



University of Toronto Mississauga Campus Council  
**CAMPUS AFFAIRS COMMITTEE**  
**Thursday, January 8, 2015 at 4:10 p.m.**  
**Council Chamber, Room 3130, William G. Davis Building**

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**AGENDA**

**1. Chair's Remarks**

- 2. Presentation on Student 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 (for information)**

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

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

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**

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.

+ Confidential documentation included for members only

\* Documentation included

\*\* Documentation for consent item included. This item will be given individual consideration by the Campus Affairs Committee only if a member so requests.

Members with questions or who would like a consent item to be discussed by the Campus Affairs Committee are invited to notify the Committee Secretary

Mariam Ali at least 24 hours in advance of the meeting by telephone at 905-569-4358 or by email at [mariam.ali@utoronto.ca](mailto:mariam.ali@utoronto.ca)

**5. Assessors' Report**

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**CONSENT AGENDA \*\***

**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.

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**9. Other Business**

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*IN CAMERA SESSION*

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

+ Confidential documentation included for members only

\* Documentation included

\*\* Documentation for consent item included. This item will be given individual consideration by the Campus Affairs Committee only if a member so requests.

Members with questions or who would like a consent item to be discussed by the Campus Affairs Committee are invited to notify the Committee Secretary

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**FOR RECOMMENDATION  
TO CAMPUS COUNCIL**

**PUBLIC**

**OPEN SESSION**

**TO:** Campus Affairs Committee

**SPONSOR:** Paul Donoghue, Chief Administrative Officer  
**CONTACT INFO:** 905-828-3705, [paul.donoghue@utoronto.ca](mailto:paul.donoghue@utoronto.ca)

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

**DATE:** December 16, 2014 for January 8, 2015

**AGENDA ITEM:** 3

**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 2014-15 UTM service ancillaries were recommended for approval by the Campus Affairs Committee, on January 8, 2014 and approved by the UTM Campus Council on February 6, 2014.

**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 Recommended to Campus Council,

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

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## 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.

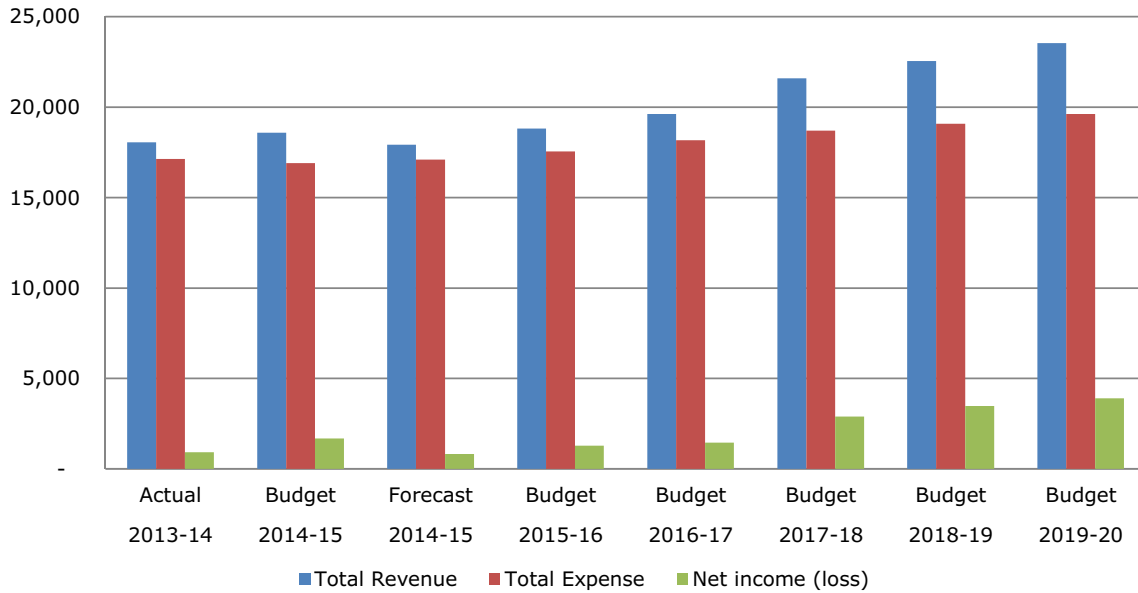
These operations are measured over the long-term on their success in meeting the following four objectives:

- 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.

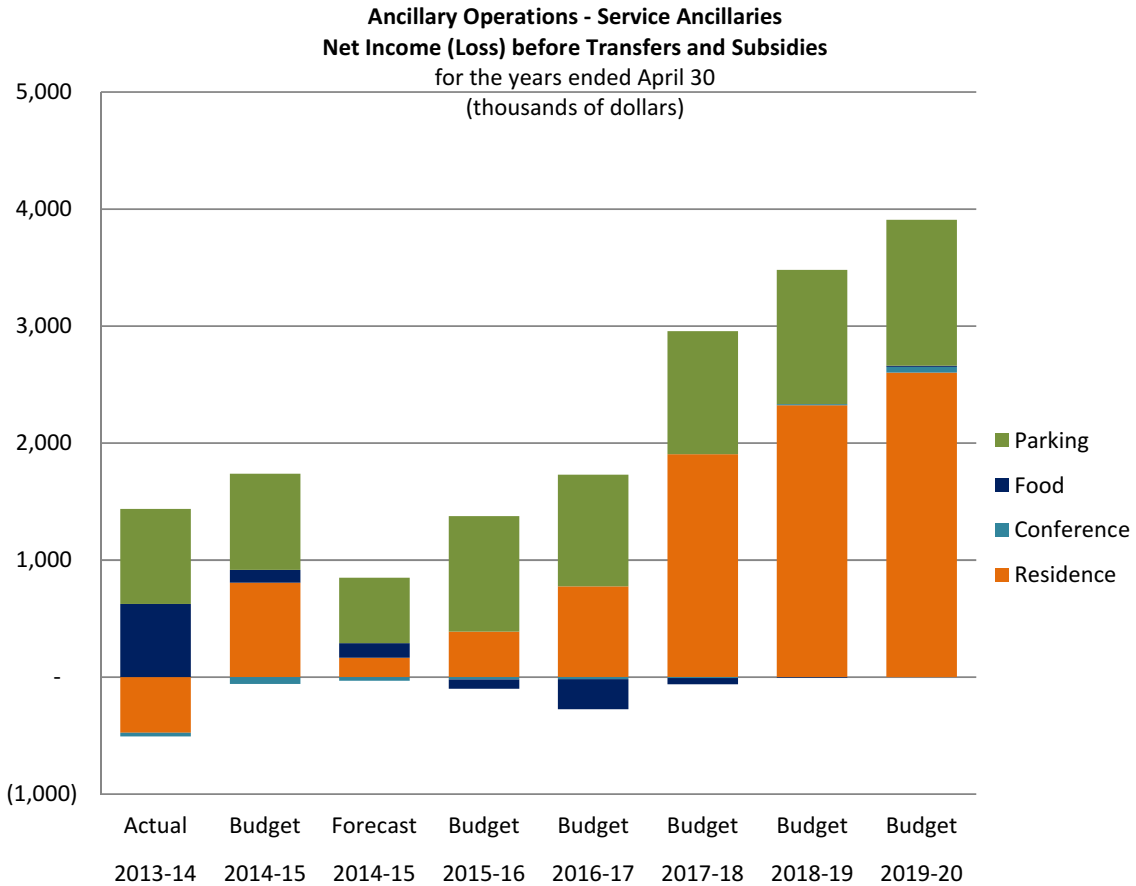
In 2015-16 the service ancillaries are budgeting an increase in revenues (from the 2014-15 forecast) of \$0.9M to \$18.8M, of which \$0.5M is from Residence, \$0.1M is from Conference and \$0.4M is from Parking, offset by a decrease of \$0.1M from Food. The revenue increases come from volume increases 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)

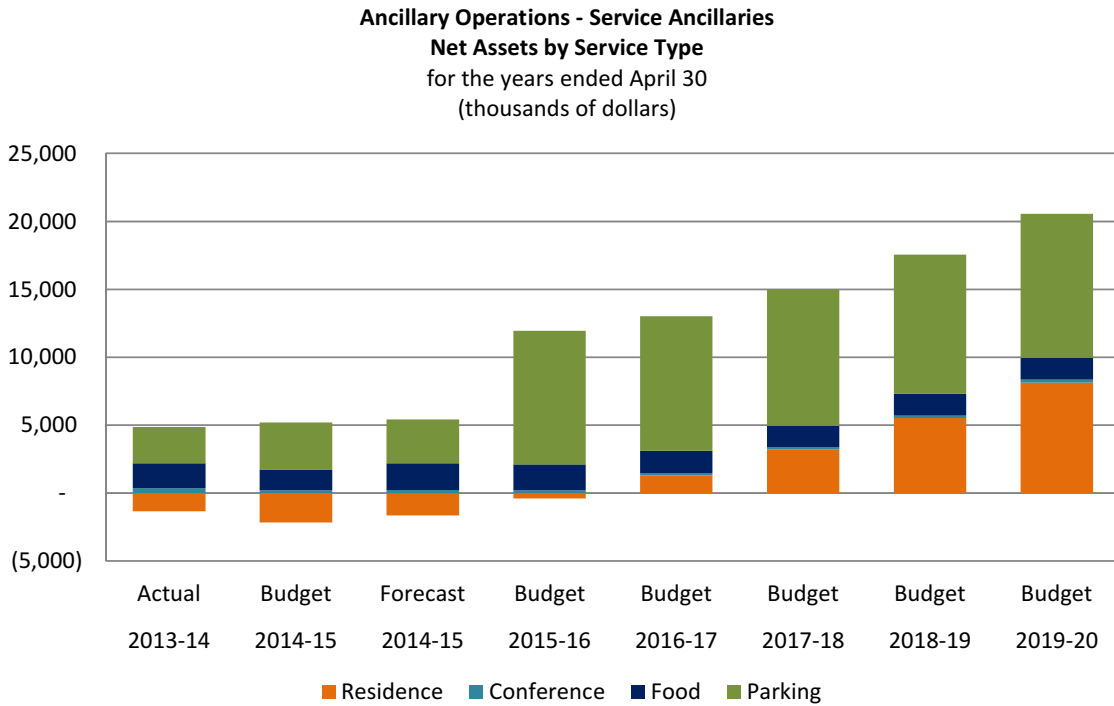
The chart shows the impact of expansion of parking spaces and food service outlets to accommodate growth over the period and a rebuilding of the conference business. Residence net income increases due to planned rate increases.

