

INSPIRING INCLUSIVE EXCELLENCE

Operating Plans: UTSC Service Ancillaries

UTSC Campus Council

▪ MARCH 5, 2024 | 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



2024-25 Operating Plans

	Student Housing & Residence Life	Retail & Conference Services	Food & Beverage Services	Parking Services
(000's)				
Revenue	\$ 9,536	\$ 2,791	\$ 3,024	\$ 3,654
Expense	8,825	2,750	2,318	2,287
Net Income	711	41	706	1,367
Capital Expenses	\$ 1,412	\$ -	\$ 61	\$ 130
Net Assets	\$ 14,236	\$ 1,307	\$ 1,085	\$ 11,202

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:

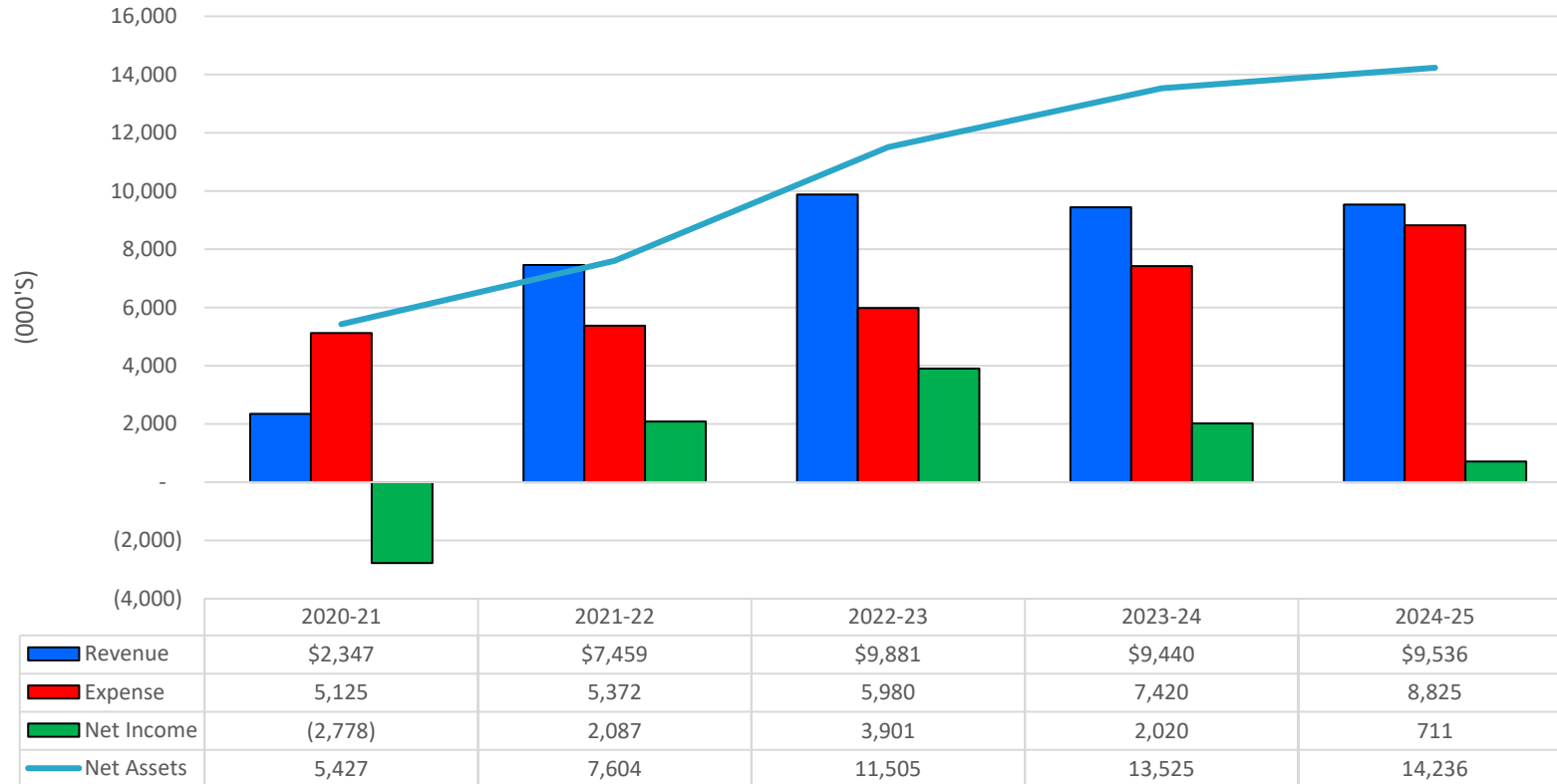
- Opened Harmony Commons, adding 746 additional beds to the campus.
- Created new roles and expanded the SHRL staff to meet the demands of a larger residence.
- Aligned campus orientation programs in collaboration with SCSU and the Department of Student Life.

