

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 10 OF THE CAMPUS AFFAIRS COMMITTEE

February 11, 2015

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

Your Committee reports that it met on Wednesday, February 11, 2015 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Sue Graham-Nutter, Chair
Mr. Hussain Masoom, Vice-Chair
Professor Bruce Kidd, Vice
President & Principal
Mr. Andrew Arifuzzaman, Chief
Administrative Officer
Mr. Desmond Pouyat, Dean of
Student Affairs
Ms Erin Bradford
Ms Kathy Fellowes
Dr. Brian Harrington
Mr. Kamal Hassan
Ms Hannah Yukari Hori
Professor Ken W.F. Howard
Ms Lydia V.E. Lampers-Wallner
Ms Permjit (Pam) Mann
Mr. Mark Henry Rowswell
Ms Tammy Tennesco
Mr. Larry Whatmore
Dr. Erin L. Webster

Non-Voting Assessors:

Ms Helen Morissette
Ms Frances Wdowczyk

Secretariat:

Mr. Lee Hamilton
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:

Dr. Jonathan S. Cant
Dr. Tarun Dewan
Ms Teresa Gomes
Professor William Gough
Professor Rick Halpern
Professor Ping-Chun Hsiung
Professor Sohee Kang
Ms Jessica Paulina Kirk
Mr. Russell Polecina
Ms Charmaine Louise C. Ramirez
Ms Kirsta Stapelfeldt
Dr. Helen Wu

In attendance:

Ms Liza Arnason, Director, Student Life
Ms Laura Boyko, Director, Health and Wellness Centre
Ms Jennifer Bramer, Director, Academic Advising and Career Centre
Ms Tina Doyle, Director, Accessibility Services
Ms Deborah Hahn, Assistant Director, Retail and Conference Services
Ms Joyce Hahn, Senior Financial Officer, Capital & Business Operation, Financial Services

Ms Shannon Howes, Manager, Student Policy Initiatives and High Risk
Mr. Scott McRoberts, Director, Athletics and Recreation
Mr. Frank Peruzzi, Assistant Director, Food Partnerships, Food and Beverage Services
Mr. Gary Pitcher, Director, Campus Safety and Security
Ms. Meredith Strong, Director and Student Policy Advisor, Office of the Vice-Provost,
Students and First Entry Divisions
Ms Michelle Verbrugghe, Director, Student Housing & Residence Life
Mr. Frank Villiva, Supervisor, Conference and Events, Retail and Conference Services

1. Chair's Remarks

The Chair welcomed members and guests to the meeting. She reported that the Landmark Committee presented their Project Planning report to the University Affairs Board on February 3, 2015, and that a discussion emerged on the topic of the National Student Engagement Survey under the report of the Vice-Provost Students & First Entry Divisions. Lastly, the Chair reported that the UTSC Campus Council unanimously recommended the Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough the new *Highland Hall* to the Academic Board.

2. Assessors' Reports

There were no reports from the Assessors.

3. Strategic Topic: Infrastructure Planning

The Chair invited Mr. Andrew Arifuzzaman, Chief Administrative Officer, to present¹ the strategic topic. Mr. Arifuzzaman provided details on projects that had been or were currently being completed (i.e. the Environmental Sciences and Chemistry Building (ESCB), the Toronto Pan-Am Sports Centre (TPASC), Instructional Centre (IC), Recreation Wing (R-Wing), and the renovation to the Bladen Wing elevator, and provided the Committee with an overview of potential campus infrastructure projects. The following major infrastructure projects were discussed:

- Student Residence
- Parking Structure
- Cultural/Performing Arts Centre
- Bridge Project
- Instructional Centre II (IC2)
- Hotel and Conference Centre

Mr. Arifuzzaman indicated that the projects in queue for development were the student residence, parking structure and the bridge. He added that the cultural/performing arts centre and hotel and conference centre were future opportunistic projects.

¹ Strategic Topic: Infrastructure Planning

A member asked what type of business relationships UTSC would explore if the campus engaged in a partnership approach for the hotel and conference centre. Mr. Arifuzzaman commented that work would need to be done with industry experts to explore possible business partnerships.

