

OUTLINE OF ISSUE
Action Item

Agenda Title: **Fees for Meal Services in Lister Residence 2017 – 2018**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the fees for meal services in Lister Residence at \$4650 for 7 days and \$4285 for 5 days, effective fall 2017.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Andrew Sharman, Vice President (Facilities and Operations)
Presenter	Andrew Sharman, Vice-President (Facilities and Operations)

Details

Responsibility	Facilities and Operations
The Purpose of the Proposal is (please be specific)	<p>With an institutional mandate and through engagement of stakeholders, Ancillaries is charged to deliver programs which contribute to student health services, safety, and nutrition within our residence inventory. These programs are designed to provide supportive living conditions, deliver value, quality and flexibility.</p> <p>Ancillary operations such as Residences and Hospitality Services receive no base funding, are financially interdependent of each other, and must operate on a fiscally sustainable model. Administration must have the ability to manage and maintain the institution's physical assets and provide fiscal management to uphold the university's reputation and risk.</p> <p>Student applications to residences for the 2017-18 academic year open up in October of the previous year, thus the critical timing for decisions.</p>
The Impact of the Proposal is	<p>Students in Lister Hall will continue to have two tier options:</p> <p>a) 7 day @ \$4250 plus mandatory flex @ \$400 = \$4650 (less than \$20 per day) for students who enjoy the full range of food offerings or b) 5 day @ \$3895 plus mandatory flex @ \$300 flex = \$4285 (less than \$19 per day) for students who are lighter eaters and/or do not stay in residence on weekends</p> <p><u>Features include:</u> Students purchasing 5 day program may buy-up to 7 day program at any point without a penalty Students have price certainty and a wide selection of meal choices Contractor deals with market factors such as inflation, food price increases, exchange on US imports, carbon levy and minimum wage increases. The proposed fees for the same program for 2017 are less expensive than the <u>current year</u> plans at comparable institutions across Canada. For example: UofA 2017-18 @ \$4650 is lower than the closest comparator Carleton's current meal rate of \$4900 and below University of Manitoba and Wilfrid Laurier.</p>
Replaces/Revises (eg, policies, resolutions)	N/A



Item No. 5b

Timeline/Implementation Date	Fall 2017
Estimated Cost and funding source	N/A
Next Steps (ie.: Communications Plan, Implementation plans)	In order for early acceptance of student applications into Lister Residences in the new year for 2017-18, the registration package requires the confirmed rate for meals by January 2017.
Supplementary Notes and context	<p>Lister 5 – the new 460 bed residence unit will be open for student admission by Fall 2018 and will have minimal kitchen facilities for personal food prep and the design was based on a reliance on the Lister Meal Services.</p> <p>Lister Hall is the only residence in the inventory to offer the 30 year old declining balance program. Aramark negotiated an agreement with Students' Union, which has been a long standing agreement, which permits meals to be charged against the Declining balance program in the SUB.</p> <p>Personal first-hand observations on student financial hardship by Aramark and Ancillaries staff points out that under the current declining balance plan students are running out of money, abandoning plates of food at the cash, selecting minimal quantities at meal times, or shopping for expired goods.</p>

Engagement and Routing (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity)	<p><u><i>Those who have been informed:</i></u></p> <ul style="list-style-type: none"> • President • PEC – O Dec 8, 2016 • SU Executive • Chair, BFPC and Chair, BoG
	<p><u><i>Those who have been consulted: (see attached)</i></u></p> <p>As of November 21, 2016 BFPC meeting, consultation through the Residence Budget Advisory Committee commenced August 25th and continued with multiple monthly meetings through surveys and various approaches such as Town Halls, etc. Ancillaries maintained a meeting log of dates and times. Further consultation with the SU Exec has continued, particularly one-on-one meetings with the Vice President (F&O).</p>
	<p><u><i>Those who are actively participating:</i></u></p> <ul style="list-style-type: none"> • Lister Food Committee • Food Ambassadors • Residence Assistants • Lister resident students • Conference Services • Ancillary Services • SU Executive
Approval Route (Governance) (including meeting dates)	<p>Board Finance and Property Committee (BFPC) (recommendation)</p> <ul style="list-style-type: none"> • November 21, 2016 – motion declined • December 13, 2016 – special meeting <p>Board of Governors (BG) (approval)</p> <ul style="list-style-type: none"> • December 16, 2016
Final Approver	Board of Governors – December 16, 2016