**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
Total Loan Balance	54,055	51,456	48,686	45,733	42,587	39,232	35,655

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)
<b>Total Loan Balance</b>	-	-	<b>5,956</b>	<b>5,508</b>	<b>5,024</b>	<b>4,499</b>	<b>3,931</b>

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.

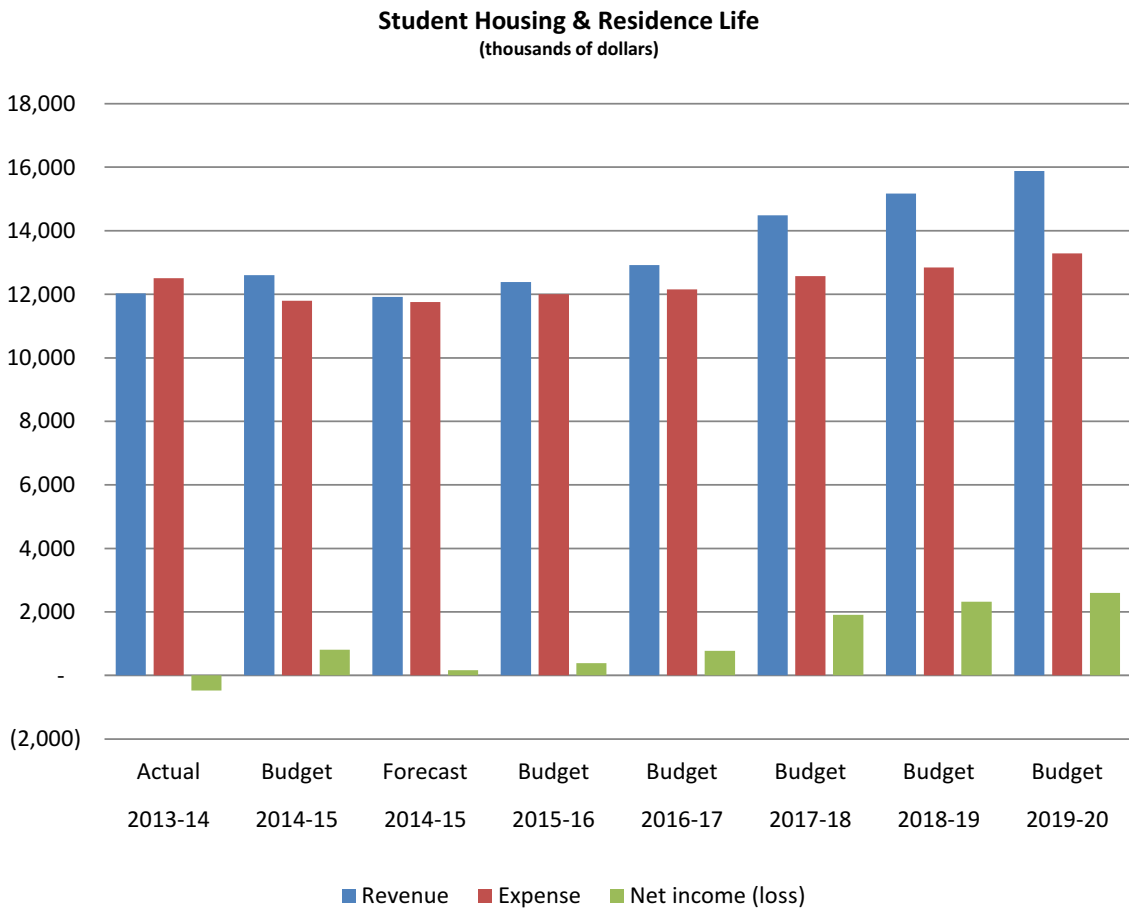
Conference Services was unable to meet its budget due to a reduction of residence rooms at Erindale Hall, as noted above, that were not available for conference groups. There were also fewer rooms in Oscar Peterson Hall due to summer courses and the ACE@UTM program.

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:**

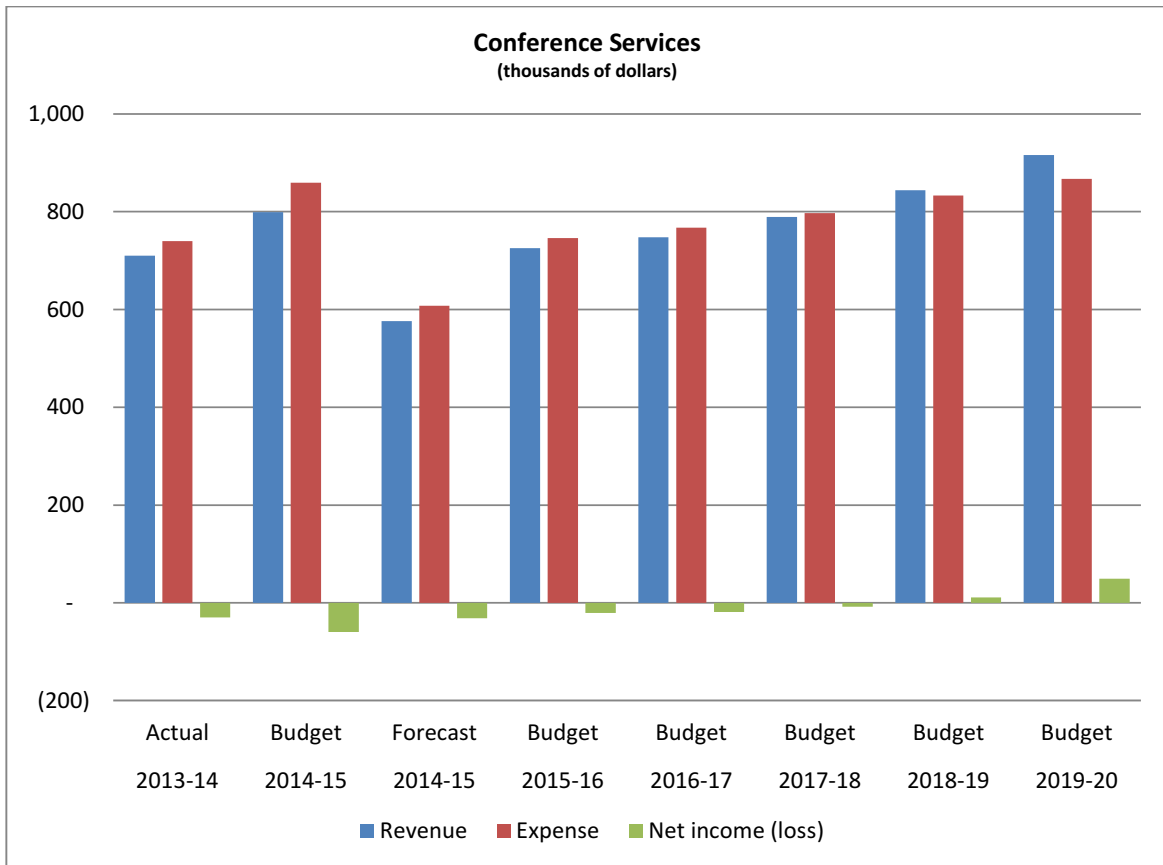
The 2015-16 operating plan includes a 5.5% rate increase and assumes an occupancy rate of 96%. Salaries, wages and benefits reflect increases related to contractual obligations and staffing changes, including a full staff complement. The ancillary is dedicated to reinvesting into the residence facilities 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.

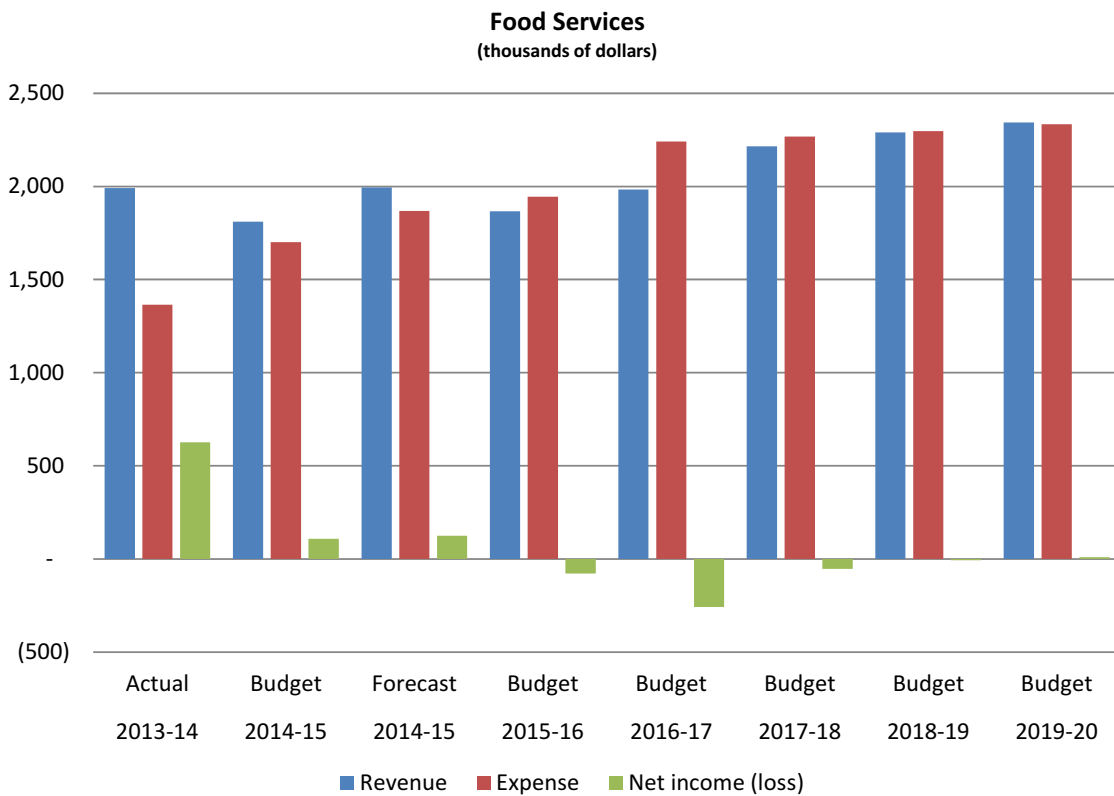
Total operating results before transfers are budgeted to be a deficit of less than \$0.1M and the total fund balance, closing is expected to be \$0.2M.



