



University of Toronto Mississauga Campus Council

**CAMPUS AFFAIRS COMMITTEE**

**Wednesday, January 8, 2014 at 4:10 p.m.**

**Council Chamber, Room 3130, William G. Davis Building**

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**AGENDA**

- 1. Chair's Remarks**
- 2. Presentation on Student Mental Health Support: Mr. Mark Overton, Dean of Student Affairs**  
(for information)
- 3. 2014-15 Operating Plans: UTM Service Ancillaries \***

Be it Recommended to the University of Toronto Mississauga Campus Council,

THAT, the proposed 2014-15 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1, the service ancillary capital budgets as summarized in Schedule 5, and the rates and fees in Schedule 6, as recommended by Mr. Paul Donoghue, Chief Administrative Officer, in the proposal dated December 9, 2013 be approved, effective May 1, 2014.

- 4. Assessor's Report**
- 

**CONSENT AGENDA \*\***

- 5. Report of the Previous meeting: Report 2 – November 11, 2013\***
  - 6. Business Arising from the Report of the Previous Meeting**
  - 7. Date of the Next Meeting – February 10, 2014, 4:10 p.m.**
- 

- 8. Other Business**

+ Confidential documentation included for members only

\* Documentation included

\*\* Documentation for consent item included. This item will be given individual consideration by the Campus Affairs Committee only if a members so requests. Members with questions or who would like a consent item to be discussed by the Campus Affairs Committee are invited to notify the Committee Secretary Mariam Ali at least 24 hours in advance of the meeting by telephone at 905-569-4358 or by email at [mariam.ali@utoronto.ca](mailto:mariam.ali@utoronto.ca)



**FOR RECOMMENDATION  
TO CAMPUS COUNCIL**

**PUBLIC**

**OPEN SESSION**

**TO:** Campus Affairs Committee

**SPONSOR:** Paul Donoghue, Chief Administrative Officer

**CONTACT INFO:** 905-828-3705, [paul.donoghue@utoronto.ca](mailto:paul.donoghue@utoronto.ca)

**PRESENTER:** See Sponsor.

**CONTACT INFO:**

**DATE:** December 19, 2013 for January 8, 2014

**AGENDA ITEM:** 3

**ITEM IDENTIFICATION:**

2014-15 Operating Plans: UTM Service Ancillaries

**JURISDICTIONAL INFORMATION:**

Under Section 5.3.1.b, the Campus Affairs Committee “considers and recommends to the UTM Council for approval the operating plans for the campus and student services ancillaries”.

**GOVERNANCE PATH:**

1. **Campus Affairs Committee [For Recommendation] (January 8, 2014)**
2. UTM Campus Council [For Approval] (February 6, 2014)
3. University Affairs Board [For Information] (March 18, 2014)
4. Executive Committee [For Confirmation] (March 27, 2014)

**PREVIOUS ACTION TAKEN:**

The 2013-14 UTM service ancillaries were approved by UTM’s previous governance bodies, the Resource Planning and Priorities Committee (November 26, 2012) and Erindale College Council (January 14, 2013). They received final consideration and approval at the University Affairs Board (March 19, 2013), as part of the university’s overall service ancillary operating plans.

**HIGHLIGHTS:**

The UTM Campus Affairs Committee approves operating plans for all UTM service ancillaries on an annual basis. These plans include a Management Report that describes the proposed services and programs offered within the financial parameters of the University’s operating budget and financial policies set by the Business Board. The plans also include each ancillary’s annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and

compulsory or optional fees. This year, the plans include actual financial results for the 2012-13 fiscal year, the forecast for 2013-14 and projections for the five year period, 2014-15 to 2018-19. Only the proposed budget for 2014-15 is presented for approval.

Consultation:

With the new governance structure now in place, a number of bodies or groups continue to be involved in consultative processes for major ancillaries prior to the operating plans being submitted to the Campus Affairs Committee. The Student Housing & Residence Life operating plan is reviewed by the Student Housing Advisory Committee (SHAC) that includes membership from all residence constituencies, including graduate and undergraduate students in residence, families in residence, student staff in residence as well as representation from UTM's undergraduate Residence Council. Food Services is reviewed by the Food Service Advisory Committee with membership of students (undergraduate, graduate, UTMSU, Residence Council), faculty and staff. Details of the Meal Plan component of Food Services is also reviewed by the Resident Student Dining Committee drawing membership from each of the residences (including first and upper year townhouse clusters). The Parking operating plan is reviewed by the Transportation & Parking Advisory Committee that includes undergraduate and graduate students, faculty and staff.

All of the advisory committees (Student Housing, Food Services and Transportation & Parking) were provided with an opportunity to review and give feedback on their respective ancillary's management plans, proposed rates and financials. While most of the discussion focused on the proposed 2014-15 year, long term budget projections were also provided. The advisory committees had detailed discussions of the issues affecting each ancillary, including the following: the mandatory nature of the Meal Plan, the need for building a reserve for an extension onto the existing parking deck, the management of parking supply and demand, balancing proposed residence rate fee increases with maintenance and programming, and sustaining residence guarantees for new and international students. There was general support and no objections to any of the ancillaries' proposed 2014-15 operating plans. In addition, the ancillary operating plans and management reports were reviewed by the University of Toronto Financial Services Department (FSD).

Service Ancillaries Overview:

The service ancillaries include the Student Housing & Residence Life (residence), conference, food and parking services at UTM. These operations are currently experiencing the effects of the continued growth in enrolment on campus in different ways. All of the UTM ancillaries operate without subsidy except for Conference services, which has a budgeted deficit for 2014-15. The Residence operation is well on its way to achieving the challenging financial plan necessary to recover from large investments in new residences, the last of which were built in 2003 and 2007. Conference Services has been and continues to be challenged by a reduction in space available in which to operate. Food Services continues to make further, large investments in outlets to service the growing population and Parking perseveres in providing adequate inventory at peak times while continuing to save for an expansion of the existing parking deck, the need for which is expected in 2016-17.

2014-15 Service Ancillary Operating Plans and Budgets:

The 2014-15 budget incorporates a \$0.8 million (4.5%) increase in revenues of which \$0.6 million (5.0%) is from Residence; \$0.1 million (5.8%) is from Food Services; Parking Services anticipates an increase of \$0.1 million (3.0%).

Service Ancillary Capital Budgets:

Facilities improvements and equipment purchases, which can include everything from a stove to a roof replacement, total \$1.399 million for Residence and \$0.35 million for Food Services in 2014-15.

2014-15 Service Ancillary Rates and Fees:

The 2014-15 parking budget includes a 3% permit price increase. There is no price increase planned for Pay & Display rates. Residence rates are set to increase by 5% in 2014-15. Meal plan rates are set to increase on average by 2.7% (a detailed breakdown of rate increases can be found in schedule 6).

These budgets and rates provided for approval for 2014-15, are reasonable given the ongoing challenges facing the ancillaries, with the understanding that there will be continuing work to address various issues.

**FINANCIAL IMPLICATIONS:**

The anticipation of each ancillary in achieving the objectives of the budget guidelines is summarized in Schedule 2.

**RECOMMENDATION:**

Be it Recommended to Campus Council,

THAT, the proposed 2014-15 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1, the service ancillary capital budgets as summarized in Schedule 5, and the rates and fees in Schedule 6, as recommended by Mr. Paul Donoghue, Chief Administrative Officer, in the proposal dated December 9, 2013 be approved, effective May 1, 2014.

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**DOCUMENTATION PROVIDED:**

UTM Service Ancillary Report on Operating Plans 2014-15 (December 9, 2013).



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

Service Ancillary Report on Operating Plans

2014-15

December 9, 2013

## TABLE OF CONTENTS

Summary	1
Consolidated Financial Highlights	2
Revenue	3
Net Income (Loss)	6
Net Assets	7
Ancillary Debt	10
Review of the 2013-14 Ancillary Operations	11
Student Housing & Residence Life	11
Conference Services	13
Food Services	14
Parking Services	16
Review and Consultation Process	18
Schedule 1 – Projected Operating Results for the year ending April 30, 2014	19
Schedule 2 – Summary of Long-Range Budget Results	20
Schedule 3 – Projected Funds to be Committed for Capital Renewal Reserves for the year ending April 30, 2014	21
Schedule 3.1 – Projected Funds to be Committed for Operating and New Construction Reserves for the year ending April 30, 2014	22
Schedule 4 – Projected Operating Results for the period 2012-13 to 2017-18	23
Schedule 5 – Summary of 2013-14 Capital Budgets	25
Schedule 6 – Schedule of 2013-14 Ancillary Rates	26

## Summary

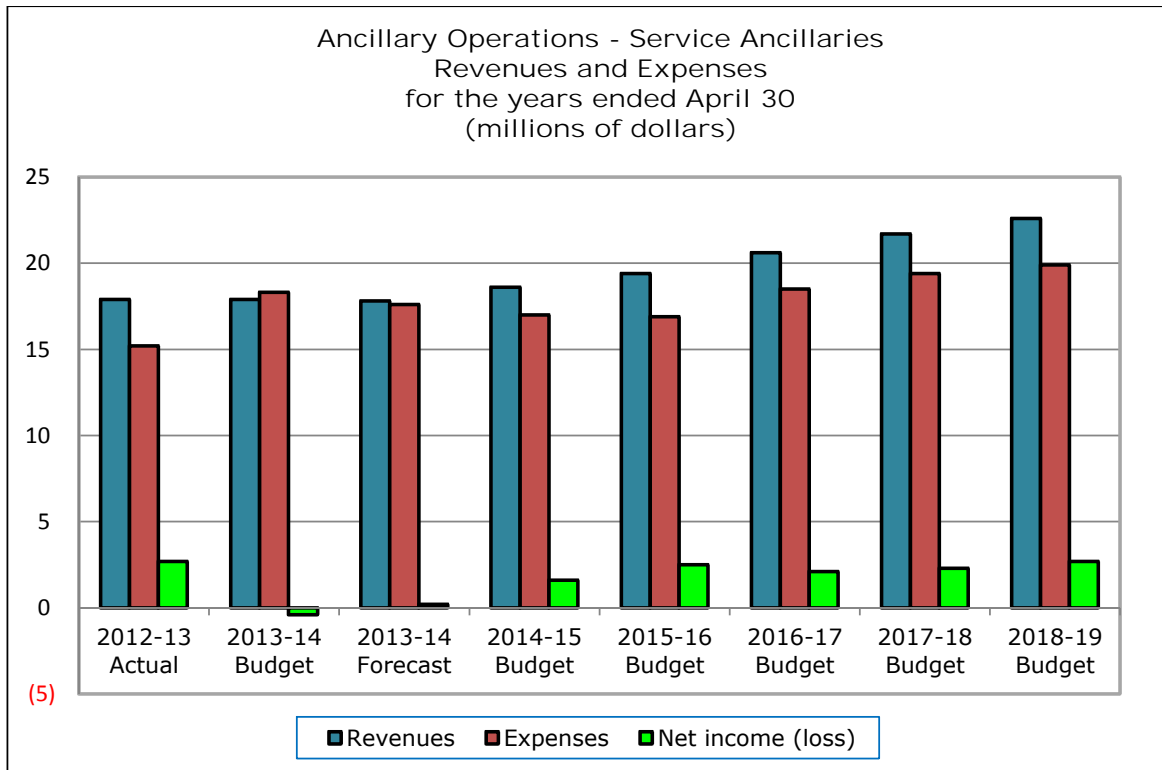
The service ancillaries include the Student Housing & Residence Life (residence), conference, food and parking services at UTM. These operations are currently experiencing the effects of the continued growth in enrolment on campus in different ways. The Residence operation is well on its way to achieving the challenging financial plan necessary to recover from large investments in new residences. Conference Services has been and continues to be challenged by a reduction in space available in which to operate. Food Services continues to make further, large investments in outlets to service the growing population and Parking perseveres in providing adequate inventory at peak times while continuing to save for an expansion of the existing parking deck.

