



**UTM CAMPUS COUNCIL MEETING**

**Thursday, February 5, 2015 at 4:10 p.m.**

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

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**AGENDA**

- 1. Chair's Remarks**
- 2. Report of the Vice-President & Principal**
- 3. Health Promotion Initiatives: Mr. Mark Overton, Dean of Student Affairs, Mr. Chad Jankowski, Health Education Coordinator, Health & Counselling Centre and Ms Felicia Phan, Campus Program Coordinator, *Leave The Pack Behind* (for information)**
- 4. 2015-16 Operating Plans: UTM Service Ancillaries**

Be it Resolved,

THAT, the proposed 2015-16 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 1, 2014 be approved, effective May 1, 2015.

- 5. Capital Project: University of Toronto Mississauga Parking Deck Expansion - Report of the Project Planning Committee, Project Scope, and Sources of Funding**

Be It Resolved,

1. THAT the Project Planning Committee Report for the Parking Deck Expansion at the University of Toronto Mississauga, dated November 10, 2014, be approved in principle; and
2. THAT the proposed construction of a single-level parking deck, on the site of an existing surface lot with a capacity of approximately 300 parking spaces, be approved in principle,

+ Confidential documentation included for members only

\* Documentation included

\*\* Documentation for consent item included. This item will be given individual consideration by the Campus Council only if a member so requests. Members with questions or who would like a consent item to be discussed by the Campus Council 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)

to be funded by the UTM Parking Ancillary's Capital Reserve and an internal transfer to the Parking Ancillary from UTM's general Capital Reserves.

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**CONSENT AGENDA \*\***

**6. Reports for Information**

- a. Report 9 of the Agenda Committee (January 28, 2015)
- b. Report 8 of the Campus Affairs Committee (January 8, 2015)
- c. Report 9 of the Academic Affairs Committee (January 7, 2015)

**7. Report of the Previous Meeting: Report 8 – December 8, 2014**

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

**9. Date of the Next Meeting – March 5, 2015 at 4:10 p.m.**

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**10. Question Period**

**11. Other Business**

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*IN CAMERA SESSION*

**12. Capital Project: University of Toronto Mississauga Parking Deck Expansion: Report of the Project Planning Committee, Total Project Cost and Sources of Funding+(for recommendation)**

\* Documentation included

\*\* Documentation for consent item included. This item will be given individual consideration by Campus Council only if a members so requests. Members with questions or who would like a consent item to be discussed by the Governing Council are invited to notify the Recording 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)

# Residence Council

University of Toronto Mississauga



## WHO ARE WE?

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- University of Toronto Mississauga Residence Council is a governing body of elected residence students who are dedicated to enhancing student life and building a strong, positive residence community.



## What do we do?

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- We organize residence-wide events both on and off campus.
- UTM Residence Council has two voting seats on Quality Student Services (QSS).
- We receive feedback and address student concerns in various QSS working group meetings.

# Our Goals

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- Increasing collaborations with other governing bodies and working groups.
- Providing students with more opportunities to get involved.
- Sustainability

## Positions on Council

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- President
- Vice President Finance
- Vice President Administration
- Vice President Community and Environment
- Vice President Social
- Vice President Residence Life
- Vice President Marketing - 2
- Executive Director
- Formal Coordinator
- Community Directors – 11
- Associates - 7



## Successful Collaborations

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- Vice-President & Principal Deep Saini
- Student Housing and Residence Life
- International Education Center
- Health and Counselling Centre
- UTMSU & UTMAC

# Independent Events

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- Envirolympics
- Nightmare on Residence Road
- Karaoke Night
- Blue Mountain Ski Trip
- Niagara Falls
- Formal











Student Health & Health Promotion  
February 5, 2015

# HCC Mission Statement

The UTM Health & Counselling Centre (HCC) provides health and counselling programs and services to the students of UTM. We strive to empower students in making healthier choices in order to be successful in their academic goals and future endeavours.

- 📱 Support students in being happy, healthy, and well
- 📱 Health is resource for everyday life
- 📱 Holistic approach – the whole person

# Clinic Usage

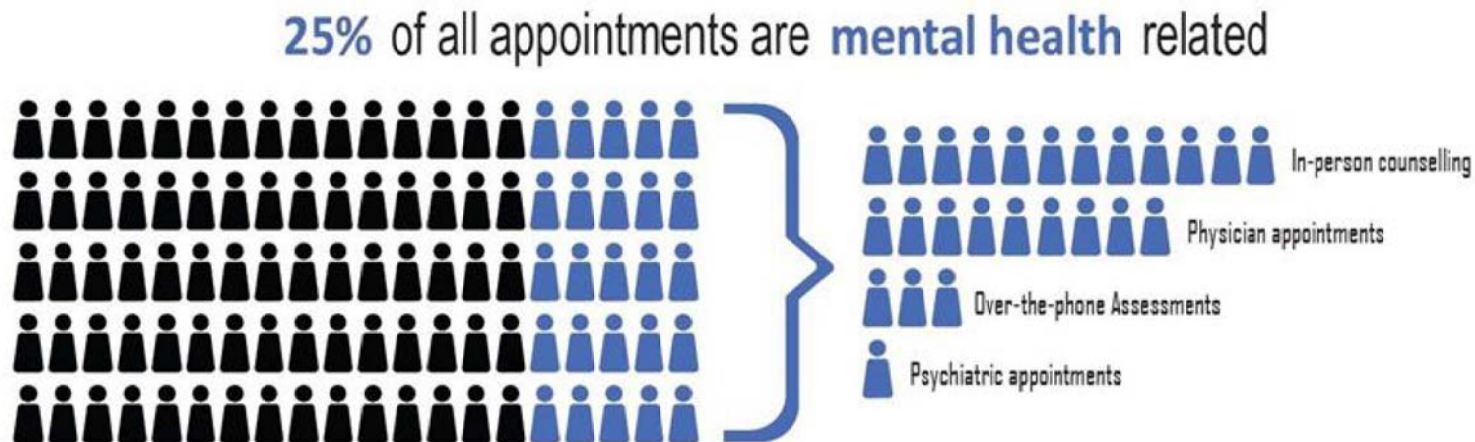
	2012-13 (May-April)	2013-14 (May-April)	2014-Present (May-Jan)
Total Visits	11,148	14,176	11,574
Physician Visits	5,142	6,408	5,296
RN Visits	3,872	5,713	4,528
Counsellor Visits	1,859	1,755*	1,492
Psychiatrist Visits	99	85**	38
Dietitian Visits	176	215	220

\* short staffed for part of 2013-14 | \*\* reduced availability by 1 patient per day

 **2,813 unique patients from May 2014 – Jan. 2015**



# Mental Health



- 📌 Increase in help seeking behaviours is positive but challenging within constraints of resources
- 📌 ~25% of all HCC visits are mental health-related
- 📌 Increasing complexity of mental health cases

# Health Promotion & Education

- 📌 Promote student health and wellbeing by increasing knowledge on issues relevant to student population, and creating opportunities to engage in healthier behaviours
- 📌 Focus on health promotion is a proactive strategy for prevention of distress and ill-health among students.
- 📌 Peer-to-peer outreach and education model



# Campaigns & Events

- safeTALK (suicide alertness) trainings  
→ 500+ students, staff and faculty trained



- Health & Wellness Fair

- MoveU - healthy active living initiative  
→ tri-campus initiative; partner with Dept. Phys. Ed.



- “YOLO...so play it safe!”  
→ collaboration with UTM Residence Council

- Suit & Tie Safer Sex Campaign  
→ partner with Peel Public Health & UTM SEC



# National College Health Assessment

## Percentage of UTM students have never used alcohol

Perceived  
3.9%

Actual  
36.6%

## Number of drinks the last time they partied/socialized

Perceived Use  
women = 5  
men = 4½

Actual Use  
women = 2½  
men = 3

# Yolo...so play it safe!



- Alcohol education initiative
- Harm reduction & responsible hosting
- Non-traditional workshop (i.e., Pub)
- “Law of two feet”
- Partnership with Residence Council
- Train-the-trainer model
- 150+ participants
- Program of the Year  
Canadian Organization of University & College Health





# Campaigns & Events



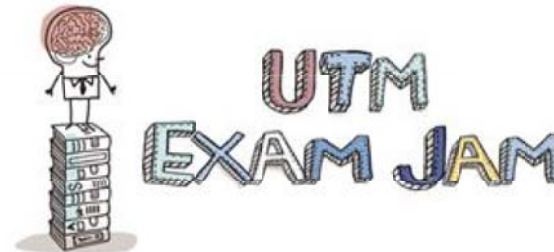
## Leave The Pack Behind (tobacco)

- peer outreach and education
- nicotine replacement therapy & counselling



## Exam Jam

- promote healthier study habits
- 1,400-1,900 unique students



## UTMental Vlogging Project

- platform for student voices on mental health



## Five Ways To Wellbeing

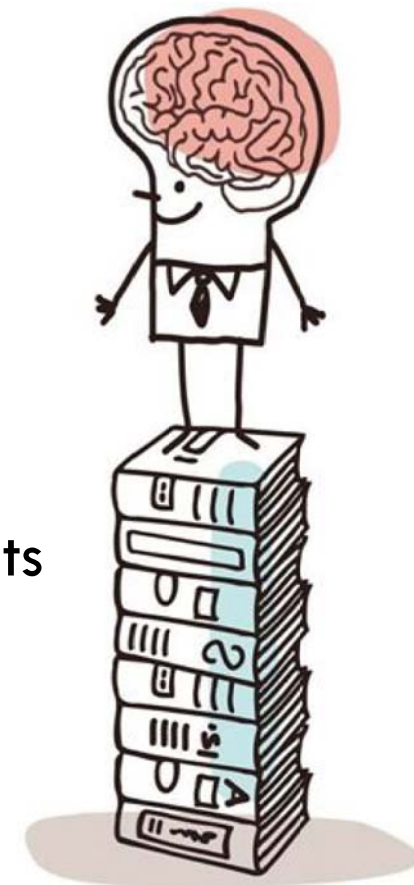
- promotes positive mental health



# Exam Jam



- ✚ Promoting healthier, more productive study habits
- ✚ Combines course review sessions with stress-reducing wellbeing activities
- ✚ 50+ academic review sessions
- ✚ 1,400-1,900+ unique student participants
- ✚ Cross-campus partnerships (esp. Academic Dean's Office)



# Campaigns & Events



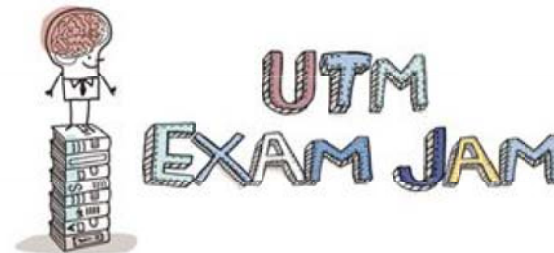
## Leave The Pack Behind (tobacco)

- peer outreach and education
- nicotine replacement therapy & counselling



## Exam Jam

- promote healthier study habits
- 1,400-1,900 unique students



## UTMental Vlogging Project

- platform for student voices on mental health







## Five Ways To Wellbeing

- promotes positive mental health



# UTMental



-  Video Bloggers (Vloggers): 5 students + 1 alumna
-  Platform for student voices on mental health
-  Weekly themed videos <http://youtu.be/YMfilnwDezE>  
Introductions, Stress, Mental Illness & Stigma, Positive Psychology
-  Mental Health 2.0 finalist



**THANK YOU!**



**FOR APPROVAL****PUBLIC****OPEN SESSION**

**TO:** UTM Campus Council

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

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

**PRESENTER:** Paul Donoghue, Chief Administrative Officer; Chad Nuttall, Director,  
**CONTACT INFO:** Student Housing and Residence Life; and Ms Vicky Jezierski, Director,  
 Hospitality & Retail Operations

**DATE:** January 29, 2015 for February 5, 2015

**AGENDA ITEM:** 4

**ITEM IDENTIFICATION:**

2015-16 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, 2015)
2. **UTM Campus Council [For Approval] (February 5, 2015)**
3. University Affairs Board [For Information] (March 17, 2015)
4. Executive Committee [For Confirmation] (March 24, 2015)

**PREVIOUS ACTION TAKEN:**

The 2015-16 UTM service ancillaries were recommended for approval by the Campus Affairs Committee, on January 8, 2015.

**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 2013-14 fiscal year, the forecast for 2014-15 and projections for the five year period, 2015-16 to 2019-20. Only the proposed budget for 2015-16 is presented for approval.

Presented for consideration and approval to members are the following:

- The proposed 2015-16 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1 (page 23), the service ancillary capital budgets as summarized in Schedule 5 (page 29), and the rates and fees in Schedule 6 (pages 30 and 31).
- For a comprehensive look at the budgets, the detailed management reports and operating plans for each ancillary are contained in Appendices 1 to 4 (page 32 to 66).

Consultation:

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 2015-16 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. In addition, the ancillary operating plans and management reports were reviewed by the University of Toronto Financial Services Department (FSD). The review and consultation process is detailed in Appendix 5, on page 77.

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 2015-16 (a shortfall that can be covered by their Operating Reserve). 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.

2015-16 Service Ancillary Operating Plans and Budgets:

The 2015-16 budget incorporates a \$0.9 million (5.1%) increase in revenues of which: \$0.5 million is from Residence; \$0.1 million is from Conference Services; \$0.4 is from Parking Services; while Food Services anticipates a decrease of \$0.1million.

Service Ancillary Capital Budgets:

Facilities improvements and equipment purchases, which can include everything from a stove to a roof replacement, total \$905,000 for Residence, \$75,000 for Food Services and \$9.3 million for Parking Services in 2015-16.

2015-16 Service Ancillary Rates and Fees:

The 2015-16 parking budget includes a 3% permit price increase. Pay & Display daily maximum rates will increase by \$1 (last increased in 2007). Residence rates are set to increase by 5.5% in 2015-16. Meal plan rates are set to increase on average by 1.5%, while retail food prices are expected to increase by 2.76% (a detailed breakdown of rate increases can be found in schedule 6).

**FINANCIAL IMPLICATIONS:**

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

**RECOMMENDATION:**

Be it Resolved,

THAT, the proposed 2015-16 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 1, 2014 be approved, effective May 1, 2015.

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**DOCUMENTATION PROVIDED:**

UTM Service Ancillary Report on Operating Plans 2015-16 (December 1, 2014).



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

## Service Ancillary Report on Operating Plans

2015-16

December 1, 2014



## Table of Contents

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Summary	1
Budget Highlights	2
Net Income (Loss)	4
Net Assets	6
Ancillary Debt	9
Review of 2014-15 Ancillary Operations	11
Residence	12
Conference	15
Food	18
Parking	21
Schedule 1: Projected Operating Results	23
Schedule 2: Summary of Service Ancillary Operations Long-Range Budget Results	24
Schedule 3: Projected Funds to be Committed for Capital Renewal	25
Schedule 3.1: Projected Fund to be Committed for Operating and New Construction Reserves	26
Schedule 4: Projected Operating Results	27
Schedule 5: Summary of 2015-16 Capital Budgets	29
Schedule 6: Schedule of 2015-16 Ancillary Rates	30
Appendix 1: Student Housing and Residence Life Management Report and Operating Plans	32
Appendix 2: Conference Services Management Report and Operating Plans	43
Appendix 3: Food Services Management Report and Operating Plans	53

Appendix 4: Parking Services Management Report and Operating Plans	66
Appendix 5: Review and Consultation Process	77

## Summary

The service ancillaries at UTM include the Student Housing & Residence Life (Residence), Conference, Food and Parking Services. 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 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.

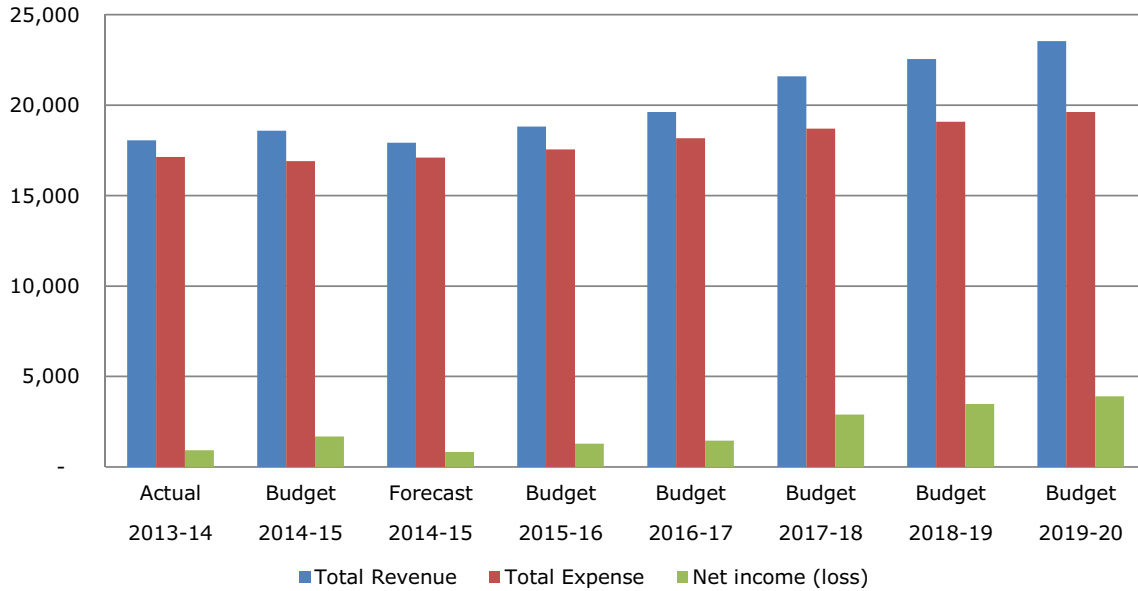
These operations are measured over the long-term on their success in meeting the following four objectives:

- 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.
- To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.
- 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.
- 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 2014-15 forecasts, 2015-16 budgets and long range plans. The report also includes summary financial schedules which can be seen at Appendices 1 to 4.

**Budget Highlights**

**Ancillary Operations - Service Ancillaries  
Revenues and Expenses**  
for the years ended April 30  
(thousands of dollars)



	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenue								
Residence	12,027	12,603	11,919	12,386	12,922	14,483	15,170	15,884
Conference	710	799	576	725	748	789	844	916
Food	1,991	1,810	1,994	1,867	1,984	2,215	2,290	2,343
Parking	3,336	3,370	3,431	3,847	3,977	4,112	4,252	4,396
<b>Total Revenue</b>	<b>18,064</b>	<b>18,582</b>	<b>17,920</b>	<b>18,825</b>	<b>19,631</b>	<b>21,599</b>	<b>22,556</b>	<b>23,539</b>
Total Expense	17,135	16,904	17,103	17,547	18,177	18,704	19,082	19,631
<b>Net income (loss)</b>	<b>929</b>	<b>1,678</b>	<b>817</b>	<b>1,278</b>	<b>1,454</b>	<b>2,895</b>	<b>3,474</b>	<b>3,908</b>

(\*See detailed management reports and operating plans at Appendices 1 to 4)

The UTM service ancillaries are forecasting net income of \$0.8M before transfers at April 30, 2015 on total projected revenues of \$17.9M, which is \$0.9M less than budget. The forecasted net income is \$0.1M less than prior year actuals of \$0.9M. Compared to budget, the forecasted net income difference is \$0.8M, mainly due to a change in presentation by Residence of revenues for its Fall/Winter Fees for the Erindale Hall rooms that the UTM is replacing from the North 2 capital project. The

budget assumed this as revenue, however in the forecast, the revenue has been included as a transfer to ancillary operations on the Statement of Reserves (see Schedules 1 & 4). Food and Parking Services are anticipating better than budgeted results of 10.2% and 1.8%, respectively, due to higher sales from a larger campus population. Conference Services revenues are 27.9% less than budget due to a reduction in the availability of conference accommodation units with the loss of the Erindale Hall rooms and increased use by Residence for summer programs.

In 2015-16 the service ancillaries are budgeting an increase in revenues (from the 2014-15 forecast) of \$0.9M to \$18.8M, of which \$0.5M is from Residence, \$0.1M is from Conference and \$0.4M is from Parking, offset by a decrease of \$0.1M from Food. The revenue increases come from volume increases related to enrolment growth and price/rate increases in: Residence (5.5%), Food (meal plan average increase of 1.5% and retail prices at 2.76%) and Parking (3%). The overall decrease in Food revenues is due to an assumed decrease in commission rates with the new food services contract that is expected to be in effect commencing May 1, 2015. Parking revenues are expected to increase with the addition of 300 parking spaces from the construction of the new parking deck that is expected to open in the fall 2015.

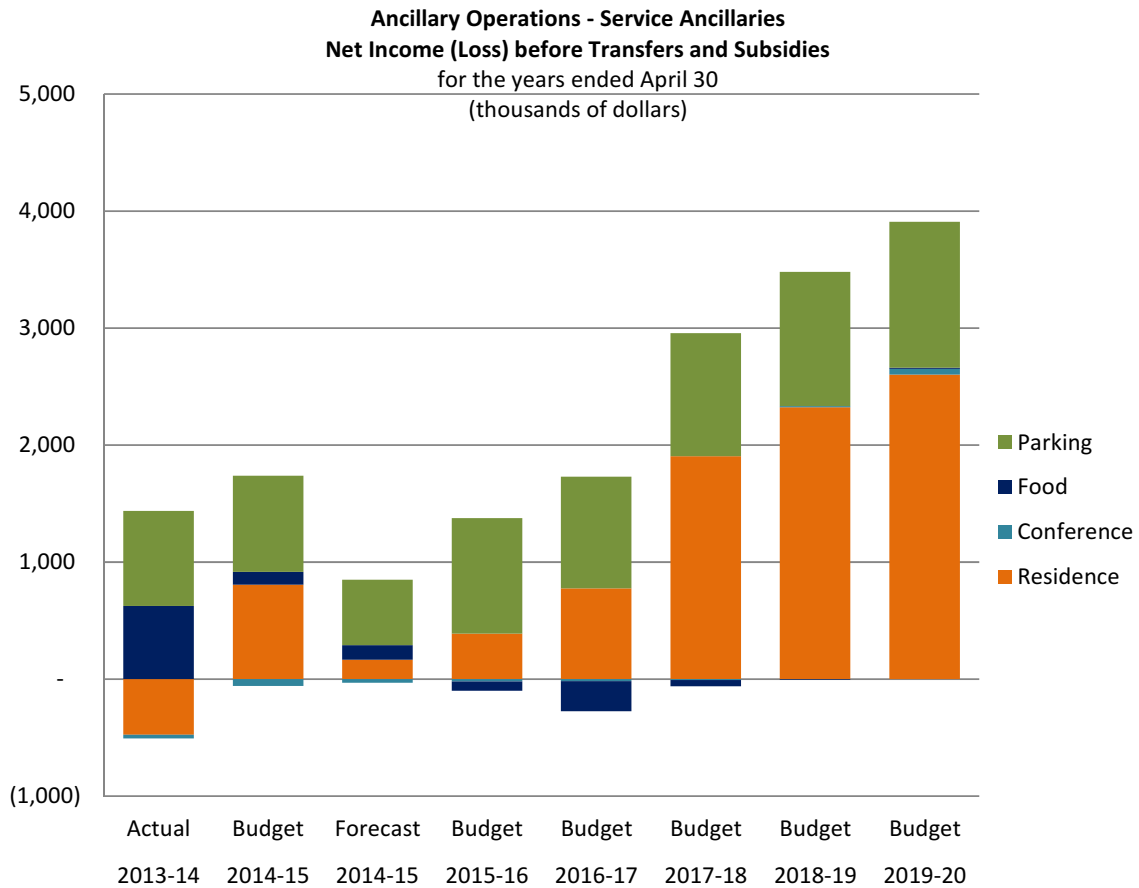
Expenses are expected to increase \$0.4M (2.6%) over 2014-15 forecast reflecting increases due to contractual obligations and inflation.

The long range plan projects revenues to increase by \$4.7M of which \$3.5M is from Residence, \$0.2M from Conference, \$0.5M from Food and \$0.5M from Parking.



**Net Income (Loss)**

The forecasted net income for 2014-15 is \$0.8M before transfers and subsidies, which is \$0.9M less than budget. The apparent shortfall in net income is due to a change in presentation of the revenue from the UTM North 2 capital project for the Erindale Hall rooms that were repurposed into office space, as noted above. Contributing to Net Income are Food (\$0.02M) and Conference (\$0.02M), offset by Residence (\$0.6M) and Parking (\$0.3M).



**Net Income (Loss) before Transfers and Subsidies**  
for the years ended April 30  
(thousands of dollars)

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Residence	(477)	807	164	388	775	1,906	2,323	2,602
Conference	(30)	(60)	(32)	(21)	(19)	(8)	11	49
Food	626	109	125	(78)	(257)	(53)	(7)	9
Parking	810	822	560	989	955	1,050	1,147	1,248
Net income (loss)	929	1,678	817	1,278	1,454	2,895	3,474	3,908

(\*See detailed management report and management reports at Appendices 1 to 4)

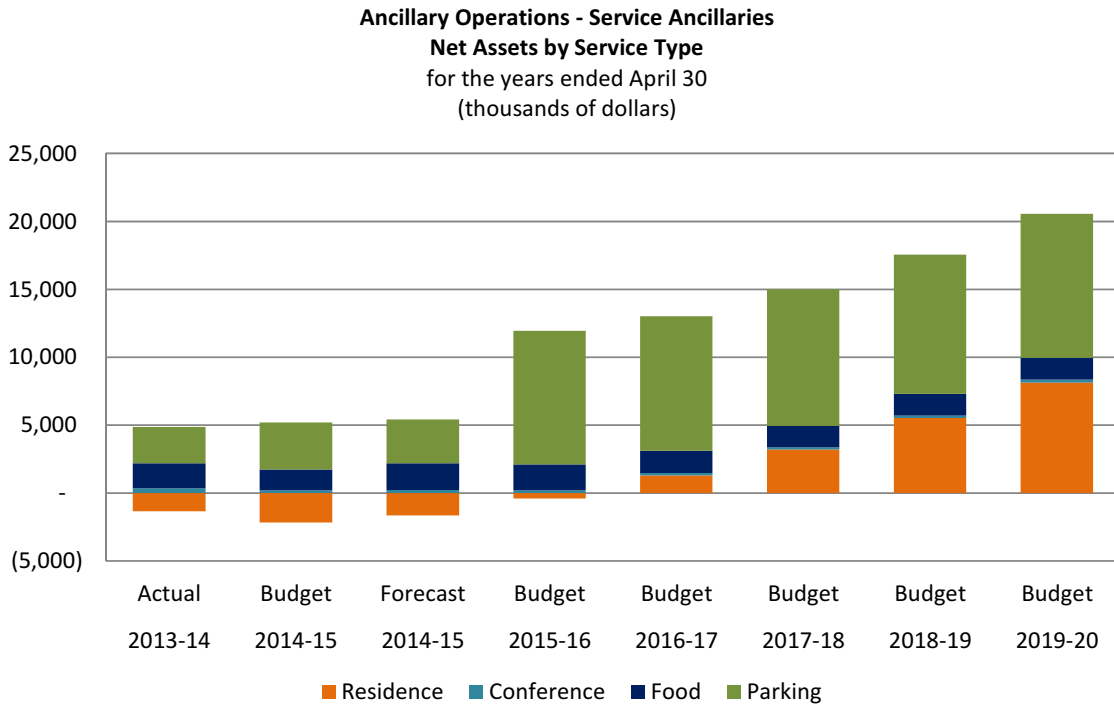
The chart shows the impact of expansion of parking spaces and food service outlets to accommodate growth over the period and a rebuilding of the conference business. Residence net income increases due to planned rate increases.

**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 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 specific purpose.
- 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 been spent on capital assets less depreciation. The funds spent when a capital asset is purchased results in an increase in the investment in capital assets category and a decrease in the unrestricted net assets. Depreciation charges over the life of the capital asset will result in a decrease in the investment in capital assets and an increase in the unrestricted net assets.

The following chart shows the net assets for the ancillaries from 2013-14 to 2019-20.



Net Assets by Service Types  
for the years ended April 30  
(thousands of dollars)

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Residence	(1,322)	(2,156)	(1,639)	(385)	1,297	3,203	5,527	8,129
Conference	348	201	216	194	175	167	178	227
Food	1,858	1,534	1,983	1,905	1,648	1,595	1,588	1,597
Parking	2,665	3,464	3,225	9,844	9,892	10,033	10,273	10,613
Net assets	3,549	3,043	3,785	11,558	13,012	14,998	17,566	20,566

(\*See detailed management reports and operating plans at Appendices 1 to 4)

For 2014-15, the service ancillaries are forecasting total net assets of \$3.8M. The 2015-16 operating plans are projecting total net assets of \$11.6M, the difference coming from the Net Income, described above, and an internal loan transferred in from the UTM operating budget to the Parking ancillary for the parking deck that is being built in 2015, less the amount of the loan principal and interest repayment.

Net assets are expected to grow to \$20.6M by 2019-20, reflecting an increase of \$9.0M from 2015-16. This increase consists of a growth of \$8.5M from Residence, \$0.03M from Conference and \$0.8M from Parking offset by a decrease of \$0.3M from Food.

Net assets are 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 2015-16  
(thousands of dollars)

	Unrestricted Surplus/Deficit	Investment in Capital Assets	Capital Renewal Reserve	Operating Reserve	Construction Reserve	Total Net Assets
Residence	(4,358)	2,453	527	993	-	(385)
Conference	159	-	-	35	-	194
Food	-	1,045	10	133	717	1,905
Parking	-	9,015	-	255	574	9,844
	(4,199)	12,513	537	1,416	1,291	11,558

(\*See detailed management reports and operating plans at Appendices 1 to 4)

The anticipated total net assets for 2015-16 are \$11.6M. The Residence net deficit is due to building expansions to increase residence spaces in prior years. Food and Parking are allocating all unrestricted surpluses to their construction reserves for future capital expansions.

Ancillaries with accumulated deficits are charged interest on their deficits. The interest on this short term financing is charged through their operating account.



## Ancillary Debt

The service ancillaries are projecting a total outstanding debt of \$51.5M (on original loans issued of \$64.3M) for 2014-15. Estimated principal and interest repayments for Residence is \$4.4M on an outstanding balance of \$42.4M and for Parking is \$1.0M on an outstanding balance of \$9.0M. This represents 36.9% and 30.4% of revenue, respectively.

The estimated interest cost on borrowing is \$2.8M or 23.4% of revenue or 23.7% of expenses for Residence and \$0.6M for Parking which represents 17.5% of revenues or 20.9% of expenses.

**Ancillary Operations - Service Ancillaries**  
**Principal Loan Balances**  
 for the years ended April 30  
 (thousands of dollars)

	2013-14 Actual	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Residence	44,578	42,420	40,121	37,671	35,060	32,277	29,310
Conference	-	-	-	-	-	-	-
Food	-	-	-	-	-	-	-
Parking	9,477	9,036	8,565	8,062	7,527	6,955	6,345
<b>Total Loan Balance</b>	<b>54,055</b>	<b>51,456</b>	<b>48,686</b>	<b>45,733</b>	<b>42,587</b>	<b>39,232</b>	<b>35,655</b>

The building expansion from 1997-8 to 2006-7 created a financial strain for Residence, including large borrowings and the resulting accumulated deficit (see Schedule 2). 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. Therefore, Residence expects its total fund balance, closing to turn positive in 2016-17.

A second parking deck, providing approximately 300 spaces, is planned to be constructed and opened in the fall of 2015. The challenge facing the Parking ancillary is that although all operating reserves in excess of expenses are being contributed to the construction reserve, the balance of this reserve will be insufficient to cover the estimated cost of the parking expansion. The construction reserve is estimated to be \$3.0M as of April 30, 2015. The difference of will be loaned from the UTM operating account.

**Ancillary Operations - Service Ancillaries**  
**Principal Loan Balance - Transfer in from UTM Operating**  
 for the years ended April 30  
 (thousands of dollars)

	2013-14 Actual	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Parking Loan			6,235	5,956	5,508	5,024	4,499
Principal Repayments	-	-	(279)	(448)	(484)	(525)	(568)
Total Loan Balance	-	-	5,956	5,508	5,024	4,499	3,931

The Parking ancillary will repay this loan from the UTM operating account over a maximum of 10 years, commencing in September 2015.

The total principal and interest repayment is for 2015-16 is expected to be \$605k reflecting repayments from September 2015 to April 2016. Annual repayments are expected to be \$908k.

Given enrollment and overall campus growth, it may be necessary to further expand the parking deck by 2020-21. Consequently, the Parking ancillary will continue to set aside excess operating surpluses in the construction reserve as it has been for the current deck. The long range plan projects the construction reserve at \$2.8M and therefore there will be the requirement to borrow significantly more for the cost of that deck. The Parking ancillary will continue to review its permit and daily pricing and monitor expenses in order to try and build up the construction reserve, if possible.

## **Review of the 2014-15 Ancillary Operations**

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Residence bed inventory was impacted by the conversion of 100 rooms in Erindale Hall into offices for faculty and staff displaced during the demolition of phase 2 of the North Building construction. The occupancy rate for 2014-15 is slightly better than the 96% occupancy goal budgeted and about the same as the prior year.

Food Services opened a number of new outlets, including the North Side Bistro in Deerfield Hall. Grab and Go items and the Second Cup moved to the Kaneff/Innovation Complex and rotating food trucks were introduced as well. Revenues remain strong, outperforming the budget, with all realized profits redirected to investment in new outlets.

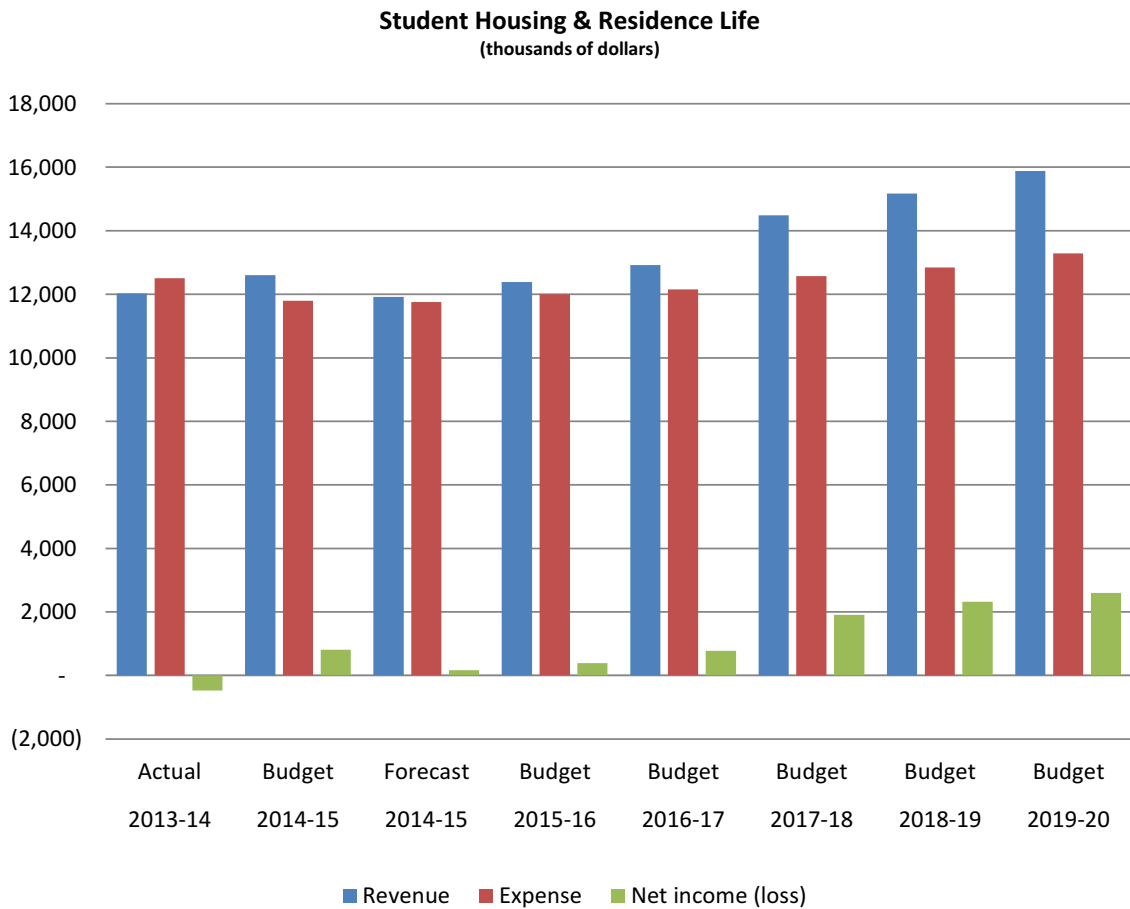
Conference Services was unable to meet its budget due to a reduction of residence rooms at Erindale Hall, as noted above, that were not available for conference groups. There were also fewer rooms in Oscar Peterson Hall due to summer courses and the ACE@UTM program.

