ATTENDEES:
Andrew Sharman, Vice-President (Facilities and Operations), Chair
Andre Costopoulos, Vice-Provost and Dean of Students (delegate Sarah Wolgemuth, Assistant Dean)
Benjamin Curry, President of the Augustana Student Association (via phone)
Sylvia Fong, Senior Financial Officer, FGSR (delegated by Heather Zwicker, Vice-Provost and Dean (FGSR))
Katherine Huising, Associate Vice-President, Ancillary Services
Masoud Khademi, GSA Vice-President External (delegated by the President of the Graduate Student Association)
Ilya Ushakov, SU Vice-President Student Life (delegated by the President of the Students Union)

GUEST:
Janice Johnson, Assistant Dean of Students – Residence Life
Delphi Kozmeniuk, Assignment Supervisor, Residence Services

1. **Meeting called to order** at 3:05pm
   Everyone introduced themselves to the committee.

2. **Review Terms of Reference**
   The committee reviewed the RBAC terms of references and made the following updates:

   **Purpose:**
   Add reference to the institutional strategic plan to the last sentence of this section.  “Ancillary Services budgeting process and those budgeting issues that have a direct impact on students in residence in accordance with the Institution’s Strategic Plan”.

   **Committee Mandate:**
   Second bullet needs to be changed from”…planning and development process as they relate to student rents and meal plans.” to “….planning and development process as they relate to student rents and meal plans rates.  This work will align with the processes outlined in the Student Participation Handbook.”

   Third bullet “Assist the students and senior administration in developing common strategies in approaching government on matters relating to the availability of student housing” should be removed from the terms of reference until endorsed by the Residence Oversight Committee (ROC). This bullet will be removed once ROC has met and accepted this.

   Fifth bullet, need to clarify that rent and meal plans only go to the Board if there are changes and will continue to be discussed with this committee.

   RBAC will approve final changes at the September 28th meeting and then these terms of reference will be sent to ROC for their consideration.
Residence Budget Advisory Committee (RBAC)

Terms of Reference

1. **Purpose**

The Student/University Administration – Residence Budget Advisory Committee (RBAC) is the student and senior administrative committee that ensures open and effective communication between the students and senior administration, in relation to Residence Ancillary Services budgeting process and those budgeting issues that have a direct impact on students in residence rent.

2. **Committee Mandate**

The Student/University Administration – R-BAC will:

- Consult and discuss proposals with consideration to the institution’s guiding documents.
- Consult, review, consider and discuss issues affecting Residence Ancillary Services’ budget planning and development process as they relate to student rents and meal plans.
- Assist the students and senior administration in developing common strategies in approaching government on matters relating to the availability of student housing.
- Ensure the effective communication between the organizations and offices represented on the Committee.
- Discuss the Residence Fees (rent and meal plans) prior to changes in fees being brought forward to the Board on an annual basis.

3. **Committee Composition**

The committee shall consist of the following standing and resource members:

**Standing Members**
Vice President, Facilities and Operations, Chair
Vice-Provost and Dean of Students or designate
Dean, Faculty of Graduate Studies and Research or designate
President, Graduate Students’ Association (GSA) or designate from executive
President, Students’ Union (SU) or designate from executive

Commented [WU1]: Should this move to ROC?
President, Augustana Students’ Union or designate from executive
President, Council of Residence Associations or designate from executive

Resource Personnel
Associate Vice President, Ancillary Services
Assistant Dean of Students, Residence Life
Director, Hospitality Services, Ancillary Services
Director, Operations, Ancillary Services
Director, Finance, Facilities and Operations
Finance Supervisor, Ancillary Services

4. **Committee Meetings**

The Student/University Administration – R-BAC will meet at least twice annually at the call of the Chair with meetings to coincide with the budget planning cycle of the University.

Meetings of RBAC are supplemented by meetings of the Vice President, Facilities and Operations, the Dean of Students, the Director, Residence Services and the Executive Director, Ancillary Services with stakeholders.

5. **Secretariat**

The Office of the Vice-President, Facilities and Operations will provide secretariat support to the committee.

Official records of the committee’s deliberations will be held by the Office of the Vice-President, Facilities and Operations. The records of the Committee will be subject to the provincial FOIPP legislation and comply with the records retention schedule of the Office of the Vice-President, Facilities and Operations.
Residence Budget Advisory Committee (R-BAC)

2017 Meeting Schedule/Agenda Focus

September 14

- Review Terms of Reference
- Discuss schedule to Board of Governors’ presentation (March 2018)
- Review proposed agendas for RBAC
- Residence Occupancy numbers (history and current)

September 28

- Presentation and discussion on Residence Life Budget
  - history
  - pan-Canadian evaluation/comparison

October 12

- Presentation and discussion on Residence Services Budget
  - history
  - pan-Canadian evaluation/comparison

October 26

- Presentation and discussion of Dining Services Master Plan
  - history
  - pan-Canadian evaluation/comparison

November 9

- Presentation from Augustana
- Presentation of projected 2018-19 rate structure for accommodation and meal plan

November 23

- Review and evaluate presentations to date

December 7

- Role of R-BAC and opportunity to combine work with other budget groups related to students (i.e. Tuition Task Force and the MNIF Budget Advisory Committee)

December 21

- TBD
Mandate of a Campus Ancillary

Ancillary Services does not receive any operating or capital funding and is required to:

• Operate on a break even basis and cover all its operating costs, including administrative costs.

• Generate sufficient funds to build operational and capital reserves to manage expansion, renewal, and address deferred maintenance.

• Fund financing costs and debt repayments for the mortgages taken for construction purposes.
For the Public Good…

Experience
Create and facilitate co-curricular and extracurricular learning experiences for undergraduate and graduate students that enable their self-discovery and give them the skills to use their talents, creativity, and curiosity to contribute as future citizens and leaders.

Strategy:
Increase the opportunities for all undergraduate and graduate students to experience the benefits of living on campus, including guaranteeing the offer of a place in residence to every first-year undergraduate student.
Commitment

President David Turpin announced two major initiatives during his November 2015 installation as the 13th president of the U of A.

In recognizing that the university must do more to meet the needs of First Nations, Métis and Inuit students, the university intends to build the Maskwa House of Learning on North Campus. “[It] will be a space where Indigenous students can find and create a home on campus,” Turpin said in his installation speech.

Also, beginning next fall (2016), first-year students admitted to the U of A will be guaranteed a place in residence, he announced. The aim is to help draw students from across the province, the country and the world and “make them feel at home.” Studies show living in residence increases student involvement in the university community and improves academic success, he noted.
Inventory

As of September 2017
- 4545 spaces
- 13% of full-time enrolment (Undergraduate and Graduate)
  – based on 2016 stats.

As of September 2018 (Opening of Lister 5 and ECV 9)
- 5262 spaces
- 15% of full-time enrolment (Undergraduate and Graduate)
  – based on 2016 stats.