These operations are measured over the long-term on their success in meeting the following four objectives:

1. To operate without subsidy from the operating budget. Should the need for a subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.
2. To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.
3. Having achieved the first two objectives, create and maintain an operating reserve (excluding capital requirements) at a minimum level of 10 percent of annual expenditure budgets (net of cost of goods sold, capital renewal costs and deans' and dons' expenses), as a protection against unforeseen events which would have a negative financial impact on the operation.
4. Having obtained the first three objectives, service ancillaries will contribute net revenues to the operating budget (for purposes of clarification, the fourth objective relates to all contributions of net revenues made by the ancillary operation to any operating budget outside of their own operation). The rate of contribution will be established by each individual campus for each individual ancillary.

This report includes financial highlights for 2013-14 forecasts, 2014-15 budgets and long range plans. The report also includes summary financial schedules. Copies of the detailed submissions may be obtained from the Assistant Director, Ancillary and Student Services, Business Services.

## Consolidated Financial Highlights



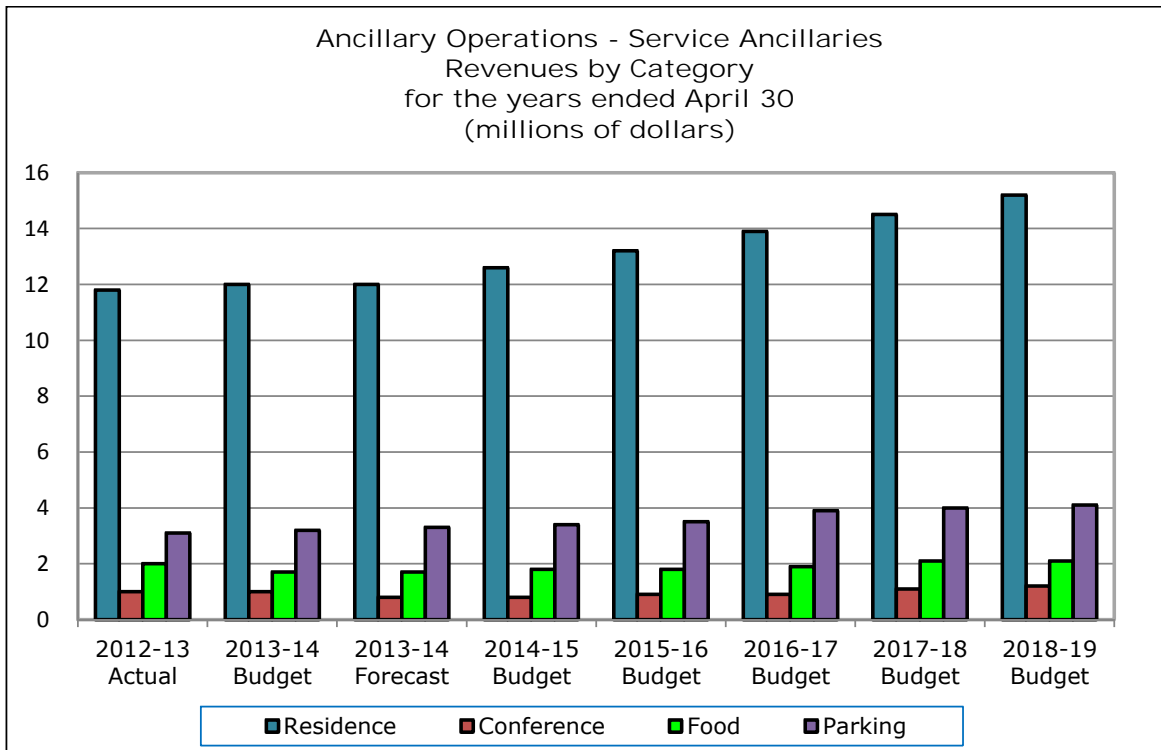
	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	17.9	17.9	17.8	18.6	19.4	20.6	21.7	22.6
Expenses	15.2	18.3	17.6	17.0	16.9	18.5	19.4	19.9
Net income (loss)	2.7	(0.4)	0.2	1.6	2.5	2.1	2.3	2.7
Revenue increase		0.0%	-0.6%	3.9%	4.3%	6.2%	5.3%	4.1%

The UTM service ancillaries are forecasting net income of \$0.2 million before transfers at April 30, 2014 on projected revenues of \$17.8 million. The forecasted net income represents a \$2.5 million decrease from last year's net income of \$2.7 million. Compared to budget, the forecasted net income for 2013-14 is higher by \$0.6 million. This favourable variance from budget is due to residence (\$0.5 million) and parking services (\$0.1 million) (see table on page 6). For the 2014-15 budget, the service ancillaries are anticipating a surplus of \$1.6 million with \$18.6 million of revenues and \$17.0 million of expenses. Compared to the 2013-14 forecast, the \$1.6 million surplus represents an increase of \$1.4 million in net income with an increase of 4.5% in revenues and a decrease of 3.4% in expenses.



## 1. Revenues

For 2013-14, the ancillaries are forecasting revenues to be \$0.1 million lower than budget. The revenues are forecast to increase for parking (\$0.1 million), hit budget for residence and food and decrease for conference services (\$0.2 million). The total forecasted revenues for 2013-14 are \$0.1 million lower than 2012-13 actual.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	11.8	12.0	12.0	12.6	13.2	13.9	14.5	15.2
Conference	1.0	1.0	0.8	0.8	0.9	0.9	1.1	1.2
Food	2.0	1.7	1.7	1.8	1.8	1.9	2.1	2.1
Parking	3.1	3.2	3.3	3.4	3.5	3.9	4.0	4.1
<b>Total Revenue</b>	<b>17.9</b>	<b>17.9</b>	<b>17.8</b>	<b>18.6</b>	<b>19.4</b>	<b>20.6</b>	<b>21.7</b>	<b>22.6</b>

The 2014-15 budget incorporates a \$0.8 million (4.5%) increase in revenues over forecast, of which \$0.6 million (5.0%) is from residence and \$0.1 million (5.8%) is from Food Services and Parking Services anticipates an increase of \$0.1 million (3.0%).

The long range plan projects revenues to increase by \$4.0 million (21.5%) from 2014-15 to 2018-19. Of this increase, \$2.6 million will come from Residence, \$0.3 million from Food Services, \$0.7 million from Parking Services and \$0.4 million from Conference Services.

(a) Residence

Forecasted residence revenues for 2013-14 are better than 2012-13 actuals due to rate increases and occupancy reaching 96%. Residence rates are set to increase by 5% in 2014-15. Demand remains strong with occupancy estimated to remain at 96% for 2014-15.

Approximately 100 residence rooms will, however, be unavailable in 2014-15 (through to the fall of 2016), due to the need to house academic and administrative offices for employees displaced by the second phase of the reconstruction of the North Building. The budget assumes that any lost revenue will be replaced and charged to the capital project as a secondary effect.

(b) Conference Services

Conference Services revenues for 2013-14 are forecasted to be \$0.2 million less than budget due to the loss of Spigel Hall which resulted in some larger conference groups to take their business elsewhere. Also, the shortfall in revenues are due to a reduction of residence rooms available for conference groups over the summer as residences were taken off-line for repairs and due to the increase in summer students and the Academic Culture and English (ACE) program.

The ancillary will face continued pressure to replace lost conference groups with reduced residence rooms and event space, especially as the campus enrolment increases and more departments are offering courses over the summer.

The annual contribution to the operating budget is uncertain after 2014-15.

(c) Food Services

Food Services revenues are expected to increase in 2014-15 due to increased meal plan rates which are set to increase on average by 2.7% and due to expected increased sales from the opening of new food outlets in the North Building and the Innovation Center.

The budget assumes that meal plan sales, which would be negatively affected by the reduction in students living in residence, due to the residence rooms that are being repurposed into office space as noted above, will be replaced and charged to the capital project as a secondary effect.