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.

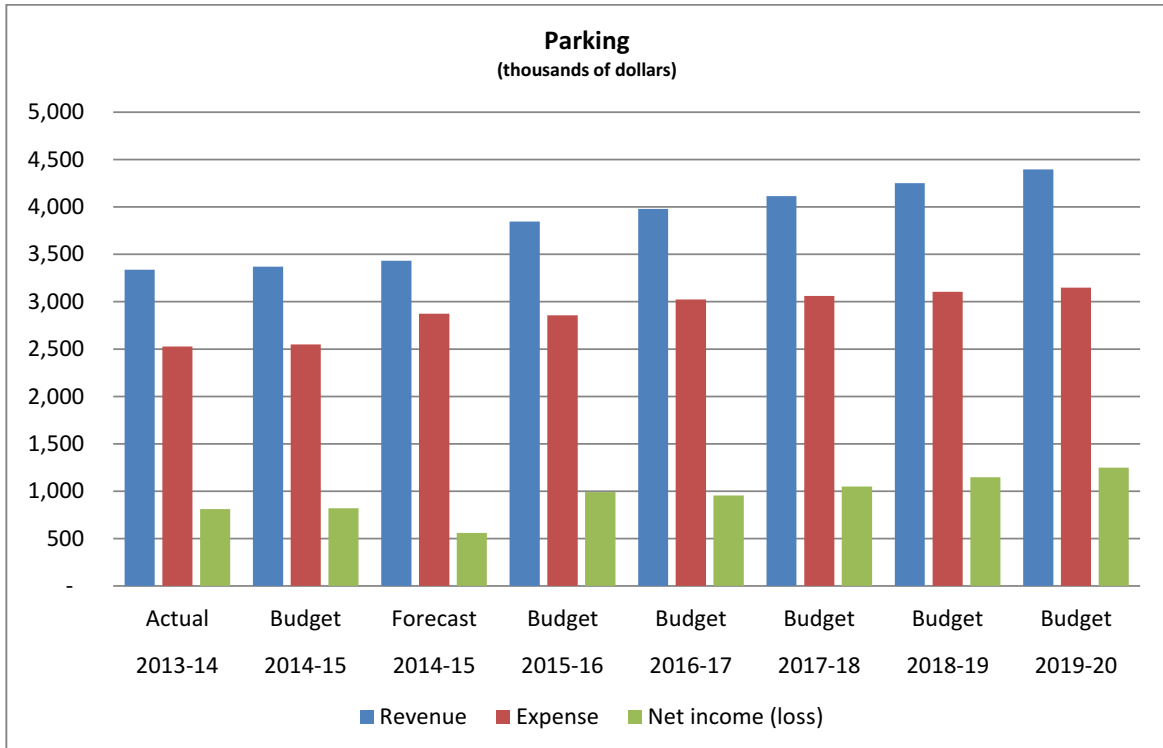
Operating results before transfers are budgeted to be a deficit of \$0.1M and the closing total fund balance is expected to be \$1.9M at the end of 2015-16.

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
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	Objectives to be met within 2015-16				2015-16					2015-16	2017-18	2019-20
					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)	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.



SCHEDULE 3

**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>

SCHEDULE 4, continued

**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 Internally Restricted	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
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>	1,857,958	1,534,063	1,982,869	448,806	1,904,477	1,647,668	1,595,307	1,588,154	1,597,028
<i>Closing Fund Balance is made up of:</i>									
Investment in Capital Assets	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
Internally Restricted									
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>	-	-	-	-	-	-	-	-	-

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

Schedule 5

	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	400,893	(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.

**Appendix 5****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.



**FOR  
RECOMMENDATION**

**PUBLIC**

**OPEN SESSION**

**4**

**TO:** Campus Affairs Committee

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

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

**DATE:** December 17, 2014 for January 8, 2015

**AGENDA ITEM:** 4

**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:**

*Campus Affairs Committee – 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:**

No previous action in governance has been taken on this project.

**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

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

transit service to UTM is limited. The scope, scale, intensity of coverage and resulting efficiency 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



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

Substantial Performance

September 1, 2015

4

**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).

**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.

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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



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# 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**



**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><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>
<b>September 2013</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)

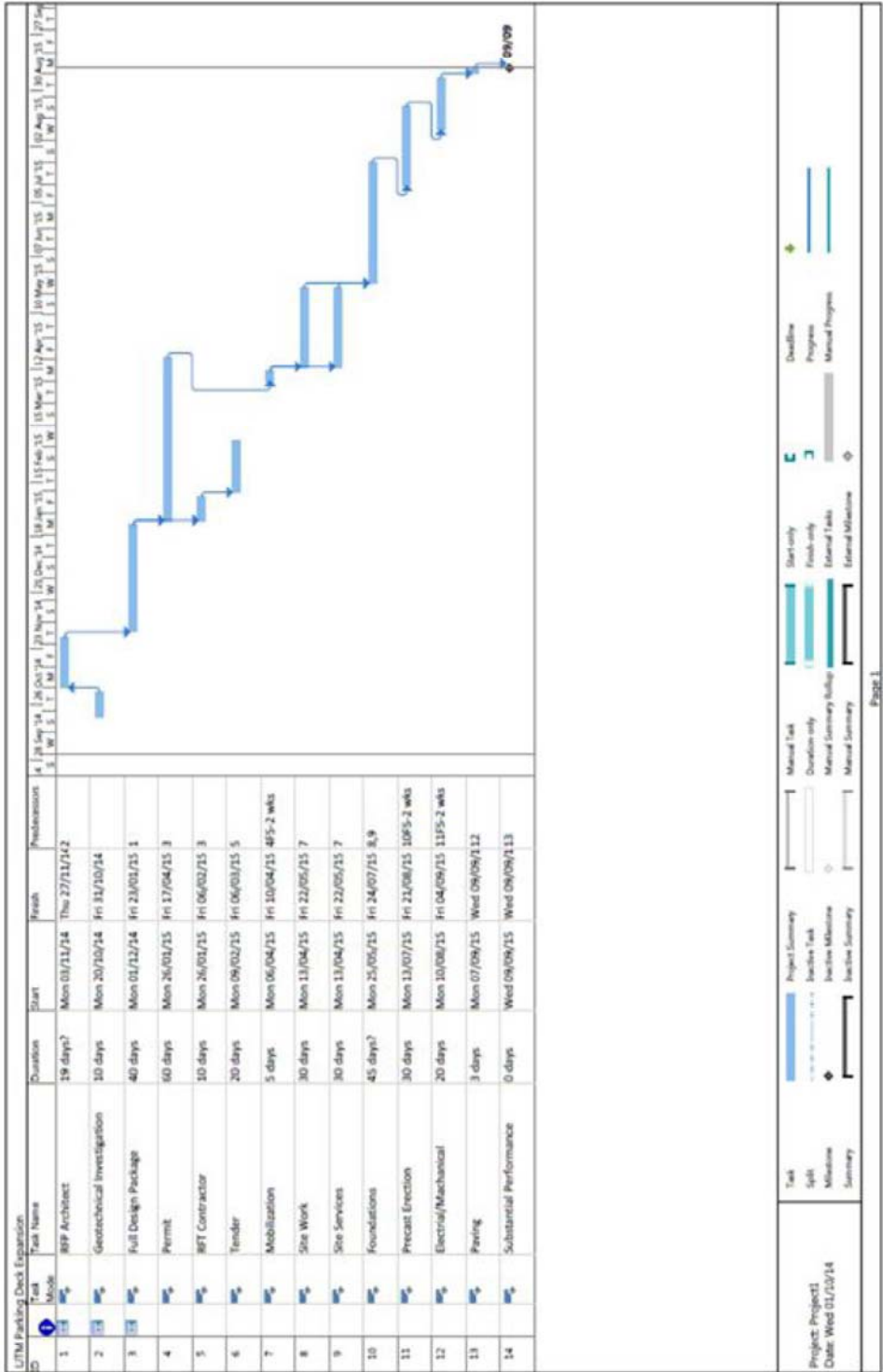
**Parking rates**

**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



**FOR  
RECOMMENDATION**

**CONFIDENTIAL**

**IN CAMERA SESSION**

**TO:** Campus Affairs Committee

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

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

**DATE:** December 17, 2014 for January 8, 2015

**AGENDA ITEM:** 10

**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:**

No previous action in governance has been taken on this project.