Parking lots were very close to maximum capacity in the first six weeks of the fall term, after which, very few issues were encountered finding parking spaces. Parking continues to work with the Registrar's Office, examining traffic patterns and keeping a close eye on campus activities that may impact the ability to park at peak times. Parking continues to generate a surplus that is directed to the construction reserve that will help pay for the deck expansion scheduled to be completed over the summer of 2015, one year earlier than previously planned.

**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 2014-15 is slightly better than budget of 96%.

This ancillary meets two of the objectives and it does not operate without a subsidy nor contribute to the operating budget.



**Ancillary Operations - Service Ancillaries  
Student Housing & Residence Life  
Revenue & Expense**  
for the years ended April 30  
(thousands of dollars)

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenue	12,027	12,603	11,919	12,386	12,922	14,483	15,170	15,884
Expense	12,504	11,796	11,755	11,998	12,147	12,577	12,847	13,282
Net income (loss)	(477)	807	164	388	775	1,906	2,323	2,602
<i>Revenue increase</i>		4.8%	-5.4%	3.9%	4.3%	12.1%	4.7%	4.7%

(\*See detailed management report and operating plan at Appendix 1)

**2014-15 Forecast:**

Revenues are expected to be better than budget because the ancillary was able to slightly exceed the budgeted occupancy of 96%. It should be noted that the \$645k variance from budget is due to a change in the presentation of the revenue. The budget showed the replacement of lost revenue in Erindale Hall as revenue. However, in the forecast, it is now shown more appropriately as a transfer in to ancillary operations. The net effect to the ancillary is nil.

Although there was continued interest for housing by summer ACE@UTM students and from the new International Experience week, summer conference revenues were down, but overall the ancillary achieved slightly better than budgeted summer revenues.

Salaries, wages and benefits were down due to various vacancies and staff turnover. Annual and major maintenance costs are also expected to be less than budget, reflecting changes in the projects that were completed during the year and actual costs coming in better than had been budgeted. Utilities are expected to be more than budget due to changes in utility rates.

The operating result before transfers is projected to be \$0.2M. The total fund balance closing, after the transfer in from UTM operating for the 100 Erindale Hall rooms, is expected to be a deficit of \$1.6M.



**2015-16 Budget & Long Range Plan:**

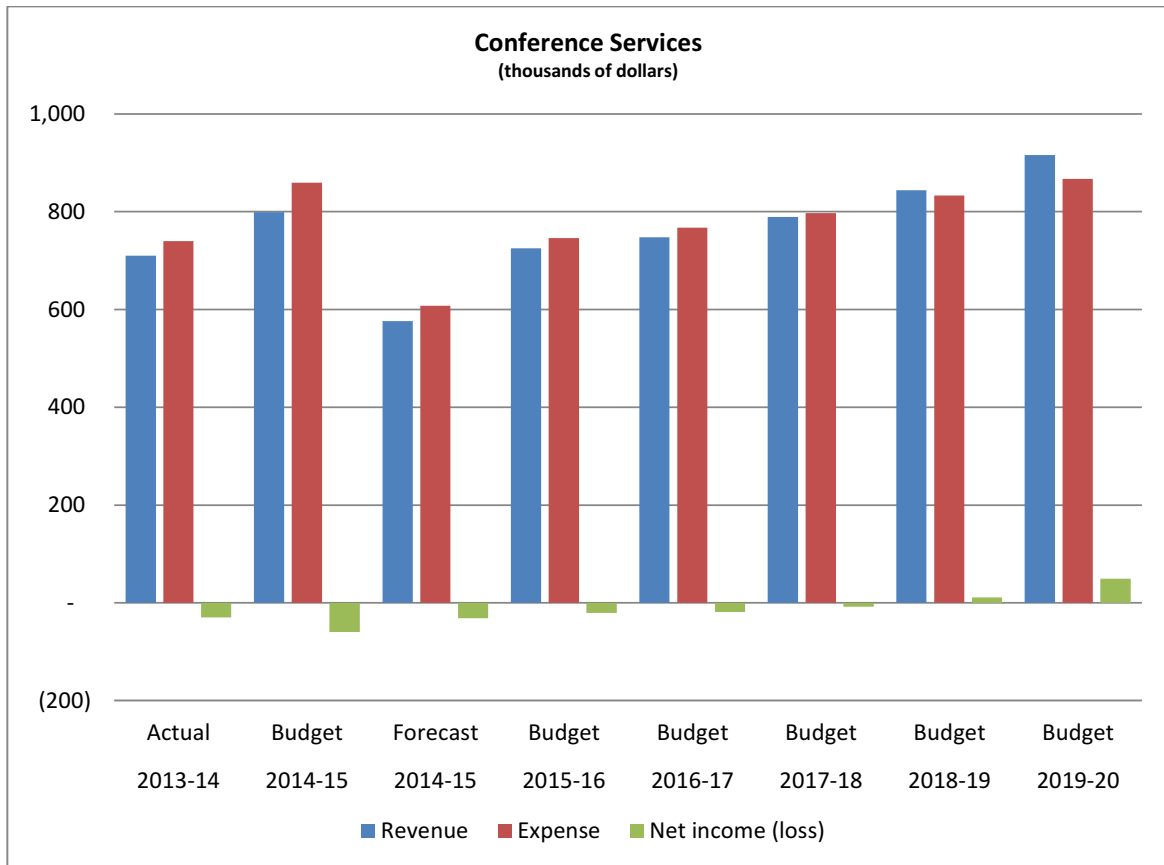
The 2015-16 operating plan includes a 5.5% rate increase and assumes an occupancy rate of 96%. Salaries, wages and benefits reflect increases related to contractual obligations and staffing changes, including a full staff complement. The ancillary is dedicated to reinvesting into the residence facilities and has planned \$0.9M in projects to be completed in 2015-16, including the installation of a new roof in Roy Ivor Hall, townhouse interior renovations and attic repairs, renewing the flooring in Roy Ivor Hall and complete various valve and plumbing repairs. The capitalization of these major capital improvements will be amortized over their useful life and expensed through the Furniture & Equipment Depreciation line.

The ancillary is projecting a closing Total Fund Balance deficit of \$0.4M in 2015-16. The Total Fund Balance, Closing is expected to turn positive in 2016-17.

### Conference Services

The Conference ancillary produces income through the utilization of campus resources that would otherwise remain idle. Due to increasing limitations on residence beds and the loss of larger conference space, the ancillary has found it harder to maintain and attract larger conference groups.

Conference Services currently meets three objectives because the ancillary is expecting to have operating losses and therefore is not operating without subsidy from the operating budget.



**Ancillary Operations - Service Ancillaries  
Conference Services  
Revenue & Expense**

for the years ended April 30  
(thousands of dollars)

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenue	710	799	576	725	748	789	844	916
Expense	740	859	608	746	767	797	833	867
Net income (loss)	(30)	(60)	(32)	(21)	(19)	(8)	11	49
<i>Revenue increase</i>		12.5%	-27.9%	25.9%	3.2%	5.5%	7.0%	8.5%

(\*See detailed management report and management report at Appendix 2)

**2014-15 Forecast:**

Conference Services revenue shortfalls are attributable to the effect of space constraints in a rapidly changing campus environment, including reduced meeting and conference space and residence rooms. Direct expenses are also expected to be less than budget. Salaries, wages and benefits shortfall is due to department reorganization and a staff vacancy for part of the year. Conference expenses are lower than budget as these vary directly with revenues.

The operating result before transfers is expected to be less than \$0.1M deficit and the closing total fund balance is expected to be \$0.2M after transferring \$0.1M to the UTM operating budget.

**2015-16 Budget & Long Range Plan:**

2015-16 reflects a conservative plan but the ancillary is expecting to increase its revenues as the ancillary is committed to promoting UTM as an ideal place for conference events and economical short term accommodation. The ancillary is designing a competitive pricing structure for accommodation, food and space venue rental rates and is adding a conference programming system to allow better capturing of transient accommodation business.

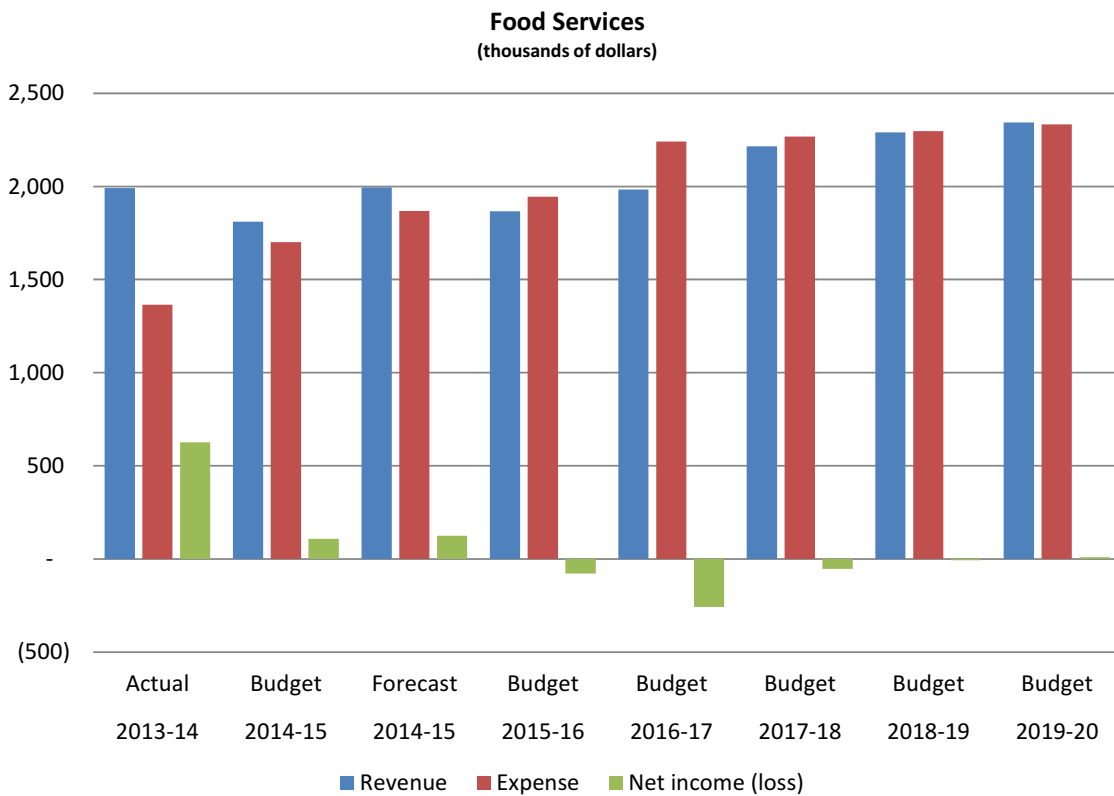
Direct expenses as noted above are largely variable to the revenues and therefore expected to also increase.

Total operating results before transfers are budgeted to be a deficit of less than \$0.1M and the total fund balance, closing is expected to be \$0.2M.

It is unclear as to whether the \$0.1M contribution to the University operating budget will be possible beyond 2014-15.

**Food Services**

Food Services are currently 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 Service at UTM. The Chartwells contract has been extended to April 30, 2015. A self-op feasibility study was completed, concluding that an independent service provider was the only financially feasible choice. The tendering of the Request for Proposal (RFP) for the food service provider will be completed in January 2015, with the contract planned to be awarded prior to the year end.



**Ancillary Operations - Service Ancillaries****Food Services****Revenue & Expense**for the years ended April 30  
(thousands of dollars)

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenue	1,991	1,810	1,994	1,867	1,984	2,215	2,290	2,343
Expense	1,365	1,701	1,869	1,945	2,241	2,268	2,297	2,334
Net income (loss)	626	109	125	(78)	(257)	(53)	(7)	9
<i>Revenue increase</i>		-9.1%	10.2%	-6.4%	6.3%	11.6%	3.4%	2.3%

(\*See detailed management report and operating plan at Appendix 3)

**2014-15 Forecast:**

The 2014-15 forecast is better than budget as a result of selling more larger sized meal plans and selling more meal plans were purchased by non-residents than anticipated. As well, increased revenues came from the opening of the North Side Bistro, the Food Truck program, and catering. Forecasted salaries, wages and benefits are higher than budget due to the addition of a casual communications position and a reallocation of labour to the food services ancillary. Furniture & Equipment depreciation increased due to the investments made in the newly opened food outlets and the expanded Colman Commons. Other expenses are forecast higher than budget due to consulting costs incurred in planning for the Davis Building Food Court and increased support of community events.

The forecasted operating result before transfer is anticipated to be \$0.1M with a total fund balance, closing of \$2.0M.

**2015-16 Budget & Long Range Plan:**

Total revenues for 2015-16 are expected to increase by 6.5% over forecast. This is due to increased enrollment on campus and a modest increase in the average student meal plan of 1.5%. Cost of sales is expected to increase by 9.7% over forecast due to the increased revenues and the anticipated terms of the new contract for service provision. Direct expenses are expected to increase due to contractual obligations, the increased use of the casual communications position, and the full year depreciation of furniture and equipment associated with the North Side Bistro, Innovation Centre Café, Colman Commons expansion, and Spigel kitchen renovations.



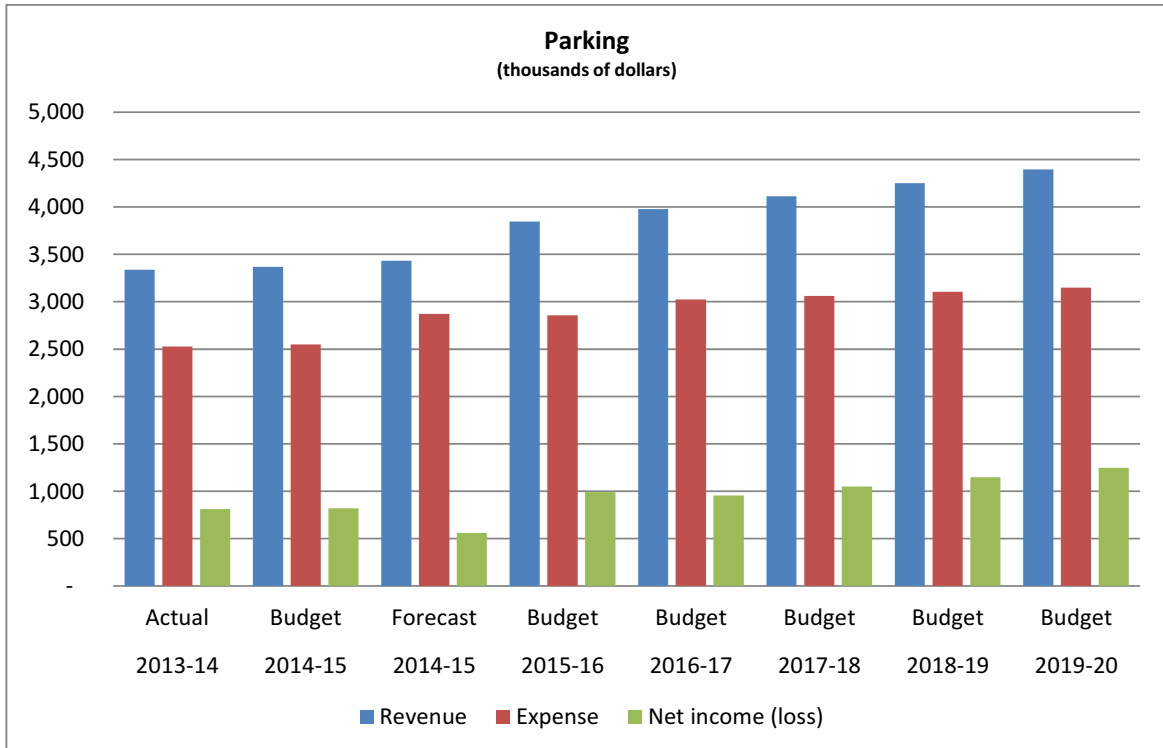
Operating results before transfers are budgeted to be a deficit of \$0.1M and the closing total fund balance is expected to be \$1.9M at the end of 2015-16.

The long range plan provides for investment of approximately \$0.2M for the construction of the North Building phase 2 food outlets, \$0.7M for the construction of the Davis Building permanent food court and \$0.2M in Starbucks renovations to support brand requirements.

**Parking Services**

UTM is a suburban commuter campus where the use of cars is more of necessity than the downtown campus. As of January 2015, UTM will have 2,348 (gross) parking spaces. With the completion of the parking deck expansion, there will be 2,648 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 has resulted in the need for a second parking deck of approximately 300 spaces one year earlier than projected, or in 2015. Although operating revenues in excess of expenses are contributed to the construction reserve, the accumulated amount will be insufficient to cover the entire cost of the new deck. Therefore a loan will be provided to cover the difference from the UTM operating budget.

The Parking ancillary meets two objectives for the 2015-16 budget year (see Schedule 2). The ancillary will not operate without a subsidy from the UTM operating budget and does not contribute net revenues to the operating budget.



**Ancillary Operations - Service Ancillaries  
Parking**

**Revenue & Expense**  
for the years ended April 30  
(thousands of dollars)

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenue	3,336	3,370	3,431	3,847	3,977	4,112	4,252	4,396
Expense	2,526	2,548	2,871	2,858	3,022	3,062	3,105	3,148
Net income (loss)	810	822	560	989	955	1,050	1,147	1,248
<i>Revenue increase</i>		1.0%	1.8%	12.1%	3.4%	3.4%	3.4%	3.4%

(\*See detailed management report and operating plan at Appendix 4)

**2014-15 Forecast:**

Permit and Pay & Display revenues are expected to be better than budget due to having more permits available for sale and higher demand for parking. The increase in expenses over budget is mainly due to expansion of Lot 8 and the paving of Lot 11 that were not anticipated in the budget.

Therefore, the operating result before transfers is expected to be a surplus of \$0.6M and the total fund balance, closing of \$3.2M.

**2015-16 Budget & Long Range Plan:**

The 2015-16 budget includes a 3% permit price increase and the Pay & Display daily maximum will increase \$1 to \$14. Revenues are expected to also increase as a result of the opening of approximately 300 spaces on the 2<sup>nd</sup> deck, in the fall of 2015.

The cost of the parking deck will be paid for by the ancillary via its construction reserve and a loan from the UTM operating budget. The building depreciation expenses will increase as result of this investment which will be amortized over 25 years. Other expenses increase mainly due to contractual obligations and inflation.

The operating result before transfers is expected to be \$1.0M at the end of 2015-16. The closing total fund balance is expected to be \$9.8M in 2015-16 reflecting the loan as a transfer in to the ancillary from the UTM operating budget, less the principal and interest repayment. The closing total fund balance remains positive in the long range plan while taking into account annual payments of \$0.9M per year.

**University of Toronto Mississauga**  
**Service Ancillary Operations Budget Summary**  
**Projected Operating Results for the year ending April 30, 2016**  
 (with comparative projected surplus for the year ending April 30, 2015).  
 (thousands of dollars)

Service Ancillary	Revenue	Expense	Net Income/(Loss) before Transfers	Transfers in/(out)	Net Income/(Loss) after Transfers 2016	Net Income/(Loss) after Transfers 2015
Residence	12,386	11,998	388	865	1,253	(316)
Conference	725	746	(21)	-	(21)	(132)
Food	1,867	1,945	(78)	-	(78)	125
Parking	3,847	2,858	989	5,630	6,619	560
<b>Total</b>	<b>18,825</b>	<b>17,547</b>	<b>1,278</b>	<b>6,495</b>	<b>7,773</b>	<b>237</b>

**University of Toronto Mississauga  
Summary of Service Ancillary Operations Long-Range Budget Results**  
(thousands of dollars)

Service Ancillary	2015-16				Unrestricted Surplus/ (Deficit)	Projected Investment in Capital Assets	Projected Commitment to Capital Renewal (Schedule 3)	Projected Operating Reserve (Schedule 3.1)	Projected Construction Reserve (Schedule 3.1)	2015-16	2017-18	2019-20
	Objectives to be met within 2015-16									Net Assets	Net Assets	Net Assets
	1	2	3	4								
Residence	no	yes	yes	no	(4,358)	2,453	527	993	-	(385)	3,203	8,129
Conference	yes	no	no	yes	159	-	-	35	-	194	167	227
Food	yes	yes	no	no	-	1,045	10	133	717	1,905	1,595	1,597
Parking	no	yes	yes	no	-	9,015	-	255	574	9,844	10,033	10,613
	Total				(4,199)	12,513	537	1,416	1,291	11,558	14,998	20,566

Objectives

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

1. Operates without 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.

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

Service Ancillary	Balance May 1, 2015	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2016	Balance April 30, 2020
Residence	527	-	527	527
Conference	-	-	-	-
Food	10	-	10	10
Parking	-	-	-	-
<b>Total</b>	<b>537</b>	<b>-</b>	<b>537</b>	<b>537</b>



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

Service Ancillary	Operating Reserve				Construction Reserve			
	Balance May 1, 2015	Increase/ (Decrease) in Operating Reserve	Balance April 30, 2016	Balance April 30, 2020	Balance May 1, 2015	Increase/ (Decrease) in Construction Reserve	Balance April 30, 2016	Balance April 30, 2020
Residence	933	60	993	1,025	-	-	-	-
Conference	33	2	35	40	-	-	-	-
Food	130	3	133	151	663	54	717	429
Parking	230	25	255	282	2,993	(2,419)	574	2,819
<b>Total</b>	<b>1,326</b>	<b>90</b>	<b>1,416</b>	<b>1,498</b>	<b>3,656</b>	<b>(2,365)</b>	<b>1,291</b>	<b>3,248</b>

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

Service Ancillary	2014-15 Forecast			2015-16 Budget			2016-17 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	164	(480)	(316)	388	865	1,253	775	908	1,683
Conference	(32)	(100)	(132)	(21)	-	(21)	(19)	-	(19)
Food	125	-	125	(78)	-	(78)	(257)	-	(257)
Parking	560	-	560	989	5,630	6,619	955	(908)	47
<b>Total</b>	<b>817</b>	<b>(580)</b>	<b>237</b>	<b>1,278</b>	<b>6,495</b>	<b>7,773</b>	<b>1,454</b>	<b>-</b>	<b>1,454</b>

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

Service Ancillary	2017-18 Budget			2018-19 Budget			2019-2020 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	1,906	-	1,906	2,323	-	2,323	2,602	-	2,602
Conference	(8)	-	(8)	11	-	11	49	-	49
Food	(52)	-	(52)	(7)	-	(7)	9	-	9
Parking	1,050	(908)	142	1,147	(908)	239	1,248	(908)	340
<b>Total</b>	<b>2,896</b>	<b>(908)</b>	<b>1,988</b>	<b>3,474</b>	<b>(908)</b>	<b>2,566</b>	<b>3,908</b>	<b>(908)</b>	<b>3,000</b>

**University of Toronto Mississauga**  
**Service Ancillaries Operations Budget Summary**  
**Summary of 2015-16 Capital Budgets**  
 with comparative figures as at April 30  
 (thousands of dollars)

Service Ancillary	2015-16	2014-15
Residence	905	953
Conference	-	-
Food	75	560
Parking	9,265	-
<b>Total</b>	<b>10,245</b>	<b>1,513</b>

**University of Toronto Mississauga  
Schedule of 2015-16 Ancillary Rates**

	2014-15 Rate \$	2015-16 Rate \$	Increase \$	Increase %	Prior Year Increase %
<b>Parking</b>					
Reserved (annual)	961.96	990.82	28.86	3.0%	3.0%
Premium Unreserved (annual - Lots 4,8,9)	686.53	707.13	20.60	3.0%	3.0%
Unreserved (annual - Lots 4 & 8 only)	664.27	684.20	19.93	3.0%	3.0%
Student Unreserved (sessional - Lots 4 & 8 only)	276.77	285.07	8.30	3.0%	3.0%
Unreserved Afternoon (annual - after 3:30pm)	180.00	190.00	10.00	5.6%	-67.0%
Commercial (annual - Lots 4,8,9)	1,112.90	1,146.29	33.39	3.0%	3.0%
Pay & Display (daily maximum) <i>(6:30am to 8:00am next day)</i>	13.00	14.00	1.00	7.7%	-
Pay & Display (evening/weekend) <i>(5:00pm to 8:00am next day)</i>	6.00	6.00	-	-	-
Pay & Display (per half hour) <i>(6:30am to 5:00pm)</i>	2.50	2.50	-	-	-
Pay & Display (per half hour) <i>(weekdays 5:00pm to 8:00am next day; weekends &amp; holidays)</i>	1.00	1.00	-	-	-
<b>Food</b>					
Group A					
Plus	4,699	4,799	100	2.1%	4.4%
Regular	4,349	4,399	50	1.1%	3.6%
Light	3,999	3,999	-	0.0%	1.3%
Minimum	3,649	3,699	50	1.4%	0.3%
Group B					
Regular	2,499	2,549	50	2.0%	4.2%
Light	2,199	2,249	50	2.3%	2.3%
Minimum	1,899	1,949	50	2.6%	2.7%

**University of Toronto Mississauga  
Schedule of 2015-16 Ancillary Rates**

	2014-15 Rate \$	2015-16 Rate \$	Increase \$	Increase %	Prior Year Increase %
<b>Residence</b>					
<b><u>Undergraduate Students</u></b>					
Townhouses (Schreiberwood, McLuhan, Putnam, Leacock)	7,424	7,832	408	5.5%	5.0%
Premium Townhouses (Leacock 2 bedroom, MaGrath Valley)	8,281	8,736	455	5.5%	5.0%
Suites (Roy Ivor, Erindale)	8,281	8,736	455	5.5%	5.0%
Dormitory (Oscar Peterson)	7,424	7,832	408	5.5%	5.0%
<b><u>Family &amp; Graduate Housing (per month)</u></b>					
Schreiberwood					
2 bedroom townhouse	1,325	1,391	66	5.0%	14.0%
May to Aug	1,391	1,512	121	8.7%	5.0%
Sept to April					
3 bedroom townhouse					
May to Aug	1,365	1,433	68	5.0%	14.0%
Sept to April	1,433	1,512	79	5.5%	5.0%
4 bedroom townhouse					
May to Aug	1,415	1,486	71	5.0%	16.0%
Sept to April	1,486	1,568	82	5.5%	5.0%
Small Bachelor					
May to Aug	818	859	41	5.0%	5.0%
Sept to April	859	906	47	5.5%	5.0%
Large Bachelor					
May to Aug	859	902	43	5.0%	5.0%
Sept to April	902	952	50	5.5%	5.0%
Shared Bachelor					
May to Aug	859	902	43	5.0%	5.0%
Sept to April	902	952	50	5.5%	5.0%

## **Student Housing & Residence Life Operating Plans 2014-15 to 2019-20**

### **Management Report**

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#### **1. Overview of Mission, Issues and Services**

The University of Toronto Mississauga department of Student Housing & Residence Life advances the mission of the University by creating a holistic student experience that promotes academic and personal success. We provide facilities that are safe & secure, well-maintained, and competitively priced in an effort to foster a supportive community that values diversity, equity, and inclusion. Informed by research & assessment, we offer innovative programs & services that enhance student learning & development. Our peer-based approach, dedicated professional staff, and collaborative attitude contribute to a unique and unparalleled student *experience*.

##### **1.1 Strategic Priorities as per the Service Ancillary Review Group (SARG)**

- i. Operate without a subsidy from the University operating budget.
- ii. Include all costs of capital renewal and deferred maintenance.
- iii. Generate sufficient surplus to cover operating contingencies.
- iv. Contribute net revenue to the operating budget, where possible.
- v. Where capital expansion has occurred, the operating budget is in a surplus position within 5 years of the building opening, and the Total Fund Balance is in a positive position within 8 years of the building opening.

##### **1.2 Background, Issues and Service**

Student Housing & Residence Life (SHRL) provides housing in various Academic Living Communities, meaning the student is living in a community (floor/row/townhouse) with student in the same or a similar academic discipline. First year communities include: Oscar Peterson Hall, McLuhan Court, Putman Place, Leacock Lane and Schreiberwood. Upper year communities are housed in Erindale Hall, Roy Ivor Hall, Leacock Lane, Schreiberwood and MaGrath Valley.

Main accomplishments or issues facing the ancillary include:

- Overall Student Housing & Residence Life slightly exceeded our 96% goal for occupancy management for the 2013-14 academic year.
- In spring 2014 Student Housing & Residence Life participated in the Residence Assessment provided by Educational Benchmarking (EBI). This assessment compares UTM's residence experience, learning and satisfaction against 350+ institutions worldwide. UTM did well in Safety and Security



and satisfaction with student-staff (Dons, RECs, RSA) and will develop strategic objectives to continue to improve in other areas.

- Student Housing & Residence Life has provided the University with 100 residence spaces effective July 2014, for the duration of the North Building Phase II construction project. The 15-16 budget year will be the second year of this three year project. The Fall/Winter occupancy has been assumed at 99% and the Summer Revenues have been assumed to be unaffected despite the re-purposing of the 100 residence spaces because the financial impact is uncertain. The University will compensate for lost Residence Fee Revenue resulting from the ancillary's reduced residence room availability of these 100 rooms. Currently Erindale Hall is an upper year residence therefore the temporary elimination of 100 beds does not impact the 1<sup>st</sup> year guarantee. However it will have an impact on strategic occupancy management and the waitlist.

## 2. 2014-2015 Operating Plan Forecast

Residence Fees are expected to be better than budget due to overall campus residence occupancy exceeding 96% early in the academic cycle. Summer residence business was down slightly. However we did see a continued interest for housing by students participating in the summer ACE@UTM program, and added an International Experience week. However summer revenue related to the conference business number were down from 2013-14.

Residence Fees – Fall/Winter appear to be \$645,953 less than budget due to a change in the presentation of the revenue paid by UTM for the Erindale Hall rooms that have been temporarily to office space. The forecast accounts for this revenue in Schedule 2 as a Transfer in to Ancillary Operations, whereas it is included in the Operating Statement, Schedule 1, in the budget. There is no financial impact, other than the presentation.

Student Housing & Residence Life invested in new asphalt roadway and concrete sidewalks and landscaping in McLuhan Court and Putman Place (~\$525k). Centralized garbage collection bins were also built in these communities.

New exterior lighting was added on the front and back of all townhouses complexes as a security enhancement (~\$60k).

Salary, Wages & Benefits are expected to be slightly under budget (\$73,590) as a result of various vacancies and a great deal of staff changeover. However we do expect all vacancies to be full by mid-cycle and have budgeted a full team in future years.

Although still early in the academic cycle, utilities are projected to be over budget (\$140K). Most of the increase can be accounted for in increased utility rates.

The Communications forecast is greater than budget as a direct result of increased occupancy and the rezNET fee transfer to accommodate the increased rezNET users.

We are projecting Cleaning Costs to be over budget again in 2014-15. This is primarily connected to third party cleaning contracts during peak demand periods (e.g. check-out). Student Housing & Residence Life will continue to work closely with Facilities Management and Planning (FMP) to ensure careful monitoring during transition and turnover periods.

Therefore, the Operating Result before Transfers is projected to be a surplus of \$163,535 which is \$643,264 less than the budgeted amount. The Total Fund Balance-Closing, shown on Schedule 2, is a forecast cumulative deficit of approximately (\$1,638,753).

### **3. 2015-16 Budget**

Student Housing & Residence Life provided considerable opportunity for student consultation on the 2015-16 budget. The Student Housing Advisory Committee (SHAC) had four (4) budget related meetings in October. SHAC supported a draft 2015-16 budget and a 5.5% across the board increase in residence fees.

Fall/Winter Session revenues are based on occupancy of 96%. Summer Session revenues are expected to remain similar to 2014-15. SHRL projects continued demand for summer housing, continued demand with the summer ACE@UTM program demand.

Loan Principal & Interest Expenses continue to be the largest expense accounting for 40% of expenses. Mortgage-related expenses and the policy requirement to be in a positive fund balance position at 2016-17 closing are the two biggest pressures on the SHRL budget.

Other Income primarily reflects the anticipated Summer Conference, rezNET and rezONE fee revenues.

Major Maintenance expenses reflect costs associated with a number of projects: although it appears that there will be less spending on Major Maintenance in 2015-16, the figure actually reflects \$900k in project spending that will be capitalized. Based on feedback from SHRL and FMP staff and members of SHAC we are dedicated to re-investing as much as possible into the residence facilities including but not limited to: a new roof in Roy Ivor Hall, townhouse interior renovations, townhouse attic repairs, Roy Ivor Hall flooring, and various valve and plumbing repairs.

Department/College Overhead Charges reflect a 20% increase as a result of contractual obligations and residence services cost recovery for campus police, human resources, mail, etc.

The Operating Results before Transfers is budgeted to be \$388,343. The Total Fund Balance- Closing at the end of 2015-16 a deficit of \$385,546.

#### **4. Category of Users and Accessibility**

Student Housing & Residence Life is the largest UofT residence department with over 1,500 student residence spaces, providing the most diverse range of housing options for undergraduate, graduate and professional students, and for students with families.

Residence is guaranteed for all new full-time students entering their first year of university in an undergraduate program for the first time, have indicated their interest in residence when completing their University common residence application and have accepted an offer of admission.

New international permit-holding undergraduate students admitted to UTM who receive a UofT Housing Guarantee for their first year of study, also will receive an exclusive four-year International Student Housing Guarantee, assuming they meet the minimum returning eligibility requirements.

Exchange students accepted to the UofT exchange program are also guaranteed housing assuming they meet the minimum eligibility requirements for exchange students.

Student Housing & Residence Life also continues the commitment to provide a residence room at no charge to one student through the World University Service of Canada (WUSC) student refugee program.