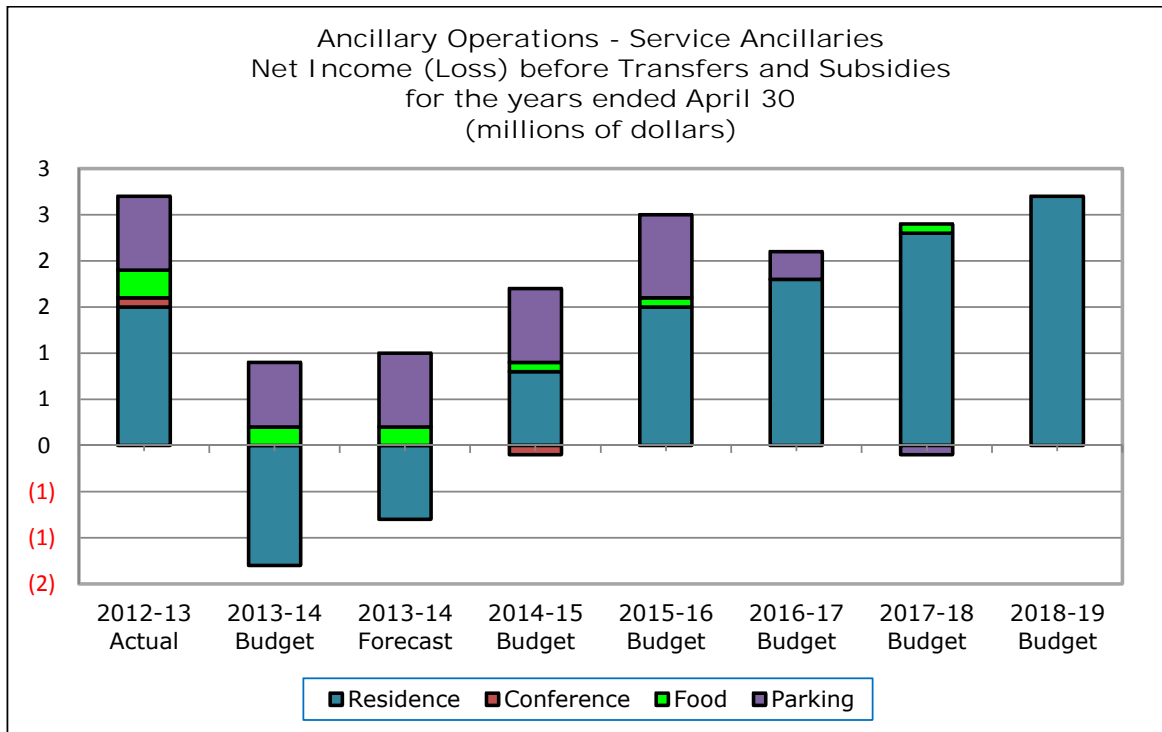
Annual surplus is being allocated to the construction reserve for future construction.

(d) Parking

Revenue growth reflects permit rate increases of 3% and increased volume in Pay & Display revenue due to enrolment growth. Annual surplus continues to be allocated to the construction reserve since an expansion of the deck is planned for 2016.

## 2. Net Income (Loss)

The forecasted net income for 2013-14 is \$0.2 million, which is \$0.6 million more than budget but \$2.5 million less than 2012-13. The largest contributors of income are Parking (\$0.8 million) and Food Services (\$0.2 million) with an offsetting loss from Residence (\$0.8 million) due to the repairs required on Erindale Hall.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	1.5	(1.3)	(0.8)	0.8	1.5	1.8	2.3	2.7
Conference	0.1	-	-	(0.1)	-	-	-	-
Food	0.3	0.2	0.2	0.1	0.1	-	0.1	-
Parking	0.8	0.7	0.8	0.8	0.9	0.3	(0.1)	-
Net income (loss)	2.7	(0.4)	0.2	1.6	2.5	2.1	2.3	2.7

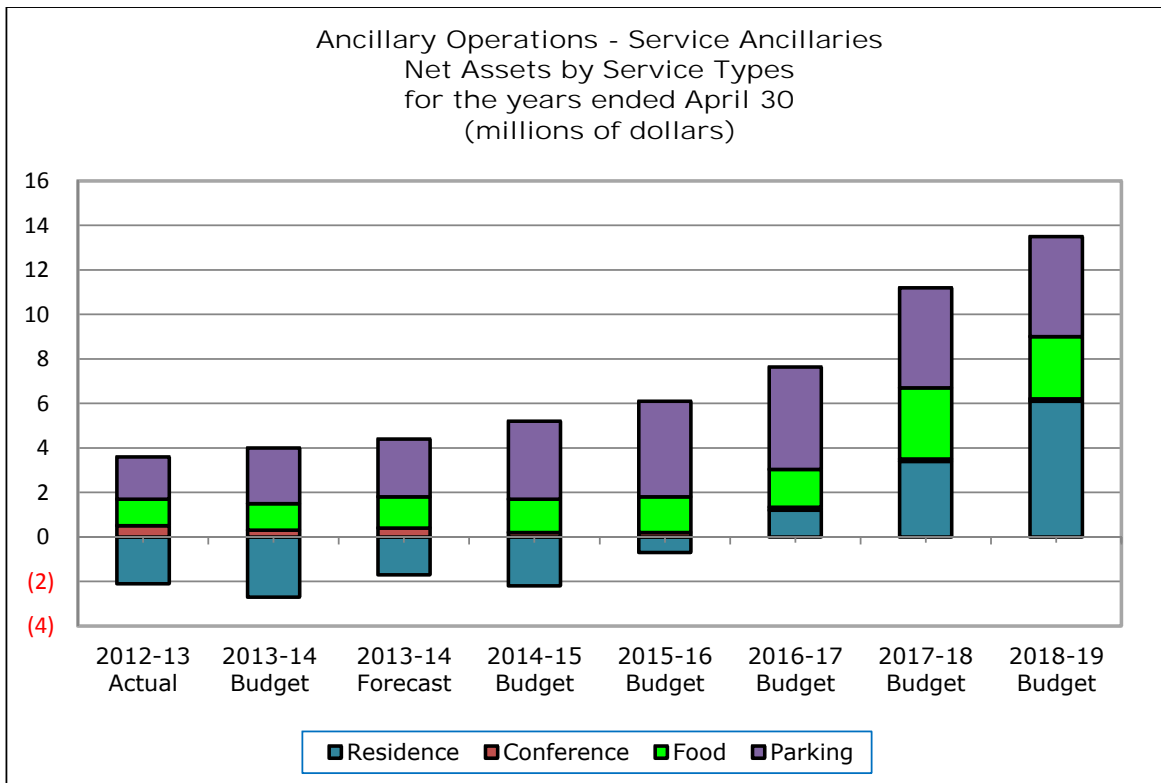
The chart shows the impact of expansion of parking spaces and food service outlets to accommodate growth over the period.

### 3. Net Assets

Net assets reflect the net worth of the service ancillaries. Over time net assets change due to the net income or loss for the year and transfers in or out of the operation. Net Assets are recorded in several sub-categories and the sum of these various categories represents the total net worth of each ancillary.

- The unrestricted net assets category represents net assets on hand that have not been set aside for any of the specific purposes listed below.
- Various reserves such as operating reserve, capital renewal reserve and construction reserve represent net assets that have been set aside for these specific purposes.
- Investment in capital assets represents university funds that have previously been spent on capital assets. When those funds are spent they result in an increase to this category and an offsetting decrease in unrestricted net assets. Over time, depreciation charges cause a decrease in the investment in capital assets category as the depreciation is funded from future revenues, thus increasing the unrestricted net assets category.

The following chart shows the net assets for the ancillaries from 2012-13 to 2018-19.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	(2.1)	(2.7)	(1.7)	(2.2)	(0.7)	1.2	3.4	6.1
Conference	0.5	0.3	0.4	0.2	0.2	0.1	0.1	0.1
Food	1.2	1.2	1.4	1.5	1.6	1.7	3.2	2.8
Parking	1.9	2.5	2.6	3.5	4.3	4.6	4.5	4.5
Total Net Assets	1.5	1.3	2.7	3.0	5.4	7.6	11.2	13.5

For 2013-14, the service ancillaries are forecasting total net assets of \$2.7 million. The 2014-15 operating plans project total net assets of \$3.0 million, the difference coming from the Net Income described above.

Net assets are expected to grow to \$13.5 million by 2018-19, reflecting an increase of \$10.5 million from 2014-15. This increase consists of a growth of \$8.3 million from residence, \$1.3 million from Food Services, \$1.0 million from Parking and a loss of \$0.1 million from Conference Services.

Net assets is made up of various reserves as set by the ancillary and/or required to ensure the ancillary meets the four objectives noted above.

Ancillary Operations - Service Ancillaries  
Net Assets (Deficit) by Category  
for the budget year 2014-15  
(millions of dollars)

	Unrestricted Surplus/(Deficit)	Investment in capital assets	Capital Renewal Reserve	Operating Reserve	Construction Reserve	Total Net Assets
Residence	(5.8)	2.2	0.5	0.9	-	(2.2)
Conference	0.1	-	-	0.1	-	0.2
Food	-	1.0	0.1	0.1	0.3	1.5
Parking	-	-	-	0.2	3.3	3.5
	(5.7)	3.2	0.6	1.3	3.6	3.0

The anticipated total net assets of \$3.0 million for 2014-15 are the sum of \$3.2 million investment in capital assets, \$0.6 million commitments to capital renewal, \$1.3 million to operating reserves, and \$3.6 million to construction reserves, partially offset by \$5.7 million in unrestricted deficit.

As depreciation is charged and funded from future revenues, the \$3.2 million investment in capital assets will decrease with a corresponding decrease in unrestricted deficit.

UTM Residence is projecting an accumulated unrestricted deficit in 2014-15 of \$5.8 million. Ancillaries with accumulated deficits are charged interest on their deficits and must absorb any interest rate changes on this short-term financing of deficits (long-term loans are all at fixed rates).

## 4. Ancillary Debt

For 2013-14, the service ancillaries are projecting a total outstanding debt of \$54.1 million (on original loans issued of \$69.1 million), of which \$44.6 million is for residence and \$9.5 million is for parking. The estimated principal and interest repayment on the borrowing for residence is projected to be \$4.4 million, representing 36.7% of revenues and for parking \$1.0 million or 31.2% of revenues. The estimated interest costs on borrowing will be \$2.9 million or 24.2% of revenues or 22.6% of expenses for residence and \$0.6 million for parking which represents 18.8% of revenues and 25.0% of expenses.

UTM parking has included additional borrowing for an expansion of the existing parking deck.

	2012-13 Actual	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	46.6	44.6	42.4	40.1	37.7	35.1	32.3
Conference	-	-	-	-	-	-	-
Food	-	-	-	-	-	-	-
Parking	9.9	9.5	9.0	8.6	8.1	7.5	7.0
Parking Deck (new loan)					4.2	3.6	3.1
<b>Total Loan Balance</b>	<b>56.5</b>	<b>54.1</b>	<b>51.4</b>	<b>48.7</b>	<b>50.0</b>	<b>46.2</b>	<b>42.4</b>

Continuing enrolment growth, the first year and four year international residence guarantee program and demand from upper year students to return to residence have all contributed to sustain strong fall and winter session occupancy rates for residence. The building expansion from 1997-8 to 2006-7 to increase residence spaces created a financial strain for UTM residence, including large borrowings and the existence of an accumulated deficit.

