



TO: University Affairs Board

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DATE: March 5, 2007 for March 13, 2007

AGENDA ITEM: 6.(d)

**ITEM IDENTIFICATION:**

Operating Plans for the Faculty of Physical Education & Health: Co-Curricular Programs, Services and Facilities

**JURISDICTIONAL INFORMATION:**

The Terms of Reference of the University Affairs Board provide that the Board is responsible for policy concerning student services and for overseeing their operations. Changes to the level of service offered, fees charged for the services and categories of users require the Board's approval. The Board receives annually from its assessors reports on matters within its areas of responsibility, including statements of current issues, opportunities and problems, along with recommendations for changes in policies, plans or priorities that would address such issues.

Pursuant to the terms of the *Memorandum of Agreement between The University of Toronto, The Students' Administrative Council, The Graduate Students' Union and The Association of Part-time Undergraduate Students for a Long-Term Protocol on the Increase or Introduction of Compulsory Non-tuition Related Fees* (the "Protocol"), approved by Governing Council on October 24, 1996, the Council on Student Services (or the relevant body within a division of the University) reviews in detail the annual operating plans, including budgets and proposed compulsory non-academic incidental fees, and offers its advice to University Affairs Board on these plans.

**PREVIOUS ACTION TAKEN:**

The Operating Plans for the Faculty of Physical Education & Health: Co-Curricular Programs, Services and Facilities for the current fiscal year were approved by the University Affairs Board on March 21, 2006.

The attached Operating Plans for the Faculty of Physical Education & Health: Co-Curricular Programs, Services and Facilities for 2007-08 have been approved by the Council on Athletics and Recreation.

See separate memorandum concerning consideration of the proposed plans by the Council on Student Services (COSS).

The proposed fee increases are within the limits provided by the Protocol for consideration by the Board.

**HIGHLIGHTS:**

The experience of this past year and plans for the coming year are summarized in the attached material from Bruce Kidd, Dean of the Faculty of Physical Education & Health.

**FINANCIAL AND/OR PLANNING IMPLICATIONS:**

The Faculty draws University operating budget support for building costs of \$291,142.

**RECOMMENDATION:**

It is recommended that the University Affairs Board approve:

That the 2007-08 operating plans and budget for the Faculty of Physical Education and Health: Co-curricular Programs and Services, as presented in the attached documentation from Bruce Kidd, Dean, be approved; and

That the sessional Athletics & Recreation fee for a full-time student on the St. George campus be increased to \$114.52 (\$22.90 for a part-time student), which represents a year over year permanent increase of 2.0% and a temporary three year increase of 7.16%; and

That the sessional Athletics & Recreation fee for a full-time student at UTM or UTSC be increased to \$14.34 (\$2.87 for a part-time student), which represents a year over year permanent increase of 2.0% and a temporary three year increase of 7.16%.

## Memorandum

March 8, 2007

TO: University Affairs Board

FROM: Bruce Kidd, Dean

**RE: 2007-2008 Budget, Co-curricular Programs, Services and Facilities**

### Executive Summary

The primary challenge of the 2007-2008 budget is to finance the operation, programming and maintenance of the new Varsity Centre and the additional hours of playing time on the Back Campus made possible by the installation of lights.

The Faculty had originally intended to finance these new costs by a \$10 per term increase to the ancillary fee. The proposed fee increase was part of the business plan for the new Varsity Stadium unanimously recommended by the Project Planning Committee for Varsity Centre, including representatives of the Association of Part-Time Undergraduate Students (APUS), the Graduate Students' Union (GSU) and the Students' Administrative Council (now the University of Toronto Students' Union or UTSU) and approved by Governing Council in 2005.<sup>1</sup> Despite this apparent commitment, representatives of APUS, GSU and UTSU voted against the co-curricular budget at COSS on March 2.

