

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

**REPORT NUMBER 15 OF THE CAMPUS AFFAIRS COMMITTEE**

**January 11, 2016**

To the University of Toronto Scarborough Campus Council, University of Toronto Scarborough

Your Committee reports that it met on Monday, January 11, 2016 at 4:10 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

**Present:**

Ms Sue Graham-Nutter, Chair  
Professor Bruce Kidd, Vice-  
President and Principal, UTSC  
Mr. Andrew Arifuzzaman, Chief  
Administrative Officer, UTSC  
Professor William A. Gough, Interim  
Vice-Principal (Academic) and  
Dean  
Mr. Desmond Pouyat, Dean of  
Student Affairs, UTSC  
Ms Janet Blakely  
Mr. Harvey Botting\*  
Mr. Keith Chen  
Ms Ludmila Elias  
Ms Lydia V.E. Lampers-Wallner  
Ms Bobbi McFarlane  
Mr. Scott McRoberts  
Dr. Mandy Meriano  
Mr. James Pritchard  
Mr. Azeem Shaikh  
Dr. Helen Wu

**Non-voting Assessors:**

Ms Liza Arnason  
Ms Helen Morissette

**Secretariat:**

Ms Amorell Saunders N'Daw  
Ms Rena Prashad (Parsan)

**Regrets:**

Ms Nourhan Ahmed  
Dr. Jonathan S. Cant  
Ms Kathy Fellowes  
Ms Kirsta Stapelfeldt  
Dr. Sarah D. King  
Professor Paul Kingston  
Ms Tanya Mars  
Professor Alice Maurice  
Ms Vienna Phung  
Mr. Michael Rebic  
Mr. George Quan Fun  
Mr. Achala H. Rodrigo  
Ms Kirsta Stapelfeldt

\*Telephone participant

**In attendance:**

Ms Shannon Howes, Manager, Student Policy Initiatives & High Risk  
Ms Michelle Verbrugghe, Director, Student Housing & Residence Life

## **1. Chair's Remarks**

The Chair welcomed members and guests to the first Committee meeting of the calendar year, and introduced the member who participated in the meeting by teleconference. She also welcomed the newest member of the Committee, Mr. Keith Chen and explained that a seat had become vacant as a result of Mr. Larry Whatmore's appointment to the UTSC Campus Council and that Mr. Chen had been recommended to the Committee during the nomination and appointment process.

## **2. Assessors' Reports**

The Chair invited the Assessors to present their reports.

Mr. Andrew Arifuzzaman, Chief Administrative Officer, UTSC, reported that five bids for the Renovation and Expansion of the Recreation Wing (R-Wing)– the new Highland Hall project were received. He commented that the project was yet to be awarded to a bidder.

### **a. Presentation- Student Services Fees Process**

Mr. Desmond Pouyat, Dean of Student Affairs, reported that the Student Services, Health and Wellness, and Athletics and Recreation fees' budgets would be presented to the Committee at its next meeting on February 8, 2016 for recommendation to the UTSC Campus Council for approval. He added that these budgets followed the Council on Student Services (CSS) process, which was governed by the *Policy on Compulsory Non-Academic Incidental Fees*, otherwise known as the "Protocol". Mr. Pouyat reported that CSS normally met from September through March, with the budget vote scheduled for the end of January, and commented that in order for the budget to pass, a simple majority vote from students was necessary. Mr. Pouyat also described the situation and process that would occur if any of the budgets failed, which was also governed under the "Protocol". He acknowledged the hard work of the campus' Financial Services Department and Department of Student Life in the process. To conclude, Mr. Pouyat reported that the Committee would also consider Student Societies Fees and the Student Housing and Residential Life ancillary operating plan at the February 8<sup>th</sup> meeting.

A member asked whether student members of CSS were familiar and comfortable voting on the budgets in January when the Council primarily met between September and January. Mr. Pouyat explained that students were well prepared to vote on the budgets based on the information presented to them by the advisory committees and finance committee. In addition, Mr. Arifuzzaman added that the budgets were presented in a clear and logical format to facilitate review and analysis.