Evidence from supply and demand of existing parking spaces and enrolment projections suggests that an additional 300 parking spaces will probably be needed in the fall of 2016. The challenge facing the Parking ancillary is that although all operating revenues in excess of expenses will be contributed to the construction reserve, the balance of this reserve will be insufficient to cover the estimated \$8.6 million cost of the parking expansion. Although it is uncertain if the ancillary will obtain a loan from the University, it is projected as noted above.



## Review of the 2013-14 Ancillary Operations

Residence bed inventory is stable with an occupancy rate of 96%.

Food Services is busy finalizing plans for two new outlets in the North Building and the Innovations Complex, as well as transitioning to a new Director. Revenues are strong and all realized profits are redirected to investment in new outlets.

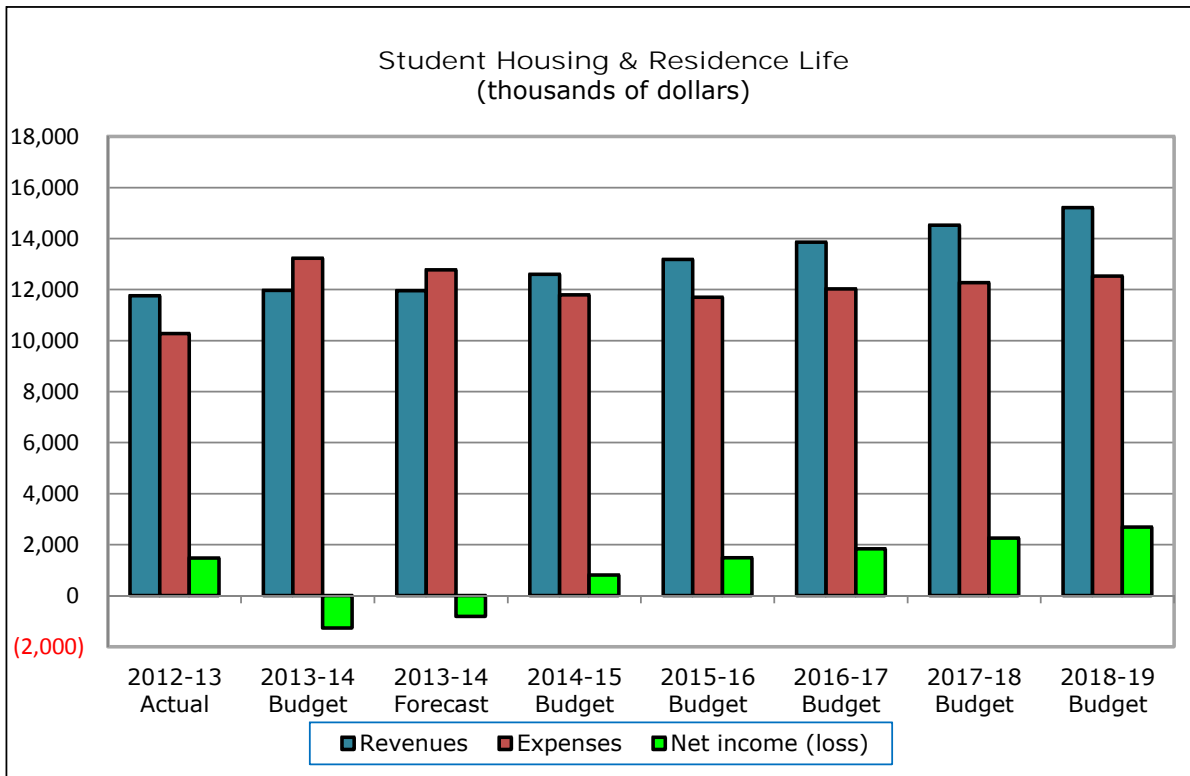
Conference Services has recently lost a long-term customer, the Toronto Argonauts, and is focused on replacing this business, along with a number of challenges such as reduced available inventory of beds in residence, due to maintenance requirements and the need to house some offices in Erindale Hall over the next two years.

Parking operations experienced utilization very close to maximum capacity (and overload at some times) during September 2013. By mid-October, as is usual, utilization was down to a very manageable rate and there were very few problems finding a space. The operation is working with the Registrar's Office, examining traffic patterns and keeping a close eye on several campus activities that may impact the ability to park during peak times next fall. Financially, the operation continues to generate a profit and direct any profit to the \$8.6 million deck expansion project planned for 2016.

### (a) Residence

With 1,280 single undergraduate student beds and 121 family and graduate student units, the UTM residences provide accommodation to over 1,500 residents in eight building complexes with a multitude of options, such as 2, 3 and 4 bedroom townhouses, 2 and 4 bedroom apartment suites, and traditional style suites. The occupancy rate for 2013-14 is forecast at 96%.

This ancillary meets the first three objectives and does not contribute to the operating budget.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	11,759	11,967	11,962	12,603	13,187	13,858	14,529	15,217
Expenses	10,281	13,230	12,779	11,796	11,698	12,024	12,271	12,523
Net income (loss)	1,478	(1,263)	(817)	807	1,489	1,834	2,258	2,694
Revenue increase		1.8%	1.7%	5.3%	4.6%	5.1%	4.8%	4.7%

The ancillary is forecasting an operating deficit of \$817k in 2013-14, which is \$446k better than budget. The negative operating loss is due to the necessity of incurring expenses for major repairs to Erindale Hall. The better than budget forecast is mainly due to higher summer occupancy than budget. Growth in the Academic Culture and English (ACE) Program increased demand that contributed to increased summer revenues. The favourable variance is due to savings in salaries, wages and benefits due to various position vacancies and staff changeover; the utilities rates being better than budgeted; and the delayed completion of brick and roof parapet repairs for Erindale Hall which decreased the major maintenance expense.

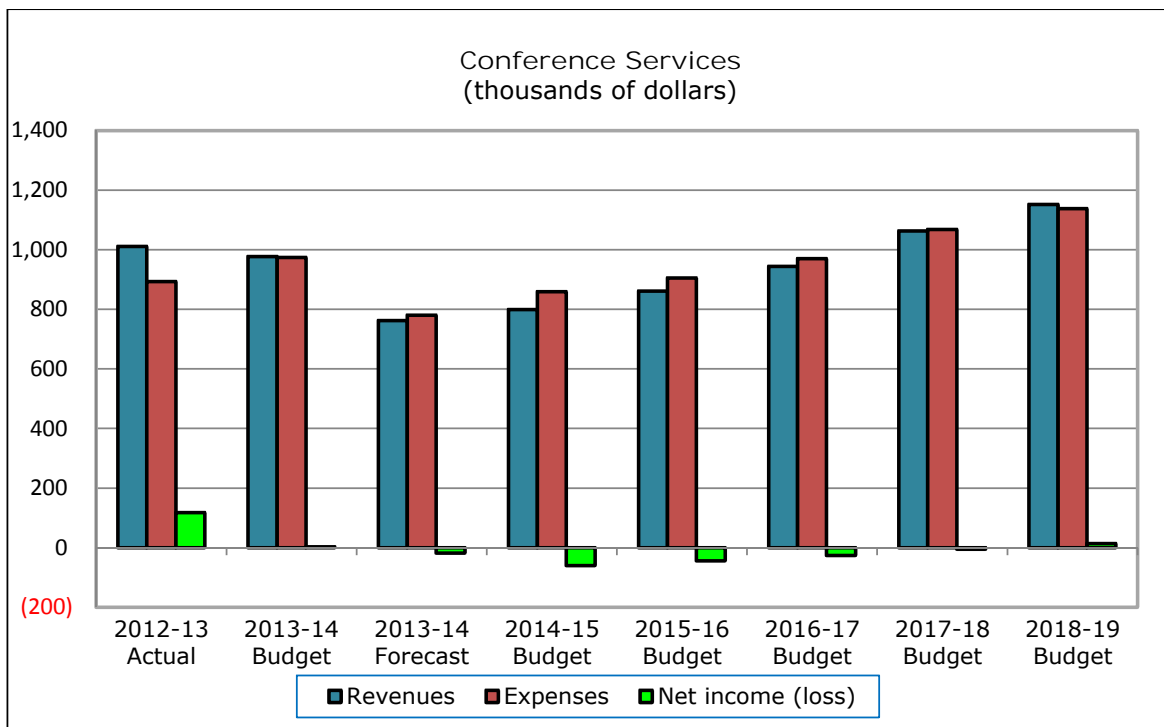
During 2014-15, Erindale Hall will be used to house offices for faculty and staff displaced during the demolition of phase 2 of the North Building. The construction project will replace lost residence revenues.

This operating plan is based on a 5% rate increase in 2014-15 assuming occupancy of 96%. Salaries, wages and benefits reflect increases related to contractual obligations. Annual and major maintenance expenses have decreased from 2013-14 as a result of not having the large requirements of the Erindale Hall repair. The UTM Facilities, Management & Planning Facilities Audit has resulted in a number of repairs that have been budgeted including re-roofing of Roy Ivor Hall and Putnam Place, the replacement of the Oscar Peterson Hall chiller, replacement of the fire system in Roy Ivor Hall and ceiling restorations in both McLuhan Court and Putnam Place.

The ancillary is projecting net assets to be in a deficit of \$2,156k in 2014-15, with unrestricted deficit of \$5,818k, capital renewal reserve of \$527k, operating reserve of \$916k and investment in capital assets of \$2,219k. It anticipates net assets will be positive in 2016-17.