#### **5. Long Range Plan: 2016-17 to 2019-20**

The long range plan assumes rate increases of 5% in each of the years 2016-17 to 2019-20 and that there is limited revenue loss (~\$10,000 in Laundry revenue) in 2015-16 and 2016-17 related to the 100 residence rooms in Erindale Hall that have been temporarily converted to office space for the North Building Phase 2 construction. In the 2015-2016 cycle Student Housing & Residence Life will embark on a Demand and Market Analysis to inform Long Range Planning.

The ancillary's long-range plans remain on pace to turn a positive total fund balance in year 9 (2016-2017) of the plan.

Schedule 1

University of Toronto Mississauga  
Student Housing & Residence Life  
Statement of Operating Results  
in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
<b>Revenue</b>									
Residence Fees - Fall/Winter Session	10,297,796	10,789,549	10,143,596	(645,953)	10,584,284	11,065,878	12,534,592	13,161,321	13,811,531
Residence Fees - Summer Session	548,600	500,000	501,282	1,282	517,264	543,127	570,283	598,797	628,737
Laundry Income	143,854	131,087	128,957	(2,130)	131,087	131,087	141,587	141,587	141,587
Other Income	499,513	639,199	606,242	(32,957)	588,141	588,141	604,045	604,045	604,045
Value of Don's & Dean's Rooms	537,546	543,292	538,555	(4,737)	565,325	593,643	632,957	664,605	697,835
<b>Total Revenue</b>	<b>12,027,307</b>	<b>12,603,127</b>	<b>11,918,632</b>	<b>(684,495)</b>	<b>12,386,101</b>	<b>12,921,876</b>	<b>14,483,464</b>	<b>15,170,355</b>	<b>15,883,735</b>
<b>Direct Expenditures</b>									
Salary, Wages & Benefits	1,651,658	1,989,637	1,916,047	73,590	2,212,133	2,287,071	2,360,839	2,440,775	2,523,893
Supplies	64,331	83,546	82,000	1,546	84,460	86,994	89,604	92,292	95,061
Utilities	1,206,743	1,178,757	1,320,158	(141,401)	1,470,679	1,514,799	1,560,243	1,607,050	1,655,262
Garbage	47,438	29,244	54,882	(25,638)	42,580	43,858	45,173	46,529	47,924
Snow Removal, Grounds Maintenance	226,021	230,923	230,923	-	237,913	245,050	252,402	259,974	267,773
Insurance	61,239	63,961	60,926	3,035	63,363	65,264	67,222	69,239	71,316
Communication	317,190	280,355	303,997	(23,642)	303,435	306,571	259,151	176,984	180,591
Furniture & Equipment Repair	3,815	6,409	6,409	-	6,601	6,799	7,003	7,213	7,429
Annual Maintenance	627,033	772,248	662,936	109,312	732,607	739,135	769,450	792,533	816,309
Major Maintenance	2,333,061	1,051,009	1,040,830	10,179	489,920	462,266	521,639	453,791	533,070
Furniture & Equipment Depreciation	71,018	209,665	124,515	85,150	222,470	351,853	560,979	775,712	918,677
Non-Depreciable Assets	53,071	48,410	48,000	410	49,440	50,923	52,451	54,025	55,646
Loan Principal & Interest Expenses	4,452,114	4,400,943	4,400,943	-	4,368,456	4,334,021	4,297,519	4,258,824	4,217,806
Finance Charges	7,626	20,000	20,000	-	15,000	8,000	5,000	5,000	5,000
Value of Don's & Dean's Rooms	537,546	543,292	538,555	4,737	565,325	593,643	632,957	664,605	697,835
Cleaning Costs	106,132	76,722	131,343	(54,621)	114,584	118,022	121,562	125,209	128,965
Residence Life Expenses	155,506	153,425	153,425	-	161,096	169,151	177,609	186,489	195,813
Miscellaneous	232,887	262,868	262,868	-	395,754	278,877	287,243	295,860	301,777
<b>Total Direct Expenditures</b>	<b>12,154,427</b>	<b>11,401,414</b>	<b>11,358,757</b>	<b>42,657</b>	<b>11,535,816</b>	<b>11,662,297</b>	<b>12,068,046</b>	<b>12,312,104</b>	<b>12,720,147</b>
<b>Indirect Expenditures</b>									
Central Overhead Charges	36,284	42,580	42,580	-	45,970	48,269	50,682	53,216	55,877
Department/College Overhead Charges	288,592	325,450	327,062	(1,612)	397,221	417,082	437,936	459,833	482,825
Facilities & Services Overhead Charges	24,642	26,584	26,698	(114)	18,751	19,689	20,673	21,707	22,792
<b>Total Indirect Expenditures</b>	<b>349,518</b>	<b>394,614</b>	<b>396,340</b>	<b>(1,726)</b>	<b>461,942</b>	<b>485,040</b>	<b>509,291</b>	<b>534,756</b>	<b>561,494</b>
<b>Total Expenditures</b>	<b>12,503,945</b>	<b>11,796,028</b>	<b>11,755,097</b>	<b>40,931</b>	<b>11,997,758</b>	<b>12,147,337</b>	<b>12,577,337</b>	<b>12,846,860</b>	<b>13,281,641</b>
<b>Operating Results Before Transfers</b>	<b>(476,638)</b>	<b>807,099</b>	<b>163,535</b>	<b>(643,564)</b>	<b>388,343</b>	<b>774,539</b>	<b>1,906,127</b>	<b>2,323,495</b>	<b>2,602,094</b>

Schedule 1A

University of Toronto Mississauga  
 Student Housing & Residence Life  
 Statement of Loan Payments  
 in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Loan Interest Expense	2,917,630	2,784,682	2,784,682	-	2,642,947	2,491,845	2,330,750	2,158,997	1,975,877
Loan Principal Expense	1,513,958	1,616,261	1,616,261	-	1,725,509	1,842,176	1,966,769	2,099,827	2,241,929
<b>Total Loan Payments</b>	<b>4,431,588</b>	<b>4,400,943</b>	<b>4,400,943</b>	<b>-</b>	<b>4,368,456</b>	<b>4,334,021</b>	<b>4,297,519</b>	<b>4,258,824</b>	<b>4,217,806</b>

Schedule 2

University of Toronto Mississauga  
Student Housing & Residence Life  
Statement of Reserves  
in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
<b>Total Fund Balance - Opening</b>	(2,145,469)	(1,662,830)	(1,322,107)	340,723	(1,638,753)	(385,546)	1,297,120	3,203,247	5,526,741
Net Operating Results before Transfers	(476,638)	807,099	163,535	(643,564)	388,343	774,539	1,906,127	2,323,495	2,602,094
Transfers in (out) of Ancillary Operations	1,300,000	(1,300,000)	(480,181)	819,819	864,864	908,127	-	-	-
Net Operating Results after Transfers	823,362	(492,901)	(316,646)	176,255	1,253,207	1,682,666	1,906,127	2,323,495	2,602,094
<b>Total Fund Balance - Closing</b>	<b>(1,322,107)</b>	<b>(2,155,731)</b>	<b>(1,638,753)</b>	<b>516,978</b>	<b>(385,546)</b>	<b>1,297,120</b>	<b>3,203,247</b>	<b>5,526,741</b>	<b>8,128,835</b>
<i>Closing Fund Balance is made up of:</i>									
Investment in Capital Assets	942,745	2,219,153	1,770,784	(448,369)	2,453,314	3,519,961	5,013,732	6,788,499	7,648,574
Internally Restricted									
Capital Renewal Reserve	526,528	526,528	526,528	-	526,528	526,528	526,528	526,528	526,528
Operating Reserve	887,840	916,500	933,385	16,886	993,140	994,272	1,003,286	1,009,898	1,025,268
Construction Reserve									
Unrestricted Surplus/(Deficit)	(3,679,221)	(5,817,912)	(4,869,451)	948,461	(4,358,528)	(3,743,641)	(3,340,299)	(2,798,184)	(1,071,534)

Schedule 3

University of Toronto Mississauga  
 Student Housing & Residence Life  
 Schedule of Major Maintenance  
 in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Major Maintenance	2,333,061	1,051,009	1,040,830	(10,179)	489,920	462,266	521,639	453,791	533,070
<b>Total Major Maintenance</b>	2,333,061	1,051,009	1,040,830	(10,179)	489,920	462,266	521,639	453,791	533,070



Schedule 4

University of Toronto Mississauga  
 Student Housing & Residence Life  
 Schedule of Deferred Maintenance  
 in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Deferred Maintenance									
<b>Total Deferred Maintenance</b>	-	-	-	-	-	-	-	-	-

Schedule 5

University of Toronto Mississauga  
Student Housing & Residence Life  
Schedule of Capital Expenditure  
in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Building	99,488	1,049,359	627,977	(421,382)	475,000	542,000	556,750	534,288	593,652
Renovations		350,000	214,705	(135,295)	430,000	346,500	363,826	382,017	401,117
Furniture & Equipment			109,872	109,872		530,000	1,134,174	1,634,174	783,983
<b>Total Capital Expenditure</b>	99,488	1,399,359	952,554	(446,805)	905,000	1,418,500	2,054,750	2,550,479	1,778,752

Schedule 6

University of Toronto Mississauga  
Student Housing & Residence Life  
Schedule of Rates  
in \$'s

	Period	2014-15	% Change	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Undergraduate Students</b>								
<i>(rates are per Fall/Winter session)</i>								
Townhouses (Schreiberwood, McLuhan, Putnam, Leacock)	Sept 1 - Apr 30	7,424	5.5%	7,832	8,224	8,635	9,067	9,520
Premium Townhouses (Leacock 2 bedroom)	Sept 1 - Apr 30	8,281	5.5%	8,736	9,173	9,632	10,114	10,620
Suites (Roy Ivor, Erindale)	Sept 1 - Apr 30	8,281	5.5%	8,736	9,173	9,632	10,114	10,620
Dormitory (Oscar Peterson)	Sept 1 - Apr 30	7,424	5.5%	7,832	8,224	8,635	9,067	9,520
Premium Townhouses (MaGrath Valley)	Sept 1 - Apr 30	8,281	5.5%	8,736	9,173	9,632	10,114	10,620
<b>Family &amp; Graduate Housing</b>								
<i>(rates are rent per month)</i>								
Schreiberwood								
3 bedroom townhouse	May 1 - Aug 31	1,365		1,433	1,512	1,588	1,667	1,750
	Sept 1 - Apr 30	1,433	5.5%	1,512	1,588	1,667	1,750	1,838
4 bedroom townhouse	May 1 - Aug 31	1,415		1,486	1,568	1,646	1,728	1,814
	Sept 1 - Apr 30	1,486	5.5%	1,568	1,646	1,728	1,814	1,905
Small Bachelor	May 1 - Aug 31	818		859	906	951	999	1,049
	Sept 1 - Apr 30	859	5.5%	906	951	999	1,049	1,101
Large Bachelor	May 1 - Aug 31	859		902	952	1,000	1,050	1,103
	Sept 1 - Apr 30	902	5.5%	952	1,000	1,050	1,103	1,158
Shared Bachelor	May 1 - Aug 31	859		902	952	1,000	1,050	1,103
	Sept 1 - Apr 30	902	5.5%	952	1,000	1,050	1,103	1,158

## **Conference Services Operating Plans 2014-15 to 2019-20**

### **Management Report**

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## **1. Overview of Mission, Issues and Services**

### **1.1 Objectives**

- To manage room bookings and offer support for catering orders for all UTM departments and groups; increasing departmental operating efficiency by providing this one stop service for larger all-encompassing events.
- To support UTM departments in the planning of details related to conferences and special events.
- To produce income for UTM through the utilization of campus resources that might otherwise remain idle.
- To cover both direct and indirect costs and produce a contribution to the operating budget annually.
- To maintain and replace campus resources which can be used for both conference and other uses.
- To maintain an operating reserve equal to ten percent of total annual expenses net of capital renewal and Conference Expense – Food.
- To further the academic mission and recruiting efforts by providing opportunities for academic and youth conferences.
- To increase campus activity in the spring/summer by contributing to a vibrant campus; providing increased employment opportunities for campus service staff; and stabilizing the annual work cycle of this typically seasonal campus group.
- To put systems, procedures and plans in place to streamline process, increase productivity and capitalize on transient business
- To work on marketing and selling the summer business through advertising, word of mouth and posting packages

### **1.2 Background, Issues and Service**

Conference Services provides group arrangements, including accommodations and food arrangements, classrooms and meeting spaces for a very diverse group of customers including youth groups, professional groups, academic departments, governmental groups, language camps and sports teams.

Main issues facing the ancillary include:

- Effective utilization and availability of space in a rapidly changing campus environment.

- Provide support of and service to increasing requests from internal departments - while UTM continues to experience a shortage of meeting and conference space.
- Increasing external sales and operating contributions while meeting the U of T temporary use of space guidelines.
- To maintain and improve historical operating results before transfers in light of a reduction in accommodation (residence rooms) available to conference due to:
  - Increasing number of spring/summer session residence students and students enrolled in the ACE@UTM program and other language programs.
  - Required maintenance of residence buildings.
  - Repurposing residence rooms to office space during the construction of the North Building Phase 2 for the summers of 2014-2016.

## 2. 2014-15 Operating Plan and Experience

Total Revenue is expected to be \$223,215 less than what was originally budgeted. Low revenues are a consequence of shortfalls in Conference Income – Accommodation of \$102,797. These shortfalls are attributed to a reduction of residence rooms at Erindale Hall that were not available for conference groups over the 2014 Summer because they were being prepared to be assigned to UTM departments that will be relocated from the North Building due to construction of North 2. There were also fewer rooms available at Oscar Peterson Hall because a higher number of summer students renting rooms during their summer courses and international students enrolled in the ACE@UTM program. In addition, Conference Income – Food is expected to \$131,473 short of Budget, as a direct result of the lower accommodation.

Conference Income – Facilities/Space Rental is expected to grow with the addition of new vibrant and multipurpose locations for Conference symposiums, such as the Innovation Complex Rotunda and Deerfield Hall. The Rotunda will be used less than originally anticipated as it is primarily a student space and parameters have been put in place to limit use of the space.

The Total Direct Expenditures are expected to be \$250,895 less than Budget. These savings are primarily coming from:

- Salaries, Wages and Benefits with \$84,363 –due to a department reorganization that modified the full time employment (FTE) factor.
- Conference Expense – Food with \$131,473–which has been driven by the lower catering revenue.
- The lower Conference Accommodation expense due to the lower conference income from accommodation.

The Operating Result before Transfers is expected to be a deficit of \$32,214 which is \$27,680 less than budgeted.

A transfer out of the Conference Ancillary to the University Operating Budget of \$100,000 is planned.

The total closing fund balance is expected to be \$215,679 at the end of 2014-15.

### **3. 2015-16 Budget**

The Conference Services Budget for 2015-16 reflects a conservative approach to operational and financial planning.

The number of accommodation units will be significantly decreased for the 2015-16 operating season due to:

- Required maintenance some of the residences.
- The use of 100 rooms in Erindale Hall as offices to accommodate staff due to the construction of North 2.
- Roy Ivor Hall and MaGrath Valley will be used to accommodate UTM students during the summer session.
- International students enrolling in the ACE@UTM program are expected to use 250 rooms.

Even with a fewer number of units available for use, Conference Income – Accommodation in 2015-16 is expected to grow in comparison to 2014-15. Conference Services is committed to promote UTM as both an ideal place for conference events and economical short term accommodation for individuals. Conference Services is now working on designing a competitive pricing structure both in accommodation, food and space venue rental rates. We are also adding a conference programming system which could allow us to capture more transient accommodation business.

Total direct expenses are largely variable; they are directly proportional to the revenue. The total direct operating expenditures are budgeted to be \$656,710.

Total indirect expenses include an allocation for human resources, police, mail, utilities, caretaking, etc. and are expected to decrease to \$89,358 in 2015-16.

The operating result before transfers is budgeted to be a deficit of \$21,566 and the total closing fund balance is budgeted to be \$194,113.

It is unclear as to whether or not the contribution of \$100,000 to the University Operating Budget will be possible beyond 2014-15. The Department is expecting a period of three years of deficits before the budget returns to a break-even point or starts generating a surplus. Those operating deficits will be covered by the

ancillary's operating reserve. Any further contribution to the University Operating Budget will reduce the Total Fund Balance.

#### **4. Categories of Users and Accessibility**

Conference Services are used by both external and internal groups however the overwhelming demand from internal departments and student groups leaves little space options to be sold to external guests. Conference Services will be working on a long range plan to maximize space, standardize procedures and sell the available space to external guests through social media, marketing and word of mouth advertising. The Department will continue to offer exceptional services while taking into account our competition and market trends.

#### **5. Long Range Plan: 2016-17 to 2019-20**

The long range plan continues to budget conservatively for the Conference Revenues while maintaining a healthy Fund Balance and progressively reducing its budget deficits. This approach accommodates the anticipated growth in expenses, especially the Department/College Overhead Charges. The approach will also support the Department in its effort to "re-build" the conference business at UTM during a period of rapid campus changes.

UTM is becoming busier every summer season due to the increasing offer of academic courses from the main curriculum, extra-curricular courses and programs from the School of Continuing Studies. Furthermore these activities are demanding more classrooms as well as residence rooms reducing the spaces available for external groups' sales. That said, we believe we have an opportunity to re-focus and re-build Conference Services at UTM.

Conference Services believes that an educational setting is the best place for learning. The Department is focusing in capturing business from groups that are interested in using the space for events that pursue educational purposes.

Therefore Conference Services is planning to implement a system that will improve tracking individual and short term hosting so as to more efficiently manage workload and inform specific marketing initiatives that will maximize financial return to the department.

Conference Services is looking forward to the addition of North 2 that along with Deerfield Hall, Spigel Hall, Colman Commons and the Innovation Complex Rotunda will permit hosting events simultaneously from various internal and external customers.

To conclude, Conference Services remains committed to its vision of providing excellent customer service while maximizing the University's revenues by assisting individuals and groups with the organization of the events being hosted at UTM's world class infrastructure and breathtaking nature green surroundings.



Schedule 1

University of Toronto Mississauga  
Conference Services  
Statement of Operating Results  
in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
<b>Revenue</b>									
Conference Income - Accommodation	209,687	261,085	158,288	(102,797)	180,500	187,720	197,106	216,817	238,498
Conference Income - Food	327,652	338,918	207,445	(131,473)	327,652	337,482	347,606	358,034	368,775
Conference Income - Facilities/Space Rental	168,243	195,400	203,222	7,822	211,350	217,691	239,460	263,406	302,916
Investment Income	4,028	4,000	3,983	(17)	3,500	3,605	3,713	3,825	3,939
Other Income	35	-	3,250	3,250	1,500	1,545	1,591	1,639	1,688
<b>Total Revenue</b>	<b>709,644</b>	<b>799,403</b>	<b>576,188</b>	<b>(223,215)</b>	<b>724,502</b>	<b>748,042</b>	<b>789,476</b>	<b>843,720</b>	<b>915,817</b>
<b>Direct Expenditures</b>									
Salary, Wages & Benefits	181,231	274,376	190,013	84,363	234,299	244,752	255,955	267,718	275,564
Conference Expense - Food	327,652	338,918	207,445	131,473	327,652	337,482	347,606	358,034	368,775
Supplies	4,881	11,200	28,241	(17,041)	8,000	6,000	6,000	6,000	6,000
Communications Cost	5,247	6,530	5,181	1,349	5,200	5,356	5,517	5,682	5,853
Conference Accommodation	98,375	109,349	67,923	41,426	61,009	66,002	72,062	82,434	94,302
Furniture & Equipment Repair	-	500	1,465	(965)	2,500	2,500	2,500	2,500	2,500
Other Expenses	13,998	20,250	9,960	10,290	18,050	13,000	13,000	13,000	13,000
<b>Total Direct Expenditures</b>	<b>631,382</b>	<b>761,123</b>	<b>510,228</b>	<b>250,895</b>	<b>656,710</b>	<b>675,092</b>	<b>702,640</b>	<b>735,368</b>	<b>765,994</b>
<b>Indirect Expenditures</b>									
Central Overhead Charges	2,832	3,305	3,305	-	3,900	4,017	4,138	4,262	4,389
Department/College Overhead Charges	93,249	82,167	82,167	-	72,159	74,324	76,553	78,850	81,216
Facilities & Services Overhead Charges	12,632	12,702	12,702	-	13,299	13,698	14,109	14,532	14,968
<b>Total Indirect Expenditures</b>	<b>108,713</b>	<b>98,174</b>	<b>98,174</b>	<b>-</b>	<b>89,358</b>	<b>92,039</b>	<b>94,800</b>	<b>97,644</b>	<b>100,573</b>
<b>Total Expenditures</b>	<b>740,096</b>	<b>859,297</b>	<b>608,402</b>	<b>250,895</b>	<b>746,068</b>	<b>767,131</b>	<b>797,439</b>	<b>833,012</b>	<b>866,568</b>
<b>Operating Results Before Transfers</b>	<b>(30,452)</b>	<b>(59,894)</b>	<b>(32,214)</b>	<b>27,680</b>	<b>(21,566)</b>	<b>(19,089)</b>	<b>(7,963)</b>	<b>10,708</b>	<b>49,250</b>

Schedule 2

University of Toronto Mississauga  
Conference Services  
Statement of Reserves  
in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
<b>Total Fund Balance - Opening</b>	478,345	360,818	347,893	(12,925)	215,679	194,113	175,025	167,061	177,769
Operating Results before Transfers	(30,452)	(59,894)	(32,214)	27,680	(21,566)	(19,089)	(7,963)	10,708	49,250
Transfers in (out) of Ancillary Operations	(100,000)	(100,000)	(100,000)	-	-	-	-	-	-
Net Operating Results after Transfers	(130,452)	(159,894)	(132,214)	27,680	(21,566)	(19,089)	(7,963)	10,708	49,250
<b>Total Fund Balance - Closing</b>	<b>347,893</b>	<b>200,924</b>	<b>215,679</b>	<b>14,755</b>	<b>194,113</b>	<b>175,025</b>	<b>167,061</b>	<b>177,769</b>	<b>227,019</b>
<i>Closing Fund Balance is made up of:</i>									
Investment in Capital Assets	-	-	-	-	-	-	-	-	-
Internally Restricted	-	-	-	-	-	-	-	-	-
Capital Renewal Reserve	-	-	-	-	-	-	-	-	-
Operating Reserve	31,407	41,053	33,157	(7,896)	35,491	36,115	37,527	39,004	40,099
Construction Reserve	-	-	-	-	-	-	-	-	-
Unrestricted Surplus/(Deficit)	316,486	159,871	182,522	22,651	158,623	138,910	129,534	138,764	186,920

Schedule 3

University of Toronto Mississauga  
 Conference Services  
 Schedule of Major Maintenance  
 in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
				-					
				-					
				-					
<b>Total Major Maintenance</b>	-	-	-	-	-	-	-	-	-

Schedule 4

University of Toronto Mississauga  
 Conference Services  
 Schedule of Deferred Maintenance  
 in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
				-					
				-					
				-					
<b>Total Deferred Maintenance</b>	-	-	-	-	-	-	-	-	-

Schedule 5

University of Toronto Mississauga  
 Conference Services  
 Schedule of Capital Expenditure  
 in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
				-					
				-					
				-					
<b>Total Capital Expenditure</b>	-	-	-	-	-	-	-	-	-

## **Food Services Operating Plans 2014-15 to 2019-20**

### **Management Report**

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## **1. Overview of Objectives, Issues and Services**

### **1.1 Objectives**

- To serve a variety of quality products in well maintained, relaxing and engaging food service outlets at prices which provide value to customers;
- To cover both direct and indirect costs and provide for the renewal of capital equipment;
- To maintain an operating reserve equal to ten percent of total annual expenses net of capital renewal and cost of sales;
- To operate a financially viable ancillary;
- To reduce the overall campus food service capacity shortfall by planning and developing new conveniently located, engaging and efficient food service spaces which are in keeping with the quality of new buildings on the UTM campus; and
- Having attained the above objectives, provide net contributions to the College operating budget.

### **1.2 Background, Issues and Service**

Food Service is currently provided through:

- Davis Building Meeting Place
  - Tim Horton's full service outlet, Subway kiosk
- Davis Building Temporary Food Court
  - Tim Horton's Express kiosk, Booster Juice, Pizza Pizza, Tandoori, International Kitchen, Elements, vegelicious, Deli Station, various Grab and Go items
- The Circuit Break Café in the CCT Building
- Starbucks Café located in the Hazel McCallion Academic Learning Centre
- The multi-concept Colman Commons Dining Hall located in Oscar Peterson Hall
- Deerfield Hall

- North Side Bistro
- Kaneff Centre/Innovation Complex
  - Second Cup, various Grab and Go items
- Mike's Dog House + Rotating Food Trucks
- An arrangement enabling students to use their student meal plans to purchase:
  - pizza for delivery from Pizza Pizza
  - meals at Sheridan College
  - meals at the Blind Duck in the Student Center, operated by the University of Toronto Mississauga Student's Union

### 1.3 Highlights for 2014-15

- Continuation of the planning process for the expansion of food services on campus.
  - Space requirements for the food service operations for the North Building Phase II reconstruction have been established
  - Preliminary conceptual planning for Davis Building reconstruction to include comprehensive Food Court to replace Temporary Food Court
- Completion of Self-Op Feasibility Study
- Tendering of RFP for new Food Service Provider
- Opening of North Side Bistro, Innovation Centre Café, and expansion and renovation of Colman Commons
- Expansion of vending card reader installations across campus

## 2. 2014-15 Forecast

Forecasted total food and beverage revenue is expected to be higher than budget by \$549,658 as a result of:

- Higher than expected positive impact of the North Side Bistro
- Higher than expected number of meal plans purchased by non-resident students
- Higher proportion of larger-sized meal plans sold than expected
- Unplanned additional incremental revenue from Food Truck program
- Higher than expected Catering Revenue despite the loss of the Argos

Forecasted total cost of sales and service are forecasted to be \$184,034 higher than budget as a direct result of higher than budget revenue.

Forecasted total direct expenditures are expected to be \$168,171 higher than budget primarily due to:

- Salary, Wages, and Benefits expense are expected to be higher than budget due to the plan to add a Casual Communications position and due to an increased reallocation of labour to the food services ancillary
- Other Expenses are forecasted to be higher due to the addition of consulting costs due to the earlier than expected planning process for the Davis Building Food Court and increased goodwill to support community events
- Please note: the higher than budgeted Depreciation Expense is offset by the lower than budgeted Replacement of Non-Depreciable Assets expense due to the change in capitalization rules that were put in place after the 2014-15 Budget was set

Operating results before transfers will decrease from \$124,911 to a deficit of \$78,392 and the resultant forecasted closing total fund balance is a positive \$1,982,869 at the end of 2014-15.

**3. 2015-16 Budget**

The budget for 2015-16 shows the total revenue increasing by 6.5% and total direct expenses increasing by 3.7% when compared to 2014-15 forecasted amounts. Operating results before transfers will decrease from 2014-15 and be a deficit of \$78,392.

The total revenue for 2015-16 is budgeted to be \$10,737,242. The increase in sales is primarily the result the increased enrolment and inflation.

The Food Service ancillary is committed to providing meal plans that provide value and are competitively priced with peer institutions. The effective rate of increase for resident student meal plans is proposed to be 1.5% when assessed on an average basis.

Hospitality and Retail Services is forecasting a CPI increase on food of 2.76% for next year based on analysts’ predictions – this increase is factored into the determination of the Group B Minimum Meal Plan rate (dependent on average cheque).

Specifically the meal plan increases are proposed as follows:

Group A:	
Small Plan	increase of 1.37%
Light Plan	increase of 0.00%
Regular Plan	increase of 1.15%
Plus Plan	increase of 2.13%



## Group B:

Small Plan	increase of 2.63%
Light Plan	increase of 2.27%
Regular Plan	increase of 2.00%

Cafeteria revenue is expected to increase by 8.6% as a result of:

- higher participation rate related to projected enrollment increases for the fall of 2014
- CPI increase on price of food

Regarding Cost of Sales and Service, the total Cost of Sales and Service expense is expected to increase by 9.7%. This expense increase is as a direct result of the increase in budgeted overall revenue for 2014-15 identified earlier along with expected increases associated with the implementation of the new Food Service Contract.

The total direct expenditures are expected to increase by 3.7% due to the following factors:

- Salary, Wages & Benefits increases due to the increased use of Casual Communications position
- Furniture and Equipment Depreciation increases due to the first full year of depreciation cycle for the investment in the North Side Bistro, the Innovation Centre Café, Colman Commons, and Spigel Kitchen renovation

Operating results before transfer are budgeted to be a deficit of \$78,392, and the closing total fund balance is projected to be a positive \$1,904,477 at the end of 2015-16.

Finally, it is important to note that although the Food Service Department continues to generate a positive contribution which is being held in the Total Closing Fund Balance, the Department is working toward an annual break even operating model for the future.

Operating results will continue to be in the negative as the self-funded investments in new food service facilities over the next 3 years become realized. These investments are expected to total over \$1,000,000.

#### **4. Categories of Users and Accessibility**

Food Services are available and used by faculty, staff, students and visitors. In addition to the locations noted above, vending machines are available in most buildings. Hours of operation vary but facilities are open from 7:30 am to midnight.

Hours are extended to 3:00 am most days, through an arrangement with an off campus partner, for resident student meal plan customers looking to purchase pizza when the UTM facilities are closed.

## 5. Long Range Plan: 2016-2020

The Food Service ancillary will continue to make strides in reducing the food space deficiency on campus with the opening of the North Building Phase II Food Service Outlet, the Davis Building Science Wing Food Service Outlet, and – the culmination of the Food Service Master Plan – the Davis Building Food Court. With the opening of this Food Court earlier than originally anticipated, the Food Service space on campus is positioned to fall in line with food service facility standards as indicated by the Council of Ontario Universities sooner than forecasted.

The immediate UTM Food Service Department investment requirement is:

- An estimated \$200,000 for the construction of a Food Service concept in the North Building Phase II project to complement the North Building Phase I food outlet
- An estimated \$700,000 for the construction of the Davis Building Permanent Food Court
- An estimated \$150,000 in Starbucks renovations to support brand requirements

As a result of the many food service construction projects over the next 4 years and the significant resultant increase in direct expenditures (most notably with regards to depreciation and consultation), the Food Service ancillary at UTM is budgeted to have negative operating results before transfers from 2016 to 2019:

- For 2016-17 – The 6.4% increase in revenue primarily due to projected enrolment increases and an increase due to the opening of the Davis Building Food Court (tempered by the loss of the TFC and potential redistributed sales from other outlets) is offset by the increased costs for realized depreciation due to the opening of the Food Court and for increased occupancy. Consequently, the operating results before transfers are projected to decrease to (\$256,809).
- For 2017-18– The total food and beverage revenue is budgeted to increase by approximately 9.2% primarily due to projected enrolment increases, increased meal plan purchases due to the return of the 2 floors of Erindale Hall to Residence, and the opening of the North Building Phase II food service outlet. However, the offsetting increased costs for depreciation will result in a projected deficit in the operating result before transfers of (\$52,361).

- For 2018-19 – The total food and beverage revenue is budgeted to increase by approximately 5.8% as a result of enrolment increases and CPI increases. At this point, the Food Service ancillary approaches breakeven, with a projected small negative operating result before transfers of (\$7,153).
- For 2019-20 – The total food and beverage revenue is budgeted to increase by approximately 2.5% due to an anticipated leveling out of enrolment. The Food Service ancillary will continue to perform near break-even with a projected operating result before transfers of \$8,874.
- Please note that the Food Services ancillary maintained a strong positive Fund Balance to support the anticipated food service construction planned for the next few years. As a result, the ancillary is only projected to have an Unrestricted Deficit for two consecutive years (2016-17 and 2017-18). As indicated in this report, the Food Services ancillary will return to above break-even operating results before transfers in 2019-20. Therefore, the aforementioned investments will not put the Food Service ancillary in violation of any of SARG's financial objectives for Service Ancillaries.

