



**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL**

**FEBRUARY 6, 2014**

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on February 6, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Mr. John Switzer, Chair  
Professor Hugh Gunz, Vice-Chair  
Professor Deep Saini, Vice-President & Principal  
Ms Kelly Akers  
Mr. Jeff Collins  
Mr. Neil Davis  
Professor Shay Fuchs  
Mr. Simon Gilmartin  
Mr. Kevin Golding  
Ms Pam King  
Mr. Nykolaj Kuryluk  
Mr. Sheldon Leiba  
Dr. Joseph Leydon  
Ms Alice Li  
Mr. Muhammed Mahmood  
Professor Kathy Pichora-Fuller  
Professor Mihaela Pirvulescu

Ms Judith Poë  
Mr. Ron Racioppo  
Mr. Masood Samim  
Mr. David Szwarc  
Dr. Karima Velji

**Regrets:**

Ms Melissa Berger  
Mr. Paul Donoghue, Chief Administrative Officer  
Dr. Rav Kumar

**Non-Voting Assessors:**

Professor Amy Mullin, Vice-Principal Academic & Dean

**In Attendance:**

Mr. Lee Bailey  
Ms Sonia Borg, Assistant Director Ancillary & Student Services, Business Services  
Ms Tamara Breukelman, Operations Manager, Mississauga Academy of Medicine  
Ms Christine Capewell, Director, Business Services  
Ms Diane Crocker, Registrar  
Mr. Andrea De Vito, Assistant Director, Hospitality & Retail Operations  
Ms Christina Fox, Director of Alumni Relations, Office of Advancement  
Ms Vicky Jezierski, Director, Hospitality and Retail Operations  
Ms Angelina Lopatriello, Manager, Finance and Administration, Student Housing and Residence Life  
Mr. Dale Mullings, Director of Residence and Student Life, Student Housing and Residence Life  
Mr. Mark Overton, Dean of Student Affairs  
Ms Macarena Sierra, Director of Development, Office of Advancement  
Ms Jane Stirling, Director, Marketing and Communications, Office of Advancement

**Secretariat:**

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

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

The Chair welcomed members to the first meeting of 2014. The Chair advised members on the matter of term lengths under the new Campus Council structure. As this was the inaugural year, all elected and appointed members of the Council and its Standing Committees had one year terms. The Terms of Reference does provide for three year terms for members drawn from all estates with the exception of students who always serve a period of one year. The Chair informed members, that the Elections Committee was working closely with the Chief Returning Officer and the Deputy Returning Officers in order to develop a solution, which would reflect the spirit of the terms of reference and the need to introduce staggered terms to provide for continuity of membership for Campus Council and its Committees.

The Chair encouraged community members to stand for reappointment once their current term ends on June 30, 2014, as this would assure continuity. The solution crafted would include a combination of 1, 2 and 3 year terms with options for renewal. The goal was to have consultation completed in a transparent manner, to submit the resulting recommendations to the Governing Council before the 2015 Elections.

## **2. Report of the Vice-President & Principal**

The Chair invited Professor Saini to give his report to members of Council. Professor Saini advised members that he would speak to two items, one which significantly impacted UTM and another, which was a significant development in the political environment and had a potential to impact our university. Firstly, Professor Saini advised members of the City of Mississauga's \$10 million investment over a period of 10 years for the UTM Innovation Complex, which was scheduled to open in September 2014 and would be home to the Institute for Management and Innovation (IMI) and the Office of the Registrar. Professor Saini noted that the University's needs are many and this would allow UTM capital reserve funds previously earmarked for the Innovation Complex to be allocated elsewhere. Professor Saini recognized the hard work and diligence of Mr. Andrew Stelmacovich, Executive Director of Advancement, Professor Hugh Gunz, Director, IMI, and Professor Ulli Krull, Vice-Principal, Special Initiatives in the procurement of this grant. The \$10 million grant would produce major economic benefits for the City of Mississauga and the region and was aligned with the economic development agenda of the City. In addition to the generation of talent for the new economy, the ongoing estimated impact of IMI was estimated to be over \$22 million per year, including generating over 100 full time jobs. The grant would be financed by a levy on the tax bill of Mississauga residents, which amounted to an increase of \$1.34 per resident per year. Professor Saini was thankful to the City of Mississauga and its citizens for their generosity.

Professor Saini informed members of a shift occurring in provincial government policy with regards to expansion in post-secondary education. During the previous election, the Liberal government had discussed the creation of three new universities in Ontario, an idea they have since withdrawn. In December, 2013 the provincial government announced a plan to fund major capacity expansion in post-secondary institutions, to be accomplished through the financing of satellite campuses for major universities or through expansion of capacity of current universities in strategic locations considered to be under-served. Professor Saini listed the requirements for universities to be considered for these funds, and advised members they would be kept informed throughout the process as UTM works towards determining its eligibility.

## **3. An Overview of External Relations at UTM: Presentation from Mr. Andrew Stelmacovich, Executive Director of Advancement**

The Chair invited Mr. Andrew Stelmacovich, Executive Director of Advancement, to provide an overview of external relations at UTM.