(b) Conference Services

This ancillary currently meets three objectives because the ancillary is expecting to have operating losses and therefore is not operating without subsidy from the operating budget. Due to increasing limitations on residence beds over the next three years and the loss of the Toronto Argonauts as customers, the ancillary plans to discontinue the contribution to operating budget after 2014-15, until revenues return to a more robust level.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	1,011	977	762	799	861	944	1,063	1,152
Expenses	893	974	780	859	905	970	1,068	1,138
Net income (loss)	118	3	(18)	(60)	(44)	(26)	(5)	14
Revenue increase		-3.4%	-24.6%	-18.2%	7.8%	9.6%	12.6%	8.4%

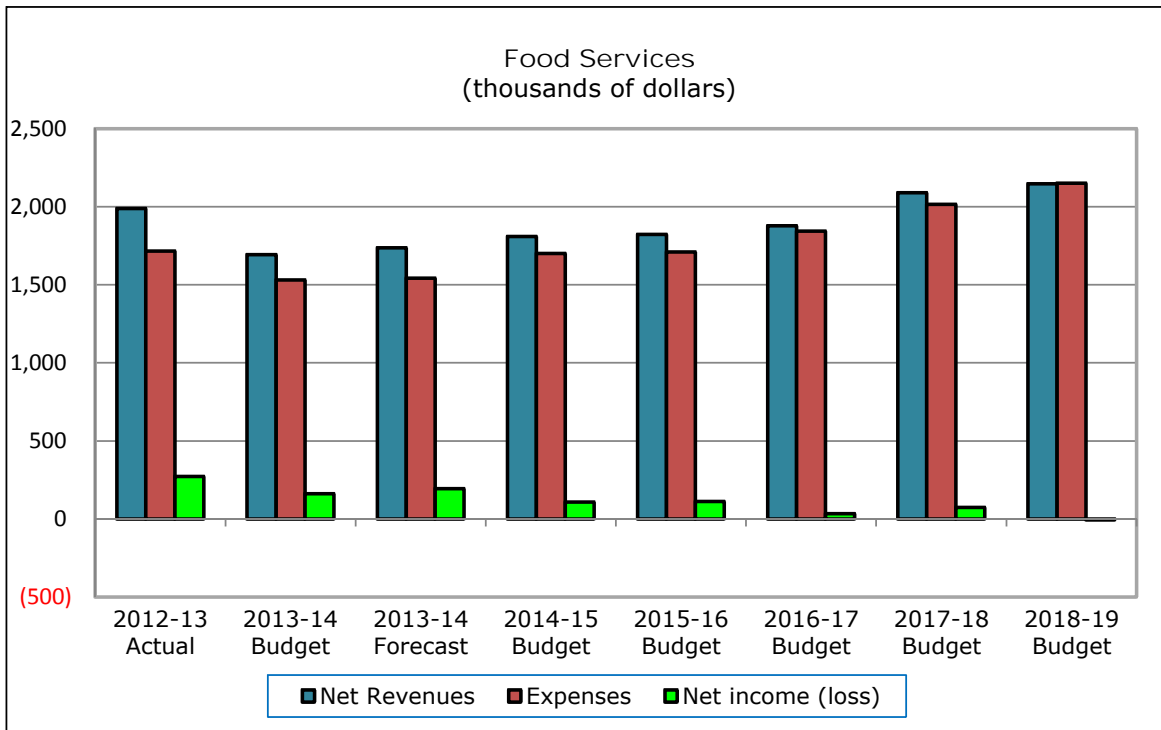
As noted above, Conference Services is expecting a loss in 2013-14 of \$18k which is \$21k worse than budget. The 2014-15 plan shows a modest increase in revenues of \$37k due to an increase in accommodation, food and rental rates from new conference groups that are expected to offset the lost groups from the current fiscal year and the loss of the Argos.

The operating results are expected to be negative for 2014-15 and the following three years as the operation begins to rebuild revenues in the face of space limitations. The ancillary also has plans to hire an Assistant Director to replace the Conference Manager, previously vacated through retirement, currently planned for 2014-15. The Assistant Director is to lead the re-positioning and rebuilding of this operation.

#### (c) Food Services

Food Services are delivered through an independent provider, Chartwells, with management oversight provided by the Director of Hospitality & Retail Operations, who works closely with Chartwells on all aspects of Food Services at UTM.

In 2013-14, the ancillary experienced fairly stable operations with increased volumes reflecting increased campus enrolment and small price increases. A renovation of the Spigel kitchen, which provides food for various outlets across campus, was undertaken. The ancillary also experienced the loss of the Director of Hospitality, a key driver of the operations. Preparations were made for new outlets which will open in the North Building and the Innovations Complex in 2014-15.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Net Revenues	1,988	1,692	1,736	1,810	1,822	1,878	2,089	2,146
Expenses	1,715	1,530	1,542	1,701	1,709	1,844	2,015	2,151
Net income (loss)	273	162	194	109	113	34	74	(5)
Revenue increase		-14.9%	-12.7%	7.0%	0.7%	3.1%	11.2%	2.7%

Forecasted revenues are expected to exceed budget and net revenues are forecasted to be \$1,736k, which is higher than budget of \$1,692k. Operating surplus before commitments is forecasted at \$194k which is higher than the budget of \$162k.

For 2014-15, the ancillary is budgeting net revenues of \$1,810k, an increase of 4.3% over forecast due to an average increase in meal plan rates of 2.7%, increased enrollment, the opening of new food outlets in the North Building (phase 1) and the Innovation Complex and higher incidence of cafeteria sales. Net income is expected to be \$109k. Net assets are anticipated to be \$1,534k with \$1,011k in investment in capital, \$111k in operating reserves, \$50k in capital renewal reserves and \$362k in construction reserves.

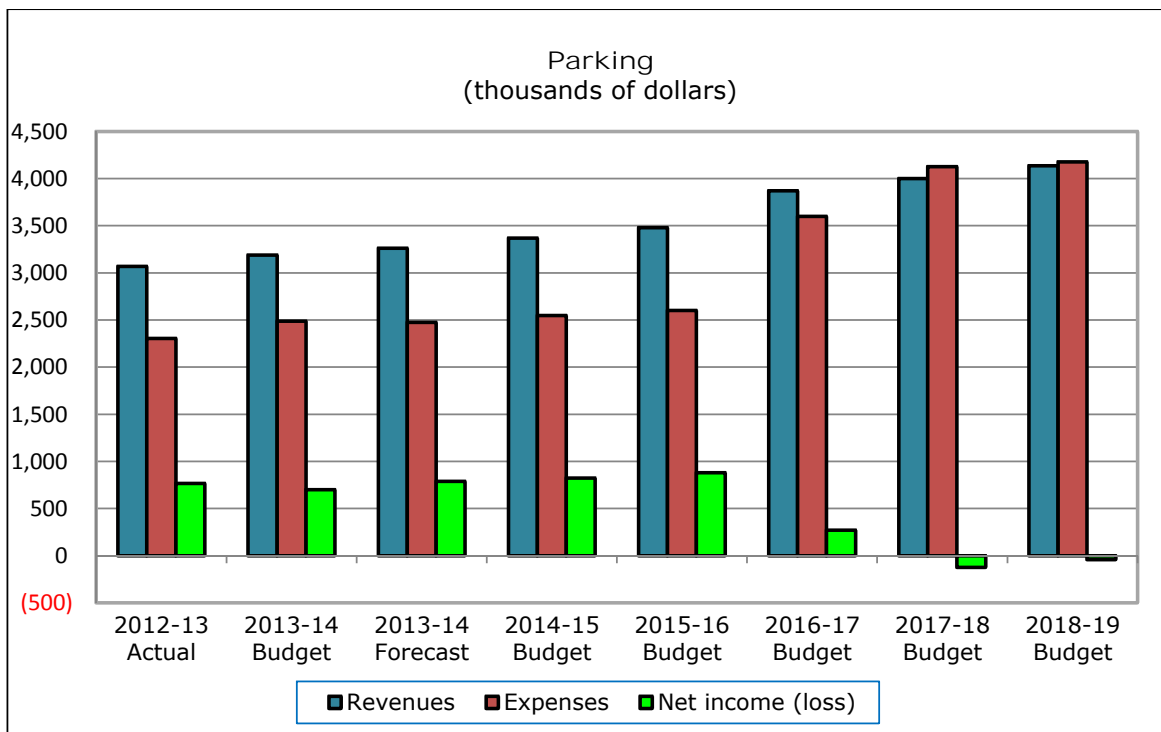
The surpluses currently being generated are required to fund the planned growth according to the campus food service master plan. The food services development

plan and subsequent projected development costs over the next few years are expected to be almost \$3 million. The ancillary projects positive operating results until 2016-17 when the large construction project – the permanent food court in the Davis Building Meeting Place – takes effect. Following that, results will be negative for a few years.

(d) Parking Services

For the 2014-15 budget year, the parking ancillary meets the first and third objective. The ancillary has been allocating its annual surplus to the construction reserve since an expansion of the exiting deck is planned for 2016-17.

UTM is a suburban commuter campus where the use of cars is more of a necessity than the downtown campus. UTM currently has 2,361 parking spaces. The ancillary is a member of Smart Commute, an association that works to reduce traffic congestion and encourages other modes of transportation, such as bikes. Many initiatives such as carpooling, car sharing, the discounted TTC pass program and UPass have been introduced in recent years and help to reduce congestion on campus. Nevertheless, enrolment growth will result in the need for approximately 300 additional spaces by 2016. Although operating revenues in excess of expenses are contributed to the construction reserve, the accumulated amount will be insufficient to cover the entire estimated \$8.6 million cost of the expansion. A loan will be required to build the expansion.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	3,069	3,189	3,262	3,370	3,480	3,871	4,001	4,135
Expenses	2,304	2,489	2,474	2,548	2,601	3,600	4,126	4,177
Net income (loss)	765	700	788	822	879	271	(125)	(42)
Revenue increase		3.9%	6.3%	5.7%	3.3%	11.2%	3.4%	3.3%

The projected operating surplus for 2013-14 is \$788k, slightly higher than budget as a result of better than budgeted Pay & Display revenue. The surplus will be added to the construction reserve bringing it to a balance of \$2,420k.

The 2014-15 budget includes a 3% permit price increase and revenues from Pay & Display will also increase, due to increased volume, except for afternoon permits were decreased to \$130.00 in 2013-14 from \$540.24, in an effort to move parking congestion to off-peak hours. There is no price increase planned for Pay & Display rates in 2014-15. The ancillary is projecting an operating surplus of \$822k and net assets of \$3,464k.

The ancillary is projecting positive net results that will accumulate to \$4,087k in 2015-16 for the deck expansion. Following that investment, the results will be negative or breakeven for the following few years.