Item No. 5b

Alignment/Compliance

<p>Alignment with Guiding Documents</p>	<p><u>Institutional Strategic Plan – For the Public Good</u> 21. OBJECTIVE: Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals. iv. Strategy: Facilitate easy access to and use of university services and systems; reduce complication and complexity; and encourage cross-institutional administrative and operational collaboration.</p> <p>Proposed Healthy University Strategic Plan</p> <p>OBJECTIVE 6: Strengthen and sustain healthy food systems on all university campuses.</p> <p>Facilities and Operations, Ancillary Services’ Business Plan and Budget.</p> <p>UofA Student Participation Process Handbook</p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)</p>	<p>Board Finance and Property Committee (BFPC) Terms of Reference Sections 3 (d) and 4 (e) state:</p> <p>3. <u>MANDATE OF THE COMMITTEE</u> <i>Without limiting the generality of the foregoing, the Committee shall:</i> (d) review and recommend to the Board tuition and other like fees;</p> <p>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u> <i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</i> (e) approve tuition and other like fees;</p>

Attachments

1. Stakeholder engagement tracking document (6 pages)
2. Memo of commitment to SU President (1 page)

Prepared by:

Mary Paul
 SAO, Office of the Vice President (Facilities & Operations)
 Phone: 780.492.6171

Stakeholder	Channel	Date	Communication
Site Visits			
Lister Hall Students' Association	Site visit to Carleton University	March 23, 2010	Dining Services recruited Rory Tighe & Dustin Edwards to visit Fresh Food Company at Carleton University and to write reports on their findings and recommendations. Reported that the meal plan could potentially work at Lister Centre with some modifications.
Lister Residents	Site visit to Carleton University	March 4, 2015	Dining Services recruited Deborah Wong & Arthur Firmino (Lister residents Food Committee participants) to visit Fresh Food Company at Carleton University and to write reports on their findings and recommendations. Reported that the meal plan could work well to address student concerns in Lister but both noted that we may need an adjusted option for returning students. Note: Deborah and Arthur were also Resident Assistants
Focus Groups & Engagement Sessions			
Lister Residents	Focus Group	March 24, 2014	Brief presentation of new plan model, Q&A. Concerns recorded as foundation of Frequently Asked Questions document
Ancillary Services & aramark staff	Focus Group	March 10, 2015	Representatives from Hospitality Services, Residence Services, ONEcard, Augustanta campus, aramark were asked to perform risk analysis on potential new meal plan
Kaizen Foodservice Planning & Design Inc.	Third-party Consultation	July 2016	Engaged with third-party consultation group to assess proposal, host town hall presentations, and provide recommendations for implementation.
Resident Assistants (Student Staff)	Training Session	August 10, 2016	Presentation on current meal plan and Q&A; collected many concerns and points of dissatisfaction with value and variety of declining balance plan
Lister Residents	Town Hall 1	September 20, 2016	9:30-11:00am; Kaizen presentation, Q&A
Lister Residents	Town Hall 2	September 20, 2016	7:30-9:00pm; Kaizen presentation, Q&A
Residence Life Staff	Dedicated Consultation Session	September 20, 2016	Kaizen presentation, Q&A
Students Union Executives	Dedicated Consultation Session	September 21, 2016	Kaizen presentation, Q&A
Ancillary Services & aramark staff	Dedicated Consultation Session	September 21, 2016	Kaizen presentation, Q&A
Committees			
Residence Budget Advisory Committee	Meeting	August 25, 2015	Meal plan agenda item.
Residence Budget Advisory Committee	Meeting	September 8, 2015	Meal plan agenda item.
Residence Budget Advisory Committee	Meeting	October 13, 2015	Meal plan agenda item.
Residence Budget Advisory Committee	Meeting	October 20, 2015	Meal plan agenda item.
Residence Budget Advisory Committee	Meeting	October 27, 2015	Meal plan agenda item.
Lister Residents	Lister Food Committee meeting	November 4, 2015	Meal plan agenda item.
Lister Residents	Lister Food Committee meeting	December 2, 2015	Meal plan agenda item.
Residence Budget Advisory Committee	Meeting	September 13, 2016	Meal plan agenda item.
Residence Budget Advisory Committee	Meeting	September 21, 2016	Meal plan agenda item.
Lister Residents	Lister Food Committee meeting	October 4, 2016	Meal plan agenda item.
Residence Budget Advisory Committee	Meeting	October 12, 2016	Meal plan agenda item.
Residence Budget Advisory Committee	Meeting	October 25, 2016	Meal plan agenda item.
Lister Residents	Lister Food Committee meeting	November 1, 2016	Meal plan agenda item.