## **3. Strategic Topic: Moving the Master Plan into Secondary Planning**

The Chair invited Mr. Arifuzzaman to present the strategic topic. Mr. Arifuzzaman reported that the UTSC Campus Master Plan was approved by the Governing Council in 2011. The

Master Plan was a vision document that set out the growth plans for the campus over the next 50 years, and the secondary plan was intended to be a working document used to capture specific details outlined in the Master Plan. Mr. Arifuzzaman explained that UTSC did not operate in isolation and planning decisions were being guided by the area's Highland Creek Plan. He added that the final draft of the campus' secondary plan would require local community consultation and City approval. The presentation<sup>1</sup> included the following key points:

- The implementation of the secondary plan would develop a campus community with an academic zone, partnerships/industry zone, and residential zone at UTSC;
- Current projects in the planning stage included: a parking structure, student residence, and a hotel and conference centre;
- The general principles and vision of the secondary plan included:
  - i. To support the growth of UTSC as a mixed-use, transit supportive, and connected centre of education, research, and employment
  - ii. To permit a wide range of uses, including ancillary uses, that support the university's dynamic institutional role, and provide flexibility for growth and adaptation.
  - ii. To establish a university mixed use centre at the intersection of Military Trail and Ellesmere, and support integration with the surrounding community
  - iv. To protect and enhance the public realm and natural features on campus
  - v. To realign the Military Trail roadway in order to create a cohesive academic district that would support transit implementation.
- Some of the component to be included in the secondary plan were: movement and circulation, open space, environmental stewardship, sustainable design and land use;
- As the largest University of Toronto campus, addressing transportation issues would be critically important to the successful implementation of the secondary plan; and
- In order to move forward with the secondary plan, UTSC required support from the City to create a platform for city building in the eastern part of the GTA. Support was already present from local organizations, including the Scarborough Business Association and local rotary clubs.

In response to a question regarding the timeline for the secondary plan, Mr. Arifuzzaman reported that the campus was seeking final approval of the plan by early 2017, followed by approval of zoning amendments and urban design guidelines in spring 2017.

A member commented on the impressive outline of the secondary plan presented to the Committee and asked whether the campus received advice from external experts. Mr. Arifuzzaman reported that the campus worked with the consulting firm, Urban Strategies. However, he commented that the vision was built upon collaborative work that occurred during the consultative process which included faculty, students and staff.

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<sup>1</sup> Presentation- Strategic Topic: Moving the Master Plan into Secondary Planning

In response to a question from a member regarding the potential displacement of residents from the surrounding community during the implementation phase of the secondary plan, Mr. Arifuzzaman confirmed that the secondary plan incorporated only space and grounds that belonged to UTSC.

The Chair thanked Mr. Arifuzzaman for his presentation.

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**CONSENT AGENDA**

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and that the item requiring approval (item 4) be approved.

- 4. Report of the Previous Meeting: Report 13** –Tuesday, November 17, 2015
  - 5. Business Arising from the Report of the Previous Meeting**
  - 6. Date of the Next Meeting** –Monday, February 8, 2016 at 4:10 p.m.
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**7. Other Business**

No other business was raised.

The meeting adjourned at 5:37 p.m.

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Secretary

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Chair



## Student Affairs and Services

Presentation to Campus Affairs Committee  
January 11, 2016



STUDENT AFFAIRS & SERVICES

## Budgets that follow CSS Process

- Student Services Fee budget
- Health & Wellness Centre budget
- Athletics and Recreation budget



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## What is CSS?

- CSS is the Council on Student Services
- The CSS is described in the Policy on Compulsory Non-Academic Incidental Fees known as the 'Protocol' and is the responsible body of students involved in decisions to increase fees



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## Composition of CSS

The following fifteen(15) student members shall be voting members of the Council; they must be eligible for registration at UTSC.