Augustana
- Additional 524 spaces
Internal Factors

• Identified 11 month lease is an issue for some students.

• Looking at 4 month blocks

• Facility issues
Overall Capacity vs Actuals

- **Capacity**
- **Actual**

<table>
<thead>
<tr>
<th>Year</th>
<th>Capacity</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>4500</td>
<td>4400</td>
</tr>
<tr>
<td>2014</td>
<td>4400</td>
<td>4300</td>
</tr>
<tr>
<td>2015</td>
<td>4300</td>
<td>4200</td>
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<td>2016</td>
<td>4200</td>
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<tr>
<td>2017</td>
<td>4100</td>
<td>4000</td>
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</table>
Alder/Linden
Aspen/Maple

![Bar chart showing the comparison between capacity and actual usage from 2013 to 2017. The data shows a consistent increase in capacity over the years, with actual usage slightly below capacity in each year.](image-url)
Graduate Residence

2013: Capacity 230, Actual 225
2014: Capacity 230, Actual 225
2015: Capacity 230, Actual 225
2016: Capacity 230, Actual 225
2017: Capacity 230, Actual 225
International House

Capacity

Actual
Lister Centre

Capacity vs. Actual

- 2013: Capacity 1800, Actual 1700
- 2014: Capacity 1800, Actual 1700
- 2015: Capacity 1800, Actual 1700
- 2016: Capacity 1800, Actual 1700
- 2017: Capacity 1800, Actual 1700

0 200 400 600 800 1000 1200 1400 1600 1800 2000

2013 2014 2015 2016 2017

Capacity
Actual
Residence Saint-Jean

![Graph showing capacity and actual numbers for Residence Saint-Jean from 2013 to 2017.]
Ongoing Occupancy Management

Ensuring 1st Year Guaranteed Spot
- October 1 Bundled Application and Offer with RO’s Office
- December 1 – Open to everyone else.

11 month contracts
- Evaluating option to move to 4 month blocks (4, 8, 12 month leases)
- International students
- Coop students
Questions?
UNIVERSITY OF ALBERTA
ANCILLARY SERVICES
ATTENDEES:
Andrew Sharman, Vice-President (Facilities and Operations), Chair
Sylvia Fong, Senior Financial Officer, FGSR (delegated by Heather Zwicker, Vice-Provost and Dean (FGSR))
Masoud Khademi, GSA Vice-President External (delegated by the President of the Graduate Student Association)
Ilya Ushakov, SU Vice-President Student Life (delegated by the President of the Students Union)
Janice Johnson, Acting Associate Vice-President, Ancillary Services (delegated by Katherine Huising, AVP, Ancillary Services)
Katherine Zwicker, Manager of Student Affairs (delegated by the Dean of Students)

GUESTS:
Geoff Rode, Director of Operations, Ancillary Services
Laura Huxley, Residence Area Coordinator – Residence Life

ABSENT:
Benjamin Curry, President of the Augustana Student Association

1. **Meeting called to order** at 3:01pm
   With new delegates and guests present, everyone introduced themselves to the committee.

2. **Agenda**
   No changes to the meeting agenda.

3. **Review and approve September 14, 2017 minutes**
   Draft minutes from the September 14, 2017 RBAC meeting were approved without changes. A. Sharman indicated the approved minutes will be available online.

4. **Review updated Terms of Reference**
   A. Sharman invited comments on the revised RBAC Terms of Reference. No comments were provided; however, I. Ushakov indicated the committee may need to revisit later. Revised Terms of Reference are approved.

5. **Residence Life Presentation**
   J. Johnson showed a presentation on Residence Life and provided hard copies of the Community Development Plan. There was some discussion on the new compensation model for Residence Assistants and the estimated increase in staffing costs due to Bill 7 and the Non-Academic Staff Association (NASA)

   It was asked if there will there be a discussion about reviewing the RA compensation rates next year and suggested the possibility of programming collaboration with SU and GSA to reduce costs for Residence Life. J. Johnson answered that RA positions need to be attractive and viable as live-in staff. RAs receive 100 hours of training for their positions.
Is there a necessity of keeping the student-to-RA ratio as is versus the additional cost of compensation? The estimated increase of $500,000 in RA compensation includes a significant contingency. Residence Life operating budget costs are allocated across Ancillary Services due to the integrated model. The UofA Board of Governors mandates and approves residence rates and increases.

G. Rode will be presenting on the Residence Operations budget at the October 12th meeting.

4. **Adjournment**

Meeting adjourned at 3:40pm.
Residence Budget Advisory Committee (RBAC)

Terms of Reference

1. Purpose

The Student/University Administration – Residence Budget Advisory Committee (RBAC) is the student and senior administrative committee that ensures open and effective communication between the students and senior administration, in relation to Ancillary Services budgeting process and those budgeting issues that have a direct impact on students in residence in accordance with the Institution’s Strategic Plan.

2. Committee Mandate

The Student/University Administration – R-BAC will:

- Consult and discuss proposals with consideration to the institution's guiding documents.
- Consult, review, consider and discuss issues affecting Ancillary Services’ budget planning and development process as they relate to student rents and meal plans rates. This work will align with the processes outlined in the Student Participation Handbook.
- Assist the students and senior administration in developing common strategies in approaching government on matters relating to the availability of student housing.
- Ensure the effective communication between the organizations and offices represented on the Committee.
- Discuss the Residence Fees (rent and meal plans) prior to changes in fees being brought forward to the Board.

3. Committee Composition

The committee shall consist of the following standing and resource members:

Standing Members
Vice President, Facilities and Operations, Chair
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President, Graduate Students’ Association (GSA) or designate from executive
President, Students’ Union (SU) or designate from executive
President, Augustana Students’ Union or designate from executive
President, Council of Residence Associations or designate from executive

Resource Personnel
Associate Vice President, Ancillary Services
Assistant Dean of Students, Residence Life
Director, Hospitality Services, Ancillary Services
Director, Operations, Ancillary Services
Director, Finance, Facilities and Operations
Finance Supervisor, Ancillary Services

Ad hoc working groups exist to support R-BAC. These include, but are not limited to, Ancillary Fees Working Group (AFWG) and the Dining Services Food Committee.

4. Committee Meetings

The Student/University Administration – R-BAC will meet at least twice annually at the call of the Chair with meetings to coincide with the budget planning cycle of the University.

Issues raised at R-BAC that are considered beyond the scope of the committee will be referred to the Resident Oversight Committee.

5. Secretariat

The Office of the Vice-President, Facilities and Operations will provide secretariat support to the committee.