The defeat of the proposed \$10 fee increase at COSS means that Faculty must generate \$940,000 to meet Varsity costs through other means. The Faculty will primarily address the shortfall through new rentals, new program fees, reduced costs, and deferred maintenance. The revised budget includes the following measures:

- During the summer and the winter months when the field is covered by the

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<sup>1</sup> See Project Planning Committee Report for Varsity Centre, May 10, 2005; Report Number 103 of the Planning and Budget Committee, May 10, 2005, p. 6; and Report Number 129 of the University Affairs Board, May 31, 2005, p. 5. The proposed business plan included the \$10 per term fee increase to offset the operating and programming costs of the new Stadium that was rejected by COSS. The student union representatives who signed the report and agreed to the fee increase were Shaila Kibria (APUS), Howard Tam (SAC) and Sameer Wahid (GSU). Wahid acknowledged the student unions' 2005 commitment at the Council of Student Services, February 9, 2007.

air-supported dome, Varsity Stadium will be rented out for large blocks of time. Rentals in Varsity Arena and the Athletic and Physical Education Centre will also be increased.

- The student discount on facility rentals will be harmonized at 10%.
- Intramural fees will be increased in all sports to \$10 per team per game.
- The Tri-Campus League will be suspended until such time as the budget situation improves; and a new 'premier' league will be established on a fee-paying basis.
- \$400,000 in maintenance planned for the Athletic and Physical Education Centre will be deferred.

The revised 2007-2008 budget will also seek the full UTI and CPI fee increases allowable under the Protocol.

The 2007-08 budget calls for expenditures of \$18,265,011, against revenues of \$18,265,011. The budget necessitates a fee increase of \$9.61 per full-time St. George student per term, a temporary increase of 7.16% and a permanent increase of 2.0%, prorated for other groups. The proposed new St. George full-time student fee would therefore be \$114.52 per term. The St. George part-time student fee would be increased to \$22.90 per term and the UTM/UTSC fee to \$14.34 per term or \$2.87 per term for part-time students. These fee increases are calculated on the basis of UTI plus CPI and are allowed by the COSS protocol.

The revised budget was unanimously approved by the Council of Athletics and Recreation on March 8.

### **2006-07 in review**

The mission of the Faculty of Physical Education and Health is to 'develop, advance and disseminate knowledge about physical activity, health and their interactions through education, research, leadership and the provision of opportunity.' The goal is to create a vibrant 'teaching health centre', with synergies among research, education, and outstanding co-curricular physical activity programs contributing to the 'healthy student body.'

The Faculty is unique among the academic divisions in that it seeks to engage every student (and faculty and staff member) in a healthy co-curricular program of physical activity, in the context of the University's demanding programs of undergraduate, graduate and professional education.

The Faculty is committed to creating and maintaining an inclusive and welcoming environment for all. The Equity Issues Committee maintains a watching brief over all questions relating to access and equity.

Participation in co-curricular athletics and recreation continues to be high. There are well over two million visitors to the AC every year. The Faculty's card-swipe data for the period of September 5 to December 31, 2006 indicate that 10,184 FT undergraduate students on the St. George Campus, or 33.23% of registered undergraduate students, visited the Athletic and Physical Education Centre (AC) on an average of slightly less than once a week. 2,568 graduate students, or 22.52 % of registered graduate students, visited the AC on an average of once a week. These numbers do not include the approximately 550 undergraduate and graduate students in Physical Education and Health who take classes in the AC, nor do they include those students who use the Front and Back Campus Fields, Robert Street Field and Varsity Arena.

There were approximately 2,000 participant-visits per month in drop-in fitness, and 4,156 registered participants in the Faculty's instructional program, including 545 in aquatics, 204 in certification courses, 626 in dance, 1,312 in advanced fitness, 124 in martial arts and 1,402 in sports instruction.