STUDENT HOUSING AND RESIDENCE LIFE



Achievement: Hosting the largest first-year residence move-in the campus has ever seen, welcoming nearly 1,200 students in one day.

Challenge: Onboarding a new building that nearly doubled the residence population overnight.



STUDENT HOUSING AND RESIDENCE LIFE



2024-25 Proposed Fees

<u>DESCRIPTION</u>	<u>2023-24</u>	<u>% Change</u>	<u>2024-25</u>	<u>Inc. / (Dec.) per Month</u>
SOUTH RESIDENCES				
<i>Fall/Winter Rates</i>				
Phase I - III single	\$ 10,771	6.0%	\$ 11,417	\$ 80.78
Phase I - Small Room (1 Room)	\$ 9,700	4.0%	\$ 10,088	\$ 48.50
Phase IV single	\$ 11,931	6.0%	\$ 12,647	\$ 89.49
Phase I shared	\$ 8,322	4.5%	\$ 8,697	\$ 46.81
Phase I shared basement	\$ 7,490	4.5%	\$ 7,827	\$ 42.13
Phase IV Shared	\$ 8,980	4.0%	\$ 9,340	\$ 44.90
<i>Summer Rates</i>				
Phase I-III (academic term May 8 - August 27)	\$ 5,078	3.0%	\$ 5,230	\$ 38.08
Visitor Weekly Rate	\$ 317	29.0%	\$ 409	
Visitor 8-week Rate			\$ 2,844	
Ph IV-Foley Hall (academic term May 8 - August 2)	\$ 5,442	5.0%	\$ 5,714	\$ 68.02
Visitor Weekly Rate	\$ 340	32.0%	\$ 449	
Visitor 8-week Rate			\$ 3,129	

Retail & Conference Services

RETAIL AND CONFERENCE SERVICES

Mission:

- *To maximize the use of all campus facilities and resources, when not being used for Academic purposes, in order to generate revenue and operating with a 'Service Excellence' mantra.*
- *To provide clientele with professional, quality and value-added customer service and experience – from idea to implementation while being guided by the principles of sustainability and inclusivity.*

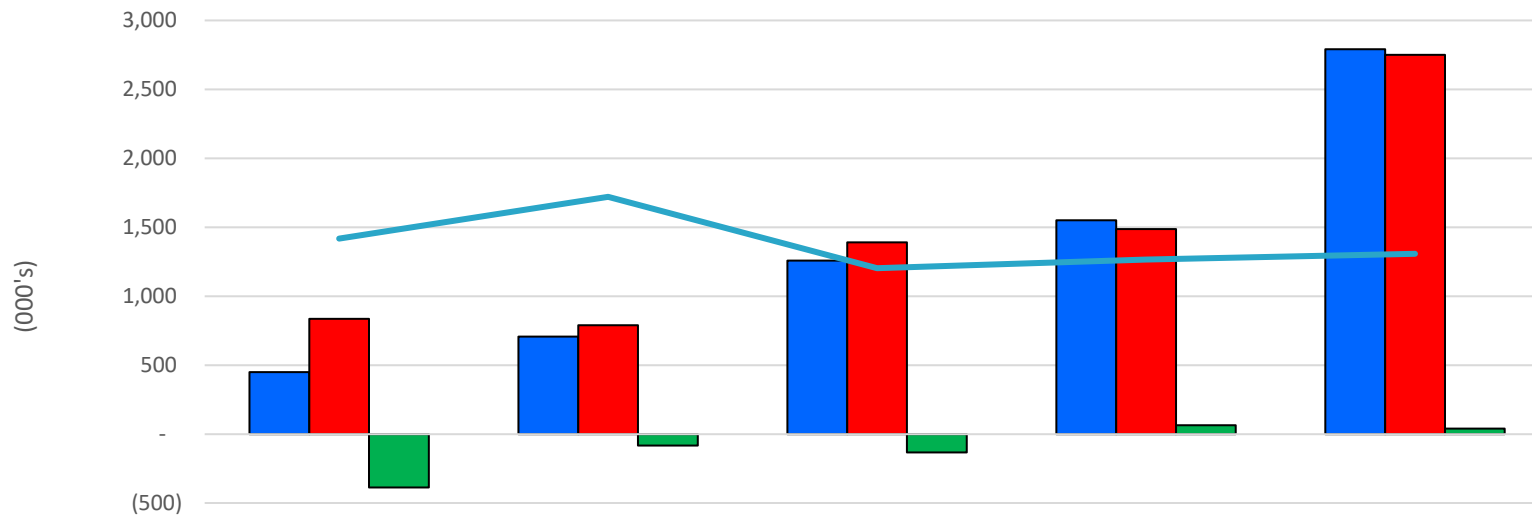
Budget and/or Operational highlights for 2023-24:

- The Green Path program continues to be a large client of RCS, with plans to diversify and host the GP Principals and Directors and a Summer Camp program this year (which is the program's 20-year anniversary)
- Increasing Academic and Community Based conferences i.e. Building Communities through Inclusive Health
- Our collaboration with TPASC will give an added boost to our Summer business
- Noted increases continue in external and internal events including, Swim Canada, Black Excellence STEM conference and Scholars in Residence
- A current challenge continues to be the availability of workable meeting spaces on campus.

RETAIL AND CONFERENCE SERVICES

Achievement: Bookings back to pre-pandemic levels, and the positive impact to revenues of other UTSC operations (i.e. Student Housing & Residence Life, Food and Beverage and others)

Challenge: To continue to increase the number of Academic and Community driven conference and events.



	2020-21	2021-22	2022-23	2023-24	2024-25
Revenues	\$449	\$707	\$1,258	\$1,550	\$2,791
Expenses	836	790	1,391	1,486	2,750
Net Income	(387)	(83)	(133)	64	41
Net Assets	1,418	1,721	1,203	1,266	1,307

Food & Beverage Services

FOOD AND BEVERAGE SERVICES

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

Key accomplishments and projects this year:

- A successful opening of Harmony Commons with an all-access meal plan
- Our all-access plan offers students variety, value and community on the UTSC campus.
- Food Partnerships has a business model that will drive both revenue and net surplus for the long term for the University.
- New retail location renovations add more student choices and a better dining experience on campus.