Schedule 1

University of Toronto Mississauga  
Food Services  
Statement of Operating Results  
in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
<b>Revenue</b>									
Meal Plans	4,546,018	4,593,228	4,729,211	135,983	4,935,636	5,060,978	5,457,240	5,597,240	5,669,214
Cafeteria	4,373,879	4,477,937	4,763,747	285,810	5,172,786	5,645,201	6,247,200	6,787,772	6,991,874
Catering	375,720	256,352	388,861	132,509	419,560	496,968	537,471	581,275	628,649
Vending	189,252	196,114	181,279	(14,835)	193,480	203,895	219,066	222,286	224,524
Investment Income	9,888	5,000	13,293	8,293	13,880	13,331	11,534	11,167	11,117
Other Income	-	-	1,900	1,900	1,900	1,938	1,977	2,017	2,057
<b>Total Revenue</b>	<b>9,494,757</b>	<b>9,528,633</b>	<b>10,078,291</b>	<b>549,658</b>	<b>10,737,242</b>	<b>11,422,311</b>	<b>12,474,488</b>	<b>13,201,757</b>	<b>13,527,435</b>
<b>Cost of Sales &amp; Services</b>									
Meal Plans & Cafeteria	7,079,804	7,377,188	7,662,035	(284,847)	8,362,988	8,854,497	9,673,572	10,232,953	10,461,661
Catering	298,212	210,209	299,423	(89,214)	377,604	447,272	438,724	523,148	565,784
Vending	126,066	131,397	122,960	8,437	129,632	136,610	146,774	155,600	157,167
<b>Total Cost of Sales &amp; Service</b>	<b>7,504,083</b>	<b>7,718,794</b>	<b>8,084,418</b>	<b>(365,624)</b>	<b>8,870,224</b>	<b>9,438,379</b>	<b>10,259,070</b>	<b>10,911,701</b>	<b>11,184,612</b>
<b>Contribution Margin - Net Revenue</b>	<b>1,990,674</b>	<b>1,809,839</b>	<b>1,993,873</b>	<b>184,034</b>	<b>1,867,018</b>	<b>1,983,932</b>	<b>2,215,418</b>	<b>2,290,056</b>	<b>2,342,823</b>
<b>Direct Expenditures</b>									
Salary, Wages & Benefits	411,010	457,732	479,921	(22,189)	537,947	563,564	591,141	620,204	641,911
Supplies	11,300	36,050	19,972	16,078	20,571	21,188	21,824	22,479	23,153
Insurance	5,964	6,324	6,024	300	6,265	6,453	6,647	6,846	7,051
Communications	7,620	5,150	7,988	(2,838)	8,228	8,475	8,729	8,991	9,261
Furniture & Equipment Repair	143,752	84,771	85,490	(719)	88,055	90,697	93,418	96,221	99,108
Annual Maintenance	66,220	65,091	71,616	(6,525)	73,764	75,977	86,082	88,664	91,324
Major Maintenance	(35,678)	57,732	55,094	2,638	59,464	161,248	114,585	66,523	68,519
Furniture & Equipment Depreciation	102,657	136,339	182,624	(46,285)	210,576	323,445	373,531	384,597	359,711
Non-Depreciable Assets	107,222	243,634	166,987	76,647	171,997	177,157	182,472	187,946	193,584
Occupancy & Space	235,633	286,985	298,878	(11,893)	322,359	332,030	376,190	387,476	399,100
Garbage & Recycling	43,120	21,844	34,235	(12,391)	35,946	37,743	41,517	43,593	45,773
Cleaning	6,877	13,200	10,022	3,178	11,024	11,575	12,518	13,770	14,459
Other	189,235	212,443	376,615	(164,172)	315,913	345,390	270,752	278,875	287,241
<b>Total Direct Expenditures</b>	<b>1,294,930</b>	<b>1,627,295</b>	<b>1,795,466</b>	<b>168,171</b>	<b>1,862,109</b>	<b>2,154,942</b>	<b>2,179,406</b>	<b>2,206,185</b>	<b>2,240,195</b>
<b>Indirect Expenditures</b>									
Central Overhead Charges	7,037	8,051	7,580	471	7,883	8,119	8,363	8,614	8,872
Department/College Overhead Charges	49,503	52,319	52,317	2	62,180	64,045	65,966	67,945	69,983
Facilities & Services Overhead Charges	13,044	13,599	13,599	-	13,238	13,635	14,044	14,465	14,899
<b>Total Indirect Expenditures</b>	<b>69,583</b>	<b>73,969</b>	<b>73,496</b>	<b>473</b>	<b>83,301</b>	<b>85,799</b>	<b>88,373</b>	<b>91,024</b>	<b>93,754</b>
<b>Total Expenditures</b>	<b>1,364,514</b>	<b>1,701,264</b>	<b>1,868,962</b>	<b>168,644</b>	<b>1,945,410</b>	<b>2,240,741</b>	<b>2,267,779</b>	<b>2,297,209</b>	<b>2,333,949</b>
<b>Operating Results Before Transfers</b>	<b>626,161</b>	<b>108,575</b>	<b>124,911</b>	<b>16,336</b>	<b>(78,392)</b>	<b>(256,809)</b>	<b>(52,361)</b>	<b>(7,153)</b>	<b>8,874</b>

Schedule 1A

University of Toronto Mississauga  
 Food Services  
 Statement of Loan Payments  
 in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Loan Interest Expense		-	-	-	-	-	-	-	-
Loan Principal Expense		-	-	-	-	-	-	-	-
<b>Total Loan Payments</b>	-	-	-	-	-	-	-	-	-

Schedule 2

University of Toronto Mississauga  
Food Services  
Statement of Reserves  
in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
<b>Total Fund Balance - Opening</b>	1,231,797	1,425,488	1,857,958	432,470	1,982,869	1,904,477	1,647,668	1,595,307	1,588,154
Operating Results before Transfers	626,161	108,575	124,911	16,336	(78,392)	(256,809)	(52,361)	(7,153)	8,874
Transfers in (out) of Ancillary Operations	-	-	-	-	-	-	-	-	-
Net Operating Results before Transfers	626,161	108,575	124,911	16,336	(78,392)	(256,809)	(52,361)	(7,153)	8,874
<b>Total Fund Balance - Closing</b>	<b>1,857,958</b>	<b>1,534,063</b>	<b>1,982,869</b>	<b>448,806</b>	<b>1,904,477</b>	<b>1,647,668</b>	<b>1,595,307</b>	<b>1,588,154</b>	<b>1,597,028</b>
<i>Closing Fund Balance is made up of:</i>									
Investment in Capital Assets Internally Restricted	802,679	1,011,540	1,180,162	168,622	1,044,586	1,528,391	1,584,428	1,281,786	1,006,488
Capital Renewal Reserve	193,692	50,000	10,000	(40,000)	10,000	10,000	10,000	10,000	10,000
Operating Reserve	97,272	110,855	129,916	19,061	133,333	140,374	140,896	146,427	151,244
Construction Reserve	764,315	361,668	662,791	301,123	716,558	-	-	149,941	429,296
Unrestricted Surplus/(Deficit)	-	-	-	-	-	(31,097)	(140,017)	-	-

Schedule 3

University of Toronto Mississauga  
Food Services  
Schedule of Major Maintenance  
in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Capital Renewal - Major Maintenance	(35,678)	57,732	55,094	(2,638)	59,464	161,248	114,585	66,523	68,519
				-					
				-					
				-					
<b>Total Major Maintenance</b>	(35,678)	57,732	55,094	(2,638)	59,464	161,248	114,585	66,523	68,519

Schedule 4

University of Toronto Mississauga  
 Food Services  
 Schedule of Deferred Maintenance  
 in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
				-					
				-					
				-					
<b>Total Deferred Maintenance</b>	-	-	-	-	-	-	-	-	-



Schedule 5

University of Toronto Mississauga  
Food Services  
Schedule of Capital Expenditure  
in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Equipment	111,335	100,000	20,000	(80,000)	75,000	807,250	179,568	81,955	84,413
Construction	105,564	250,000	540,107	290,107			250,000		
<b>Total Capital Expenditure</b>	216,899	350,000	560,107	210,107	75,000	807,250	429,568	81,955	84,413

Schedule 6

University of Toronto Mississauga  
Food Services  
Schedule of Rates  
in \$'s

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Group A</b>						
Plus	4,699	4,799	4,899	4,999	5,099	5,149
Regular	4,349	4,399	4,499	4,599	4,699	4,749
Light	3,999	3,999	4,099	4,199	4,299	4,349
Minimum	3,649	3,699	3,799	3,899	3,999	3,999
<b>Group B</b>						
Regular	2,499	2,549	2,599	2,559	2,619	2,679
Light	2,199	2,249	2,299	2,309	2,369	2,429
Minimum	1,899	1,949	1,999	2,059	2,119	2,179

## **Parking Services Operating Plans 2014-15 to 2019-20**

### **Management Report**

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#### **1. Overview of Objectives, Issues and Services**

##### **1.1 Objectives**

- To provide cost effective and safe parking facilities for students, faculty, staff and visitors.
- To protect the campus green space.
- To cover direct and indirect costs capital renewal and capital expansion.
- To maintain an operating reserve (excluding capital) equal to ten percent of the annual expense budget.
- To operate a financially viable ancillary while keeping rates as low as possible.
- Having attained the above objectives, provide net contributions to the UTM operating budget.

##### **1.2 Background and Issues**

The Mississauga campus is a suburban, commuter campus where the use of cars is more extensive than that of a downtown campus. UTM Parking strives to embrace the Transportation Demand Management (TDM) philosophy and this is demonstrated through the introduction of carpooling initiatives, a car sharing program, various campus commuter promotions, UPass, a discounted TTC Metropass program for faculty and staff, and the UTM Shuttle Bus service. Though there are many campus initiatives to encourage the use of buses and bike to school/work campaigns, the use of cars and the related need for a substantial number of parking spaces will likely continue.

As of October 2014, UTM had 2,413 spaces, marginally increasing from the prior year. This increase is due to the reabsorbing the Argo parking lot, offset by the closure of Lot 6 due to construction. Through careful review and monitoring, more permits were sold to date vs the same period in 2013.

The ancillary continues to monitor supply and demand which is based on current information, such as campus population growth projections. We have determined that the construction of a parking deck, that would increase our space inventory by approximately 300 additional parking spaces, is needed one year earlier than initially expected. It is hoped that the new parking deck will be completed by Fall 2015.

UTM Parking & Transportation Services continues to focus on sustainability at the Mississauga campus. Parking Services provides multiple car-pool spaces in various lots for faculty, staff and students to encourage ride sharing and lessen Parking's carbon footprint. The Eco-Park Rebate program supports a 'green' community by promoting the use of low-emission vehicles. This program partially reimburses an eligible applicant for their annual parking permit. UTM Parking is also a proud member of Smart Commute which is an association that works to reduce traffic congestion and encourages the use of other sustainable modes of transportation, such as bikes.

UTM Parking & Transportation Services also uses parking equipment that runs off solar power. The use of this equipment cuts this Ancillary's power consumption which essentially makes part of the parking operation "off the grid".

UTM Parking & Transportation Services continues to offer space to Zipcar, a short term car sharing service, to the UTM community. Two cars are parked in Lot 9 and one is in Lot 5. We are also looking to the feasibility of expanding car-sharing for use by UTM departments. Further details can be obtained by contacting UTM Parking & Transportation Services.

## **2. 2014-15 Operating Plan**

Permit revenues are expected to exceed budget by \$44,944. The gain in permit revenues is due to having more permits available for sale from better lot utilization monitoring and reporting.

Pay and Display revenues are expected to exceed budget by \$19,156. This gain can be attributed to a higher demand for daily parking and increased customer compliance due to effective enforcement.

Security Services is the cost of Campus Police, a unit that works very closely with UTM Parking, in enforcement, incidents and safety issues related to parking.

Salaries, Wages & Benefits expense are forecasted to be \$400,883 or \$22,357 over budget. This difference is mainly attributed to university compensation settlements.

Major Maintenance expenses are forecasted to be \$340,377, an increase of \$300,377 from budget. This difference is attributed to the paving of Lot 11 and the upgrade of Lot 8.

Direct expenses, other than salaries, wages and benefits, varying from budget are mainly due to savings in snow removal. Snow removal expense relates to moving the snow from the campus in case of extreme weather and therefore, UTM Parking is predicting that this expense will not be utilized for 2014-15.

Therefore, the operating result before transfers is expected to be a surplus of \$560,333, down from the budgeted surplus amount of \$821,598.

### **3. 2015-16 Operating Plan**

The 2015-16 budget includes a 3% permit price increase. The Reserved permit price will increase from the current price of \$961.96/annum to \$990.82/annum. Premium Unreserved will increase from \$686.53 to \$707.13/annum; Unreserved from \$664.27 to \$684.20/annum; Afternoon permits will increase from \$180.00 to \$190.00/annum; Commercial rates increased from \$1,112.90 to \$1,146.29/annum.

Pay & Display revenues are expected to continue to increase marginally from the 2014-15 forecast. This increase is due to increased enrollment and continued effective enforcement practices. The Pay & Display rates will increase from \$13.00 daily maximum to \$14.00 daily maximum. The evening/weekend and half hour rates will remain the same as the 2014-15 rates.

The expansion of the new parking deck is scheduled for 2015-16. This will increase our space compliment by approximately 300 spaces and increase revenues as a result.

Expenses are expected to be similar to the forecast for 2014-15, increasing in line with inflation and contractual obligations, except for Building Depreciation – Capital Investment, which reflects the deprecation of the parking deck over 25 years. The operating result before transfers is a surplus of \$988,881. The total fund balance, closing is \$9,843,849 and includes the \$6.235 million loan for the parking deck from UTM operating, less the repayment for 2015-16.

### **4. Categories of Users and Accessibility**

Parking is available for faculty, staff, students and visitors. Parking inventory in 2014-15 is adequate. Space utilization continues to be monitored closely in light of increasing enrollment. Demand for parking, increases every year, especially as campus population grows.

### **5. Capital Initiatives, Planning and Funding**

Future construction, if planned on existing parking lots, would impact parking inventory and may translate to reduced revenues and increased supply and demand issues.

The rates and budgets for the long range plan for 2016-17 to 2019-20 should be viewed as plans and do not reflect set amounts.

Schedule 1

University of Toronto Mississauga  
 Parking Services  
 Statement of Operating Results  
 in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
<b>Revenue</b>									
Parking Permits	2,080,869	2,133,310	2,178,254	44,944	2,546,841	2,650,448	2,758,235	2,870,369	2,987,024
Cash Fees	50,571	55,129	47,715	(7,414)	45,785	47,159	48,574	50,031	51,532
Pay & Display Meter Revenue	1,182,048	1,161,061	1,180,217	19,156	1,226,971	1,251,511	1,276,541	1,302,072	1,328,113
Investment Income	22,479	20,000	25,000	5,000	27,500	28,050	28,611	29,183	29,767
<b>Total Revenue</b>	<b>3,335,967</b>	<b>3,369,500</b>	<b>3,431,186</b>	<b>61,686</b>	<b>3,847,097</b>	<b>3,977,168</b>	<b>4,111,961</b>	<b>4,251,655</b>	<b>4,396,436</b>
<b>Direct Expenditures</b>									
Salaries, Wages & Benefits	366,021	378,526	400,883	(22,357)	417,446	432,057	447,179	462,830	479,029
Security Services	130,138	152,442	152,442	-	167,462	173,323	179,389	185,668	192,166
Supplies	27,182	24,282	22,830	1,452	25,230	25,735	26,224	26,722	27,230
Furniture & Equipment Repair	374,145	402,150	369,065	33,085	383,391	391,059	398,880	406,858	414,995
Annual Maintenance Expenses	159,447	133,908	143,908	(10,000)	147,866	150,824	153,690	156,610	159,586
Major Maintenance Expenses	37,176	40,000	340,377	(300,377)	40,000	40,000	40,000	40,000	40,000
Furniture & Equipment Depreciation	1,493	-	373	(373)	6,000	6,000	6,000	6,000	6,000
Replacement of Non-Depreciable assets	1,737	2,000	7,927	(5,927)	2,000	2,000	2,000	2,000	2,000
Snow Removal	-	30,000	-	30,000	30,000	30,000	30,000	30,000	30,000
Utilities	76,096	82,024	74,219	7,805	79,657	82,843	86,157	89,603	93,187
Loan Principal and Interest Expense	1,042,157	1,042,157	1,042,157	-	1,042,157	1,042,157	1,042,157	1,042,157	1,042,157
Building Depreciation - Capital Investment	-	-	-	-	246,267	369,400	369,400	369,400	369,400
Insurance	11,636	11,500	10,954	546	11,392	11,620	11,841	12,066	12,295
Telecommunications	7,848	8,022	7,577	445	7,819	7,975	8,127	8,281	8,438
Other Miscellaneous Expenditures	201,765	145,094	201,968	(56,874)	153,303	156,369	159,340	162,367	165,452
<b>Total Direct Expenditures</b>	<b>2,436,840</b>	<b>2,452,105</b>	<b>2,774,680</b>	<b>(322,575)</b>	<b>2,759,990</b>	<b>2,921,362</b>	<b>2,960,384</b>	<b>3,000,562</b>	<b>3,041,935</b>
<b>Indirect Expenditures</b>									
Central Overhead Charges	8,006	8,598	8,598	-	9,219	9,403	9,582	9,764	9,950
Departmental/College Overhead Charges	36,989	39,054	39,054	-	41,187	42,011	42,809	43,622	44,451
Facilities & Services Overhead Charges	43,939	48,145	48,521	(376)	47,820	48,776	49,703	50,647	51,609
<b>Total Indirect Expenditures</b>	<b>88,934</b>	<b>95,797</b>	<b>96,173</b>	<b>(376)</b>	<b>98,226</b>	<b>100,190</b>	<b>102,094</b>	<b>104,033</b>	<b>106,010</b>
<b>Total Expenditures</b>	<b>2,525,774</b>	<b>2,547,902</b>	<b>2,870,853</b>	<b>(322,951)</b>	<b>2,858,216</b>	<b>3,021,552</b>	<b>3,062,478</b>	<b>3,104,595</b>	<b>3,147,945</b>
<b>Operating Results Before Transfers</b>	<b>810,193</b>	<b>821,598</b>	<b>560,333</b>	<b>(261,265)</b>	<b>988,881</b>	<b>955,616</b>	<b>1,049,483</b>	<b>1,147,060</b>	<b>1,248,491</b>

Schedule 1A

University of Toronto Mississauga  
 Parking Services  
 Statement of Loan Payments  
 in \$'s

Description	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Loan Interest Expense	628,301	600,694	600,694	-	571,246	539,833	506,325	470,581	432,453
Loan Principal Expense	413,856	441,463	441,463	-	470,911	502,324	535,832	571,576	609,704
<b>Total Loan Principal and Interest Payments</b>	<b>1,042,157</b>	<b>1,042,157</b>	<b>1,042,157</b>	<b>-</b>	<b>1,042,157</b>	<b>1,042,157</b>	<b>1,042,157</b>	<b>1,042,157</b>	<b>1,042,157</b>

Schedule 2

University of Toronto Mississauga  
Parking Services  
Statement of Reserves  
in \$'s

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
<b>Total Fund Balance - Opening</b>	1,854,528	2,642,568	2,664,721	22,153	3,225,054	9,843,849	9,891,692	10,033,403	10,272,690
Net Operating Results before Transfers	810,193	821,598	560,333	(261,265)	988,881	955,616	1,049,483	1,147,060	1,248,491
Transfers in to Ancillary operations	-	-	-	-	6,235,000	-	-	-	-
Transfer out of Ancillary operations	-	-	-	-	(605,086)	(907,773)	(907,773)	(907,773)	(907,773)
Net Operating Results after Transfers	810,193	821,598	560,333	(261,265)	6,618,795	47,843	141,710	239,287	340,718
<b>Total Fund Balance - Closing</b>	<b>2,664,721</b>	<b>3,464,166</b>	<b>3,225,054</b>	<b>(239,112)</b>	<b>9,843,849</b>	<b>9,891,692</b>	<b>10,033,403</b>	<b>10,272,690</b>	<b>10,613,407</b>
<b>Closing Fund balance is made up of:</b>									
<b>Investments in Capital Assets Internally Restricted</b>	2,098	1,433	1,725	292	9,014,458	8,639,058	8,263,658	7,888,258	7,512,858
Capital Renewal Reserve	-	-	-	-	-	-	-	-	-
Operating Reserve	224,983	225,997	230,405	4,408	255,269	270,989	274,463	278,038	281,717
Construction Reserve	2,437,640	3,236,736	2,992,924	(243,812)	574,122	981,645	1,495,282	2,106,394	2,818,832
<b>Unrestricted Surplus/(Deficit)</b>	-	-	-	-	-	-	-	-	-



Schedule 3

University of Toronto Mississauga  
 Parking Services  
 Schedule of Major Maintenance  
 in \$'s

Description	<u>2013-14 Actual</u>	<u>2014-15 Budget</u>	<u>2014-15 Forecast</u>	<u>2014-15 Variance</u>	<u>2015-16 Budget</u>	<u>2016-17 Budget</u>	<u>2017-18 Budget</u>	<u>2018-19 Budget</u>	<u>2019-20 Budget</u>
Capital Renewal - Major Maintenance	37,176	40,000	340,377	300,377	40,000	40,000	40,000	40,000	40,000
<b>Total</b>	37,176	40,000	340,377	300,377	40,000	40,000	40,000	40,000	40,000

Schedule 4

University of Toronto Mississauga  
 Parking Services  
 Schedule of Deferred Maintenance  
 in \$'s

Description	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Deferred Maintenance									
<b>Total</b>	-	-	-	-	-	-	-	-	-

**Notes:**  
 There Is No Scheduled Deferred Maintenance

Schedule 5

University of Toronto Mississauga  
 Parking Services  
 Schedule of Capital Expenditure  
 in \$'s

Description	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2014-15 Variance	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Replacement of Parking Van					30,000				
Parking Deck Expansion - paid from construction reserve					3,000,000				
Parking Deck Expansion - loan					6,235,000				
<b>Total</b>	-	-	-	-	9,265,000	-	-	-	-

Schedule 6

University of Toronto Mississauga  
Parking Services  
Schedule of Rates  
in \$'s

	2014-15	\$ Increase	2015-16	2016-17	2017-18	2018-19	2019-20
Reserved (annual)	961.96	28.86	990.82	1,020.54	1,051.16	1,082.69	1,115.17
Premium Unreserved (annual - Lots 4,8,9)	686.53	20.60	707.13	728.34	750.19	772.70	795.88
Unreserved (annual - Lots 4 & 8 only)	664.27	19.93	684.20	704.73	725.87	747.65	770.08
Student Unreserved (sessional - Lots 4 & 8 only)	276.77	8.30	285.07	293.62	302.43	311.50	320.85
Unreserved Afternoon (annual - after 3:30pm)	180.00	10.00	190.00	200.00	210.00	220.00	230.00
Commercial (annual - Lots 4,8,9)	1,112.90	33.39	1,146.29	1,180.68	1,216.10	1,252.58	1,290.16
Pay & Display (daily maximum) (6:30am to 8:00am next day)	13.00	1.00	14.00	14.00	14.00	15.00	15.00
Pay & Display (evening/weekend) (5:00pm to 8:00am next day)	6.00	-	6.00	6.00	6.00	6.00	6.00
Pay & Display (per half hour) (6:30am to 5:00pm)	2.50	-	2.50	2.50	2.50	3.00	3.00
Pay & Display (per half hour) (weekdays 5:00pm to 8:00am next day; weekends & holidays)	1.00	-	1.00	1.00	1.00	1.00	1.00
<i>Note: Rates include HST where applicable</i>							
<b>Rate Increases (percentage)</b>							
Reserved			3.0%	3.0%	3.0%	3.0%	3.0%
Premium Unreserved			3.0%	3.0%	3.0%	3.0%	3.0%
Unreserved			3.0%	3.0%	3.0%	3.0%	3.0%
Unreserved Afternoon			5.6%	5.3%	5.0%	4.8%	4.5%
Commercial			3.0%	3.0%	3.0%	3.0%	3.0%
Pay & Display - daily maximum			7.7%	0.0%	0.0%	7.1%	0.0%
Pay & Display - evening/weekend			0.0%	0.0%	0.0%	0.0%	0.0%

Schedule 7

University of Toronto Mississauga  
 Parking Services  
 Competitor Rates - 2014-15  
 in \$'s

	UTM	UTSC	St. George	York	McMaster	Waterloo	Credit Valley Hospital
Reserved:							
Most expensive	961.96	1,086.72	2,976.00	1,676.69	1,212.00	515.28	N/A
Least expensive	961.96	835.92	1,560.00	1,370.24	339.00	515.28	N/A
Unreserved:							
Most expensive	686.53	N/A	1,308.00	1,453.63	N/A	508.56	948.00
Least expensive	664.27	N/A	1,308.00	1,065.82	N/A	508.56	948.00
Pay & Display (daily maximum)							
Most expensive	13.00	12.00	20.00	20.00	20.00	15.00	25.00
Least expensive	13.00	7.50	8.00	10.00	7.00	5.00	16.00
Pay & Display (evening/weekend)							
Most expensive	6.00	6.00	12.00	8.00	7.00	5.00	N/A
Least expensive	6.00	2.00	6.00	5.00	3.00	5.00	N/A
Pay and Display (per half hour)		(1)			(1)	(1)	
Most expensive	2.50	1.50	4.00	2.50	3.50	1.00	3.00
Least expensive	1.00	1.50	2.00	1.50	2.50	1.00	3.00
Evening Permit							
Most expensive	180.00	501.60	780.00	1,522.11	552.00	N/A	N/A
Least expensive	180.00	501.60	780.00	989.88	552.00	N/A	N/A

Note:

(1) Does not provide a 1/2 hour rate. Posted amounts have been prorated from the posted hourly rate.

## Review and Consultation Process

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The UTM Campus Affairs Committee makes recommendations to the UTM Campus Council on the annual budget related to service ancillaries. The budgets approved by the Campus Council 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 2013-14, the forecast for 2014-15 and budgets for the five year period 2015-16 to 2019-20. Only the proposed budget for 2015-16 is presented for approval, the remaining budgets, actual and forecast is for comparison and information purposes.

The Student Housing and 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 are 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 construction of a new deck, its location, and funding.

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 are addressed by the ancillaries.

# UTM Ancillaries

## UTM Campus Council

### February 5, 2015

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## Four Financial Objectives

<b><u>Objective</u></b>	<b><u>Residence</u></b>	<b><u>Food Services</u></b>	<b><u>Conference Services</u></b>	<b><u>Parking</u></b>
<b>Operate without subsidy</b>	Yes	Yes	Yes	Yes*
<b>Provide for capital renewal</b>	Yes	Yes	n/a	Yes
<b>10% operating reserve</b>	Yes	Yes	Yes	Yes
<b>Contribute to operating</b>	No	No	No	No

Based on 2015-16

\* Subject to approval of Parking Deck 2



# Ancillary Consultation Process for Proposed Operating Plans/Budgets

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## **Meal Plans**

- Resident Student Dining Committee
  - November 24, 2014

## **Food Services**

- Food Services Advisory Committee
  - Dec 5, 2014

## **Residences**

- Student Housing Advisory Committee
  - October 1, 8, 21, 29

## **Parking**

- Transportation & Parking Advisory Committee
  - Nov 27, 2014

# Projected Revenues/Expenses 2015-2016

(\$000's)

	<u>Residence</u>	<u>Food</u>	<u>Conference</u>	<u>Parking</u>
Revenues	12,386	1,867	725	3,847
Expenses	<u>11,998</u>	<u>1,945</u>	<u>746</u>	<u>2,858</u>
Net	388	(78)*	(21)*	989
<b>Transfers</b>	<u>865</u>	-	-	<b>**5,630</b>
Net Income (Loss) after transfers	<u>1,253</u>	<u>(78)</u>	<u>(21)</u>	<u>6,619</u>
Net Income (Loss) after transfers 2014-15	<u>(316)</u>	<u>125</u>	<u>(132)</u>	<u>560</u>

**Notes:**     \* To be covered by Ancillaries' Operating Reserves  
                  \*\* Subject to approval of Parking Deck #2 Project



## Student Housing & Residence Life

1,536 beds

- 1,471 fee-paying beds
- Mix of styles, sizes
- 2015-16 'Y' = \$12.4m



## Residence Highlights & Challenges

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- Occupancy rate of 96% (average about 60 empty beds) re: no-shows
- Completion of unexpected maintenance/repairs from 2013-14 expensed in 2014-15 (\$1.3m 'advance' repaid)
- Accumulated deficit of \$0.4m at end of 2015-16 will be eliminated by 2016-17
- 100 beds in Erindale Hall are being used as temporary swing space from May 2014 to August 2017

## Proposed Residence Rate Change

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- 5.5% rate increase for 2015-16
- Undergrad Fall/Winter price ranges from \$7,832 to \$8,736
- Inclusive of meal plan, total of about \$12,231
- Family & Graduate from \$859 to \$1,568 per month

## Market Comparison

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- Lowest among 8 other U of T residences
  - < Ryerson, all St. George Colleges
  - > McMaster, Brock, York, Guelph
- “All-in” pricing competitive with local, off-campus alternatives (CHMC data for 2013)

## 2014-2015 Post-Secondary Institution Residence Rates

<b>UTSC</b>				
Type	w/o Meal Plan	w/ Small Meal Plan	UTM Comparable	Variance
Townhouse - Single	\$ 7,285.00		\$ 7,424.00	\$ 139.00
Foley Hall - Suite	\$ 7,960.00		\$ 7,424.00	\$ (536.00)
<b>INNIS COLLEGE</b>				
Type	w/o Meal Plan	w/ Small Meal Plan	UTM Comparable	Variance
Residence Suite	\$ 7,985.00		\$ 7,424.00	\$ (561.00)
<b>NEW COLLEGE</b>				
Type	w/o Meal Plan	w/ Small Meal Plan	UTM Comparable	Variance
Residence Suite - Option 1		\$12,808.00	\$ 11,073.00	\$ (1,735.00)
Residence Suite - Option 2		\$13,308.00	\$ 11,073.00	\$ (2,235.00)
<b>ST. MICHAEL'S COLLEGE</b>				
Type	w/o Meal Plan	w/ Small Meal Plan	UTM Comparable	Variance
Elmsley Hall - Suite		\$ 12,183.00	\$ 11,073.00	\$ (1,110.00)
Sorbara - Suite		\$ 12,502.00	\$ 11,073.00	\$ (1,429.00)
<b>TRINITY COLLEGE</b>				
Type	w/o Meal Plan	w/ Small Meal Plan	UTM Comparable	Variance
Residence Suite		\$ 12,500.00	\$ 11,073.00	\$ (1,427.00)

# Residence

## Summary Statement of Operating Results

(\$000's)

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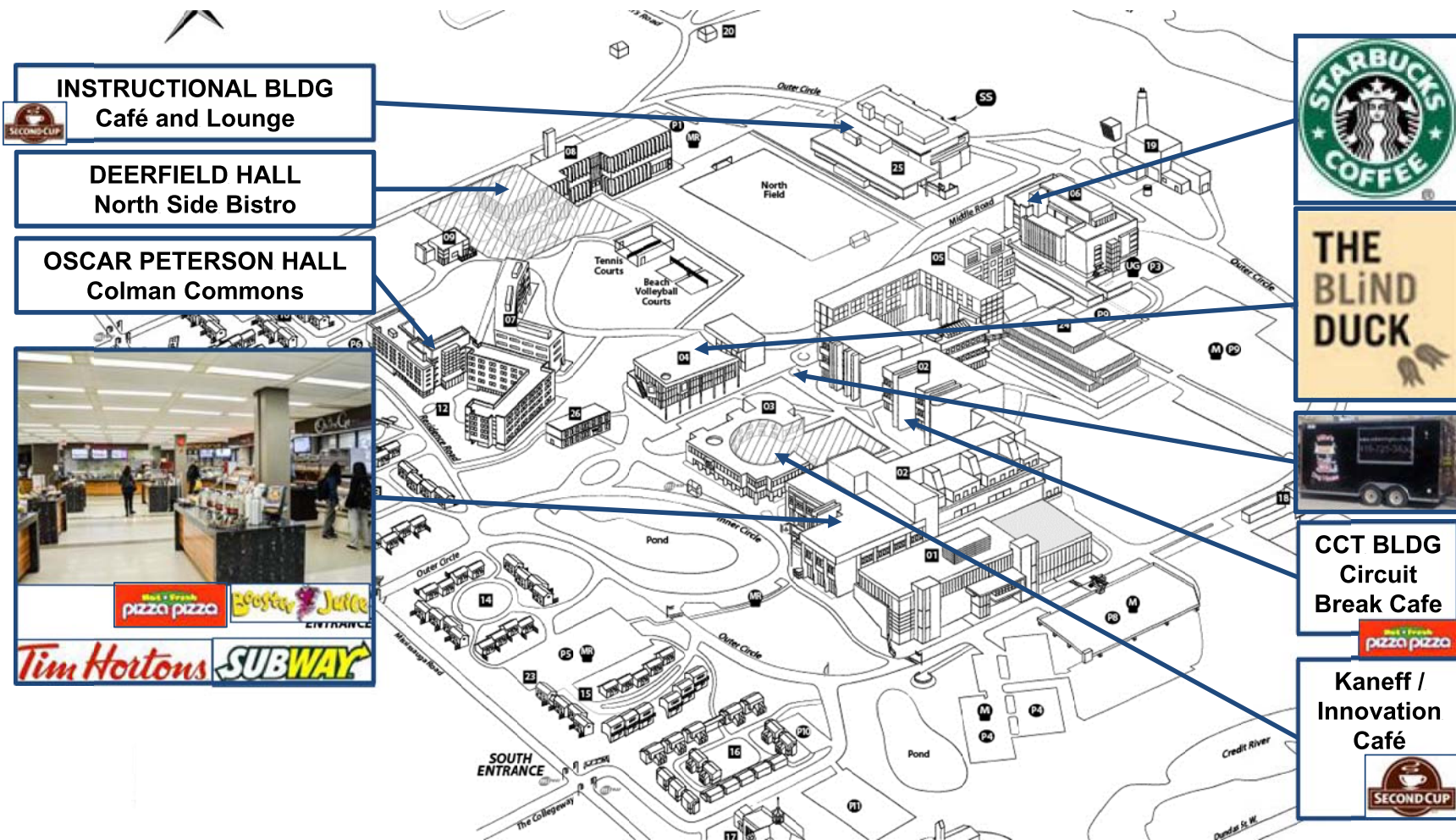
	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Total Revenue	12,027	12,603	12,386
Total Expense	12,504	11,796	11,998
Operating Results before Transfers	(477)	807	388



# Food Services



# Overview of Current Operations

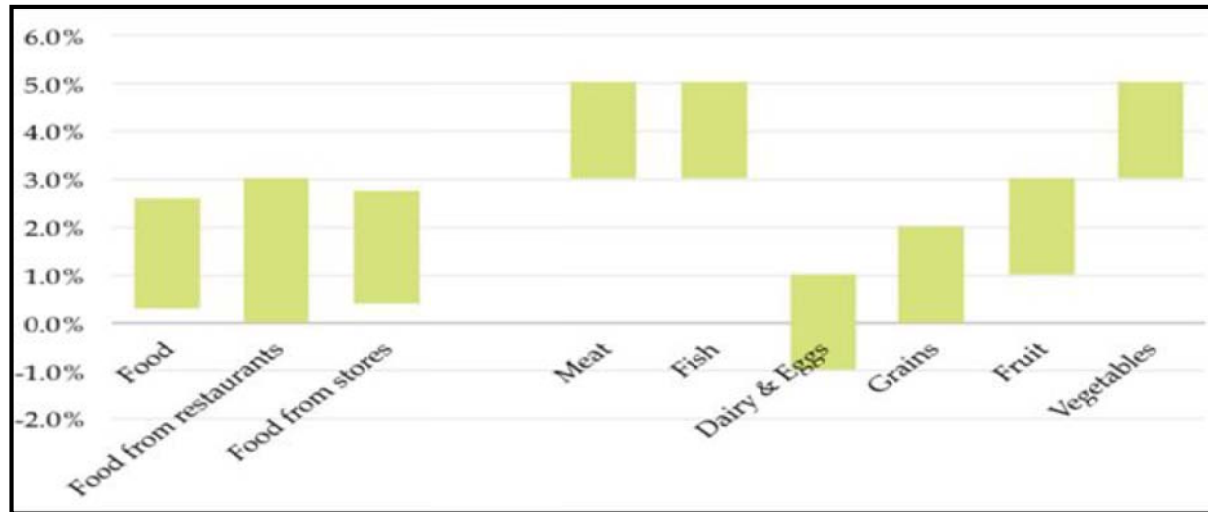


## Food Highlights & Challenges

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- **North Side Bistro, Innovation Centre Café, and Colman Commons Renovation/Expansion**
  - Depreciation hits the books
- **New Food Service Contract**
  - New Food Service Contract and possibly separate Catering Contract – reduced commission
- **Loss of 100 Erindale Hall Rooms until 2017**
  - Impact on Meal Plan Revenue
- **Food Service Development**
  - 2016 – Davis Building Food Court
  - 2017 – North Building Phase II – Tim Hortons/Support Space
  - 2018 – Starbucks 10-Year Facelift

# Proposed Food Rate Change



Source: Food Price Report 2015, The Food Institute, University of Guelph

- Overall food price increase forecasted to be 2.8%
- Based on:
  - Analysts' forecasted CPI increase of 2.1% for food sector
    - Higher increases expected in price of meat, fish, fruit/vegetables and baked goods.
  - Increases in wages, utilities, etc.

