The University operates the following ancillary enterprises:

- Housing
- Food Services
- Parking and Sustainable Transportation
- Bookstore
- University Centre
- Conventions and Reservations
- University of Ottawa Press

These services play a critical role in the quality of student life on campus. The University determined that these activities must be self-financed, that is, they must generate sufficient revenue to cover their operating, capital and replacement costs. Moreover, the Ontario government restricts how grants can be used—they cannot be used to finance ancillary enterprises—and does not provide any grants for the services’ capital assets. All services adapt their goals and initiatives to support University objectives, while maintaining a sound financial position.

As part of their efforts, the services have reviewed their rates to meet their self-financing goal and the needs of the University community, while ensuring their alignment with their respective markets.

Some of the ancillary enterprise projects planned for 2017–2018 include:

- **Housing**: The Housing’s strategic plan, approved by the Administration Committee and the Executive Committee of the Board of Governors, shows the need for 5,894 beds and for renovations to the residences built in the 1960s and 1970s. Thus, to offer quality housing to students, Housing will carry out maintenance work on some of its residences during the summer 2017. Among other things, the University will begin to upgrade the Stanton and Marchand residences’ fire prevention systems, and to replace the Brooks Residence roofing.

  As well, the University has increased its housing offering to students from 3,909 to 4,294 beds, with the addition of 385 beds at the 45 Mann residence. Adding this residence has brought the University closer to achieving its goals and has reduced the shortfall to 1,600 beds. These additions represent an increase in the residence offerings of over 43% since 2013–2014.

  On the other hand, deferred maintenance requirements for the residences will cost approximately $90 million. In its Master Plan, the University has established an allowance
representing 1.5% of the value of the residences, which will be fully funded by Housing. With this in mind and to ensure the long-term viability of the residences, the University has reviewed its financial structure, conducting a comparative analysis of market rates and increasing rates.

For the 2017–2018 fiscal year, Housing plans to transfer $3.2 million to a capital reserve fund. This figure represents 1.5% of the replacement cost, which is $216 million.

As for programming, the University will continue to examine the “Living Learning Community” (LLC) concept in 2017–2018. LLCs allow students who share an interest to live together in residence, take part in programming linked to these interests, build networks and enjoy learning opportunities outside the classroom. Housing plans to continue running the three LLCs in September 2017. These LLCs include Friel (Community Engagement and Leadership), Marchand (Cross-Cultural Community) and Henderson (Science, Technology, Engineering and Math). To ensure their success, their programs will be offered along with the Housing and other partners; internal or external.

As well, to support the academic success of students in residence, Housing will continue to offer the services of 14 live-in mentors. Working with the Student Academic Success Service (SASS), the residence mentors offer one-on-one academic support and lead on-site study groups.

Finally, to ensure both academic success and health and safety, Housing will continue to offer the services of four full-time counsellors. This gives residents privileged access to counselling and mentoring services.

- **Food Services**: In 2017–2018, Food Services will complete the second phase of its master plan, approved by the Administration Committee in July 2014. This phase calls for completing construction of a 350-seat food court in the new Learning Centre, which is expected to open in 2018–2019 (a $5 million investment self-funded over 15 years). The new food court will have three service outlets. Café Écolo (in Lamoureux Hall) will be converted to a niche market concept. These changes will allow to create food destinations that better meet the needs of the University community, while enhancing on-campus food offerings.

In 2017–2018, plans will be developed to open a new food stand on the first floor of the STEM (Science, Technology, Engineering, Mathematics) complex, which is expected to open in 2018–2019. As well, the University will review food offerings at Roger Guindon Hall for fall 2017. Capital reserve funds allocated to Food Services will help fund these projects.

- **Parking and Sustainable Transportation**: The construction timeline for the Confederation line (Light Rail Transit or LRT line) calls for service to begin in spring or summer 2018. With only minor changes to existing detours and disruptions expected, rush hour in Sandy Hill and downtown will remain difficult. As was the case last summer, an increase in traffic of pedestrians and cyclists from surrounding areas caused by the closure of the tunnel connecting the campus to the Confederation Line and the Corktown Footbridge crossing the canal (to complete construction of the new ramp towards the
tunnel and landscaping) is expected. The University will focus its energies on preparing for the opening of the two stations (Lees and uOttawa) and the return to Lot G4 at 200 Lees and Lot K, which are currently being used for LRT construction.

Construction and renovation projects on the main campus in 2017–2018 will require some adjustment on the part of those on campus. Parking and Sustainable Transportation will continue to make pedestrian safety a priority while educating the University community about sustainable means of transportation, to reduce the inconvenience and the impact on people circulating around and between campuses.

In 2017–2018, a lightweight steel roof above Level P4 of the Mann garage will be constructed, to allow an additional 91 parking spaces.

Table C-3 shows the allocation of campus parking spaces as well as monthly parking rates.

- **Bookstore**: In 2016, following a call for tenders from bookstore service providers, the University signed a new agreement to improve services available to students while allowing the operation of the Bookstore at a reduced cost. It is anticipated that this new contract will result in incremental royalties for 2017–2018.

  Renovations are also planned to improve students' Bookstore experience.

- **University Centre**: Following the completion of the upper level of the Morisset terrace in 2016–2017, the University will look at the lower level in 2017–2018. Rehabilitation of the lower level, as well as the stairs on the west side, will allow to replace the waterproofing membrane, the concrete slabs and some drains. This will result in a more modern, dynamic, accessible, durable and environmentally sustainable L-shaped space. This will create a lively new assembly and events area and install versatile new lampposts. As well, the University is planning to hang a giant digital screen at the west entrance of the University Centre (at the base of the stairs).

- **Conventions and Reservations**: Conventions and Reservations expect a balanced budget for 2017–2018. In January 2017, a partnership between Housing and Conventions and Reservations teams allowed for a new integrated sales team to be put in place with the mandate to generate new revenue campus-wide (room rental, summer hospitality, group food sales, etc.) and bid on calls for tenders. The team is looking for new clients for the campus and an increase in revenue starting in 2018–2019 is expected.