**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 University of Toronto Mississauga Campus Council:

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.

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 7 OF THE CAMPUS AFFAIRS COMMITTEE**

**NOVEMBER 10, 2014**

To the Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on November 10, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair  
Mr. Nykolaj Kuryluk, Vice-Chair  
Professor Deep Saini, Vice-President &  
Principal  
Mr. Arthur Birkenbergs  
Professor Jennifer Carlson  
Mr. Jeff Collins  
Mr. Dario Di Censo  
Professor Philip Clark  
Mr. Paul Donoghue, Chief Administrative  
Officer  
Dr. Giovanni Facciponte  
Professor Hugh Gunz  
Ms Melissa Holmes  
Ms Megan Jamieson  
Ms Simone Laughton  
Mr. Taeho Lee  
Mr. Leonard Lyn  
Professor Amy Mullin, Vice-Principal Academic  
and Dean  
Mr. Mark Overton, Dean of Student Affairs  
Ms Judith Poë  
Mr. Moe Qureshi

Mr. Andy Semine  
Professor Jumi Shin  
Ms Amber Shoebridge  
Professor Steven Short  
Ms Anya Todic  
Professor Anthony Wensley

**Non-Voting Assessors:**

Ms Christine Capewell, Director, Business  
Services  
Mr. Dale Mulling, Assistant Dean, Students &  
International Initiatives

**Regrets:**

Ms Donna Coulson  
Ms Minahil Minhas  
Dr. Gerhard Trippen

**In Attendance:**

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

**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 reminded members that the next meeting of the CAC would consider the 2015-16 Ancillary Operating Plans and as such the following presentations were meant to provide information on issues and opportunities facing those ancillaries. In addition, he noted that the planned budget presentation would explore the priorities, goals and areas of focus that inform decisions about financial resources available to the campus, and asked the advice of members on these matters. The budget discussion would support UTMs annual budget discussion with the Provost and the integration of campus budget plans into the University's budget.



The Chair advised members of a by-election that would be required in the full-time student constituency of the CAC, and announced that nominations would open on November 11, 2014, to fill the available position. A call for nominations would be communicated to all UTM full-time students on November 11 and information on the relevant nomination and election dates and processes would also be posted on the elections webpage of the Office of the Campus Council. Interested candidates should contact the Deputy Returning Officer, Ms Cindy Ferencz Hammond through the Office of the Campus Council. He asked members to encourage full-time students to participate and thanked Ms Noura Afify, who withdrew from the position, for her service to the CAC.

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

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>1</sup>:

- The following four funds were segregated: Operating, Capital, Restricted and Ancillary Operations. There had been minimal movement from the Ancillaries to Operating Funds, (historically only Conference Services), however 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: some enrolment growth, reducing the student to faculty ratio, space expansion, faculty and staff searches, enhancing the student experience and experiential learning initiatives;
- While enrolment continued to grow as a result of the flow-through of previous years' intake, the rate of total enrolment growth would be moderated for three years, beginning in 2016-17. By lowering intake increases in that year, UTM will 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 would continue to grow over the next 20 years;
- Planned undergraduate enrolment growth would continue to respond to shifting areas of interest indicated by applicant demand and program enrolment;
- 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, long-term target was 30 to 1. This would be facilitated through additional faculty hires which require space expansion;
- Faculty searches were a significant undertaking and UTM typically hired 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 ratios as a greater proportion of faculty hires there were in the teaching stream;

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

- UTM's ability to hire was tied significantly to the Capital Plan. There had been 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;
- The Office of the Dean planned to continue providing base budget enhancements for departments in order to give them more flexibility, the result of a successful pilot project.

Mr. Donoghue advised members 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.

A member asked about the challenges in broadening recruitment efforts for international students and their interests. Professor Mullin responded that the Office of the Registrar and central office of Enrolment Services were identifying new markets including those in South America based on analysis of previous recruitment methods and current international trends. She noted that creating program diversity would involve communicating more effectively on the range and breadth of programs available at UTM, and continuing to promote that awareness once students enrolled. Mr. Donoghue noted that the *Science Without Borders* program, with an enrolment of 72 students from Brazil, represented a successful step towards for increasing awareness of programs at UTM. He also noted that other universities experienced similar challenges in recruitment and diversification.

In response to a member's question, Professor Mullin clarified that the 3 percent decrease in Ontario secondary school applicants was province-wide, and explained that UTM did not experience this degree of drop. The member asked whether the budget is altered in response to lower enrolment or whether there would be an increased number of international enrolments in future years. Mr. Donoghue replied that it would be a combination of both. Professor Mullin added that admission standards remained high and were not altered. Professor Saini, Vice-President & Principal commented that some universities experienced an enrolment rate decrease by up to 10 percent.

A member asked whether recent trends towards distance learning, would be incorporated into the curriculum. Professor Mullin responded that there was currently no plan to incorporate any significant degree of distance learning for undergraduate programs, however this might be explored for some graduate programs. She explained that the government expressed an interest in the delivery of online courses, but the interest of all parties was in participatory online courses and not just lecture capture formats.

### **3. Student Housing and Residence Life and Academic Supports: Presentation by Mr. Chad Nuttall, Director, Student Housing & Residence Life**

The Chair invited Mr. Chad Nuttall, Director, Student Housing & Residence Life to present<sup>2</sup>. Mr. Nuttall noted that his presentation would focus on how Student Housing and Residence Life supported the overall academic plan. Mr. Nuttall explained that out of 1353 residents, 718 were first year students and that there was a strong emphasis on providing transition support to this group. Residence students would have access to two different student leaders: the Residence Don who was part of their geographic community, as well as a Student Experience Coach, who was in a similar program and formed their academic living communities. The focus was on building several layers of support. Mr. Nuttall also noted that

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

international students constituted 46 percent of residence students and that UTM was the only UofT residence to provide a four- year international student guarantee. Mr. Nuttall advised members that residence students in the Academic Culture & English (ACE) program had achieved a 14 percent higher pass rate than the whole ACE program. Crucial to this group's success were the student staff who lived in the residence community, and the inclusion of facilitated study groups on language development.

Mr. Nuttall told members about the Faculty in Residence program, which focused on facilitating student-faculty interactions and included short visits or stays. This would allow for casual interactions amongst faculty and students, in addition to formal programming that provided further connections to faculty. He further noted residence programs emphasized learning outside the classroom. He cited the First Nations Cultural Awareness program, which offered an integrated approach to connecting students with first nations culture and the Energy Exchange Experience (E3) program, which included 14 community partner organizations and involved students in civic engagement. Community partners had repeated their involvement from year to year and students have continued their engagement past the program's end.

In response to a member's question, Mr. Nuttall explained that the meal plan was mandatory for most resident students and particularly for new students to facilitate an easier transition for students and explained that research showed that meal plans aided academic achievement and a healthy lifestyle.

In response to a member's question about faculty involvement in residence, Mr. Nuttall explained that most faculty involvement was facilitated through existing relationships with staff members or students. He added that efforts would be made to make these connections more systematic in order to have more consistent faculty involvement. Professor Mullin and the Chair both added that they had taken part in faculty-residence student interaction events and encouraged fellow faculty to participate.

A member asked what kind of support student staff members provided. Mr. Nuttall advised it would vary on a daily basis, however their services focused on community building, being accessible to students in need and being experts in appropriate referrals to the myriad of campus services available to students.

A member emphasized the importance of residence life on academic and life success and asked about the future plans of the Residence operation. Mr. Nuttall noted that there were on-going efforts to create a Master Plan for the residences. Mr. Donoghue added that currently UTM budgets for a 96 percent occupancy rate and would continue to monitor occupancy, noting there were several residences built in the recent past. He explained that during the upcoming construction of the North Building Phase B, UTM would be making use of the small remaining vacancy rate and would be pressing the residence program to capacity. All such factors would be considered and balanced carefully when looking at whether to increase proportion of students living on residence and to increase the number of residence spaces available.

A member asked what barriers existed for students interested in living on Residence. Mr. Mark Overton, Dean, Student Affairs responded that one of these barriers was an OSAP guideline that limits financial aid support for students whose permanent address is in close proximity to their campus.

#### **4. Food Services at University of Toronto Mississauga: Presentation by Mr. Paul Donoghue, Chief Administrative Officer**

The Chair invited Mr. Donoghue to present on recent developments and progress made in Food Services at UTM. The presentation included the following points<sup>3</sup>:

- The current food service landscape provided a balance of branded concepts, customized program offering and *Grab & Go* outlets, with venues clustered in key areas of high campus population;
- The development of the 2006 Food Service Master Plan coincided with enrolment growth; the availability of space was a significant limitation;
- Key elements of the Master Plan included: a long term plan to deal with food service space, accommodate enrolment growth, incorporate a comprehensive range of food services and a variety of concept foods;
- Chartwells was the single, contracted food service provider with the exception of the Blind Duck Pub, which was independently operated by the UTM Student Union;
- UTM would be responsible for oversight and contract management by Hospitality and Retail Services, with two active advisory committees: Food Service Advisory Committee (FSAC) and the Residence Dining Committee<sup>4</sup>;
- Mr. Donoghue informed the Committee that the Chartwells contract had expired in April, 2014. FSAC reviewed available options and agreed to proceed with 1 year contract extension and to engage a consultant for the related Request for Proposal (RFP) process;
- Kaizen Consultants were engaged (April, 2014) and were asked to investigate the viability of a self-operating food service;
- It was found that the costs associated with a self-operating model would be prohibitive, and food services would need to be subsidized annually in addition to a one-time first year contribution from the university's operating budget; in this scenario the food services ancillary would not be able to meet the University's ancillary guidelines, which require ancillaries to operate without a subsidy from the operating budget, provide for all costs of capital renewal including deferred maintenance, and create and maintain an operating reserve;
- In order to meet criteria of Ancillary Guidelines, UTM would need to increase retail and meal plan prices, charge vendors commission, increase price of catering and refrain from expansion to new locations;
- As a result, FSAC agreed in August of 2014 to maintain a contract management approach;
- Mr. Donoghue pointed to the consultation process map and timelines, which had occurred on campus regarding food services;
- Mr. Donoghue provided highlights of the feedback received through town halls, small group consultations and a survey that received over 2700 responses;
- The feedback and recommendations from the survey would form the basis of discussions related to UTM's food service provider;
- Food service improvements made in 2014 included the opening of the North Side Bistro (Deerfield Hall), an expanded Second Cup operation (Innovation Complex), Renovated Colman Commons (Oscar Peterson Hall); Food Trucks and a focus on quality, diversification and service;
- Food service improvements planned for 2015 would include: a push for 'fair-trade' designation; a rigorous staff training program; nutritional and cooking classes; an improved hospitality website and communications;
- 2015 would also see the design of permanent food court to be prepared for tender, in order to replace the Temporary Food Court (TFC);

<sup>3</sup> A copy of this Presentation is attached as Attachment C.