Mr. Stelmacovich's presentation<sup>1</sup> included the following key points:

- Mr. Stelmacovich introduced the four portfolios for the Office of Advancement - the three core portfolios were Development, Marketing and Communications and Alumni Relations; the evolving portfolio was Government Relations;
- The University of Toronto's Boundless Campaign of \$2 billion set two broad themes: meeting global challenges and preparing global citizens. In May 2012, UTM launched a five year public campaign with goals that were aspirational and unique to UTM;
- Projects that reflected the subtheme of building global fluency included the Centre for South Asian Civilizations, student support (scholarships, awards and Boundless Promise program) and utmONE;
- Other major projects that were in line with meeting global challenges were the Terrence Donnelly Health Sciences and Innovation complexes, Institute for Management and Innovation, as well as faculty support;
- Mr. Stelmacovich announced that UTM had raised approximately \$51 million of its stated \$60 million campaign goal. ;
- An overview was provided regarding the campaign's progress to date, showing that the majority of funds raised were directed towards infrastructure (56 percent), followed by human capital (26 percent), research (7 percent) and programming (9 percent). In addition, 25 percent of investments were allocated to endowed funds and 75 percent were deployed for immediate expenditure;
- Mr. Stelmacovich discussed the importance of alumni relations as a critical component of external relations, acting as a catalyst to build a connected alumni, student and community network through their participation in various leadership positions and as ambassadors of UTM's reputation;
- Rapid growth of UTM and internationalization of its student body required a new strategic approach. This would include a global reach, focus on alumni and student connectivity and international alumni relations, building a culture of alumni engagement and the utilization of alumni metrics;
- Mr. Stelmacovich advised members of the expansion of the Development and Alumni Relations team;
- Marketing and Communications focused on three strategic areas: institutional marketing, advancement communications and issues management. He noted that UTM was the first to launch an ad campaign in Halton and Peel and that advancement communications focused specifically on fundraising and alumni support;
- Government relations had emerged as an area of significant impact to UTM, noting that UTM had received \$152.8 million in funding from federal and provincial governments since 2010;
- Mr. Stelmacovich noted the reason for success in procuring funding had been a strategic convergence of aspirations and priorities between UTM and the region, as well as the university's demonstrated regional economic impact.

A member applauded the University's farsighted strategy in creating and fostering relationships with external partners that have resulted in grants, such as the City of Mississauga \$10 million grant. Mr. Stelmacovich thanked the member and stated this ability had been a defining feature of UTM.

---

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

In response to a member's question Mr. Stelmacovich noted that demonstrating the financial impact and return on investment for grants, was essential in articulating a sound business case to the City of Mississauga. Professor Saini also commented that previous interactions with the City, including their \$3.5 million investment in the Communication, Culture and Information Technology (CCIT) building, demonstrated that the return on investment to the City in human talent and economic development was highly valued.

A member took the opportunity to raise an issue related to the earlier report of the Vice-President and Principal. The member asked how the change in direction from the provincial government regarding capacity expansion would impact UTM and asked whether UTM had any plans for a stronger presence in the City of Brampton. Professor Saini responded that the idea of expansion into Brampton had not been ignored, but noted that UTM had to be disciplined in the way it served that neighboring city, within the framework of its Master plan. He noted that Brampton provided approximately 8 percent of UTM's student population and the university would like to increase that to 15 percent. Professor Saini also noted that the UTM campus encompassed a complex infrastructure that provided a first class holistic university experience, which would be difficult to duplicate in Brampton.

A member asked if UTM's projections for student enrolment growth were based on the previous government announcement calling for additional university campuses. Professor Saini advised that UTM's projections were not based on the establishment of other universities, but on what was deemed to be the ideal size for the campus.

Professor Saini congratulated Mr. Stelmacovich and the Office of Advancement for having reached \$51 million of UTM's \$60 million fundraising goal and shared with members the hope of exceeding that goal.

#### **4. 2014-15 Operating Plans: UTM Service Ancillaries\***

Professor Leydon advised members it was the responsibility of members of Council to approve operating plans for all UTM service ancillaries on an annual basis, on the recommendation of the Campus Affairs Committee. These plans included a Management report, which outlined 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 included each ancillary's annual operating budget and the changes to program and levels of service, categories of users, accessibility, and compulsory or optional fees. For this year, the plans reported on actual financial results for the 2012-13 academic year, the forecast for 2013-14 as well as the projections for the five year period from 2014-15 to 2018-19. Professor Leydon noted that only the proposed budget for 2014-15 was presented for approval.

Professor Leydon reported on the consultation, which had occurred on this item previously. Within the new governance structure, a number of bodies or groups continued their involvement in the consultation process for major ancillaries prior to the operating plans submission to the Campus Affairs Committee. These included the Student Housing Advisory Committee, Residence Council, Food Services Advisory Committee and Transportation and Parking Advisory Committee. He also stated there had been no objections to the plans or rates for 2014-15 and the plans had been reviewed by the University's Financial Services department.