A member asked whether there were plans for a condominium structure or a hockey rink at the Toronto Pan-Am Sports Centre (TPASC), and Mr. Arifuzzaman reported that a private developer was creating a high-rise condominium at Morningside Avenue and Ellesmere Road, which the University was not involved in. An ice hockey rink was desirable, but the focus of TPASC was on spring/summer sports and that a hockey rink was not included in the design of the facility.

4. 2015-16 Operating Plans- UTSC Ancillary Services

The Chair invited Mr. Arifuzzaman to present² the 2015-16 Operating Plans-UTSC Ancillary Services to the Committee. He reported that ancillary budgets operated by providing services to internal and external users and maintained self-sufficient operations by managing operating expenses, making capital investments, and maintaining financial reserves. He invited the Directors of the four ancillary services to present their goals and challenges. The following major points were raised:

- **Student Housing and Residence Life**
Ms Michelle Verbrugge, Director, Student Housing & Residence Life, reported that the proposed budget increases were related to increases in contractor rates, utilities, salary and benefits, and service improvements for students. Ms Verbrugge explained that challenges regarding costs are contained by way of using energy efficient technologies and making careful choices (e.g. defer permanent hiring and timing of renovations and upgrades).
- **Conference and Retail Services & Food and Beverage Services**
Ms Frances Wdowczyk, Director, Business Development & Special Advisor to the Chief Administrative Officer (CAO), reported that Retail and Conference Services had explored new revenue streams that included the space rental.. Some of the upcoming projects for the Ancillary included managing Camp UofT Scarborough, hosting more academic conferences, and being the venue for the 2016 Association of Food and Society Annual conference. On the topic of the Food and Beverage ancillary, Ms Wdowczyk explained that Aramark Canada had won the contract for food and beverage services on campus and that the commission had increased to 17%, higher than the amount under the previous contract.
- **Parking Services**
Mr. Gary Pitcher, Director, Campus Safety and Security, reported that additional revenues would be generated from parking for the Pan-American and Para Pan-American games this year. He explained that although fewer parking permits were

² 2015-16 Operating Plans- UTSC Ancillary Services

being sold, the purchase of daily parking passes was increasing, which helped to offset the loss in revenue from permits.

A member expressed concern regarding the increase in fees for parking services and Mr. Arifuzzaman explained that a part of the increase was to fund a new parking structure. He also added that the cost of snow removal and maintenance to the gates and pay stations had increased.

A member asked whether there were plans for dedicated space for food and beverage vendors on campus, and Ms Wdowczyk commented that there was no specific location in mind, and that a needs analysis would need to be completed to determine where food and beverage outlets were needed most.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the 2015-16 operating plans and budgets for the UTSC 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 presented in the documentation dated January 27, 2015, be approved effective May 1, 2015.

5. Compulsory Non-Academic Incidental Fees- 2014-15 Report and Analysis

The Chair introduced and invited Ms Meredith Strong, Director and Student Policy Advisory, Office of the Vice-Provost, Students and First Entry Divisions, to present the report and analysis. Ms Strong highlighted that the report was a consolidation of all compulsory non-academic incidental fees across the University, including the federated colleges and that the report listed fees paid by students by Division and denoted Divisional Student societies, Central and Cross-divisional student society fees and University operated student services. She explained that increases to fees that funded University operated services were subject to the terms and conditions outlined in the *Policy for Compulsory Non-Academic Incidental Fees* and the *Protocol on the Increase or Introduction of Compulsory Non-tuition Related Fees* and that the services' fees for UTSC could be found in Schedule 2.