<sup>4</sup> For more information on FSAC, please go to: <http://www.utm.utoronto.ca/hospitality/CFSAC>.

In response to a member's question, Ms Vicky Jezierski, Director, Hospitality & Retail Operations, advised that the cooking classes would be held in Deerfield Hall, led by Chefs and would incorporate nutritional guides. She also noted the Colman Commons menu cycle would be extended to 4 weeks in order to provide variety and avoid food fatigue.

A member commented on the insufficient cooking space in residences with one kitchen among four students. Mr. Overton responded there were no current plans to renovate kitchens in the residences, however, it was hoped that campus outlet additions and long term improvements in food services throughout the campus would ameliorate this concern.

Professor Saini applauded the progress made in food services in the last four years, and complimented the CAO on his leadership, as well as the senior staff and related committees involved for implementing their collective vision. Mr. Donoghue added that such improvements took time, but that plans were accelerating in a positive direction. He remarked that students in general and through the FSAC were very positively and actively engaged in food service planning.

A member asked whether the hot dog vendor on the Five Minute Walk, Mike the Hot Dog Guy, was an independent contractor. Mr. Donoghue responded that he was a Chartwells sub-contractor, adding that the contractor was responsible for bringing outlets onto campus.

## **5. Assessor's Report**

Mr. Donoghue advised of upcoming items at the next meeting, which included the Ancillaries Operating Plan 2015-16 and Capital Project: Parking Deck Expansion. He noted the capital project was essential to increasing parking spaces on campus to accommodate enrolment growth, as well as staff and faculty and was on a condensed timeline.

## **CONSENT AGENDA**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

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

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

**7. Report of the Previous meeting:** Report 6 – September 15, 2014

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

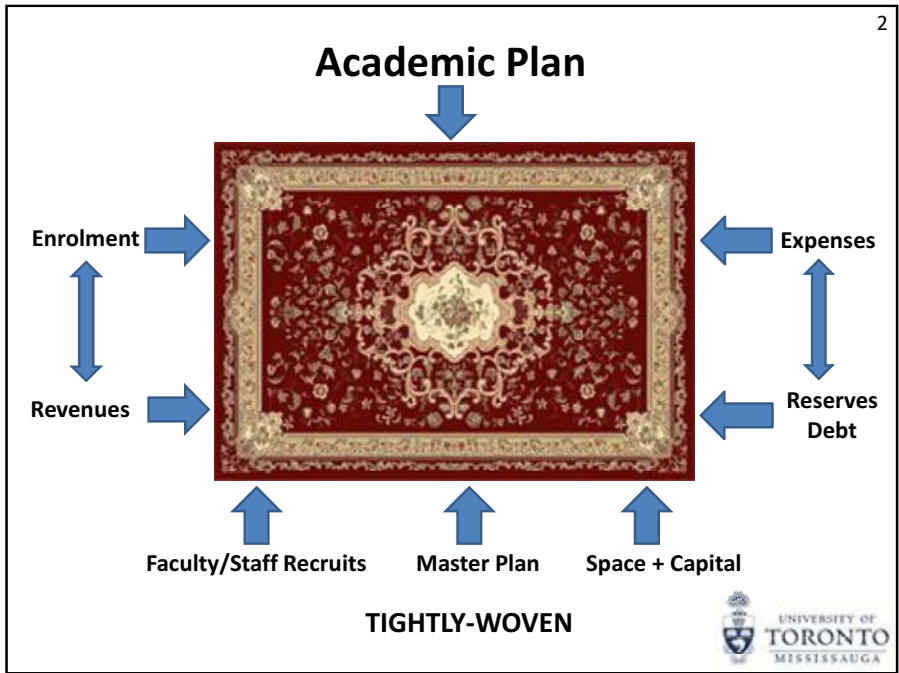
**9. Other Business**

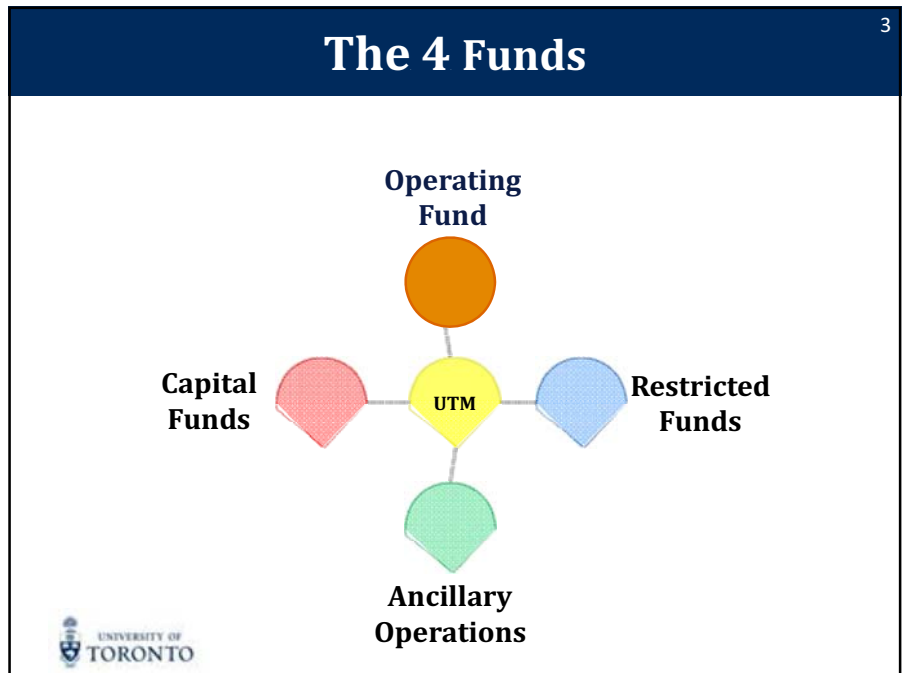
There were no items of other business.


The meeting adjourned at 5:58 p.m.

\_\_\_\_\_  
Secretary  
November 16, 2014

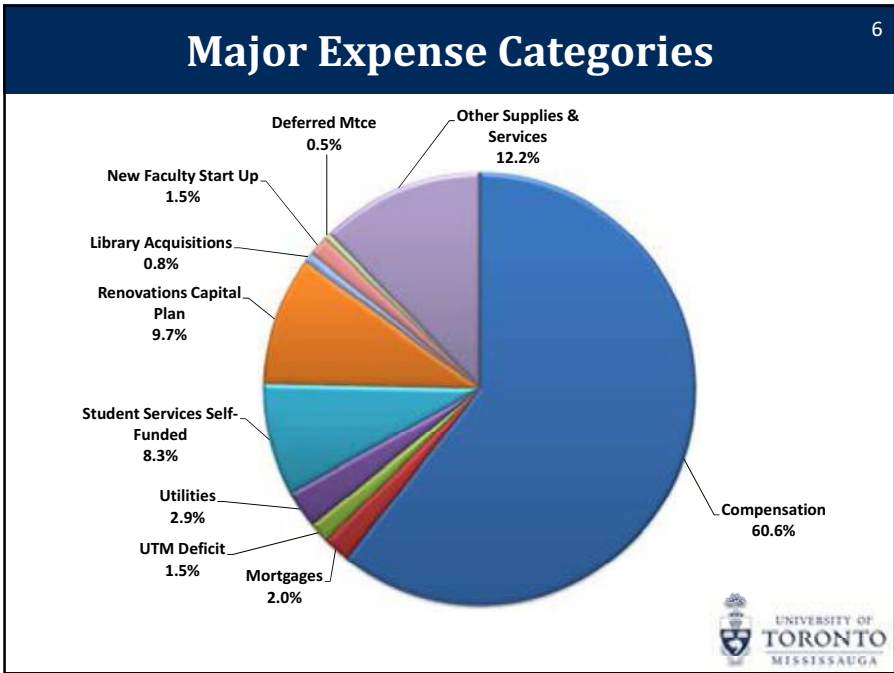
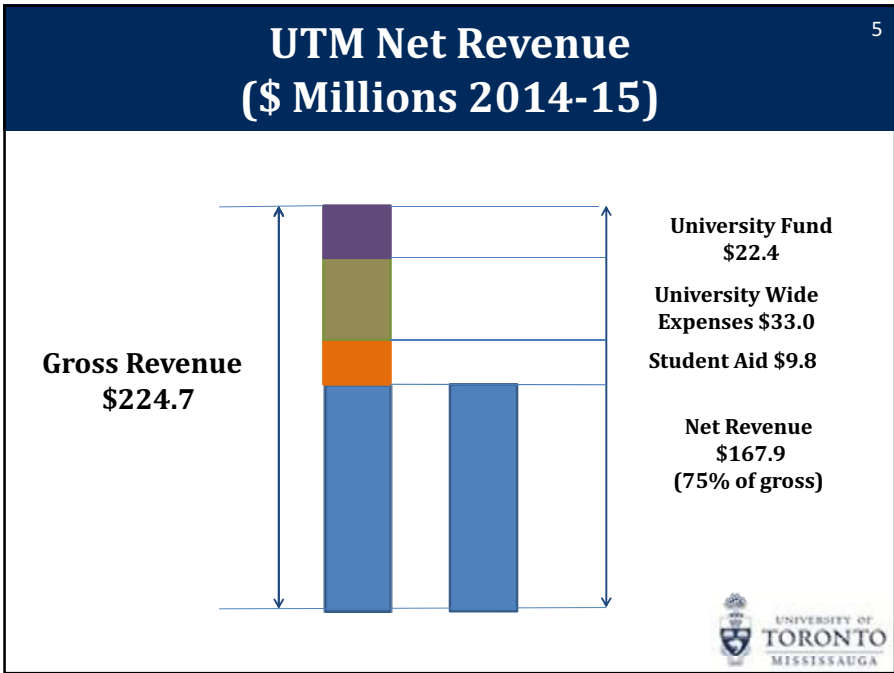
\_\_\_\_\_  
Chair