Professor Leydon provided an overview of the Service Ancillaries, which included Student Housing and Residence Life, Conference, Food and Parking services at UTM. These operations experienced the effects of continued growth in enrolment on campus in different ways, and operated without subsidy. He noted that the Residence operation was close to achieving the challenging financial plan necessary to

recover from large investments in new residences; that Conference Services continued to be challenged by the reduction of space available in which to operate; that Food services had sustained its investments in outlets to service UTM's growing population; and that Parking continued to provide adequate inventory at peak periods, while saving for a parking deck expansion. Professor Leydon then summarized the discussion of the budgets at the Campus Affairs Committee, which had recommended this item for approval.

The Chair invited Ms Capewell to provide a summary presentation<sup>2</sup> on the item, and her presentation made the following key points:

- Ms Capewell noted, in the current environment solid financial plans exist for all ancillaries, and they are focused on balancing financial plans and achievement of extensive growth on campus in the last 10 years;
- Conference Services continued to deal with space shortages in residence during the summer semester and the shortage of dining space, and was the only ancillary to contribute back to the operating budget;
- Residence Services fund would be positive by 2016-17;
- Food Services would be investing \$2.6 million in facilities in 2015-16;
- Parking Services had maintained capital on an annual basis; capital reserves were allotted to the future expansion of the parking deck, which was projected for 2016;
- Capital budgets for the upcoming year included investments in roofs for residence buildings, as well as food services outlet expansions;
- Ms Capewell provided an overview of market comparisons for the cost of food, parking permits and cost of residence, placing UTM at average or below average with respect to costs across peer institutions.

In response to a member's question, Ms Capewell responded that customer experience was collected in a variety of ways, including the advisory committees mentioned earlier and through surveys. Specifically, in the previous year, an extensive survey was conducted on changing needs of students with respect to food services. In addition, Mr. Dale Mullings, Director, Student Housing and Residence Life noted that the National Survey of Student Engagement (NSSE) provided the administration with benchmarking against other North American universities, and that UTM works with a consortium of universities that continually collaborate on improvement of scores.

A member asked why the University had decided to include a 3 percent increase in parking considering the parking deck was not scheduled to be built until 2016, and why parking rates at UTM were second only to St. George. Ms Capewell advised that financing the expansion of the parking lot deck required more than a 3 percent increase, but noted that the administration had made a concerted effort to limit the increase to 3% and pay for the remainder of the deck by borrowing the remainder of the funds. She also clarified that parking rates for unreserved permits were compared to UTSC, St. George campus, York University, McMaster University, University of Waterloo and Credit Valley Hospital: parking rates at UTM were less expensive than all of these universities, but the University of Waterloo and one option at McMaster. As a follow up, the member commented that it would be unfair for students who would possibly not use the deck to pay for it, and that the option for mortgaging the parking deck should be explored as parking space would be considered an asset for the university. The Chair provided context for the parking deck expansion, advising members the parking deck proposal was made at Governing Council and included a long range financial plan. The Chair asked that the relevant assessors explore the

---

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

option suggested by the member, and that the findings be brought forward at the next meeting of Campus Council on March 5, 2014.

In response to a member's question, Ms Capewell noted she would explore the addition of heated bus shelters on campus.

A member asked for clarification on maintenance expenses. Ms Capewell advised that due to repairs on roofs for the Erindale Hall residence, the maintenance expense would decrease the following year. She explained that the roof repair was not categorized as a capital expense, but as a maintenance expense, because the repair did not add any value to the building. Ms Capewell noted that the categorization of this expense item as a maintenance cost and not as a capital expense was a complex decision that had been thoroughly analyzed and was made in collaboration with the University's Financial Services department.

In response to a member's question, Ms Capewell advised that the University did not hire third party management for residence services. Mr. Mullings added that in his view, because UTM provided its own residence services, the campus benchmarked higher in the level of student engagement. As a follow up, the member asked whether the administration had conducted a sensitivity analysis to residence rate increases. Mr. Mullings responded that surveys of outgoing residents were conducted, as well as a market analysis of off-campus options. He noted that a comparable residence in the area close to UTM, would cost approximately \$1500 more per year than residence, according to the Canadian Mortgage and Housing Corporation. He added, that the challenge with market analysis had been its inability to capture other services provided by the University, such as cable services, Wi-Fi, Internet, and student support services.

In response to a question regarding the 100 rooms being taken out of service, Mr. Mullings responded that the projection of the 96 percent occupancy rate included the removal of these 100 rooms out of service. He explained that the challenge with respect to predicting occupancy rates was less with upper year students whose behaviour with respect to living in residence was more easily predictable, than with first year students who sometimes accepted the residence offer but changed their minds. These students then forfeited their deposit to the residence operation with little or no notice, resulting in an unoccupied room very near or even shortly after the start of the term. He further noted that residence services had developed a number of strategies to better accommodate a waiting list for upper year students and to link students to other housing options, should they be needed.