6. Compulsory Non-Academic Incidental Fees – Student Society Fees: UTSC Student Society Proposals for Fee Increases

The Chair invited Mr. Desmond Pouyat, Dean of Student Affairs to present the item. Mr. Pouyat explained that the student societies proposal for fee increases at UTSC was first received by the Vice-Provost, Students and First Entry Divisions who coordinated closely with his Office to advise on the proposals received for fee increases. Mr. Pouyat reported that the requests from the Scarborough Campus Students' Union (SCSU) were compliant with the *Policy for Compulsory Non-Academic Incidental Fees*, and that increases in fees were related to a variety of factors, including normal cost of living. In some cases like sports and recreation levy, increases were determined based on the terms of a referendum.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT subject to (a) approval of the following fee increase proposals by Scarborough Campus Students' Union (SCSU) Board of Directors on January 30, 2015, and (b) notification in writing to the Office of the Vice-Provost, Students and First-Entry Divisions of the actual increases to the Accident & Prescription Drug Insurance Plan and Dental Plan portions of the fee no later than May 15, 2015;

THAT beginning in the Fall 2015 session, the SCSU fee be increased as follows: (a) an increase of \$0.48 per session in the Society membership portion of the fee (\$0.03 part-time), (b) an increase of \$0.71 per session in the Student Centre portion of the fee (\$0.21 part-time), (c) an increase of \$0.14 per session (full-time only) in the CFS/CFS-O portion of the fee, (d) an increase of up to \$6.23 (full-time only) per session in the Accident & Prescription Drug Insurance Plan portion of the fee, and (e) an increase of up to \$7.37 (full-time only) per session in the Dental Plan portion of the fee, and (f) continuation of the Student Refugee Program portion of the fee through the 2015-16 academic period.

7. Operating Plans —UTSC Student Affairs and Services

The Chair introduced and invited Mr. Desmond Pouyat, Dean of Student Affairs, to present ³the Operating Plans for UTSC Student Affairs and Services to the Committee.

a. Advice from the UTSC Council on Student Services (CSS)

Mr. Pouyat shared a brief summary regarding the CSS process that led to failed votes (i.e. no majority vote from the students present at the meeting) for the Health and Wellness, Athletics and Recreation and Student Services operating plans at the CSS meeting on January 22, 2015. He indicated that according to the *Protocol*, failed votes allowed the administration to seek recommendation from the Campus Affairs Committee for a permanent fee increase of the lesser of the consumer price index (CPI) increase or the University of Toronto index (UTI) increase, and a temporary increase of the greater of the CPI increase or the UTI increase.

b. Operating Plans and Fees

Mr. Pouyat invited the Directors from the Student Affairs and Services portfolio to update

³ Operating Plans —UTSC Student Affairs and Services

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the Committee on the current highlights, plans and key challenges within each department. The following major points were raised:

- **Mr. Scott McRoberts**, Director, Athletics and Recreation, indicated that the new home for the Department of Athletics and Recreation was in the Toronto Pan-Am Sports Centre (TPASC), which increased reliance on student fees for revenue. However, the expansion of the fields and the new tennis centre would allow for new revenue sources.
- **Ms Liza Arnason**, Director, Student Life, commented on the strong growth in the Student Life area. She reported that there were approximately 40 student organized events per week and that the department was actively risk assessing campus group applications for approval on a regular basis. Challenges were related to space but optimism was expressed due to future campus infrastructure plans.
- **Ms Laura Boyko**, Director, Health and Wellness Centre, reported that the Centre was in the process of implementing the University wide Framework on Mental Health, and actively working to build up the Centre's service offerings. She highlighted that maximizing the already existing resources was necessary to continue providing high quality service to students.
- **Ms Jennifer Bramer**, Director, Academic Advising and Career Centre, reported that the Student Affairs portfolio was the largest employer of students at UTSC. In addition, she reported that there was strong interest for academic and career support at UTSC. In 2014 over 13,000 students attended the various career events and workshops, and over 8000 academic and career appointments were offered.

A member commented on the CPI and UTI fee increases under the *Protocol* and Mr. Pouyat explained that the proposed figures were less than what was presented to CSS. He added that the CPI and UTI increases would help maintain the services provided by the Departments.

A member asked whether consultation had taken place with CSS regarding the CPI and UTI fee increases under the *Protocol*, and whether there could be another vote. Mr. Pouyat reported that under the *Protocol*, there was no provision to renegotiate or conduct another vote once students had cast their ballots. He indicated that the Chair of CSS was made aware of the fee increases as stipulated by the *Protocol*.

