services activities including on-campus meetings, events, and summer accommodations have been suspended until such a time it is deemed appropriate to return to campus. The Conference Services team has been redeployed in its entirety to support Housing & Residence Life staff to address the increased student demands related to the pandemic.

2021-22 Priorities

- With the uncertainty created by the on-going COVID-19, Housing, Residence Life, & Conference Services has prepared both an optimistic and a pessimistic budget:
 - Under an optimistic scenario it is assumed that a level of 80% occupancy could be achieved and budgeted revenues reflect this figure. This scenario assumes that while demand for residence rooms will be significantly higher, there may be a lingering impact of the pandemic which would prevent normal occupancy levels to be realized.
 - Under a pessimistic scenario it is assumed that a level of 50% occupancy could be achieved and budgeted revenues reflect this scenario. This scenario assumes that online instruction would continue in the winter of 2022, and therefore the fall term demand for residence rooms would be comparable to the current year.
- Under both scenarios, it is assumed that the majority of expenses would remain comparable to 2020-21, with an increased in spending on staffing to fill vacant positions, increased spend on staff development, anticipated increases in utility costs, and increased level of residence fellows.
- Planned 2021-22 deferred maintenance projects include:
 - The replacement of the lock system in residence necessitated by the existing system being end of life and no longer supported as of 2022
 - The replacement of the Renfrew House roof as required by a recent roof assessment review
 - The replacement of fire alarm systems and elevators in Leeds House as both systems are near end of life
- Priorities in the residential curriculum will be unveiled in 2021-2022 with a renewed focus on equity, diversity, and inclusion
- Proposed Residence Board Fee increases are approximately 2%

Ancillary Services - Proposed Budget 2021-22

- Due to the uncertainty created by the on-going pandemic, Conference Services activities have been budgeted conservatively. Should activities remain suspended, this team will continue to support Housing & Residence Life in managing the impact of the pandemic on students in residence and provide guidance and instruction to the University community on hosting permitted activities on campus as applicable.

Ancillary Services - Proposed Budget 2021-22

Dining Services

The budget for Dining Services is summarized as follows:

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2020-21 Budget Optimistic (\$000's)	2021-22 Budget Pessimistic (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
<u>Revenue</u>						
Commission income	7,251	543	3,638	1,010	7,000	7,000
Other income	248	18	153	19	183	224
	<u>7,499</u>	<u>561</u>	<u>3,791</u>	<u>1,029</u>	<u>7,183</u>	<u>7,224</u>
Operating expenses	<u>3,705</u>	<u>3,021</u>	<u>3,930</u>	<u>3,067</u>	<u>3,983</u>	<u>3,961</u>
Surplus (deficit) from operating activity	3,794	(2,460)	(139)	(2,038)	3200	3,263
<u>Transfers</u>						
Contribution to Operating Fund	221	120	171	122	217	217
Contribution to Ancillary Capital Fund	1,190	1,070	1,210	1,070	1,220	1,220
	<u>1,411</u>	<u>1,190</u>	<u>1,381</u>	<u>1,192</u>	<u>1,437</u>	<u>1,437</u>
<u>Renovations and capital debt</u>						
Deferred maintenance	1,000	1,050	1,250	1,250	1,400	1,000
Capital debt	1,371	696	696	696	696	696
	<u>2,371</u>	<u>1,746</u>	<u>1,946</u>	<u>1,946</u>	<u>2,096</u>	<u>1,696</u>
Surplus (deficit) for the year	<u>12</u>	<u>(5,396)</u>	<u>(3,466)</u>	<u>(5,176)</u>	<u>(333)</u>	<u>130</u>
Opening fund balance	2,418	2,418	(2,978)	(2,978)		
Closing fund balance	2,430	(2,978)	(6,444)	(8,154)		

Overview

Dining Services operates 16 locations across campus with over 20 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 food related services provided by Dining Services are catering and vending services. The University has contracted Aramark Canada Ltd. to manage dining services on campus.

Ancillary Services - Proposed Budget 2021-22

2020-21 Highlights

- Current year revenues are significantly lower than budget as a result of on-campus physical restrictions. All but three retail dining locations have been closed for most of the year. In addition, due to the overall decreased demand for residence accommodations, there are approximately only 1,000 students on a meal plan in the current fiscal year. Suspension of meetings and events have also affected catering services.
- Although revenues have significantly decreased, operating costs have not been reduced at the same rate. As per the operating agreement with Aramark Canada, facilities costs are the responsibility of the university while food and labour costs are the responsibility of the contractor. Consequently, operating expenses such as facilities costs, utilities, and externally contracted services remained. In addition, equipment must be maintained, and small repairs to facilities and equipment are ongoing.
- Dining Services also makes contributions to the Ancillary Capital Fund to support ancillaries' capital projects and makes transfers to the University's Operating Fund for overheads.
- Current year capital projects include:
 - The conversion of the residence commons Tim Hortons to a Starbucks. This renovation was a contractual renewal of facilities and also addressed identified deferred maintenance issues.
 - The construction of the campuses first Bridgehead location in the Nicol Building. This project will be completed by fiscal year end.

2021-22 Priorities

- With the ongoing pandemic uncertainty, Dining Services has prepared both an optimistic and a pessimistic budget:
 - Under an optimistic scenario it is assumed that a level of 80% occupancy in Housing will increase revenues, but overall meal plan revenues will remain lower than in a typical year
 - Under a pessimistic scenario it is assumed that a level of 50% occupancy in Housing will increase meal plan revenues only slightly and the majority of retail locations will remain closed
- Under both scenarios, operating expenses will remain relatively comparable, with a slight increase under the optimistic scenario.
- In addition to operating expenses, Dining Services is expected to continue to make an annual contribution to the Ancillary Capital Fund to support future capital needs of ancillary units and make transfers to the University's Operating Fund in the form of general overhead payments.
- Planned deferred maintenance projects consist of infrastructure renewal projects in the residence commons building. The reduced activity on campus provides an opportunity for Dining Services to undertake projects related to electrical upgrades and elevator replacements.
- Proposed Residence Dining Plan increases are 2% as stipulated by the current Dining Services agreement with Aramark Canada. See Appendix B and Appendix C.

Ancillary Services - Proposed Budget 2021-22

Physical Recreation and Athletics (excludes Football)

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

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2020-21 Budget Optimistic (\$000's)	2021-22 Budget Pessimistic (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
<u>Revenue</u>						
Athletic Student Fees	5,988	2,268	5,670	2,995	5,784	5,900
Other income	7,976	2,514	4,867	2,788	7,624	7,749
Internal revenue	1,348	853	1,167	884	1,378	1,401
	15,312	5,634	11,704	6,667	14,786	15,050
Operating expenses	12,891	7,977	10,909	8,776	13,390	13,782
Surplus (deficit) from operating activity	2,421	(2,342)	795	(2,109)	1,396	1,268
<u>Renovations and capital debt</u>						
Deferred maintenance	1,539	1,107	2,086	2,086	2,609	1,673
Capital debt	764	764	555	555	549	549
	2,303	1,871	2,641	2,643	3,158	2,222
Surplus (deficit) for the year	118	(4,213)	(1,846)	(4,750)	(1,762)	(954)
Opening fund balance	13,170	13,170	8,957	8,957		
Closing fund balance	13,289	8,957	7,111	4,207		

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, 15 varsity teams, and 21 competitive club teams.

Athletics generates revenue from various sources, with 39% of revenue coming from the mandatory Student Athletics Fee, 39% from programs and membership fees, 16% 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.

Ancillary Services - Proposed Budget 2021-22

The Norm Fenn building was built in 1964, the recreation center (including the swimming pool) was built in 1974, and the squash courts were added in 1979. These aging buildings have deferred maintenance estimated at over \$21M, excluding the pool.

In the fall of 2021, the football team will be entering their ninth year of operations. As a program that is funded largely by external sources, the football operations are not reflected in the Physical Recreation and Athletics financial summary.

2020-21 Highlights

- Student athletic fees were reduced to 50% for the fall and winter term and no athletic fees were collected for the spring/summer terms.
- Considerable reduction in services, decreased capacity and cancellation of in person activities due to the two lockdowns.
- Total revenue during 2020-21 is projected to be reduced by 62% and expenses will be reduced by 38%.
- Implementation of over 30 COVID-related protocols for various programs and return to campus.
- Two internal sites were launched for varsity and club student athletes as well as an intranet for part-time staff. Scheduling of work for casual staff was moved to a new automated platform.
- Student-athletes, coaches, and staff participated in a sexual harassment training as well as a diversity, equity, and inclusion training. The goal is to create a culture of inclusion in our Department in line with the university strategic goals for EDI.

2021-22 Priorities

- Focus on financial recovery of the Athletics Department by continuing to look at revenue diversification strategies and reduction of expenses in travel and apparel.
- Address deferred maintenance:
 - Second phase of sections of the roof in the Icehouse and Field house
 - Building envelope and structural issue of the Norm Fenn building
 - Athletics chiller.
- Focus on a plan to address “end of life” issues with the pool and athletic complex
- Support the University in developing a strong awareness campaign and government strategy at the federal and provincial level, as well as with Sport Canada, regarding the benefits and need of a Wellness Hub.
- Complete the feasibility study for the financial support required for football and extend the Old Crow agreement by one year.
- Re-establish a varsity competitive calendar, continue to provide student-athletes with high level service and host National Men Soccer Championship in November of 2021.

Ancillary Services - Proposed Budget 2021-22

Parking Services

The budget for Parking Services is summarized as follows:

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2021-22 Budget Optimistic (\$000's)	2021-22 Budget Pessimistic (\$000's)	2022-23 Budget (\$000)	2023-24 Budget (\$000's)
Revenue						
Parking charges	5,759	64	4,758	20	6,317	6,633
Other income	348	-	301	-	369	380
	6,107	64	5,059	20	6,686	7,013
Operating Expenses	2,618	2,266	2,663	2,132	2,686	2,741
Surplus (deficit) from operating activity	3,489	(2,202)	2,396	(2,112)	4,000	4,272
Contributions to Operating Fund	314	228	299	225	323	328
Renovations and capital debt						
Deferred maintenance	2,380	1,700	540	540	540	540
Renovations and alterations	-	-	3,700	3,700	5,800	1,000
Capital debt	1,236	1,236	1,236	1,236	1,236	1,236
	3,616	2,936	5,476	5,476	7,576	2,775
Surplus (deficit) for the year	(441)	(5,366)	(3,379)	(7,813)	(3,899)	1,169
Opening fund balance	4,107	4,107	(1,259)	(1,259)		
Closing fund balance	3,666	(1,259)	(4,638)	(9,072)		

Overview

Parking Services manages all aspects related to parking on campus including traffic demand management, parking lot maintenance, permit issuance, service of parking equipment and parking revenue collection systems, secure bicycle storage facilities, and parking enforcement on campus. In addition, the unit also co-ordinates the locker rental and repair program for the University. Parking Services offers permit and temporary parking on campus to students, staff and visitors. There are six permit-only parking lots, four garages, and several 'pay-by-plate' parking areas which in total provides over 4,200 spaces.

Parking utilization on campus currently exceeds the "functional capacity" as defined by industry standards. The parking infrastructure will be further stressed over the next several years because of a number of anticipated challenges, including:

Ancillary Services - Proposed Budget 2021-22

- LRT shutdown, currently underway and scheduled to continue until September 2022, which will inevitably result in the increased use of non-transit travel options to access campus and demand for parking.
- The end-of-life and de-commissioning of the P9 Parking Garage anticipated for 2024, which will result in the loss of 651 parking spaces. This will require the construction of a new parking garage.
- The loss and temporary displacement of ground parking lot spaces due to anticipated new buildings.

