

INSPIRING INCLUSIVE EXCELLENCE

Operating Plans: UTSC Service Ancillaries

UTSC Campus Council

▪ MARCH 9, 2022 | PREPARED BY ANDREW ARIFUZZAMAN, CAO, UTSC

BUDGETS

- **Operating Fund Budget**
 - Student tuition and government grants for academic and administrative expenses

- **Student Service Fees**
 - For student programming and services

- **Ancillary Budgets**
 - Funded exclusively by the users of the service

ANCILLARY BUDGETS

- Must be fully self-funding
- Provide services to all internal users as well as external users
- Adhere to four financial objectives:

FINANCIAL OBJECTIVES

1. Operate without subsidy from the University's operating budget;
2. Provide for all costs of capital renewal including deferred maintenance;
3. Create and maintain an operating reserve; and
4. Contribute net revenues to the operating budget.

ANCILLARY UNITS AT UTSC

- Student Housing & Residence Life
Greg Hum
- Retail & Conference Services
Fran Wdowczyk
- Food & Beverage Services
Fran Wdowczyk
- Parking Services
Tanya Poppleton

SERVICE ANCILLARY PROPOSAL



- 2022-23 Operating Plans

	Student Housing & Residence Life	Retail & Conference Services	Food & Beverage Services	Parking Services
(000's)				
Revenue	\$ 9,129	\$ 1,510	\$ 920	\$ 3,831
Expense	7,063	1,656	879	2,432
Net Income	2,066	(146)	41	1,399
Capital Expenses				
Net Assets	\$ 8,807	\$ 1,120	\$ 203	\$ 19,830

Student Housing & Residence Life

STUDENT HOUSING AND RESIDENCE LIFE

Mission: House students in a safe, inclusive, and engaged community that everyone calls home.

Vision: A living and learning environment that inspires students to pursue academic and personal excellence.

Key Accomplishments this year:

- Increased occupancy from 20% (20/21) to 97% (21/22)
- Launched Residence First Year Learning Communities in partnership with Student Life
- Completed important facilities maintenance
- Ensured health & safety in a global pandemic