Official records of the committee’s deliberations will be held by the Office of the Vice-President, Facilities and Operations. The records of the Committee will be subject to the provincial FOIPP legislation and comply with the records retention schedule of the Office of the Vice-President, Facilities and Operations.
Residence Life Presentation to RBAC
Sept 28, 2017
● Who we serve
● Who we are
● Why live in residence
● Res Life Programming & Supports
● Challenges
● Budget considerations
● Why fund res life programming
Who We Serve

Residence Life serves the over 5,000 students who live in our residence buildings on the North and South Campuses, Campus St Jean, as well as at Augustana.

Graduate Students:
- make up 20% of students in residence.
- of these 72% are international students (compared to 35% of the total graduate student population)

Undergraduate students:
- First year students represent 37% of the students in residence, 45% of whom are international
- Upper year undergraduates are the largest population in residence at 43%, international students = 40% of these
- International undergraduates make up 13% of the overall undergraduate population on campus

Last year students from 121 different countries lived in our residences
For the Public Good

23.ii Build, operate and maintain undergraduate and graduate student housing to support our students academic success and sense of belonging to the university community.
All aspects of the student experience in residence are aligned within the portfolio of the ADSR:

- Assignments (how we build our communities)
- Marketing/Communications (how we speak to, between and within our communities)
- Student Success and Leadership (how we enhance our communities and provide out of the classroom learning)
- Res life (how we sustain and support our communities)
Why live in res?

Residence Life programming and support makes the difference between a value-added residence experience, and merely living in an apartment.

It is the difference between living in a community that intentionally supports student success and well being, and living off campus.

49% of students currently living in residence lived with us last year as well.
Why live in res?

A robust Residence Life program is a key contributor to student success:

- Student academic achievement
- Student engagement
- Student well-being
- Student persistence to graduation
- Development of an enduring relationship with the resident student’s Alma Mater
STUDENT ACADEMIC ACHIEVEMENT

Research says that “when the formal and informal group norms of a residence community function to reinforce a serious and focused study environment, academic achievement is positively influenced” (Pascarella and Terenzini 1991.)

Through our curricular approach to programming, Faculty in Residence, and Academic Cohorts we are creating an academically focused environment.

69.3% of first year students living on an Academic Cohort floor self-reported that they had a GPA above 3.0, compared to 56.6% of first year students living on a non-academic cohort floor.

(EBI 2017)
STUDENT ENGAGEMENT AND INVOLVEMENT

● Research says that students living in intentionally programmed residence halls are more likely to be involved in campus clubs, participate in student government, and take on a leadership position (Inkeles et al, 2007.)

● In 2016-17 over 120 students actively participated in residence student associations, BaseCamp Day of Service had more than 800 volunteers, and over 500 students held volunteer and paid positions within residence in 2016-17 academic year.
Research says that students who live in residence halls are more likely to be aware of mental health supports, and are more likely to use them than students living off-campus. (Yorgason et al, 2008.)

Our focus on community-building creates many of those support networks. Highly trained professional staff and 160 student staff respond to hundreds of mental health issues each year – supporting students, connecting them to campus resources and providing referrals to appropriate services.

53.4% of students living in residence agreed with the statement: I feel like someone in residence cares about my well being and would notice if I were in need of assistance (EBI 2017)
STUDENT PERSISTENCE TO GRADUATION

● Research says that students living in residence halls with intentional programming, regardless of their individual characteristics, are more likely to persist to graduation than commuter students (Astin, 1999).

● Residence Life programming promotes the foundation of retention: sense of community, academic support, and social involvement.

76.6% of students indicated that living on campus positively impacted their decision to return to the University of Alberta next year. (EBI 2017)
ENDURING RELATIONSHIP WITH THE ALMA MATTER

● Research says that “residential students have a better chance than do commuter students of developing a strong identification and attachment to undergraduate life” (Astin, 1999.)

● The emotional attachment to campus from our students runs deep, as they have grown up here, and continue to be involved as ‘residence alumni’ through events such as Dodgeball, by sending their children to Lister, etc.

82.2% of students indicated that living on campus positively impacted their sense of belonging to the institution. (EBI 2017)
Residence Life Programming and Support

Each of our communities has different needs, so our programming reflects that diversity.

Over the past several years we have transitioned our programming model to a curriculum structure, in which holistic personal, social and community development, academic success, and wellbeing are targeted through a suite of programs and interventions.

Our strongest focus is on creating strong communities in residences, where the culture will reflect a focus on academic success, overall development, and care for each other.
Community Plans

● residence-specific document that outlines the learning outcomes and programming requirements for each month.

● based on external and internal guidelines, research amongst post-secondary institutions, as well as assessment data.

● guiding structure: research into student life cycle. Traces the cycle of stress and morale as it applies to a student's academic program, progression and resilience.
Community-specific focus

● **First Year Experience Program**: transition to university life, achieving academic success, community involvement, and personal growth.

● **Upper Year and Graduate Experience Program**: Focusses on the development of independence, with a further focus on cultural diversity.

● **RSJ**: All student staff and professional staff working in the RSJ Residence Life program are proficient in French and work to connect students with the French language and local French culture through intentionally designed community plans and orientation activities.
Core Residence Life Programs

- Orientation programming (Base Camp & Eastern Ascent)
- Cohort Programs (Living-Learning Communities)
- Academic Supports & Faculty In Residence
- Leadership Development Programs
- Service Learning
Residence Life – Supports for Students

Residence Life plays a key role in student support and wellbeing.

From the early detection of issues through our Resident assistants, to our full time professional staff who provide emergency on call response, and our referral protocols to campus experts, we play an active, and supportive role in student mental health and wellness, in addition to providing programming and growth/development opportunities.
Live-in front line staff

The key front-line staff in residence are the full time professional Res Life Coordinators and our RAs (student casual staff, but that doesn’t even begin to cover it!).

Staffing levels in our first year residences are comparable to peer institutions. Ratios in first year residences are generally much lower.

<table>
<thead>
<tr>
<th>Institution</th>
<th>RA:Student</th>
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<tbody>
<tr>
<td>Queens</td>
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<tr>
<td>UA overall</td>
<td>1:40</td>
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</tbody>
</table>
Life in res – on the front lines

● In addition to building communities and programming, on a typical weekend front line staff will deal with:

● Un-affiliated individuals needing to be removed from res
● Welfare checks on students of concern
● Overflowing sinks
● Dozens and dozens of lock outs
● Tracking down the source of smoke
● Mediating a roommate conflict
● Accompanying an injured student to hospital
● Vomit. Always.
Residence life – Restorative Justice

● At the heart of the restorative justice system is a community-centered approach. With students recognizing their actions as potential harms to others, and working to repair those harms.

● Over the past 6 years, our system has seen a cultural shift, towards students taking more responsibility, and understanding the impact of their actions. It has also led to a decrease in some negative behaviours.

● *We are very proud of the fact that Aug 2017 was the first time there were no evictions before move in.*
Challenges

Across North America universities are struggling to keep up with the demand for mental health support for today’s students.