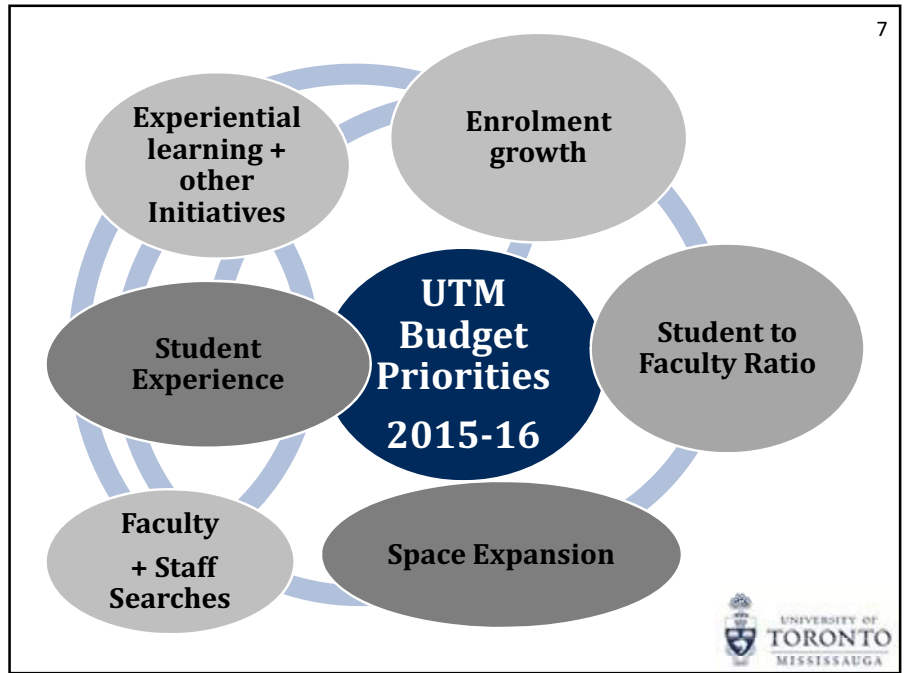




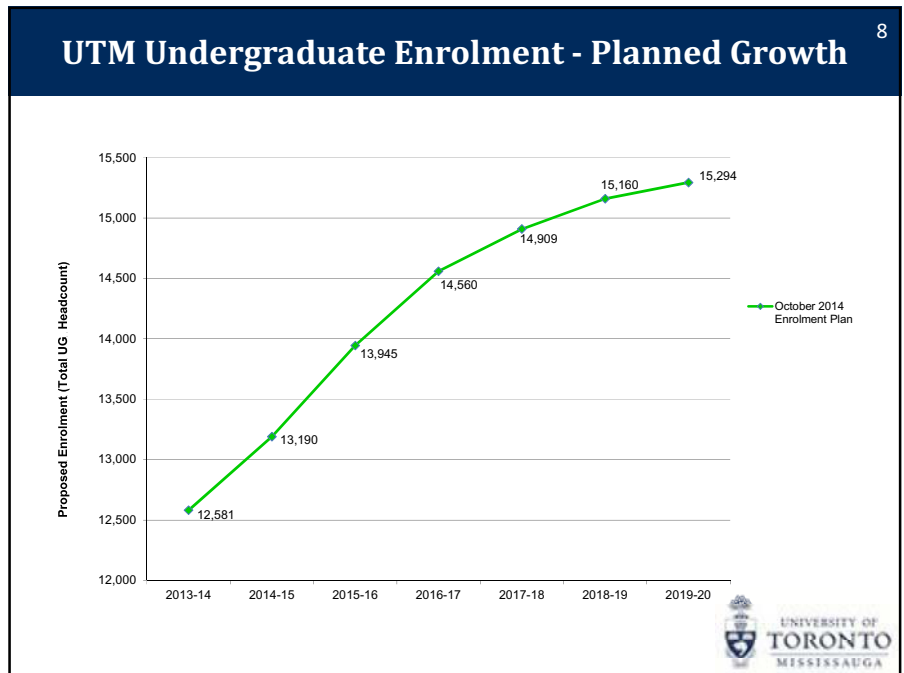
- ### Relationship Between Four Funds 4
- Funds are segregated
  - Most movements from Operating to Capital (via capital reserves)
  - Minimal from Ancillaries to Operating  
historically Conference Services (\$100k)
  - Detailed Ancillary Budgets come to CAC in (January 8, 2015)
- 







