

RYERSON UNIVERSITY

SLO

**IMMERSIVE SUSTAINABILITY
EDUCATION**

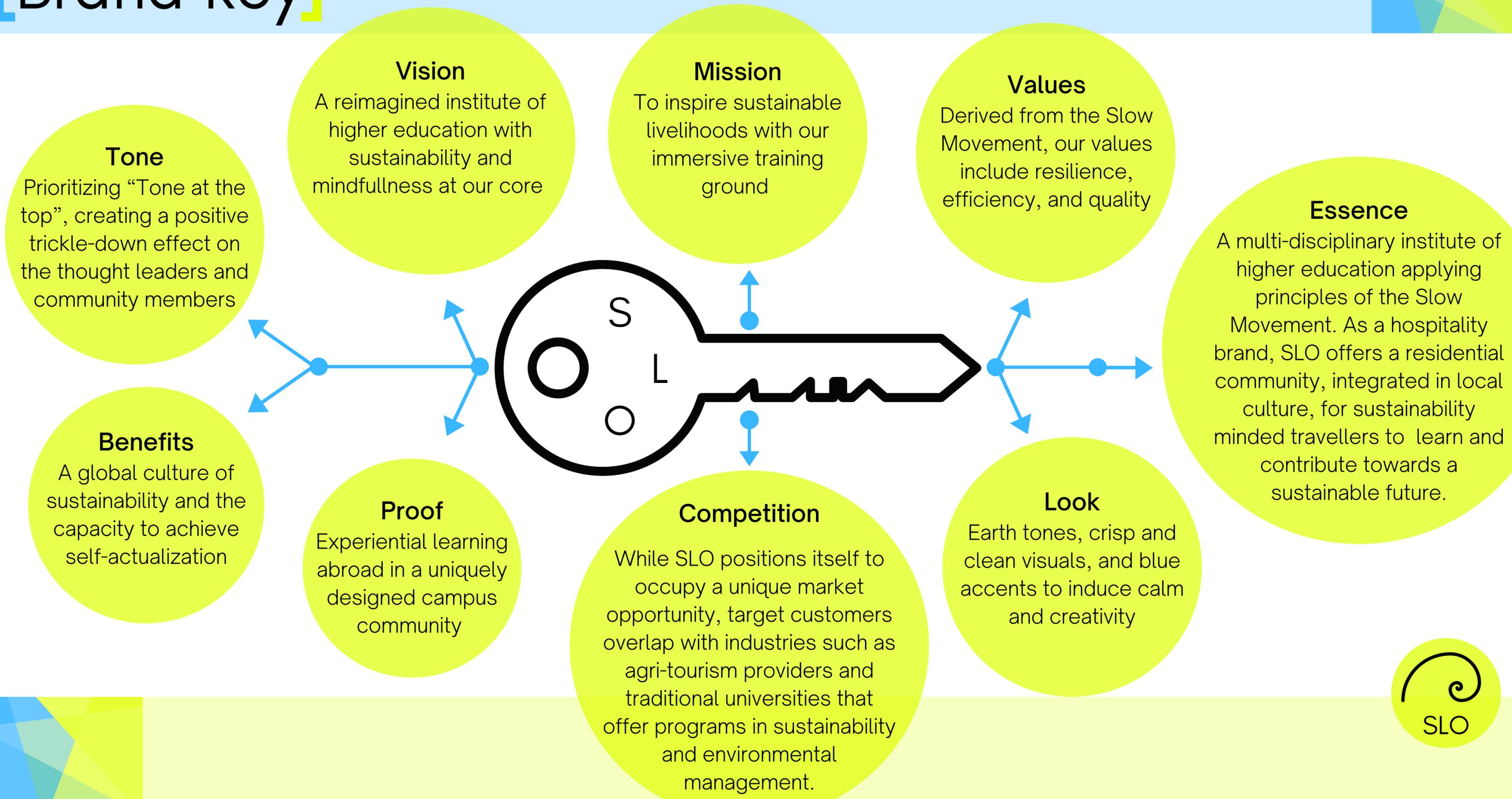
Prepared by Michelle Novotny, Raina
Patel, & Brian Riback

[Problem]

As the global population continues to increase at an exponential rate, with expected numbers to reach 9.8 billion by 2050 (United Nations, 2017), the tourism industry is faced with the growing threat of overtourism (Dodds & Butler, 2019). Overtourism has been seen to cause environmental degradation often through excessive and condensed pollution, the exploitation of and increased strain on local culture and heritage, as well as the commodification and gentrification of towns and cities that prices residents out of their homes (Milano et al., 2018). As a response, in recent decades, there has been a growing consensus in the industry towards the need for sustainable tourism development (Dodds & Butler, 2019; Hall, 2019). Yet, despite the growing support for sustainable tourism development, there has been a lack of consensus surrounding its application and thus limited adoption in practice (Dodds & Butler, 2019; Hall, 2019). Academics have argued that this may be due, in part, to the functioning of our education systems (Beveridge et al., 2015; Holt, 2002; O'Neill, 2014; Smith, 2017; Van der Sluis, 2020). The main culprit, being the underwhelming inclusion of sustainability in post-secondary curriculum (Beveridge et al., 2015). Thus, new graduates enter the workforce every year, often with an awareness and passion for sustainability, but are ill equipped with the knowledge and skills to implement sustainable practices and to achieve international sustainability benchmarks.