- President of the Graduate Students' Association Scarborough (GSAS)
- President of the Scarborough College Athletic Association (SCAA)
- President of the Scarborough Campus Students' Union (SCSU)
- President of the Scarborough Campus Residence Council (SCRC)
- Vice President Academic & University Affairs of the SCSU
- Vice-President Equity of the SCSU
- Vice-President External of the SCSU
- Seven (7) undergraduate students appointed by the SCSU to represent full-time and part-time UTSC students - none of whom serves on the SCSU as a voting Director, officer, or permanent full-time staff. One should be an International student and one should be a Resident student
- One graduate student, appointed by the GSAS, to represent graduate students at large



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## The CSS Process

- Presentations by departments followed by Q&A
- Advisory groups meet for each department
- Finance Committee meetings
- Budget preview meeting and presentations mid-January to CSS student voters ( **Tuesday January 12, 2016** )
- Additional meetings held as necessary to answer questions and provide information
- Final Budget Presentation and Vote ( **Thursday January 21, 2016** )



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## CSS Budget Vote

- All members have a vote
- Only the student vote determines the outcome
- A simple majority of student votes required to pass a budget



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## When a Budget Vote Fails

The Administrative Assessor is permitted by *the Long-term Protocol on the Increase or Introduction of Compulsory Non-Tuition related Fees* (The Protocol) to recommend a fee increase to the appropriate governing body (Campus Affairs Committee and Campus Council).



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## When a Budget Vote Fails

The recommended fee increase is based on the calculated UTI, and applicable CPI used in the university's long range budget projections, assumptions, and strategies.



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The recommended fee increase **CANNOT** be greater than the UTI or CPI increase. The highest of UTI or CPI can **ONLY** be implemented as a **temporary 3 year increase** while the lesser of the two is a permanent increase.



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### CPI (Definition- Student Services)

CPI is the inflation factor equal to the **Consumer Price Index** as described in the University of Toronto's Long-range Budget Projection Assumptions and Strategies (or its equivalent).

### UTI: University of Toronto Index

UTI is an indexation of a service's fee

- Accounts for changes in salary and benefit costs, revenue from other sources, occupancy costs, and changes in enrolment.
- Calculated separately for each service's fee.



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## Permanent and Temporary Increases

### Permanent increase:

The lesser of the UTI increase or the CPI increase.

And

### Temporary increase (up to 3 years):

The greater of the UTI increase or the CPI increase.

#### Examples:

UTI = 3.6% CPI = 2.0%	UTI > CPI	Permanent Increase CPI = 2.0%	Temporary Increase UTI = 3.6%
UTI = 1.3% CPI = 2.0%	CPI > UTI	Permanent Increase UTI = 1.3%	Temporary Increase CPI = 2.0%



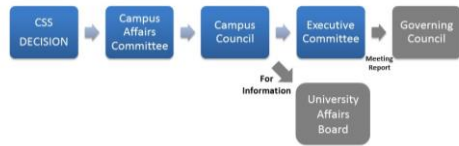
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These provisions of the Protocol allow services, programs, and overall operations to avoid jeopardy, and to be maintained, but does not provide the financial framework to expand and grow programs or services.



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## Approval Process Summary



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## Administrative support of the process

- Strongly supported by Campus financial services team
- Departmental and Student Affairs business officers
- Tri-campus Input



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## Other Business to come before CAC

- Student Society Fees
- Ancillary Student Housing and Residence Life operating plan



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## Student Society Fees

- Collected by University on behalf of student societies
- These are also compulsory non-academic incidental fees



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## Student Societies

- Student Organizations accountable to particular constituencies
- Example at UTSC include the
  - Scarborough Campus Student Union (SCSU)
  - Scarborough Campus Athletics Association (SCAA)
  - Scarborough Campus Residence Council (SCRC)
  - Fusion Radio
  - The Underground



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## University's Assumed Obligations to Students

- To ensure societies function in an orderly and democratic fashion
- To ensure funds are properly accounted for



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## Society Requirements

- To have constitutions
- Bylaws must have provisions for regular financial reports, annual audits and access to records for members
- Appropriate accounting and financial procedures must be adhered to



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## Oversight Role : Office of Vice Provost Students

