

**University of Toronto Mississauga  
Conference Services  
Operating Plan 2012-13**

**Management Report**

**(a) Overview of Mission, Issues and Services**

**Objectives**

- To manage the room bookings and place catering orders for all UTM departments and groups.
- 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.

**Operating Challenges and Issues**

- Effective utilization 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. The event and meeting space needs of the community will be increasingly challenged through the closure of Spigel Hall in the future unless the appropriate replacement of this meeting and event capacity is developed at UTM.
- Increasing external sales and operating contributions:
  - while meeting the temporary use of space guidelines
  - while UTM continues to experience a shortage of meeting and conference space
- To work collaboratively with campus space planners to ensure sufficient event, meeting and conference space is made available as the campus opens new buildings and redevelops the Davis Building.

**Service**

Conference Services provides conference arrangements, including accommodations and food arrangements, for a very diverse group of customers including youth groups, professional groups, academic departments, governmental groups and sports teams.

**(b) 2011-12 Operating Plan and Experience**

Total revenue is expected to be \$884 lower than the original budget. The marginally higher accommodation revenue of \$10,248 and food revenue of \$7,726 serve to offset the shortfall of \$22,502 in facilities rental. This facilities rental shortfall is due to a reduction of room bookings by professional school preparation courses such as Princeton, Kaplan and CMA.

**Salaries, wages and benefits** are \$3,822 higher than the budgeted level.

The **total direct operating expenses** are \$11,190 higher than budget due to:

- The higher Conference Food expense is related to the marginally higher catering revenue.
- The higher Conference Accommodations expense related to the marginally higher than budgeted conference revenue.

The **operating result before transfers** is expected to be \$94,237 which is \$10,038 lower than budget.

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 \$450,152 at the end of 2011-12.

**(c) 2012-13 Budget**

The Conference Services Budget for 2012-13 reflects a conservative approach to operational and financial planning. Although Conference Services is awaiting final word on bids for a couple of conference groups, the budget can not assume the associated revenue. Resultantly, total revenues are projected to be \$1,090,242.

**Salaries, wages and benefits** are budgeted to increase as an allocation is added to the operating statement for the replacement of the manager that was not replaced upon retirement in 2010.

**Total direct operating expenses:** The expenses for this ancillary are largely variable; that is that they are directly proportional to the revenue. The total direct operating expenditures are budgeted to be \$883,867.

The operating result before transfers is budgeted at \$93,776.

A transfer out of the Conference Ancillary to the University Operating Budget of \$100,000 is planned.

The total closing fund balance is budgeted to be \$443,928 at the end of 2012-13.

**(d) Categories of Users and Accessibility**

Conference services are used by both external and internal groups. Conference Services continue to juggle the needs of internal and external customers to maximize revenues while still providing quality service to our internal customers.