2020-21 Highlights

- As a result of the COVID pandemic all parking permit fees/visitor parking charges have been suspended since April 2020.
- Current year's expenses are largely fixed and include salaries and benefits, regular maintenance and equipment repair required for campus operations and renovations.
- Snow contracts were re-negotiated to save costs.
- Capital maintenance projects are estimated at over \$1.7M, and include P9 Parking Garage repairs, Library Garage ramp ice/snow melting system, P-18 garage roof heat tracing and addition design and installation of a bike compound at Dunton tower.
- Actions were taken to secure parking availability on campus to offset the LRT shutdown and P9 garage end-of-life in 2024-25:
 - Approval was obtained to commence design for a new P4 Hub parking garage
 - Lease negotiated with the NCC to use their 100-space parking lot at the north-west end of campus.
- Measures were taken during the year to improve accessible and visitor parking, including converting permit parking spaces to accessible and visitor parking, as well as providing designated visitor parking to departments with frequent visitors.

2021-22 Priorities

- Under an optimistic scenario it is assumed that Parking Services will begin charging for parking in Sept. 2021
- Under a pessimistic scenario it is assumed that all parking fees will remain suspended for the fiscal year.
- Deferred maintenance is budgeted at \$540K, and includes P9 Garage repairs, general lot maintenance and locker repairs.
- Upgrades to Lot P7 has been budgeted with completion in two phases (2021-22 \$3.7M; 2022-23 \$3.4M).
- Consistent with the goals of the Campus Master Plan, the upgrades to P7 will allow for the shift of parking capacity to the periphery of campus. Phase one will address drainage and infrastructure issues; and allow for an additional 406 permits to be sold, increasing revenue by \$130K-\$250K depending on the mix of staff and student parking. In addition, this phase will provide additional visitor parking and mitigate against the loss of parking capacity in P9.

Ancillary Services - Proposed Budget 2021-22

- Phase 2 of the P7 upgrade will build on the infrastructure developed in phase one and allow for another 654 permits and increasing revenue by a further \$211K-\$366K per year at current parking rates.
- Technological parking management enhancements will continue to be investigated, including continuing toward a physical permit free parking system, reducing the number of pay machines, adding more convenient payment options, and providing real-time parking availability metrics for all users.

Ancillary Services - Proposed Budget 2021-22

Health and Counselling Services

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

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2020-21 Optimistic Budget (\$000's)	2021-22 Pessimistic Budget (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
<u>Revenue</u>						
Health Services						
Student Fee	2,075	2,113	2,028	2,028	2,176	2,241
Insurance recoveries	2,057	1,153	2,000	1,300	2,040	2,081
Government grant	-	100	100	100	100	100
Internal revenue	300	313	316	316	323	329
	<u>4,432</u>	<u>3,679</u>	<u>4,444</u>	<u>3,744</u>	<u>4,639</u>	<u>4,751</u>
Operating expenses	<u>4,403</u>	<u>3,361</u>	<u>4,581</u>	<u>3,955</u>	<u>4,712</u>	<u>4,816</u>
Surplus (deficit) from operating activity	<u>29</u>	<u>318</u>	<u>(137)</u>	<u>(211)</u>	<u>(73)</u>	<u>(65)</u>
Renovations and alterations	50	50	-	-	-	-
Surplus (deficit) for the year	<u>(21)</u>	<u>268</u>	<u>(137)</u>	<u>(211)</u>	<u>(74)</u>	<u>(65)</u>
Opening fund balance	328	328	596	596		
Closing fund balance	307	596	459	385		

Overview

Health and Counselling Services (HCS) is a multidisciplinary healthcare facility that provides medical services, counselling services, and a health promotion program to Carleton University students, faculty and staff. 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 directly supports the 2020-25 University Strategic Integrated Plan by promoting student wellness and health. Further, the level of services required during the global pandemic is integral to the success of our current and future students. The services provided post pandemic are necessary in attracting and supporting students with an emphasis on student wellness as an institutional priority. The psychological sequelae of the pandemic will persist for years to come. Supporting our student's physical and mental health must be a priority.

HCS is comprised of a full team made up of nine primary care physicians, two 1 day a week psychiatrists, three G.P. Psychotherapists, four nurses (one who during the pandemic has worked exclusively out of the residences), 13 counsellors (one of which who is a dedicated International

Ancillary Services - Proposed Budget 2021-22

Student Counsellor, one who is a dedicated Sexual Assault/Trauma Counsellor, one indigenous counsellor, one graduate counsellor, one racialized counsellor and three counsellors who work out of the residences exclusively), a Health Promotion Coordinator, plus a team of administrative and support staff. HCS employs physicians as independent contractors who work on a part-time basis and operate on a fee for service model. Counsellors, nurses and nurse practitioners do not generate any revenue.

2020-21 Highlights.

- Overall visits have increased 7% since 2015. Unlike visits to see a Physician, visits to see a Nurse or Counsellor do not generate any incremental revenue for the clinic; however, these visits have increased over 11% and 20%, respectively, over the last six years.
- Mental health challenges continue to be the number one health issue faced by students.
- Incremental revenue was reduced in 2020-21 as overhead charged to MD's was removed for the period from April to September in an effort to retain the part time physicians during the COVID crisis.
- Two Nurse Practitioner positions were added due to the difficulty currently attracting MD's. Nurse Practitioners can perform many tasks performed by doctors; however, they cannot bill OHIP insurance for their services which results in an increased cost to the clinic.
- Partnership with the Royal Ottawa Hospital (ROH) was created to provide support to primary care medical doctors in dealing with the mental health challenges students face.
- HCS services have been critical to the University during the pandemic by supporting Residence and Housing with COVID testing, quarantine, isolation and liaising with Ontario Public Health.

2021-22 Priorities

- Improve access to health care professionals and counsellors in line with the 2020-2025 Strategic Plans Pathway to "Increase openness, knowledge and capacity across campus to proactively support and empower the mental health, resilience and well-being of our community".
- Provide increased support for students due to the effect of the global pandemic on mental health.
- Focus on faculty and staff supports including adding an Occupational health nurse to directly support workplace wellness.
- Continuation of partnership with ROH to support MD's and Nurse Practitioners.
- Explore plan to expand the clinic to add additional treatment rooms on return to campus.

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The Print Shop

The budget for The Print Shop is summarized as follows:

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2021-22 Budget Optimistic (\$000's)	2021-22 Pessimistic Budget (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
Revenue						
External sales	322	35	189	35	255	296
Internal sales	1,866	360	975	360	1,314	1,808
	2,188	395	1,164	395	1,569	2,104
Less: cost of goods sold						
	469	259	281	159	379	475
Gross profit	1,719	137	883	236	1,190	1,629
Operating expenses						
	1,516	1,162	1,299	1,239	1,374	1,453
Surplus (deficit) from operating activity						
	203	(1,025)	(416)	(1,003)	(184)	176
Transfers						
Contribution to Operating Fund	40	12	23	12	31	40
Contribution to Ancillary Capital Fund	14	2	9	2	12	14
	54	14	32	14	43	54
Capital projects	100	55	-	-	-	-
Surplus (deficit) for the year						
	49	(1,094)	(448)	(1,017)	(227)	122
Opening fund balance	80	80	(1,014)	(1,014)		
Closing fund balance	129	(1,014)	(1,462)	(2,031)		

Overview

The Print Shop is committed to providing quality wide-format, offset, and digital printing to the Carleton community. The Print Shop produces promotional items, academic publications, and academic operational printing (such as exams) for the University. The Print Shop also provides print services to external customers and is responsible for 190 multi-functional devices (print/copy/scan) which serve students, faculty, and professional staff across campus.

2020-21 Highlights

- The on-going impact of COVID-19 pandemic on the Print Shop activities and related revenues has been significant. The Print Shop's physical location has been closed to customers since March 2020 however staff continue to provide services through "curbside pick-up". The

Ancillary Services - Proposed Budget 2021-22

majority of The Print Shop's revenue streams rely on student, staff, and faculty being on campus to use the fleet of multi-functional devices, to hold events, write exams and distribute faculty view books at recruitment fairs. Due to the cancellation and reduction of these forms of activities, the Print Shop is projecting an 80% decline in revenue for the 2020-21 fiscal year.

- With the recent acquisition of wide-format printing equipment, The Print Shop was able to support the 'return to campus' for those students, staff, and faculty that are working on campus. This type of work would previously have been outsourced however with the support of Facilities Management & Planning, this work was kept in-house thereby allowing for timely responsiveness to university needs, and an overall savings to the University.
- Overall operating expenses have remained high relative to the loss of revenue. Current year operating expenses consist of staffing costs and equipment leases. To manage staffing costs, the Print Shop has not replaced any vacant positions and will not do so until operating activities return to normal. In addition, lease payments are required for multi-functional devices regardless of use. Working with its business partner, The Print Shop is making efforts to reduce the number of devices on campus as well as to extend the existing lease term to reduce the burden on current year cash flows.

2021-22 Priorities

- With the uncertainty created by the on-going COVID-19 pandemic, The Print Shop has prepared both an optimistic and a pessimistic budget:
 - Under an optimistic scenario, while it is assumed that activity will begin to resume on campus as of Fall 2021, there may be a lingering impact of the pandemic and The Print Shop has budgeted conservatively
 - Under a pessimistic scenario, it is assumed that overall activities on campus and related revenues would be similar to fiscal 2020-21
 - In both scenarios, it is anticipated that The Print Shop's operating expenses, which mainly consist of staffing and equipment leases, will continue to exceed revenue. Expectations are that it would take another year for The Print Shop to return to normal profitability level.
- The Print Shop's focus for the upcoming year will be to diversify revenue streams. Document management has been identified as an opportunity to provide a new service to the campus community. Working with existing business partners, The Print Shop will work to define the needs of our community as it relates to digital document storage and leveraging existing production equipment and multi-functional devices to develop a pilot program for this initiative. The Print Shop will also look to build on the success of wide-format printing in partnership with Facilities Management & Planning to expand this service offering.
- To reduce future operating expenses, The Print Shop is planning to make a modest software investment to streamline the order intake and scheduling process. The current process of order intake is labour intensive, and it is estimated that the implementation of a print management solution will allow for the redeployment of staffing to wide-format printing. To create efficiencies in service delivery, the Print Shop will also be merging deliveries and maintenance of multi-functional with Mail Services.

Ancillary Services - Proposed Budget 2021-22

Campus Card

The budget for Campus Card is summarized as follows:

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2020-21 Optimistic Budget (\$000's)	2021-22 Pessimistic Budget (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
<u>Revenue</u>						
Internal revenue	454	233	454	234	454	454
External revenue	469	157	392	147	443	418
	923	390	846	381	897	872
<u>Operating expenses</u>						
Direct expenses	815	539	838	700	790	789
Surplus (deficit) from operating activity	108	(149)	8	(319)	107	83
Contribution to Ancillary Capital Fund	78	78	78	78	78	78
Capital projects	76	98	110	110	15	-
Surplus (deficit) for the year	(46)	(325)	(180)	(507)	14	5
Opening fund balance	491	491	166	166		
Closing fund balance	445	166	(14)	(341)		

Overview

The Campus Card program provides Carleton community members with a physical photo identification card used for multiple purposes on-and-off campus. Located in the University Centre, the Campus Card office handles all areas of card production, ID verification, photos, magnetic encoding, printing, and distribution. Services range from door access to laundry and multi-functional reproduction devices to dining purchases and dining hall access. In addition, the office is responsible for administration of new and renewed Universal Transit Passes (U-Passes) for eligible students.

2020-21 Highlights

- As a result of the decreased activity on campus related to the on-going pandemic, Campus Card revenues from sources such as dining and laundry commissions, lost card fees, and U-Pass administration fees have been significantly reduced
- Current year operating expenses are lower than plan due to reduced staffing costs related to part-time labour and lower than typical material costs.