A member inquired if issues of space availability continued, was there a continued need for the existence of Conference services in the long run. Ms Capewell advised that Conference Services had existed to utilize idle resources only. It had also developed a very interconnected relationship with food and residence services and provided service for internal events. Given the restrictions of space, administration would like to develop an improved operating model in the next two years. The member asked that a more in-depth analysis be provided of the viability of conference services. The Vice-President and Principal commented that he had registered this and other comments from members on the ancillaries and agreed that he could include an update on these matters during his comments at a future meeting.

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT, the proposed 2014-15 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1, the service ancillary capital budgets as summarized in Schedule 5, and

the rates and fees in Schedule 6, as recommended by Mr. Paul Donoghue, Chief Administrative Officer, in the proposal dated December 9, 2013 be approved, effective May 1, 2014.

**CONSENT AGENDA**

On motion duly moved, seconded, and carried

**YOUR COMMITTEE APPROVED**

THAT the consent agenda be adopted and that Item 5 - Report of the Previous Meeting, be approved.

**5. Report of the Previous Meeting: Report 2 of the UTM Campus Council, December 9, 2013**

**6. Reports of Information**

The following items for information were received by Council.

- a) Report 3 of the Agenda Committee (January 23, 2014)
- b) Report 3 of the Academic Affairs Committee (January 9, 2014)
- c) Report 3 of the Campus Affairs Committee (January 8, 2014)

**7. Date of the Next Meeting – March 5, 2014 at 4:10 p.m.**

The Chair reminded members that the next meeting of the Council was scheduled for Wednesday, March 5, 2014 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

**8. Question Period**

There were no questions.

**9. Other Business**

There were no items of other business.

The meeting adjourned at 6:03 p.m.

\_\_\_\_\_  
Secretary  
February 11, 2014

\_\_\_\_\_  
Chair



## An Overview of External Relations

February 6, 2014

Andrew Stelmacovich, MBA  
Executive Director of Advancement



**BOUNDLESS**

## Portfolios

### Core Portfolios

- Development
- Marketing and Communications
- Alumni Relations

### Evolving Portfolios

- Government Relations



2





## Development

To engage the external community in strategic investments that advance the academic mission of the University.

- Annual fund (< \$25,000)
- Major gifts (\$25,000 -- \$4,999,999)
- Principal gifts (\$5,000,000 or more)
- Bequests and planned gifts (estate, insurance)



## The Boundless Campaign: \$2 Billion

- Meeting Global Challenges
- Preparing Global Citizens







## UTM Boundless Innovation: \$60 million

### Preparing Global Citizens

- Centre for South Asian Civilizations
- Student Support (Scholarships, Awards & Boundless Promise Program)
- utmONE



 UNIVERSITY OF TORONTO MISSISSAUGA

INSIGHT INTO THE ENERGY BOUNDLESS

5

## UTM Boundless Innovation: \$60 million

### Meeting Global Challenges

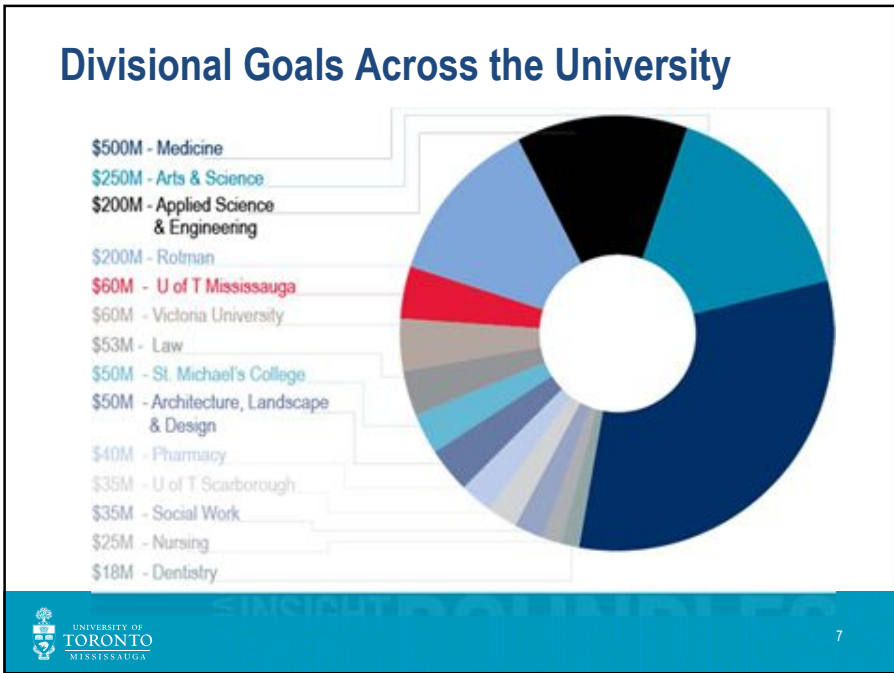
- Terrence Donnelly Health Sciences Complex
- Innovation Complex
- Institute for Management & Innovation
- Faculty Support (Chairs, Professorships)

Case for support aligns closely with priorities around human talent, innovation, economic development and community impact.