With approximately 9,800 students participating in the 2006-2007 year, intramurals continue to be the most popular co-curricular program offered by the Faculty. With its century-old college/faculty system, the program is able to reach to students of all disciplines across all three campuses of the University of Toronto. The intramural program is one of the largest in the country, with approximately 700 teams competing in 25 different sports in 2006-2007. But these numbers would be much higher if the Faculty could address the long waiting lists for teams in soccer, flag football and ultimate.

882 students participated in intercollegiate sports, enjoying high-level competition in Ontario University Athletics, Canadian Interuniversity Athletic Union, and other competitions. In 2006-2007, the Faculty fielded 23 women's and 24 men's teams, one of the broadest programs of its kind in North America. The intercollegiate program provides important opportunities for pan-Canadian student exchanges. On one fall weekend this year, for example, 17 different universities had teams playing at U of T, while U of T teams were visiting six other universities. Full-time coaches devote 50% of their time to other program areas, to ensure that their expertise is shared across the student body.

During the summer of 2006, with the support of alumni donations, the Faculty initiated a very successful pilot in student summer training in which intercollegiate athletes had the opportunity to train and, in some cases, play under the supervision of Varsity coaches.

Alumni and friends' donations enhanced the opportunities for U of T students on

Varsity teams. In 2005-2006, 880 persons contributed \$636,391 towards financial assistance for student athletes and program support for intercollegiate teams. With the payout from accumulated endowments—U of T was the first Canadian university to establish endowments for intercollegiate sport—donors' generosity contributed \$162,064 in student financial assistance and \$485,892 in program support. Donations pay 37.4% of the overall costs of operating the intercollegiate teams (outside of faculty salaries, facility costs and administration).

The University of Toronto at Scarborough opened a new home for the Varsity Baseball team in September 2006, enabling another step in the plan to locate some of the University's intercollegiate teams at the suburban campuses.

With the construction of Varsity Centre, the Intercollegiate Program had to organize many of its fall activities off campus. 31 'home' games and 48 practices that normally would have been held on the St. George campus were held elsewhere, at Esther Shiner Stadium, Birchmount Stadium, Lamport Stadium or the University of Toronto at Scarborough. The fall season was further complicated by the extremely poor weather, leaving the Front and Back Campus fields in horrendous shape. As a result, the intramural soccer and rugby championships had to be held at Birchmount Stadium, and the 28 participating teams and 325 students transported in buses. While these were complex and stressful challenges, no student lost an opportunity to participate as a result.

The Faculty's commitment to the continuum of opportunities ensured that open recreation was scheduled in all the facilities. In 2006-2007, there were approximately 6,000 hours block-reserved for open recreation each month in the Athletic Centre's pools, dance studio, gyms and squash courts. For example, swimmers used the 50-metre and 25-yard pools a total of 72,806 times during 2006. In addition, the strength and conditioning centre and the indoor running track were available during most hours of operation.

The Faculty has continued to build and strengthen student leadership through the Centre for Leadership Training and Education (CLTE). The Faculty is one of the largest student employers on campus, engaging more than 700 students in various duties, contributing \$2.5 million in wages and benefits. In addition, it provides more than 300 volunteer leadership opportunities through the Council of Athletics and Recreation and its various committees. During 2006-07, the CLTE conducted extensive training in sexual diversity awareness, and completed a study on how to strengthen student involvement in governance.

The David L. MacIntosh Sport Medicine Clinic in the Athletic Centre provides services to all students and members, including recreational participants, students on Varsity teams, international-calibre athletes, and members of the community. Of the projected 18,667 patient visits during 2006-2007, 13,779 were by students. Student visits were almost equally divided between recreational participants and Varsity athletes (6,895 to 6,884). The Clinic is unique in its multi-disciplinary approach to care and education.

The construction of the new Varsity Centre reduced the capacity of Camp U of T in 2006-2007. Nevertheless, there were 87 March Break participants and 2,252 summer participants, at a capacity of 91%. Camp U of T has an excellent reputation for quality programs and staff. Evaluations show a high level of parent and child satisfaction. Camp U of T provides invaluable leadership training – 85% of camp staff are U of T students, drawn from the Faculty's degree programs and other faculties and colleges.