6

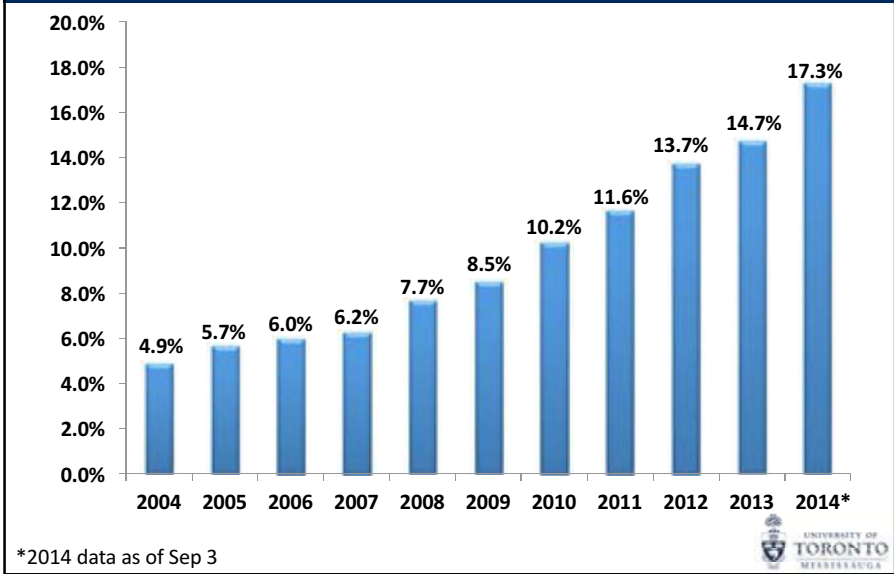


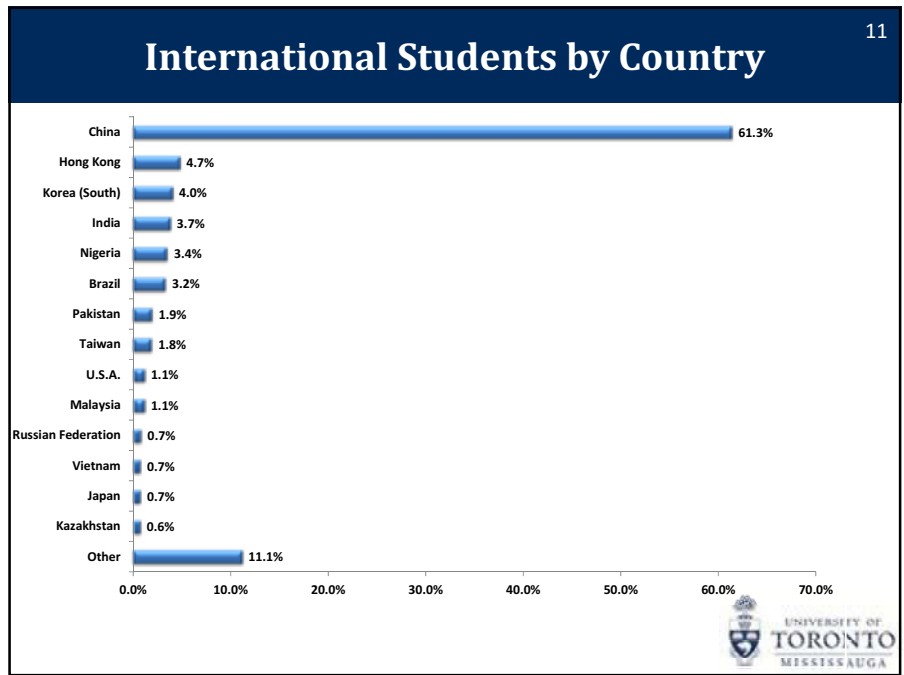
## Priority: Enrolment 9

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

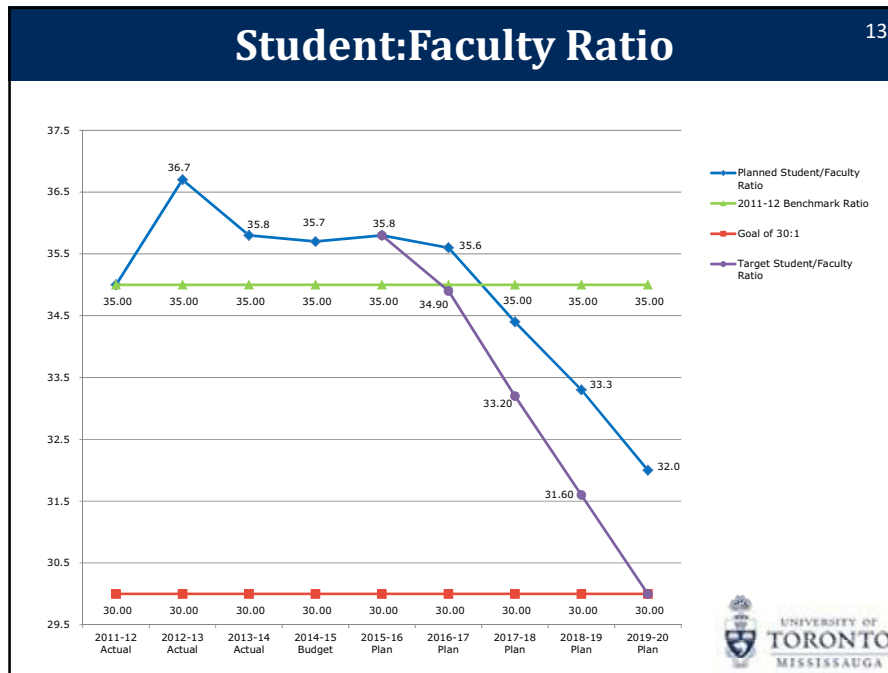


## Percentage of International in Total Registrants 2004-2014 10





- ### 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
-



6

### 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”)

## 15

# Priority: Faculty Recruitment

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



## 16

# Related Recruitment Challenges

- 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)



## 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)



6

## Academic Budget Review: 5-Year Plan

20

(December 9, 2014)







Strategic Topic: Student Housing  
and Residence Life  
and Academic Support

CAC: Monday, November 10, 2014



1. Academic Achievement
2. Faculty & Student Interaction
3. Co-curricular Learning and Enhancement of First Nations Cultural Awareness
4. Civic Engagement
5. Student Retention and Awards



**46%** who live in Residence at UTM are **international**

Diverse student populations from **67 COUNTRIES**



**1353** Total Residence

- 718 1<sup>st</sup> Years
- 541 Upper Year
- 48 Graduate Students
- 37 Families

**Academic Living Communities**

**77%** of students found it very important to live in an academically focused community.

**1:15.5** Staff to Student ratio including Dons, Residence Experience Coaches (RECs) and Peer Assistants (PAs)




# ACADEMIC CULTURE & ENGLISH

**55% PASS RATE**  
**ACE STUDENTS**

**69% PASS RATE**  
**ACE RESIDENCE STUDENTS**

**HOW**


1. Academic Living Communities
2. Residence ACE Orientation
3. Student Staff



## Faculty & Resident Interaction

Faculty in Residence Program

- Catalyst was NSSE Data – Encourage Student-Faculty interactions
- Faculty-in-Residence live-in component
- Lunch with a Faculty
- The “Real Lives Of ...”



“This program allowed me to make a new connection with my favourite professor. I gained a new friend who also became my reference for law school applications.”

“It made professors more approachable. I realized through conversations with professors steps I can take for academic success and how to move forward with my personal and professional aspirations.”

Living in residence enhanced my ability to connect with faculty - 37.5% agreed, strongly agreed.

**Confidence**  
**Faculty-Student Connections**    **Academic Experience**  
**Comfort Approaching Faculty**





## Enhancement of First Nations Cultural Awareness

### Waawaakte Northern Lights Initiative (WNLi)

- In the Fall students attend Traditional Anishnaabe ceremonies. Students participate in Biinaakwe Giizis (Falling Leaves Moon) ceremonies - a one-day thanksgiving ceremony.
- In the spring students attend a four-day immersive trip engaging with First Nations Elders and teachings. Student work on behalf of the community and help prepare for the Spring Fasting Camp.
- First Nations and Metis background participate, as well as residence students from all over the world.





## Civic Engagement

### Energy Exchange Experience (Alternative Reading Week)


- **3 days**  
February 18, 29, 20 2014
- **Over 90 Residence Students**  
Representing 21 different academic disciplines
- **14 Community Partner Organizations**  
Big Brothers Big Sisters, EcoSource, Eden Community Food Bank, Erin Mills Youth Center, Family Education Center, Interim Place, Nexus Youth Center, Our Place Peel , Peel Aboriginal Network, Safe City Mississauga, Seva Food Bank, United Way of Peel Region, Vita Centre, Volunteer MBC



**Over 60% of participants agreed that:** as a result of the Energy Exchange Experience . . . I was able to make connections between classroom and out-of-classroom learning

“The various schools of thought that the students bring in helps innovative thinking.”





**60%**  
Agree/Strongly Agree  
Living in residence  
Impacted Students  
Ability to: Live  
Independently

**10%**  
**STUDENT  
POPULATION**

**29%**  
**CAMPUS  
LEADERSHIP  
AWARDS**

**EXPERIENCE  
UTM RESIDENCE  
EXCELLENCE LIVES HERE**

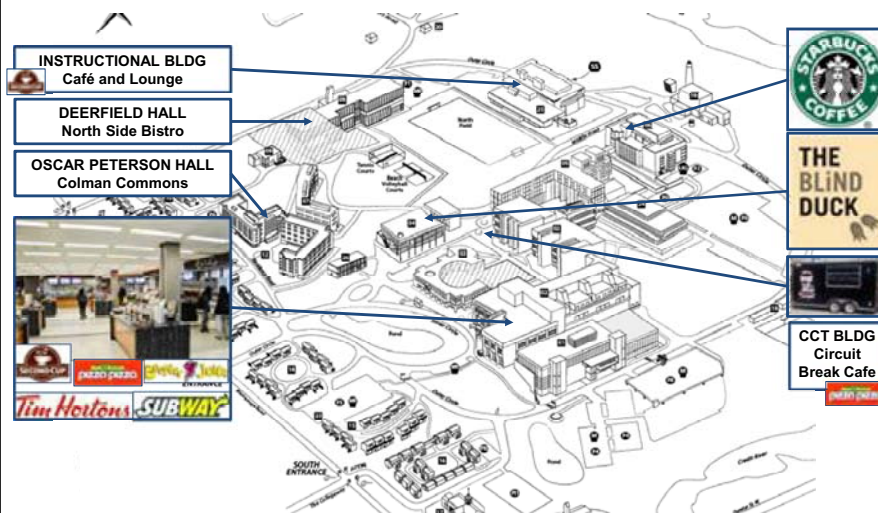
## Campus Affairs Committee November 10, 2014

### UTM Food Services: Changes, Progress, Prospects, Plans



### Overview of Current Operations

2



## 2006 Food Service Master Plan

3

- Long-term plan to deal with food service space\*
- Accommodate enrolment growth/increasing demand with high-quality services
- Comprehensive range of “types” of food service (eating, dining)
- Develop variety of concepts/foods to reflect demands

\*Major Limitation: Space

6

## Overview of Current Operations

4

- **Single, contracted provider** (Chartwells)
  - Blind Duck Pub independently operated by UTMSU
- **Oversight & Contract Management by Hospitality Services**
- **Two Active Advisory Committees**
  - Food Service Advisory Committee (N=13)
  - Residence Dining Committee (N=11)

## Food Service Advisory Committee

5

### Membership:

- Chair
- Residence Students (2)
- Full Time Students - UTMSU (2)
- Graduate Student (1)
- Student Affairs Staff (1)
- UTM Faculty (3)
- UTM Staff (1)
- Hospitality and Retail Staff (2)
- Chartwells GM (as resource)

### Food Service Advisory Committee website:

<http://www.utm.utoronto.ca/hospitality/CFSAC>

### Available information:

- Research and Feasibility Study (Kaizen)
- Request for Quotation (Consultant)
- Minutes of meetings (plus status reports)

6

## Recent Developments

6

- Contract with Chartwells expired April 30, 2014
  - Similar and different contract provisions
- Consultants re: Request for Proposal (RFP) Timeline
- Two Options:
  - Option 1 – Shortcut process
  - Option 2 – Request short-term extension of contract
  - Focus on viable transition date
- Reviewed by UTM Food Service Advisory Committee December, 2013
- Agreed to proceed with 1-year contract extension
- Agreed to engage consultant



**Recent Developments (2)** 7

- March 2014: Committee Interviews
- April 2014: Kaizen Foodservice Planning and Design Inc. engaged
- May 2014: Self-Operating Feasibility Study begun by Kaizen
- August 2014: Self-Operating findings presented

**Ancillary Guidelines** 8

Four Objectives

**Findings (Phase 1):**

- The food service ancillary is required to adhere to existing [Ancillary Guidelines](#)

<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	Yes	No

### Recent Developments (3)

9

- In order to meet criteria of *Ancillary Guidelines*, UTM would need to:
  - Increase retail and meal plan prices,
  - Charge all vendors commission internally,
  - Increase the price for all catering,
  - Likely refrain from building new locations,
  - Reduced service levels.
- Cost associated with self operating provision is prohibitive.
- Recommend: contract management approach be maintained