- Fee collection process and related accountabilities
- Fees are first vetted through the Vice Provost Student's office prior submission to CAC, to ensure proposed increases are appropriate and adhere to the rules governing fee increases for the various societies, such as limits imposed by referendums.
- Many student society fees are increased by CPI which for student societies are defined by Year-over-year change in consumer prices for Ontario as measured by Statistics Canada (December-over- December) as of December 31 of the previous year. ([Policy for Compulsory Non-Academic Incidental Fees](#))
- Department of Student Life & Office of Student Affairs liaises between Student Societies & Vice Provost Students to assist in coordination of the process



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## Student Housing and Residence Life

- An ancillary operation that must be financially self sustaining
- Reports through Student Affairs but as an ancillary, is part of the ancillary operations process under the CAO and will come to CAC under the ancillaries umbrella



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## Contact Us



Deanstuaff\_UTSC



<http://uoft.me/utscstudentaffairs>



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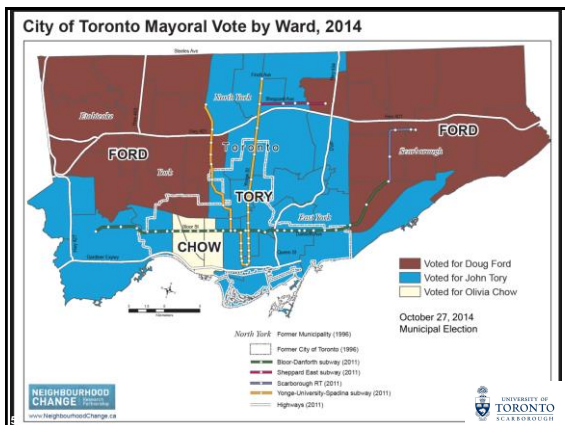
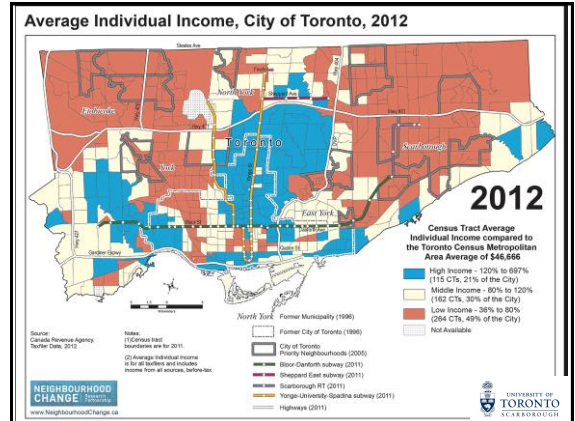
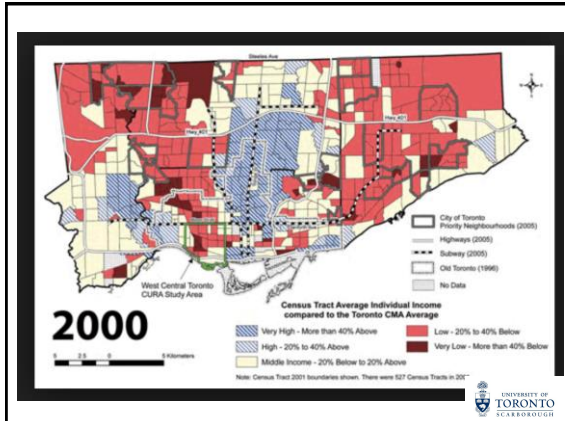
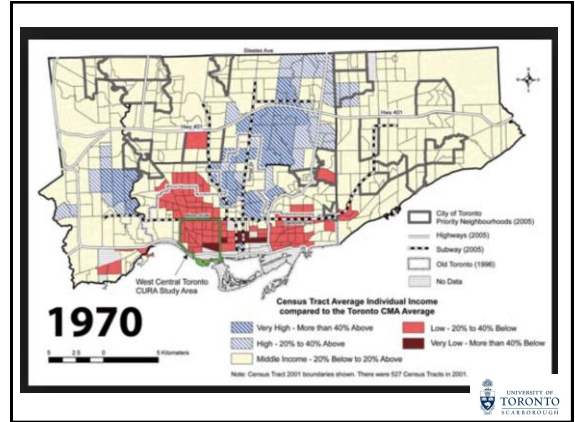