## Review and Consultation Process

The UTM Campus Affairs Committee makes recommendations to the UTM Campus Councils on the annual budget related to service ancillaries. The budgets approved by the Campus Councils require confirmation by the Executive Committee of Governing Council. Those plans include a Management Report that describes the proposed services and programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plans also include each ancillary's annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and compulsory or optional fees. This year, the plans will report on actual financial results for the 2012-13, the forecast for 2013-14 and projections for the five year period, 2014-15 to 2018-19. Only the proposed budget for 2014-15 is presented for approval.

With the new governance structure now in place, a number of bodies or groups continue to be involved in consultative processes for major ancillaries prior to the operating plans being submitted to the Campus Affairs Committee.

The Student Housing & Residence Life operating plan is reviewed by the Student Housing Advisory Committee that includes membership from all residence constituencies, including graduate and undergraduate students in residence, families in residence, and student staff in residence as well as representation from UTM's undergraduate Residence Council. Food Services is reviewed by the Food Service Advisory Committee with membership of students (undergraduate, graduate, UTMSU, Residence Council), faculty and staff. Details of the Meal Plan component of Food Services is also reviewed by the Resident Student Dining Committee drawing membership from each of the residences (including first and upper year townhouse clusters).

The Parking operating plan is reviewed by the Transportation & Parking Advisory Committee that includes undergraduate and graduate students, faculty and staff. The discussion included the possibility of not obtaining a loan, delaying the construction of the deck for one year, and the use of lots in off peak hours.

As well, the University of Toronto Financial Services Department (FSD) reviews the operating plans and management reports submitted by each ancillary. Issues requiring further attention are identified by FSD and to be addressed by the ancillaries.



SCHEDULE 1

University of Toronto Mississauga  
 Service Ancillary Operations Budget Summary  
 Projected Operating Results for the year ending April 30, 2015  
 (with comparative projected surplus for the year ending April 30, 2014)  
 (thousands of dollars)

	Revenues	Expenses	Net Income/(Loss) before Transfers	Transfers in/(out)	Net Income/(Loss) after Transfers 2015	Net Income/(Loss) after Transfers 2014
Residence	12,603	11,796	807	(1,300)	(493)	483
Conference	799	859	(60)	(100)	(160)	(118)
Food	1,810	1,701	109	-	109	194
Parking	3,370	2,548	822	-	822	788
Total	18,582	16,904	1,678	(1,400)	278	1,347

SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS

(thousands of dollars)

Service Ancillaries	Objectives to be met within 2014-15				2014-15					2014-15	2016-17	2018-19
	1	2	3	4	Unrestricted Surplus/ (Deficit)	Projected Investment in Capital Assets	Projected Commitments to Capital Renewal (Schedule 3)	Projected Operating Reserve (Schedule 3.1)	Projected Construction Reserve (Schedule 3.1)	Net Assets	Net Assets	Net Assets
Residence	yes	yes	yes	no	(5,818)	2,219	527	916	-	(2,156)	1,168	6,119
Conference	no	n/a	yes	yes	160	-	-	41	-	201	131	140
Food	yes	yes	yes	no	-	1,011	50	111	362	1,534	1,681	2,820
Parking	yes	no	yes	no	-	1	-	226	3,237	3,464	4,614	4,448
	Total				(5,658)	3,231	577	1,294	3,599	3,043	7,594	13,527

Objectives

Plans reflect (yes) or do not reflect (no) that the Ancillary:

1. Operates without a subsidy from the operating budget
2. Includes all costs of capital renewal including deferred maintenance
3. Generates sufficient surplus to cover operating contingencies
4. Contributes net revenue to the operating budget

SCHEDULE 3

University of Toronto Mississauga  
 Service Ancillaries Operations Budget Summary  
 Projected Funds to be committed for Capital Renewal  
 (for the years ending April 30)  
 (thousands of dollars)

	Balance May 1, 2014	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2015	Balance April 30, 2019
Residence	527	-	527	527
Conference	-	-	-	-
Food	194	(144)	50	50
Parking	-	-	-	-
Total	<u>721</u>	<u>(144)</u>	<u>577</u>	<u>577</u>

University of Toronto Mississauga  
 Service Ancillaries Operations Budget Summary  
 Projected Funds to be committed for Operating and New Construction Reserves  
 (for the years ending April 30)  
 (thousands of dollars)

	Operating Reserve				Construction Reserve			
	Balance May 1, 2014	Increase/ (decrease) in operating reserve	Balance April 30, 2015	Balance April 30, 2019	Balance May 1, 2014	Increase/ (decrease) in construction reserve	Balance April 30, 2015	Balance April 30, 2019
Residence	884	32	916	977	-	-	-	-
Conference	31	10	41	50	-	-	-	-
Food	97	14	111	130	337	25	362	-
Parking	221	5	226	387	2,420	817	3,237	-
Total	1,233	61	1,294	1,544	2,757	842	3,599	-

University of Toronto Mississauga  
 Service Ancillaries Operations Budget Summary  
 Projected Operating Results  
 (for the years ending April 30)  
 (thousands of dollars)

Service Ancillary	2013-14 Forecast			2014-15 Budget			2015-16 Budget		
	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers
Residence	(817)	1,300	483	807	(1,300)	(493)	1,490	-	1,490
Conference	(18)	(100)	(118)	(60)	(100)	(160)	(44)	-	(44)
Food	194	-	194	109	-	109	113	-	113
Parking	788	-	788	822	-	822	879	-	879
Total	147	1,200	1,347	1,678	(1,400)	278	2,438	-	2,438

University of Toronto Mississauga  
 Service Ancillaries Operations Budget Summary  
 Projected Operating Results  
 (for the years ending April 30)  
 (thousands of dollars)

Service Ancillary	2016-17 Budget			2017-18 Budget			2018-19 Budget		
	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers
Residence	1,834	-	1,834	2,257	-	2,257	2,694	-	2,694
Conference	(26)	-	(26)	(5)	-	(5)	14	-	14
Food	34	-	34	74	1,440	1,514	(5)	(370)	(375)
Parking	271	-	271	(125)	-	(125)	(42)	-	(42)
Total	2,113	-	2,113	2,201	1,440	3,641	2,661	(370)	2,291

SCHEDULE 5

University of Toronto Mississauga  
 Service Ancillaries Operations Budget Summary  
 Summary of 2014-15 Capital Budgets  
 (with comparative figures for 2013-14)  
 (thousands of dollars)

	<u>2014-15</u>	<u>2013-14</u>
Residence	1,399	235
Conference	-	-
Food	350	170
Parking	<u>-</u>	<u>-</u>
Total	<u><u>1,749</u></u>	<u><u>405</u></u>

SCHEDULE 6

Schedule of 2014-15 Ancillary Rates					
	2013-14 Rate \$	2014-15 Rate \$	Increase (Decrease) \$	Increase %	Prior Year's Increase %
<u>Parking</u>					
Reserved (annual)	933.94	961.96	28.02	3%	3%
Premium Unreserved (annual - Lots 4,8,9)	666.53	686.53	20.00	3%	3%
Unreserved (annual - Lots 4 & 8 only)	644.92	664.27	19.35	3%	3%
Student Unreserved (sessional - Lots 4 & 8 only)	268.71	276.77	8.06	3%	3%
Unreserved Afternoon (annual - after 3:30pm)	540.24	180.00	(360.24)	-67%	3%
Commercial (annual - Lots 4,8,9)	1,080.49	1,112.90	32.41	3%	3%
Pay & Display (daily maximum) (6:30am to 8:00am next day)	13.00	13.00	-	0%	0%
Pay & Display (evening/weekend) (5:00pm to 8:00am next day)	6.00	6.00	-	0%	0%
Pay & Display (per half hour) (6:30am to 5:00pm)	2.50	2.50	-	0%	0%
Pay & Display (per half hour) (weekdays 5:00pm to 8:00am next day; weekends & holidays)	1.00	1.00	-	0%	0%
<u>Food</u>					
Group A					
Plus	4,499	4,699	200	4.4%	2.3%
Regular	4,199	4,349	150	3.6%	2.4%
Light	3,949	3,999	50	1.3%	2.6%
Minimum	3,639	3,649	10	0.3%	2.5%
Group B					
Regular	2,399	2,499	100	4.2%	4.5%
Light	2,149	2,199	50	2.3%	2.6%
Minimum	1,849	1,899	50	2.7%	2.8%



SCHEDULE 6, continued

Schedule of 2014-15 Ancillary Rates					
	2013-14	2014-15	Increase	Increase	Prior
	Rate	Rate	Increase	Increase	Year's
	\$	\$	\$	%	Increase
					%
<u>Residence</u>					
Undergraduate Students Townhouses (Schreiberwood, McLuhan, Putnam, Leacock)	7,070	7,424	354	5%	5.0%
Premium Townhouses (Leacock 2 bedroom)	7,887	8,281	394	5%	5.0%
Suites (Roy Ivor, Erindale)	7,887	8,281	394	5%	5.0%
Dormitory (Oscar Peterson)	7,070	7,424	354	5%	5.0%
Premium Townhouses (MaGrath Valley)	7,887	8,281	394	5%	5.0%
Family & Graduate Housing (per month)					
Schreiberwood					
2 bedroom townhouse					
May to Aug	1,160	1,325	165	14%*	5.9%
Sept to April	1,325	1,391	66	5%	14.2%*
3 bedroom townhouse					
May to Aug	1,199	1,365	166	14%*	5.8%
Sept to April	1,365	1,433	68	5%	13.8%*
4 bedroom townhouse					
May to Aug	1,222	1,415	193	16%*	5.8%
Sept to April	1,415	1,486	71	5%	15.8%*
Small Bachelor					
May to Aug	779	818	39	5%	5.9%
Sept to April	818	859	41	5%	5.0%
Large Bachelor					
May to Aug	818	859	41	5%	5.9%
Sept to April	859	902	43	5%	5.0%
Shared Bachelor					
May to Aug	818	859	41	5%	5.9%
Sept to April	859	902	43	5%	5.0%

\* Townhouse rates reflect the inclusion of hydro fees which were previously paid separately.



