



2024-2027

Strategic Plan

Office of Ancillary Services

Enriching your university experience.





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Foreword



Greetings,

The Office of Ancillary Services was established in 2020 following the strategic separation of Food Services and the Bookstore from Durham College.

In April 2020, we successfully launched Ontario Tech Food Services in partnership with Dana Hospitality and opened Shop Ontario Tech in collaboration with Follett Higher Education, both amidst an unprecedented pandemic.

Our first two years were defined by significant challenges, as pandemic restrictions limited on-campus activities and disrupted supply chains and staffing. Despite these hurdles, we remained steadfast in our commitment to launching and establishing our services with resilience and determination.

The integration of Ucard and U-Pass into Ancillary Services in spring 2024 marked a major milestone, welcoming a new, enthusiastic team and expanding our service portfolio. As we look ahead to the next three years, we do so with optimism, joy, and an unwavering belief in the opportunities before us. This 2024-2027 Strategic Plan outlines our roadmap for growth, innovation, and excellence.

We are excited to continue supporting the Ontario Tech community, enhancing campus life, and contributing to the overall success of our institution.

Warm regards,

Your Ancillary Services Team

Vision, Mission & Values



Vision

Create a vibrant and enriching University experience where students can thrive academically and socially.

Mission

Provide exceptional customer experience characterized by unparalleled value, innovative, tech-forward services, and effective, socially-responsible goods.

Values



Authenticity: We remain genuine in our interactions, fostering trust and meaningful connections with our campus community and partners.



Accountability: We track, measure, and report on our results taking responsibility for our actions and striving for continuous improvement.



Competency: We leverage our relevant knowledge and skills, commit to ongoing learning and ask for help when we need it.



Efficiency: We streamline processes and use technology ethically to provide optimized, high-quality, timely services and solutions.



Open-mindedness: We embrace diverse perspectives, new ideas and continuously look for new ways to meet the evolving needs of our campus community.



Reliability: We consistently deliver dependable services and products.

Divisions



Campus Bookstore

We have partnered with Follett Higher Education Group to launch "Shop Ontario Tech" offering books, course materials, school supplies, and branded / customizable merchandis.

Visit Shop Ontario Tech in-person in room 1058 of the Energy Systems and Nuclear Science Research Centre, or online at ontariotechu.ca/bookstore.



Food Services

Dana Hospitality, a local Canadian culinary company, is another one of our parnters. They create fresh meals on our campus daily using only high-quality, local ingredients.

Our friendly and accommodating chefs customize our menus for a variety of dietary restrictions and food preferences.



Leasing Partnerships

Our University's leasing program is designed to bring vibrant new opportunities to our campus. We offer flexible short-term leasing options for conferences, meetings, and community events, as well as long-term leases for business owners.

We're excited to welcome Aisle 24 Market, Isabella's Chocolate Cafe, Subway and Truedan Bubble Tea to our campus through this program.

Divisions



Leisure Facilities

Ontario Tech offers a variety of top-notch sports facilities to cater to the athletic needs of our community.

The Campus Ice Centre, Campus Field House and Vaso's Field all boast cutting-edge and versatile space for competitive and recreational activities and plenty of seats for spectators.



Regent Theatre

The historic Regent Theatre has played a vital role in downtown Oshawa since it first opened in October 1919.

Remodeled and reopened in September 2010, the Regent functions as a large lecture theatre for Ontario Tech students, and for community and cultural events during the evenings and on weekends throughout the year.



Ucard & U-Pass

The Ucard identifies users as a member of the Ontario Tech community and provides access to various facilities, resources and services, both on- and off-campus.

The U-Pass program provides eligible, full-time students with unlimited travel each semester on Durham Region Transit (DRT) routes.

Ucard



Ancillary Services is focused on elevating its Ucard program with innovative features to help enhance the student experience.

Here's a glimpse of what lies ahead:

1. The introduction of Ridgebucks, a digital currency integrated into the Ucard, will enable seamless transaction on- and off-campus, supported by a new partnership program with local merchants.
2. Ucard will also expand its reach through Apple and Android Wallet integration, allowing students and staff to make purchases with their Ucard via smartphones, increasing convenience and aligning with the University's sustainability goals.
3. AI integration will bring personalized experiences and smarter security to the Ucard system.

These advancements will transform the Ucard into a versatile tool, fostering a connected and intelligent campus ecosystem, and reinforcing Ontario Tech's commitment to technological leadership.



Facts & Figures

01 Local Employment

The Ancillary Services Department provides over 50 meaningful employment opportunities to the local community each year, including full-time positions and part-time roles that are ideal for students.

02 Revenue Highlights

The combined revenue for all ancillary units for fiscal the 2024/25 year is projected to approach nearly \$6 million.

03 Green Cuisine

Over 40% of our total food purchases comprise of plant-based products. This includes plant-based meals, soups, snacks, vegetables and fruit.

04 Award-Winning Chefs

Ontario Tech's Food Services team took home the gold medal and People's Choice Award at the 2021 CCUFSA conference.