There were 4,129 participants in the Junior Blues program, the more advanced sports skills programs offered to children and youth. In 2006-2007, Junior Blues operated at 72% of capacity.

### The New Varsity Centre

The University, with the support of alumni, has invested \$24,000,000 in the creation of a new internationally-certified field and track on the Varsity site, along with an attractive new stand, concourse, amenities and an air-supported dome for winter activity. The new artificial grass field and the dome will enable much greater use than was possible when Varsity Field was natural grass. In the fall of 2006, the Faculty also invested \$425,000 in the installation of lights on the Back Campus. The new lights will extend student intramural and intercollegiate practice and playing time during the fall months by approximately 200 hours.

The new facility represents the culmination of years of work by faculty, staff, students and alumni. The Faculty would like to thank Presidents Frank Iacobucci and David Naylor, Provost Vivek Goel and the many other people, including student leaders from CAR, PHEUA, APUS, GSU and SAC on the Project Planning Committee, who enabled the approval and construction of Phase I of the new Varsity Centre. The design (by Diamond and Schmitt Architects) and the construction (by Ellis Don) have received rave reviews. (See Garth Woolsey, 'Downtown's new delight', *Toronto Star*, 7 Jan. 2007, <http://www.thestar.com/article/168618> and George Gross, 'Varsity Stadium reborn: U of T proves smaller can be better with outstanding multi-sport facility', *Toronto Sun*, 26 Jan. 2007, <http://slam.canoe.ca/Slam/CIS/2007/01/26/3453052-sun.html> and Ivor Tossell, 'Inflated real estate', *Globe and Mail*, 27 Jan. 2007, <http://www.theglobeandmail.com/servlet/story/LAC.20070127.BUBBLE27/TPStory/TPEntertainment/Ontario/>. Students have already begun to use it with great satisfaction.

The new Varsity Stadium provides:

- A new artificial grass field that can be used for intramural and intercollegiate Canadian football, cricket, field hockey, lacrosse, rugby, soccer, ultimate and other field sports. Chosen by student athletes, coaches and members of the Faculty, the surface has received the highest certification of FIFA, soccer's international governing body.

- A new 400-metre eight-lane track with accompanying jumping apron and runways, will be installed in the spring of 2007. Chosen by student athletes, coaches and members of the Faculty, the surface is expected to receive the highest certification of the IAAF, track and field's international governing body.
- An air-inflated dome that will enable winter use in the above sports, plus golf and other activities. The dome will be erected each November and taken down once the good weather returns in the spring.
- An attractive new 5,000-seat stand with outstanding sight lines for both the field sports and track and field.
- Universally-accessible seating and activity space, washrooms and changing areas, more than twice the requirements of the Ontario code.

The new Stadium was financed entirely by the University, while private donations paid for the dome. The Faculty is currently fund-raising to complete the Varsity Centre, with a Centre for High Performance Sport (to include strength fitness and other cross-training facilities, science and testing laboratories, sports medicine clinic, locker and dressing rooms, faculty and staff offices and storage) and a major renovation of Varsity Arena.

The technology installed in the new Stadium, especially the artificial grass and the air-inflated dome for winter use, dramatically increases the potential use of the facility. In fact, when the time for maintenance is taken into account, the new field will provide more than seven times the use that the former uncovered grass field provided, and the new track will significantly enhance fitness walking and running and training and competition in athletics.

The focus of the revised 2007-2008 budget is the challenge of financing the operation, programming and maintenance of the new Varsity Stadium. The budget defeated at COSS called for the costs to be met through a proposed \$10 per student fee increase and \$369,000 in new rental income and program fees at the Varsity site. The net effect of the fee changes in the revised budget (losing the proposed \$10 fee increase but adding the CPI inflationary increase allowed by the Protocol) produces a challenge of approximately \$750,000 in revenue.