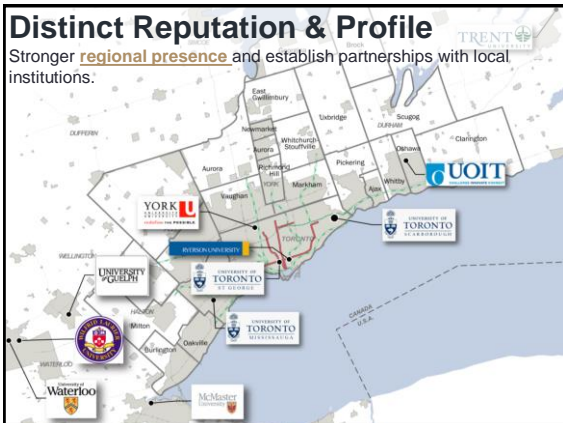
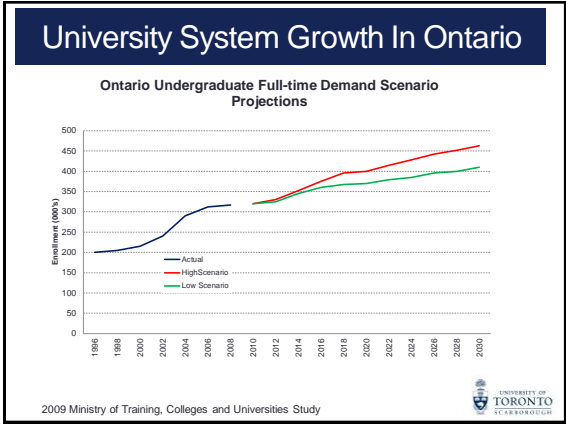


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SCARBOROUGH

## AN ANCHOR FOR CHANGE: UTSC MASTER PLAN AND SECONDARY PLAN

Andrew Arifuzzaman  
Chief Administrative Officer





### Our Opportunities

- > Teaching and Research
- > Student Housing
- > Athletics Centre
- > Public Transit
- > Retail, Industry & Partnerships
- > Hotel/Conference Centre
- > Places to hang out
- > Image



Members of the university and surrounding community had opportunities for input through stakeholder interviews, workshops and focus group meetings.

- Grow on our own terms
- Be LOUD!
- People and ideas drive regeneration
- Bring in a big program and bring it in strong
- Scarborough embraces this campus... and it's time that the University embraces Scarborough
- No one knows we are here
- It is now important to set the stage for the next 100 years



## The Opportunity:

### St. George Campus



## UTSC Master Plan

- Academic Draw
- Academic/Industry Partnerships
- Residential Development
- Pan Am and Legacy
- New Intellectual, Cultural and Sporting Hub of the Eastern GTA



## Why Scarborough and Why Now:

- Historic under investment
- Conversion from basic manufacturing
- Potential Anchor Institutions (Universities, Colleges Hospitals) and interest from Private sector
- National and International attention coming
  - Toronto Pan Am Sports Centre
  - Rouge National Park
- Momentum is growing from grass the roots
  - Community partners
  - Institutional led Infrastructure Investments
  - Scarborough Business Association
  - Rotary Clubs of Scarborough: Revitalization report



## What we are asking of the City

1. An opportunity for the City and University to work together in creating a platform for City Building in the east
2. A recognition of UTSC's influential role in economic development and Scarborough revitalization through the Secondary Plan and other planning tools
3. Unlocking the potential for the north City and Provincial lands
4. Continued support of the vision of the Master Plan and implementation of the Secondary Plan



## What will the Secondary Plan address?

• A traditional Secondary Plan structure with dynamic built form to respond to unique institutional needs:

### Table of Contents:

1. Introduction
2. Vision
3. Movement and Circulation
4. Open Space
5. Environmental Stewardship and Sustainable Design
6. Land Use and Built Form
7. Cultural Heritage
8. Servicing and Stormwater
9. Implementation



## General Policies and Vision

### Key Policies and Content

- Support the growth of UTSC as a mixed-use, transit supportive, and connected centre of education, research, and employment
- To permit a wide range of uses, including ancillary uses, that support the university's dynamic institutional role, and provide flexibility for growth and adaptation.
- To establish a university mixed use centre at the intersection of Military Trail and Ellesmere, and support integration with the surrounding community
- Protect and enhance the public realm and natural features on campus
- To realign Military Trail to create a cohesive academic district and support transit implementation.