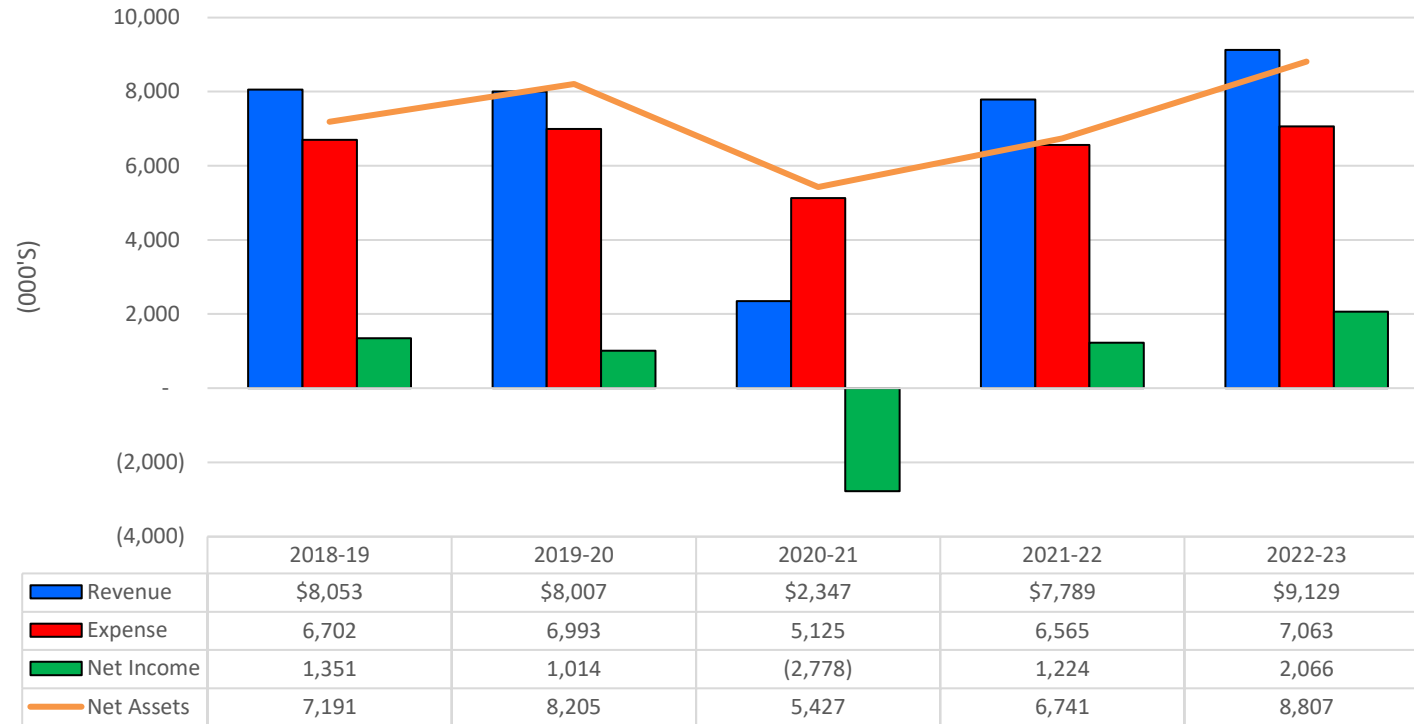
STUDENT HOUSING AND RESIDENCE LIFE

Achievement:

Launched a Residence Curriculum with a focus on personal growth & wellness, building meaningful connections, and promote inclusive, socially conscious communities.

Challenge:

Prioritizing and financing the necessary capital renewal and maintenance projects as identified in the Housing Master Plan.



STUDENT HOUSING AND RESIDENCE LIFE

2022-23 Proposed Fees

<u>DESCRIPTION</u>	<u>2021-22</u>	<u>% Change</u>	<u>2022-23</u>	<u>Inc. / (Dec.) per Month</u>
<i>Fall/Winter Rates</i>				
Phase I - III single	\$ 9,911	5.0%	\$ 10,407	\$ 61.94
Phase I - Small Room (1 Room)	\$ 8,883	5.0%	\$ 9,327	\$ 55.52
Phase IV single	\$ 11,140	5.0%	\$ 11,697	\$ 69.63
Phase I shared	\$ 7,339	5.0%	\$ 7,706	\$ 45.87
Phase I shared basement	\$ 6,605	5.0%	\$ 6,935	\$ 41.28
Phase IV Shared	\$ 8,304	5.0%	\$ 8,719	\$ 51.90
Centennial Residence	\$ 10,452	5.0%	\$ 10,975	\$ 65.33
<i>Summer Rates</i>				
Phase I-III (academic term May 8 - August 27)	\$ 4,695	5.0%	\$ 4,930	\$ 58.69
Visitor Weekly Rate	\$ 293	5.0%	\$ 308	
Ph IV-Foley Hall (academic term May 8 - August 27)	\$ 5,032	5.0%	\$ 5,283	\$ 62.89
Visitor Weekly Rate	\$ 314	5.0%	\$ 330	

Retail & Conference Services

RETAIL AND CONFERENCE SERVICES

To understand the multi-faceted clients' needs and deliver excellent service,

Anticipate market trends and provide clients with the latest opportunities,

Provide a one-stop-shop approach for a seamless experience using the Lean Principles of Business,

Be guided by the principles of sustainability, inclusivity and excellence

Budget and/or Operational highlights for 2021/22:

- Provided a Virtual camp and doubled registration from 2020
- Maintained film shoot revenues
- Staffed University Welcome desks and provided campus wide support during lockdown i.e. set up vaccine clinic