On the plus side, there is exceptionally strong demand for access to the new facility from professional teams, community groups, and golfers (during winter months). The Faculty will aggressively pursue additional rental income at the Stadium, Varsity Arena and the AC.

Unfortunately, the longstanding plan to devote 75% of Stadium use to students is no longer possible. While student use in the new Varsity will still be higher during



the fall months than it was on the old Varsity field, and students will have access to a much better field and track--a mud-free, state-of-the-art artificial grass field and an eight-lane, IAAF certified track--the COSS vote is an enormous setback. The new Stadium will have to be rented out for large blocks of time during the summer and the winter months with the dome. Even at \$500/hour for the field under the dome, generating \$750,000 in rental income means 1,500 hours of rental time, or 300 hours a month for each of the five months that the dome will be in place, and that's at 100% capacity. Under these conditions, there can be no intramural sports under the dome. It will be all but impossible for the Faculty to address the long pent-up student demand for fields, and reduce the intramural waiting lists in flag football, soccer and ultimate.

In the months ahead, the challenge will be to ensure the highest measure of increased student access while generating the necessary revenues through rentals and new program fees. This will be no easy matter. We are committed to developing these plans in conjunction with the Intramural Sports Council, the Varsity Board and the Council of Athletics and Recreation.

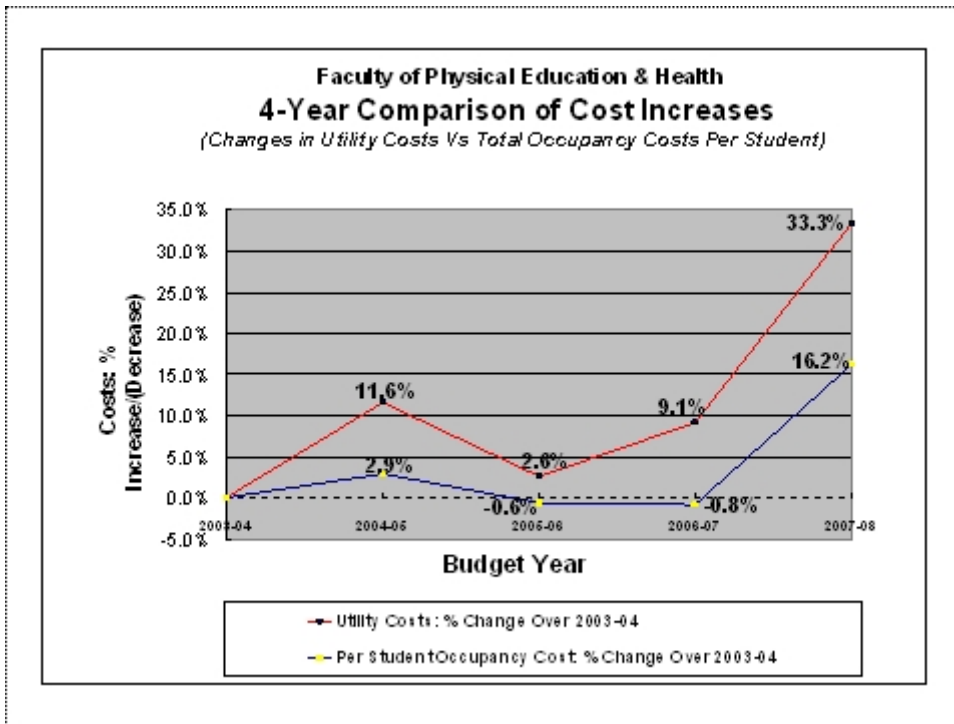
### Other budget details

The other major driver of increased expenditures in the 2007-2008 budget is inflation, principally the salary and benefit increases negotiated by the University's employee groups and the increased site services costs assessed by the Department of Facilities and Services These are as follows:

\$433,786 Salary Inflation (5% for appointed staff; 2.75% casual staff)

\$336,645 Site Services (Facilities & Services charges)

These increases produce a UTI of 7.16%. As the following slide prepared by the Facility and Services Department indicates, there has been an unusual spike in the Faculty's co-curricular costs this year, a 24% increase in utility costs and 17% in overall costs.