## Food Pricing University Market Comparison

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- 33 Canadian universities participated in 2013-14 annual food price comparison survey
- Prices were submitted for 73 food and beverage items across 7 categories
- UTM food prices, on average, were 8<sup>th</sup> lowest



## UTM Meal Plan Rates 2015-16

- Forecasted weighted average meal plan increase for 2015-16 is 1.5%

	Plan Type	Current Cost	Proposed 2015-16	Increase %
<b>Group A</b>	Small	\$3,649	\$3,699	1.37%
<b>First Year and OPH Students</b>	Light	\$3,999	\$3,999	0.00%
	Regular	\$4,349	\$4,399	1.15%
	Plus	\$4,699	\$4,799	2.13%
<b>Group B</b>	Small	\$1,899	\$1,949	2.63%
<b>Upper Year and Exchange Students</b>	Light	\$2,199	\$2,249	2.27%
	Regular	\$2,499	\$2,549	2.00%
<b>Weighted Average</b>				<b>1.50%</b>

# Meal Plan Rates University Market Comparison

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- UTM Meal Plan rates rank in the middle of all Ontario Universities with declining balance plans

Rank	University	First Year	Proposed Increase for 15/16	Proposed 15/16 First Year Rate
1	York	\$2,500	0%	\$2,500
2	Ottawa	\$2,900	?	\$2,900
3	McMaster	\$3,075	4.6%	\$3,215
4	Ryerson	\$3,303	3%	\$3,402
5	Guelph	\$3,575	3%	\$3,682
<b>6</b>	<b>UTM</b>	<b>\$3,649</b>	<b>1.5%</b>	<b>\$3,699</b>
7	Brock	\$3,750	4%	\$3,900
8	University College (St. George)	\$3,917	3%	\$4,035
9	Windsor	\$3,990	2%	\$4,070
10	Western	\$4,220	5%	\$4,431
11	Waterloo	\$4,080	3%	\$4,202

# Food

## Summary Statement of Operating Results

(in \$000's)

	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Total Revenue	9,495	9,529	10,737
Total Cost of Sales & Service	7,504	7,719	8,870
Contribution Margin-Net Revenue	1,991	1,810	1,867
Total Expense	1,365	1,701	1,945
Operating Results before Transfers	626	109	(78)*

Note: \* To be funded from Food Service Operating Reserves





# Conference Services



## Conference Highlights & Challenges

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- Limited Space for large-group dining
- Accommodation Limits
  - Residence repairs/maintenance during summer
  - Residence use for ACE & other programs
  - Loss of 100 rooms in Erindale Hall
- Meetings and other activities space
- Continued growth in summer enrolments

# Conference

## Summary Statement of Operating Results

(\$000's)

---

	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Total Revenue	710	799	725
Total Expense	740	859	746
Operating Results before Transfers	(30)	(60)	(21)*

Note: \*To be funded from Conference Services Operating Reserve

# Parking



2,413 Spaces (Gross)  
at Oct/14

# Parking Highlights & Challenges

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- Campus population growing
- Lots near capacity - Sept to Nov
- Estimated need for expansion of the deck in 2015, one year earlier than previously anticipated
- All net revenues are earmarked for expansion of deck in a Construction Reserve
- Financing of new deck will come from General UTM Capital Reserves, repayable over 10 years

# Average and Peak Parking Utilization:

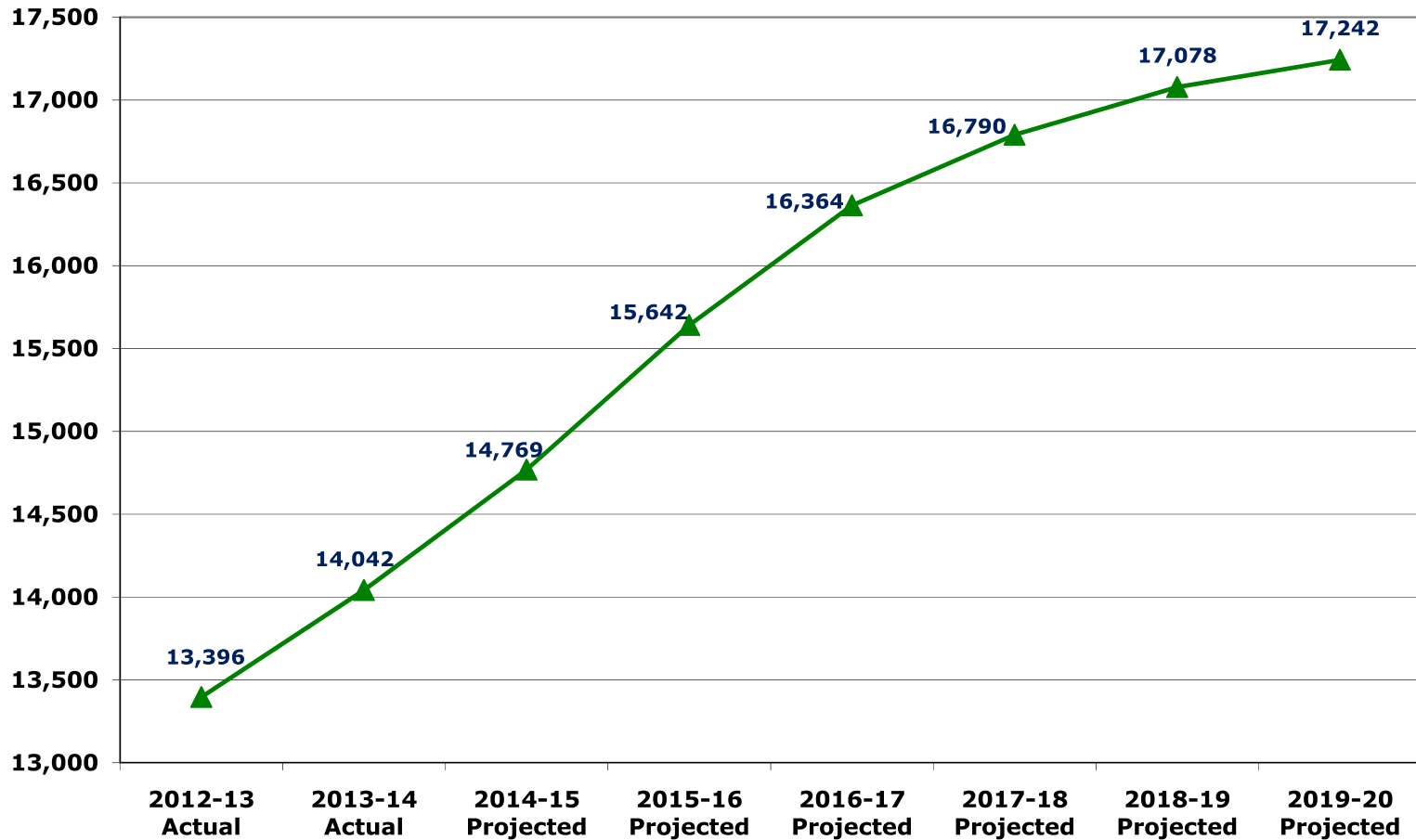
## Fall Semester 2013 & 2014

As a percentage

		2013			
Parking Area	Capacity (Net)	September 2013 Average	September 2013 Peak	October 2013 Average	October 2013 Peak
P1	63	65%	92%	95%	108%
P4	350	66%	103%	73%	102%
P5	184	58%	76%	69%	78%
P8	872	76%	101%	89%	97%
P9	234	88%	103%	100%	102%
CCT Garage	361	60%	90%	77%	88%
<b>Total Net</b>	<b>2064</b>				

		2014			
Parking Area	Capacity (Net)	September 2014 Average	September 2014 Peak	October 2014 Average	October 2014 Peak
P1	63	56%	81%	60%	71%
P4	350	82%	112%	64%	82%
P5	187	53%	66%	50%	54%
P8	949	84%	99%	82%	96%
P9	233	92%	103%	96%	101%
CCT. Garage	361	71%	94%	70%	85%
<b>Total Net</b>	<b>2143</b>				

# UTM Population - Estimated Growth \*



\* Includes headcount estimates of undergraduate and graduate student populations (full-time & part-time), as well as appointed faculty and staff populations.

## Proposed Parking Rate Change

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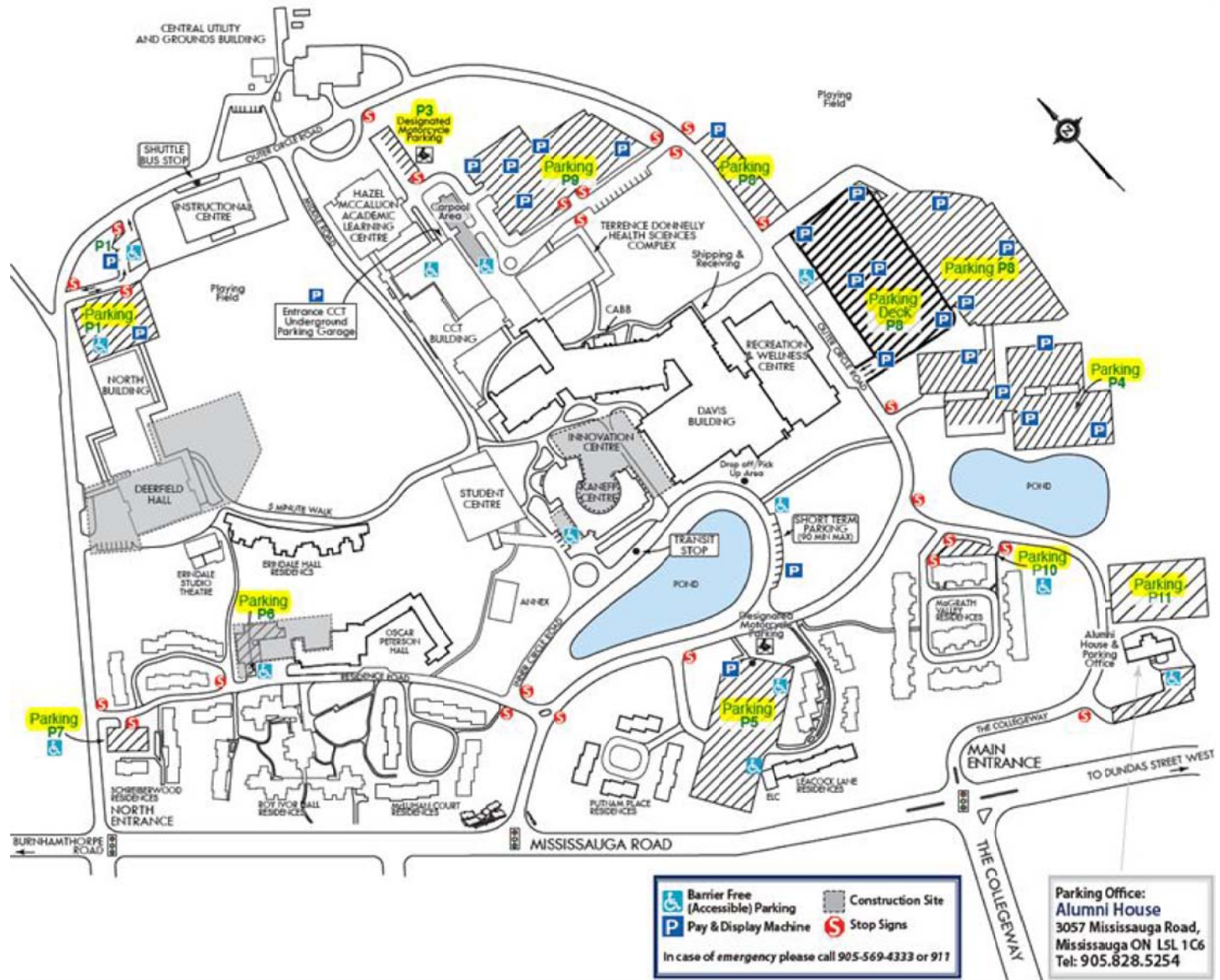
- Permits will increase 3%, (annual 3% increase implemented in 2010/11)
- Range from \$570 (8-month) or 12-month @ \$684 to \$990 (competitive)
- **Increases:** from \$16.60 (8-month) or 12-month @ \$19.93 to \$28.86
- **Monthly Increase:** \$2.10 (8-months) or 12-month @ \$1.80 to \$2.40 (L Timmy's Coffee @ \$1.90)
- Pay & Display maximum daily rate to increase by \$1 to \$14 (last increased 7 years ago)



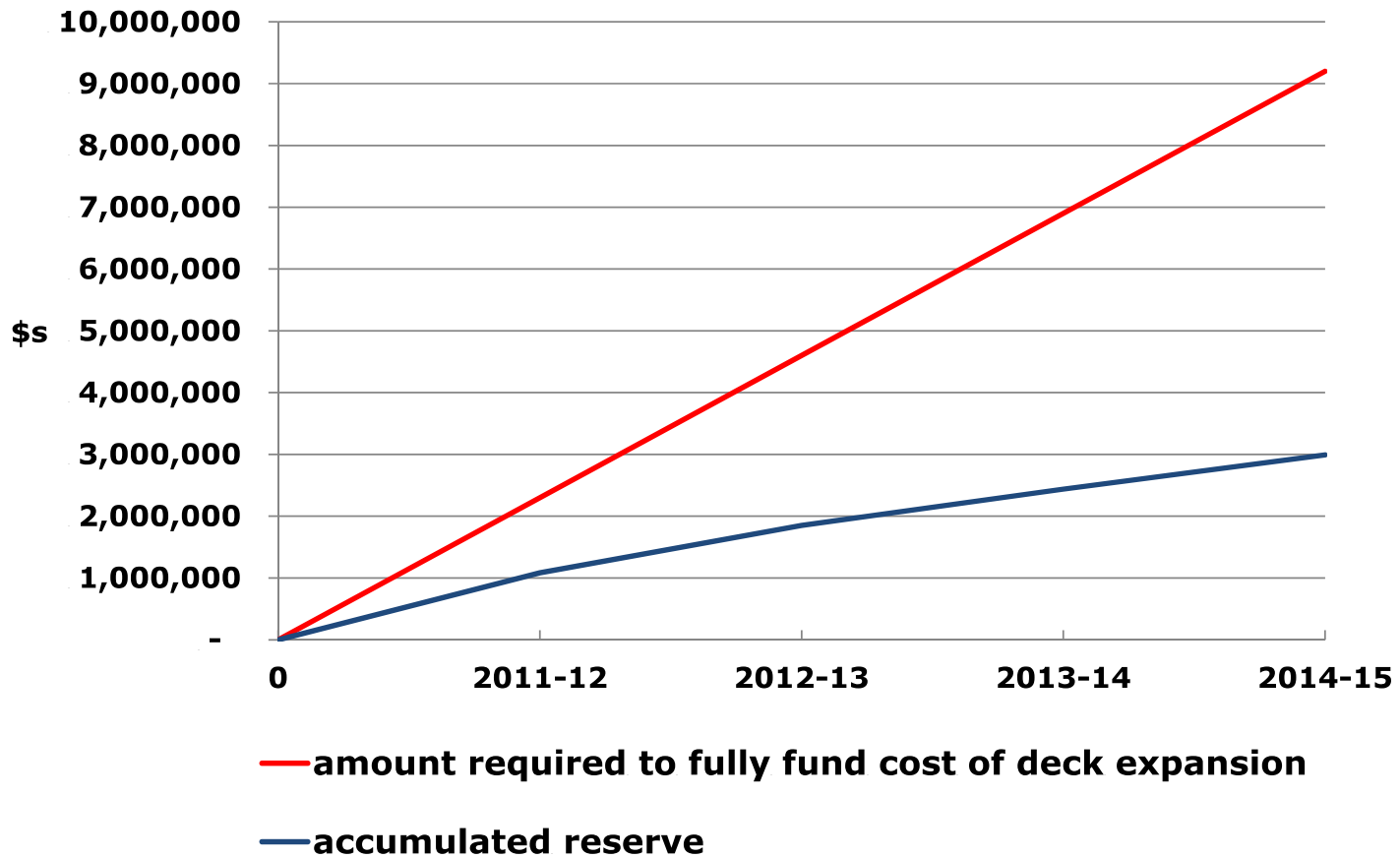
**University of Toronto Mississauga  
Parking Services  
Competitor Rates - 2014-15  
in \$'s**

	<u>UTM</u>	<u>UTSC</u>	<u>St. George</u>	<u>York</u>	<u>McMaster</u>	<u>Credit Valley Hospital</u>
Reserved:						
Most expensive	961.96	1,086.72	2,976.00	1,676.69	1,212.00	N/A
Least expensive	961.96	835.92	1,560.00	1,370.24	339.00	N/A
Unreserved:						
Most expensive	686.53	N/A	1,308.00	1,453.63	N/A	948.00
Least expensive	664.27	N/A	1,308.00	1,065.82	N/A	948.00

# Parking Lots



### Accumulated Reserve and Amount Required to Fully Fund Cost of Deck Expansion



# Parking

## Summary Statement of Operating Results

(\$000's)

	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Total Revenue	3,336	3,370	3,847
Total Expense	2,526	2,548	2,858
Operating Results before Transfers	810	822	989*

Note: \* To be directed to Parking Ancillary's Capital Reserve  
and used toward cost of Parking Deck #2

# Summary

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## Schedules 1, 5 and 6

# Thank You

Motion

Discussion & Questions



**FOR  
RECOMMENDATION****PUBLIC****OPEN SESSION**

**TO:** UTM Campus Council

**SPONSOR:** Paul Donoghue, Chief Administrative Officer  
**CONTACT INFO:** 905-828-3707, [paul.donoghue@utoronto.ca](mailto:paul.donoghue@utoronto.ca)

**PRESENTER:** See Sponsor  
**CONTACT INFO:**

**DATE:** January 29, 2015 for February 5, 2015

**AGENDA ITEM:** 5

5

**ITEM IDENTIFICATION:**

Capital Project: University of Toronto Mississauga Parking Deck Expansion - Report of the Project Planning Committee, Project Scope, and Sources of Funding

**JURISDICTIONAL INFORMATION:**

Section 5.6.2 of the Campus Affairs Committee Terms of Reference states that the Committee “considers reports of project planning committees and recommends to the UTM Campus Council approval in principle of projects (i.e. site, space plan, overall cost and sources of funds) with a capital cost as specified in the *Policy on Capital Planning and Capital Projects*.”

The *Policy on Capital Planning and Capital Projects* provide that capital projects with a project budget over \$3 million and up to \$10 million (Approval Level 2), at UTM will be considered by the UTM Campus Affairs Committee and the UTM Campus Council, before being recommended to the Academic Board for approval. Such proposals are then brought forward to the Executive Committee for confirmation.

The Business Board is responsible for approving the establishment of appropriations for individual projects and authorizing their execution within the approved costs.

**GOVERNANCE PATH:****A. PROJECT PLANNING REPORT:**

1. Campus Affairs Committee [For Recommendation] (January 8, 2015)
2. **Campus Council [For Recommendation] (February 5, 2015)**
3. Academic Board [For Approval] (March 19, 2015)
4. Executive Committee [For Confirmation] (March 25, 2015)

**B. Execution of the Project:**

*UTM Campus Council – Capital Project: University of Toronto Mississauga Parking Deck Expansion - Report of the Project Planning Committee, Project Scope, and Sources of Funding*

1. Business Board [for execution of the project] (March 2, 2015)

**PREVIOUS ACTION TAKEN:**

This item was recommended for approval by the Campus Affairs Committee, on January 8, 2015.

**HIGHLIGHTS:**

The proposed project is to construct a second single-level parking deck above a portion of the largest surface parking lot at the south end of campus: directly across from the recreation and athletics building and adjacent to the existing parking deck. As with the first parking deck, the sloping site will allow any potential aesthetic concerns to be minimized and dealt with through relatively inexpensive design enhancements, such as landscaping. By building over an existing lot, the environmental impact will be minimal, (e.g. no expansion of the already hard-surfaced footprint), and present no storm water management issues. These two advantages of the site combine to facilitate the necessary approvals from both the City of Mississauga and the Credit Valley Conversation Authority.

A deck containing approximately 300 spaces (approximately 6 will be designated accessible spaces) will balance the need to address current and longer-term shortages, will avoid the potential to overbuild and will bring the total campus inventory of spaces generally available to the UTM community in 2015-16 to 2,374. This is equivalent to a ratio of just under 15 spaces per 100 total campus headcount.

The Project Planning Committee was struck in the fall of 2014. Membership included faculty, staff and undergraduate and graduate students. The members met to inform the direction of the proposed project, as detailed in the Project Planning Report.

UTM experiences both the benefits and the challenges of being primarily a commuter campus in a suburban setting. In 2013-14, approximately 54 percent of UTM's intake came from the western GTA and a large number of these students live at home while attending university. While the campus is served by Mississauga transit, many students live in areas within the western GTA where commuting by car is often the most viable option.

UTM is reachable by public transit and over the past several years, there have been significant improvements to that public transit system. The campus is now served by four MiWay (previously Mississauga Transit) routes, including connections to two GO Train hubs and the Toronto Transit Commission (TTC) Islington subway station. The most important factor in improving access to the campus using Mississauga Transit was the introduction of the UPass, which allows unlimited use of MiWay at about one-ninth the cost of other frequent-user passes. The UPass is available to all UTM students and is paid for through a student ancillary fee.

The impact of these improvements has been dramatic: rates of demand for parking have declined from a peak of about 30 spaces per 100 campus population, to approximately 15 spaces. Regardless of these improvements, for much of the campus population, the utility of public transit service to UTM is limited. The scope, scale, intensity of coverage and resulting efficiency



*UTM Campus Council – Capital Project: University of Toronto Mississauga Parking Deck Expansion - Report of the Project Planning Committee, Project Scope, and Sources of Funding*

of the TTC, renders comparisons between the TTC and MiWay largely irrelevant. As a result, direct comparisons of the expected impact of public transit upon the need for on-campus parking, between UTM and St. George or even UTM and UTSC can be misleading.

Parking supply

In November 2010, UTM completed the construction of a Parking Deck, providing a total of 287 spaces. This initiative met the demand in 2010 and was anticipated to continue to provide adequate spaces for at least 5 years. The total capacity of spaces is currently 2,413, with the net spaces generally available to the UTM community (net of accessible, carpool, and other spaces not generally available) at 2,143. Coupled with population growth, the campus has had to oversell parking lots, cap the number of permits and establish waiting lists. Faculty, students and staff who cannot find a space are directed to Temporary Lot 11, which is used for construction workers and often serves a staging/mobilization purpose related to ongoing construction on the campus. In addition, in the last two years, UTM has been experiencing the difficulties seen in 2009: because it takes so long to search and find a space in the various lots, traffic starts to back up on campus and, at some times, off campus (onto Mississauga Road and The Collegeway), resulting in large delays for all (not only those who park, but also those that travel by bus, carpool or are dropped off).

Until recently, a second parking deck was planned for spring, 2016. However, with the impending loss of Lot 1 in January 2015 (for the construction of North Building Phase B), supply will be below what is needed to provide an acceptable level of service to the UTM community, impeding daily operations of the campus, negatively impacting the overall student experience and UTM’s community stewardship activities. Current enrollment plans call for growth over the next five years to over 16,000.

Timing:

Time is of the essence; the only window for such a project is between March and August. Advance planning and design, combined with the use of pre-cast technology may enable UTM to meet that very aggressive schedule.

Schedule:

Governance Approvals	January – March 2015
RFP and Architect selection	November 2014
Full Design Package	December 2014 – January 2015
Permit	February – March 2015
Contractor Mobilization	April 2015
Site Work	April – May 2015
Foundations	June – July 2015
Precast Erection	July – August 2015
Electrical/Mechanical	August 2015
Paving	August 2015
Substantial Performance	September 1, 2015

*UTM Campus Council – Capital Project: University of Toronto Mississauga Parking Deck Expansion - Report of the Project Planning Committee, Project Scope, and Sources of Funding*

**FINANCIAL IMPLICATIONS:**

The overall cost of the project, as well as the delineation of amounts derived from the various sources of funds, will be considered in the *in camera* session of the meeting (a separate cover sheet has been provided to members).

5

**RECOMMENDATION:**

Be It Resolved:

1. THAT the Project Planning Committee Report for the Parking Deck Expansion at the University of Toronto Mississauga, dated November 10, 2014, be approved in principle; and
2. THAT the proposed construction of a single-level parking deck, on the site of an existing surface lot with a capacity of approximately 300 parking spaces, be approved in principle, to be funded by the UTM Parking Ancillary’s Capital Reserve and an internal transfer to the Parking Ancillary from UTM’s general Capital Reserves.

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**DOCUMENTATION PROVIDED:**

Report of the Project Planning Committee for the University of Toronto Mississauga Parking Deck Expansion, dated November 10, 2014.

# University of Toronto Mississauga

## Parking Deck Expansion: Report of the Project Planning Committee November 10, 2014



**TABLE OF CONTENTS**

I. Executive Summary..... 3

II. Project Background ..... 6

    a) Membership ..... 8

    b) Terms of Reference ..... 8

    c) Impact on the Academic Plan ..... 9

III. Project Description

    a) Alternative Sites Considered..... 10

    b) Recommended Option and Site ..... 10

    c) Resource Implications ..... 11

    d) Funding Sources..... 11

    e) Schedule ..... 12

    f) Recommendation ..... 12

IV. Appendix..... 13

## UTM Parking Deck Expansion Project Planning Report

### Executive Summary

#### **Key operational success factors**

UTM experiences both the benefits and the challenges of being primarily a commuter campus in a suburban setting. In 2013-14, approximately 54 percent of UTM's intake came from the western GTA and a large number of these students live at home while attending university. While the campus is served by Mississauga Transit, many students live in areas within the western GTA where commuting by car is often the most viable option.

UTM is reachable by public transit and over the past several years, there have been significant improvements to that public transit system. The campus is now served by four MiWay (previously Mississauga Transit) routes, including connections to two Go Train hubs and the TTC's Islington subway station. The most important factor in improving access to Mississauga Transit was the introduction of the UPass, which allows unlimited use of MiWay at about one-ninth the cost of other frequent-user passes. The UPass is available to all UTM students and is paid for through a student ancillary fee.

The impact of these improvements has been dramatic: rates of demand for parking have declined from a peak of about 30 spaces per 100 campus population, to less than 15%. Regardless of those improvements and for much of the campus population, the utility of public transit service to UTM is limited. The scope, scale, and intensity of coverage and resulting efficiency of the TTC render comparisons between the TTC and MiWay largely irrelevant.

#### **Growth history and outlook**

Prior to 2009, a number of initiatives were successfully put in place to ameliorate the growing demand for on-campus parking and included an automated ride-share program, designation of preferential carpool spaces and most dramatically, improved public transit services. UTM has also previously investigated parking off campus and utilizing shuttle buses, parking along the Outer Circle Road and changing from traditional to angled parking. These options proved undesirable or not possible to implement because they would result in unacceptable service levels and operational and safety concerns. "Prohibitive pricing", the practice of extraordinary price increases to reduce demand has also been considered. Such an approach may be acceptable in situations where there are readily available alternatives, such as high service-density public transit access or other parking options adjacent to or nearby the campus (as is the case for the St. George campus). In the absence of such alternatives, "prohibitive pricing" would be seen (with some legitimacy) merely as price-gouging.

Since 2010, the campus population has grown over 17%, while the relevant parking supply has increased by only 2%. The campus now needs an increase in parking spaces.

### **Parking supply**

In November 2010, UTM completed the construction of a single-level parking deck, providing a total of 287 spaces. This initiative met the demand in 2010 and was anticipated to continue to provide adequate spaces for at least 5 years. The total capacity of spaces is currently 2,413, with the net spaces generally available to the UTM community (net of accessible, carpool, and other spaces not generally available) at 2,143. Coupled with population growth, the campus has had to oversell parking, cap the number of permits and establish waiting lists. Faculty, students and staff who cannot find a space are directed to Temporary Lot 11, which is used for construction workers and often serves a staging/mobilization purpose related to ongoing construction on the campus. In addition, in the last two years, UTM has been experiencing the difficulties seen in 2009: because it takes so long to search and find a space in the various lots, traffic starts to back up on campus and, at times, off campus (onto Mississauga Road and The Collegeway), resulting in large delays for all (not only those who park, but also those who travel by bus, carpool or are dropped off).

When the first parking deck was built, it was anticipated that UTM would not need to build the second parking deck until the spring of 2016. However, with the looming loss of Lot 1 in January 2015 (for the construction of North Building Phase B), supply will be below what is needed to provide an acceptable level of service to the UTM community, impeding daily operations of the campus, negatively impacting the overall student experience and UTM's community stewardship activities.

### **Timing and need for increased capacity**

Without increased supply of parking, the overall frustration level will increase, with a growing number of legitimate complaints from students, faculty and staff.

Efforts to ameliorate the demand for parking will continue, including the negotiation of further enhancements to public transit, but the most significant returns on those efforts have already been realized. As noted above, while MiWay provides a good service, it cannot compare to the scale, scope and service intensity of that provided by the TTC. As a result, direct comparisons of the expected impact of public transit upon the need for on-campus parking, between UTM and St. George or even UTM and UTSC can be misleading.

Time is of the essence; the only window for such a project, regardless of which year it undertaken, is between March and August. Advance planning and design, combined with the use of pre-cast technology may enable UTM to meet a very aggressive schedule that would see completion by September, 2015.

### **FINANCIAL AND/OR PLANNING IMPLICATIONS:**

UTM's Parking Ancillary can: (i) readily carry the cost for the estimated total project cost, financed by a combination of cash (from the Parking Ancillary Capital Reserves) and internal financing from UTM's general Capital Reserves, to be amortized over a ten-year period; (ii) do so with no extraordinary parking fee increase beyond the 3% per annum already planned; and (iii), still build growing operational and capital reserves against unforeseen contingencies. The actual repayment term

may be reduced if the interest cost on the internal loan is less than the assumed 8% and/or if UTM Parking decides to make lump-sum payments from accumulating reserves over the repayment period.

The operation will experience three years of modest, declining, negative results beginning in 2016-17: \$172,000; \$92,000; and, \$9,000. Such operating losses would normally be expected when an ancillary takes on a large capital project. In all three fiscal years the loss is more than offset by planned Operating Reserves.

On several occasions, UTM has investigated whether it would make sense to use a third party to undertake required capital investments in the Parking Ancillary. The incremental interest cost, necessary return on investment for that third party and a longer amortization period would add several million dollars to the University's overall cost and consequently this approach was not pursued.

### **RISK IMPLICATIONS:**

If on-campus parking capacity is not added, service levels will continue to degrade to unacceptable levels. That degradation of service will, in turn continue to impede the daily operations of the campus, offset the significant strides that have been made in improving the overall student experience, and negatively impact UTM's well-established community stewardship activities. It would significantly challenge UTM's planned enrollment growth over the next five years.

### **RECOMMENDATION:**

Be It Recommended to the University of Toronto Mississauga Campus Council:

1. THAT the Project Planning Committee Report for the Parking Deck Expansion at the University of Toronto Mississauga, dated November 10, 2014, be approved in principle; and
2. THAT the proposed construction of a single-level parking deck, on the site of an existing surface lot with a capacity of approximately 300 parking spaces, be approved in principle, to be funded by the UTM Parking Ancillary's Capital Reserve and internal financing to the Parking Ancillary from UTM's general Capital Reserves.

## **PROJECT BACKGROUND**

Prior to 2009, significant efforts and initiatives were successfully implemented to manage the demand for increased parking at UTM. These efforts included: improved public transportation (including additional Mississauga Transit Routes and incremental capacity on all routes); the introduction of a transit pass (UPass) available to all UTM students and funded through student fees; and carpooling-rideshare initiatives.

On several occasions, UTM investigated the possibility of renting parking capacity at nearby malls on MiWay routes and allowing students to use their UPass to get to campus from those locations or even operating a UTM shuttle bus service during peak hours. Mall owners and operators expressed no interest in such an arrangement. In addition, UTM has considered angled parking in existing lots to increase capacity and parking around the Outer Circle: both were rejected for operational and safety reasons.

For purposes of planning parking supply, UTM considers the total gross number of spaces and, more importantly, the number of net parking spaces. Net spaces include only those available for general access and exclude those designated for accessibility permits, carpool, construction, residence, receiving areas, motorcycle, Lislehurst, Alumni House, and signed reserved.

In 2009-10, student enrollment at UTM was 11,515. The total campus headcount, including faculty and staff, was more than 13,000 and additional parking spaces were needed. Consequently, in November 2010 UTM increased parking supply by opening a newly constructed Parking Deck; a one-floor, “second story” on top of an existing surface lot, providing 287 (gross) / 283 (net) additional spaces. The size of the initial deck was expected to be adequate for at least 5 years. At a cost of \$6.7 million it was economical to build and the size provided for growth in demand while not over-building (too many empty, non-revenue producing spaces).

Since 2010, student enrolment has grown by over 17% and student headcount is expected to be almost 14,000 in 2014-15, with a total campus population, including students, faculty and staff, of about 15,500. During 2014, spaces were added as a small designated lot (formerly 46 spaces) became available for general use and was expanded to a total of 77 spaces (Lot #8). The current supply is 2,413 gross spaces or 2,143 net. Over the same period, net parking supply has increased by only 2%. However, by January 2015, Lot 1 (63 net spaces) will be temporarily closed for three years while the second phase of the reconstruction of the North Building proceeds, lowering the net spaces available to 2,080. The supply of on-campus spaces must be increased to service the growth in enrolment. Appendix B shows the ratio of parking supply to campus population with and without the second deck.

If the second deck is not constructed, students, staff and faculty will experience an unsatisfactory level of service to the UTM campus during peak hours, with all parking lots ‘over sold’, a cap in permit sales and the establishment of waiting lists for permits, as was the case in 2009 and 2013. Appendix C shows utilization charts from the fall of 2013 when the situation was considered very close to unacceptable. Although the campus population increased in 2014, UTM was able to provide adequate service for one additional year through the use of the expanded small lot noted above and through efforts to smooth the parking demand across the week by adjusting class schedules. UTM Parking staff monitors, on an hourly basis, actual occupancy in all campus lots. During the month of September



2013, in the peak hours of 11:15 to 1:15, utilization was 97%, with a total of 55 empty spaces across campus. Even throughout October, once student schedules had become more established and the associated commuting patterns routine, utilization was 93%. The figures for 2014 show some relief with the additional 77 spaces in P8, but with enrolment continuing to increase, that relief is temporary.

The result has been extensive illegal parking, some of which raises safety concerns (e.g. parking in laneways) and all of which, in the face of increased enforcement necessitated by limited capacity, results in a very high frustration level throughout the UTM community. The impact has also been felt beyond the campus boundaries as students illegally park in the immediately adjacent residential neighborhoods and has become a continuing source of frustration for UTM's neighbours.

Not only is the daily operation of the campus impaired, but the problem is will soon impact important community stewardship activities, traditionally a strength at UTM. Major special events with the outside community are extremely difficult to accommodate during regular business hours.

The MiWay provides a good level of service for a suburban transit system given the area covered, the resulting distances to be travelled and the relative low population density. However, it is but a shadow when compared to the scale, scope and intensity of coverage provided by the Toronto Transit Authority (TTC). While the eastern university campus, UTSC, is also located in a suburban area, it is directly linked to the extensive TTC network. As a result, direct comparisons between UTM and ST. George, or even UTM and UTSC, regarding what constitutes reasonable levels of "public transit" coverage or the levels of on-campus parking that is required can be misleading.

With the construction of the second parking deck project, the total number of (net) spaces available for general access to the UTM community will be 2,374 in September 2015.

For the purposes of compliance with Mississauga by-law requirements, the entire UTM campus is treated as a single entity, rather than each building being required to provide a pre-determined number of parking spaces per unit of built space, an ongoing practice based on the strong relationship between UTM and the City. It has also meant that even with the limited number of spaces, building permits have continued to be issued without a requirement to add parking capacity. If UTM does not make every effort to provide adequate parking, it is possible that the City could require UTM to provide more spaces as a condition of approving future building permit applications, in order to ameliorate the impact on adjacent roadways.