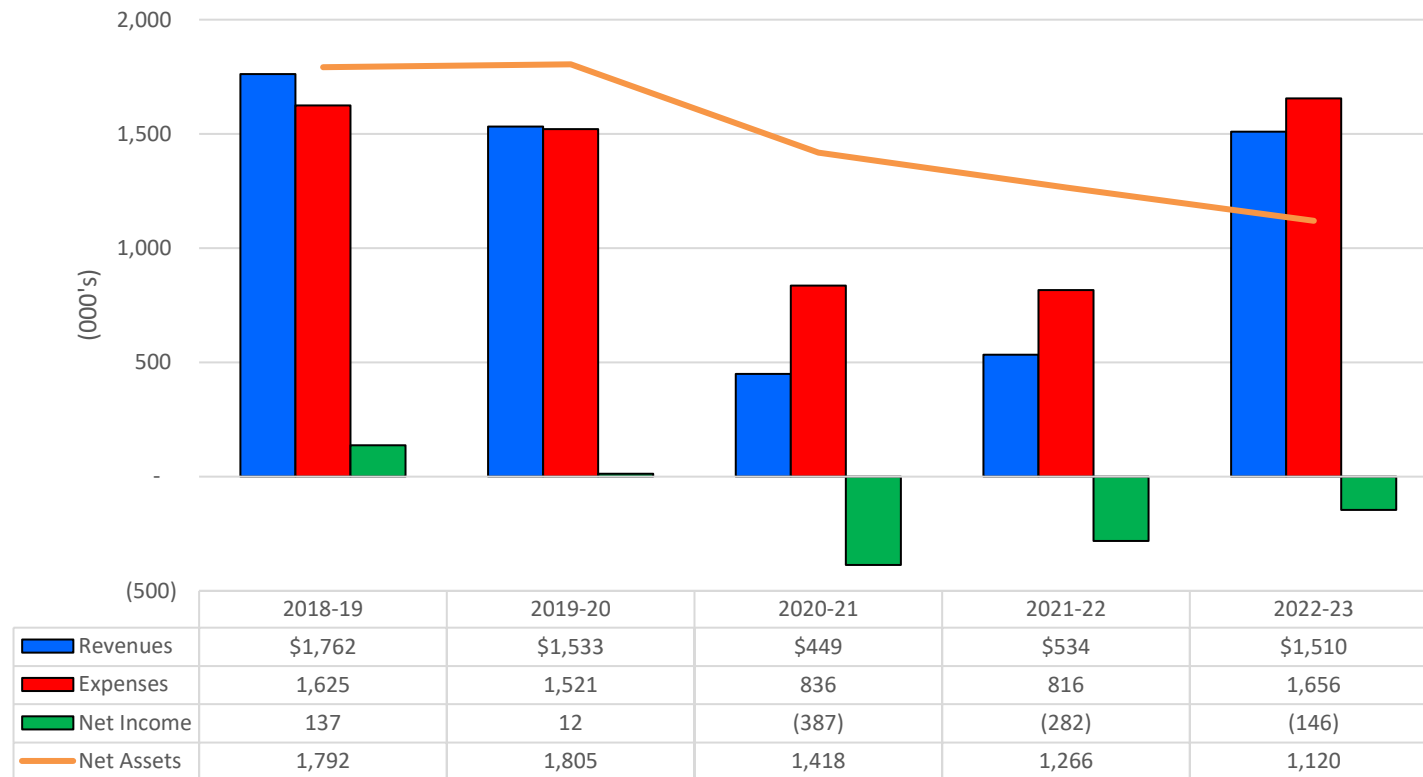
RETAIL AND CONFERENCE SERVICES

Achievement:

Pivoted to provide frontline service for the University where required, resulting in no staff layoffs.

Challenge:

To rebuild conference business and reserves to pre-COVID-19 levels.



Food & Beverage Services

FOOD AND BEVERAGE SERVICES

“To create culinary excellence through the embodiment of innovation, sustainability, inclusion and community.”

Key accomplishments and projects:

- Continued use of online food ordering app
- Continued “meal in a box” program
- Enhancing student meal experiences through community partnerships (Summer Grocery Program)
- New vending machine offerings
- New hot food offerings in the Market Place
- RFP for Food Services