 UNIVERSITY OF TORONTO MISSISSAUGA

INSIGHT INTO THE ENERGY BOUNDLESS



### Development: Campaign Highlights

- Campaign launched publicly on May 23, 2012
- Five-year public campaign
- Campaign strategy focuses on principal investments
- \$50,961,400 raised to date

**Progress to date:**

- 3 investments of \$10M or more
- 3 investments between \$1M and \$5M
- 33 investments between \$100K and \$1M
- 44 investments between \$25K and \$500K
- 1,828 investments below \$25K
- Total of 1,886 unique donors to date
- Alumni represent 1,331 donors and invested \$15.4 million

UNIVERSITY OF TORONTO MISSISSAUGA 8



## Development: Campaign Highlights

### Support directed to:

- Infrastructure (58%)
- Human capital (26%)
- Research (7%)
- Programs (9%)

25% of investments have been allocated to endowed funds and 75% have been deployed for immediate expenditure.



9

## Development

### Development Team

- Macarena Sierra, Director of Development
- Julia Summers, Assistant Director, Advancement
- Felicia Sciberras, Senior Development Officer, Major Gifts
- Michelle Kim, Senior Development Officer, Annual Giving



10



## Development

### Campaign Cabinet

- William G. Davis ('51, '67), Honorary Co-Chair
- Ignat Kaneff ('94), Honorary Co-Chair
- Vasdev Chanchlani ('86)
- Warren Edgar ('87)
- Terrence J. Donnelly ('03)
- James R. Hodgson ('76)
- Nick F. Kuryluk ('89)
- Ellen McGregor
- W. John Switzer ('70)
- Peter M. Vukanovich ('81)



11

## Alumni Relations

Alumni Relations engages alumni, students and community members in meaningful experiences with the university that are mutually beneficial. Alumni support UTM's academic mission, leadership, and worldwide impact through their achievements, advocacy, expertise, volunteerism and philanthropy.

UTM alumni see themselves as proud, lifelong members of a global community - 44,000 strong - who are invested in the future success of the university.



12



## Alumni Relations

Alumni Relations is a critical component of external relations and a catalyst for building a connected alumni, student and community network through:

- Leadership on important UTM and community-wide committees and organizations
  - Governance (Governing Council, Campus Council, Campaign Cabinet, UTM Alumni Association, Advisory Boards)
  - Mississauga, Peel and Other Local Organizations (RIC Centre, MBOT, United Way of Peel, Riverwood Conservancy, Hi Collaborative, Mississauga Summit)
- Serve as ambassadors and champions of UTM's reputation
  - UTM alumni website averages more than 15,000 visits per annum
  - 30% digitally connected; 80% contactable
  - Community building (38% of alumni reside in Mississauga)
  - Growing international alumni profile



## Alumni Relations

Diverse set of on-campus events (7,400 guests at 34 events):

Grad Reception	Show Me the Green	Countdown to Success (David Chilton and Amanda Lang)
Golf tournament	Living Library	The Transit of Venus
Flicks on the Field	Career Centre panels	Building openings
CIBC Run for the Cure	Canadian Perspectives Lectures *	International Student Holiday Dinner
Philosopher's Café	Principal's Installation	Mayor's 90 <sup>th</sup> birthday
Regional alumni events	Snider Lectures (Jane Goodall and Mira Nair)	* UTM Associates
Backpack to Briefcase		





## Alumni Relations

### Rapid growth of UTM and the internationalization of the student body requires new strategic approach

- Board renewal to reflect diversity, academic breadth, global reach and advisory role
- Focus on alumni – student connectivity around experiential learning, service to the university and community
- Build a culture of alumni engagement across the campus
- Widen alumni engagement through marquis events and enhanced communications that promote UTM brand and key messages
- Focus on International Alumni Relations
- Alumni metrics – measure and track alumni engagement activities



15

## Alumni Relations

### Alumni Relations Team:

- Christina Fox, Director, Alumni Relations
- Sue Prior, Manager, Alumni Development
- Melissa Heide, Alumni Assistant



16



## Alumni Relations

### University of Toronto Mississauga Alumni Association

- Kevin Golding ('84), President
- Warren Edgar ('87), Past President
- Al Smith ('98)
- Ivana Di Millo ('88)
- Hazlon Schepmyer ('00)
- Lester Carreon ('09)
- Kristopher Kibsey ('07)
- Carol Bisnath ('91)
- Rahul D'Cunha ('09)
- Rosa Da Silva ('04)
- Dario Di Censo ('88)
- Aly Madhavji ('12)
- Mary Meledes ('03)
- Munir Ahmed ('11)
- Sven Spengemann ('90)
- Chris Thompson ('12)
- Robert Col ('07)
- Lavan Puvan ('10)



## Alumni Relations

### The Associates of U of T Mississauga

- Mae Burgess, Chair
- Sharon McCarthy, Vice-Chair
- Vasco Da Cunha
- Rosemary Sobanski
- Joyce Delves
- Rita Fleming
- Greg Hayter
- Sandra McCaskill
- Cheryl Sloan
- Al Sobanski
- Bruce Sproule
- Ian Still
- Gillian Dennis-Moore







## Marketing and Communications

Marketing and Communications connects the university to its communities and provides a unified voice, internally and externally, for an integrated brand that helps to define UTM and differentiate it from other institutions.