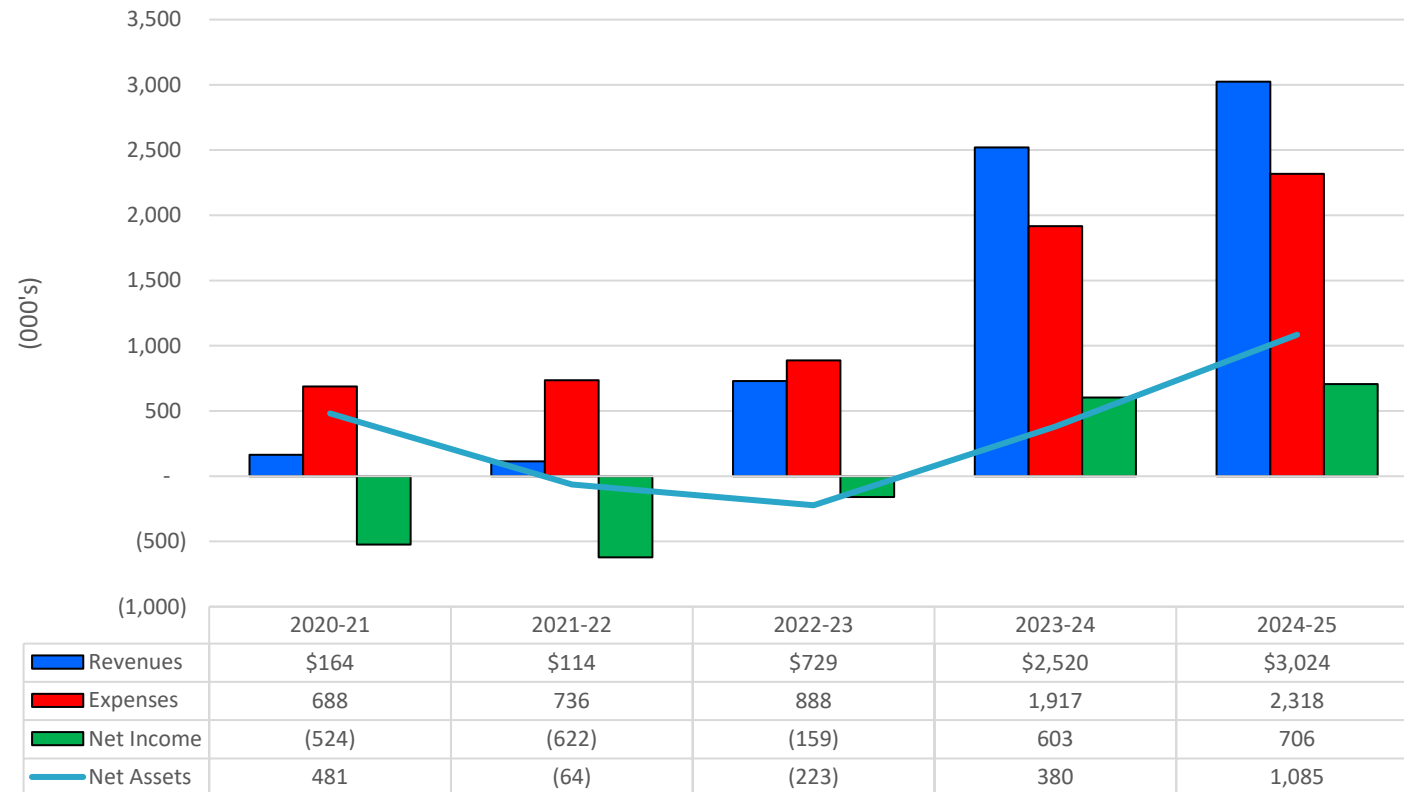
FOOD AND BEVERAGE SERVICES

Achievement:

The signing of a new 3rd party contract has allowed Food Partnerships to make the critical investments in sustaining and growing food operations on campus.

Challenge:

We will require great skill and effort to maintain value in our retail and our All-Access Meal Plans given the rising cost of food.



FOOD AND BEVERAGE SERVICES



2024-25 Proposed Fees

<u>DESCRIPTION</u>	<u>2023-24</u>	<u>% Change</u>	<u>2024-25</u>
<u>Fall / Winter</u>			
5-Day All Access Meal Plan	\$ 5,700	3.0%	\$ 5,871
7-Day All Access Meal Plan	\$ 6,000	3.0%	\$ 6,180
<u>Summer</u>			
5-Day All Access Meal Plan	\$ 2,850	3.0%	\$ 2,936
7-Day All Access Meal Plan	\$ 3,000	3.0%	\$ 3,090

Parking Services

PARKING SERVICES

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

Goals and objectives:

- Operate and maintain UTSC’s surface parking lots while preparing for the operation of the Retail and Parking Commons, which is scheduled to open in the 2026-27 year.
- Plan and prepare alternate parking entry and exit solutions during the construction of the Retail and Parking Commons.

