

Date: January 8, 2018

To: Budget Committee of Senate

From: Mr. Glenn Read, Executive Director, Athletics, Recreation & Ancillary Services

Re: TRUSU Annual Budget Consultation Report (2018/19)
- Food Services

Attachment: TRU Responses to TRUSU Food Services Recommendations (2018/19)

The purpose of this memo is to provide BCOS and TRUSU with feedback regarding the issue of food services raised in TRUSU's Budget Consultation Report (2018/19). Within the report, TRUSU made the following four recommendations with respect to parking:

- Monitor and report on the implementation of the actions identified in the *Food Services Response to TRUSU* in terms of the effect on the expansion of food options in the form of food trucks and the redevelopment of existing outlets, on the provision of dietary accommodation and nutritional information, on the extension of hours of operation, and on the promptness of food service;
- Conduct a full and meaningful campus consultation to shape any new or renewed campus food service contract(s)

The attached document outlines TRU's response to each of the recommendations.

TRU Responses to TRUSU Budget Consultation (2018/19)
Recommendations – Food Services

<p>Recommendation: Monitor and report on the implementation of the actions identified in the <i>Food Services Response to TRUSU</i> in terms of the effect on the expansion of food options in the form of food trucks and the redevelopment of existing outlets, on the provision of dietary accommodation and nutritional information, on the extension of hours of operation, and on the promptness of food service;.</p>	
<p>2017/18 TRUSU Recommendation: Proactively identify and pursue opportunities to introduce market competition to campus food services.</p>	
<p>TRU's Commitment: Permit a select number of local food trucks onto campus starting in Winter 2017</p>	<p>TRU's Action: Eats Amore began operations in March 2017 and was a consistent presence on campus until November. The Happy Camper spent two days on campus but for business reasons, discontinued operations. After consultations and recommendations from with Eats Amore, TRU Food Services will be working on a three-day rotation with 3 different food trucks spending one-day on campus per week to ensure variety and diversity of options.</p>
<p>TRU's Commitment: Work with various food companies to introduce a broader range of food options/concepts at the International Café and Upper Level Café in Winter 2017</p>	<p>TRU's Action: TRU had meetings with Panda Express as they expressed interest in expanding into the Canadian post-secondary market. After touring our campus, they decided that TRU was not the ideal fit for their expansion requirements. The size of our campus population and pro-forma numbers did not meet their criteria.</p> <p>Another attempt to convince Subway to be on our campus was met, once again, with a road block by the local franchisee. The Upper Level café was changed to accommodate Bentos Sushi. Expanding their menu to include hot entrees and fresh made sushi. The modifications were met with significant sales increases.</p> <p>Discussions with Chopped Leaf took place in late 2017. The company is eager to expand their operations and look to post-secondary as the next logical step in their company's growth.</p>
<p>TRU's Commitment: Determine a broader range of food options and a redesigned layout for the Trades Café in Fall 2017, to be implemented in conjunction with the new Industrial Training and Technology Centre in Winter 2018</p>	<p>TRU's Action: Continue to explore the best option/concept for this location. Requires more consultation with various stakeholders before making the final decision.</p>

<p>TRU's Commitment: Allow private food service providers on TRU Community Trust properties (not bound by the exclusivity contract) in Summer 2018</p>	<p>TRU's Action: All future TRU Community Trust (TRUCT) developments with retail spaces will not be governed by an agreement between TRU and the contracted campus food service provider. The market will ultimately dictate what is successful with landlords bearing the risk for businesses that fail.</p>
<p>Other TRU Actions: The ESTR retail market was established in a permanent home on the second floor of Old Main by the Faculty of Education and Social Work. Aramark hires ESTR students every semester working in its various food outlets across campus. In addition, Culinary Arts benefits from the TRU Food Services buying power for raw materials through Aramark saving thousands of dollars each year.</p> <p>Bento Sushi in Old Main is operated by Bento Sushi employees and operates independently of Aramark.</p>	
<p>Management's Self-Assessment</p>	<p>According to TRUSU's score card report of December 2016, the commitment to market competition was completely addressed and the actions partially addressed. Since then, this action has been substantially complete given challenges of physical space and existing student market.</p>
<p>2017/18 TRUSU Recommendation: Audit current food Service offerings and develop plans to address nutritional deficiencies and to establish a minimal standard for accommodations of dietary restrictions, traditions and choices.</p>	
<p>TRU's Commitment: Provide nutritional information on the TRU Food Services website and the TRU GO app starting in Winter 2017</p>	<p>TRU's Actions: Completed. Please visit TRU Food Services @ https://www.tru.ca/campus/life/food-services.html or on the TRU Go app.</p>
<p>TRU's Commitment: Provide signage outside each food outlet indicating available dietary choices and hours of operation starting in Winter 2017</p>	<p>TRU's Actions: Completed. Signs at all TRU Food Service outlets are prominently displayed.</p>
<p>Other TRU Actions:</p> <p>The addition of the Chop N Top concept at the CAC, gives students a choice to build their own salad or wrap. This healthy option also can be tailored to meet the dietary requirement for vegans, vegetarians, gluten intolerance, lactose intolerance, nut allergies and halal.</p> <p>TRU has given more space to Bento Sushi to deliver a larger menu of fresh made sushi and hot rice and noodle bowls. This outlet is run by Bento Sushi employees and provides options for vegans, vegetarians, and people who suffer from various food allergies or intolerances.</p> <p>The Den's menu has been revised to be more diverse cognizant of dietary restrictions. Most dietary choices can be fulfilled at this outlet.</p> <p>The U and M Deli now has a rotating menu that has been changed to be more diverse and meet the changing tastes of the TRU community.</p>	