19

## Marketing and Communications

### Strategic Focus

- Institutional Marketing
- Advancement Communications
- Issues Management

Audiences include students, faculty, staff, alumni, government, business, donors, prospective donors, media, and general public



20



## Marketing and Communications

### Institutional Marketing

- Digital and Print Communications
- U of T Mississauga Magazine (semi-annual publication)
- Express (internal monthly e-newsletter)
- UTM website (redesigned in 2012)
- Social media:
  - Facebook (9,200 fans up from 4,500)
  - Twitter (7,472 followers up from 4,000)
  - LinkedIn (2,140 members up from 1,200)
  - Youtube (25,325 views up from 13,200)
  - Flickr (1,927 images uploaded)



21

## Marketing and Communications

(continued)

- Strategic marketing and advertising campaigns
- Presentations to community groups across Mississauga
- Media relations
- Campaign media releases
- Faculty research media stories
- KPMG Economic Impact Report



22



## Marketing and Communications

### Advancement Communications

- Boundless Case for Support
- Fundraising proposals
- Major gift announcements and media releases
- Special brochures, videos and other media
- Boundless Campaign events
- Speeches



## Marketing and Communications

### Issues Management

- 12 issues handled over last year
- Media training (3 annual sessions for faculty)
- Community relations and outreach (The Mississauga Good Neighbours Guide)
- Media spokesperson (Jane Stirling)





## Marketing and Communications

### Marketing and Communications Team

- Jane Stirling, Director of Marketing and Communications
- Nicolle Wahl, Assistant Director Communications (Digital)



25

## Government Relations

Engage local municipal, provincial and federal political leaders in advancing the strategic aspirations of UTM and leveraging the transformative role of the university in community building.

- December 11, 2013 – City of Mississauga invested \$10 million in Innovation Complex
- Since 2010, provincial and federal governments have invested \$152.8 million in new infrastructure



26



## External Relations and Community Impact

### Convergence between UTM Aspirations and Regional Priorities



27

## External Relations and Community Impact

### Community Leadership

- Research Innovation and Commercialization Centre
- Mississauga Summit and Higher Education Task Force
- Advantage Mississauga
- Mississauga Board of Trade
- Healthy City Stewardship Centre
- Supporting Community Events such as CIBC Run for the Cure, United Way
- Integration between Academic Programs, Industry and Community Organizations



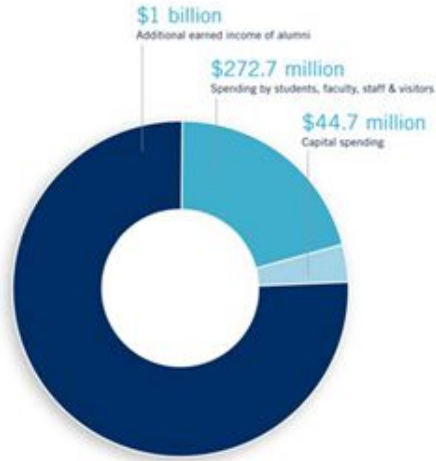
28



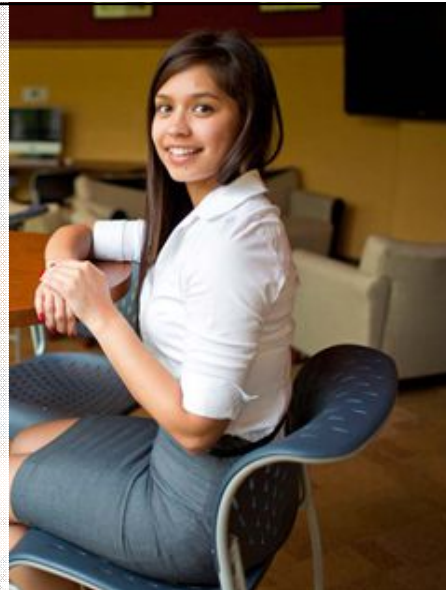
## External Relations and Community Impact

### Economic Impact

- \$1.3 billion annually to local and provincial economies



- UTM students contribute 45,000 volunteer hours to community organizations valued at \$1.1 million annually in Mississauga
- Investment of \$379 million in eight new buildings and major renovations over the last ten years
- World-wide network of 44,711 alumni and 13,000 students from 125 countries

