



Management Report 2011-2012 Student Housing & Residence Life

Mission Statement

- Energize. Engage. Educate.

Objectives

- To provide a safe, clean and comfortable living environment for UTM students;
- To encourage the creation of an inclusive and highly supportive living environment that advances the academic mission of the University by encouraging respect for critical and independent thought, intellectual discussion, and academic achievement;
- To foster the development of a vibrant student community that values inclusion, respect, integrity, and involvement, through the provision of opportunities for co-curricular involvement and leadership;
- To facilitate the overall development of residence students by providing educational and developmental programs that enhance all dimensions of their developmental experience;
- To continue to grow in our understanding of residence students and their experiences, through ongoing assessment and redesign of programs, services and partnerships;
- To meet all financial objectives and manage a fiscally responsible budget that balances our ancillary priorities with our commitment to student learning and success.

Strategic Priorities

1. Maintenance and continued improvement of service delivery to undergraduate and graduate students living on campus, in support of the academic mission of the University;
2. Provide a range of housing options for single undergraduate students, students with families, graduate students and professional graduate students;
3. Maintain an undergraduate rate structure that is competitive with the undergraduate housing market (within the University of Toronto and as compared to other university campuses in the province) so as to enhance student recruitment and retention;
4. Maintain a rental rate structure for family and graduate housing that provides affordable accommodation, relative to the private rental housing market in Mississauga, to support student recruitment and retention in UTM undergraduate and graduate programs;
5. Forecast and plan for anticipated fluctuation in utility rates and the need to grow reserves in order to maintain an aging capital inventory;
6. Meet University of Toronto guidelines for ancillary budgets:
 - i. Operating without a subsidy from the University operating budget.
 - ii. Including 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.

2011-2012 Operating Plan Forecast

The *Operating Result Before Transfers* is projected to be a surplus of \$540,459, which is \$193,069 better than budget. The reasons for this variance are detailed in the following *Highlights* section, but are primarily related to a savings related to *Salaries, Utilities, Communications Costs, and Loan Principal and Interest Expenses*. The *Total Fund Balance-Closing*, shown on Schedule 2, is a forecast cumulative deficit of \$3.99M a result of rapid expansion of student residences since 1999, including the addition of 812 new undergraduate beds to support the campus' enrollment expansion plan.

Highlights from 2011-2012 Include:

Revenues:

- Occupancy (number of beds occupied) for 2011-2012 is expected to be slightly above projections of 95%. As a result, a positive variance to *Residence Fees – Fall/Winter Session* of \$18,873 will be realized;
- Summer occupancy was higher than projected with increased demand and availability, leading to a *Residence Fees – Summer Session* surplus of \$94,598;
- A \$27,436 shortfall in *Other Income* is primarily a result of lower than anticipated utility recoveries.

Expenses:

- *Salaries, Wages & Benefits* will come in lower than planned by \$29,448, resulting from short term vacancies within the ancillary;
- *Utilities* show a positive variance of \$47,652 resulting from updated projections provided from Business Services;
- *Communication Costs* show a positive variance of \$57,799 a result of changes to cable services;
- *Annual and Major Maintenance* collectively are projected to be higher than plan by \$29,571, resulting primarily from an increase in engineering, which reflect a more accurate estimate of the engineering time associated with the ancillary operation;
- *Loan Principal and Interest Expenses* came in lower than planned by \$43,913, resulting from Oscar Peterson Hall unspent capital funds, which have been applied to the outstanding mortgage;
- *Other Miscellaneous Expenditures* is \$44,520 higher than planned, due to current bad debt expense balance from student accounts held by collections for periods longer than 12-months. This bad debt expense balance will be reflected in future planning;

2012-2013 Operating Plan Proposal

Student Consultation

The University of Toronto Mississauga Student Housing Advisory Committee (SHAC) provides residence students with a forum to voice opinions and ideas for the UTM Department of Student Housing & Residence Life, and serves to facilitate bi-directional communication between students and housing staff. Elected student representatives (for membership, please see Appendix A) provide input and feedback on matters pertaining to housing services, programming for students, resources and departmental budget priorities. The 2011-2012 UTM Student Housing Advisory Committee met and consulted on four occasions as a group in the fall semester regarding the department's budget and to get feedback on:

- Student needs in undergraduate, graduate, bachelor & family communities;
- Housing policies, services, judicial, customer service and engagement issues;
- Budgetary priorities for the department and housing fee consultation;
- Advocacy for positive student behaviour in support of their academic success; and
- Student-focused marketing and communications within housing.

In consultation with the SHAC, recognizing the unique challenges related to the ancillary in the upcoming budget year, the SHAC recommends this budget, as presented.

Proposed Operating Plan

The 2012-2013 budget continues to improve upon the ancillary's ability to meet the capital expansion guideline outlined by the University of Toronto. The budget reflects a positive operating result of \$592,236 in 2012-2013, the sixth year following capital expansion.

Highlights for 2012-2013 Include:

Revenues:

- Continued occupancy and *Residence Fees – Fall/Winter Session* revenue projections of 95%;
- *Residence Fees – Summer Session* revenues are projected based on the increase in demand for summer housing experienced in previous years. The operation is projecting that summer demand will remain strong in future years;
- *Commissions & Other Incomes* that reflect the anticipated conference business, and a \$2.00 per connection monthly increase in *rezNET* fees to continue funding the expansion of wireless infrastructure.

Expenses:

- *Salaries, Wages & Benefits* reflects salary and benefit increases related to renegotiated collective bargaining agreements affecting unionized staff, and the addition of two new unionized student summer caretaking positions, which will result in reduced *Cleaning Costs*;

- Decreases in *Communication Costs* are a result of reduced cable services, and an increase in rezNET fees paid to UTM Computing Services;
- Combined *Annual and Major Maintenance* expenses will increase in this budget year, primarily to address issues related to the construction of Erindale Hall, and ongoing electrical improvements in Schreiberwood;
- A \$10,000 financial need based bursary fund for housing has been established under *Other Miscellaneous Expenditures* to assist residence students facing financial barriers;
- An increase in *Departmental/College Overhead Charges* is budgeted to accommodate increases in Campus Police services for residence.

Fees

Residence fees are planned to increase at a rate of 5% for the 2012-2013 budget year. Occupancy will remain at a 95% projection based on historical occupancy data for the operation.

The ancillary's long-range plans remain on pace to turn a positive total fund balance in year 9 (2015-16) of the plan.

APPENDIX A

University of Toronto Mississauga Student Housing Advisory Committee Membership

Student representatives are appointed or selected from various student groups on campus. Membership is comprised of:

Two (2) Graduate/Bachelor Student Representatives (Graduates Appointed by University of Toronto Mississauga Association of Graduate Students);

Jayed Atallah

TBD

One (1) Family Representative (Appointed by Student Housing & Residence Life)

James Burns

Six (6) UTM Residence Council Representatives – Three (3) Executives and three (3) Community Representatives (Undergraduates Appointed by Residence Council)

Nana Zhou

Gina Lai

Shezin Chatur

Lelvin Chu

Jill Kennedy

Judy Ho

One (1) Residence Life Staff Member (Undergraduate Appointed by Residence Life Staff)

Sandra Ramirez

Students looking to share feedback or input on matters pertaining to housing services, programming for students, resources and departmental budget priorities, are encouraged to contact their area representative(s).