- In each of the last 2 years there have been over 170 students of concern, each of whom requires significant individual follow ups and coordination with campus partners to support
Residence Life expenditures

- Programming & training: 11%
- Live-in para-professional staff (RA, SRA, Interns, FIR): 39%
- Administration: 3%
- Full-time professional staff: 46%
Challenges

- New Model for RA compensation – hourly vs monthly stipend
  - On call replaced by Community Service Shifts (+ security patrols)
  - Administrative burden of tracking hours
  - Estimated increase in staffing costs: $500,000, mostly on the difference between stipend amount and hourly totals
    - No change to staff:student ratios in 2017-18
    - Allows us to live the new model and establish the hours and costs to provide similar levels of programming and support
Conclusion: Why fund res life programing

• Living in residence at UA is about more than just renting lodging on or near campus – there is a clear value add, supported by both academic research into student success and development outcomes and by the demonstrable demand for residence accommodation.

• Residence Services exists to provide that value add option to the 5000 students who choose to live on campus. Rates must be set to support that mission, in addition to recognizing our fiscal responsibilities and operational realities.
“uplifting the whole people”

— HENRY MARSHALL TORY, FOUNDING PRESIDENT, 1908
ATTENDEES:
Andrew Sharman, Vice-President (Facilities and Operations), Chair
Andre Costopoulos, Vice-Provost and Dean of Students
Benjamin Curry, President of the Augustana Student Association (via phone)
Sylvia Fong, Senior Financial Officer, FGSR (delegated by Heather Zwicker, Vice-Provost and Dean (FGSR))
Katherine Huising, Associate Vice-President, Ancillary Services
Masoud Khademi, GSA Vice-President External (delegated by the President of the Graduate Student Ilya Ushakov, SU Vice-President, Student Life (delegated by the President of the Students’ Union)

GUESTS:
Geoff Rode, Director of Operations, Ancillary Services
Dolores March, Director, Hospitality Services, Ancillary Services

1. **Meeting called to order** at 3:01pm

2. **Agenda**
   No changes to the meeting agenda.

3. **Review and approve September 28, 2017 minutes**
   Minutes from the September 28th meeting were approved with one change to identify J. Johnson as K. Huising’s delegate at that meeting.

4. **Residence Operations – budget context (presentation)**
   G. Rode provided a presentation to the committee. This presentation will be available on the RBAC website along with the agenda and minutes. This is the third presentation in a series of Ancillary Services presentations.

   The five main points of this presentation are who we are, operating context, budget considerations, challenges and opportunities.

   Residence Operations provides a number of core services organized into three broad categories, maintenance, unit coordination and housekeeping, assignments (shared function with Residence Life).

   Ancillary Services receives an average of 1600 maintenance requests a year, or approximately 150 per month. This does not include the scheduled maintenance required on a weekly and monthly basis. The assignments team receives applications and assigns space to residents. The assignments team receives more than 6,500 applications annually.

   On slide 7, the pie chart shows a 3-year average breakdown by percentage of where the revenue comes from. The vast majority of revenue is generated from student rent. The small piece of the pie is comprised of application fees, laundry revenue, and other fees applied to residence accounts for late payment of rent and extraordinary cleaning and damage fees. Ancillary Services pays 4% in taxes to the City of Edmonton on the revenue collected in residence fees.
Residence Services is a self-funded operation and students pay for the services they receive. Ancillary Services is mandated to fund financing costs and debt repayment. A significant portion of expenses serves long-term debt. This share will increase as next year Ancillary Services will begin to draw the mortgages on Lister 5 and ECV 9. There are significant expenses associated with maintenance, including deferred maintenance and utilities.

In addition to funding operations and debt, Ancillary Services is mandated to dedicate funds to address deferred maintenance and facility renewal of its assets. Slide 10 shows the 3-year average distribution of how deferred maintenance funds are spent. This year the budget is approximately $2.5M in spending. The largest portion of the deferred maintenance spend goes directly to the stewardship of the residence properties.

At the November 9th RBAC meeting, Randal Nickel and Rob Ford from Augustana campus will do a presentation on their residences. By this date, K. Huising will have the information on the proposed residence fees for next year. The committee will discuss the fees, take two weeks to process the information and then come back on November 23rd to have a deeper discussion.

5. Adjournment
Meeting adjourned at 3:40pm.
Residence Operations Presentation to RBAC
October 12, 2017
Residence Operations Overview
Residence Operations Overview

- Who we are
- Our Operating Context
- Budget considerations
- Challenges
- Opportunities
For the Public Good

23.ii Build, operate and maintain undergraduate and graduate student housing to support our students academic success and sense of belonging to the university community.
Our Operating Context—Properties

- 4545 bed spaces in 37 buildings on North Campus, Michener Park and Campus Saint-Jean
- Increase to 5262 in Fall 2018
- 524 additional bed spaces at Augustana
- Total property assets of approximately $700M
- Oldest residence—Kelsey and Henday Halls—built in 1962
- Newest—Peter Lougheed Hall
Our Operating Context—Purpose-Built Housing

● Purpose-built student housing present environments that are touchstones supporting areas of strategic importance to the university.

● Net Area and Gross Area

Newton Place
Lister Classic
Schaffer
Pinecrest House
ECV 9
Lister 5
Our Operating Context—Rental and Other Revenue

Rental Rates are approved annually by the University’s Board of Governors
The Residence Budget—Where The Money Goes

Residence Services 3 Year Average Expenses 2015-2017

- Maintenance and Capital: 17%
- Property Tax: 4%
- 19%
- 12%
- 7%
- 7%
- 8%
- 2%
Residence Services 3 Year Average Deferred Maintenance
2015-2017

- Health Safety & Security: 70.5%
- Energy Management: 18.5%
- Stewardship & Other Projects: 11.0%
## Challenges—Inflationary Pressures

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<thead>
<tr>
<th>Alberta CPI Basket</th>
<th>U of A Residence Basket</th>
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<td>Food/Shelter</td>
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Negotiated Salary
Benefits
Utilities
Property tax
Negotiated Salary
Benefits
Utilities
Property tax
LT Debt
20%
all other expenses
52%
28%
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<tr>
<td>11-month</td>
<td>22%</td>
</tr>
<tr>
<td>Summer vacancy</td>
<td>67%</td>
</tr>
</tbody>
</table>
New Residences, Future Opportunities—Growth and Renewal

- Lister 5 and ECV 9
- Tower Renovations
- Lister Community Project
- Family Housing
Coming soon to a campus near you—Fall 2018
Lister Centre renewal
Meeting called to order
Committee introduced themselves to Hannan Mohamud, ASA Vice-President of Communications at Augustana campus.

2. Agenda
No changes to the agenda.

3. Review and approve October 12, 2017 minutes
No changes to the October 12th minutes.

4. Residence Operations – Dining Services master plan (presentation)
D. March provided a presentation to the committee. This presentation will be available on the RBAC website along with the agenda and minutes. This is the fourth presentation in a series of Ancillary Services presentations.