Ancillary Services - Proposed Budget 2021-22

- Current year capital projects include:
 - The necessary replacement of all laundry readers in residence buildings
 - The implementation of virtual line-management (queuing) software to support the safe distribution of Campus Cards and U-Passes
 - The procurement of a contactless cards to support access infrastructure upgrades planned for University buildings

2021-22 Priorities

- With the uncertainty created by the on-going COVID-19, Campus Card has prepared both an optimistic and a pessimistic budget:
 - Under the optimistic scenario, revenue will return to pre-COVID levels and operating expenses will rise as activity increases
 - Under the pessimistic scenario it is assumed revenue will be similar to 2020-21, however operating expenses will be higher than 2020-21 as there will be an increase in materials for the annual purchase of card stock to support the new contactless-card technology
- Budgeted capital projects include:
 - Implementation of contactless card technology to support the replacement of locks in residence to a contactless technology. This project will also allow for the integration of the Campus Card with the U-Pass as planned by OC Transpo. This investment requires the acquisition of new card stock and card system updates.
 - The operating system of the central software program of Campus Card is at end of life and will be upgraded. As part of this upgrade, a new payment model was selected which allows costs to be spread over several years instead of a large one-time payment
- Campus Card employs a significant number of students to deliver its services, the majority of which will have graduated if operations resume this year. Should students return to in-person learning this year, the Campus Card client service team will need to be re-built
- Campus Card will also be upgrading its photo submission system in the coming year.

Ancillary Services - Proposed Budget 2021-22

NWRC Building

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

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2021-22 Budget Optimistic (\$000's)	2021-22 Budget Pessimistic (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
<u>Revenue</u>						
External rental revenue	1,300	1,300	1,300	1,300	1,300	1,300
Internal rent / occupancy cost	871	880	947	947	988	996
Interest and sundry income	32	32	32	32	32	32
	2,203	2,212	2,279	2,279	2,320	2,328
Occupancy costs and operating expenses	871	880	947	947	988	996
Surplus from operating activity	1,332	1,332	1,332	1,332	1,332	1,332
Capital debt	1,332	1,332	1,332	1,332	1,332	1,332
Surplus for the year	-	-	-	-	-	-
Opening fund balance	680	680	680	680	680	680
Closing fund balance	680	680	680	680	680	680

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, without penalty. 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. The \$1.3M annual rent payment is paid in advance; therefore, interest earned on the deferred balance at a short-term investment rate is included in the income calculation. In addition to annual rent, Environment Canada pays the annual occupancy costs including utilities, building operations and security services at a cost of approximately \$ 900K.

The outstanding deferred maintenance for the NWRC is currently estimated at \$1.3M.

Ancillary Services - Proposed Budget 2021-22

University Centre

The budget for University Centre is summarized as follows:

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2020-21 Optimistic Budget (\$000's)	2021-22 Pessimistic Budget (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
<u>Revenue</u>						
Rental revenue	640	640	596	504	607	589
Internal recoveries	1,110	1,110	1,141	940	1,164	1,216
	1,750	1,750	1,737	1,444	1,771	1,805
Operating expenses	1,070	946	1,237	944	1,271	1,305
Surplus from operating activity	680	804	500	500	500	500
Renovations and alterations	680	1,692	500	500	500	500
Surplus (deficit) for the year	-	(888)	-	-	-	-
Opening fund balance	3,390	3,390	2,502	2,502	2,502	2,502
Closing fund balance	3,390	2,502	2,502	2,502	2,502	2,502

Overview

The University Centre is a student-oriented building that serves as the Hub of the campus. It is home to the Carleton University Students' Association (CUSA) and virtually all its operations, including a convenience store, 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. The University Centre operates on a cost recovery basis. The Department of Facilities Management and Planning (FMP) is responsible for the operation and maintenance of the building.

2020-21 Highlights

- Rental fees continued to be charged in 2020-21 despite the pandemic
- Operating expenses are projected to be slightly under budget largely due to utility savings
- Roof renovation was completed in 2020-21. The original scope for this year's work was expanded to benefit from savings that could be realized with the crew already on site.

Ancillary Services - Proposed Budget 2021-22

2021-22 Priorities

- Due to the age of the building, capital renewal and deferred maintenance presents a challenge. Deferred maintenance projects for 2021-22 include:
 - A full building assessment to be undertaken to set priorities for future renewal projects.
 - Renovations to the 4th floor washrooms and hallway
- Deferred maintenance of the facility is currently estimated at \$24M.

Ancillary Services - Proposed Budget 2021-22

Carleton Dominion-Chalmers Centre

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

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Optimistic 2021-22 Budget (\$000's)	Pessimistic 2021-22 Budget (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
External revenue	425	193	324	170	423	445
Internal revenue and transfers	300	300	300	300	300	300
	725	493	624	470	723	745
Expenses	723	498	619	580	711	730
Surplus from Operating activity	2	(5)	5	(110)	12	15
Deferred Maintenance	-	513	410	410	420	385
Surplus for the year	2	(518)	(405)	(520)	(408)	(370)
Opening fund balance	176	176	(341)	(341)		
Closing fund balance	178	(342)	(742)	(862)		

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, in addition to serving the 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 run the building, as well as the purchases of required furniture, fixtures and equipment. Capital expenditures funded by restricted donations are not reflected in the budget as presented, as these expenditures have been allocated to a special purpose funds received from the Crabtree Foundation.

2020-21 Highlights

- Provided a safe venue for carefully planned small group recordings, rehearsals, and live streaming during the COVID-19 global pandemic

Ancillary Services - Proposed Budget 2021-22

- Invest in quality live streaming equipment and services to offer clients new booking opportunities and to support community outreach to those in sustained isolation.
- Completed the migration to new Venue Management Software.
- Current year capital projects are estimated at \$513K, and include:
 - Electrical Service Upgrade
 - Building Master Plan by CS&P Architects
 - Flood repairs

2021-22 Priorities

- Continue supporting the safe return of live events and live audiences
- Launch recently announced formal partnership established between Carleton and Ottawa Symphony Orchestra.
- Capital projects for 2021-22 are estimated at \$410k, and include:
 - Fibre-optic networking between CDCC and main campus
 - Fire and security system updates
 - Flooring in the Chapel

Ancillary Services - Proposed Budget 2021-22

The Bookstore

The budget for The Bookstore is summarized as follows:

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Optimistic2021- 21 Budget (\$000's)	Pessimistic2021- 22 Budget (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
Revenue						
Commissions and Reimbursements	653	508	554	512	644	637
Operating expenses	560	518	521	521	536	544
Surplus (deficit) from operating activity	93	(10)	33	(9)	108	93
Contribution to Operating Fund	81	71	84	72	86	87
Surplus (deficit) for the year	12	(81)	(51)	(81)	22	6
Opening fund balance	308	308	227	226		
Closing fund balance	320	227	176	145		

Overview

The University Bookstore is located in the University Centre. 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. Follett programs such as “Price-Matching,” Textbook Rentals, and the sale of used books and buy-backs provide affordable options for students to purchase their necessary academic materials. The University and Follett collaborate on promotional and marketing efforts to ensure the mutual benefit of the partnership.

2020-21 Highlights

- The Bookstore closed to the public as of March 16, 2020 at which time they shifted exclusively to e-commerce orders that were shipped directly to customers.
- The Bookstore was able to re-open in August 2020 for in-person shopping, but was required to move to a curbside pick-up model as a result of the Ontario wide lockdown in January 2021.
- While the Bookstore has a comprehensive e-commerce solution, which accounts for the majority of the current year sales, e-commerce is less profitable due to higher costs. Not all retail categories have performed well in an e-commerce environment.

Ancillary Services - Proposed Budget 2021-22

- There was a significant in person shopping in the fall however due to the lack of activity on campus, overall sales are projected to be down 42%:
 - New and used textbook categories make up the bulk of revenues and are down 38%
 - Digital sales have increased by 667% however only make up 10% of all sales
 - Apparel sales, always a strong performing category, are down by 60%
 - Many other categories such as supplies and computer accessories have typically been purchases of convenience have been reduce to 10-12% of their previous sales
 - The strongest performing category in terms of retention has been gifts with a decline of only 34%.
- Current year expenses consist primarily of salaries of university staff who support Follett operations (this amount is fully recovered from Follet), University Centre rent, and recoveries for management support of Bookstore operations.

2021-22 Priorities

- The budget considers both an optimistic and pessimistic scenario. While the pessimistic scenario's revenues assume a lack of activity on campus similar to what the Bookstore saw in Fiscal 2020-21, the Optimistic scenario shows a cautious return of activity with revenue returning to close to previously levels by Fiscal 2023.
- Fiscal 2024 shows a slight decline consistent with the long-term trend of declining Bookstore textbook sales.
- In both scenarios, operating expenses are expected to remain relatively consistent.
- Building on the successful implementation of Follett Connect Once; the university and Follet are working through the implementation of Follett Adopt. This tool is scheduled to be rolled out to instructors in the summer of 2021, and will facilitate adoption through an online platform. Textbook adoption is a key driver of Bookstore success and Follett Adopt will streamline the adoption process for both instructors and Bookstore staff. The costs of this project will be borned by Follett of Canada.

Ancillary Services - Proposed Budget 2021-22

Ancillary Capital Fund

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

	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	2021-22 Budget Optimistic (\$000's)	2021-22 Budget Pessimistic (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)
<u>Revenue</u>						
External contributions	1,132	490	646	504	646	649
Internal contributions	1,294	1,247	1,322	1,307	1,326	1,328
	2,426	1,737	1,968	1,811	1,972	1,977
Transfers	710	710	670	670	670	670
Surplus for the year	1,716	1,027	1,298	1,141	1,302	1,307
Opening fund balance	5,323	5,323	6,350	6,350		
Closing fund balance	7,039	6,350	7,649	7,491		

Overview

The Ancillary Capital Fund (ACF) has been established to support capital investments that may be required for ancillary units. Revenue is generated from external sponsorships and rentals, as well as internal contributions from other ancillary services.

2020-21 Highlights

- External contributions to the ACF include sponsorships and rentals totaling \$490K. This amount is lower than budget due to amendments to the contract with Coca Cola.
- Internal contributions to the ACF from other Ancillaries include:
 - Commissions from Dining Services of \$1,010K
 - Contributions from other ancillaries of \$237K
- There are also \$710K in annual transfers out of the ACF towards Athletics facilities, Football operations, and athletic scholarships.

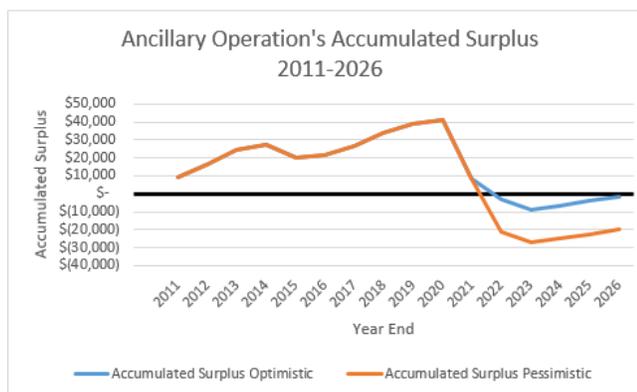
2021-22 Priorities

Due to significant outstanding deferred maintenance and renovations required on all ancillary units the ACF will continue to support future capital projects. A review of the ancillary services financial model is underway that will assess in part the existing internal ancillaries transfers.

Ancillary Services - Proposed Budget 2021-22

Ancillary Financial Support Recommendation

The University's ancillary units have a strong record of sound financial management and self-funded reinvestment in facilities and services to meet students and community needs. Over the last ten years, the ancillary portfolio's aggregate accumulated surplus has grown from \$9M to just under \$41M inclusive of major reinvestments in residences (Lennox & Addington House and Residence Commons Expansion) and new parking garages (P18 and underground parking at Richcraft Hall).



As a result of the pandemic, funds which had been earmarked to address deferred maintenance needs and to support new infrastructure such as the new residence, parking garage, etc., will be used to fund revenue shortfalls. By the end of Fiscal 2021-22, ancillary services are expected to show an accumulated deficit position.

Given the significant level of the deferred maintenance backlog attributed to ancillaries, the inability to adequately renew infrastructures could have a detrimental impact on the University's ability to offer quality ancillary services to students, faculty, staff, and the broader community. The level of service provided by ancillaries have an impact on the University's reputation and its ability to attract students. While the full impact of this pandemic on ancillary units will not be known for some time, it is recommended that the University provide financial support to ancillaries to provide for sustainable planning and completion of deferred maintenance projects.