PARKING SERVICES

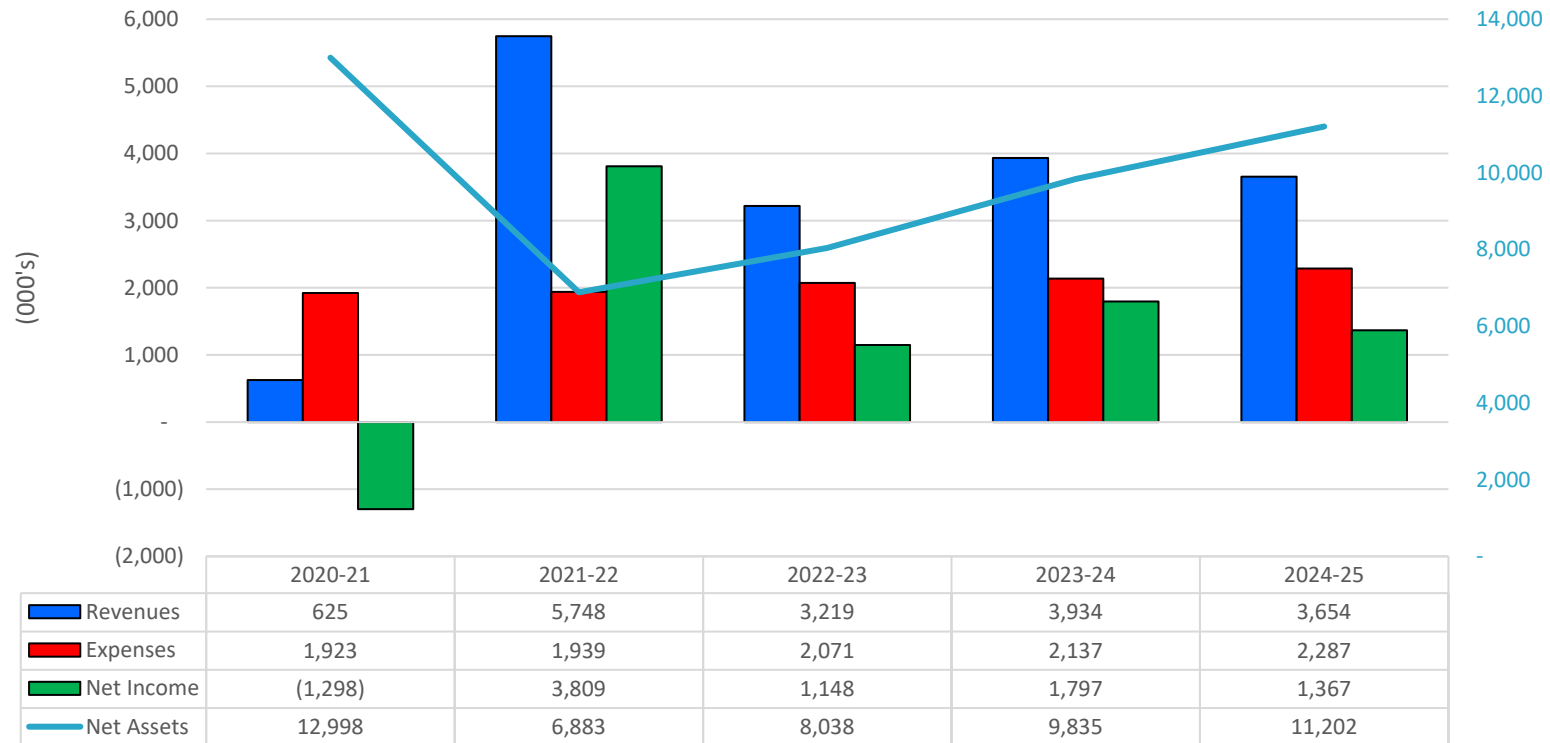


Achievement:

Continued to manage an increased number of returning parkers with a decreased number of parking spaces; and maintained a strong partnership with TPASC offering overflow parking, amongst construction site changes.

Challenge:

Prepare for the new parking structure long term construction closures that will impact existing north campus surface lots and traffic flow.