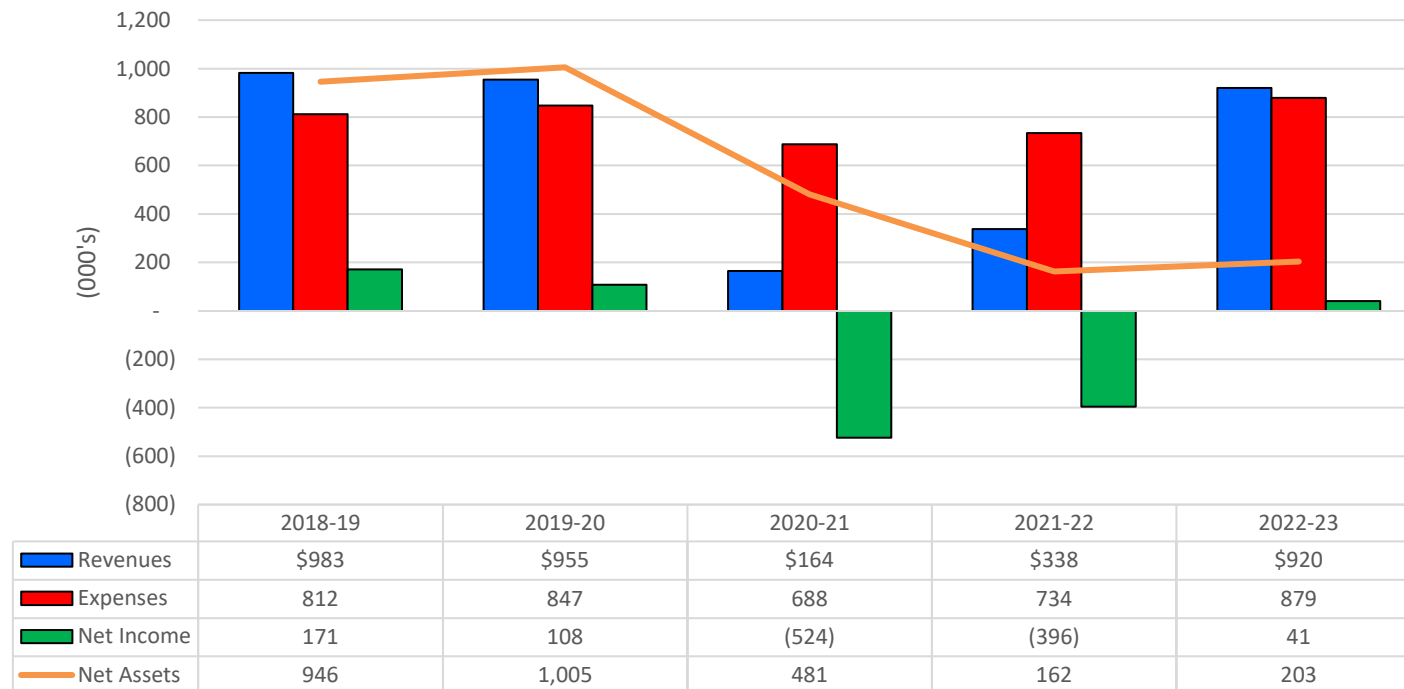
FOOD AND BEVERAGE SERVICES

Achievement:

Sustained a baseline level of on-campus service for students, faculty and staff. Mitigated financial losses by revising our agreement with Aramark.

Challenge:

Rebuilding reserves for expansion and ongoing capital renewal of heavily used facilities.



Parking Services

PARKING SERVICES

“Providing quality parking facilities and services in a safe, effective environment”

Goals and objectives:

- Operate and maintain UTSC’s surface parking lots while building a capital reserve fund to help finance the construction of an above-ground parking structure.
- 10% permit and visitor fee increases as we prepare for the construction of the new parking structure.