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## Movement and Circulation

### Structure

1. Street Network
2. Transit
3. Pedestrian and Bicycle Network
4. Travel Demand Management
5. Parking, Servicing and Loading

### Schedules and Supporting Illustrations

- Street Network
- Pedestrian and Bicycle Network

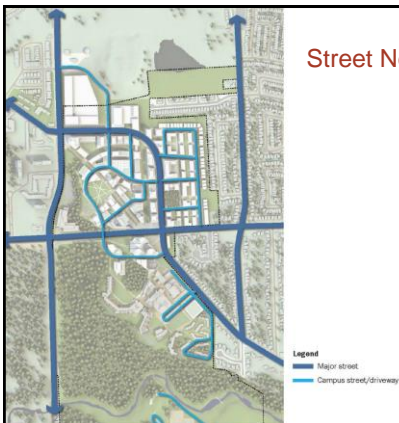


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## Movement and Circulation

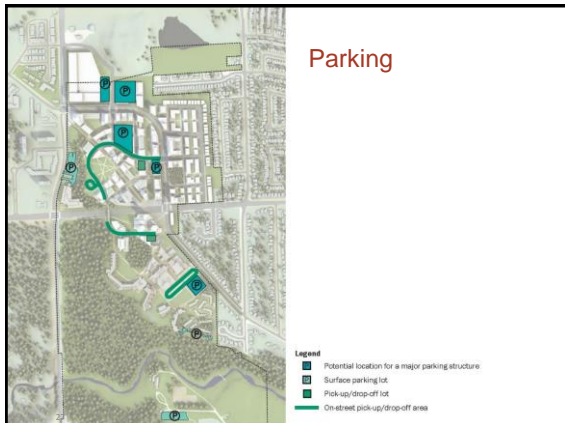
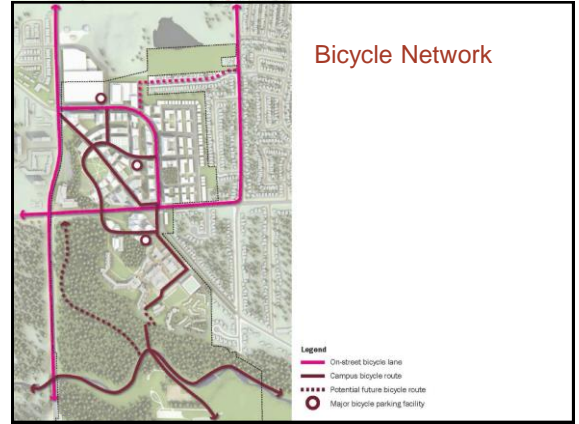
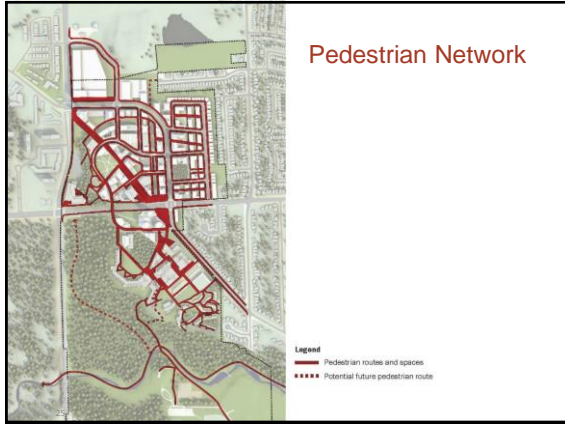