The presentation provided an overview of Hospitality Services but focused more on dining services. Ancillary Services does not receive any funding from the University of Alberta. It is a revenue generating unit which uses these funds to cover all operating costs, and to build a reserve to pay for things such as upgrading facilities.

During the summer the vacancy rate within Residence Services is approximately 75%. Summer accommodations is important, it maximizes the use of the space over the summer months. This helps offset the costs that would otherwise fall to students. Ancillary Services operates 13 fully furnished suites across campus (HUB, International House and PLH) primarily rented to visiting professors who are here for 3 to 6 months. In the summer, Conference Services becomes Edmonton’s largest hotel and is important to the bidding process with Edmonton Tourism and the City for large events.
Conference Services and summer accommodations both pay occupancy to Ancillary Services. Hospitality Services pays rent, utilities and janitorial services. The campus and food service landscape at the University of Alberta is rapidly evolving with the opening of Peter Lougheed Hall (PLH) this year, Lister 5 and another residence in East Campus Village opening in 2018. This past year, Hospitality Services engaged a food services and design consultant to develop a master plan for dining services. The consultation process included the Students’ Union, who are also food providers on campus.

PLH opening was a big success. From August 28th to October 24th there have been 1,824 transactions from Lister Students Meal Plan at PLH. There have been 41 paid for breakfast, 604 for lunch and 1,178 paid for dinner.

Communication with students is vital. Text ‘n Tell is a new communication tool that was implemented September 2017 for Lister. It is real time two-way communication, instant and easy for students to use. Screens in the dining hall show the incoming message and the response from our food provider.

UAlberta received the Fair Trade certification and food operations played a major role in this. Eco Stay is an accommodations sustainability initiative that Ancillary Services has been involved in since 2014 and is the first university in Canada to participate. A $2 fee is applied to a client’s bill. A portion of it is allocated to carbon offsets and a smaller portion goes to Hospitality Services for Eco Upgrades.

There is a Dining Services open house tonight at Lister where students will have an opportunity to learn about the differences between the options. I. Ushakov has been happy with the consultation process taking place between the Students’ Union and Hospitality Services. There has been a lot of discussion around the various buildings that offer dining options and the trends that are happening across campus with food outlets going up, down and student tastes changing.

Next RBAC meeting will focus on the projected rate structure for accommodation and meal plan for 2018-19 and the recommendation to the Board of Governors.

5. **Adjournment**

Meeting adjourned at 3:30pm.
Who are we?
Who do we serve?
Residents’ Dining

What’s new?
What’s next?
Our Vision
For the Public Good
23.ii Build, operate and maintain undergraduate and graduate student housing to support students academic success and sense of belonging to the university community.
Conference Services Venues

In 2016 - over 1,769 meetings with 111,000 attendees
Guest Accommodations

- Year-round accommodations
- Commuter hostel at Lister
- Summer accommodations (athletes’ village)
  - Pan Am Junior Track & Field
  - Canadian National Gymnastics Championships
  - Canadian Junior Basketball Championships
  - World Masters Games
  - International Baseball Federation (IBAF) Mens & Womens World Championships

Edmonton’s largest hotel from May to August
We serve over 55,000 clients campus-wide, in over 20 locations.

- 13 franchise locations
- 9 food court & dining hall locations
- Catering services
- 3 residence meal plans: Lister, PLH & East Campus Voluntary
- University of Alberta Cold Beverage agreement in partnership with SU
- Vending contract (5 campuses)
- Concessions at sports venues
DINING SERVICES EXPENDITURES

- Deferred Maintenance: 21%
- Service, Supplies & Insurance: 32%
- Salary & Benefits: 6%
- Occupancy: 20%
- Maintenance & Capital: 22%
Dining Services Master Plan

Key objectives of the Dining Services Master Plan:

- Align with Campus Planning
- Meet the needs of the University community
- Maximize satisfaction & participation
- Develop a strategy for capital investment
- Maximize value to University community
50% of students say that dining programs are an important factor in their decision to attend a university.

What affects a student’s experience during their time at University?

- dining services
- campus living
- social spaces

*source: aramark international*
What We Are Hearing From Students

More food literate than ever before

Food is a project to explore, share, and catalogue

Health & wellness
Fresh & high quality

Smaller meals
More snacking

Food is an experience
Want things customized to their taste

source: aramark international
Student Dining Trends

- Seek authentic cuisines and experiences
- 66% explore new foods
- 60% eat on campus
- Equate value with QUALITY
- Expect food to be highly customizable
- I want my choices to matter
- 56% prefer independents over chains
- Care about transparency
- Value sustainability
- Increased $ in spending power
- Want to know where their food comes from

source: aramark international
How We Engage With Our Students

$5 Value Meal
Mexican Rice Bowl
- Seven grain rice
- Grilled chicken
- Salsa
- Guacamole
- Crispy tortilla chips

Sampling Extravaganza!
Free Ice Cream Cookie Sandwich
@ListenMarket
March 8, 2016
5-6pm

“uplifting the whole people”
— HENRY MARSHALL TORY, FOUNDER, 1938
How We Respond To Our Students

Lister:

● open earlier for breakfast and later for dinner
● omelette station
● made to order pasta
● halal rotisserie
● dedicated vegan station
● salad bar
● different proteins at each station
How We Respond To Our Students

- Food Committee & Ambassador program
- Meal Plan maps & hours
- TXTandTELL in Lister (real-time, two-way feedback)
- RA Training & eClass page
- Base Camp session on healthy eating strategies
- Base Camp eClass module on meal plan
- #AskDSdietitian
Sustainability

★ Fair Trade Campus designation
★ Gold status in Stars program
★ Waste management program
★ Urban cultivator
★ Local purchasing
★ Composting

Sustainable products:

- Cocomels
- Joseph's Nutless Clusters
- Tega
- Da Vinci
- Doi Chaang Coffee Co.

30% of our purchasing is local & sustainable.
What’s New?

A new meal plan in a new building!

Peter Lougheed Hall All-inclusive Dining Experience

- quality & variety
- value & price certainty
- community
- health and wellness
- sustainability
★ “I am no longer worried that my daughter will not be taken care of. Thank you!”

★ “No further suggestions but only compliments. We have the best, literally the best food, service, and dining environment on campus. I cannot think of any other place that has better food than here. Great work!”

★ “I love my dining hall. Staff members are really friendly and I enjoy all the choices available.”

★ “Can the Lister Market please be similar to this in terms of food variety and flavour?”
New Voluntary Meal Plan

East Campus Dining Program
2017 - 2018
**What’s Next?**

**Overall Goals and Objectives**
- Maximizing value to residents and commuter students.
- Maximizing relationships and synergies across the campus (SUB and HUB)
- Improved relationship with the University Food Service Contractor

**Priorities and Needs of the Division**
- Limited access to capital and extent of current debt.
- Maximize financial arrangement in order to build and maintain capital reserve.
- On going concept development and innovations.
- Required capital to refresh national branded and support anytime dining.