In response to a question regarding the Student Services- Operating Plans Advisory Committees, Mr. Pouyat reported that the Advisory Bodies for the budgets were in favour of the fee increases presented to CSS. However, those bodies did not have a direct impact on the outcome.

In response to a question from a member regarding the failed Athletics and Recreation vote from CSS, Mr. McRoberts reported that the failed vote was likely due to the slightly higher ask of five percent.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT, the 2015-16 operating plans and budgets for the UTSC Student Affairs and Services (including the Health & Wellness Centre, Athletics & Recreation, and Student Services), as presented in the documentation from Mr. Desmond Pouyat, Dean of Student Affairs, be approved; and

THAT the sessional Athletics & Recreation Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$130.94 (\$26.19 for a part-time student), which represents a year-over-year increase of \$6.24 (\$1.25 for a part-time student) or 5% (resulting from a permanent increase of 2%, and a three-year temporary increase of 3% on the eligible portion); and

THAT⁴ the sessional Health & Wellness Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$63.75 (\$12.75 for a part-time student), which represents a year-over-year permanent increase of \$1.85 (\$0.37 for a part-time student) or 3% (resulting from a permanent increase of 1%, and a three-year temporary increase of 2% on the eligible portion); and

THAT the sessional Student Services Fee for a UTSC-registered or UTSC-affiliated full-time undergraduate student be increased to \$167.84 (\$33.57 for a part-time student), which represents a year-over-year permanent increase of \$3.29 (\$0.66 for a part-time student) or 2% (resulting from a permanent increase of 2%)

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 8) be approved.

The Chair reminded members that the next scheduled meeting of the Committee was on Wednesday, March 25, 2015 at 4:00 p.m.

8. Report of the Previous Meeting: Report 9 – January 12, 2015

9. Business Arising from the Report of the Previous Meeting

⁴ Corrections were made to the motion after the meeting took place. The correct fee increases are documented in this report.

10. Date of the Next Meeting – Wednesday, March 25, 2015, 4:00 p.m. - 6:00 p.m.

11. Other Business

There were no other items of business.

The meeting adjourned at 6:10 p.m.

Secretary

Chair



UNIVERSITY OF TORONTO
SCARBOROUGH

Campus Affairs Committee: Infrastructure update

Feb 11, 2015



Campus Master Plan

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



2




Toronto Pan Am Sports Centre





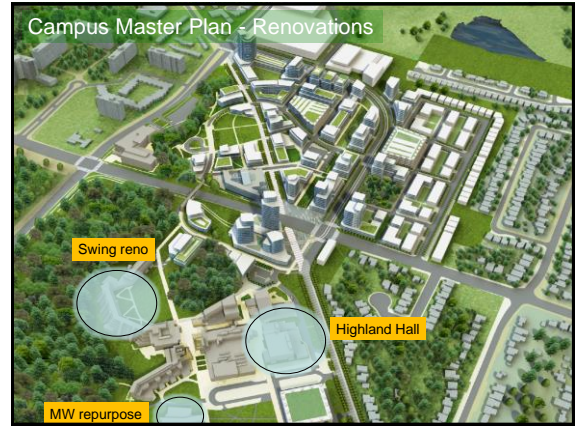
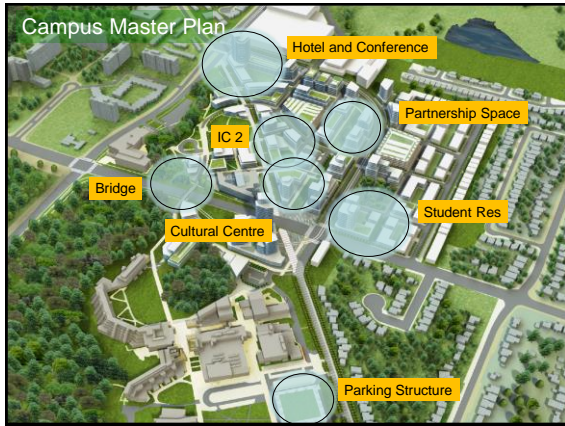
Environmental Sciences & Chemistry Building





Bladen Elevator Project





UTSC

UNIVERSITY OF TORONTO
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Questions


9

The slide features a dark blue background. On the left is the large, colorful 'UTSC' logo. To its right is the official crest and name of the University of Toronto Scarborough. The word 'Questions' is written in a large, white, sans-serif font in the center. A small number '9' is located in the bottom right corner.




