

**Management Report 2012-2013**  
**Student Housing & Residence Life**

**Mission Statement**

The University of Toronto Mississauga department of Student Housing & Residence Life advances the mission of the University by creating a holistic student experience that promotes academic and personal success. We provide facilities that are safe & secure, well-maintained, and competitively priced in an effort to foster a supportive community that values diversity, equity, and inclusion. Informed by research & assessment, we offer innovative programs & services that enhance student learning & development. Our peer-based approach, dedicated professional staff, and collaborative attitude contribute to a unique and unparalleled student *experience*.

**Strategic Priorities as per the Service Ancillary Review Group (SARG)**

- i. Operate without a subsidy from the University operating budget.
- ii. Include 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.

**2012-2013 Operating Plan Forecast**

The *Operating Result Before Transfers* for the University of Toronto Mississauga (UTM) department of Student Housing & Residence Life is projected to be a surplus of \$263,410, which reflects a negative variance of \$328,826 than budget. The reasons for this variance are detailed in the following *Highlights* section, but are primarily related to additional expenses from two capital renewal projects (Erindale Hall & Schreiberwood), impacting *Annual & Major Maintenance* expenditures. The *Total Fund Balance-Closing*, shown on Schedule 2, is a forecast cumulative deficit of \$3.36M, which is primarily the result of rapid expansion of student residences between 1999 and 2007, which included the addition of 812 new undergraduate beds to support the campus' enrollment expansion plan.

*Highlights for 2012-2013:*

Revenues:

- Occupancy for 2012-2013 will meet projections at 95%, however there continues to be increased demand for undergraduate accommodations and lower than projected demand for family housing. Furthermore, there were unanticipated revenue losses from the Schreiberwood townhouse refurbishments project, which exceeded anticipated timelines;
- Summer occupancy was significantly higher than projected. Budgeted numbers were projected anticipating a decrease in demand with summer accommodations located in non-air conditioned units, however because of the availability in course offerings, and increased availability of accommodations, demand increased. The introduction of Summer ACE Program students also contributed to additional summer revenues;
- An increase in *Other Income* was realized from increased rezNET user connections, non-refundable deposit defaults, and better than expected conference revenues.

Expenses:

- A positive variance in *Salary, Wages & Benefits* will be realized as a result of intentional delays in hiring of position vacancies;
- Anticipated savings in *Utilities* can be attributed to decreased utility usage over the summer months, and lower than projected utility rates;
- *Annual & Major Maintenance* collectively are projected to be higher than planned, primarily due to additional costs associated with the brick and roof parapet repairs for Erindale Hall and the capital renewal costs to update seven (7) Schreiberwood townhouses with improved electrical panels, wiring & fixtures, renovated bathrooms, new kitchen cabinets & appliances, and roofing & insulation;

- Increased expenses in *Furniture & Equipment Depreciation* were realized as a result of necessary furniture purchases to accommodate the conversion of five (5) MaGrath Valley townhouses to undergraduate accommodations;
- The increase in *Facilities & Services Overhead Charges* reflects the costs associated with the transfer of residence facilities management responsibilities to Facilities, Management & Planning.

Other:

- In consultation with department stakeholders, the housing ancillary developed a new mission statement (previously noted) and established a clearly defined commitment to student learning & development;
- To better support the increasing mental health challenges facing residence students, in partnership with the Health & Counselling Centre, student residence life staff now participate in biweekly discussion circles with personal counselors around themes related to personal and community mental health & awareness;
- In an effort to engage our students with the local Region of Peel community, a new Alternative Reading Week community engagement initiative has been established for residence students.

### **2013-2014 Operating Plan Proposal**

The 2013-2014 budget continues to work towards the ancillary's commitment to meet the capital expansion guideline outlined by the University of Toronto. The budget reflects a negative operating result of \$1.2M in 2013-2014, and a *Total Fund Balance-Closing*, shown on Schedule 2, forecasting a cumulative deficit of \$4.56M, the seventh year following capital expansion. The UTM Student Housing Advisory Committee, recognizing the unique challenges related to the ancillary in the upcoming budget year, recommends this budget as presented.