**Growth and Changes in Conditions**
- Addition of Peter Lougheed Residence Hall (PLH) and growth in Lister residence
- Transition to an anytime dining / board meal plan
- Expiry of the 2\textsuperscript{nd} term of the agreement with the Contractor by 2020.
- Increase in minimum wages.
What’s Next?

Lister Hall Meal Plan 2018-19

We need your feedback!

The University of Alberta has a mandate to provide a meal plan that is focused on providing healthy, nutritious, and well-balanced meals—to support students’ adjustment to university life. Changes to the meal plan model are ongoing in response to student feedback as received through our annual residence satisfaction survey.

The most common challenges that Lister students report with their meal plan are:
- Running out of meal plan funds before the end of the term
- Lack of value, quality, and variety
- Lack of nutritional menu options
- Too few options for students with dietary restrictions

Proposed All-Inclusive Plan Details

*All rates are subject to approval through the UNICERT governance process

- Unlimited Access
  Lister Market Plan

- Hot Lunches
  In CAB

- Two Levels
  $4999 - 7 days*
  $4400 - 5 days*

- Meal Plan Flex
  $300 for SUB, CAF, Starbucks & more.*

bit.ly/MealPlanSurvey2017
Dining Services Vision

A new dining experience that will satisfy the food and nutrition needs of students, and make the University of Alberta a leader in Food Services.

We want our dining program to become a key factor in residence recruitment and retention.
Questions?
ATTENDEES:
Andrew Sharman, Vice-President (Facilities and Operations), Chair
Andre Costopoulos, Vice-Provost and Dean of Students
Sylvia Fong, Senior Financial Officer (delegated by Heather Zwicker, Vice-Provost and Dean (FGSR))
Katherine Huising, Associate Vice-President, Ancillary Services
Masoud Khademi, GSA Vice-President External (delegated by the President of the Graduate Students’ Association)
Hannan Mohamud ASA Vice-President of Communications (delegated by Benjamin Curry, President of the Augustana Student Association (via phone))
Ilya Ushakov, SU Vice-President, Student Life (delegated by the President of the Students' Union)

GUESTS:
Rob Ford, Supervisor, Residence and Conference Services, Augustana Campus
Janice Johnson, Assistant Dean of Students, Residences
Dolores March, Director, Hospitality Services, Ancillary Services
Randal Nickel, Executive Director, Student Life, Augustana Campus
Geoff Rode, Director, Operations, Ancillary Services

1. Meeting called to order
   3:00 pm

2. Agenda
   No changes to the agenda.

3. Review and approve October 26, 2017 minutes
   No changes to the October 26th minutes.

4. Presentation from Augustana
   R. Ford and R. Nickel provided a presentation to the committee on Residence Services at Augustana campus. There are currently 300 first year students at Augustana staying in residence. It is capped at 300 students due to funding formulas. A description of the three different residences was provided.

   Last year there were changes implemented to the meal plan. Prior to this there were complaints by some students who felt the hours of operation for the dining hall did not provide adequate time for them to get a meal due on some days. In response to this, the operating hours for the dining hall was extended. It has been well received and students are appreciating it.

   The Augustana dining hall is an all-you-can-eat single entrée buffet. Students can sit down for a meal or sign up for a bag lunch or bag supper. Other options available are Dash ‘n Go Service which students can sign up for a re-usable take out tray, and Sick Trays which are meals that include a cup of soup, crackers, yogurt, jello, and/or ginger ale.

   The cafeteria regularly purchases food supplies from local sources, reducing the carbon footprint necessary to transport food to campus. Augustana hosted a webinar this summer during an e-class where first year students could ask questions about the meal plan and special diets.
According to research, if an international student lives in residence in their first year, the odds of being retained are 136% higher than if that international student lived off campus. Total participants in this research were 51,981 off campus students and 94,291 students in residence.

This presentation will be available on the RBAC website.

Augustana has been working on tentative numbers for their new rates, 2.9% increase on food services, to cover the increase cost of goods and services, an additional cook and the increase to minimum wage. Residence rate proposal is a 2.5% increase. There are upgrades that need to be done in residences and this increase will go towards that cost.

5. Presentation of projected 2018-19 rate structure for accommodation and meal plan

K. Huising handed out a document with proposed rates for 2018-19. Ancillary Services used a model similar to UAlberta’s Academic Price Index to determine the rate increase of 2.5% to all residence rates in the coming year. What is missing from this projected price index is the cost of the unionization of Residence Assistants. This cost is another 1.4% pressure on the operating budget. This 1.4% represents what is required in revenue to cover this cost. Rather than impose a 3.5% increase, Ancillary Services has committed to finding a 1% reduction in the overall Ancillary Services’ budget – not just within Residence Operations.

For meal plan rates, the price index used to calculate the Residence Price Index does not directly apply as the majority of the expenses related to the Meal Plan are under the auspices of the Aramark contracted services. In reviewing the meal plan rates for 2018-19, the discussion included the impacts of increases to food costs and the impact of a 10% increase to minimum wage in October 2018. Aramark estimates the minimum wage impact will result in a 1.5% increase to costs. They have applied a 3.9% increase to the cost of produce for 2018-19.

All of this was considered in developing the rate increases for 2018-19. The rate increase to Peter Lougheed Hall (PLH) is to bring it in line with the Lister Hall plan as PLH residents will have access to the Lister dining room as well as the facility in the Central Academic Building (CAB).

It was noted that these numbers are not a surprise to the Students Union as consultation with this group has been ongoing and thorough. I. Ushakov will bring back this information to his team to review.

K. Huising addressed M. Khademi concerns about leasing options and will come back to the RBAC in January to see how Residence Services can adjust leases from 11 months back to 8 months.

I. Ushakov asked if Ancillary Services could cut back on the number or Residence Assistant (RA) positions in an effort to cut costs. J. Johnson will consider a review how each RA’s contributes to the overall operation in Residence Services. She reiterated that RAs are highly trained in what they do and positively contribute to the overall student life experience and wellness. I. Ushakov asked if it's possible
to scale back to one RA per floor? A. Costopoulos responded that there is a minimum level of training and staffing that is required which needs to be respected.

M. Khademi asked what the minimum ratio / level being strived for? J. Johnson identified this varies between residences, however, Residence Life continues to evaluate the requirement/need for all staffing levels.

The 1% in reduction is coming out of all of Ancillary Services, not just Residence Services. Reducing the deferred maintenance budget is not an option. There is an effort to reduce the administrative overhead across the whole portfolio.