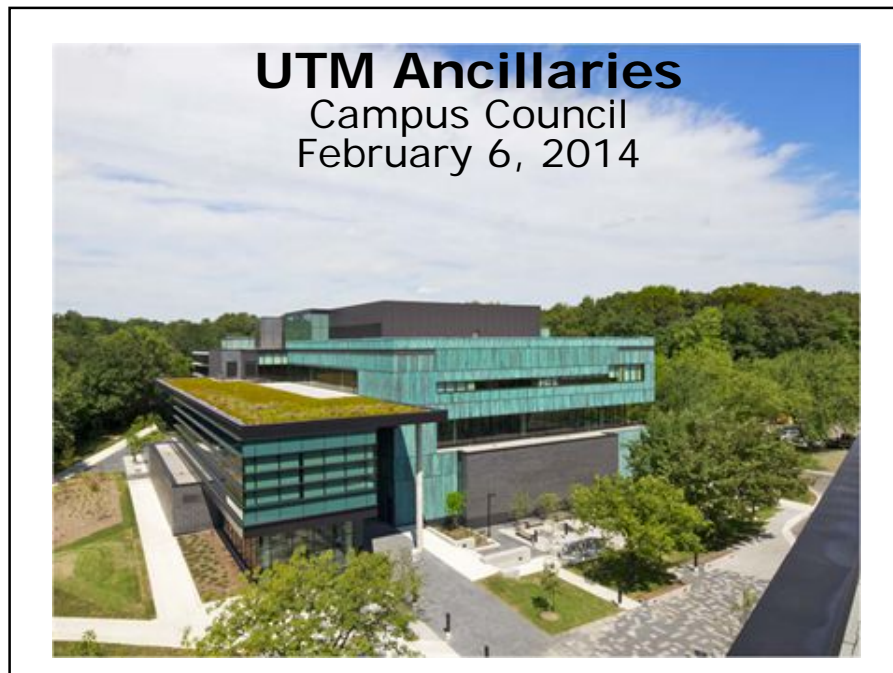




## External Relations and Community Impact

### Synchronized and Connected

- Galvanize stakeholder interest, engagement and commitment to UTM
- Responsive to emerging community priorities
- Competitive advantage in the western GTA higher education market
- Community views UTM as a critical resource for growth and transformation
- Leverage community assets to strengthen UTM



**Four Objectives**

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



## **Ancillary Consultation Process for Proposed Operating Plans/Budgets**

### **Residence & Meal Plans**

- Student Housing Advisory Committee (Oct 29, 2013)
- Resident Student Dining committee (Nov 15 and Nov 29, 2013)

### **Food Services**

- Food Services Advisory (Dec 12, 2013)

### **Parking**

- Transportation & Parking Advisory Committee (Dec 9 and 16, 2013)

### **Current Environment**

- solid financial plans
- balance moderate price increases with support for growth
- added extensive facilities in last 10 years
- Residence fund balance will be positive by 2016-17
- Food Services will invest in more facilities (\$2.6m in 2015-16)
- Conference Services revenues decreased due to space shortage
  - exists to utilize idle resources
  - external customers (not primary focus of University)
- Parking
  - price increases limited to 3% annually for several years
  - saving for expansion of lot 8 deck in 2016
  - will require borrowing of \$4.5m

Schedule 1

**Service Ancillary Operations Budget Summary  
Projected Operating Results  
for the year ending April 30, 2015**

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

5

Schedule 5

**Service Ancillary Operations Budget Summary  
Summary of 2014-15 Capital Budgets**

(in \$000's)

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

6

**Service Ancillary Operations Budget Summary** Schedule 6  
**Schedule of 2014-15 Rates**

in \$'s

	2013-14 Rate \$	2014-15 Rate \$	Increase (Decrease) \$	Increase %	Prior Year's Increase %
<b>Parking</b>					
Reserved (annual)	933.94	961.96	28.02	3%	3%
Premium Unreserved (annual - Lots 4,8,9)	666.53	686.53	20.00	3%	3%
Unreserved (annual - Lots 4 & 8 only)	644.92	664.27	19.35	3%	3%
Student Unreserved (sessional - Lots 4 & 8 only)	268.71	276.77	8.06	3%	3%
Unreserved Afternoon (annual - after 3:30pm)	540.24	180.00	(360.24)	-67%	3%
Commercial (annual - Lots 4,8,9)	1,080.49	1,112.90	32.41	3%	3%
Pay & Display (daily maximum) (6:30am to 8:00am next day)	13.00	13.00	-	0%	0%
Pay & Display (evening/weekend) (5:00pm to 8:00am next day)	6.00	6.00	-	0%	0%
Pay & Display (per half hour) (6:30am to 5:00pm)	2.50	2.50	-	0%	0%
Pay & Display (per half hour) (weekdays 5:00pm to 8:00am next day; weekends & holidays)	1.00	1.00	-	0%	0%

7

**Service Ancillary Operations Budget** Schedule 6  
continued  
**Summary**  
**Schedule of 2014-15 Rates**

in \$'s

	2013-14 Rate \$	2014-15 Rate \$	Increase (Decrease) \$	Increase %	Prior Year's Increase %
<b>Food</b>					
<b>Group A</b>					
Plus	4,499	4,699	200	4.4%	2.3%
Regular	4,199	4,349	150	3.6%	2.4%
Light	3,949	3,999	50	1.3%	2.6%
Minimum	3,639	3,649	10	0.3%	2.5%
<b>Group B</b>					
Regular	2,399	2,499	100	4.2%	4.5%
Light	2,149	2,199	50	2.3%	2.6%
Minimum	1,849	1,899	50	2.7%	2.8%