**Terms of Reference: Project Planning Committee for a New Parking Deck 2 at the University of Toronto Mississauga (UTM)**

**MEMBERSHIP:**

Scott Prosser, Faculty (Co-chair)  
 Paul Donoghue, CAO (Co-chair)  
 Stacey Lynn Paiva, Graduate Student (President, UTMAGS)  
 Amir Moazzami, Part-time Undergraduate Student (VP Part-Time Affairs, UTMSU)  
 Ebi Agbeyegbe, Full-time Undergraduate Student (VP External UTMSU)  
 Christine Capewell, Director, Business Services  
 Sonia Borg, Assistant Director, Business Services  
 Rob Messacar, Manager, Campus Police  
 Paull Goldsmith, Director, Facilities Management & Planning  
 Mark Overton, Dean of Student Affairs  
 Art Birkenbergs, Parking Services Staff  
 Christine Burke, Director, Campus and Facilities Planning  
 Adrienne De Francesco, Director, Project Management  
 George Phelps, Director, Project Development

**TERMS OF REFERENCE:**

1. Complete the analysis of on-campus parking demand and supply, both current and future projections.
2. Review alternatives to on-campus parking and/or alternatives to meeting those on-campus parking needs through the construction of a second parking deck.
3. Subject to 1 and 2 above, develop a conceptual plan for a second parking deck with a capacity of about 287 spaces.
4. Ensure consistency with the approved UTM Campus Master Plan with regard to site selection for such a project.
5. Identify any secondary effects of such a project, and identify strategies to ameliorate such effects and all costs associated.
6. Identify all operational considerations associated with a second parking deck on the UTM campus.
7. Identify all security, occupational health and safety and accessibility and maintenance requirements and their related costs.
8. Outline a preliminary schedule for project completion.
9. Determine a total project cost estimate (TPC) for the project.
10. Identify all sources of funding for capital and operating costs.
11. Identify all necessary planning approvals, required to construct the parking structure.
12. Complete project planning report by November 14, 2014

### **Impact on the Academic Plan**

Failure to deal with the looming shortage in parking capacity on the UTM campus will result in an unacceptably poor level of service. For the past several years, UTM has focused much of its energies and resources into improving the overall student experience and the campus has enjoyed the returns on that investment, becoming the “first choice” for an increasing proportion of prospective students. A lot of goodwill can be lost to frustration and the impression that we cannot secure adequate parking for our students, who waste valuable time driving all over campus looking for the few spots that may be available. It may only be a matter of time before that general level of frustration spills over into reputational damage and impacts the “first choice” prospects. For all of the reasons noted herein, parking plays a central role in campus academic life and student satisfaction at UTM.

Community stewardship efforts will also be increasingly affected, potentially undoing years of relationship building by UTM. More worrisome is the possibility noted previously: a City-imposed requirement for additional parking linked to issuance of building permits.

Student enrollment plans call for an increased headcount to about 16,000 by 2019. Without additional on-campus parking capacity, it may not be possible to realize those plans.

## **PROJECT DESCRIPTION**

### **(a) Alternatives & Sites Considered:**

With the exception of the parking garage built under the CCT building (opened in 2004) the campus' solution to increased parking demand had been to build surface, asphalt lots, because of the significant cost advantage. Such lots can be constructed for about \$3,200 per space. However, further expansion of surface lots would require destruction of one of the UTM campus' defining elements: the remarkable green space that surrounds the campus. More in-fill surface lots inside the Outer Ring Road would conflict with the remaining sites for future buildings as set out on the UTM Master Plan 2000 (and the update of 2011) and would seriously threaten the integrity of the overall campus design. Furthermore, it is most unlikely that the university could get the necessary approvals to encroach on the surrounding green space located outside the Outer Ring Road, with much of that area having "protected" status under the auspices of the Credit Valley Conservation Authority. As well, during the public process to update the Campus Master Plan, the UTM community decided that potential sites outside the Outer Ring Road at the north end of the campus, (e.g. the old orchard plot), would not be developed for parking. Beyond those practical considerations, there is a serious public credibility issue for the university. Even if approval could be received for expansion into the outer campus, replacing green space with parking lots has a dramatic environmental impact; a direction totally contrary to the leadership position in sustainable and environmentally sensitive development that UTM has established for itself.

The possibility of underground parking capacity (for example, under the recently-approved North Building Phase B Project) was also considered, but was rejected as unrealistically expensive. A fully enclosed, above-ground parking garage to be built on the site of an existing surface lot, outside the inner ring road, was also rejected, as it had been when the first deck was built. These decisions were based on: (1) the additional requirements for ventilation and other mechanical systems not only result in a higher cost of construction, but also prohibitively high operating and longer term maintenance costs; and, (2) the timeline for the construction of such a traditional parking garage would exceed the only window available: between March and the beginning of classes the following September. If the structure could not be completed in that time, the result would be the further loss of several hundred parking spaces (the existing spaces under and around the expansion) during the construction period. Even a (non-enclosed) multi-level deck would involve high-cost elements: elevators for accessibility, extensive internal ramping and more robust first level support structures.

### **(b) Recommended Option & Site:**

A second single-level parking deck will be constructed above a portion of the largest surface parking lot at the south end of campus: directly across from the Recreation, Athletics and Wellness Centre (P8, Attachment A) and adjacent to the existing parking deck. As with the first parking deck, the sloping site will allow any potential aesthetic concerns to be minimized and dealt with through relatively inexpensive design enhancements, such as landscaping. By building over an existing lot, the environmental impact will be minimal, (e.g. no expansion of the already hard-surfaced footprint), and present no storm water management issues. These two advantages of the site combine to facilitate the necessary approvals from both the City of Mississauga and the Credit Valley Conversation Authority.

As noted above, the deck will not be a fully enclosed parking garage, but rather, will be similar to the first deck and those commonly found at larger shopping malls and hospitals elsewhere in Mississauga (but only one level). Beyond the capital, operating and maintenance cost advantages, such a deck can also be built utilizing precast technology, (rather than cast-in-place concrete) whereby the bulk of structural elements are completed, in advance, off-site. Once site preparations are complete, the structure can then be erected in a much reduced time period.

A deck containing approximately 300 spaces (approximately 6 will be designated accessible spaces) will balance the need to address current and longer-term shortages, will avoid the potential to overbuild and will bring the total campus inventory of spaces generally available to the UTM community in 2015-16 to 2,374. This is equivalent to a ratio of just under 15 spaces per 100 total campus headcount.

### **Special Considerations**

The selected site for the proposed parking deck will minimize landscaping issues since it will be built above a portion of an existing surface parking lot. As noted, the site will minimize aesthetic challenges in the design. Existing electrical infrastructure already supports the site and will provide the power needed for the new parking deck with minimal enhancements.

### **I. Resource Implications**

The Total Project Cost Estimate for the parking deck, utilizing pre-cast concrete technology, is outlined in the In Camera Cover Sheet.

Increased operating costs are expected to be minimal and related to the added lighting capacity on what will be the 'ground' level of the parking deck (the existing surface lot) and the new lighting required on the deck level itself. Incremental service costs, such as those related to snow removal, will be minimal with removal of snow from the upper deck level being offset by less removal required on the ground level. Some additional maintenance costs will be incurred and all increased operating or maintenance costs will be included as an expense within the multi-year, Parking Ancillary budget.

### **II. Funding Sources**

The Parking Ancillary will provide a down payment from its own accumulated Capital Reserves. Internal financing from the general UTM Capital Reserves will be provided to fund the balance needed. This financing will be at the prevailing rates used by the University for internal loans at the time of construction completion (currently estimated at 8% interest), amortized over a maximum of ten years, beginning in 2015-16. Included in the Parking Ancillary budget are the already planned increases to permit prices of 3% annually with Pay & Display rates increasing by \$1 in 2015-16 (see Appendix E for current and planned parking prices).

The operation will experience three years of modest, declining, negative results beginning in 2016-17: \$172,000; \$92,000; and, \$9,000. Such operating losses would normally be expected when an ancillary takes on a large capital project. In all three fiscal years the loss is more than offset by planned Operating Reserves.

Given the relative health of the Parking Ancillary and its ability to finance the structure without any extraordinary price increases, the self-financing scenario is an obvious choice and UTM will not be pursuing use of an outside partner. Given well established commuting patterns, UTM is not concerned by the possibility that demand might decline subsequent to construction of the new parking deck. Even if further progress is made in improving public transit access to the campus, any decline in demand would be marginal in nature and would be offset by the need to service enrollment growth.

### **III. Schedule**

Attachment G sets out a proposed schedule for the parking deck project. It is, by necessity, very aggressive. As noted above, there is only one window to undertake such construction: the period between March and the beginning of the fall term in September. Timely internal approvals, expeditious pre-planning and utilization of pre-cast technology all combine to make the aggressive schedule achievable. The only alternative will be to defer construction one full year, until the summer of 2016, which will result in service problems and jeopardize UTM's ability to successfully handle even the modest enrollment increase projected for the next academic year.

### **IV. Recommendation**

Be It Recommended to the University of Toronto Mississauga Campus Council:

1. THAT the Project Planning Committee Report for the Parking Deck Expansion at the University of Toronto Mississauga, dated November 10, 2014, be approved in principle; and
2. THAT the proposed construction of a single-level parking deck, on the site of an existing surface lot with a capacity of approximately 300 parking spaces, be approved in principle, to be funded by the UTM Parking Ancillary's Capital Reserve and an internal transfer to the Parking Ancillary from UTM's general Capital Reserves.

**Appendices:**

- A. Campus map and referenced sites
- B. Parking demand and supply comparison
- C. Parking utilization counts, September and October, 2013
- D. Parking rates planned: 2015-16 to 2018-19
- E. Proposed Schedule

**Campus Map**

**Appendix A**



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**UTM Parking Demand and supply**

**Appendix B**

	<u>Sep 2014</u>	<b>without Deck 2 <u>Sep 2015</u></b>	<b>with Deck 2 <u>Sep 2015</u></b>
Campus population	15,500	16,041	16,041
Net parking spaces	2,143	2,080	2,374
Ratio of net spaces to population	13.8%	12.9%	14.8%

## Parking Utilization counts

## Appendix C

**Note – lots become over-capacity when cars are illegally parked in aisles, etc.**

<b>September 2013</b>	<b><u>P1</u></b>	<b><u>P4</u></b>	<b><u>P5</u></b>	<b><u>P8</u></b>	<b><u>P9</u></b>	<b><u>CCT</u></b>	<b><u>total</u></b>
Capacity	63	350	184	872	234	361	2,064
Peak usage (11:15 am – 1:15pm)	63	362	137	883	240	324	2,009
Utilization	100%	103%	74%	101%	103%	90%	97%
Empty spots	0	-12	47	-11	-6	37	55
<b>October 2013</b>							
Capacity	63	350	184	872	234	361	2,064
Peak usage (11:15 am – 1:15pm)	68	299	144	850	238	317	1,916
Utilization	108%	85%	78%	97%	102%	88%	93%
Empty spots	-5	51	40	22	-4	44	148
<b>September 2014</b>							
Capacity	63	350	187	949	233	361	2,143
Peak usage (12:00 pm – 2:00pm)	44	336	123	846	238	334	1,921
Utilization	70%	96%	66%	89%	102%	93%	90%
Empty spots	19	14	64	103	-5	27	222

P8 capacity increased by 77 spaces (addition and expansion of Argo lot)

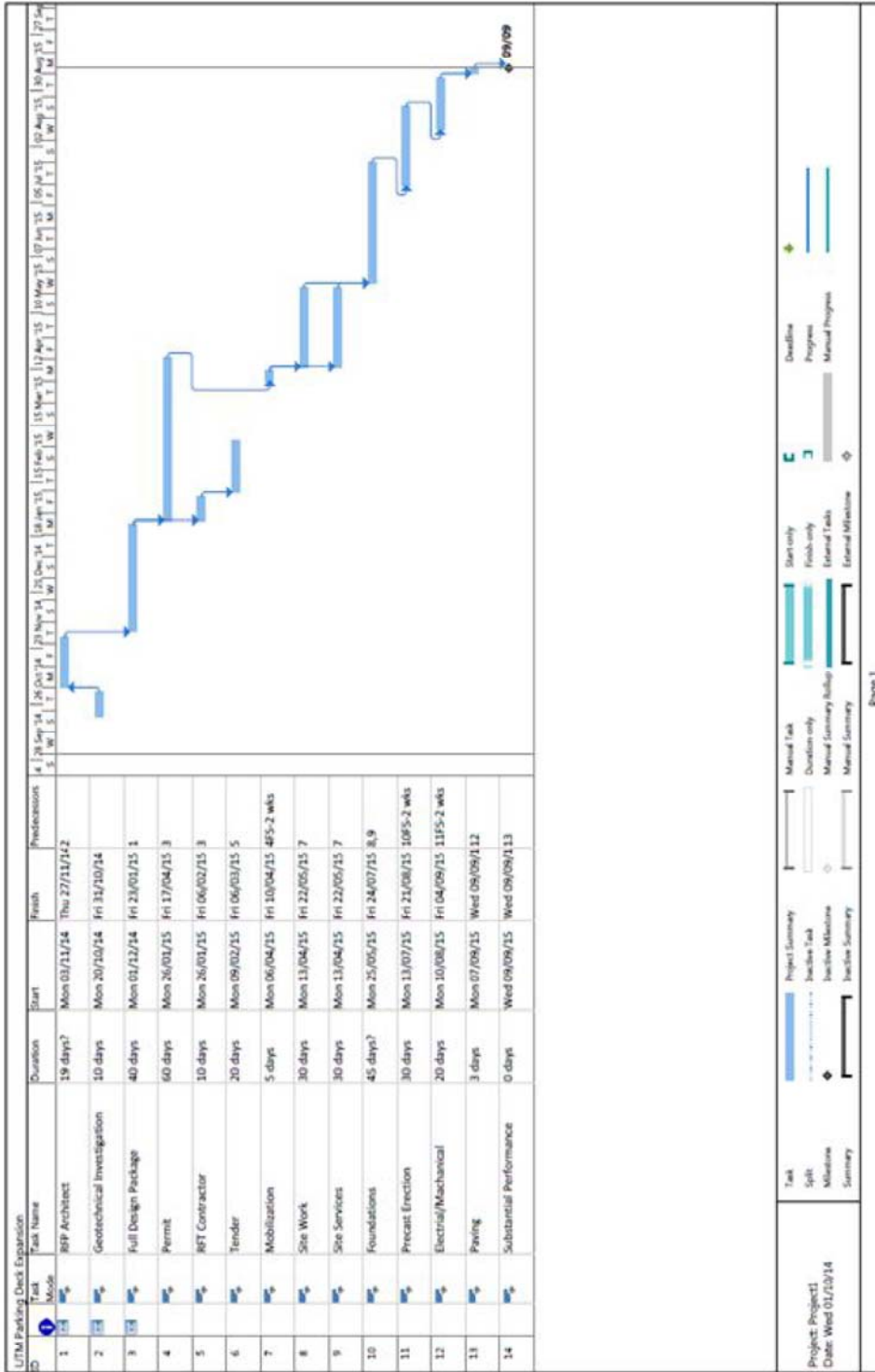
**Parking rates**

**Appendix D**

	<u>actual</u>	<u>plan</u>			
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Reserved (annual)	\$961.96	\$990.82	\$1,020.54	\$1,051.16	\$1,082.69
Premium Unreserved (annual)	\$686.53	\$707.12	\$728.34	\$750.19	\$772.69
Unreserved (annual)	\$664.27	\$684.20	\$704.72	\$725.86	\$747.64
Student Unreserved (sessional)	\$276.77	\$285.07	\$293.63	\$302.44	\$311.51
Unreserved Afternoon (annual)	\$180.00	\$230.00	\$280.00	\$330.00	\$380.00
Commercial (annual)	\$1,112.90	\$1,146.29	\$1,180.68	\$1,216.10	\$1,252.58
Pay & Display:					
daily maximum	\$13.00	\$14.00	\$14.00	\$14.00	\$15.00
evening/weekend	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
per half hour	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
<b>Rate increases (percentage)</b>					
Reserved		3.0%	3.0%	3.0%	3.0%
Premium Unreserved		3.0%	3.0%	3.0%	3.0%
Unreserved		3.0%	3.0%	3.0%	3.0%
Student Unreserved sessional		3.0%	3.0%	3.0%	3.0%
Unreserved Afternoon		\$27.8%	\$21.7%	\$17.9%	\$15.2%
Commercial		3.0%	3.0%	3.0%	3.0%
P & D:					
daily maximum		7.7%	0.0%	0.0%	7.1%
evening/weekend		0.0%	0.0%	0.0%	0.0%
per half hour		0.0%	0.0%	0.0%	0.0%

### Proposed Schedule

### Appendix E



**Proposed Schedule**

**Appendix E**

Governance Approvals	January – March 2015
RFP and Architect selection	November 2014
Full Design Package	December 2014 – January 2015
Permit	February – March 2015
Contractor Mobilization	April 2015
Site Work	April – May 2015
Foundations	June – July 2015
Precast Erection	July – August 2015
Electrical/Mechanical	August 2015
Paving	August 2015
Substantial Performance	September 1, 2015

# Capital Project: Parking Deck Expansion

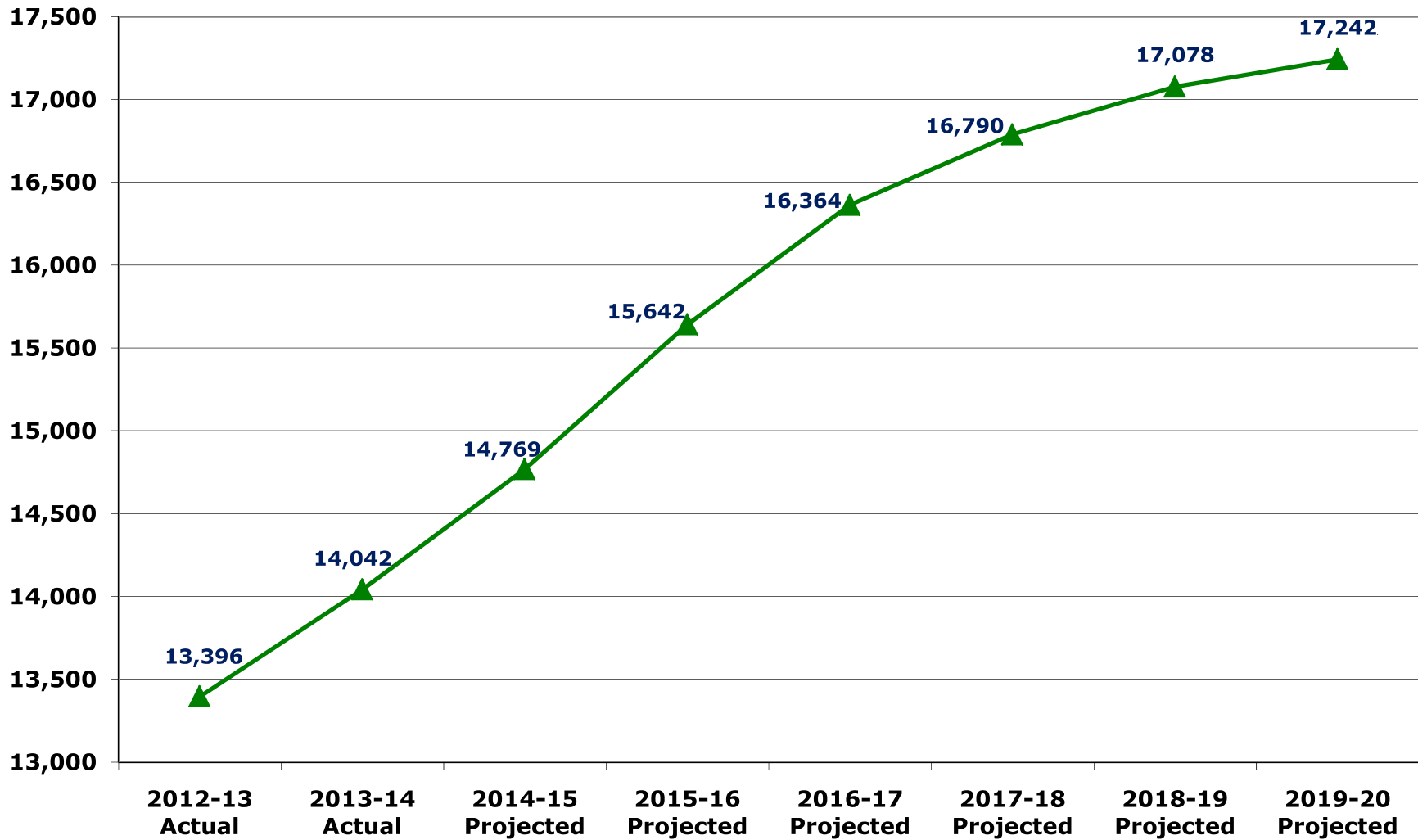
UTM Campus Council  
February 5, 2015

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# UTM Population - Estimated Growth \*

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\* Includes headcount estimates of undergraduate and graduate student populations (full-time & part-time), as well as appointed faculty and staff populations.

# Parking Space Demand Analysis

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	2013-14 Actual	2014-15 Estimate	2015-16 Estimate without Deck 2	2015-16 Estimate with Deck 2
Campus population	14,042	14,769	15,642	15,642
Gross parking spaces (September)	2,402	2,413	2,348	2,648
Less those not usable by everyone	(338)	(270)	(268)	(277)
Net spaces usable by everyone	2,064	2,143	2,080	2,371
<b>Net usable spaces / campus population</b>	<b>14.7%</b>	<b>14.5%</b>	<b>13.3%</b>	<b>15.2%</b>

Permits issued to mid-October	2,750	2,937		
Waitlist (unreserved Lots 4 & 8)	326	293		
Waitlist - Oct 31	-	-		



# Average and Peak Parking Utilization:

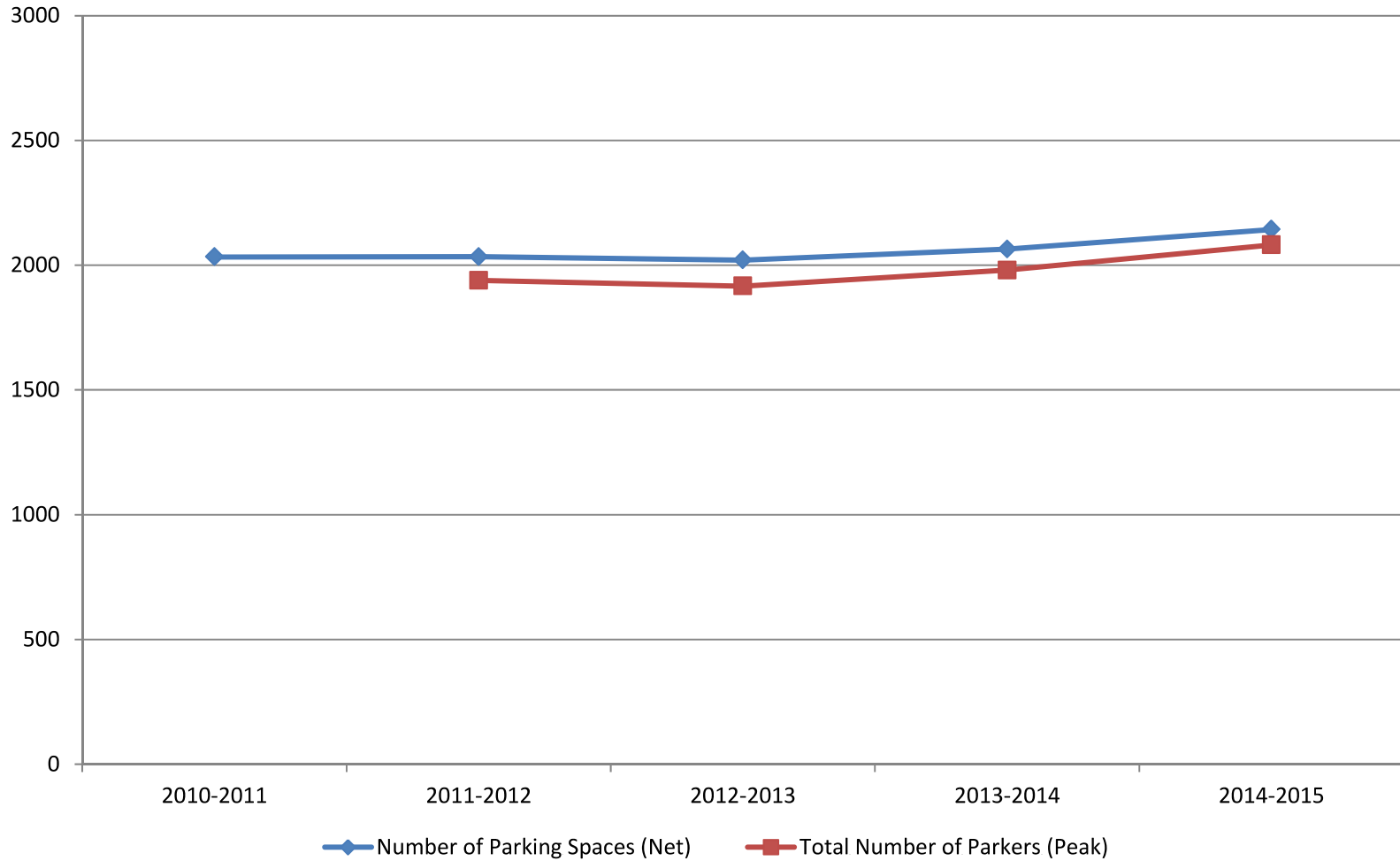
## Fall Semester 2013 & 2014

As a percentage

2013					
Parking Area	Capacity (Net)	September 2013 Average	September 2013 Peak	October 2013 Average	October 2013 Peak
P1	63	65%	92%	95%	108%
P4	350	66%	103%	73%	102%
P5	184	58%	76%	69%	78%
P8	872	76%	101%	89%	97%
P9	234	88%	103%	100%	102%
CCT Garage	361	60%	90%	77%	88%
<b>Total Net</b>	<b>2064</b>				

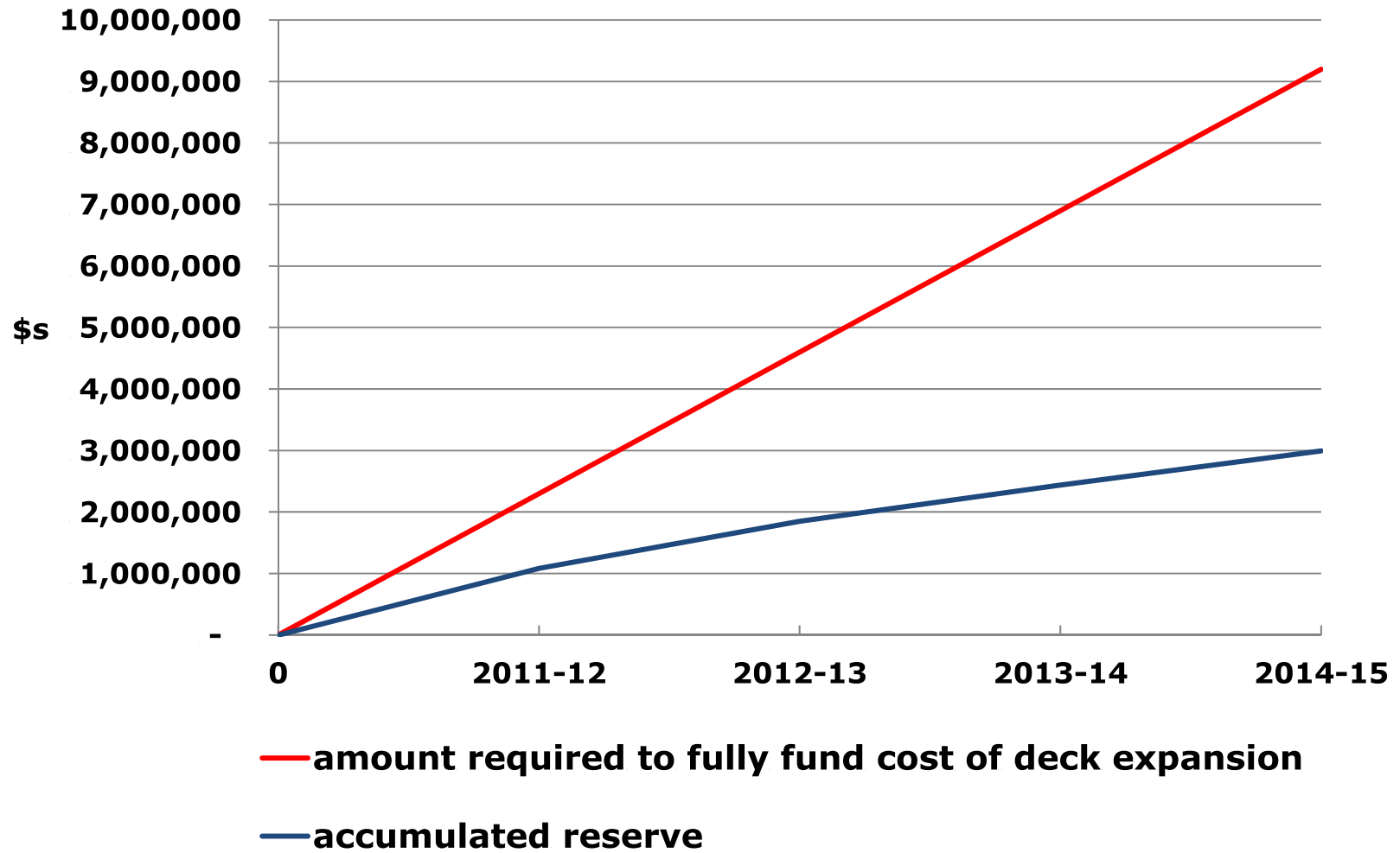
2014					
Parking Area	Capacity (Net)	September 2014 Average	September 2014 Peak	October 2014 Average	October 2014 Peak
P1	63	56%	81%	60%	71%
P4	350	82%	112%	64%	82%
P5	187	53%	66%	50%	54%
P8	949	84%	99%	82%	96%
P9	233	92%	103%	96%	101%
CCT Garage	361	71%	94%	70%	85%
<b>Total Net</b>	<b>2143</b>				

# Parking Space and Demand Analysis





## Accumulated Reserve and Amount Required to Fully Fund Cost of Deck Expansion



# Thank You

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Motion

Discussion & Questions



UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 9 OF THE AGENDA COMMITTEE

JANUARY 28, 2015

To the Agenda Committee,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on January 28, 2015 at 4:10 p.m. in Room 3214, Conference room, William G. Davis Building, at which the following were present:

Mr. John Switzer, Chair  
Professor Deep Saini, Vice-President &  
Principal  
Mr. Lee Bailey  
Mr. Jeff Collins  
Ms Megan Jamieson  
Dr. Joseph Leydon  
Mr. Leonard Lyn

**Regrets:**  
Professor Hugh Gunz  
Dr. Joseph Leydon  
Ms Judith Poë

**Secretariat:**  
Ms. Cindy Ferencz Hammond, Director of  
Governance  
Ms. Mariam Ali, Committee Secretary

**1. Chair's Remarks**

The Chair provided members with an update on the 2015 Elections process as well as the role of the Agenda Committee as a Nominating Committee. The 2015 Elections nomination period closed on January 13<sup>th</sup>. The Chair indicated how pleased he was with the response from the UTM community especially since this was only the second year of operations for the new governance model and in light of the desirability of more engagement as expressed by the Governance Review Committee in its recent report. All of the available positions for 2015-2016 were filled, and the list of candidates and constituencies that require elections is posted on the UTM Office of the Campus Council Elections website. Elections are required in the full-time student and the teaching staff constituencies of the Campus Council; in the full-time student constituency of the Academic Affairs Committee; and in the full-time student and the teaching staff constituencies of the Campus Affairs Committee. Candidate statements will be posted on the Office of the Campus Council website on January 29 ([www.utm.utoronto.ca/governance](http://www.utm.utoronto.ca/governance)) and they will also be placed in the campus newspaper during the voting period. The Chair noted that voting would begin on February 9 and end on February 20 and encouraged members to promote the elections through their regular interactions with the UTM community. He asked that members contact the Deputy Returning Officer, Cindy Ferencz Hammond for any information related to the elections.

The Chair advised members that the Deputy Returning Officer had sent out a call for nominations for two additional members of the Campus Council (one teaching staff and one student) to be added to the Agenda Committee when it serves as a Nominating Committee on January 22, 2015. Nominations would close on January 29, 2015 and the Agenda Committee would be asked to review the nominations received for these two seats at its meeting on February 20<sup>th</sup>. The Committee's recommendations for these appointments would then be forwarded to the UTM Campus Council for approval at its meeting on March 5th.

**2. Agenda for the Meeting of the UTM Campus Council, Thursday, February 5, 2015**

The Committee discussed and approved the agenda for the UTM Campus Council meeting, which would be held on February 5, 2015.

**CONSENT AGENDA**

**3. Date of Next Meeting** – Friday, February 20, 2015, 2:00 p.m.

The Chair reminded members that the next meeting of the Committee was scheduled for Friday, February 20, 2015, 2:00 p.m. in the Room 3214 Conference Room, William G. Davis Building.

**4. Report of the Previous Meeting – Report 8 – November 26, 2014**

**5. Other Business**

There were no items of other business.

The consent agenda was adopted and the item requiring approval (Item 4) was approved.

The meeting adjourned at 5:06 p.m.

\_\_\_\_\_  
Secretary  
January 29, 2014

\_\_\_\_\_  
Chair

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 8 OF THE CAMPUS AFFAIRS COMMITTEE**

**JANUARY 8, 2015**

To the Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on January 8, 2015 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Mr. Nykolaj Kuryluk, Vice-Chair  
Professor Deep Saini, Vice-President &  
Principal  
Mr. Arthur Birkenbergs  
Ms Donna Coulson  
Mr. Dario Di Censo  
Mr. Paul Donoghue, Chief Administrative  
Officer  
Professor Hugh Gunz  
Ms Melissa Holmes  
Ms Megan Jamieson  
Ms Simone Laughton  
Professor Amy Mullin, Vice-Principal  
Academic and Dean  
Mr. Mark Overton, Dean of Student Affairs  
Ms Judith Poë  
Mr. Moe Qureshi  
Ms. Maria Rabbat  
Mr. Andy Semine  
Ms Amber Shoebridge  
Professor Steven Short  
Ms Anya Todic  
Dr. Gerhard Trippen  
Professor Anthony Wensley

**In Attendance:**

Mr. Chad Nuttall, Student Housing and Residence Life  
Ms Vicky Jezierski, Director, Hospitality & Retail Operations  
Mr. Hassan Havili, President, UTMSU

**Secretariat:**

Mr. Louis Charpentier, Secretary of the Governing Council  
Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council  
Ms Mariam Ali, Committee Secretary

**1. Chair's Remarks**

The Chair welcomed members to the first meeting of the New Year, and advised that Dr. Leydon was unavailable to participate in the meeting. He informed members that Election period had begun and the nomination period would close on January 13, 2015, he asked members to encourage those



interested in governance to contact the Deputy Returning Officer, Ms Cindy Ferencz-Hammond for more information. The Chair also noted nomination forms were available on the Office of the Campus Council website.