Residence Budget Advisory Committee
Lister Residents
Lister Residents

Meeting
Lister Food Committee meeting
Lister Food Committee meeting

November 8, 2016 Meal plan agenda item.
December 6, 2016 Meal plan agenda item.
TBD, 2017 Meal plan agenda item.

Email

University of Alberta Dining Services has proposed changing the meal plan structure for Lister residents to increase customer satisfaction. The new "anytime dining" model will us to extend dining hours and improve the quality, value, and variety of our menus.

Consultation through an unbiased third party to seek feedback from stakeholders will take place on Tuesday, September 20, 2016.

In your professional role as a student leader, your feedback is crucial to this process. All Lister residents are invited to participate in the consultation process at one of the Town Hall sessions, but we have scheduled a special session for Lister RAs and all RCs to hear a brief presentation on the proposed plan, ask questions, and provide feedback. This session will take place from Noon-1:00pm and a hot lunch will be provided. Please register here as seating is limited.

If you are unable to attend the lunch-time session, please feel free to register for one of our town hall forums instead. Please let me know if you have any questions.

Residence Life Staff

Email invitation for Consultation Session
on September 20, 2016

September 12, 2016

Thanks very much to those of you who were able to meet with us yesterday.

For those of you who weren't able to make it, we are inviting all Lister residents to participate in a consultation process about our proposed Lister meal plan change for next year. As SU reps, you have all been invited to a separate session with the SU Exec but if you aren't able to make that, please feel free to register for one of the town hall sessions instead.

The webpage for the Lister meal plan consultation info is now live. Please feel free to share and help us encourage Lister residents to register for the town hall sessions!

Lister Students' Union Representatives

Email

September 13, 2016 Please let me know if you have any questions.

University of Alberta Dining Services has proposed changing the Lister meal plan structure in 2017-2018 to increase customer satisfaction. The new "Anytime Dining" model will allow Dining Services to extend hours of operation and improve the quality, value, and variety of our menus for residents. Consultation through an unbiased third party is underway and we seek resident and stakeholder feedback through sessions taking place on Tuesday, September 20, 2016. In your role as a Food Ambassador, your participation is invaluable. All Lister residents are invited to participate in the consultation process at one of the Town Hall sessions. Please register yourself and help us spread the word far and wide to as many Lister residents as we can. If these times don't work for you and the Noon-1pm session would work better, please let me know and I can get you signed up to participate in that one alongside the RAs.

Lister Food Ambassadors

Email

September 13, 2016

University of Alberta Dining Services has proposed changing the meal plan structure for Lister residents to increase student satisfaction. The new "anytime dining" model will us to extend dining hours and improve the quality, value, and variety of our menus. Consultation through an unbiased third party is underway and we seek resident and stakeholder feedback through sessions taking place on Tuesday, September 20, 2016. Your feedback is crucial to this process. All Lister residents are invited to participate in the consultation process at one of the Town Hall sessions, but we have scheduled a special session for SU reps to hear a brief presentation on the proposed plan, ask questions, and provide feedback. Lister reps: if you are unable to attend this session, please feel free to register for one of our town hall forums instead: <https://docs.google.com/a/uualberta.ca/forms/d/e/1FAIpQLSdR5mtBdtveoP2QdaHWelmiFFvBkeC02hTXutxWX6Vak1rQ/> viewform

Students' Union Executives

September 13, 2016

Email invitation for Consultation Session on September 21, 2016 Note: originally scheduled for Sept. 20 but was rescheduled to ensure VPs could attend. Meeting date and time was finalized Sept. 16

Residence Budget Advisory Committee members: Masoud Khademi (GSA VP External) Francesca Ghossein (SU, VP Student Life) Sarah Wolgemuth (Assistant Dean, Student Life) Benjamin Curry (Augustana SA President) via phone
Debbie Ritchie (Senior Financial Officer, Grad. Studies & Res. Fac)

We are holding consultation sessions on September 20 to share information with our residents and other stakeholders about our proposed changes to the Lister meal plan for 2017-2018. As the <RECIPIENT'S TITLE>, you are invited to attend one or both of the Town Hall sessions that day. The registration form is set up for Lister residents so if you would like to attend the Town Hall(s) please just let me know and I can manually register you.

Email

September 14, 2016 Please let me know if you have any questions.