**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 2 OF THE CAMPUS AFFAIRS COMMITTEE**

**NOVEMBER 11, 2013**

To the Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on November 11, 2013 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair  
Mr. Nykolaj Kuryluk, Vice-Chair  
Professor Deep Saini, Vice-President & Principal  
Ms Zoë Adesina  
Ms Noura Afify  
Mr. Rishi Arora  
Dr. Lee Bailey  
Ms Melissa Berger  
Mr. Arthur Birkenbergs  
Mr. Jeff Collins  
Mr. Paul Donoghue, Chief Administrative Officer  
Mr. Warren Edgar  
Professor Hugh Gunz  
Mr. Hassan Havili  
Ms Donna Heslin  
Ms Melissa Holmes  
Professor Amy Mullin, Vice-Principal Academic and Dean  
Ms Jennifer Nagel

Mr. Mark Overton, Dean of Student Affairs  
Ms Judith Poë  
Mr. Bilal Sandeela  
Professor Jumi Shin  
Ms Amber Shoebridge  
Dr. Gerhard Trippen  
Professor Anthony Wensley

**Regrets:**

Ms Elaine Goettler  
Ms Jess Mann  
Mr. Moe Qureshi  
Professor Luisa Schwartzman  
Ms. Soaleha Shams

**Non-Voting Assessors:**

Ms Christine Capewell, Director, Business Services

**In Attendance:**

Ms Melissa Theodore, Vice-President External, UTMSU  
Len Brooks, Director, DIFA (Diploma in Forensic Accounting), Director, MMPA (Masters of Management and Professional Accounting)  
Professor Angela Lange, Director of Research, Biology  
Professor Sasa Stefanovic, Interim Chair, Department of Biology

**Secretariat:**

Mr. Louis Charpentier, Secretary of Governing Council  
Ms. Cindy Ferencz Hammond, Director of Governance  
Ms. Mariam Ali, Committee Secretary  
Mr. Jim Delaney, Acting Secretary of Governing Council

**1. Chair's Remarks**

Since this was the first time that the Committee considered capital projects, the Chair explained the established process by which capital and infrastructure renewal project reports were brought forward and the appropriate governance paths.

He also explained that the consideration of capital projects would be divided into two components: all discussion regarding non-financial aspects of the project would be considered in open session, while financial details such as projected total projects costs would be discussed *in camera*. The Chair emphasized that in keeping with the governance principles of openness and transparency, once the bids for the project were received and finalized complete documentation would be made publicly available.

The Chair also spoke to a matter discussed during the orientation session of the Committee, regarding the Committee's and the Campus Council's respective responsibilities with regard to the budget as outlined in the Terms of Reference. Following careful consideration of this provision in the Terms of Reference, involving the Chair of the Governing Council, and the UTSC and UTM Campus Council Chairs, in consultation with the President, the Vice-President and Provost, and all of the other Vice-Presidents, it was decided to defer implementation until 2014-15. The intent was to allow further thought and careful analysis of the implications for both governance and administrative processes and to ensure that implementation respects the separate and distinct responsibilities of each. One aspect of the new process which would proceed for this year, however, was the presentation of the University's proposed Operating Budget (highlighting the campus' budget) by the Vice-President, University Operations, to the Campus Council in the spring.

## 2. Presentation on the Student Services Plaza

The Chair invited Mr. Paul Donoghue, Chief Administrative Officer and Mr. Mark Overton, Dean of Student Affairs to present an overview of the Student Services Plaza, also referred to as the William G. Davis Building: Phase 2 Redevelopment. Their presentation<sup>1</sup> included the following key points:

- A summary of the approval process for the consideration of Capital Projects: Level 2, and execution of the approved project
- Components of "Davis 2", which included a permanent food court, student services commons, student and community casual space, bookstore spirit shop, and funding permitting, an enhanced transit service area;
- Food court design would allow enhancements and additions to UTM's broad range of dining options
- Benefits of a student services commons, specifically:
  - A 'first stop' model that would allow quicker access to student services and improved referral abilities;
  - Effective triage function to allow students dealing with complicated issues;
  - Reduced stigma for referral to particular services; allows for multiple service options and exposure to available resources;
  - Rejoining fractured student services;
  - Once completed, frees up existing spaces for reallocation
- Anticipated governance timeline for the project was 2014, guided by a U of T Project Committee with appropriate consultations with UTM community and stakeholders.

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<sup>1</sup>A copy of the Student Services Plaza Presentation is attached as Attachment A.

In response to a member's question, Mr. Overton said that there was discussion at the Project Committee level regarding a convenience store, however currently that service was provided in Oscar Petersen Hall.

A member raised concerns regarding centralization of student services, and whether this would make it more difficult for students to access services taking into consideration anticipated growth in the student population. Mr. Overton responded that the aim of the project was to allow students greater access and awareness by concentrating services in one central location. He added that the concentration of resources would also create increased efficiencies.

A member asked if it was possible to include the Student Centre expansion in the William G. Davis Redevelopment project. Mr. Overton responded that the two projects, although complementary in some service aspects, were not planned to be implemented as a combined capital expansion project.

In response to a member's question, Mr. Donoghue indicated that current services could not be shut down during construction, explaining that the construction was scheduled to be completed in phases so as to cause the least inconvenience.

A member asked if student rooms or group study spaces would be made available in this building, to which Mr. Overton responded that the project committee would consider this in conjunction with other projects occurring on campus.

A member asked whether the Campus Affairs Committee would be getting regular updates on this project. Mr. Donoghue responded that the project committee would include membership from various estates of the UTM community and that similar to other capital projects in the appropriate range, the Project Planning Report would be submitted to the CAC for consideration. Regular reports would also be provided.

### **3. Establishment of an Extra-Departmental Unit C (EDU: C): Professional Accounting Centre (PAC), Institute for Management and Innovation (IMI)**

The Chair invited Dean Amy Mullin to speak to the item. Professor Mullin advised members that the proposal was to establish an Extra Departmental Unit (EDU): C – Professional Accounting Centre (PAC) to be housed within the Institute for Management and Innovation (IMI), an EDU: B, effective January 1, 2014. The Centre would build on the strengths in the area of accounting at UTM and would engage faculty from all three campuses and beyond.

Professor Mullin indicated that the Centre's goal was to stimulate research on the issues facing professional accounting in the newly emerging world of merging functionality and globalization of standards and practice and to provide co-curricular opportunities for students of accounting. Faculty participants would be drawn primarily from the UTM Departments of Management, Sociology and Economics, as well as from the Rotman School of Management, and the Department of Management at the University of Toronto Scarborough (UTSC). She noted that accounting faculty as well as faculty from finance, economics, organizational behaviour, the sociology of work, and strategy, all did research of relevance to the Centre's activities. There would also be external community participants from the professional accounting community, securities markets and securities regulators, as well as from the legal community that served all of these.

In response to a question about how the proposed EDU-C would affect staffing, Professor Mullin responded that the exact nature of staff-related activities would be difficult to predict at this time, but that they would centre around event management and research.

In response to a member's question, Professor Mullin explained that EDUs were organized around emerging research and teaching areas that span disciplines and she described the four categories of EDUs.

A member asked what would be the benefit of an EDU-C for undergraduate students. Professor Mullin advised that there would be research opportunities available as part of undergraduate co-curricular activities.

In response to a member's question, Professor Mullin clarified that there were no fees associated with the unit as no courses would be offered.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the proposed establishment of the Professional Accounting Centre (PAC) as an Extra Departmental Unit C (EDU:C) to be based within the Institute for Management and Innovation (IMI), be approved, effective January 1, 2014.

**4. Capital Project: Project Planning Report for the UTM Phase 4 of the Renovation of Biology Undergraduate Teaching Laboratories**

The Chair invited Mr. Donoghue to present the item. Mr. Donoghue informed that members that UTM's first teaching laboratories were built almost 40 years ago and as a result they were outdated and inefficient. The Department of Biology wanted to ensure its students received a first-class, contemporary education that would reflect the modern field of biology and in order to achieve this, students required access to state-of-the-art laboratories equipped with technology and equipment that would enable the latest pedagogical approaches to biology education. He explained that the renovation was essential to maximize the utilization of the existing infrastructure and that it would support increased numbers of undergraduate, research-based master's and doctoral graduate programs, and would provide the updated infrastructure needed to support today's scientific teaching and research. Further, the proposed renovation would provide teaching efficiencies by creating two 48-seat laboratories. This would allow flexibility in the scheduling of larger class sections as well as the option of splitting the sections into smaller groups (12 to 24 students). The teaching laboratories would be relocated from the 1st to the 2nd floor of the William G. Davis Building. This move would allow Biology teaching laboratories to be located in a busy 2nd floor area thus vacating relatively quiet serviced space on the 1st floor for research.

In response to a member's question, Mr. Donoghue clarified that the entire lab would be used as assignable space. The proposed space program allocation of 598 nasm included the laboratory technician's office (33 nasm) on the 2nd floor and represented approximately the same area compared to the existing allocation 557 nasm of 1st floor teaching laboratories. Mr. Donoghue also noted that the external review of the Department of Biology that had been done in November 2010 and had noted issues related to both the quality and capacity of the existing laboratories and had pointed to the need to upgrade the teaching laboratories.

On motion duly made, seconded and carried,

## YOUR COMMITTEE RECOMMENDS,

1. THAT the Project Planning Committee Report for the Renovation of Biology Undergraduate Teaching laboratories at the University of Toronto Mississauga, dated November 1, 2013, be approved in principle; and
2. THAT the total project scope of approximately 598 gross square meters (approximately 598 nasm), be approved in principle, to be fully funded from Capital Reserves derived from the UTM Operating Budget.

**5. Capital Project: Project Planning Report – Biology Greenhouse**

The Chair invited Mr. Donoghue to present the item. Mr. Donoghue advised members that UTM currently had 169 net assignable square meters (nasm) dedicated to a greenhouse at the rooftop level of the Davis Building. The facility was an important support to both research and teaching. He noted that the following areas of research relied upon the facility: climate change; plant ecology; plant molecular systematics; plant taxonomy; molecular genetics; genomics and bioinformatics; and, insect neuroendocrinology. Undergraduate laboratories which use plant material supplied and maintained by the existing greenhouse were associated with many courses within the major and specialist programs in Biology.

Mr. Donoghue informed members that the greenhouse was managed by a full-time horticulturalist and operated with part-time staff and undergraduate volunteers. The existing greenhouse was original to the building (about 45 years old), and was beyond its expected service life, and was increasingly plagued by operational problems that rendered it unreliable. While recent investments in control, monitoring and operational systems had been made, such measures were seen as a stop-gap until a new facility could be built.