8

**Service Ancillary Operations Budget Summary**  
**Schedule of 2014-15 Rates**

Schedule 6  
continued

in \$'s

	2013-14 Rate \$	2014-15 Rate (Decrease) \$	Increase \$	Increase %	Prior Year Increase %
<b>Undergraduate Students (per fall/winter session)</b>					
<b>Townhouses</b>					
(Schreiberwood, McLuhan, Putnam, Leacock)	7,070	7,424	354	5%	5%
Premium Townhouses (Leacock 2 bedroom)	7,887	8,281	394	5%	5%
Suites (Roy Ivor, Erindale)	7,887	8,281	394	5%	5%
Dormitory (Oscar Peterson)	7,070	7,424	354	5%	5%
Premium Townhouses (MaGrath Valley)	7,887	8,281	394	5%	5%

9

**Service Ancillary Operations Budget Summary**  
**Schedule of 2014-15 Rates**

Schedule 6  
continued

in \$'s

	2013-14 Rate \$	2014-15 Rate \$	Increase (Decrease) \$	Increase %	Prior Year Increase %
<b>Family &amp; Graduate Housing (per month)</b>					
<b>Schreiberwood</b>					
2 bedroom townhouse					
May to Aug	1,160	1,325	165	14%	5.9%
Sept to April	1,325	1,391	66	5%	14.2%
3 bedroom townhouse					
May to Aug	1,199	1,365	166	14%	5.8%
Sept to April	1,365	1,433	68	5%	13.8%
4 bedroom townhouse					
May to Aug	1,222	1,415	193	16%	5.8%
Sept to April	1,415	1,486	71	5%	15.8%
<b>Small Bachelor</b>					
May to Aug	779	818	39	5%	5.9%
Sept to April	818	859	41	5%	5.0%
<b>Large Bachelor</b>					
May to Aug	818	859	41	5%	5.9%
Sept to April	859	902	43	5%	5.0%
<b>Shared Bachelor</b>					
May to Aug	818	859	41	5%	5.9%
Sept to April	859	902	43	5%	5.0%

10

## Market Comparison

- **Residence**
  - Lowest among 8 other U of T residences
  - < Ryerson
  - > McMaster, Brock, York, Guelph
  - "All-in" pricing competitive with local, off-campus alternatives (CHMC data for 2013)
- **Food**
  - 27 Canadian universities participate in price comparisons
  - 8 categories of items
  - UTM ranking ranges from 7<sup>th</sup> to 20<sup>th</sup>
  - UTM's weighted score 0.42 (0.50 = average)
- **Parking**
  - Compare to UTSC, St. George, York, McMaster, Waterloo and Credit Valley Hospital
  - Unreserved permits are less expensive than all but Waterloo and one option at McMaster

11

12



**Residence – Highlights and Challenges**

- Occupancy rate of 95 – 96% (average about 60 empty beds) re no-shows
- Substantial, unexpected maintenance/repairs expense in 2013-14 (\$1.3m 'loan')
- Accumulated deficit of \$2.2m (at end of 2014-15) will be eliminated by 2016-17
- 100 beds in Erindale Hall will be used as temporary swing space from May 2014 to August 2017

14

### **Proposed Residence Rate Change**

- 5% rate increase for 2014-15
- Exception: Schreiberwood townhouses (14%-16%) reflects change to include hydro in rates
- Undergrad Fall/Winter price ranges from \$7,424 to \$8,281
- Inclusive of meal plan, total of about \$10,709
- Family & Graduate from \$818 to \$1,415 per month

15

### **Food – Highlights and Challenges**

- Construction – North Building Phase I, Innovation Complex, Colman Expansion, Spigel Renovation – added revenue, added space costs, depreciation
- Equipment costs, particularly at Colman Commons, due to aging equipment – repair and replace
- Salaries/Wages/Benefits – Replacement of Director, Hiring of Hospitality & Retail Services Clerk; staging of hires
- Expected increase average pricing of 2.8% in 2014
  - Based on Analysts' forecasted (CPI) increase of 1.9% for entire Food Sector +
  - Higher increases expected in price of Meat, Fish, Fruit and Baked Goods +
  - Increases wages/salaries, utilities, etc
  - Weighted average meal plan increase, 2.7%

16

**Conference – Highlights and Challenges**

- **Limited Space for large-group dining**
  - **Spigel conversion to teaching laboratory**
- **Accommodation Limits**
  - **Residence repairs/maintenance during summer**
  - **Residence use for ACE & other programs**
- **Meetings and other activities space**
- **Major growth in summer enrolments (6,500)**
- **Loss of one large customer (Toronto Argonauts) starting 2014-15**

17

**Parking – Highlights and Challenges**

- **Close to capacity from September 10 to October 10**
- **Estimated need for expansion of the deck in 2016**
- **All net revenues are earmarked for expansion of deck**
- **Financing of new deck in 2016 uncertain**

18



**Permit Price increases for**  
**2014-15**

- Regular Annual Reserved, Premium Unreserved and Unreserved permit prices will increase 3%, as planned
- Range from \$664 to \$962 (very competitive)
- Increases range from \$19.35 to \$28.02
- Pay & Display prices will not increase (\$13.00 daily max)

19