#### Student Housing Advisory Committee

The UTM Student Housing Advisory Committee (SHAC) provides students with a forum to voice opinions and ideas for the University of Toronto Mississauga department of Student Housing & Residence Life, and serves to facilitate bi-directional communication between students and housing staff.

Student advisors (Appendix A) provide input and feedback on matters pertaining to housing services, programming for students, resources and departmental budget priorities. Areas of interest for which student feedback and discussion is invaluable include:

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

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).

#### Highlights for 2013-2014:

Revenues:

- Increased *Residence Fees – Fall/Winter Session* revenue projections based on occupancy of 96%, up from 95%, as a result of the conversion of MaGrath Valley townhouse units to undergraduate accommodations, in an effort to meet and adjust to market demand;
- *Residence Fees – Summer Session* revenues are projected higher based on the increase in demand for summer housing experienced in recent years, and with the anticipated use of air-conditioned Roy Ivor Hall apartments for full-summer accommodations. The operation is projecting that summer demand will remain strong in subsequent years;
- *Commissions & Other Incomes* primarily reflect the anticipated conference business, and rezNET revenues.

Expenses:

- *Salaries, Wages & Benefits* reflect increases related to contractual obligations, the addition of a Residence Counsellor, reporting to both the department of Student Housing & Residence Life and Health & Counselling Centre, to provide residence students, and the department, with increased preventative and crisis mental health support, and the addition of a part-time Caretaker;
- Combined *Annual and Major Maintenance* expenses will significantly increase in this budget year, primarily to address issues related to the necessary repairs for Erindale Hall, including the completion of repairs to the brick & roof parapet, and repairs to 85 bathroom shower stalls. Additionally, major expenses will be realized for

reinvestment in Erindale Hall and Oscar Peterson Hall chiller compressors, and Roy Ivor Hall air-conditioning units;

- Increases in *Furniture & Equipment Depreciation* expenditures are a result of furniture purchases for the conversion of MaGrath Valley townhouse units to undergraduate accommodations, and the amortized costs associated with the ancillary's new residential management system, StarREZ, which will provide a streamlined student customer experience, with the impending implementation of the Next Generation Student Information System (NGSIS), Acorn, and the University of Toronto MyRez Portal;
- An increase in *Finance Charges* reflects the costs associated with variance in negative net operating results, shown on Schedule 2;
- *Department/College Overhead Charges* reflect an increase as a result of rising residence related services provided by Campus Police.

Other:

- To accommodate the flexible needs of graduate & family tenants, the ancillary will implement a 60-Day Notice of Termination option, which will allow for an early release from leases while providing the ancillary enough time to find suitable tenants to occupy the unit upon vacancy;
- In an effort to assist graduate & family tenants with planning for anticipated expenses, the ancillary has budgeted to incorporate hydro rates at less than the three (3) year average, based on the particular style of townhouse unit, into the fixed housing rate. Previously, tenants received monthly hydro bills, which generally fluctuate in costs as a result of the weather conditions, which proved challenging financially for many tenants in the winter months.

Fees

Residence fees are planned to increase at a rate of 5%\* for the 2013-2014 budget year. Projected occupancy will increase to 96% projection, reflective of operational changes to meet market demand.

The ancillary's long-range plans remain on pace to turn a positive total fund balance in year 9 (2016-2017) of the plan.

\* Two (2), three (3), and four (4) bedroom townhouses within family & graduate housing will increase at a rate of 5% prior to incorporating hydro fees into the fixed costs of residence. As a result, the combined fee for these units will increase at a rate greater than 5%, but will result in a net savings of approximately \$120 for the average tenant annually.

## 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 within Residence  
(Appointed by the University of Toronto Mississauga Association of Graduate Students)

*Ernest Prack*

*Lauren Barth*

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

*Samra Younus*

Six (6) Undergraduate Representatives  
(Appointed by the UTM Residence Council)

*Jack Liao*

*Elizabeth Kim*

*David Zheng*

*Elaine Guo*

*Nancy Deng*

*Terrance Ge*

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

*Kristen Wantuchowicz*

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).