Further discussion on the 2018-19 rate structure for accommodation and meal plan will take place at the Nov 23rd RBAC meeting.

**Action**: Send questions in advance of the meeting to K. Huising. Questions may require further research and K. Huising would like to provide the answers at the next meeting.

6. **Adjournment**

Meeting adjourned at 3:50 pm.
AUGUSTANA RESIDENCE SERVICES

RBAC Presentation
November 9th, 2017
Rob Ford & Randal Nickel
WE HAVE 3 RESIDENCES

First Year Residence
Most first year students live in this residence
18 RA’s and 2 Hall Coordinators
Houses 318 Students

Ravine Complex
Some First Year students, mostly returning students
10 RA’s and 1 Hall Coordinator
Approximately 70% Designated Gender Inclusive
Houses 222 Students

Learning Community
1st Learning Community on our campus
5 groups applied in the spring
5 returning students live in this house
Room Type Configuration
Total Number of Beds

- Learning Community House: 5 suites, 2 singles, 28 doubles
- Ravine Complex: 56 suites, 2 singles, 164 doubles
- First Year Complex: 28 suites, 2 singles, 288 doubles
Breakdown by Year of Study

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y1</td>
<td>262</td>
</tr>
<tr>
<td>Y2</td>
<td>104</td>
</tr>
<tr>
<td>Y3</td>
<td>41</td>
</tr>
<tr>
<td>Y4</td>
<td>32</td>
</tr>
</tbody>
</table>
Students Originating Outside of Camrose

- Camrose: 99%
- Out of Camrose: 1%
International vs Domestic Student Numbers in Residence

Domestic 79%
International 21%
Indigenous Students in Residence

- STATUS: 2
- Not Reported: 68
- NA: 354
- METIS: 15
In response to survey information from the previous years, in 2016-2017 we implemented a major change to the meal times.

We added:

• A snack from 7pm-9pm Sunday through Thursday
• Cold Breakfast from 9am-11am Monday to Friday
  • A snack from 2pm-4pm Monday to Friday

All of our meals are all you can eat.
OTHER SERVICES IN THE DINING HALL

INCLUDE

Alternate Food Delivery
Dash ‘n Go Service
Bag Lunches
Sick Tray

Special Diets
Students can self-identify and receive a special diet such as: Low Fat, No Port, Vegetarian, Lactose Free, Gluten Free, Paleo, Halal and diets specific to other allergies.

Sustainable Food Policy
2009 – Went Tray-less
Sustainable Food Policy Guided by:
• To provide safe, fresh and nutritious food;
• To contribute to the economic, social and environmental sustainability of our home region and the planet, through balanced and responsible procurement decisions; and,
• To cultivate within our academic community both a critical awareness of food issues and a sense of celebration around food that is inclusive of the many cultural traditions represented among our students.

Themes, Events and Local Lunch
• Thanksgiving Dinner
• Christmas Dinner
• Shrove Tuesday
• Valentine’s Special Dinner
• Local Lunches
• International Week
WHAT GUIDES US

For the Public Good

BUILD a diverse, inclusive residence community.
Create extracurricular learning that enhances the student EXPERIENCE
Provide supports for students so they may EXCEL
ENGAGE students within campus communities and beyond
Commit to educate and encourage SUSTAINABILITY in the residences.

Augustana Faculty Mission

Augustana aspires to educate the whole person in an intimate, small-campus setting so that students and mentors alike are capable of engaging life with intellectual confidence and imaginative insight, equipped for leadership and service, and committed to the betterment of their world.

CORE and Student Life Outcomes

CORE is the commitment to Liberal Arts and Sciences through Engagement, Knowledge and Skills.

Student Life Outcomes include:
Engaging students in meaningful ways.
Improving Retention and Persistence to Graduation.
WE ARE ENCOURAGED & MOTIVATED BY

A desire to ensure students have the best possible experience and are set up to be effective global citizens and,

The University Strategic Plan refers to Augustana as a, “living laboratory for teaching and learning innovation, to the benefit of the entire university,” which we feel gives us license to explore innovative strategies for student learning in residence.
Astin (1977) concluded that the most important environmental factor in persistence to graduation was living in a residence hall during the student’s freshman year.\(^1\)

In Parscarella and Terenzini’s (2005) summary of their research, they found that students living in residence halls were more likely to have positive and inclusive views about diversity and were more likely to persist to graduation.\(^2\)
MORE RECENTLY

University of British Columbia, University of Guelph, University of Waterloo, Western University and University of Toronto commissioned a Canadian study through ACUHO-I, OACUHO and the Academica Group. Their study ranged from 2008 to 2013.
Over the study period, total participants were 51,981 off campus students and 94,291 students in residence. The high level take-away from the study shows:

- Students who live in residence in first year have a higher retention rate: 93% in residence vs. 90% off campus.
- Students who live in residence in first year have a higher graduation rate: 79% in residence vs. 73% off campus.
- Slightly higher first year GPA: 2.6 in residence vs. 2.5 off campus.

Image Source: https://forum.academica.ca/forum/good-news-for-the-champions-of-on-campus-housing
HOW WE DO IT

- Provide a staff structure that supports;
  - extracurricular programs in residence
  - peer support programs
  - training for student residence staff
  - crisis intervention strategies
  - workshops and training for all students

- Specific programming includes;
  - mental health awareness and training
  - sexual violence awareness
  - academic support
  - wellness and life balance
  - opportunities for social interactions between residence communities and marginalized populations

“What differentiates high-quality housing and residence life (HRL) programs from poor-quality programs is the quality of HRL Staff” (Blimling, 2015)⁸

“Learning through active engagement that calls on students to commit effort and energy to their own learning experiences is the hallmark of a successful student learning approach” (Blimling, 2015)⁹
CURRENT RETENTION STRATEGIES

• Augustana has a first year residence requirement, therefore, all first year students are guaranteed a place in residence.

• Restructuring of the department to allocate resources to develop transition and educational programs for returning students and to enhance similar programs for first year students.

• Developed our first intentional learning community

• Allocated approximately 70% of our Ravine Residence to a Gender Inclusive Model

• Our biggest challenge is that we are limited to the number of students enrolled and can only draw upon current recruitment levels. Some of our focus will be on the returning student experience to increase their retention in residence.