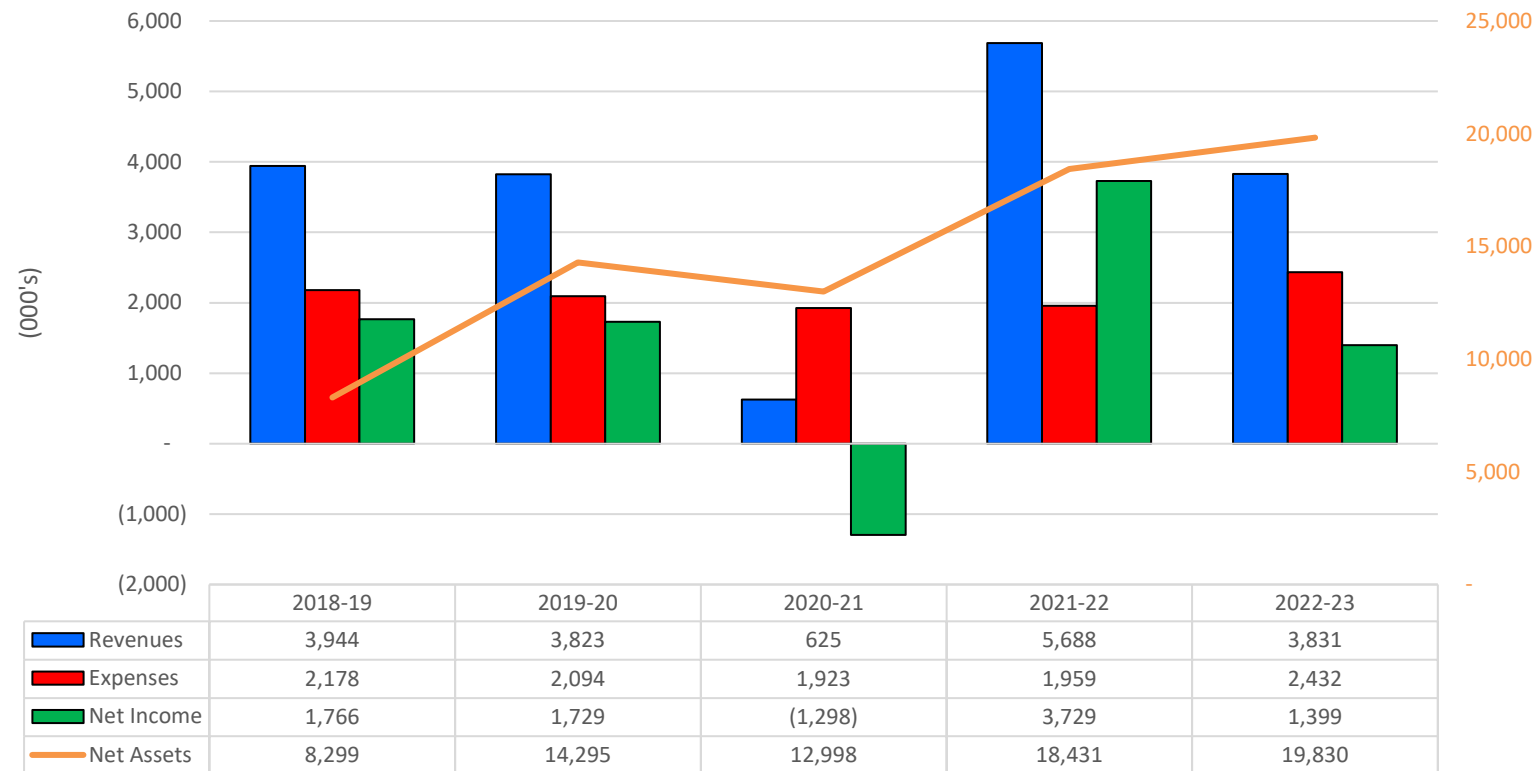
PARKING SERVICES

Achievement:

Parking structure design committee is working toward a final design.

Challenge:

Maintain sufficient surface parking during the construction on the north campus. Rebuild reserves, post-COVID.