**Service Ancillary Operating Plans
2015-16**

Campus Affairs Committee Meeting
February 11, 2015





Budgets

Operating Fund Budget - Student tuition and Government grants



Student Fees - for Student programming

Ancillary Budgets - Funded exclusively by the users of the service

Ancillary Budgets

- Must be self sufficient
 - ❑ Operating Expenses
 - ❑ Capital Investment
 - ❑ Maintain Reserves
- Provide services to all internal users as well as external users





Service Ancillaries

Objectives: 1) Operate without subsidy from the operating budget; 2) provide for all costs of capital renewal; 3) create and maintain an operating reserve; and 4) contribute net revenue to the operating budget.


2015-16 Proposal

	Residence	Conference	Food and	Parking
	Services	Services	Beverage	Services
Revenue	\$ 6,396,444	\$ 1,447,325	\$ 920,376	\$ 3,308,581
Expense	6,028,989	1,230,335	709,573	2,358,829
Net Income	367,455	216,990	210,803	949,752
Investment in Cap. Assets	2,082,682	9,464	508,966	588,049
Capital Renewal	704,812	1,000	6,600	310,212
Operating	652,807	723,662	180,739	275,979
New Construction	-	881,667	87,002	3,000,000
Unrestricted	(1,301,027)	-	-	502,049
Net Assets	\$ 2,139,274	\$ 1,615,793	\$ 783,307	\$ 4,676,289





Ancillary Units at UTSC

- Student Housing and Residence Life - Michelle Verbrugghe
- Retail and Conference Services - Fran Wdowczyk
- Food and Beverage Services - Fran Wdowczyk
- Parking Services - Gary Pitcher

Student Housing and Residence Life

- Service/Experience Improvements
- Cost Containment
- 4% fee increase
- Consultation Process



Student Housing and Residence Life

"A living and learning experience that can transform lives,"

Achievements: Achieved an occupancy rate of 98%
Challenges: Maintaining adequate pricing while not pricing students out of residence

2015-16 Proposal

(000's)	2015-16		2014-15		
	Budget	Forecast	v. Budget	v. Prior Year	
Revenue	\$ 6,396	\$ 6,088	-1%	5%	
Expenses	\$ 6,029	\$ 5,925	0%	3%	
Net Income	\$ 367	\$ 163	-26%	640%	
Net Assets	\$ 2,139	\$ 1,772	-3%	10%	

Retail and Conference Services

Revenue

- **Camp U of T (Scarborough)**
 - Replaces former Athletics operated All-Star Camp
 - Arts & Science camp for community children 6 to 12
 - Leadership camp for ages 13 & 14
- **October 23 - 25, 2015** - The Jane Goodall Youth Summit; target of 200 delegates
- **June 22-26, 2016** - The Association of Food & Society Annual Conference; target of 500 delegates

Retail and Conference Services

"Maximize use of campus facilities and resources when not required for academic purposes,"

Achievements: Successful partnerships with summer programs
Challenges: Diversifying portfolio with limited access to campus facilities

2015-16 Proposal

(000's)	2015-16		2014-15		
	Budget	Forecast	v. Budget	v. Prior Year	
Revenue	\$ 1,447	\$ 1,037	10%	21%	
Expenses	\$ 1,230	\$ 863	5%	9%	
Net Income	\$ 217	\$ 174	44%	164%	
Net Assets	\$ 1,616	\$ 1,399	1%	14%	

Food and Beverage Services

- **RFP Consultation**
 - The Food User Committee consulted on the RFP
- **Revenue**
 - RFP commission 17% from Aramark (catering and regular retail sales)
 - 2014-2015 Projected Profit: \$298,754
 - 2015-2016 Projected Profit: \$210,804
 - To date, sales are higher over the last year by 18% (fiscal year)
 - BV Tim Horton's sales of \$1.5 million was the top performing outlet for Aramark Canada Higher Education in 2014