## **2. Presentation on Student Financial Aid: Mr. Richard Levin, Executive Director, Enrolment Services and University Registrar and Ms Donna Wall, Director of Financial Aid and Awards in Enrolment Services**

The Chair invited Mr. Richard Levin, Executive Director, Enrolment Services and University Registrar and Ms Donna Wall, Director of Financial Aid and Awards in Enrolment Services to present. The presentation included the following key points<sup>1</sup>:

- Mr. Levin advised members that Enrolment Services produced reports annually on student financial support at UofT. He added that two video clips explaining student financial aid at UofT were available on the Financial Aid website – one catered to students (<https://www.youtube.com/watch?v=mgrWqarXcho>), as well as a longer clip for community members (<https://www.youtube.com/watch?v=KGzzL4mt6vY>);
- Ms. Wall informed members she would be reporting on data from the 2012-13 year, however would shed light throughout the presentation on 2013-14 data where applicable;
- UofT annual student support was \$164 million for 2012-13, this would be comparable to the entire operating budgets of small to midsize universities;
- UofT's *Policy on Student Financial Support* does guarantee that each student could access the resources necessary to meet his or her needs using the Ontario Student Assistance Program (OSAP) as the common assessment mechanism. Ms. Wall added that within the policy there were specific guidelines on how the University would commit aid for each student group i.e first entry vs. doctoral;
- UofT met its funding commitment and has provided the most generous student support programs of any Ontario university or college;
- UofT OSAP students pay approximately 48 percent of the published cost and UofT was the only university to fund all costs not recognized by OSAP, which included living expenses;
- Ms. Wall provided information on core support programs available at UofT, which included need-based and merit-based aid, divisional grants and graduate funding packages;
- In 2012-13, 18 percent of all UTM students received OSAP. Over half of OSAP recipients (UofT) in direct-entry programs were from families with combined incomes of less than \$50,000;
- University of Toronto Advance Planning for Students (UTAPS) covered financial need greater than the maximum funding available through OSAP. OSAP recipients would not need to apply separately as they would be automatically considered. UTAPS has been entirely funded by the University of Toronto;
- Ms. Wall outlined other financial supports, which included the Ontario Tuition Grant, Meltz and Special bursary for part-time students and Work-Study;
- She noted that the average OSAP debt of UofT students was decreasing: in 2012-13, the average OSAP debt was the lowest level it had been in the last 5 years;

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

- The range of student debt showed that students without OSAP debt were approximately 55 percent of the student population. Also, the number of students graduating with more than \$35,000 in debt has steadily decreased.

Mr. Richard Levin pointed members to the Enrolment Services website for more information on student financial aid.

### 3. 2015-16 Operating Plans: UTM Service Ancillaries

The Chair informed members that the Committee considered operating plans for all UTM service ancillaries on an annual basis. These plans included a Management Report that described 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 plan also included each ancillary's annual operating budget, as well as changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees. This year, the plans reported on actual financial results for 2013-14, the forecast for 2014-15 and projections for the five year period, 2015-16 to 2019-20. Only the proposed budget for 2014-15 was presented for approval.

The Chair invited Mr. Paul Donoghue, Chief Administrative Officer, Mr. Chad Nuttall, Director, Student Housing & Residence Life and Ms. Vicky Jeziersky, Director, Hospitality & Retail Operations to present the item<sup>2</sup>.

- The university's four financial objectives for service ancillaries: operate without subsidy; provide for capital renewal; maintain a 10 percent operating reserve; and, having achieved all of these objectives, to contribute to the operating budget.
- Prior to being submitted to the Campus Affairs Committee, a number of bodies were involved in the consultative processes for service ancillaries, which included the review of Residence and Meal plans, Food Services and Parking with their respective advisory committees;
- Challenges within the Residence ancillary included unexpected maintenance repairs and the use of *Erindale Hall* as temporary swing space during the North Phase II building expansion. The occupancy rate of 95 to 96 percent was due to 'no-shows', students who had placed their deposit, but did not take up residence. The accumulated deficit of \$400,000 will be eliminated by 2016-17;
- Market comparison indicated that UTM residence rates were below average when compared to other Ontario universities, and were the lowest among U of T's 8 residences;
- The Food Services ancillary's challenges included extensive construction on campus, increased equipment costs for repair, replacement of the Director of Retail and Hospitality Service and other hires, and the expected increase of average food costs in 2014;
- UTM was at or below midpoint in a university market comparison of food service prices (UTM had a weighted score of 0.42, where 0.5 was the average);
- Regarding the Conference Services Ancillary, challenges for the ancillary included the loss of rental space as the Academic Culture English (ACE) and other academic-related programs have grown, major growth in general summer enrolments;

<sup>2</sup> A copy of this Presentation is attached as Attachment B.

- Regarding the Parking ancillary, it was reported that since the introduction of the U-Pass demand for parking had decreased, however UTM remained a commuter campus and campus population would continue to grow. In consultation with the Transportation & Parking Advisory Committee, several options were reviewed that would allow for an effective response to parking concerns;
- The predicted annual 3% increase in parking rates had generated an operating surplus that would be used towards the construction capital reserve to partially fund a second parking deck, planned for 2016 (further discussed under Item 4);

In response to a member's question, Ms Jeziarski advised that the Starbuck's renovation refresh valued at \$150,000 was a typical ask for such brands and UTM was obligated under licensee agreements to comply. Mr. Donoghue added that the contracts were held by Chartwell, however UTM was responsible for all capital investments and this was a conscious decision made by the campus in order to maintain quality of construction, and to avoid potential buyouts of undepreciated capital investments at the conclusion of contract.

A member inquired as to whether Conference Services would plan on seeking smaller conferences in the future as this would be easier to accommodate given increased enrolment and limited space. Ms Jeziarski responded that the ancillary would explore a combination of strategies, which included smaller conference groups and the utilization of space during off-peak hours and days.

On motion duly moved, seconded, and carried

#### YOUR COMMITTEE RECOMMENDED

THAT, the proposed 2015-16 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 1, 2014 be approved, effective May 1, 2015.

#### **4. Capital Project: University of Toronto Mississauga Parking Deck Expansion - Report of the Project Planning Committee, Project Scope, and Sources of Funding**

The Chair advised members that the Committee considered project planning reports and recommended to the UTM Campus Council approval in principle of such projects as was determined by the *Policy on Capital Planning and Capital Projects*. The Chair reminded members that non-financial aspects of the project planning reports were considered in *open session* and financial aspects including overall costs and amounts derived from various sources were considered *in camera*. The Chair invited Mr. Donoghue to present<sup>3</sup> the item.

Mr. Donoghue noted that over the past several years, there were significant improvements to the Mississauga public transit system. The most important factor in improving access to the campus using Mississauga Transit was the introduction of the UPass, which allowed unlimited use of MiWay at about one-ninth the cost of other frequent-user passes. The UPass was made available to all UTM

<sup>3</sup> A copy of the presentation is attached as Attachment B.

students and paid for through a student ancillary fee. The impact of these improvements was dramatic as rates of demand for parking declined from a peak of approximately 30 spaces per 100 campus population, to between 15 to 20 spaces. Mr. Donoghue noted however that regardless of these improvements, for much of the campus population, the utility of public transit service to UTM is limited.

Mr. Donoghue advised members that the proposed project was to construct a second single-level parking deck above a portion of the largest surface parking lot at the south end of the campus, located across the Recreation Athletic Wellness Centre, adjacent to the existing parking deck. The deck would contain approximately 300 spaces and would address current and longer term shortages. He noted that this would bring the total campus inventory of spaces available in 2015-16 to 2374, just under 15 spaces per 100 total campus headcount (currently 2143 spaces). This year, faculty, students and staff who were unable to find a space were directed to Temporary Lot 11, which was used for construction workers and often serves a staging/mobilization purpose related to ongoing construction on the campus. In addition, in the last two years, UTM has been experiencing difficulties related to how long it took to find a parking space in the various lots, resulting in traffic backing up on campus and, at times, off campus (onto Mississauga Road and The Collegeway). This congestion has resulted in long delays for those who park, but also those that travel by bus, carpool or were dropped off.

Mr. Donoghue stated that until recently, a second parking deck was planned for spring, 2016. However, with the impending loss of Lot 1 in January, 2015 for the construction of the North Building Phase B, supply would decrease below what would be needed to provide an acceptable level of service to the UTM community, impeding daily operations of the campus, negatively impacting the overall student experience and UTM's community stewardship activities.

In response to a guest's question, Mr. Donoghue responded that parking services, as well as residence and food services ancillaries, do not contribute to the operating reserve. The only ancillary that has made such contributions is conference services.

On motion duly moved, seconded, and carried

#### YOUR COMMITTEE RECOMMENDED

1. THAT the Project Planning Committee Report for the Parking Deck Expansion at the University of Toronto Mississauga, dated November 10, 2014, be approved in principle; and
2. THAT the proposed construction of a single-level parking deck, on the site of an existing surface lot with a capacity of approximately 300 parking spaces, be approved in principle, to be funded by the UTM Parking Ancillary's Capital Reserve and internal financing to the Parking Ancillary from UTM's general Capital Reserves.

#### 5. Assessor's Report

Mr. Mark Overton advised members of items coming forward to the next meeting of the CAC, which included student services fees and UTM Student Society proposals for fee increases.

Mr. Overton encouraged members to register for the UofT Alert service (<http://alert.utoronto.ca/>), which could send emergency communications directly to users' smartphones, and would also indicate snow closures.

## CONSENT AGENDA

On motion duly moved, seconded, and carried

### YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 6 - Report of the Previous Meeting, be approved.

**6. Report of the Previous Meeting:** Report 7 – November 10, 2014

**7. Business Arising from the Report of the Previous Meeting**

**8. Date of Next Meeting** – Thursday, February 12, 2015, 4:10 p.m.

### 9. Other Business

A member asked for clarification regarding details presented under Item 2. The member observed that it looked as though total grants issued to UTM were roughly 10 percent of the funds, however UTM's undergraduate student population was higher than 10 percent of UofT's. Professor Saini responded that student financial aid was distributed on the basis of need, and not based on enrolment.

As follow up to this item the Secretariat contacted the presenters Mr. Levin and Ms Wall, who provided the following additional information for the meeting report. OSAP capped the amount of tuition that was covered. For most Arts and Science programs, this was close to the actual tuition level, however for high fee programs like engineering, computer science or business, universities were expected to cover the difference in tuition, and U of T did this via UTAPS. This would partially account for why grants would not be proportional to enrolment. In addition, UTAPS funded most professional masters students, who are overrepresented in certain faculties. And finally, other factors such as the cost of housing would contribute to the needs of students, and therefore to the level of grants to which they are entitled.

The Committee moved *IN CAMERA*.

### **10. Capital Project: University of Toronto Mississauga Parking Deck Expansion: Report of the Project Planning Committee, Total Project Cost and Sources of Funding**

On motion duly moved, seconded, and carried,

### YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga Parking Deck Expansion – Financial and Planning Implications and Funding Sources contained in the

memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated November 10, 2014, be approved.

The Committee returned to open session.

The meeting adjourned at 5:58 p.m.

\_\_\_\_\_  
Secretary  
January 16, 2014

\_\_\_\_\_  
Chair

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 9 OF THE ACADEMIC AFFAIRS COMMITTEE**

**JANUARY 7, 2015**

To the Campus Council,  
University of Toronto Mississauga

6

Your Committee reports that it held a meeting on January 7, 2015 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Ms Judith Poë, Chair  
Professor Angela Lange, Vice-Chair  
Professor Deep Saini, Vice-President & Principal  
Professor Amy Mullin, Vice-Principal Academic and Dean  
Professor Bryan Stewart, Vice-Principal, Research  
Dr. Kelly Akers  
Ms Farishta Amanullah  
Professor Tracey Bowen  
Professor Craig Chambers  
Ms Diane Crocker, Registrar and Director of Enrolment Management  
Ms Sara da Silva  
Professor Charles Elkabas  
Ms Jessica Eylon  
Ms Paula Hannaford  
Professor Kelly Hannah-Moffat, Vice-Dean, Graduate  
Ms Shelley Hawrychuk  
Dr. Stuart Kamenetsky  
Professor Anna Korteweg  
Ms Genevieve Lawen  
Professor Heather Miller  
Professor Kent Moore  
Ms Stacey Paiva  
Professor Brian Price  
Dr. Christoph Richter  
Professor Todd Sanders  
Ms Laura Sedra  
Dr. Joan Simalchik  
Professor Alison Syme  
Professor Sasa Stefanovic  
Mr. Ian Whyte, Chief Librarian  
Dr. Kathleen Wong

**Non-Voting Assessors:**

Ms Yen Du, Program and Curriculum Officer  
Prof. Ulli Krull, Vice-Principal, Special Initiatives  
Mr. Mark Overton, Dean, Student Affairs

**Regrets:**

Professor Ron Buliung  
Professor Philip Clark  
Dr. Louis Florence  
Mr. Kevin Golding  
Professor Claudiu Gradinaru  
Dr. Monika Havelka  
Dr. Nathan Innocente  
Professor Yael Karshon  
Professor Bernard Katz  
Mr. Sheldon Leiba  
Ms Alice Li  
Professor Peter Loewen  
Ms Maaham Malik  
Ms Mariam Munawar  
Professor Emmanuel Nikiema  
Professor Todd Sanders  
Professor Ed Schatz  
Ms Grayce Slobodian  
Professor Sasa Stefanovic  
Professor Holger Syme  
Professor David Francis Taylor  
Mr. Kumar Thapliyal  
Professor Mihkel Tombak  
Professor Anthony Wensley  
Professor Rebecca Wittman  
Professor Xiaodong Zhu  
Dr. Daniel Zingaro

**In Attendance:**

Professor Len Brooks, Director, MMPA

**Secretariat:**

Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council

Ms Mariam Ali, Committee Secretary

Mr. Patrick McNeill, Acting Assistant Secretary of the Governing Council

**1. Chair's Remarks**

The Chair welcomed members to the first meeting of the New Year. She advised members that the nomination period would close on January 13, 2015 and asked members to encourage those interested in governance to contact the Deputy Returning Officer, Ms Cindy Ferencz-Hammond for more information. She also noted nomination forms were available on the Office of the Campus Council website.

**2. First Year Academic and Transition Support: Presentation by Ms Jackie Goodman, First-Year Transition and Academic Support Coordinator, Office of the Dean**

The Chair advised members that Mr. Andrew Petersen was unavailable to participate in the planned presentation, however, Ms. Jackie Goodman would discuss the topic of first year academic and transition support in its entirety<sup>1</sup>. Ms Goodman advised members of the many benefits of academic transition to students and to the University, especially when students participate in these programs within the first six weeks of their academic career. Transitional programming was a shared priority of the university and was provided by multiple units, which included Student Life, Residence, Office of the Registrar, International Education Centre, Robert Gillespie Academic Skills Centre, Office of the Dean and the Accessibility Resource Centre. Ms. Goodman provided examples of current academic transition initiatives offered through the utmONE program. She spoke about Facilitated Study Groups (FSGs), which were optional peer-led sessions associated with a significant number of 1<sup>st</sup> year and some 2<sup>nd</sup> year courses, particularly gateway courses. Ms. Goodman noted that the program was originally funded and continued to operate after the loss of funding.. Despite this, the participation levels have now caught up to the level achieved during funded support, demonstrating the strength of the program.

Ms. Goodman advised members of future projects, such as the *Early Alert Initiative* which would identify students who required additional support to succeed academically within the first 4 weeks of the term. A pilot was being run during the winter semester. In addition, Promoting Academic Skills for Success (PASS) would provide structured support for time management and academic skills to students who were to be identified by the *Early Alert Initiative*. Professor Mullin added that faculty members would decide the criteria upon which a student would be identified for the *Early Alert Initiative* program.

Ms. Goodman informed members that the outcome of a working group on transition support was a proposed Office of Student Transition which would centralize and coordinate transition efforts across campus. Professor Mullin noted that central funding had been requested for this initiative. Ms. Goodman also listed the many ways in which faculty could become involved in transition support.

In response to a member's question, Ms. Goodman noted that the *Early Alert Initiative* would be available to students in first year courses during the pilot, however was expected to be available for all courses in Fall 2015. A member spoke of her concern regarding students who were not doing poorly academically,

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<sup>1</sup> A copy of the presentation is attached as Attachment A.



but were not in the right program. Professor Mullin responded that the instructors were able to identify this activity based on parameters which had been set by them. Ms Diane Crocker, Registrar, added that the Office of the Registrar identified and called approximately 700 students this fall who were enrolled in courses outside of their subject area, a regular exercise undertaken by that Office. In response to a member's question Ms. Goodman responded that the Early Alert program did not have mandatory enrolment for faculty members.

### **3. Reviews of Academic Programs and Units: Professor Amy Mullin, Vice Principal, Academic & Dean**

The Chair noted that the Committee would receive for information and discussion, reviews of academic programs and units consistent with the University of Toronto Quality Assurance process. The reviews are also forwarded to the Committee on Academic Policy and Programs (AP&P) for consideration. The Chair invited Professor Mullin, Vice-Principal Academic & Dean to present the annual report on external reviews of departments and programs for the year 2013-14<sup>2</sup>. Professor Mullin informed Committee members that external reviews occurred at intervals of no more than 8 years and were supervised by the provincial Quality Council which was responsible for the auditing process. The role of the reviewers was to determine the quality of the program or department and make recommendations for areas of opportunity for improvement.

For 2013-14, the Department of Sociology and the Department of Economics were reviewed. Professor Mullin highlighted the positive elements of the Department of Sociology review, which included energetic faculty who had impressive research profiles, deep faculty commitment to educational experience, a comprehensive curriculum and positive student experiences. The areas of opportunity included the following: development of a hiring plan that balanced undergraduate program needs with tri-campus graduate priorities, reduction of course material overlap, enhancement of the program's location at UTM as a locus for faculty and graduate students, and ensuring program quality remained high as enrolments grow. In response, a curriculum review initiative was implemented to reduce overlap, a dedicated space for graduate students will be added in 2017, and further increases in faculty complement were planned in order to facilitate an increased number of courses and spaces in courses.

Professor Mullin then highlighted the positive elements of the Department of Economics review, which included the following: high quality of educational experiences through the programs, breadth of field and specialized courses, talented faculty researchers who linked research to student learning and innovative teaching techniques and program design developed by dedicated faculty. The identified opportunities for enhancement were to increase faculty cohesion and identity with the UTM undergraduate program, monitor first year student performance in quantitative courses, a strengthened student experience across programs and to track student performance, time to completion and post-graduation pathways. In response, the Department would explore appropriate mathematics requirements for each program, increase cohesion of curriculum and program delivery in upper years, continue to encourage faculty participation in ROP and provide increased research experiences for students and would explore means of enhanced faculty student interaction outside the classroom. Professor Mullin provided examples of events for increased interaction, such as Student awards night and events where faculty would present research to students. The Chair and Professor Mullin noted the importance of external reviews and provided examples of their positive impact.

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<sup>2</sup> A copy of the presentation is attached as Attachment B.

A member commented on the high percentage of students who did not graduate from their program. Professor Mullin explained the use of certain programs as place holders by students who were enrolled in a subject post, but were not taking those courses. She noted that the Office of the Registrar was currently developing ways in which to improve data collection on this matter. Professor Mullin also commented that many students did not finish within 4 years and this could often be attributed to a change in programs, and was also often the case for regulated programs that had lower tuition fees versus deregulated programs.

#### **4. New Courses in the Masters of Management & Professional Accounting (MMPA) Program**

The Chair reminded members that major and minor modifications to existing degree programs were considered for approval by this Committee. The Chair invited Professor Len Brooks, Director, MMPA to present the item. Professor Brooks advised members that the MMPA Program is a lock-step program in which courses must be taken in a defined order and in which courses are offered only once per year. Consequently, if a course was missed, students must complete this missed requirement in one of three ways: 1) wait a year for the next offering of the course; 2) take a similar graduate-level course in another UofT Department or at another University; or 3) complete an approved undergraduate course in addition to a graduate-level research project (appropriate to the expectations for the level of course missed). This proposal for two new courses (MGT1117H Reading & Research Course I and MGT2117H Reading & Research Course II) would formalize this third option and allow students to make-up for a missed or failed course requirement in a timelier manner and without having to extend the time of their studies. These two courses will provide students in both program years the opportunity to attain knowledge similar to that from the missed course while keeping them within their program cohort. The MMPA Program currently offers a number of courses in this format and for this purpose such as MGT1113H Accounting II and MGT2252H Financial Reporting 2. Professor Brooks informed members that the course objective was to ensure graduate students had attained knowledge of the subject area similar to the missed course and a minimum grade of 70 percent must be earned. He noted that both course proposals were approved by the Institute for Management and Innovation (IMI) Curriculum Committee as well as the Graduate Curriculum Oversight Committee.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the new courses proposed by the Masters of Management & Professional Accounting (MMPA) program, offered by the Institute for Management and Innovation (IMI), recommended by the Vice-Principal Academic & Dean, Professor Amy Mullin, and described in the proposals dated December 1, 2014, be approved, effective on the date specified for each course in each proposal.

#### **5. Other Business**

There was no other business brought forward.

#### **6. Report of the Previous Meeting: Report 8 – November 10, 2014**

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

That Item 6, Report of the Previous Meeting, be approved.

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

### **a. Experiential Education Notation (EXP) Guidelines**

The Chair reminded members that at the previous meeting it was noted that the Dean would share with the Committee for information some guidelines on Experiential Learning and that members had been invited to contact the Dean's office to provide input on this topic. Professor Mullin noted that experiential learning had been identified as a key priority by the UTM community in academic planning, as well as by President Gertler. Experiential learning goes beyond paid co-op positions undertaken by Business or Management students. The courses which meet the criteria would be identified in the Calendar with an EXP designation. Professor Mullin provided examples of the different forms of experiential learning which could take place and pointed members to the Experiential Learning Guidelines document that was included with the agenda materials for today's meeting.

## **8. Assessors' Report**

Professor Mullin noted that a future meeting of the AAC would see an item regarding the academic assessment of students at the end of every academic session with the exception of the first term of the first year, as discussed at the previous meeting. She noted that the proposal is currently under review. She encouraged members to continue to get in touch with her if they had any early input on this topic. Professor Mullin also advised members, specifically faculty, of timelines regarding submission of new program proposals, indicating a proposal for a new major would be implemented at its earliest in 2017. She emphasized the importance of an initial consultation with the Office of the Dean and noted that new program proposals required a much longer period of time to create than new streams or new minors. Professor Mullin encouraged members interested in establishing a new major to contact Ms Yen Du, Program and Curriculum Officer, Office of the Dean.

Professor Bryan Stewart, Vice-Principal, Research, provided an update to members on UofT's involvement with the Canada First Research Excellence Fund (CFREF). Subsequent to the announcement of the Fund, the tri-campus research offices collaborated to gather ideas on large scale projects. Shortly thereafter, the government announced that only one proposal per university was to be submitted. In response, the Vice-Principal, Research and Innovation Office created a collection of proposals, which would be deliberated on this week, after which one proposal would be chosen for submission. Professor Stewart noted that he and his UTSC counterpart had worked closely on a proposal called, *Healthy People, Healthy Communities* that encompassed many different departments and community organizations. He informed members that the formal call for submissions would be announced by the federal government shortly. Professor Saini commented on the high quality of proposals that had been submitted to the senior administration thus far, which had re-energized the University's leadership who would continue to build momentum around these proposals should they not receive funding from the CFREF specifically.

## **9. Date of Next Meeting – Wednesday, February 11, 2015, 4:10 p.m.**

The meeting adjourned at 5:24 p.m.

\_\_\_\_\_  
Secretary  
January 12, 2015

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Chair

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL**

**DECEMBER 8, 2014**

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on December 8, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Mr. John Switzer, Chair  
Professor Deep Saini, Vice-President & Principal  
Ms Kelly Akers  
Mr. Lee Bailey  
Mr. Jeff Collins  
Ms Sara da Silva  
Mr. Simon Gilmartin  
Mr. Kevin Golding  
Ms Paula Hannaford  
Ms Megan Jamieson  
Mr. Nykolaj Kuryluk  
Professor Angela Lange  
Mr. Sheldon Leiba  
Dr. Joseph Leydon  
Ms Alice Li  
Mr. Leonard Lyn  
Mr. David Szwarc  
Mr. Glenn Thompson

Mr. Douglas Varty

**Non-Voting Assessors:**

Professor Amy Mullin, Vice-Principal  
Academic & Dean  
Mr. Paul Donoghue, Chief Administrative Officer

**Regrets:**

Mr. Nabil Arif  
Professor Hugh Gunz  
Dr. Rav Kumar  
Ms Mariam Munawar  
Ms Judith Poë

**In Attendance:**

Mr. Mark Overton, Dean, Student Affairs  
Ms Elizabeth Martin, Director, ARC

**Secretariat:**

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

**1. Chair's Remarks**

The Chair welcomed members to the meeting. He advised members that the Committee to Review Campus Councils (CRCC) had concluded its work and a report would be presented for approval to the Governing Council at its December 11, 2014 meeting. The Chair provided highlights of discussions which occurred during consultation sessions and called on other CRCC members to provide input. The Chair noted that there was general satisfaction with, and support for, the new governance model and an appreciation that the model was still very young (one year). Most of the issues and concerns raised during the CRCC's review could be addressed through improvements to existing practices and through enhanced communications - within governance bodies and more broadly within the campus community – in order to nourish a culture of engagement with governance structures, processes and business. He also noted that the consultation affirmed broad recognition that the new governance model worked and was a positive and timely response to U of T's flourishing tri-campus reality. The Chair also pointed to some of the business that Council would be considering in the New Year.

The Chair advised members that the election period would begin in January, and noted key dates including the start of the nomination period on January 6, 2015, ending on January 13, 2015. Notifications from the Office of the Campus Council would go out before the holiday break and would be posted on [www.utm.utoronto.ca/governance/elections](http://www.utm.utoronto.ca/governance/elections). The Members were asked to raise awareness within their

constituencies of the importance of University governance and to encourage participation during the nomination and election period.

**2. Accommodations for Students with Disabilities: Presentation by Ms Nythalah Baker, Equity and Diversity Officer, Professor Amy Mullin, Vice-Principal Academic & Dean and Mr. Mark Overton, Dean of Student Affairs**

The Chair invited the presenters to discuss current accommodations for students with disabilities at UTM. Professor Mullin noted that while accommodations were also provided to faculty and staff, this presentation was focused on those made available to students. The presentation included the following key points<sup>1</sup>:

- Ms Baker advised that all UofT policies regarding accommodations were in line with provincial legislation, specifically the Ontario Human Rights Code. The university was committed to an accessible learning environment that provides reasonable accommodations to enable students with disabilities to meet essential academic requirements;
- Each campus had an AccessAbility Resource Centre (ARC), designated to provide accommodations, gather and maintain medical documentation and maintain the confidentiality and privacy of students;
- Letters of academic accommodation were issued throughout the year to accommodate episodic or short term disabilities;
- ARC and the Robert Gillespie Academic Skills Centre (RGASC) promoted universal design and inclusive teaching practices, in order to help decrease the possibility of individualized accommodations;
- Mr. Overton noted that there had been a dramatic increase in the number of registered students with disabilities, and that the leading disabilities were psychiatric in nature. This was not unique to UTM, but demonstrated the ability of universities to serve and accommodate these students more effectively; this also pointed to increased support at the high school level;
- Professor Mullin noted that during an assessment, advisors must determine if the student has a disability or an illness, and if a disability was identified, whether it would impact services or academic requirements;
- Ms Baker provided examples of classroom and exam accommodations, as well as available peer resources;
- The responsibilities of faculty members included identification of essential requirements of courses; providing course material in advance and including syllabus statements to assist students with disabilities in connecting with the ARC.

A member commended on the University's commitment to accessibility. The member asked how substance abuse addiction would be handled by the ARC. Ms Elizabeth Martin, Director, ARC advised the Committee that some students may already have connected with the Centre for Mental Health Addiction (CAMH) and if not, were provided with the appropriate referrals, including groups off-campus.

In response to a member's question, Mr. Overton noted that the UTM shuttle was wheel-chair accessible during the daytime, with slightly reduced accessible service in the evening.

In response to a member's question, Ms Martin noted all students would be able to contact ARC through an academic advisor, and those specifically on academic probation were also able to access the Robert Gillespie Academic Skills Centre for special programming.

Ms. Martin explained the requirements for a disability, adding that ARC followed the AODA human rights code. In response to a member's query, Professor Mullin and Mr. Overton responded that the ARC was working closely with external community sources, specifically Canadian National Institute for the Blind (CNIB), Ontario March of Dimes and Community Living Mississauga.

<sup>1</sup> A copy of the presentation is attached as Attachment A.

A member asked about outreach to high schools, to which Mr. Overton responded that Ms Martin has been an ambassador for the resources available to students and has provided extensive outreach to the Peel Board. Ms Martin delivered regular presentations on the University's resources and transition programs to high schools and was joined by a UTM student who would speak to their experience.

### **3. UTM Operating Budget, Themes and Priorities: Presentation by Professor Amy Mullin, Vice-Principal Academic & Dean and Mr. Paul Donoghue, Chief Administrative Officer**

The Chair explained that upcoming presentation explored the priorities and key trends that informed decisions about proposed uses of the financial resources available to the campus. He asked members to consider for information and advice the overall goals for the budget. He noted that this "step two" discussion at the Campus Council would support UTM's annual budget discussions with the Provost and the integration of campus budget plans into the University's budget.

The Chair invited Vice-Principal Academic & Dean, Professor Amy Mullin and Mr. Paul Donoghue, Chief Administrative Officer to present. The presentation included the following key points<sup>2</sup>:

- The following four funds were segregated: Operating, Capital, Restricted and Ancillary Operations. Operating funds were not allowed to contribute to Ancillary Operations;
- The 2014-15 total revenue budget for UTM was \$218.7 million;
- After allocations towards the University Fund, University-wide costs, and Student Aid, net revenue for UTM was \$167.9 million;
- UTM's Budget priorities for 2015-16 included: controlled enrolment growth, reducing the student to faculty ratio, space expansion, faculty and staff searches, enhancing the student experience and experiential learning initiatives;
- Enrolment continued to grow as a result of the flow-through of previous years' intake, the rate of total enrolment growth was expected to moderate for three years, beginning in 2016-17. By lowering intake increases in that year, UTM would have a 3-year period of consolidation or relief from rapid enrolment increases;
- Senior administration would carefully monitor the overall recent decrease in provincial undergraduate enrolment, however this year UTM had maintained its first choice applications. The campus continued to be uniquely positioned with a growing demographic of university age-eligible cohort in the western GTA, which was projected for continued growth over the next 20 years;
- Planned undergraduate enrolment growth would continue to respond to shifting areas of interest indicated by applicant demand, program enrolment and faculty strengths;
- Percentage of international students in total registrants currently at 17.3 percent, with plans to increase to 20 percent in approximately four years. Currently, the priority would be to diversify the origin country, as well as the programs of enrolment for international students;
- UTM's student to faculty ratio was 35.8:1, while the long-term target was 30 to 1. This would be achieved through additional faculty hires which required space expansion;
- Faculty searches were a significant undertaking and the majority of hires at UTM were at the Assistant Professor level, which required more time and resources, including sometimes laboratory and space renovations and start-up funding. Professor Mullin explained that UTSC had a lower faculty student ratio since a greater proportion of faculty hires there were in the teaching stream;
- UTM's ability to hire was tied significantly to the Capital Plan. There had been very modest relief to the space shortage with the openings of Deerfield Hall and the Innovation Complex. Planned capital projects, such as the North Building Phase B development would provide long-term relief;
- There would be greater investment in and coordination between academic and student life transition programs;

<sup>2</sup> A copy of the Budget Presentation is attached as Attachment B.

- The Office of the Dean planned to continue providing base budget enhancements to departments in order to give them more flexibility, the result of a successful pilot project toward greater decentralization of budget management.

Among the matters that arose during the Committee's discussion were the following.

a) Budget Process

Mr. Donoghue advised members that UTM's senior administration would present the proposed 5-year budget to the Provost on December 9, 2014, and the approval period would be for one year. In response to a member's question, Mr. Donoghue confirmed that the Committee would receive a presentation on the final Budget for 2015-16 on April 22, 2015.

b) University Fund Allocations

Mr. Donoghue explained that total expected revenues for the 2015-16 year would increase by approximately 9.5 percent. A member observed that UTM's University Fund (UF) contributions have been consistently higher than allocations to UTM. Mr. Donoghue confirmed that UTM has received some of the lowest percentage of its UF allocations, and the relative net position is even more stark when considered on a per capita basis.

c) Student to Faculty Ratio

A member asked if there were other divisions within the University that were trending towards lower student to faculty ratios. Professor Mullin advised that UTM had a higher student to faculty ratio than comparable divisions at the university and observed that this trend was differentially experienced among UTM departments, which had varying increases in enrollments. In response to a member's question, Professor Mullin clarified that the ratio applies to undergraduate students only, and was measured based on overall ratio over a 4 year degree.

d) Faculty Hires

A member asked if UTM's 'ask' was approved, would issues of student to faculty ratio be resolved. Mr. Donoghue and Professor Mullin explained that it would be beneficial, however reaching the target of 32:1 was based on four years of investments in faculty hires. The Chair added that after a period of decreased hiring by American universities, competition had once again increased as they intensified their hiring efforts. A member observed that UTM had lost potential hires to other departments within the University and other Canadian universities, specifically for Sciences as the start-up costs in that area were significant. Professor Mullin concurred and noted that Professor Bryan Stewart, Vice-Principal, Research was currently creating a list of relevant and realistic start up figures across departments.

e) International Students

In response to a member's question, Mr. Donoghue responded that the distribution of international students was due to a significant demand in China for education abroad, and was a trend seen in many Canadian universities. Professor Mullin noted that UofT had begun to explore international markets in South America in order to diversify the international student applicant pool. The Chair added that President Gertler has flagged US international student applications as an area of opportunity as well. A member noted the potential negative impact of maintaining international student enrolment at 20 percent in steady state on UTM revenues. Mr. Donoghue clarified that the budget was always based on the most relevant and accurate projections possible and was reviewed on an annual basis. Professor Saini added that capping international student enrolment at 20 percent in the coming years was a financial, but also an academic decision for the campus. Mr. Donoghue noted that despite domestic pressures on enrolments, UTM remained firm and disciplined in admission cut-offs and never compromised on the quality of students entering. The Chair recommended



to members of Council that they look to the *Towards 2030*<sup>3</sup> document available on the Governing Council website as it outlined several of the issues discussed.

#### 4. Report of the Vice-President & Principal

Professor Saini provided an overview of the year, which included building openings as well as accomplishments in student services. Professor Saini thanked members of his administration for their work across the campus. He also mentioned that UofT overall had maintained or increased its status in many rankings and that the university had reached \$1.6 billion raised for the Boundless campaign. Professor Saini noted several openings that had occurred over the year, including Deerfield Hall, the Institute for Management and Innovation Complex, Physics laboratories as well as the Professional Accounting Centre. UTM has now become a major testing centre for English proficiency testing and would provide a valuable and highly regarded service to the community. Professor Saini noted UTM was better connected with its alumni than ever before and thanked Mr. Kevin Golding, President, UTM Alumni Association and Ms. Christina Fox, Director, Alumni Relations for their contributions. Professor Saini observed, for the first time the UTM campus had more than 14,000 students on campus, undergraduate and graduate. He noted the success of the town hall meeting held in November and looked forward to further engagement with all constituencies on campus.