05 Cool Stats

Every year, our Campus Ice Centre welcomes more than 400,000 visitors, with over 1,000 students attending free skate events each month.

06 Stacks of Knowledge

Our small but mighty campus store carries over 500 titles each semester.

07 Ucard

Transitioned from printing over 10,000 plastic ID cards annually to a digital alternative, significantly reducing plastic waste and helping to contribute to a more sustainable future.

08 Playing the Field

Home of intramurals, the Ridgebacks women's and men's soccer teams and summer camps, the Campus Field House welcomes up to 175,000 guests each year.

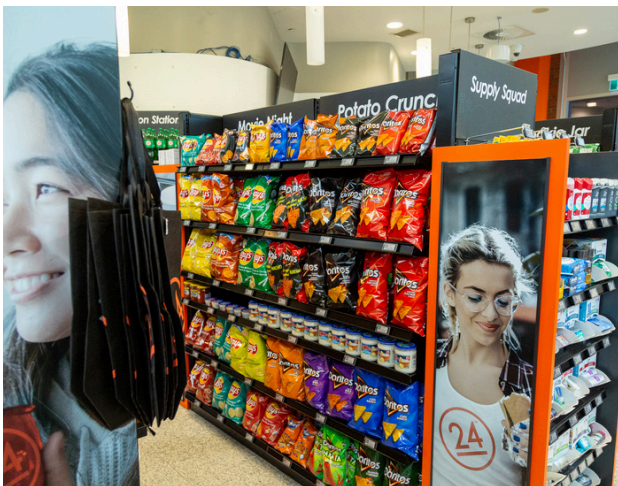
09 Spaced Out

Our departmental footprint spans over 12,600 square metres—enough space to fill nearly two and a half football fields.

10 I Do!

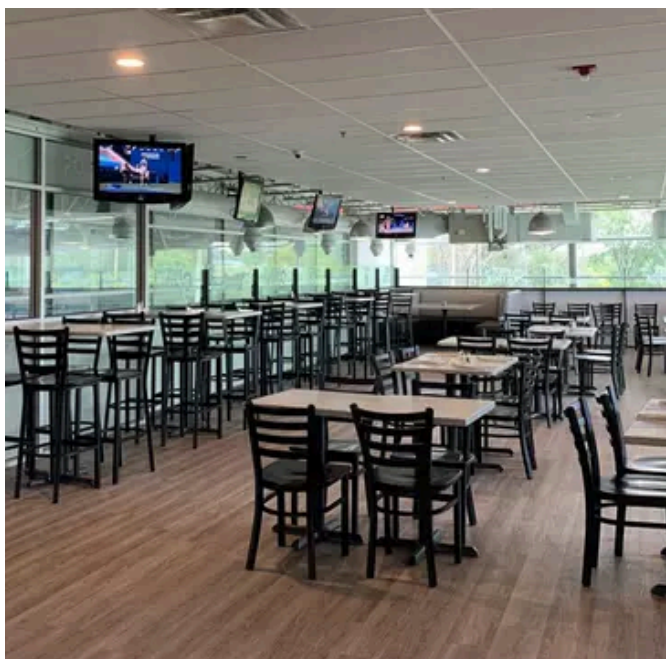
2200 North, our campus pub, has become a hub for student events, staff appreciation celebrations, tailgate parties, and even hosted its first wedding in 2024.

Our Facilities



Food Services & Leasing

- 530 square metre cafeteria featuring the following stations: Grill, daily hot lunch special, pizza, hot beverage and bakery, grab-and-go, fresh soups, savoury pastries, and custom flex station. Seating for over 250 guests.
- Tim Hortons with bake, brew, breakfast and catering menus.
- Smoothie bar and event concession stand offering healthy pre/post workout refreshment by day and indulgent treats on game nights.
- Vending partnerships with Adaria, Coca-Cola, and Pak Pak Kitchen (Ramen noodles).
- Lease partnerships with Aisle 24 Markets, Isabella's, Subway and Truedan Bubble Tea.



Sports Facilities

- 2 NHL-sized ice pads, 10 change rooms, a sports retail outlet, offices, community room, and concession stand.
- Sports bar / campus pub with capacity for 200 guests and catering services.
- Indoor field house featuring two adjacent fields each measuring 30x45 metres separated by a vertical net, change rooms with full amenities, year-round access.



Retail Facilities

- 100 square metre brick and mortar campus store with a robust online presence.
- Coming soon: Online University marketplace through our Ucard team.

Strategic Initiatives

01



People

Cultivate a cohesive, high-performing team that embodies our core values.

02



Connections

Foster internal collaboration and build external partnerships to create connections and add value to the broader community.

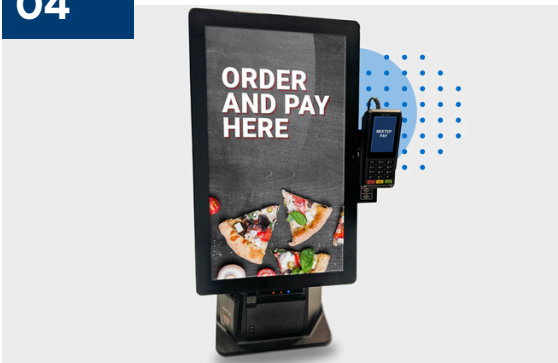
03



Services & Products

Provide innovative and socially responsible services and products that enhance campus engagement.