Ancillary Services Deferred Maintenance Projects

	2020-21 Projection (\$000's)	2021-22 Budget (\$000's)	2022-23 Budget (\$000's)	2023-24 Budget (\$000's)	Total (\$000's)
<u>Planned deferred maintenance</u>					
Housing & Conference Services	9,050	4,750	5,950	5,500	25,250
Dining Services	1,050	1,250	1,400	1,000	4,700
Physical Recreation & Athletics	1,107	2,086	2,086	2,609	7,890
Parking Services	1,700	540	540	540	3,320
Carleton Dominion Chalmers Centre	582	410	420	385	1,797
Forecasted spending	13,489	9,036	10,396	10,034	42,957

As shown in the table above, deferred maintenance spending for fiscal 2020-21 and fiscal 2021-22 is expected to total \$22.5M. It is recommended that the university contribute this amount to Ancillary Services to ensure sustainable financial operations. Management will continue to closely monitor the financial performance of ancillary services, who may need additional support depending on the timing of full return to campus activities.

Appendix A: Proposed 2021-22 Budget and 2020-21 Projected Operating Results

Carleton University Proposed Budget for Ancillary Units Proposed Ancillary Units Budget 2021-22 Projected Ancillary Units Operating Results 2020-21

	2020-21 Projections				Optimistic 2021-22 Proposed Budget				Pessimistic 2022-23 Proposed Budget				2023-24 Projected Budget				Accumulated Surplus		
	Expenses & Capital		Surplus (Deficit)	\$000's	Expenses & Capital		Surplus (Deficit)	\$000's	Expenses & Capital		Surplus (Deficit)	\$000's	Expenses & Capital		Surplus (Deficit)	\$000's	Apr 2020 Actual	Apr 2021 Projected	
	Revenue	\$000's			Revenue	\$000's			Revenue	\$000's			Revenue	\$000's					
Housing and Conference	10,030	25,930	(15,900)	20,757	23,614	(2,857)	12,778	23,610	(10,832)	27,323	27,452	(129)	28,330	27,441	889	10,293	(5,607)	(8,464)	(16,439)
Dining	561	5,957	(5,396)	3,791	7,257	(3,466)	1,029	6,205	(5,176)	7,183	7,516	(333)	7,224	7,094	130	2,418	(2,978)	(6,444)	(8,154)
Physical Recreation & Athletics	5,634	9,847	(4,213)	11,704	13,552	(1,848)	6,667	11,419	(4,752)	14,786	16,548	(1,762)	15,050	16,004	(954)	13,170	8,957	7,109	4,205
Parking Services	64	5,430	(5,366)	5,059	8,438	(3,379)	20	7,833	(7,813)	6,686	10,585	(3,899)	7,013	5,844	1,169	4,107	(1,259)	(4,638)	(9,072)
Health & Counselling Services	3,679	3,411	268	4,444	4,581	(137)	3,744	3,955	(211)	4,639	4,712	(73)	4,751	4,816	(65)	328	596	459	385
The Print Shop	395	1,490	(1,095)	1,164	1,612	(448)	395	1,412	(1,017)	1,569	1,796	(227)	2,104	1,982	122	80	(1,015)	(1,463)	(2,032)
The Campus Card	390	715	(325)	846	1,026	(180)	381	888	(507)	897	883	14	872	867	5	491	166	(14)	(341)
NWRC Building	2,212	2,212	-	2,279	2,279	-	2,279	2,279	-	2,320	2,320	-	2,328	2,328	-	680	680	680	680
University Centre	1,750	2,638	(888)	1,737	1,737	-	1,444	1,444	-	1,771	1,771	-	1,805	1,805	-	3,390	2,502	2,502	2,502
Carleton Dominion-Chalmers Centre	493	1,011	(518)	624	1,029	(405)	470	990	(520)	723	1,131	(408)	745	1,115	(370)	176	(342)	(747)	(862)
Bookstore	508	589	(81)	554	605	(51)	512	593	(81)	644	622	22	637	631	6	308	227	176	146
Ancillary Capital Fund	1,737	710	1,027	1,968	670	1,298	1,811	670	1,141	1,972	670	1,302	1,977	670	1,307	5,323	6,350	7,648	7,491
Total Ancillary Units	27,453	59,940	(32,487)	54,927	66,400	(11,473)	31,530	61,298	(29,768)	70,513	76,006	(5,493)	72,836	70,597	2,239	40,764	8,277	(3,196)	(21,491)

Appendix B: Proposed Residence Fees 2021-22

	2020-21				2021-22			
	*SUI T S I N G L E	S I N G L E	S U I T E D O U B L E	S U I T E D O U B L E	*SUI T S I N G L E	S I N G L E	S U I T E D O U B L E	S U I T E D O U B L E
	PRESCOTT				PRESCOTT			
Traditional								
Room	8,409.00	7,083.00	7,170.00	5,918.00	8,577.00	7,225.00	7,313.00	6,037.00
All Access Meals (Includes \$100 flex)	5,149.00	5,149.00	5,149.00	5,149.00	5,250.00	5,250.00	5,250.00	5,250.00
Residence Association Fee (Note 1)	70.71	70.71	70.71	70.71	70.71	70.71	70.71	70.71
	<u>13,628.71</u>	<u>12,302.71</u>	<u>12,389.71</u>	<u>11,137.71</u>	<u>13,897.71</u>	<u>12,545.71</u>	<u>12,633.71</u>	<u>11,357.71</u>
Alternative Food Plan 07								
Room	8,409.00		7,170.00		8,577.00		7,313.00	
Board (10 meals and \$450 flex)	3,749.00		3,749.00		3,785.52		3,785.52	
Residence Association Fee (Note 1)	70.71		70.71		70.71		70.71	
	<u>12,228.71</u>		<u>10,989.71</u>		<u>12,433.23</u>		<u>11,169.23</u>	
Alternative All Access Food Plan								
Room	8,409.00	7,083.00	7,170.00	5,918.00	8,577.00	7,225.00	7,313.00	6,037.00
All Access Meals (Includes \$400 flex)	5,449.00	5,449.00	5,449.00	5,449.00	5,550.00	5,550.00	5,550.00	5,550.00
Residence Association Fee (Note 1)	70.71	70.71	70.71	70.71	70.71	70.71	70.71	70.71
	<u>13,928.71</u>	<u>12,602.71</u>	<u>12,689.71</u>	<u>11,437.71</u>	<u>14,197.71</u>	<u>12,845.71</u>	<u>12,933.71</u>	<u>11,657.71</u>

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

Note 1: Residence Association fees for Graduate Students are collected on behalf of GSA for assignment to Graduate Residence Committee. 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 \$70.71 is TBC.

Appendix C: Residence Room Rate Comparison

Carleton University Ancillary Operations 2021-2022 Residence Room Rate Comparison

	Suite Single	Suite Double	Traditional Single	Traditional Double
Carleton				
2020-21	\$8,480	\$7,241	\$7,154	\$5,989
2021-22	\$8,577	\$7,313	\$7,366	\$6,155
U of Ottawa				
2020-21	\$10,695	\$8,638	\$10,408	\$8,208
2021-22	TBD	TBD	TBD	TBD
Waterloo				
2020-21	\$11,193	N/A	\$9,375	\$8,411
2021-22	TBD		TBD	TBD
Western				
2020-21	\$10,400	N/A	\$8,460	\$7,740
2021-22	\$10,710		\$8,760	\$8,090
Brock				
2020-21	\$8,940	\$8,140	\$8,340	\$7,540
2021-22	TBD	TBD	TBD	TBD
Queen's (includes meals)				
2020-21	N/A	N/A	\$15,607	\$14,766
2021-22			TBD	TBD

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

Appendix D: Proposed Parking Rates 2021-22

2021-22 Proposed Parking Rates (excluding HST)

Permit Rates Effective May 1	2020-21	2021-22	
RESERVED PERMIT AREAS	Present	Proposed 0%	Monthly
R1 - Lot1	\$1,325	\$1,325	\$111
R2 - (Mackenzie/Life Sciences)	\$932	\$932	\$78
R3 - Herzberg (Physics)	\$978	\$978	\$82
R4 - Mackenzie (Engineering)	\$978	\$978	\$82
R7/R15 - Residence Areas	\$978	\$978	\$82
R8 - Loeb Building	\$1,325	\$1,325	\$111
STAFF/FACULTY PERMIT AREAS	Present	Proposed 0%	Monthly
River Building (P-16)	\$1,607	\$1,607	\$134
LGAR - Library Garage (Level 1)	\$1,339	\$1,339	\$112
LGAR - Library Garage (Level 2)	\$1,213	\$1,213	\$102
LGAR - Library Garage (Level 3)	\$1,064	\$1,064	\$89
P9 - Admin. Garage (Level 4)	\$1,038	\$1,038	\$87
P9 - Admin. Garage (Level 5)	\$1,011	\$1,011	\$85
P9 - Admin. Garage (Level 6)	\$983	\$983	\$82
P9 - Admin. Garage (Level 7)	\$956	\$956	\$80
P9 - Admin. Garage (Level 8)	\$932	\$932	\$78
P9 - Admin. Garage (Level 9,10)	\$886	\$886	\$74
03 - Lot 3	\$848	\$848	\$71
04 - Lot 4	\$848	\$848	\$71
CTTC - Lot 11	\$848	\$848	\$71
Athletics Lot (Lot 12)	\$699	\$699	\$59
NWRC Permit Lot	\$699	\$699	\$59
05 - Lot 5	\$560	\$560	\$59
06 - Lot 6	\$560	\$560	\$59
P-18 - Residence Garage	\$978	\$978	\$82
STUDENT PERMIT AREAS (Sept to Apr)	Present	Proposed 0%	Monthly
05 - Lot 5	\$350	\$350	\$59
06 - Lot 6	\$350	\$350	\$59
07 - Lot 7	\$323	\$323	\$59
P9 - Admin. Garage (11-15)	\$422	\$422	\$59
P18 - General & Resident Student Parking	\$422	\$422	\$59
PART-TIME (Valid After 5PM) PERMITS	Present	Proposed 0%	Monthly
LGAR - Library Garage, P9 - Admin (annual rate)	\$361	\$361	\$46
Lot 5 - Athletics Memberships	\$347	\$347	\$44
SPECIAL PERMITS	Present	Proposed 0%	Monthly
Special - Staff	\$589	\$589	\$57
Special - Student (Sept to Apr)	\$369	\$369	\$57
MOTORCYCLE PERMITS	Present	Proposed 0%	Monthly
Motorcycle - Surface/Garage Areas	\$238	\$238	\$20
OTHER PERMITS AND FEES	Present	Proposed 0%	Monthly
Service Vehicle Permit (Annual)	\$1,058	\$1,058	\$89
Bicycle Compound	\$15	\$15	
Weekend Rate	\$6	\$6	

Appendix E: Debt Summary by Ancillary

Carleton University Proposed Budget for Ancillary Units

Summary of Outstanding Debt

	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's
Housing and Conference	52,622	49,226	45,633	41,830
Dining	7,163	6,710	6,242	5,757
Physical Recreation and Athletics*	3,052	2,497	1,948	1,399
Parking Services	21,949	21,440	20,915	20,371
Health and Counselling Services	-	-	-	-
The Print Shop	-	-	-	-
NWRC Building	6,686	5,758	4,769	3,715
University Centre	-	-	-	-
Carleton Dominion-Chalmers Centre	-	-	-	-
Bookstore	-	-	-	-
Ancillary Capital Fund	-	-	-	-
	\$ 91,471	\$ 85,631	\$ 79,507	\$ 73,071

**Excludes Football*

Appendix F: Deferred Maintenance by Ancillary

Carleton University Proposed Budget for Ancillary Units Summary of Deferred Maintenance

Deferred maintenance is currently estimated to be the following (\$000's):

	<u>2021</u>
Housing	\$ 44,900
Residence Commons -Dining	\$ 8,807
Physical Recreation and Athletics (excluding the pool)	66,693
Parking Services	12,815
Health and Counselling Services	59
The Print Shop	-
NWRC Building	1,620
University Centre	24,122
Carleton Dominion-Chalmers Centre	3,701
Bookstore	-
Ancillary Capital Fund	-
	<hr/> \$ 162,717

AGENDA ITEM

5.2

COMMITTEE:	Board of Governors
MEETING:	March 11, 2021
ORIGINATOR:	University Secretary
ITEM:	5.2 – Members of the Board on Advisory Committee on the President and Vice-Chancellor

I. MATERIAL ATTACHED

- Appointment Guidelines for President and Vice-Chancellor (can be found in consent agenda)

II. INFORMATION PROVIDED TO THE COMMITTEE

The appointment guidelines for the President and Vice-Chancellor outline the membership of the Advisory Committee on the President's Selection as follows:

- The Chair of the Board, as chair of the Committee *ex officio*;
- The Vice-Chair of the Board *ex officio*;
- Three community-at-large members of the Board, elected by the Board;
- One member of the Board, being a representative on the Board of the staff of the University other than the academic or library staff, elected by the Board;
- Three persons to be elected by Senate from among tenured faculty members (at least one of whom shall hold the rank of Full Professor) and professional librarians;
- One senior administrator and one Dean to be elected by the Vice- President Academic and Research Committee (VPARC); and
- One undergraduate student and one graduate student to be elected by Senate.