• FYS (First Year Seminar) and the new Augustana Calendar.
THANK YOU

If you have any questions, we can be contacted at:

Randal – rnickel@ualberta.ca
Rob – rford@ualberta.ca
SOURCES


Peter Lougheed Hall Dining Room Stats
Thursday, October 5, 2017

Meal Plan Flex
Meal Plan Lister
Meal Plan PLH
Meal Plan Volunteer
Purchase at Door
Total
Seating Capacity
ATTENDEES:
Andrew Sharman, Vice-President (Facilities and Operations), Chair
Andre Costopoulos, Vice-Provost and Dean of Students
Sylvia Fong, Senior Financial Officer (delegated by Heather Zwicker, Vice-Provost and Dean (FGSR))
Katherine Huising, Associate Vice-President, Ancillary Services
Masoud Khademi, GSA Vice-President External (delegated by the President of the Graduate Students’ Association)
Hannan Mohamud ASA Vice-President of Communications (delegated by Benjamin Curry, President of the Augustana Student Association (via phone))
Ilya Ushakov, SU Vice-President, Student Life (delegated by the President of the Students’ Union)

GUESTS:
Janice Johnson, Assistant Dean of Students, Residences
Dolores March, Director, Hospitality Services, Ancillary Services
Geoff Rode, Director, Operations, Ancillary Services

1. Meeting called to order
   3:00 pm

2. Agenda
   Add Future Meetings to the agenda.

3. Review and approve November 9, 2017 minutes
   November 9th minutes approved without changes.

4. Discussion on proposed 2018-19 rate structure for accommodation and meal plan for main campus

   At I. Ushakov’s request, K. Huising provided a handout that identified the residence rates from 2014-15 to the proposed rates for 2018-19. These increases throughout the prior years included the monthly charges for in-room wireless service, renovation, furnishing fees, and increase to Board fees.

   I. Ushakov did some research and found that the vacancy rate in Edmonton has increased which affects the vacancy rate for student housing on campus.

   Discussion around Utilities costs. Over a seven-day cycle, F&O determined that the energy usage on the weekends goes down significantly. The rates for next year will be $50 per gigajoule (GJ) with an average increase of 22%. Natural gas is at a 30-year low, helping to decrease the carbon levy rates.

   Action: A. Sharman will send I. Ushakov information on the utilities increase current and future.

   The 1.4% increase in salaries was absorbed into Ancillary Services. The unionization increase contributes to this expense. Ancillary Services chose not to withdraw job offers to students this year and absorbed that cost as well. J. Johnson pointed out that it will cost a half million dollars more to pay the students by hour then to continue to pay them stipends.
**Action:** G. Rode will provide the formula applied to this increase and get the rates of the three banks for where the 1.7% comes from.

M. Khademi identified and expressed concern that the differences in rent between furnished, unfurnished renovated, un-renovated and location of residences are not linear. Residence Services acknowledges that there are too many rates identified and it will take a couple of years to bring it to a point comprehensively explain the prices and increases in a way to rationalize the prices. Next year will be more understandable and simplified. A full analysis over the next year will be done. M. Khademi was invited to sit on the committee that is reviewing this and provide his financial expertise.

I. Ushakov asked when East Campus Village and Lister 5 open, will there be more Resident Advisors (RA) staff for those buildings. Residence Services will be looking at reorganizing the number of RAs for each residence in a way to have enough staff working in ECV and Lister 5. While some new RAs will be hired to ensure adequate student support in all residence communities, the ratio of RAs to students will be adjusted across the system. The Students Union (SU) feels there are too many RA’s.

I. Ushakov informed the committee that the SU would like to take on more services, i.e. orientation week. He would like to a discussion about this to explore opportunities for Ancillary Services to collaborate with SU in order to reduce operating costs. J. Jonson mentioned that each year there are reviews and adjustments in an effort to provide services to the students efficiently. Status quo is not the default.

I. Ushakov noted that there is a significant decrease on weekends with students who are using the seven-day meal program, and suggested a five-day meal plan be an option. A. Sharman responded that this will not an option as there are no kitchens in PLH for students to cook their own meals. He has not heard any complaints from PLH students that a seven-day meal plan is an issue.

Rate increases will go through the Board of Governors on March 16, 2018. I. Ushakov noted the Students’ Union has a policy that does not allow them to support any increases above CPI and therefore will not be able to support the 2.5% increase going forward.

**Action:** K. Huising will follow up with Augustana about their recommended rate increase.

**Future Meetings**
The December 7th and January 4th meetings have been cancelled. K. Huising asked the committee to consider whether or not there is a need to hold a meeting on December 21st meeting.

**Action:** A. Hudson will send out a call for agenda items for the December 21st meeting.

If there are no agenda items for the December 21st meeting, the next meeting will be January 18, 2018.

6. **Adjournment**
Meeting adjourned at 3:50 pm.
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<th>Type</th>
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<th>4 mos</th>
<th>% change</th>
<th>8 mos</th>
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<td><strong>Campus Saint-Jean</strong></td>
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<td>$600</td>
<td>$631</td>
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<td>$646</td>
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<tr>
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<td>Single</td>
<td>$616</td>
<td>$667</td>
<td>8.25%</td>
<td>$682</td>
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<tr>
<td><strong>Maple &amp; Aspen Houses</strong></td>
<td>1 Bdrm</td>
<td>$954</td>
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<tr>
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<td>4 mos</td>
<td>$616</td>
<td>$667</td>
<td>8.25%</td>
<td>$682</td>
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<tr>
<td></td>
<td>Furn/Reno 1 Bdrm</td>
<td>$636</td>
<td>$647</td>
<td>1.75%</td>
<td>$682</td>
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<tr>
<td></td>
<td>4 mos</td>
<td>$616</td>
<td>$667</td>
<td>8.25%</td>
<td>$682</td>
</tr>
<tr>
<td></td>
<td>2 Bdrm/person 1 Bdrm</td>
<td>$636</td>
<td>$647</td>
<td>1.75%</td>
<td>$682</td>
</tr>
<tr>
<td></td>
<td>4 mos</td>
<td>$616</td>
<td>$667</td>
<td>8.25%</td>
<td>$682</td>
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<tr>
<td><strong>International House</strong></td>
<td>Single/bath</td>
<td>$690</td>
<td>$722</td>
<td>4.65%</td>
<td>$739</td>
</tr>
<tr>
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<td>4 mos</td>
<td>$709</td>
<td>$748</td>
<td>5.75%</td>
<td>$781</td>
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<tr>
<td><strong>HUB</strong></td>
<td>Bachelor</td>
<td>$725</td>
<td>$738</td>
<td>1.75%</td>
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</tr>
<tr>
<td></td>
<td>4 mos</td>
<td>$738</td>
<td>$795</td>
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<td></td>
<td>Furnished Bachelor</td>
<td>$788</td>
<td>$802</td>
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Increase includes monthly charge for in-room wireless service
Increase includes $19.95 monthly charge for in-room wireless service
Increase includes wireless & 5% premium for 4 month term
Increase included wireless and 25%reno/furnishing fee
Increase includes wireless, 5% premium for 4 month term & 25%reno/furnishing fee
Increase includes 5% premium for 4 month term
Increase includes 25%reno/furnishing fee
Increase includes 5% premium for 4-month term and 25%reno/furnishing fee
Increase includes $19.95 monthly charge for in-room wireless service and a $37 monthly increase in Board fees

*10% premium for four months was agreed to over a 2 year term
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