Professor Saini remarked on the positive way in which the political landscape of the region had changed. Noting that Ms. Bonnie Crombie, Mayor of Mississauga, Ms. Linda Jeffries, Mayor of Brampton and Mr. John Tory, Mayor of Toronto were all UofT alumni. The change in leadership provided the campus with a unique opportunity to develop a higher level of engagement with not just the City of Mississauga, but at a regional level.

Professor Saini invited Wali Shah, UTM Student and United Way Ambassador to share his personal story through spoken word. Following his performance, Professor Saini congratulated Mr. Shah on his commitment to spread awareness about issues which face at risk youth today. Mr. Shah used performances in the form of rapping, spoken word and motivational speaking to empower and engage those around him. The Chair also congratulated Mr. Shah on his work, and noted that as one of Canada's Top 20 Under 20, he had raised over one million dollars for United Way by telling his story at public appearances and corporate events.

#### CONSENT AGENDA

On motion duly moved, seconded, and carried

#### YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 6 - Report of the Previous Meeting, be approved.

#### 5. Reports for Information

- a. Report 8 of the Agenda Committee (November 26, 2014)
- b. Report 8 of the Academic Affairs Committee (November 12, 2014)
- c. Report 7 of the Campus Affairs Committee (November 10, 2014)

#### 6. Report of the Previous Meeting: Report 7 – October 8, 2014

#### 7. Business Arising from the Report of the Previous Meeting

<sup>3</sup> *Towards 2030: View from 2012* documentation: [http://www.provost.utoronto.ca/planning/the\\_view\\_from\\_2012.htm](http://www.provost.utoronto.ca/planning/the_view_from_2012.htm)

**8. Date of the Next Meeting – February 5, 2015 at 4:10 p.m.**

The Chair reminded members that the next meeting of the Council was scheduled for Thursday, February 5, 2015 at 4:10 p.m.in the Council Chamber, William G. Davis Building.

**9. Question Period**

There were no questions.

**10. Other Business**

There were no other items of business.

The Chair and Principal Saini wished members a festive holiday season and best wishes for the new year.

The meeting adjourned at 6:05 p.m.

\_\_\_\_\_  
Secretary  
December 14, 2014

\_\_\_\_\_  
Chair

## Academic Accommodations for Students with Disabilities

UTM Campus Council  
December 8, 2014

Nythalah Baker, Equity & Diversity Officer, Office of the Principal  
Amy Mullin, Vice Principal Academic and Dean  
Mark Overton, Dean of Student Affairs



### Focus of Presentation

- University of Toronto's policies and obligations
- Review of UTM's *AccessAbility* Resource Centre
- Faculty member's role in academic accommodations
- Resources and Questions



## University of Toronto's Policies and Obligations

- The university has a legal duty to accommodate students with disabilities (Ontario Human Rights Code)
- Our commitment: an accessible learning environment that provides *reasonable accommodations* to enable students with disabilities to meet the *essential academic requirements* of our courses and programs



3

## Meeting our Obligations

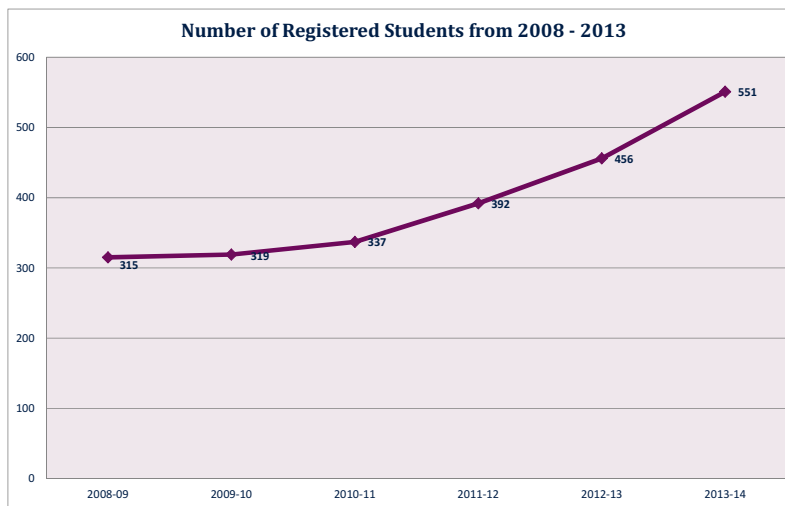
- Accessibility services offices - the designated offices for us to respond to requests for accommodations
- Departments CANNOT require that they be provided with medical documentation of a disability
- At UTM our AccessAbility Resource Centre receives requests, reviews documentation, recommends accommodations
- Letters of Academic Accommodation may be issued at any time during the year

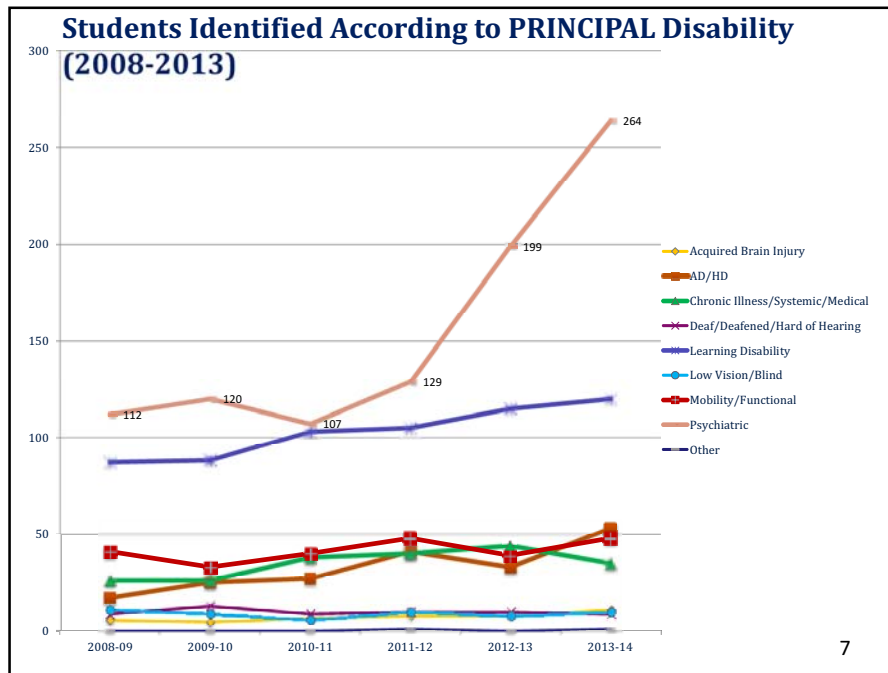


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## AccessAbility Resource Centre:

- Focuses on individual students' strengths and challenges
- Respects the essential requirements of the academic courses and programs
- Promotes Universal Design and Inclusive Teaching practices
- Seeks community partnerships and collaboration to enhance services





## AccessAbility Team

Consulting Services

Accommodations and Services

Exam Office

Volunteerism and Outreach

- Consulting with faculty, staff, student groups and academic/ administrative departments (e.g. Facilities, Library) on disability related issues
- Disability Advisors set up individualized academic accommodations and provide services to students (e.g. referrals, learning strategies)
- Coordination of tests/quizzes/final exams written under the supervision of the AccessAbility Resource Centre
- Note-taking services
- Outreach and education initiatives relating to the service and disability issues (internal and external communities)

UNIVERSITY OF TORONTO  
UNIVERSITÄT TORONTO

8

## Registration with UTM *AccessAbility*

- Students complete a 5-page Medical Certificate form
- Students provide medical documentation
- Annual re-registration required



### Who Qualifies to Register with *AccessAbility*?

**In order to assess if a student qualifies for accommodations *AccessAbility* considers:**

1. Does this student have a disability?
2. Does the disability impact services or academic requirements for which the student would need accommodations?
3. Does the student's medical documentation support the accommodation(s) requested?



### **Classroom Accommodation Examples**

- Use of a sign-language interpreter or computerized note-taker
- Permission to obtain copies of overheads
- Peer note-taker
- Alternative assignments to group assignments
  - Group projects can be extremely difficult for students with Asperger's, Schizophrenia, Severe Depression, and Social Anxiety Disorder
- Permission to digitally record lectures

### **Exam Accommodation Examples**

- Writing exams in an alternate location
- Use of assistive devices (e.g., a computer equipped with specialized software)
- Additional time
- Use of a scribe, for students who are blind or have low vision



## **Other Academic Accommodations**

- Alternative format textbooks such as e-text, large print, braille
- Use of an assistant in a lab or lecture
- Assistant/Attendant for field trips including international (e.g. for a student who is blind)



13

## **Additional Student Services Offered by AccessAbility:**

- Peer Mentorship Program for First Year Students with Disabilities
- Autism Spectrum Peer Group
- Learning Strategy Services for students with learning disabilities
- Adaptive Technology Room in HMALC



14

## Verification of Student Illness or Injury Form

- Presented when students seek exceptions due to short-term illness or injury **not disability**
- Form and supporting document should be submitted to designated department contact (such Academic Advisor) to maintain privacy
- Students who present the Verification of Illness form but are seeking long-term accommodations should be directed to *AccessAbility*



15

## Faculty Members and Academic Accommodations

- Maintain students' confidentiality
- Refer students to *AccessAbility*
- Contact *AccessAbility* with questions and to work with Advisor



16

## **Faculty Members and Academic Accommodations (con't): Learning Environment**

- Identify essential requirements of course (important when alternate assessment of learning is needed)
- Provide handouts and/or presentation slides in advance of class, so interpreters and/or students can be prepared for the class
- Include 'syllabus statement' to assist students with disabilities in connecting with *AccessAbility*



17

## **Faculty Members and Academic Accommodations (con't): Tests and Exams**

- Be available to answer questions: call in, stop by, or provide number
- If unavailable, assign TA to be available to answer questions
- Be sure to pick up exams and tests from students writing with *AccessAbility*



18

## Resources for Faculty and Staff

AccessAbility Advisors

Room: DV 2047

905-569-4699

[access.utm@utoronto.ca](mailto:access.utm@utoronto.ca)

Faculty and Staff Resources:

[www.utm.utoronto.ca/accessability/facultystaff-resources](http://www.utm.utoronto.ca/accessability/facultystaff-resources)

Accessibility for Ontarian with Disabilities Act (AODA):

[www.hrandequity.utoronto.ca/about-hr-equity/diversity/aoda.htm](http://www.hrandequity.utoronto.ca/about-hr-equity/diversity/aoda.htm)



## Questions?

Elizabeth Martin

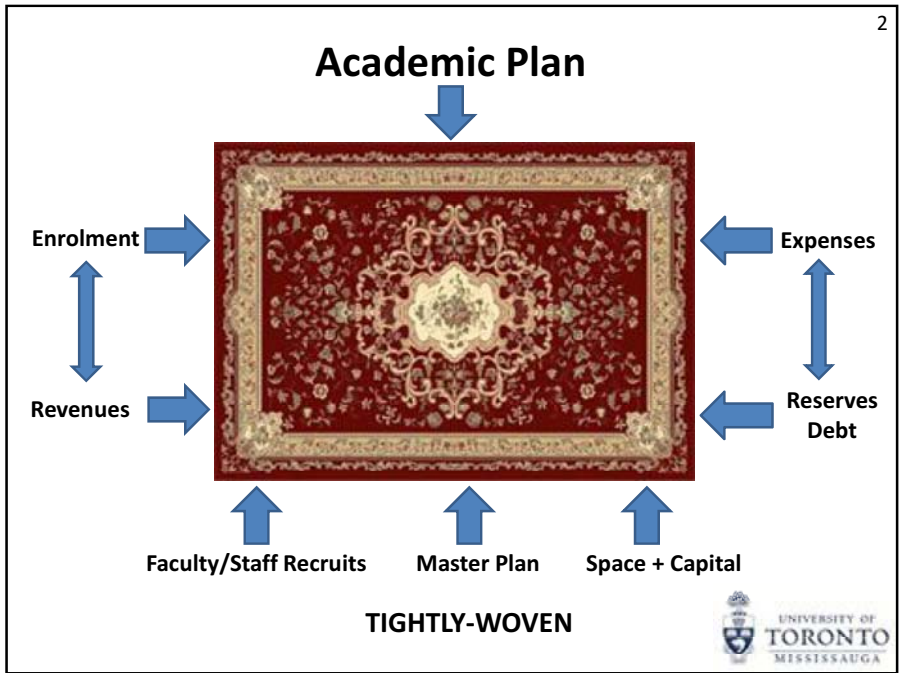
Director, AccessAbility Resource Centre

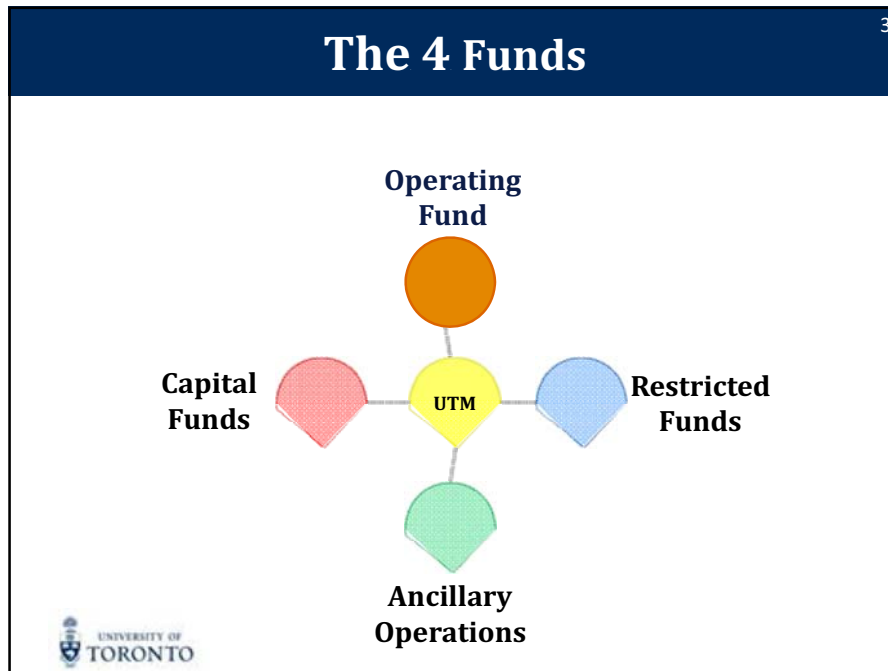





**UTM  
Proposed Operating  
Budget: Themes &  
Priorities**

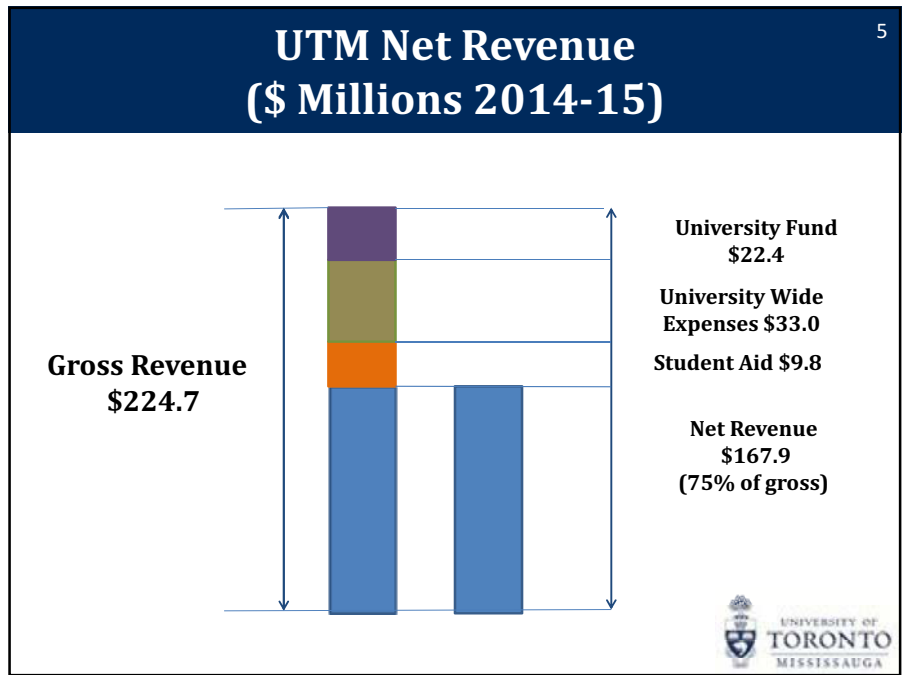
**UTM CAMPUS COUNCIL  
DECEMBER 8, 2014**



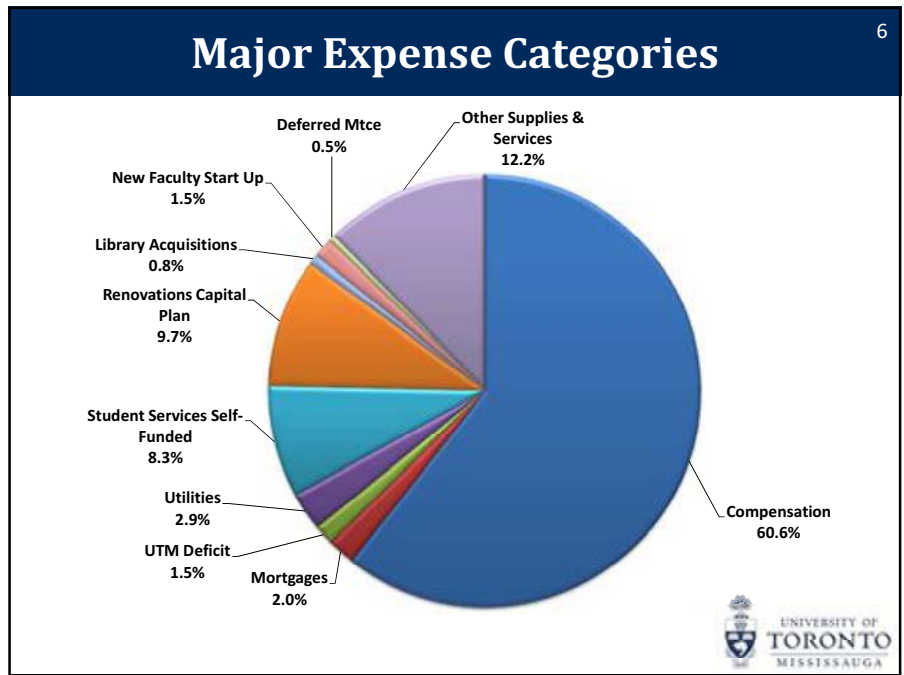


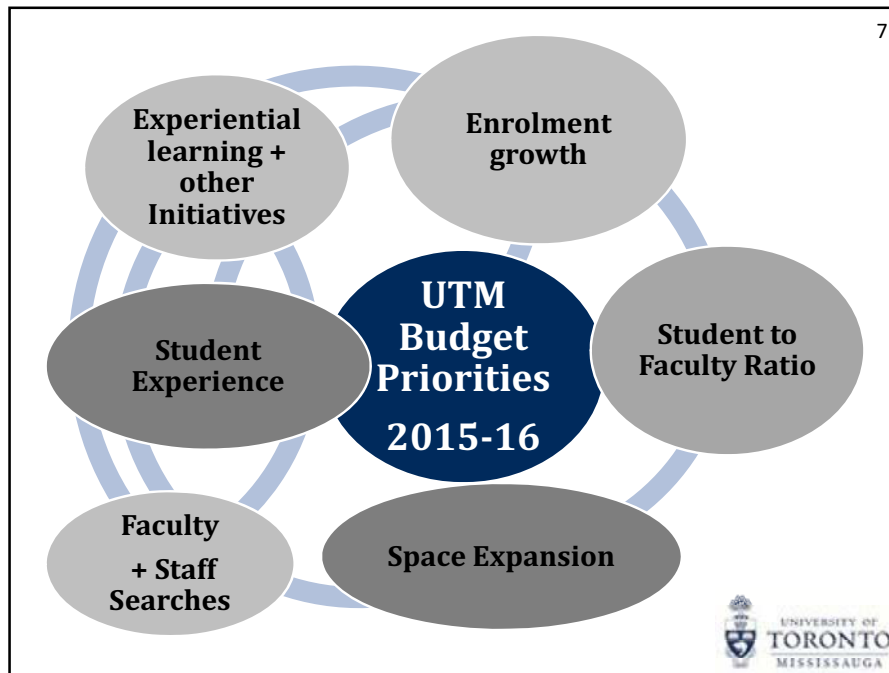
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- ### Relationship Between Four Funds 4
- Funds are segregated
  - Most movements from Operating to Capital (via capital reserves)
  - Minimal from Ancillaries to Operating  
historically Conference Services (\$100k)
  - Detailed Ancillary Budgets come to CAC in  
(January 8, 2015)
- 

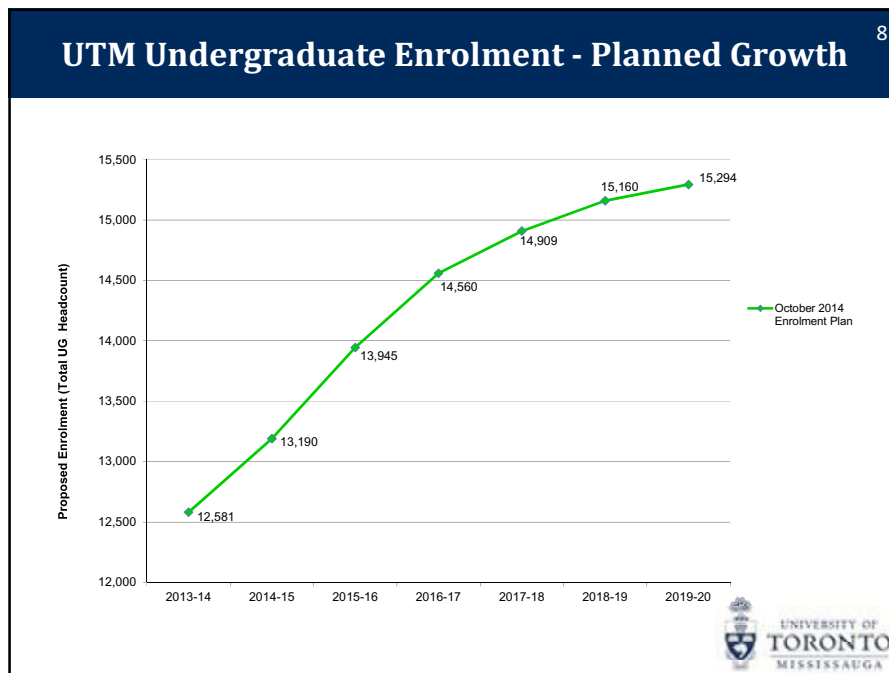


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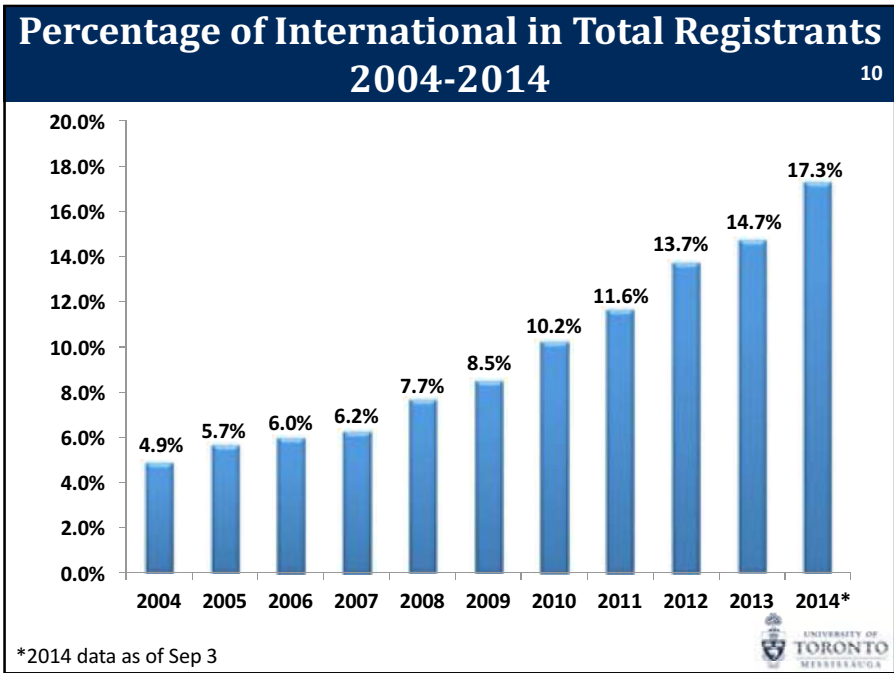


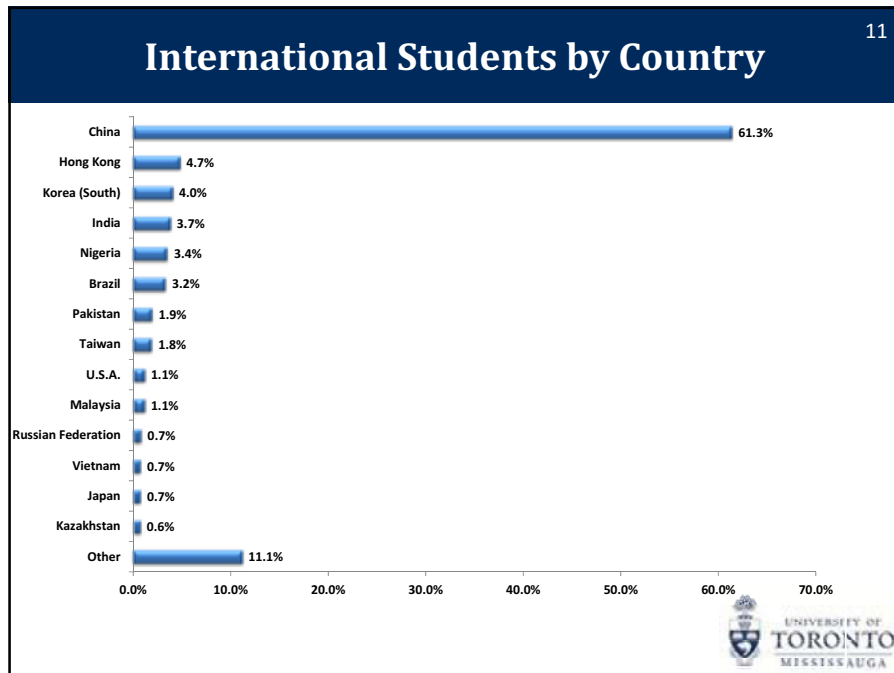
## Priority: Enrolment 9

- Enrolment Growth + “Pause” Period
- Domestic Growth Considerations
- Demographics + Western GTA
- Shifting Areas of Interest/Demand




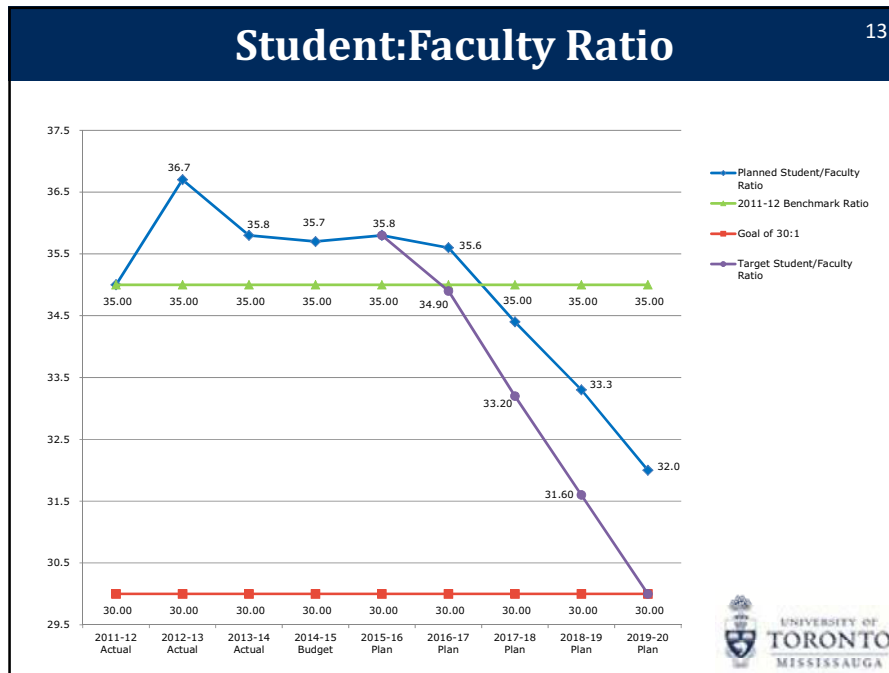
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7

- ### 12
- ## Priority: International Students
- Domestic/International Mix
    - Now at 21.1% intake; 17.3% total
  - Diversification
    - Now at 61% to 66% single-source home country
  - Base Budget & Vulnerability
- 



7

### Priority: Student:Faculty Ratio 14

- Now highest across University: 35.8
- Long-term target: 30.0
- Target: 34 searches 2014-15 (21 “growth”)  
35 searches 2015-16 (25 “growth”)

## Priority: Faculty Recruitment 15

Division	Professoriate	Teaching Stream	Total	Teaching %
A&S	729.9	118.2	848.1	14%
UTSC	220.9	93.0	313.9	30%
<b>UTM</b>	<b>237.1</b>	<b>62.4</b>	<b>299.5</b>	<b>21%</b>

- Mix of Rank/Category
- Success Rate: 2011-12 = 85%; 2013-14 = 74%
- Search Costs; time and money



7

## Related Recruitment Challenges 16

- Renovations and Start-up Funding
- Teaching Space/FTE: 1.71 nasm (**A&S 2.02**)  
– Rank 12<sup>th</sup> of 18 (within UofT)
- Research/Office Space/FTE Faculty 50.11  
nasm (**A&S 97.76**)  
– Rank 12<sup>th</sup> of 19 (within UofT)
- Capital Plan



## Capital Plan

17

### Opened 2014/15

- Deerfield Hall & Innovation Complex

### Underway

- Teaching/Research Laboratory Renovations
- Research Greenhouse
- Supporting Infrastructure

### Major Planned

- North2 (To open September, 2017)



7

## Priority: Enhancing the Student Experience

18

- Transition Programs
- Experiential Learning
- Active Learning Classrooms
  - North2 + Davis Prototypes/Retrofit



## Priority: Enhancing the Student Experience (2)

19

- Flexibility for Academic Departments
- Base budget enhancements
- Range of initiatives (e.g. Science, Humanities, Social Sciences)



7

## Academic Budget Review: 5-Year Plan

20

(December 9, 2014)





**FOR  
RECOMMENDATION**

**CONFIDENTIAL**

**IN CAMERA SESSION**

**TO:** UTM Campus Council

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

**CONTACT INFO:** 905-828-3707, [paul.donoghue@utoronto.ca](mailto:paul.donoghue@utoronto.ca)

**PRESENTER:** See Sponsor

**CONTACT INFO:**

**DATE:** January 29, 2015 for February 5, 2015

**AGENDA ITEM:** 12

**ITEM IDENTIFICATION:**

Capital Project: University of Toronto Mississauga Parking Deck Expansion: Report of the Project Planning Committee, Total Project Cost and Sources of Funding.

**JURISDICTIONAL INFORMATION:**

Section 5.6.2 of the Campus Affairs Committee Terms of Reference states that the Committee “considers reports of project planning committees and recommends to the UTM Campus Council approval in principle of projects (i.e. site, space plan, overall cost and sources of funds) with a capital cost as specified in the *Policy on Capital Planning and Capital Projects*.”

The *Policy on Capital Planning and Capital Projects* provide that capital projects with a project budget over \$3 million and up to \$10 million (Approval Level 2), at UTM will be considered by the UTM Campus Affairs Committee and the UTM Campus Council, before being recommended to the Academic Board for approval. Such proposals are then brought forward to the Executive Committee for confirmation.

The Business Board is responsible for approving the establishment of appropriations for individual projects and authorizing their execution within the approved costs.

**GOVERNANCE PATH:**

**A. Project Planning Report: Site and Space Plan**

1. Campus Affairs Committee [For Recommendation] (January 8, 2015)
2. **Campus Council [For Recommendation] (February 5, 2015)**
3. Academic Board [For Approval] (March 19, 2015)

4. Executive Committee [For Confirmation] (March 25, 2015)

**B. Execution of the Project: Total Project Cost and Sources of Funding**

1. Business Board [for execution of the project] (March 2, 2015)

**PREVIOUS ACTION TAKEN:**

This item was recommended for approval by the Campus Affairs Committee, on January 8, 2015.

**HIGHLIGHTS:**

Discussion of the space plan and site can be found in the open session document for this project, “Report of the Project Planning Committee for the University of Toronto Mississauga Parking Deck Expansion”, Item 3, for this meeting.

**FINANCIAL AND PLANNING IMPLICATIONS:**

a) Total Project Cost Estimate

The estimated Total Project Cost (TPC) is \$9.24 million. Within that total, construction costs are estimated at \$8.1 million.

b) Operating Costs:

Increased operating costs are expected to be minimal and be related to the added lighting capacity on what will be the ‘ground’ level of the parking deck (the existing surface lot) and the new lighting required on the deck level itself. Incremental service costs, such as those related to snow removal, will be minimal with removal of snow from the upper deck level being offset by less removal required on the ground level. Some additional maintenance costs will be incurred and all increased operating or maintenance costs have been provided for within the Parking ancillary budget.

c) Funding Sources

In keeping with the university’s financial guidelines, the parking deck will be paid for by UTM’s Parking Ancillary. Approximately \$3 million will be cash-in-hand from the Parking Ancillary’s Capital Reserve. The balance of up to \$6.24 million will be funded by internal transfer to the Parking Ancillary from UTM’s general Capital Reserves, to be repaid through blended interest and principal over a ten-year period.

The carrying cost of the internal transfer has been included in the multi-year financial and management plan for the Parking Ancillary. As might be expected when an ancillary takes on a large capital project, it is estimated that the operation will experience modest, declining, losses for the next three years: \$172k in 2016-17, \$92k in 2017-18 and \$8.4k in 2018-19.



Those losses will be more than offset by the Ancillary’s Operating Reserve while still allowing for some growth in both operating and capital reserves against unforeseen contingencies. The planned repayment term may be reduced if the interest cost on the internal loan is less than the assumed 8% and/or if lump-sum payments are made from accumulating reserves over the repayment period.

All of these financial demands will be accomplished with no extraordinary parking fee increases beyond the 3% per annum already planned (publicly communicated two years ago) and built into the multi-year financial projections.

In summary, the funding sources for the Parking Deck #2 project are:

• Cash (Parking Ancillary Capital Reserves)	\$3.00 M
• Internal UTM Transfer (General Capital Reserves)	<u>\$6.24 M</u>
Total:	\$9.24 M

At the CaPS Executive meeting of November 25, 2014, \$636,108 of the Total Project Cost was approved for the expenditure on design consulting and permit fees in order to meet the project schedule.

**RECOMMENDATION:**

Be It Recommended to the Academic Board:

1. THAT the total project cost of \$9.24 million for the UTM Parking Deck Expansion, as outlined in the Project Planning Report dated November 10, 2014, be approved in principle, to be funded as follows:

UTM Parking Capital Reserves	\$3,000,000
Internal UTM Transfer General Capital Reserves	\$6,240,000

**DOCUMENTATION PROVIDED:**

Report of the Project Planning Committee, for the University of Toronto Mississauga Parking Deck Expansion dated November 10, 2014.