Appointed by other bodies for Presidential Search committee

- Pauline Rankin, Dean of the Faculty of Arts and Social Sciences (appointed by VPARC)
- Rafik Goubran-Senior Administrator, Vice-President (Research and International) (appointed by VPARC)
- Kim Hellemans – Confirmed Instructor (appointed by Senate)
- Joshua Greenberg- Faculty member (appointed by Senate)

- Laura Newton Miller – Professional Librarian (appointed by Senate)
- Lisa Tsintsadze-undergraduate student (appointed by Senate)
- Patricia Bérubé- graduate student (appointed by Senate)

In accordance with the appointment guidelines the Chair and Vice-Chair of the Board will be ex officio members.

The following board members have indicated their willingness to serve on the committee:

- Art Ullett, administrative staff representative
- Debra Alves, community-at-large representative
- Jane Taber, community-at-large representative
- Patrick Dion, community-at-large representative

III. RECOMMENDATION

On the recommendation of the Executive Committee, the Board of Governors approves Art Ullett, Debra Alves, Jane Taber, and Patrick Dion as the Board of Governors representatives on the Advisory Committee on the President and Vice-Chancellor.

AGENDA ITEM

6.1

Research Update

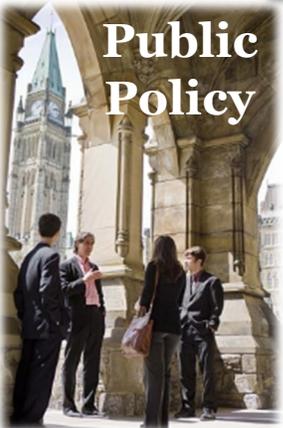
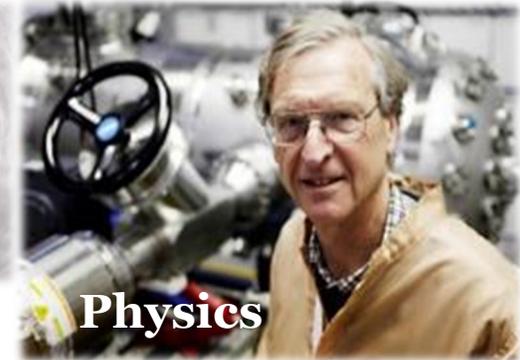
Board of Governors

Rafik Goubran

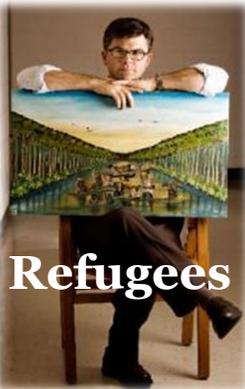
11 March 2021



Carleton Research Strength



Impact on Society



Aerospace
Indigenous Studies
Conservation Biology



Cognition
Forensic Psychology
Endangered Languages



Research - Why and How?

- **University research is the creation and dissemination of knowledge**
- **Research is central to our mission as a University**
- **Research has a major impact on University reputation and ranking**
- **Research helps us attract top faculty members and students**
- **Most of our research involves graduate students. The research is part of the students' Master's or PhD theses (or undergraduate projects)**
- **University research is funded by external sources such as:**
 - Tri-Agencies (SSHRC, NSERC, CIHR)
 - Federal and Provincial Governments
 - Corporations (usually with matching funds from government agencies)
 - International sources; Foundations; Societies;



External Research Funding - Why and How?

- **External research funding is used for the following:**
 - Pay graduate students (Research Assistance), Researchers, Postdoctoral Fellows
 - Create and maintain research labs
 - Cover cost of publications and knowledge discrimination
 - Cover cost of conference registration, travel and workshops
- **In addition to covering the cost of the research project and paying graduate students, Tri-Agency funding is directly correlated to:**
 - Funding to support central research infrastructure (e.g. IT and Library) in the form of Research Support Fund (RSF) and Incremental Project Grants (IPG)
 - Number of Canada Research Chairs (CRCs)
 - Funding envelope from Canada Foundation for Innovation (CFI)
 - Some scholarship; funding from other agencies (e.g. Mitacs)





Research Performance Metrics

- **Each research field has its own research impact metrics**
 - Humanities; Social Sciences; Engineering; Science; Policy; Business
- **Ultimate goal: Knowledge Creation & Knowledge Translation (KT)**
- **The most common research performance metrics used by granting agencies, governments and ranking agencies are:**
 - External research funding (e.g. tri-agencies, government, corporate)
 - Publications
 - Impact on the field (e.g. citations) and society





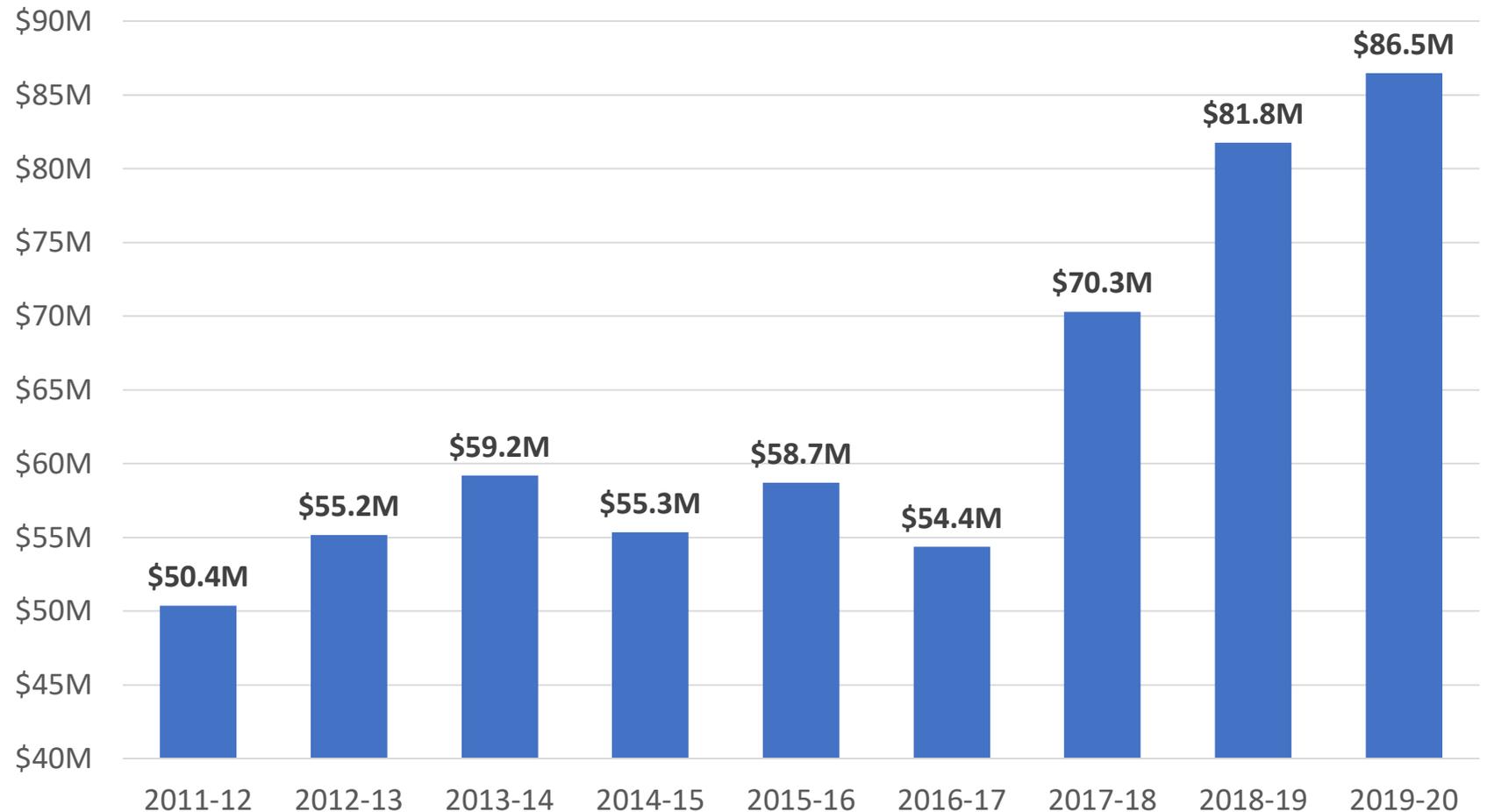
CARLETON UNIVERSITY
RESEARCH
AND INTERNATIONAL

Research Performance – Research Revenue



External Research Revenue

Source: COFO (Council of Ontario Finance Officers)





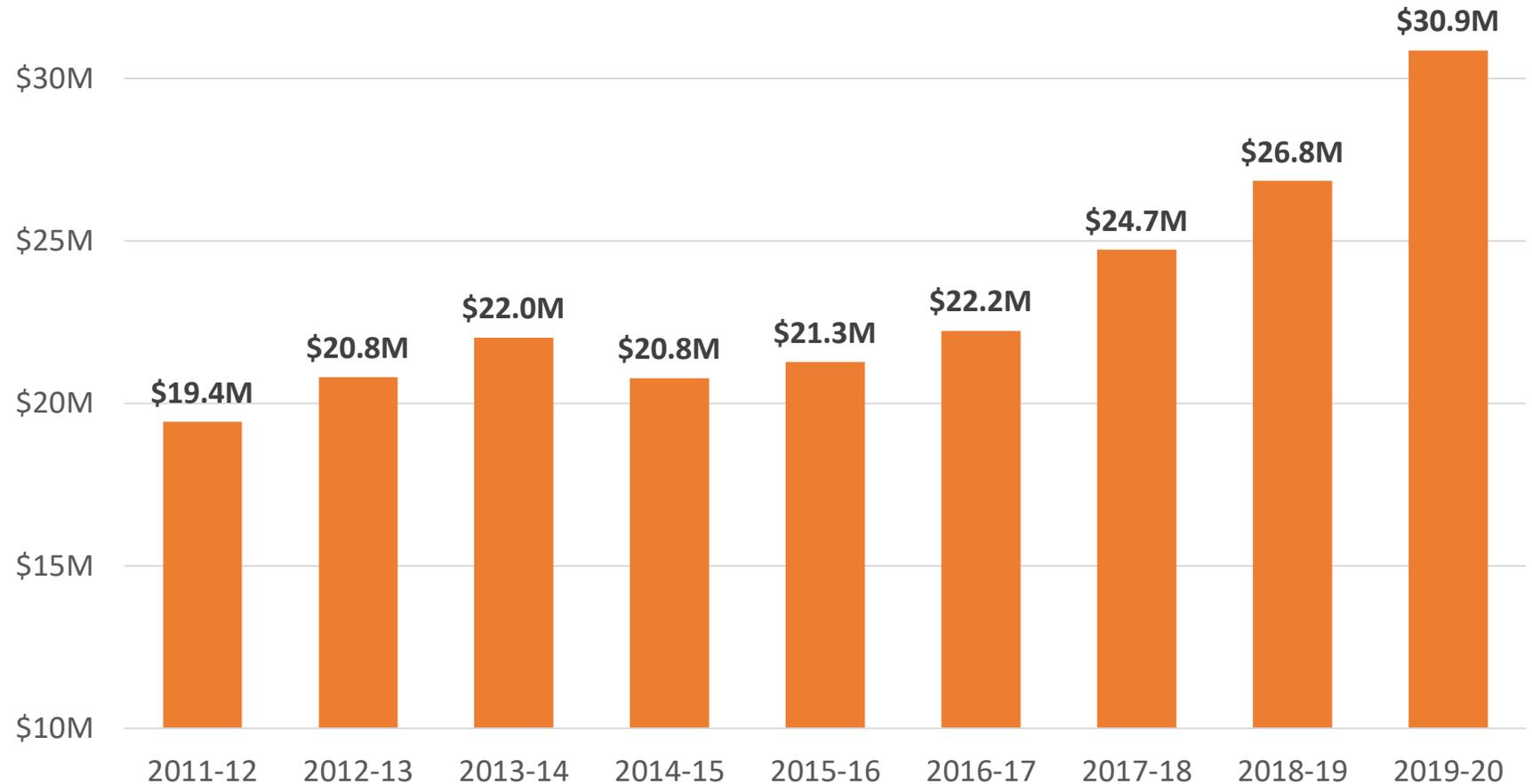
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Research Performance – Tri-Agency Funding