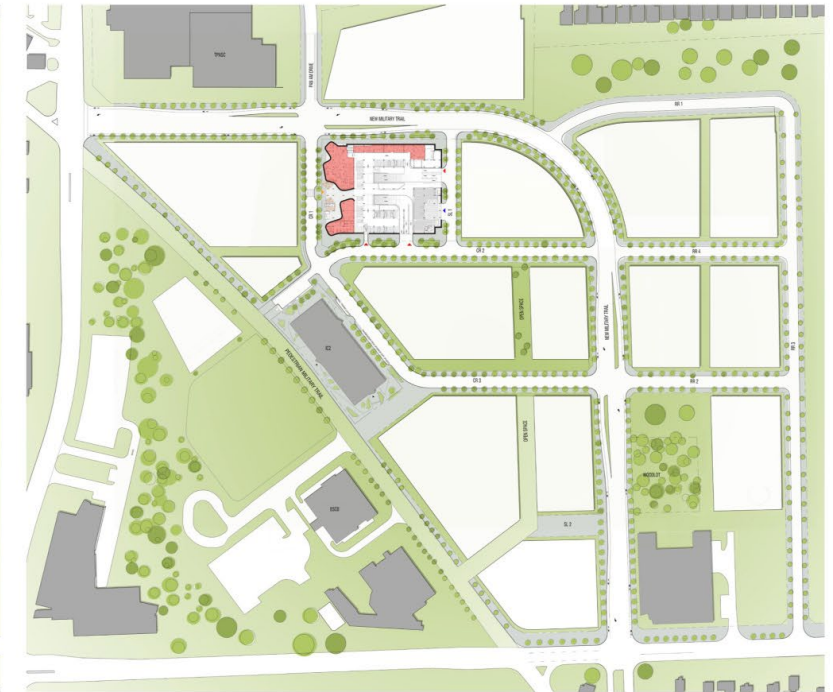
PROPOSED LOCATION

- 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

2024-25 Proposed Fees

<u>DESCRIPTION</u>	<u>LOT</u>	<u>2023-24</u> Approved	<u>2024-25</u> Proposed	<u>% Change</u>
PERMITS:				
<u>South Lots:</u>				
Annual, South Lots C, D Employee Premium	C, D	\$1,880.26	\$2,068.29	10.0%
Annual, South Lot B ("Ring Road") Employee Summer Term	B	\$1,692.25	\$1,861.47	10.0%
Residence, Fall/Winter Term	C, D	\$376.08	\$413.68	10.0%
Residence, Winter Term	C, D	\$1,331.16	\$1,464.28	10.0%
Residence, Summer Term	C, D	\$745.45	\$820.00	10.0%
Evening Payroll, Employee Annual	C, D	\$332.81	\$366.09	10.0%
		\$867.88	\$954.67	10.0%
<u>North Lots:</u>				
Annual North Lot, Premium (Lot K)	K	\$1,880.26	\$2,068.29	10.0%
Annual North Lot, Payroll Employee	G, H, J	\$1,446.39	\$1,591.03	10.0%
Student, Fall/Winter	G, H, J	\$1,156.26	\$1,271.89	10.0%
Monthly Student North Lot Permit	G, H, J	\$161.88	\$178.06	10.0%
Fall or Winter Term	G, H, J	\$647.51	\$712.26	10.0%
Summer Term	G, H, J	\$290.13	\$319.14	10.0%
Centennial Permit (September to May)	G, H, J	\$1,156.26	\$1,271.89	10.0%
Centennial Fall or Winter Term Permit	G, H, J	\$647.51	\$712.26	10.0%
Centennial Summer Permit	G, H, J	\$290.13	\$319.14	10.0%

PARKING SERVICES



2024-25 Proposed Fees, continued ...

<u>DESCRIPTION</u>	<u>LOT</u>	<u>2023-24</u> Approved	<u>2024-25</u> Proposed	<u>% Change</u>
CASH PARKING:				
<u>South Lots:</u>				
Peak period hourly rate	A	\$ 4.84	\$ 5.30	9.6%
Flat Rate, Evening		\$ 8.47	\$ 9.30	9.8%
Flat Rate, Weekend		\$ 8.47	\$ 9.30	9.8%
Summer conference - daily rate		\$ 7.26	\$ 7.99	10.0%
Summer conference - youth bed rate		\$ 1.75	\$ 1.93	10.0%
<u>Instructional Center Lot K: Currently Permits Only</u>				
Flat Rate, Day	K	\$ 19.36	\$ 21.20	9.5%
Flat Rate, Evening		\$ 8.47	\$ 9.30	9.8%
Flat Rate, Weekend		\$ 8.47	\$ 9.30	9.8%
<u>Lots F, G and H (North Lots):</u>				
Flat Rate, Day	F, G, H	\$ 12.10	\$ 13.30	9.9%
Flat Rate, Evening		\$ 7.26	\$ 8.00	10.1%
Flat Rate, Weekend		\$ 6.05	\$ 6.65	9.8%

THANK YOU AND QUESTIONS