Mr. Donoghue spoke of the particularly important role the greenhouse played in supporting increasingly sophisticated research needs. Re-building the existing greenhouse on site had been considered and was not deemed an acceptable option. First, the greenhouse would have had to be taken out of service during the re-construction, thereby impacting both ongoing research and the supply of teaching materials. Second, re-building such a facility in the current rooftop location would be prohibitively expensive compared to a free-standing structure. Finally, Mr. Donoghue explained that the current location would not permit any significant increase in overall size to accommodate the increased needs already being experienced, let alone provide for future growth. Over the past five years, UTM had recruited six plant-oriented biologists and geographers and additional, similar recruitments were anticipated; all of which would build on important strengths at UTM on plant-based research. Mr. Donoghue emphasized, the increased demand on greenhouse space, coupled with the decay of the present facility, combined to create a critical need for a facility.

A member asked what would happen to the current greenhouse space, to which Mr. Donoghue responded that it would continue its operations and would be used for the production of teaching materials and then would be dismantled at a later date, once the new greenhouse is expanded.

A member enquired about the location of the greenhouse, noting it would mean that teaching materials would be in a different location from teaching laboratories. In response, Mr. Donoghue explained that there was much discussion regarding site selection at the project committee level, however provisions were made in the operating costs to include a vehicle to transport research

material to different areas of the campus. Mr. Donoghue also commented that the area proposed to accommodate the research greenhouse was occupied by an old orchard, with most of existing growth consisting of lower bushes and invasive species and that the proposal included a Species at Risk study by the Credit Valley Conservation Authority for the entire area of the North Campus. The proposal had been reviewed and endorsed by UTM's Grounds Monitoring Committee and the Space Planning & Management Committee.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

1. THAT the Project Planning Committee Report for the University of Toronto Mississauga Biology Greenhouse, dated October 31, 2013, be approved in principle; and
2. THAT the project scope to accommodate construction of the Biology Greenhouse at the University of Toronto Mississauga comprising 134 nasm of a green house space and 143 nasm of header house space, be funded from Capital Reserves derived from the UTM Operating Budget.

#### **6. Assessor's Report**

All assessors advised there was no new business to report.

#### **CONSENT AGENDA**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7- Report of the Previous Meeting, be approved.

#### **7. Report of the Previous meeting: Report 1 – September 9, 2013**

#### **8. Business Arising from the Report of the Previous Meeting**

#### **9. Date of Next Meeting – January 8, 2014, 4:10 p.m.**

The Chair reminded members that the next meeting of the Committee was scheduled for Wednesday, January 8, 2014 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

#### **10. Other Business**

There were no items of other business.

#### **IN CAMERA SESSION**

The Chair asked guests and non-voting assessors to leave the Council Chamber as members moved into *in camera* session.

The Committee moved *in camera*.

**11. Capital Project: Project Planning Report for the UTM Phase 4 of the Renovation of Biology Undergraduate Teaching Laboratories – Financial and Planning Implications and Funding Sources**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga Phase 4 of the Renovation of Biology Undergraduate Teaching Laboratories – Financial and Planning Implications and Funding Sources contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated November 4, 2013, be approved.

**12. Capital Project: Project Planning Report for the University of Toronto Mississauga Biology Greenhouse – Financial and Planning Implications and Funding Sources**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga Biology Greenhouse – Financial and Planning Implications and Funding Sources contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated November 4, 2013, be approved.

The Committee returned to open session.

The meeting adjourned at 5:35 p.m.

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Secretary  
November 18, 2013

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Chair



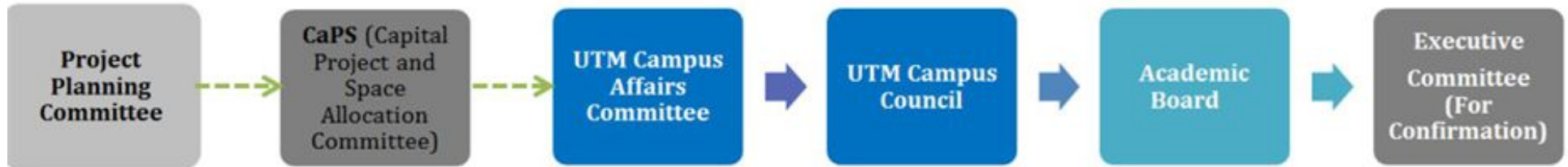
# William G. Davis Building Phase 2 Redevelopment

UTM Campus Affairs Committee

November 11, 2013



## Approval of Capital Project: Level 2 (\$3 - 10 million)



## Execution of the Approved Project



# Davis 2 Components

- **Permanent Food Court**

Relocate and expand food court options into more permanent locations.

- **Student Services Commons**

Establish a ‘first stop’ for students seeking support, backed by consolidated set of services that work together on complex student concerns.

- **Student & Community Casual Space**

Increase and enhance gathering space for individual and small group socializing, dining and relaxing.

- **Bookstore Spirit Shop**

Establish a more visible bookstore entry/presence and retail nook for UTM and U of T branded merchandise.

- **Transit Service Area**

Improve organization and flow for Mississauga Transit vehicles and passengers.

# Food Court Considerations

- Existing Meeting Place and Registrar's Office spaces freed for conversion in 2014.
- 'Temporary Food Court' was designed and equipped for efficient relocation to a permanent setting.
- New setting will allow enhancements and additions to UTM's broadening range of dining options.

# Benefits of a Student Services Commons

- **‘First stop’ model makes initial connections easier for students and for others providing referrals**

Students seeking support, along with instructors, teaching assistants, staff, and students’ peers and families can more quickly and confidently link students to experts and resources.

- **Allows more effective triage, linkages and staging to help students deal with complicated issues**

Co-locating services that frequently coordinate and cross-refer on complex student concerns will allow issues to be more quickly and effectively addressed.

- **Reduces stigma of being referred for particular types of help**

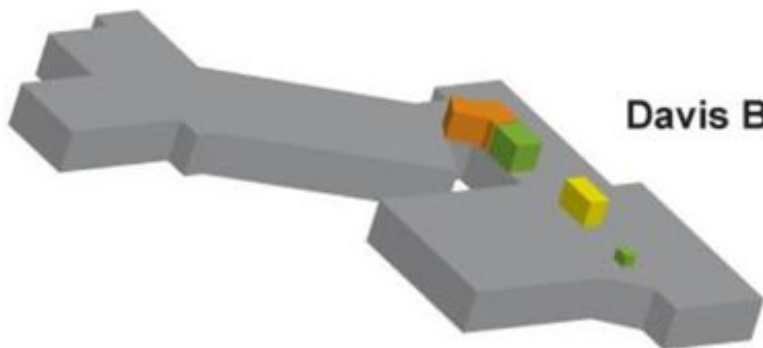
Students may feel more comfortable seeking support and resources from personal counsellors, disability advisors and health educators when those individual services’ spaces aren’t readily identifiable.

# Benefits of a Student Services Commons

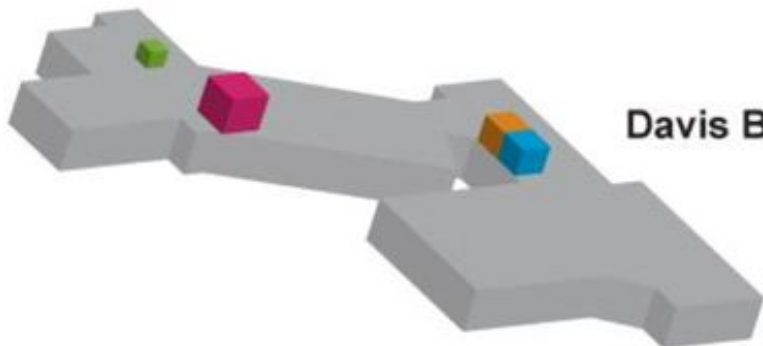
- **Setting offers multiple service options and exposure**  
Effective design of the space program will allow students to choose and change between staff, peer and self-help resources, and raise awareness of services that students might not otherwise know exist.
- **Responds to UTM needs in a tri-campus university**  
Provides a local, space efficient presence for tri-campus student services headquartered on the St. George campus.
- **Builds on other UTM 'first stop' successes**
- **Re-joins fractured student services and frees spaces for other departments to continue to do so as well**

# Services Included in ‘The Commons’

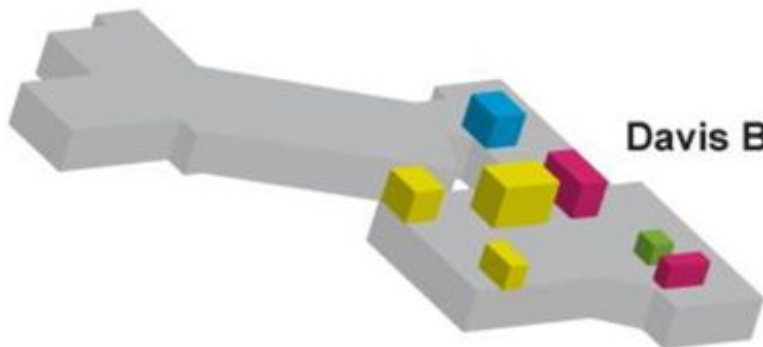
- **Career education and counselling**
- **Personal counselling and mental health crisis support**
- **International experience (both in- and out-bound)**
- **Support for students with disabilities**
- **Student activities, leadership and co-curricular programs**
- **New student transition support**
- **Diversity and equity initiatives**
- **Off-campus housing and student-family support**
- **Health promotion**



Davis Bldg. - Floor 3



Davis Bldg. - Floor 2



Davis Bldg. - Floor 1

## LEGEND

-  Student Affairs & Services
-  Health & Counselling Centre
-  Student Life
-  AccessAbility
-  Career Centre



# Project Size, Timeline and Funding

- **Scale of project**

Student Services Commons: Estimated 1660 NASM of program space, freeing 579 NASM in other parts of Davis and North Buildings for other uses.

Student and Community Casual Space: Estimated 1760 NASM of program space.

- **Governance consideration**

Project anticipated to move through UTM Campus Council and U of T Governing Council processes in 2014, guided by a U of T project committee having appropriate consultations with the UTM community and stakeholders.

- **Renovation**

Phased construction anticipated 2014 through 2016.

- **Funding**

Construction funded through UTM operating budget's capital reserve