04



Infrastructure

Invest in our physical and IT infrastructure to enhance and modernize our campus facilities.

05



Accountability

Enhance transparency through comprehensive reporting and accountability.



University Priorities

The Office of Ancillary Services aligns its strategic goals with the University's Integrated Academic Research Plan (IARP). Our work contributes to the overarching priorities of fostering a "sticky campus" and building strong partnerships that bring synergies, ideas and insights into our research and teaching environment.

Creating a Sticky Campus

The concept of a "sticky campus" emphasizes creating a vibrant and inclusive environment where students, faculty, and staff feel deeply connected and engaged. This means nurturing an environment and culture that is accessible, equitable, diverse, and inclusive.

Partnerships

We collaborate with organizations fostering the exchange of ideas and insights that enhance our research and learning environments. These dynamic partnerships contribute to creating a more prosperous society and a sustainable future for the planet.

Deliverables

People

- Establish Ucard Office.
 - Assemble team.
 - Create 3-year strategic plan.
 - Create annual operating plans.
 - Develop technical expertise to support department-level goals for the Ucard program, Food Services and bookstore.
-



Connections

- Establish UCard credential Apple/Android and supporting IT infrastructure and processes.
- Enhance ongoing food service operations through careful oversight and cooperation with Dana Hospitality.
- Enhance ongoing bookstore operations through careful oversight and cooperation with Follett Education.

Programs & Services

- Set-up mobile credential and reloadable accounts for Ontario Tech students and employees.
- Improve profitability measures at in-house operated food service locations.
- Overhaul catering services to achieve objectives born of customer focus groups.
- Improve awareness of, and support for, campus bookstore.

Infrastructure

- Create and implement a 10-year maintenance and equipment retirement / replacement plan.
- Install and implement new Nextep POS system and self-order kiosk hardware/software.
- Enhance branding, wayfinding and signage in food service and leased locations to improve foot traffic and customer flow.
- Replace grill station, increase food prep capacity and improve retail infrastructure in Hunter's Kitchen.

Accountability

- Update Balanced Score Card for all ancillary divisions
 - Review KPIs monthly. Report on KPIs at least once yearly.
 - Create introductory video for OT food services
 - Create introductory video for OT Ucard services
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Meet the Team



Melissa Price

Director, Ancillary Services

Melissa is your go-to gal for all things Ancillary Services at Ontario Tech University. With over 20 years rocking the project and operational management world, she holds CPA and PMP credentials to back her up.

She juggles everything from food services, campus bookstore, Ucard, U-Pass, and whatever else pops up, ensuring it all runs smoothly. Melissa is all about crafting killer strategies, analyzing data like a boss, and fostering awesome vendor and stakeholder relationships.



Mhairi McLachlan

Manager, Ancillary Services

Mhairi's career has been a dynamic journey, evolving from entertainment and media into tech and telecom before joining Ontario Tech in 2018, ready to make an impact.

Driven by a passion for creating exceptional services and supporting others, in 2019 she transitioned from Manager, Communications to Manager, Enrolment Services where she played a key role in launching the University's mobile app and Ucard program. In 2024, she moved to Ancillary Services to continue innovating the Ucard program and develop other fresh and exciting new services.



Roxanne Kerr

Coordinator, Ancillary Services

Roxanne graduated from Ontario Tech with a Bachelor of Science degree in Forensic Science in 2023 and joined the Ancillary Services team in May 2024.

Having been a former student herself, she understands the unique challenges they face and is focused on helping enhance their life on-campus. From streamlining services to innovative problem-solving, Roxanne is dedicated to supporting our students.



Maida Chaudhry

Coordinator, Ancillary Services

Maida graduated from Ontario Tech University with a degree in Technology Management in 2024. In May of the same year, she joined the Ancillary Services team to innovate our programs.

Maida's passion for helping others, combined with her love for creating new and engaging student experiences, ensures student success is at the heart of everything she does.



Dana Hospitality

Meet our dedicated Food Services management team!

Leading the charge is Suresh, our accomplished Food Service Director, who brings extensive operational expertise and a passion for excellence (though, he's a bit camera shy!). Matthew, our certified Red Seal Chef, ensures smooth day-to-day

operations with his meticulous attention to detail and commitment to customer satisfaction. Sarah is a versatile professional with expertise in customer service, retail management, and financial services who keeps everything running smoothly behind the scenes.



Merin Joseph

**Bookstore Manager,
Follett**

As Retail Bookstore Manager at Follett Higher Education, Merin oversees operations, including inventory, staff training, and customer retention.

Tim brings over 22 years of expertise in recreation facility operations and management. As General Manager Oshawa, Tim oversees the Campus Ice Centre, Campus Field House, and Vaso's Field in Oshawa, ON.

Tim Watson

**VP HR and GM,
Nustadia Recreation Inc.**



**Enriching your
university
experience.**

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