Lister Centre Channels

Meal Plan Consultation: University of Alberta Dining Services has proposed changing the meal plan structure in 2017-18 for Lister Residents to increase student satisfaction. All Lister residents are invited to participate in the consultation process. Visit this link to sign up for a town hall presentation on September 20 at either: 2016 9:30-11:00am or 7:30-9:00pm. [bit.ly/mealplanconsultation](http://mealplanconsultation)

Sign Up to Join the Meal Plan Consultation Process.
 UAlberta Dining Services has proposed changing the structure of the Lister Hall Meal Plan for 2017-18 to increase student satisfaction. All Lister residents are invited to participate in the consultation process. The proposed "Anytime Dining" model will allow Dining Services to extend hours of operation and improve the quality, value, and variety of our menus for residents. [Visit this link](#) to sign up for a town hall presentation on September 20 at either 9:30-11:00 am or 7:30-9:00 pm.
<http://www.asinfo.ualberta.ca/DiningServices/MealPlanConsultation.aspx>

Lister Residence Meal Plan Changes. The University of Alberta is working to change the Lister Residence meal plan from a Declining Balance model to an Anytime Dining model, for implementation in Fall 2017. All Lister residents are encouraged to visit the [Dining Services website](#) to view the proposed plan and see the most up-to-date information. The website and [FAQs](#) will be updated to share news on the plan.
<http://www.asinfo.ualberta.ca/DiningServices/MealPlanConsultation.aspx>
<http://www.asinfo.ualberta.ca/DiningServices/~media/ancillary/Dinning%20Services/Documents/WebsiteCopyofFAQsMealPlan1182016.pdf>

Update on status of meal plan changes: questions & concerns collected
 Attendees: Marc Dumouchel (General Manager, SU), Dolores March (Director, Hospitality Services)
 To inform Lister SU representatives of consultation process
 Attendees: Francesca Grossein (SU, VP Student Life), Amy Stafford (Admin Support, Hospitality Services), Dolores March (Director, Hospitality Services), Jon Mastel (SU, Director of Research and Political Affairs)

Lister Residents

Posters

Lister Residents

Lister Hall Newsletter

Lister residents

Lister Hall Newsletter

Meetings

Resident Assistants (Student Staff)

Residence Life & Dining Services Meet & Greet

July 5, 2016

Student's Union General Manager

Meeting

September 9, 2016

8 Lister Students' Union Representatives

Meeting

September 12, 2016

Students' Union VP Student Life

Meeting

September 15, 2016

Attendees: Dolores March (Director, Hospitality Services),
 Brittany Hurlburt (Coordinator of Marketing & Communications,
 Ancillary Services), Francesca Ghossein (SU, VP Student Life),
 Amy Stafford (Admin Support, Hospitality Services), 3 Lister
 Student's Union Representatives

Provide ongoing communication to RAs so they can engage with
 their floors on meal plan questions/concerns/feedback.
 Attendees: Fahim Rahman (President, SU), Francesca Ghossein
 (VP Student Life, SU), Dolores March (Director, Hospitality
 Services), Sarah Wolgemuth (Assistant Dean of Student Life,
 Dean of Students)

Join the Lister Hall Meal Plan Consultation Process.

"Lister, you're invited to join the Meal Plan Consultation
 process and learn about the proposed plan for 2017-18.

#Ualberta #UalbertaDining"
 Lister: sign up to join the Meal Plan Consultation process! We
 need your feedback for 2017-18 :) #Ualberta
[https://ancillary2.sitecore.ualberta.ca/DiningServices/MealPlanCo
 nsultation.aspx](https://ancillary2.sitecore.ualberta.ca/DiningServices/MealPlanCo

 nsultation.aspx) ...

Join the Lister Hall Meal Plan Consultation Process.

"Lister residents: if you want to learn about the proposed
 2017-18 Meal Plan changes from @ualbertadining this is
 your chance! Sign up for a town hall meeting on Sept 20!
bit.ly/MealPlanConsultation

Lister residents: if you want to learn about the proposed 2017-18
 meal plan changes from...w.instagram.com/p/BKbpXqkhPgh/
 Lister: here's your chance to learn about the Meal Plan proposal
 for 2017-18!UAlberta Residences added,
 Dining Services@UofA @UAlbertaDining
 Lister: sign up to join the Meal Plan Consultation process! We
 need your feedback for 2017-18 :) #Ualberta
[https://ancillary2.sitecore.ualberta.ca/DiningServices/MealPlanCo
 nsultation.aspx](https://ancillary2.sitecore.ualberta.ca/DiningServices/MealPlanCo

 nsultation.aspx) ...

Curious about the new Meal Plan proposal for 2017-18? Sign up
 to join the consultation process & find out! #Ualberta
[https://ancillary2.sitecore.ualberta.ca/DiningServices/MealPlanCo
 nsultation.aspx](https://ancillary2.sitecore.ualberta.ca/DiningServices/MealPlanCo

 nsultation.aspx) ...

