

**University of Toronto at Mississauga  
Conference Services  
Operating Plan 2012-13 and 2013-14**

**Management Report**

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

**Objectives**

- To manage the room bookings and place catering orders for all UTM departments and groups; to increase departmental operating efficiency through the provision of this one stop service.
- 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.
- To increase campus activity in the spring/summer:
  - contributing to a vibrant campus;
  - providing increased employment opportunities for campus service staff;
  - stabilizing the annual work cycle of this typically seasonal campus group.

**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 until an appropriate meeting and event location is developed at UTM.
- 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.
- Increasing external sales and operating contributions:
  - while meeting the UofT temporary use of space guidelines.
  - while UTM continues to experience a shortage of meeting and conference space.

- To maintain the historical operating results before transfers contribution in light of:
  - reduction in accommodation (residence rooms) available to conferences due to maintenance of residence buildings
  - the reassignment of accommodation (residence rooms) to spring/summer session resident students.

**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) 2012-13 Operating Plan and Experience**

Total revenue is expected to be \$134,766 lower than the budget. This is due primarily to revenue shortfalls in food revenue of \$80,738 and facilities rentals of \$39,039. These shortfalls are due to a reduction of room bookings by external groups and the general overall reduced availability of classroom and event space on campus.

**Salaries, wages and benefits** are \$31,555 lower than budgeted level.

The **total direct operating expenses** are \$106,460 lower than budget primarily due to the lower Conference Food expense - which has been driven by the lower catering revenue.

The **total indirect operating expenses** are as budgeted but are \$21,305 higher than the 2011-12 actual expense.

The **operating result before transfers** is expected to be \$65,470 which is \$28,306 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 \$425,718 at the end of 2012-13.

**(c) 2013-14 Budget**

The Conference Services Budget for 2013-14 reflects a conservative approach to operational and financial planning.

The number of accommodation units will be significantly decreased for the 2013-14 operating season. This is due to:

- the required maintenance on Erindale Hall.
- the fact that Roy Ivor Hall will be used for UTM summer session students.

- a portion of the dormitory rooms in OPH will be used for students in other academic programs (such as the ACE program).

The units available to Conference Services for 2013-14 are the non-air-conditioned townhouse units and a little more than 300 air conditioned dormitory rooms to market to conference groups.

Additionally, although Conference Services is awaiting final word on bids for a few conference groups, the budget can not assume the associated revenue. Resultantly, total revenues are projected to be \$977,049.

**Salaries, wages and benefits** are budgeted to increase as an allocation is added to the operating statement for the replacement of the vacant manager position.

**Total direct operating expenses:** The expenses for this ancillary are largely variable; they are directly proportional to the revenue. The total direct operating expenditures are budgeted to be \$865,603.

**Total Indirect Operating expenses:** The expenses in this category will be \$108,713.

The operating result before transfers is budgeted to be \$ 2,733.

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 \$328,451 at the end of 2013-14.

**(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.