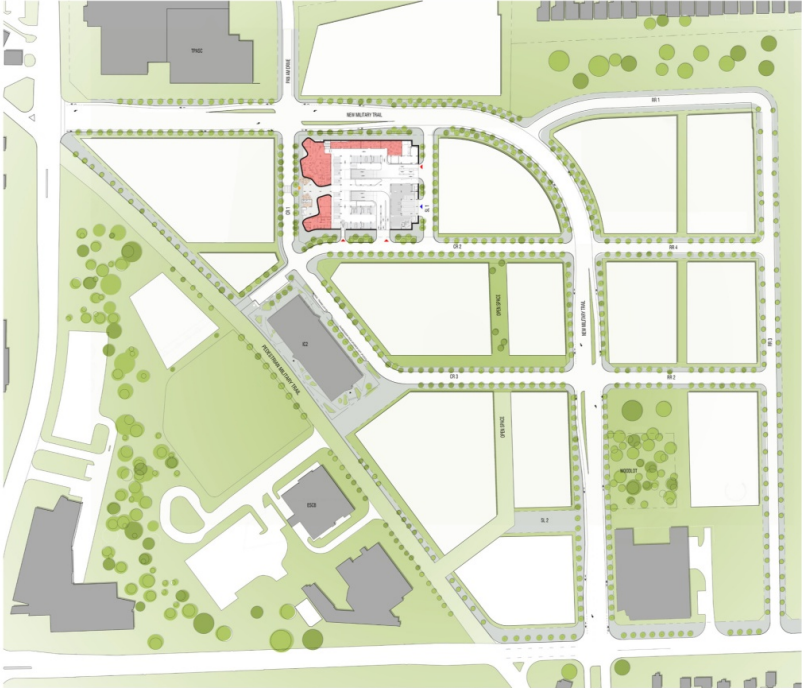
PROPOSED LOCATION

- Retail and Parking Commons critical to north campus development, including IC2 and Indigenous House
- By-laws require sufficient parking for new buildings
- Structure will replace surface spaces used for development, meet customer needs on the north campus, and provide sufficient spaces to meet by-law requirements for next phases of construction

BLOCK CONTEXT PLAN (NEAR TERM)



BLOCK CONTEXT PLAN (LONG TERM)



NEW MILITARY TRAIL (NEAR TERM)



NEW MILITARY TRAIL (LONG TERM)



INSPIRING
INCLUSIVE
EXCELLENCE



PARKING SERVICES



2022-23 Proposed Fees

<u>DESCRIPTION</u>	<u>LOT</u>	<u>2021-22</u> <u>Approved</u>	<u>2022-23</u> <u>Proposed</u>	<u>% Change</u>
PERMITS:				
<u>South Lots:</u>				
Annual, South Lot Employee Premium	C, D	\$1,553.94	\$1,709.33	10.0%
Annual, South Lot Employee Reserved		\$2,066.75	\$2,273.42	10.0%
Annual, Ring Road Employee	B	\$1,398.55	\$1,538.41	10.0%
Summer Term	C, D	\$310.81	\$341.89	10.0%
Residence, Fall/Winter Term	C, D	\$1,100.13	\$1,210.15	10.0%
Residence, Winter Term	C, D	\$616.08	\$677.68	10.0%
Residence, Summer Term	C, D	\$275.05	\$302.55	10.0%
Evening Payroll, Employee Annual	C, D	\$717.26	\$788.98	10.0%
<u>North Lots:</u>				
Annual North Lot, Premium (Lot K)	K	\$1,553.94	\$1,709.33	10.0%
Annual North Lot, Payroll Employee	G, H	\$1,195.36	\$1,314.90	10.0%
Student, Fall/Winter	G, H	\$955.59	\$1,051.15	10.0%
Monthly Student North Lot Permit	G, H	\$133.78	\$147.16	10.0%
Fall or Winter Term	G, H	\$535.13	\$588.64	10.0%
Summer Term	G, H	\$239.77	\$263.75	10.0%
Centennial Permit (September to May)	J	\$1,011.73	\$1,051.15	3.9%
Centennial Summer Permit	J	\$505.87	\$263.75	-47.9%

PARKING SERVICES



2022-23 Proposed Fees, continued ...

<u>DESCRIPTION</u>	<u>LOT</u>	<u>2021-22</u> Approved	<u>2022-23</u> Proposed	<u>% Change</u>
CASH PARKING:				
<u>South Lots:</u>				
Peak period hourly rate	A	\$4.00	\$4.40	10.0%
Flat Rate, Evening		\$7.00	\$7.70	10.0%
Flat Rate, Weekend		\$7.00	\$7.70	10.0%
Summer conference - daily rate		\$6.00	\$6.60	10.0%
Summer conference - youth bed rate		\$2.00	\$2.00	0.0%
Instructional Center Lot K: Currently Permits Only	K			
Flat Rate, Day		\$16.00	\$17.60	10.0%
Flat Rate, Evening		\$7.00	\$7.70	10.0%
Flat Rate, Weekend		\$7.00	\$7.70	10.0%
Lots F, G and H (North Lots):	F, G, H			
Flat Rate, Day		\$10.00	\$11.00	10.0%
Flat Rate, Evening		\$6.00	\$6.60	10.0%
Flat Rate, Weekend		\$5.00	\$5.50	10.0%

RECOMMENDATION

Be It Resolved,

THAT the 2022-23 operating plans and budgets for the UTSC service ancillaries, as summarized in Schedule 1; the service ancillary capital budgets as summarized in Schedule 5; and the rates and fees in Schedule 6, as presented in the Service Ancillary Report on Operating Plans dated January 4, 2022, be approved, effective May 1, 2022.

THANK YOU AND QUESTIONS