Tri-Agency Funding

Source: COFO (Council of Ontario Finance Officers)





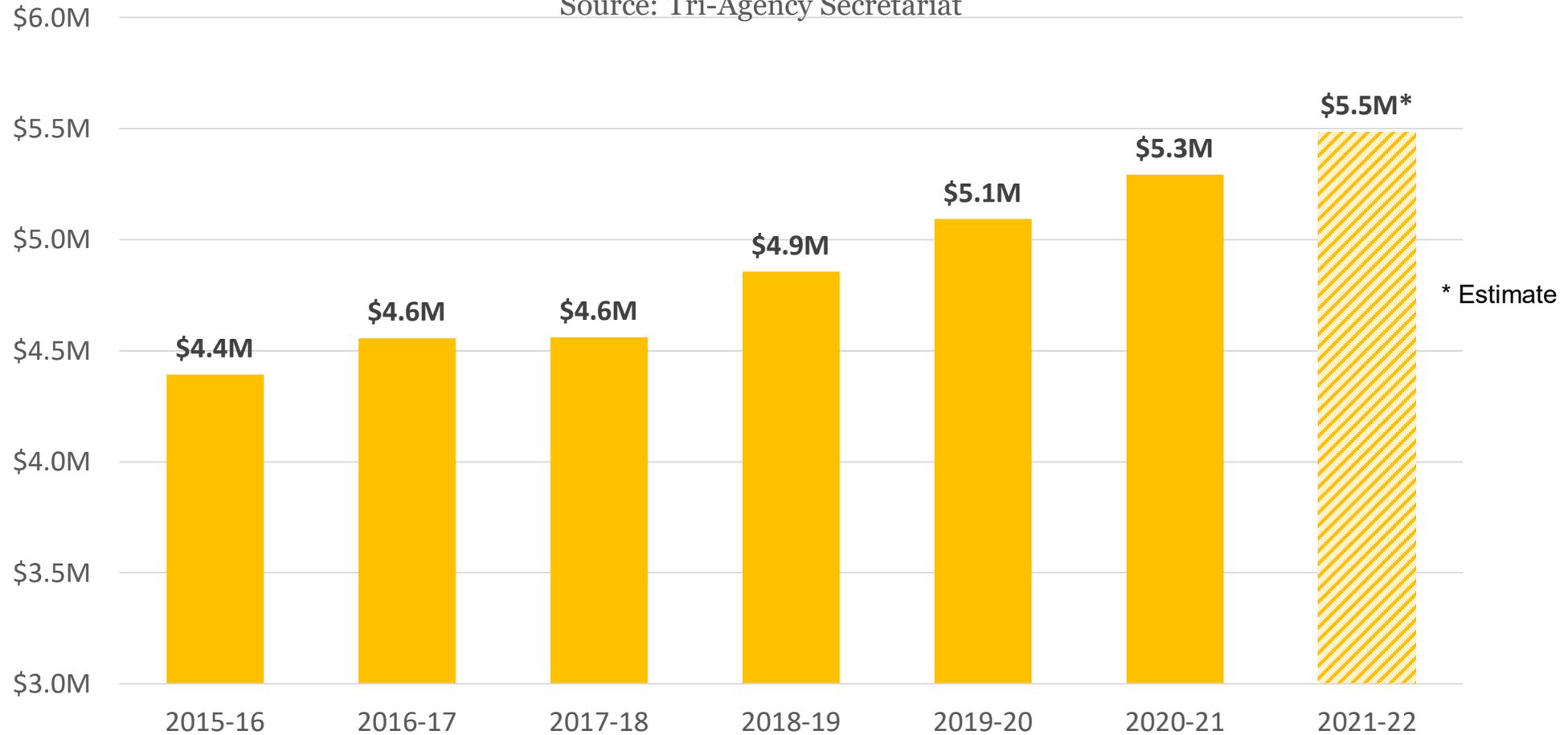
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Research Support Fund (RSF) + IPG



Research Support Fund + Incremental Project Grants

Source: Tri-Agency Secretariat





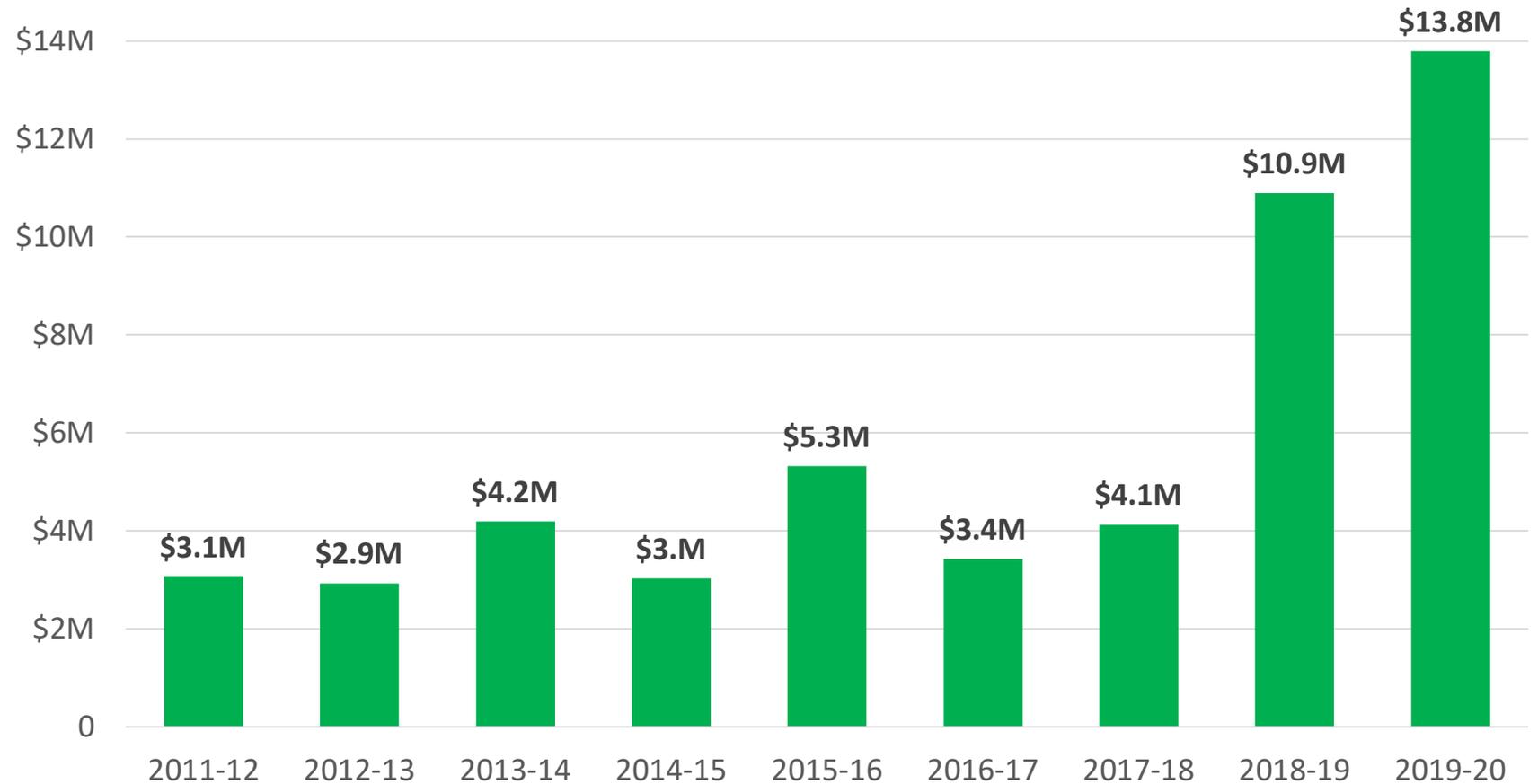
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Research Performance – Industry Partnership



Research Revenue - Business Enterprises

Source: COFO (Council of Ontario Finance Officers)



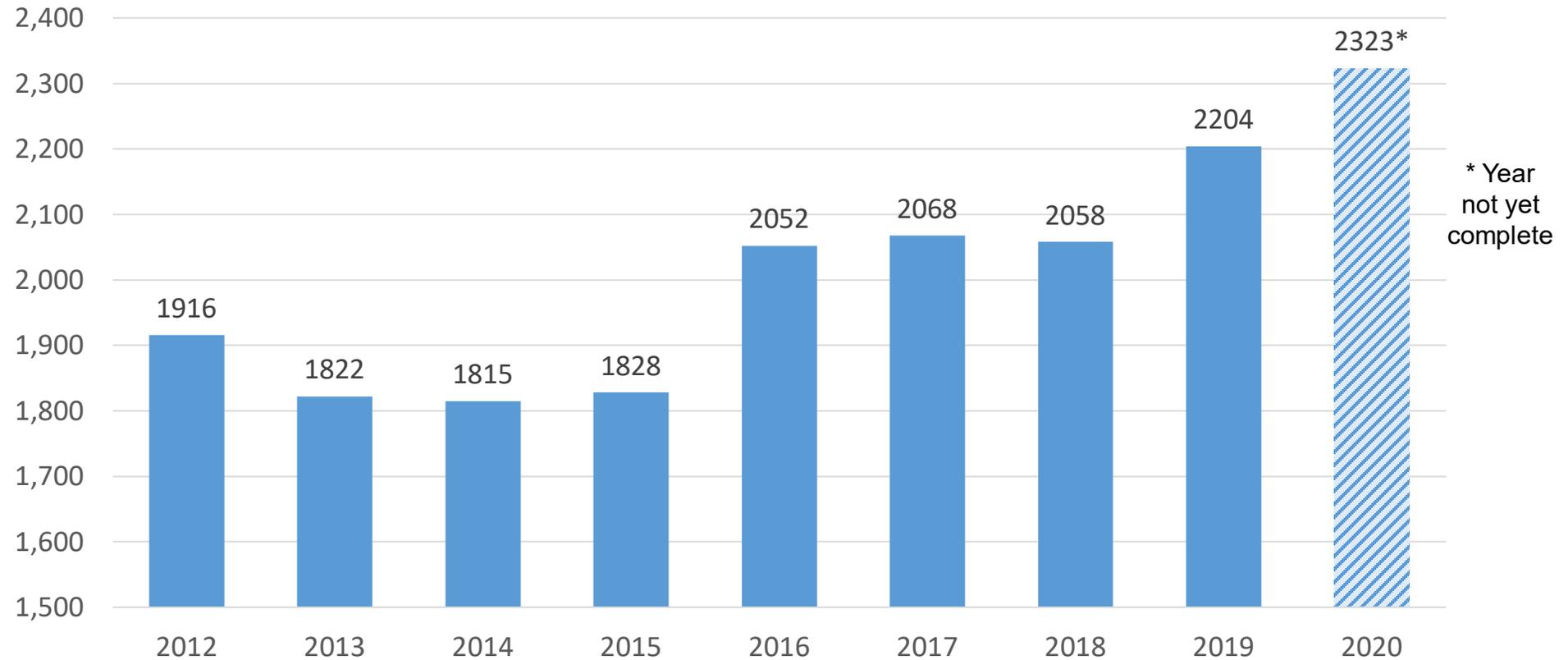


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Research Performance - Publications