Food and Beverage Services

"Enhance student life experience and client experience while seeking opportunities for growth,"

Achievements: Renovations of the Marketplace and new outlets
Challenges: Maintaining quality of service and menu offerings

2015-16 Proposal

(000's)	2015-16		2014-15		
	Budget	Forecast	v. Budget	v. Prior Year	
Revenue	\$ 920	\$ 879	20%	34%	
Expenses	\$ 710	\$ 580	-2%	8%	
Net Income	\$ 211	\$ 299	109%	146%	
Net Assets	\$ 783	\$ 842	39%	55%	

Parking Services

- Event parking, Pan Am Games (July 10-26, 2015)
- Event parking, post-games (weekend events)
- Standalone parking structure, South Campus
- 3% Permit Fee Increase

Parking Services

"Provide quality parking facilities and services in a safe, effective environment,"

Achievements: Initiating plans for first parking structure at UTSC
Challenges: Managing parking supply in anticipation of campus growth

2015-16 Proposal

(000's)	2015-16		2014-15	
	Budget	Forecast	v. Budget	v. Prior Year
Revenue	\$ 3,309	\$ 2,980	3%	4%
Expenses	\$ 2,359	\$ 2,375	4%	15%
Net Income	\$ 950	\$ 605	-4%	-24%
Net Assets	\$ 4,676	\$ 3,969	2%	10%

Recommendation

Be It Recommended to the UTSC Campus Council,


THAT the 2015-16 operating plans and budgets for the UTSC 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 presented in the documentation provided by Andrew Arifuzzaman, Chief Administrative Officer, be approved, effective May 1, 2015.

Discussion






Operating Plans – UTSC Student Affairs and Services

February 11, 2015



Drivers impacting Operating plans



- Maintaining current operations
- Space
- Athletics & Recreation new operating environment (revenue diversification - transition period)
- Growth in Campus life and Campus groups
- Demand on Services

Emphasis in Operating Plans

- Optimize use of resources and limited space
- Improve efficiencies and maximize service delivery in programs and services
- Garner new funding opportunities to support the student experience & student opportunities
- Continue support of student jobs

Summer 2014 & Fall-Winter 2014-15
380 student jobs (including work study & other student hires) \$800,790.00
500+ volunteers

Proposed to Council on Student Services (CSS)



		2014-15	2015-16	Fee Increase (\$)	Fee Increase (%)
Health & Wellness	Full-time Students	\$61.90	\$63.75	\$1.85	3%
	Part-time Students	\$12.38	\$12.75	\$0.37	3%
Athletics	Full-time Students	\$124.70	\$130.94	\$6.24	5%
	Part-time Students	\$24.94	\$26.19	\$1.25	5%
Student Services Fee (SSF)	Full-time Students	\$164.55	\$168.65	\$4.11	2%
	Part-time Students	\$32.91	\$33.73	\$0.82	2%

CSS declined all three proposed fees

Health & Wellness For: Admin 6, Students 5
Opposed: Admin 6, Students 5

Athletics: For: Admin 6, Students 3
Opposed: Admin 6, Students 7

Student Service Fee: For: Admin 6, Students 4
Opposed: Admin 6, Students 5
Abstentions: Students 1

Recommendation to Campus Affairs Committee (CAC)

		2014-15	2015-16	Fee Increase (\$)	Fee Increase (%)	Eligible UTI / CPI	Recommending
Health & Wellness	Full-time Students	\$61.90	\$63.75	\$1.85	3%	CPI 2% UTI 1.7%	CPI 2% UTI 1%
	Part-time Students	\$12.38	\$12.75	\$0.37	3%		
Athletics	Full-time Students	\$124.70	\$130.94	\$6.24	5%	CPI 2% UTI 3.8%	CPI 2% UTI 3%
	Part-time Students	\$24.94	\$26.19	\$1.25	5%		
Student Services Fee (SSF)	Full-time Students	\$164.55	\$167.84	\$3.29	2%	CPI 2% UTI 2.6%	CPI 2%
	Part-time Students	\$32.91	\$33.57	\$0.66	2%		