The 2007-2008 budget provides increased support for Varsity team travel, ensuring that every student representing U of T in intercollegiate competition will be transported to and from his or her game by a professional driver. This consolidates the step taken in 2005. The budget also enables the reorganization of casual staff to create a head personal trainer position; provides for one additional athletic instructor to address the needs for full-time leadership in the CIS sports; and allows for additional promotional assistance for the intercollegiate program.

The 2007-2008 budget will cover the additional costs as follows:

- The full-time St. George student fee be increased to \$114.52 per term, the part-time St. George fee \$22.90 per term, the UTM/UTSC full-time fee to \$14.34 per term and the part-time fee to \$2.87 per term. This represents a temporary increase of 7.16% and a permanent increase of 2.0%. These fee increases are allowed under the COSS Protocol.
- Effective May 1, 2007, the non-student membership fee be increased by an average of \$25 a year; the annual clinic fee for students be increased to \$60, and the non-student fees be increased to \$100 for the initial visit and \$60 for each subsequent visit.
- Intramural fees will be increased in all sports to \$10 per team per game,

and the student discount on facility rentals will be harmonized at 10%.

- The Tri-Campus League will be suspended until such time as the budget situation improves; and a new 'premier' league will be established on a fee-paying basis.

The Council of Athletics and Recreation would have much preferred to finance the operation of the new Varsity facilities through the universal athletic fee. A universal fee is much fairer than user fees and ensures much greater access and participation. It is also the way that most co-curricular programs, services and facilities are provided at U of T. Students comprise the majority of the CAR Budget Committee and parity on the full Council. They are elected to CAR from every division of the University. 'The loss of the dome is a devastating blow to students and all students will experience the consequences,' CAR Co-Chair Masha Sidorova said at the March 8 meeting.

That being said, the Faculty is determined to work with students and others to ensure the best possible student access to programs, services and facilities in athletics and recreation. We will continue to investigate new sources of savings on the expenditure side and other sources of revenue on the income side. It is our goal to increase the opportunities that students enjoy for all manner of physical activity and sport, significantly strengthening the role that these important activities play in campus life.