Publications
(Source: Sci-Val/Scopus)





Key Priorities for 2020-2021

- **Increase our research productivity in terms of sustained external research funding, publications, and citations:** by engaging more faculty members in research, streamlining processes, introducing incentives, and providing more support to researchers (IT, grant writing, post-award)
- **Expand industry partnerships** through the Holistic Integrated Partnerships (HIP) initiative with Advancement and build on the early success with Ericsson
- **Promote and celebrate our research success externally and internally**
- **Build reputation – rankings and nominations for awards and prizes**
- **Strengthen “Carleton International” and implement strategic plan**
- **Empower strategic multidisciplinary research clusters**
- **Work toward exceeding SMA research excellence and impact metrics**



AGENDA ITEM

6.3

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

March 11, 2021



COMMUNITY AND REPUTATIONAL HIGHLIGHTS

Martin Luther King III Begins Black History Month Celebrations

Human rights advocate Martin Luther King III, the oldest son of Martin Luther King Jr. and Coretta Scott King, kicked off a series of Black History Month events at Carleton with an inspiring speech on Jan. 30 at the SOAR Leadership Conference. "Our curriculums need to be broader so that every ethnic group is lifted up, and the value of every ethnic group is designated so that we have mutual respect for everyone," he said. "The job of colleges and universities is to set the tone."

Chancellor Renewed and Appointed to Order of Canada

Yaprak Baltacioğlu has been reappointed for a second three-year as Carleton's Chancellor, starting in November 2021, and in late December she was appointed to the Order of Canada. "This is the 40th year of making Canada my home," said Baltacioğlu, a graduate of Carleton's School of Public Policy and Administration and former advisor to four Prime Ministers. "It is such a privilege to be a citizen of such a glorious country and I cherish having been given the opportunity to serve her."

Research Funding Shows Rapid Growth

Carleton's annual research income has grown to more than \$81 million, an increase of more than 50 per cent over the last two years. After achieving the highest growth in research income among Canadian comprehensive universities in ReSearch Infosource's Top 50 Research Rankings last year, Carleton has again placed in the Top 3 as funds grew by 17 per cent. Carleton is the only university to rank in the Top 3 for growth in both of the last two years. "This has been an unprecedented year," Vice-President (Research and International) Rafik Goubran said when the rankings were released in December, "and we are proud of the extraordinary efforts of our faculty members and research support staff as they build momentum in finding solutions to society's challenges."

Carleton Launches Plan to Accelerate EDI

After an extensive consultation process, Carleton's new Equity, Diversity and Inclusion (EDI) Action Plan was approved in December. The plan identifies existing inequities and opportunities for greater inclusion and makes recommendations on how to address areas such as student supports, research infrastructure, leadership development for academic and non-academic staff, organizational culture and more. Carleton is already making progress on a number of elements outlined in the plan, which will be formally launched at a virtual event in March. "We must take better stock of what a university loses by not integrating EDI into research, teaching, learning and working," says Michael Charles, Assistant Vice-President and university advisor for Equity and Inclusive Communities, who led the initiative.

Indigenous Author Jesse Thistle Joins "Let's Talk Day" at Carleton

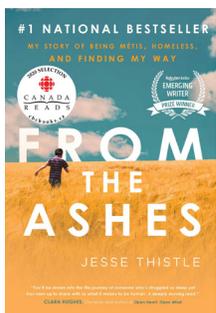
Jesse Thistle, author of the national bestseller *From the Ashes: My Story of Being Métis, Homeless, and Finding My Way*, shared his story at Carleton's annual Let's Talk Day on Jan. 26. In his talk, the York University professor explored the complexities of Indigenous homelessness and offered a new perspective of what "home" truly means to Indigenous peoples.

Carleton is First in Ontario and Second in Canada for Sustainability

Carleton's commitment to environmental sustainability has earned top marks in the UI GreenMetric World University Rankings 2020. Carleton was ranked number one in Ontario and second in Canada in the worldwide rankings, which assessed nearly 1,000 universities and were released on Dec. 7. Globally, Carleton ranked an impressive 57th for its efforts to reduce its environmental footprint.



CANADA'S TOP
50
RESEARCH
UNIVERSITIES





ACADEMICS

Strategic Mandate Agreement Finalized

The Strategic Mandate Agreement (SMA), a bilateral agreement between Ontario's Ministry of Colleges and Universities and Carleton, has been signed by both parties. The current SMA is for the fiscal period from April 1, 2020 to March 31, 2025.

New Sprott Strategic Plan

Following the launch of Carleton's Strategic Integrated Plan and in line with its strategic directions, the Sprott School of Business launched its own strategic plan, Vision 2025: Business for a Better World. Five principles are emphasized: Lifelong Learning Journeys; Entrepreneurial Mindsets to Create Positive Change; Partners in Ottawa's Prosperity; Global Insights and Cross-Cultural Collaborations; and Advancing Responsible Leadership.



New Learning Management System

The Brightspace implementation team has been working hard to get the new learning management system (LMS) ready for the Carleton community. To date, approximately three years' worth of academic courses have been migrated to the new LMS, and our the Brightspace pilot, which launched in January with 31 courses representing graduate and undergraduate programs across the disciplines, is going exceedingly well. Training sessions and access to sandboxes to explore Brightspace have begun for all members of the Carleton community.

New Graduate Diploma and Specialization

Carleton has announced the launch of a Graduate Diploma in Economic Policy and a Collaborative Specialization in Climate Change.

New Partnership With Ottawa Symphony Orchestra

Carleton's Music department and the Ottawa Symphony Orchestra have partnered to allow students to train and perform alongside experienced musicians. Beginning in fall 2021, the agreement will give students experience with intimate chamber ensembles and larger orchestra settings. Students will hone technical skills and gain performance experience with professional musicians in the Carleton Dominion-Chalmers Centre.



Increasing Academic Success

The Academic Continuity Evaluation (ACE) Framework has been approved at Senate and we are working through updating the policies and processes impacted by the new regulations, including updating calendar language. ACE is going to be a great initiative to help increase graduation rates.

Sprott Students in Top One Per Cent

For the third consecutive year, Sprott Master of Accounting graduates have placed among the top one per cent of 9,000 successful writers of the CPA Common Final Exam. Rachael Lidstone (MAcc/20), David Martins (MAcc/20) and James Sendel (MAcc/20) were named to CPA Canada's 2020 National Honour Roll.

Sprott Asset Management Supports Women in Finance

A new scholarship supporting women in finance will soon be available to undergraduate students at Sprott thanks to the generosity of Sprott Asset Management. Its gift of \$25,000, matched with a contribution by Carleton, will be permanently endowed to create the Sprott Asset Management Scholarship.



New Mental Health Research and Training Hub

In December, Carleton launched a virtual space designed to make mental health research more accessible to the community. The Mental Health and Well-being Research and Training Hub (MeWeRTH), housed in the Department of Psychology, brings together faculty members, external researchers, students, practitioners and community organizations interested in mental health.

Academic Awards and Appointments

- Distinguished Research Professor Jagmohan Humar (Civil and Environmental Engineering) was named a member of the Order of Canada.
- Prof. Melanie Adrian (Law and Legal Studies) was appointed to the Order of Ontario.
- Prof. Winnie Ye (Electronics) has been appointed Institute of Electrical and Electronics Engineers (IEEE) Canada's Chair of Women in Engineering.
- Prof. Roslyn Dakin (Biology) was awarded the George A. Bartholomew Award from the Society of Integrative and Comparative Biology, the most significant award for young investigators in this field.
- Prof. Robert Slater (Public Policy and Administration) was awarded the Exceptional Contributions to Science Policy Lifetime Achievement Award by the Canadian Science Policy Centre.
- The Web of Science Group recognized Profs. Steven Cooke (Biology), Lenore Fahrig (Biology) and Richard Yu (Information Technology) as some of the world's most cited researchers in 2020.
- Prof. Paul Goode (EURUS) was named as the inaugural McMillan Chair in Russian Studies.
- The following professors received Faculty of Science Excellence Awards: Profs. Zach Patterson (Neuroscience), Daniel Stolarski (Physics) and Geoff Pignotta (Earth Sciences) received the Teaching Excellence Award; Profs. Kyle Biggar (Biology), Hongyu Sun (Neuroscience) and Patrick Morin (Computer Science) received the Research Excellence Award; Profs. Vivian Nguyen (Environmental and Interdisciplinary Science) and Veronic Bezaire (Chemistry) received the Impact Award.
- Prof. Michael Petrou (History, Journalism and Communication) has been named Editor-in-Chief of *Open Canada*.
- Prof. Yuhong Guo (Computer Science) has been named to the Canadian Institute for Advanced Research Artificial Intelligence Chairs Program.
- Prof. Sreeraman Rajan (Systems and Computer Engineering) was renewed as Canada Research Chair in Advanced Sensor Systems and Signal Processing (Tier II).



Program Awards and Accreditation

- The Azrieli School of Architecture & Urbanism received a 2020 Studio Prize from *Architect Magazine* for a master's studio that investigated the spatial and social implications of mining in South Africa.
- The Sprott MBA has been recognized as one of the world's most sustainable MBA programs, placing within the top 40 of the Corporate Knights Better World MBA Ranking.
- The Network of International Business Schools has renewed its accreditation for the Sprott School of Business for another five years.





RESEARCH

Mark Boulay Receives \$6.9 Million to Explore Dark Matter

Physics researcher Mark Boulay has received \$6.9 million from the Canada Foundation for Innovation's (CFI) Innovation Fund. Boulay's project will continue to support research into dark matter at SNOLAB by enabling next-generation liquid argon experiments. Searching for dark matter particles is an international scientific priority; understanding the nature of dark matter is one of the most important unsolved problems in science.



Adrian Chan Receives \$2.4 Million from CFI to Create an Accessibility Living Lab

Adrian Chan from the Department of Systems and Computer Engineering — Director of the Research and Education in Accessibility, Design, and Innovation (READi) training program — will use support from the CFI's Innovation Fund to create the Abilities Living Laboratory. Transdisciplinary researchers in the lab will co-create accessibility solutions in areas such as personal mobility, habitation and rehabilitation, including the design and development of new assistive devices and facilities.



Faculty Receive CFI Funding to Research Molecular Biology of COVID-19

Carleton's Alex Wong, Kyle Biggar, Edana Cassol and Ashkan Golshani, have received \$250,000 from the CFI's Exceptional Opportunities Fund. The funds will provide needed equipment to bolster six ongoing molecular biology research projects to fight COVID-19.



Research on Dramatic Climate Change on Venus Published in *Nature Communications*

Carleton's Richard Ernst, his master's student and lead author Sara Khawja, along with co-authors, have published a paper in *Nature Communications*. Their paper, "Tesserae on Venus May Preserve Evidence of Fluvial Erosion," provides the first geological evidence in support of a dramatic climate change event on Venus.



Paper on Ketamine as a Treatment for Major Depression Published in *Nature*

Carleton's Argel Aguilar-Valles and Nahum Sonenberg from McGill University's Department of Biochemistry and Goodman Cancer Centre have published new research in *Nature*. The paper, "Antidepressant Ketamine Actions Engage Cell-Specific Translation Via eIF4E," discovered a mechanism mediating the neuronal and behavioural responses to ketamine when used as a treatment for major depression disorder.