Lister, you're invited to join the Meal Plan Consultation process
 and learn about the proposed...
<https://www.instagram.com/p/BKinwrAgAn6/>

Students' Union VP Student Life

Meeting

Resident Assistants (Student Staff)

Feedback Followup

TBD, 2017

Students' Union President & VP Student Life

Meeting

December 7, 2016

To add: meetings with student leaders and
 Andrew Sharman

Social Media

Public

Dining Services Instagram

September 16, 2016

Public

Dining Services Twitter

September 16, 2016

Public

Residence Services Instagram

September 16, 2016

Public

Residence Services Twitter

September 16, 2016

Public

Residence Services Twitter

September 16, 2016

Public

Dining Services Twitter

September 19, 2016

Public

Dining Services Twitter

September 19, 2016

Public	Residence Services Twitter	September 19, 2016	<p>RT: Lister, you're invited to join the Meal Plan Consultation process and learn about the proposed...https://www.instagram.com/p/BKinwAgAn6/</p> <p>Lister! this is your chance:UAlberta Residences added, Dining Services@UofA @UAlbertaDining</p> <p>Lister, you're invited to join the Meal Plan Consultation process and learn about the proposed... https://www.instagram.com/p/BKinwAgAn6/</p>
Public	Residence Services Twitter	September 19, 2016	<p>Want to know what's up with the Meal Plan proposal, Lister? "Curious about the new Meal Plan proposal for 2017-18? Sign up to join the consultation process & find out! #UAlberta https://ancillary2.sitecore.ualberta.ca/DiningServices/MealPlanConsultation.aspx..."</p>
Public	Residence Services Twitter	September 19, 2016	<p>Want to know what's up with the Meal Plan proposal, Lister? "Curious about the new Meal Plan proposal for 2017-18? Sign up to join the consultation process & find out! #UAlberta https://ancillary2.sitecore.ualberta.ca/DiningServices/MealPlanConsultation.aspx..."</p>

Website

Lister Residents	Website	September 12, 2016	<p>Webpage dedicated to meal plan changes is posted on Dining Services website. Registration for Town Hall sessions goes live. http://www.asinfo.ualberta.ca/en/DiningServices/MealPlanConsultation.aspx</p>
Public	Website	September 30, 2016	<p>Feedback form goes live on Dining Services website to collect student questions, concerns about the proposal</p>
Public	Website	October 5, 2016	<p>Frequently Asked Questions about new meal plan are posted on Dining Services website. These are questions collected during Town Halls and other consultation sessions. FAQs are updated weekly from this point forward so we can address any additional questions posed on feedback form and in meetings</p>

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Fax: 780.492.1439
www.facilities.ualberta.ca

November 20, 2016

Mr. Fahim Rahman
President
University of Alberta Students Union
2-900 SUB
Edmonton, AB T6G 2J7

Dear Mr. Rahman,

I want to sincerely thank you for your time yesterday sharing your concerns about the Anytime Dining Meal program. I hope that I was able to clarify a number of issues as well as highlighting those that still require work and engagement as the program moves to potential operationalization for academic year 2017-18.

I want to stress that the health and well-being of students is our primary concern and that they receive the complete services, programs and supports while in residence that they require to be successful. I acknowledge that there are and will likely be student concerns, but I want to ensure that we continue to make every effort to address them as we move forward and as a matter of priority.

If the Anytime Dining Meal program is to move forward successfully, and to the satisfaction of all parties, continued engagement and collaboration both with students and with your executive team is very important to me. As such, I wanted to provide my personal assurance that both I and my team will work with you, the Students Union executive and students to develop menus, processes, dining environments, access, etc. as well as responding to ongoing feedback over the coming months to ensure the highest levels of satisfaction. I will also ensure that we actively solicit feedback on an ongoing basis as the program is implemented and address any remaining concerns with Aramark to raise student experiences in the meal program to the highest possible levels.

I hope that you and your executive will continue to voice any concerns over the efforts we take to move forward as well as letting me know personally of any gaps in our consultation and engagement processes.

I wish to thank you again for taking the time to share your concerns with me and being open to discuss these mutual areas of interest – student health and well-being. Please feel free to contact me directly as you require on a go-forward basis in order that we can jointly ensure that students in residence receive the highest quality services and experiences that we can provide.

Sincerely,



Andrew Sharman
Vice-President (Facilities and Operations)
University of Alberta

cc.

David H. Turpin, CM, LLD, FRSC, President and Vice-Chancellor
Doug Dawson, Associate Vice President, Ancillary Services