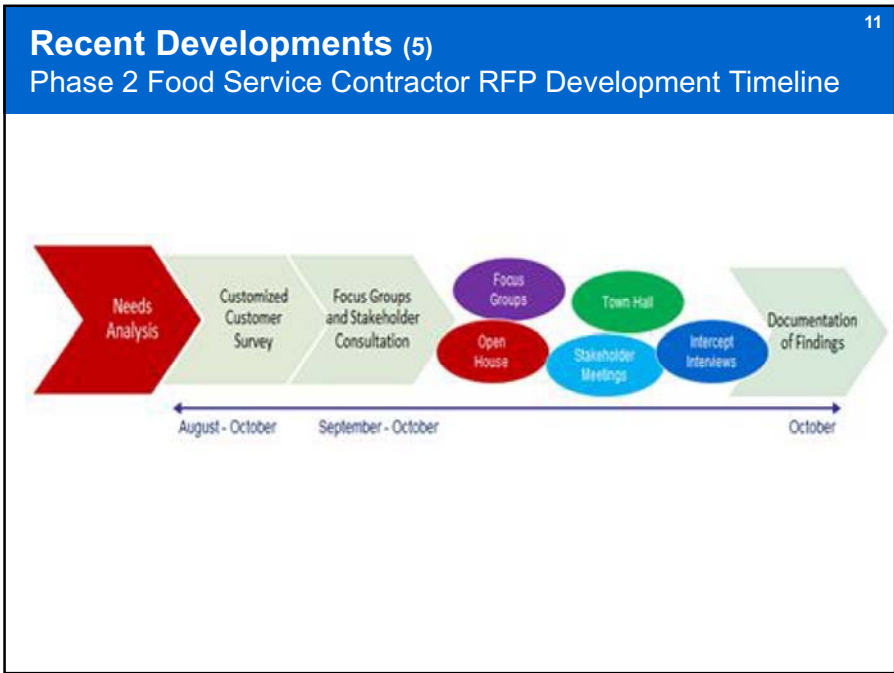
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### Recent Developments (4)

10

- August 2014 – UTM would not pursue a Self-Op Food Service Model based on consultation and discussion with Food Service Advisory Committee.
  - Would need a \$400k to \$500k subsidy per year to cover the increase in annual operating costs in a self-op model (+250k, one-time)
  - Contrary to first principle of *Ancillary Guidelines*
  - Subsidy would only sustain the food service operation and not provide for further improvements, expansion or even renewal

5



12

### Feedback and Results (Excerpts)

Key highlights / comments

<b>Concepts</b>	<ul style="list-style-type: none"> <li>High demand for Asian concepts including Chinese, Thai and Vietnamese. Branded concepts would be welcomed however there is a desire for in-house versions of these offerings. (international station)</li> <li>High demand for a gourmet burger, deli and Greek concepts</li> <li>The food truck program has been very well received.</li> <li>Demand for a served salad bar, where greens are pre-portioned and customers modify with toppings.</li> <li>The Bistro at Deerfield has been well received by all groups.</li> <li>There is a fair amount of fatigue on campus, specifically with branded concepts and at Colman Commons. A greater variety of in-house offerings where possible is desired.</li> <li>There is a strong opinion that the Colman Commons menu cycle is too short and contains too many fried and heavy options.</li> <li>All day breakfast options would be welcomed.</li> </ul>
<b>Value/Pricing</b>	<ul style="list-style-type: none"> <li>All groups felt that prices were too high</li> <li>The overall perceived value of offering is very low.</li> <li><b>Pricing does not match the quality of food received (57%).</b></li> <li>Lower priced options, or half sizes are desired.</li> <li>Combo meal pricing, or Meal of the Day options are desired at TFC and Colman Commons.</li> </ul>
<b>National Brands</b>	<ul style="list-style-type: none"> <li>The most desired national brands currently not on campus include:</li> </ul> <div style="text-align: center;"> </div>

Feedback and Results (Excerpts)	
Key highlights / comments	
<b>Quality</b>	<ul style="list-style-type: none"> <li>Overall impression of quality is low. TFC Chartwells brands were often considered to be the poorest quality.</li> <li>There is the impression that the offering at Booster Juice and Pizza Pizza is not equivalent to that of the street.</li> </ul>
<b>Staffing/Training</b>	<ul style="list-style-type: none"> <li>Many complaints about rude staff at Tim Horton's, Colman Commons and TFC. High praise for staff at Deerfield</li> <li>Staff use the same utensils to cut pork and other products promoting cross-contamination</li> <li>Some staff are not aware of which products are Halal, and which aren't.</li> </ul>
<b>Speed of service</b>	<ul style="list-style-type: none"> <li>There are frequent complaints of slow service, especially at Tim's during peak periods.</li> </ul>
<b>Healthy Options and Availability of Information</b>	<ul style="list-style-type: none"> <li>Healthy options are lacking throughout campus and where they are available, high pricing prevents frequent purchases.</li> <li>There is a desire for a greater number of non-pasta based vegetarian options.</li> <li>Students would like to see nutritional information at the point of service where possible.</li> <li>Users attempt to find information on the foodservice website but find it difficult to navigate and often lacking in information</li> </ul>
<b>Exclusivity - Catering</b>	<ul style="list-style-type: none"> <li>There is a strong desire to loosen the exclusivity rules, especially with student clubs. Forcing student funded clubs to purchase catering in-house often proves to be cost prohibitive.</li> </ul>

Conclusions and Recommendations	
Key Recommendations/Considerations	
<ul style="list-style-type: none"> <li>Key concepts to consider in the future include Chinese, Thai, Gourmet Burger, Greek and Mexican either through National brands or in-house programs with a focus on freshness and quality.</li> <li>An expansion of healthy food offerings throughout campus including non-pasta based vegetarian options, and build to order salad options should be considered.</li> <li>The menu cycle and late night offerings at Colman Commons should be expanded in order to alleviate menu fatigue. Further, Colman commons should be aggressively marketed to non-meal plan participants</li> <li>Venue hours of operations to be reviewed and adjusted as necessary venue in order to ensure that students are served as broadly as possible</li> </ul>	

<b>Conclusions and Recommendations</b> <span style="float: right;">15</span>
Key Recommendations/Considerations
<ul style="list-style-type: none"> <li>• <b>A limited exclusivity arrangement for catering</b> services on campus should be considered, whereby the on-site operator is one of a select group of approved caterers.</li>   <li>• Ensure that the future operator implements a <b>comprehensive training and development program</b> to address future staffing issues and concerns as well as to empower the operator and university to take corrective action.</li>   <li>• Ensure that the future operator has infrastructure and programs in place to <b>properly and continuously market events, promotions</b>, initiatives, programs and offerings on an ongoing basis both with traditional marketing, online and through social media.</li>   <li>• Structure the future foodservice contract to include <b>measurable minimum KPI's relating to service and offering and develop and implement a scorecard measurement tool to ensure ongoing contract compliance.</b></li> </ul>

<b>RFP Timeline</b> <span style="float: right;">16</span>	
<b>RFP &amp; Pre-Qualification Document Preparation</b> <ul style="list-style-type: none"> <li>• <b>Community Feedback Presentation</b></li> <li>• <b>Final RFP Document Ready for Release</b></li> </ul>	November 7, 2014 December 19, 2014
<b>RFP Release</b> <ul style="list-style-type: none"> <li>• <b>Issue to Market</b></li> <li>• <b>Bids Due from Proponents</b></li> </ul>	January 5, 2015 February 9, 2015
<b>Bid Evaluation and Proponent Selection</b> <ul style="list-style-type: none"> <li>• <b>Internal Evaluation of Bids</b></li> <li>• <b>Short List Presentations</b></li> <li>• <b>Final Selection</b></li> </ul>	February 9 - March 9, 2015 March 16 - March 17, 2015 By March 20, 2015
<b>Contract Negotiation and Contract Signing</b>	By April 3, 2015
<b>Transition</b>	April to June 2015

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### Food Service Improvements for 2014

- Deerfield Hall:
  - North Side Bistro – Opened August, 2014
- Innovation Complex
  - Second Cup – Opened September, 2014
- Oscar Peterson Hall:
  - Renovated Colman Commons – Opened August, 2014
- Expanded Colman Commons – Opening November, 2014  
(7:30 a.m. – 12:00 p.m.)
- Food Trucks
- Focus on Quality, Diversification, Service
  - Halal, Vegetarian & Vegan, Healthy choices, International choices, Hours of Operation

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### Food Service Improvements for 2015

- Push Contractor for “Fair-Trade” Designation
- Rigorous Staff Training Program
- Nutritional + Cooking Classes in Colman Commons
- Improved Hospitality Web-site & Communications
- Design of Permanent Food Court – prepare for tender

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## Conclusions

- Pleased with 24 month improvements?
- More to do?
- Right road to get there?
- Equation of Opportunity: Contract Expiry + Feedback to inform RFP + Space Available + Design Work

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## Deerfield Hall

North Side Bistro



The photograph shows the interior of the North Side Bistro. In the foreground, there is a stainless steel service counter with several trays of food, including what appears to be bread or pastries. Behind the counter, a menu board is visible, and a staff member is partially seen working. The background shows a kitchen area with various equipment and a display case containing more food items. The lighting is bright and modern.

**Innovation Complex**  
Second Cup

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**Colman Commons**  
Renovation

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## Colman Commons

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Expansion (Opens late November, 2014)



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Thank You

Questions?



**FOR  
RECOMMENDATION**

**CONFIDENTIAL**

***IN CAMERA* SESSION**

**TO:** Campus Affairs Committee

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

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

**DATE:** December 17, 2014 for January 8, 2015

**AGENDA ITEM:** 10

**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)**
- Campus Council [For Recommendation] (February 5, 2015)
- 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:**

No previous action in governance has been taken on this project.

**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 University of Toronto Mississauga Campus Council:

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.