Respectfully submitted,

FACULTY OF PHYSICAL EDUCATION & HEALTH  
2007-2008 CO-CURRICULAR BUDGET

|                                  | 2007 - 2008 Budget |                    |                               | 2006-2007                      |
|----------------------------------|--------------------|--------------------|-------------------------------|--------------------------------|
|                                  | Operating Expense  | Divisional Income  | Net Operating Expense(Income) | Net Operating Expense (Income) |
| <b>Occupancy Costs</b>           |                    |                    |                               |                                |
| Central Occupancy Costs          | 2,167,112          | -                  | 2,167,112                     | 1,830,467                      |
| Facilities General               | 1,504,000          | -                  | 1,504,000                     | 889,000                        |
| Stadium/Arena/Fields             | 1,691,075          | (902,680)          | 788,395                       | 1,012,175                      |
| Athletic Centre                  | 1,471,427          | (348,173)          | 1,123,254                     | 1,141,989                      |
| Pools                            | 677,199            | (421,920)          | 255,279                       | 256,436                        |
| <b>Total Occupancy Costs</b>     | <b>7,510,813</b>   | <b>(1,672,773)</b> | <b>5,838,040</b>              | <b>5,130,067</b>               |
| <b>Service Costs</b>             |                    |                    |                               |                                |
| Administrative Services          | 1,582,605          | (88,700)           | 1,493,905                     | 1,393,229                      |
| Development and Alumni Affairs   | 575,304            | (243,000)          | 332,304                       | 418,600                        |
| Information Services             | 442,475            | (259,295)          | 183,180                       | 231,270                        |
| Communications                   | 466,130            | (3,000)            | 463,130                       | 471,558                        |
| CLTE                             | 223,230            | (4,000)            | 219,230                       | 208,831                        |
| <b>Total Services</b>            | <b>3,289,744</b>   | <b>(597,995)</b>   | <b>2,691,749</b>              | <b>2,723,488</b>               |
| <b>Program Costs</b>             |                    |                    |                               |                                |
| Community Service                | 953,978            | (1,166,260)        | (212,282)                     | (222,809)                      |
| Program General                  | 2,014,180          | -                  | 2,014,180                     | 1,840,375                      |
| Intercollegiate Athletics        | 2,094,157          | (66,000)           | 2,028,157                     | 1,852,433                      |
| MacIntosh Sports Medicine Clinic | 1,406,472          | (1,106,219)        | 300,253                       | 363,203                        |
| <b>Campus Recreation:</b>        |                    |                    |                               |                                |
| Fitness                          | 347,646            | (43,195)           | 304,451                       | 239,062                        |
| Instruction                      | 264,828            | (466,000)          | (201,172)                     | (185,964)                      |
| Intramural                       | 148,210            | (57,000)           | 91,210                        | 115,657                        |
| Open and Supervised Recreation   | 234,983            | (12,000)           | 222,983                       | 227,466                        |
| <b>Total Program Costs</b>       | <b>7,464,454</b>   | <b>(2,916,674)</b> | <b>4,547,780</b>              | <b>4,229,423</b>               |
| <b>Total</b>                     | <b>18,265,011</b>  | <b>(5,187,442)</b> | <b>13,077,569</b>             | <b>12,082,978</b>              |
|                                  | <b>Funding</b>     |                    |                               |                                |
|                                  |                    |                    | (380,000)                     | (380,000)                      |
|                                  |                    |                    | (1,236,000)                   | (1,236,000)                    |
|                                  |                    |                    | (11,366,334)                  | (10,301,140)                   |
|                                  |                    |                    | 99,659                        | 86,392                         |
|                                  |                    |                    | 96,248                        | 85,987                         |
|                                  |                    |                    | (291,142)                     | (278,217)                      |
|                                  |                    |                    | <b>(13,077,569)</b>           | <b>(12,022,978)</b>            |
|                                  |                    |                    | -                             | <b>60,000</b>                  |

Faculty of Physical Education and Health  
2002-2008 Student Fee History

|                   | 2002-3 | 2003-4 | 2004-5      | 2005-6 | 2006-7                | Proposed<br>2007-8    |
|-------------------|--------|--------|-------------|--------|-----------------------|-----------------------|
| UTSG FT           | 89.78  | 91.58  | 97.69       | 99.64  | 104.91                | 114.52                |
| UTSG PT           | 26.93  | 18.32  | 19.54       | 19.93  | 20.98                 | 22.90                 |
| % Increase        | 1.90%  | 2.00%  | 6.67%       | 2.00%  | 5.29%                 | 9.16%                 |
| Basis of Increase | UTI    | CPI    | UTI + 20¢   | CPI    | 2% CPI +<br>3.29% UTI | 2% CPI +<br>7.16% UTI |
| UTM/UTSc FT       | 12.00  | 12.24  | 12.24       | 12.48  | 13.14                 | 14.34                 |
| UITM/UTSc PT      | 3.60   | 2.45   | 2.45        | 2.50   | 2.63                  | 2.87                  |
| % Increase        | 1.90%  | 2.00%  | 0.00%       | 2.00%  | 5.29%                 | 9.13%                 |
| Basis of Increase | UTI    | CPI    | TriC report | CPI    | 2% CPI +<br>3.29% UTI | 2% CPI +<br>7.16% UTI |

\* Note: PT fees dropped in 2003-4 as a result in a change in the calculation of the PT fee from 30% of the FT fee to 20% of the FT fee.