## Street Network



## Transit Network





**Open Space**

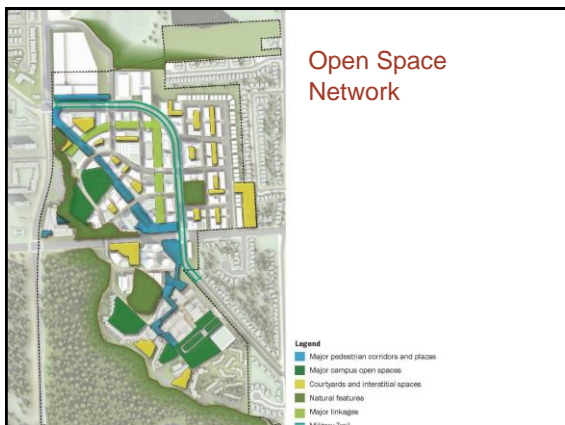
**Structure**

1. Morningside Ravine
2. Significant Open Spaces
3. Gateways and Views
4. Other Open Spaces

**Schedules and Supporting Illustrations**

- Open Space Network
- Natural Heritage System

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## Environmental Stewardship and Sustainable Design

### Structure

1. Ravine Stewardship
2. Sustainable Design
3. Environment

### Schedules and Supporting Illustrations

- Natural Heritage System (also in Chapter 4)

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## Land Use and Built Form

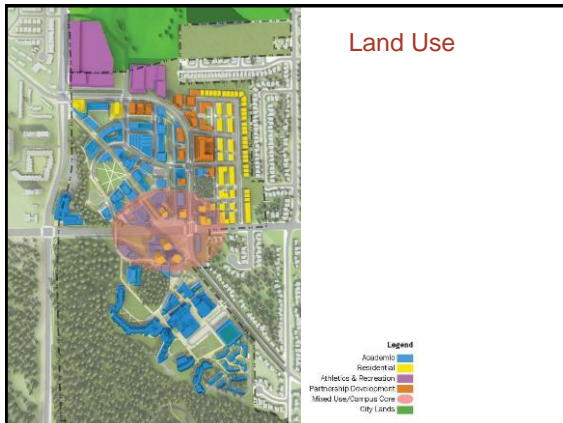
### Structure

1. Institutional Use Designation
2. Open Space Areas
3. Built Form

### Schedules and Supporting Illustrations

- Land Use

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## Cultural Heritage

### Structure

1. Built Heritage Resources
2. Archaeological Resources

### Schedules and Supporting Illustrations

- Cultural Heritage Resources
- Areas of Archaeological Potential

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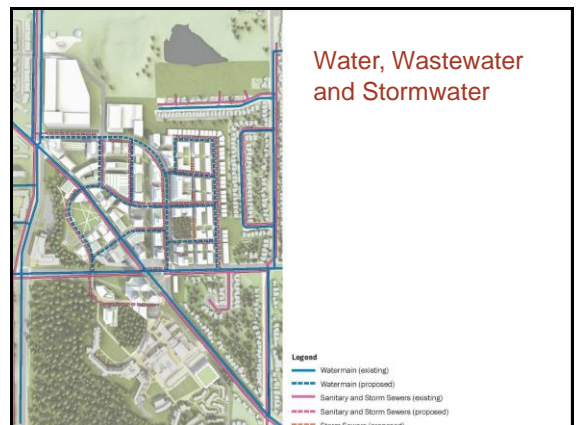


## Cultural Heritage

### Key Policies and Content

- Cultural heritage resources, including the Miller Lash House and the Science and Humanities Wings, will be conserved as an important part of UTSC heritage.
- Archeological assessment will be conducted where necessary and all archeological resources will be appropriately conserved.

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## Implementation

### Structure

1. Zoning By-law
2. Building Design Guidelines
3. Site Plan Approval
4. Plan Review and Monitoring

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## Community Advisory Group

- CAG Orientation meeting was held on December 10<sup>th</sup> at UTSC
- List of invitees included representatives from local Business Associations, Residents Associations, Councillor's offices, non-profits, and residents
- Overall feedback was positive and participants expressed a strong desire to prioritize student housing to address growing rooming house issue
- Concerns over community accessibility of programs and facilities were also expressed
- Next meeting will likely be in February of 2016



## Preliminary Timeline



We Are Here



# QUESTIONS

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