Carleton Partner Wins Governor General's History Award

Carleton's Geomatics and Cartographic Research Centre (GCRC)'s partner's "Gwich'in Goonanh'kak Googwandak: The Places and Stories of the Gwich'in" project won the 2020 Governor General's History Award for Excellence in Community Programming. This award-winning partnership with the Gwich'in Tribal Council Department of Cultural Heritage brought Elders, youth, researchers, geographers/cartographers and designers together to present and celebrate Gwich'in place names and their associated oral history.

Examining the Impact of COVID-19 on Homelessness in Canada

Carleton Research Fellow Nick Falvo recently completed a report entitled "The long-term impact of the COVID-19 recession on homelessness in Canada: What to expect, what to track, what to do" for Employment and Social Development Canada. The report argues that the COVID-19 recession's contribution to rising Canadian homelessness is complicated by a lag effect of up to five years, many unknowns and differences from one community to another.

Carleton and Bruyère Researchers Help Long-Term Care Homes
 Carleton’s Chantal Trudel, a professor in the School of Industrial Design, and her team received nearly \$40,000 from the Foundation for Health Environments Research in the United States to study the design of Canadian long-term care homes in the wake of the COVID-19 pandemic. Partners include the Bruyère Research Institute and the Ontario Centres for Learning, Research and Innovation in Long-Term Care.



The Health Impacts on Adults of Living Near Nuclear Power Plants
 Carleton’s Paul Villeneuve (Health Sciences) has received approximately \$695,000 in funding from the Canadian Institutes of Health Research to support research into cancer rates and deaths among adults living near Canadian nuclear power plants. This funding will allow the exploration of potential health risks and provide important evidence about the impacts of exposure to ionizing radiation for both the public and regulatory agencies.



Advanced Scholars from West Africa Coming to Carleton
 Thanks to this prestigious award, Carleton’s Institute of African Studies will host 17 West African women academics over the next three years as part of the highly competitive Queen Elizabeth Scholars Advanced Scholars West Africa program. Only 11 proposals including Carleton’s were retained this year.

Canadian Accessibility Network (CAN) Celebrates First Anniversary

This important national initiative led by Carleton has begun the process of identifying strategic priorities for its first full operating year. Membership in CAN currently represents more than 60 individuals, recruited from various sectors, geographical locations, disciplines and lived experiences of disability from across the country, including partner organizations such as Bruyère Continuing Care, the Rick Hansen Foundation and Independent Living Canada.



Research on Students Actively Commuting

Carleton’s Paul Villeneuve and research associate Susanna Abraham Cottagiri have co-authored a paper in the *Canadian Journal of Public Health*. The paper, “Are school-based measures of walkability and greenness associated with modes of commuting to school?” provides a cross-sectional analysis of more than 11,000 students aged 11 to 20 who participated in the 2016-17 Ontario Student Drug Use and Health Survey. The study explores whether infrastructure and built environments around schools promote active commuting and increase physical activity, a question that few Canadian studies have examined.



Five Researchers Awarded SSHRC Partnership Engage Grants

In response to the global pandemic, the Social Sciences and Humanities Research Council’s Partnership Engage Grants launched a special COVID-19 fund alongside its regular funding program to research the longer-term impacts of the global health crisis. Five Carleton researchers were awarded a total of \$120,779 through both programs for work on battling COVID-19, Northern food security and poverty reduction.

NSERC Alliance Grants Support Research Strengths at Carleton

Carleton has received almost \$1 million in funding through the Natural Sciences and Engineering Research Council’s Alliance Grants. The funds support 12 projects undertaking research in several areas of strength at Carleton such as sustainability and climate change, accessibility and information communications technology.



ADVANCEMENT

Revenue (May 1, 2020 to Feb. 8, 2021)

Philanthropic	\$8,872,980
Gifts in Kind	\$6,228,087
Sponsorships	\$1,311,816
Research Partnerships	\$18,338,436
Total	\$34,751,319

Advancement has completed a strategic exercise aligning its goals and operations with the university's new Strategic Integrated Plan and the need to adapt to the disruptions of the ongoing COVID-19 pandemic. The main objectives for the end of the academic year are:

- building new revenue and maintaining a three-year rolling average of \$25 million/year (the sum of all philanthropic giving, sponsorship and private and holistic research partnership investments);
- brokering new partnerships with purpose by leading innovative engagement with stakeholders and community partners;
- empowering personal and departmental resilience through these challenging times.

Success in these areas is dependent on the **three-year transformation project the department initiated in the summer of 2020**, focusing on developing new digital solutions and opportunities to renew and modernize Advancement practices. Collectively, we view this as an opportunity for Carleton to make its worldwide engagement efforts more inclusive and relevant, and to establish new best practices in Canadian university advancement well beyond the pandemic.

The first phase of the transformation focused on an internal realignment of resources, an audit of select business process and quick adoption of new technology. Through this realignment, we **expanded our Holistic Integrated Partnership initiative** with Rafik Goubran, Vice-President (Research and International), led **another record-breaking Giving Tuesday**, and delivered **numerous successful engagement opportunities (including Throwback) online**.

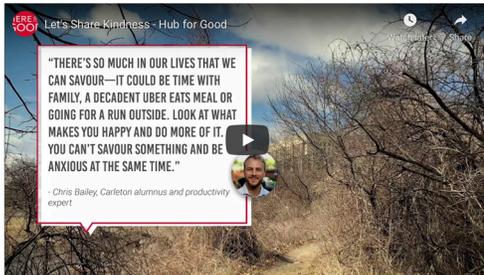
Working with Lorraine Dyke, Deputy Provost, and Karen Schwartz, AVP Research and International, with feedback and advice from the academic, administrative and community members of the Community Engagement Steering Committee, we **expanded the Hub for Good** as a digital “front door” for campus-wide community engagement. Advancement also continued its strong fundraising momentum, negotiating several **soon-to-be-announced unprecedented and transformational gifts to support student aid and Carleton’s equity, diversity and inclusion goals**.

In January we began Phase 2 of the transformation. In this phase, we are empowering Advancement staff, through a cross-functional and collaborative planning project, to scope out the digital opportunities inherent in longer-term priorities. These include: **redefining the university’s “cause” in a digital and post-pandemic world**, establishing new data collection and research models to expand our prospect pool, encouraging more online giving and streamlining the process, and recruiting digital allies and volunteers through social media and more effective online events.

Our department is proud of its leadership in our sector, and for attracting creative and ambitious professionals to our team; this transformation project is a strategic investment in their potential. Moving toward 2022 and beyond, a “digital-first” mindset will be deeply embedded in all outreach, business processes and fundraising techniques, and will be a critical tool in building meaningful relationships to support Carleton’s students and its core mission. This is the essential building block to advance planning and preparation for Carleton's upcoming \$500-million campaign.

Make an Impact

Carleton is committed to doing good for our neighbours, partners and communities around the world. Inspire positive change and make an impact through the Hub for Good



STUDENT LIFE

In the last week of January, Equity and Inclusive Communities, along with campus and community partners, hosted several virtual events, activities and workshops across campus for **Carleton's annual Sexual Assault Awareness Week**. This included a keynote address by Chanel Miller, best-selling author of the critically acclaimed memoir *Know My Name*.

In celebration and recognition of **Black History Month**, the Student Experience Office and several student clubs and societies hosted events and programs that recognize the contributions of ACB (Afro-Caribbean-Black) Canadians, amplify ACB mental health, highlight the challenges faces by intersectional identities in the ACB community, and aim to support ACB businesses.

The Centre for Indigenous Initiatives marked **Louis Riel Day** on Nov. 16 with an online session led by Métis Elder Tony Belcourt, a knowledge keeper and longtime Métis rights advocate, who spoke on the important contributions and history of Métis peoples in Canada.

We continue to coordinate and promote **mental health resources and support** on an ongoing basis across our various student communication channels including electronic newsletters, websites and social media. This includes supports available through Carleton such as virtual and same-day counselling available through Health and Counselling Services, Empower Me (24/7), International SOS Emotional Support (24/7) and external supports including Distress Centre Ottawa, Good2Talk, Black Youth Helpline, LGBT YouthLine and Indigenous crisis support.

We **increased counselling support to international students** who are studying from outside of Canada through the International SOS Emotional Support services. Mental health professionals are available 24/7 through a dedicated phone number and can support these students in more than 60 languages.

Health and Counselling Services continues to enhance mental health services for students by recently hiring two new positions, an **Intake Counsellor and a Racialized Counsellor**. This brings our total number of permanent counselling positions to 13. Other specialized counsellors provide services for graduate, Indigenous and international students.

We welcomed **nine new therapy dogs in-training**, who are preparing for the Ottawa therapy dog evaluation as soon as it is safe to do so. We continue to provide live online sessions three times a week. Each session is typically watched by 200 to 400 people, including Carleton students, parents, faculty and staff.

The online module **Stigma, Substances and Mental Health 101: An Educator's Guide to Supporting Students** on cuLearn has seen over 140 participants since October 2020. Pre- and post-surveys indicate that after completing the training, 100 per cent of respondents feel confident in supporting students with substance use challenges.

We have launched an **online conduct and anti-cyberbullying campaign** to remind students and members of our community that while it can be easy to speak without considering anyone else's feelings from behind a screen, it is essential in these difficult times that we all continue to take personal responsibility for the quality of our social interactions — including social media posts.

The Academic Advising Centre has identified **two advisors dedicated to advising Indigenous students** by referral from the Centre for Indigenous Initiatives.

We held our **second virtual Career Fair** on Jan. 27, with nearly 3,000 individual chats occurring between the 149 representatives from 39 recruiting companies and close to 1,300 student attendees.

In fall 2020, **Carleton Athletics provided services to the Ottawa and Carleton community safely, without a single COVID positive case** or outbreak. Since opening on Sept. 8, 2020, the fitness centre saw a total of 23,986 attendees. A total of 1,704 participants engaged in hockey, soccer, ultimate and volleyball leagues. There were 3,700 total swimmers this fall. In over four Esports tournaments, there were 144 total participants. 2,635 participants attended online fitness classes this fall.

In November 2020, we released the **Virtual Hall of Fame celebration** of the induction of five great student-athlete graduates, while in December 2020, 110 student-athletes were honoured after being named Academic All-Canadians.



UNDERGRADUATE ENROLMENT UPDATE

First-year 101 (Ontario high school) applications, Jan. 16, 2020 vs Jan. 16, 2021

	2020	2021	% change
Carleton Total Applications	19,956	18,869	-5.4%
System Total Applications	461,415	472,415	2.3%

First-year new applicants by region as of Jan. 27, 2021 – 101 applicants

	2020	2021	% change
All	14,674	13,972	-4.8%
Ottawa	4,721	4,966	5.2%
Other Ontario	9,616	8,596	-10.6
Other	337	410	21.7

First-year new approvals as of Jan. 27, 2021 – 101 Applicants

	2020	2021	% change
All	6,945	7,315	5.3

UNDERGRADUATE RECRUITMENT UPDATE

- We hosted virtual CU Info Weeks from December 7 to 12 and from January 11 to 15. These weeks included general presentations, how-to-apply sessions (for both domestic and international students), career sessions and two virtual parent evenings per week.
- We are continuing to work closely with the faculties and academic departments to offer virtual program spotlights. More than 30 program-specific events have been organized to date.
- The @Carleton_Future social media channels have seen an increase in engagement over various stages of COVID-19 — in particular on Instagram — and we have responded to this by providing more content, Instagram Lives and IGTV.
- We began offering “guided virtual tours” in mid-October where small groups of prospective students and their families meet virtually with a tour guide on Microsoft Teams for an online tour of the Carleton campus.
- Our recruitment officers continue to offer prospective students the opportunity to meet with them one-on-one or with a small group of their friends for “coffee break” sessions.
- We have provided training and support to the new Indigenous Support Officer in the Centre for Indigenous Initiatives on the admissions process and admissions cycle so that they can be an effective advisor for prospective Indigenous students.
- International Admissions successfully ran its first virtual International Student Open House on Nov. 14. Two four-hour events were run to accommodate participants across different time zones worldwide. With 350 registrants from 86 countries, close to 200 students took part in live presentations and chats.
- From mid-October 2020 to January 2021, we undertook 100 virtual international events, including school visits, online education fairs and agent sessions.