2017/18 TRUSU Recommendation: Extend overall food service hours of operation to meet needs over a greater proportion of the period of campus activity.	
TRU's Commitment: as above	<p>TRU's Actions: Completed. The Den hours have been extended, since Sept 2016, until 10pm, Monday to Friday. The access to this location was also opened to all students after the change in liquor license, from a liquor primary to a food primary. Students of all ages can now enjoy the space and a hot meal for longer periods of time.</p> <p>In addition, TRU consistently analyzes the sales by hour to determine the appropriate hours of operations for all of its outlets. Starting in the fall of 2016, Tim Horton's has extended its hours of operation by one or two hours on Monday through Thursday, often at a loss, for the sake of convenience for the TRU community.</p>
Management's Self-Assessment	According to TRUSU's score card report of December 2016, TRU's commitments to this recommendation were substantially addressed and substantially complete. Since then, this commitment and action has been addressed in full. TRU would do more with respect to extended hours of its retail food outlets if extended hour operations could be run profitably. To date, the data reveals that after 5pm, on an average basis, all of the retail outlets run at a loss.
2017/18 TRUSU Recommendation: To improve the promptness of food service.	
TRU's Commitment: Continue to work with district managers from Tim Horton's and Starbucks to streamline processes and reduce wait times.	<p>TRU's Actions: Completed. After receiving feedback from the external review and consulting with Tim Hortons corporate, TRU was given strategies on how to improve the speed of service. TRU explored an expansion of the current foot print and determined that a \$300K expansion would only improve the situation slightly and was not recommended by Tim Hortons.</p> <p>By analyzing peak demand and deploying the appropriate staffing levels, TRU has seen an 18% increase in revenue over last year. Similar tactics have been used at our Starbucks location garnering similar results. (15% increase over last year).</p>
TRU's Commitment: Install "line-up" cameras at Tim Horton's and Starbucks that can be viewed on the TRU Go app starting in Winter 2017.	TRU's Actions: Partially Completed. A virtual queue monitor was set-up for Tim Horton's using cell-phone signals and geo-fencing to provide an approximation of wait times at TRU. Given the proximity of the line at Starbucks to normal walk-through traffic at Old Main, a similar installation was deemed ineffective for Starbucks.
Management's Self-Assessment	According to TRUSU's score card report of December 2016, TRU's commitments to this recommendation were partially addressed and partially complete. Since then, commitment has been fully addressed and the action has been substantially completed.

Recommendation: Conduct a full and meaningful campus consultation to shape any new or renewed campus food service contract(s)	
TRU will conduct a full and meaningful campus consultation to shape any new or renewed campus food service contract(s).	
Implementation Timeline:	<p>February 2018 - formation of stakeholder food services review committee and beginning of consultation process</p> <p>April 2019 – New long-term contracted provider(s) or long-term renewal of existing food services contract.</p>
Success Indicators:	Broad campus consultation on existing food services and recommendations for improvement or change of provider.
Food Services Review Committee Membership	<p>The Food Services Review Committee membership will include the following stakeholders</p> <ul style="list-style-type: none"> • VP-Administration & Finance – Chair (voting) • 6 students (voting): 2 appointed by TRUSU; 1 Culinary Arts or Tourism Management student appointed by the Dean of Adventure, Culinary and Tourism; 1 indigenous student appointed by the Executive Director of Indigenous Education; 1 international student appointed by TRU World; 1 Wolfpack student athlete appointed by the Director of Athletics and Recreation • 2 faculty members appointed by TRUFA (voting) • 2 staff members appointed by CUPE (voting) • 2 exempt administrators appointed by APA (voting) • Executive Director – Athletics, Recreation and Ancillary Services (ex-officio, non-voting).