The continued existence of the tourism industry relies, by nature, on the presence of thriving ecosystems, communities, and economies. Thus, the question is raised, how will the hospitality industry meet this challenge?

[Brand Key]



[Brand Personality]

RESILIENT

Learning from the past in order to preserve and create a better future

SAVVY

Mobilizing state-of-the-art technological innovations to safe-guard the social and environmental fabric of the region

CONSCIOUS

Integrating local culture and heritage, environmental conservation, and businesses into a well-rounded educational experience

HONEST

Sharing our practices and processes with others to encourage sustainable and slow practices and to remain transparent with our community.

INGENIOUS

Spreading knowledge, tradition, and ethics through self catered curriculum, collaborative and learning-guided seminars, and practical projects that serve the community.

ZESTFUL

Remaining enthusiastic about pursuing connection with ourselves, others, and with nature

AUTHENTIC

Showcasing local identity and providing immersive quality educational experiences

[Target Markets]



Dedicated Slow Guests

Preferred Slow Guests

Slow Movement	Awareness: High Association: Positive
Demographics	Gender: Male and Female Marital Status: Some married, Some not Education: University, Graduate Studies Age: 20-30, 30-50 Income: Med-High Occupation: Office Worker, Manager/Executive/Owner, Student
Wants & Needs	Existence of tasting local food and drinking opportunities Variety of things to see Protected traditional architecture Opportunity to purchase local specialities Different culture of the region Opportunity to see natural life Variety of cultural events Protected local culture To be close to mountains To be close to seaside
Behaviours	Membership in a Group: Travel with family, spouse, or friends Distance of Travel: 250km or less Length of Stay: varied, mostly 7 days or more Type of Accommodation: Boarding House Boarding Types: Bed and Breakfast Expenditure: Less than \$500

Slow Movement	Awareness: Low/Adequate Association: Neutral/Positive
Demographics	Gender: Male and Female Marital Status: Some married, Some not Education: Postsecondary (University) and some College and High School Age: Most 20-40 Income: Medium to Low Occupation: Office worker, Student, Manager/Executive/Owner
Wants & Needs	Variety of things to see Protected traditional architecture Variety of cultural events Existence of trusting local food and drink opportunities Opportunity to purchase local specialities Different culture of the region Opportunity to see natural life Protected local culture To be close to mountains To be close to seaside
Behaviours	Membership in a Group: Travel with family, friends, or spouse Distance of Travel: 250km or less Length of Stay: varied, mostly 7 days or more Type of Accommodation: Boarding House Pension Types: Bed and Breakfast or Room Only Expenditure: Less than \$500



[Customer Journey]

1. AWARENESS

- Targeted digital marketing
- Coverage in news and other media
- Word-of-mouth

2. ATTRACTION

- 1:1 admission meetings
- Virtual reality campus tours
- Success story testimonials

3. THRESHOLD

- Excitement built up towards arrival date
- Networking facilitated for cohorts arriving at similar times
- On-demand support provided for incoming community members leading up to arrival

4. ORIENTATION

- 1:1 onboarding with a thought leader
- One week orientation to explore campus services and surrounding community
- Structured extracurricular health and wellness-oriented programming

8. ADVOCACY

- Return to home and experience sharing
- Application of learning and SLO philosophies to career and personal life
- Alumni network and tracking
- Brand Ambassadors

7. PURCHASE

- Completion of educational experience plan
- Consideration of future SLO programs
- Reflection of learning outcomes and key takeaways

6. INTERACTION

- Participation in classroom learning and community projects
- Personal skill development and exploration of self
- Relationship building with cohort, thought leaders, and local community

5. BROWSING

- Development of school pride
- Creation of personalized educational experience plan
- Participation in campus and community programming
- Consideration of leadership and volunteer opportunities



[Experience Gauge]

ENERGY AND ENVIRONMENT

- Air quality conservation
- Water quality conservation
- Drinking water consumption of residents
- Urban solid separate waste collection
- Industrial and domestic composting
- Purification of sewage disposal
- Energy saving in buildings and public systems
- Public energy production from renewable sources
- Reduction of visual pollution, traffic noise
- Reduction of public light pollution
- Electrical energy consumption of resident families
- Conservation of biodiversity

INFRASTRUCTURE

- Efficient cycle paths connected to public buildings
- Length (in kms) of urban cycle paths created over the total of kms of urban road
- Bicycle parking interchange zones
- Planning of - as an alternative to private cars
- Removal of architectural barriers
- Initiatives for family life and pregnant women
- Verified accessibility to medical services
- "Sustainable" distribution of merchandise in urban centers
- Percentage of residents that commutes daily to work in another town

SOCIAL COHESION

- Minority discriminated
- Enclave/neighbours
- Integration of disable people
- Children care
- Youth condition
- Poverty
- Community association
- Multicultural integration
- Political participation
- Public housing
- The existence of youth activity areas, and youth centre

PARTNERSHIP

- Support for Cittaslow campaigns and activity
- Collaboration with other organizations promoting natural and traditional food
- Support for twinning projects and cooperation for the development of developing countries covering also the spread philosophies of Cittaslow

HOSPITALITY AND AWARENESS

- Good welcome
- Increasing awareness of operators and traders
- Availability of 'slow' itineraries
- Adoption of active techniques suitable for launching bottom-up processes in the more important administrative decisions
- Permanent training of trainers and/or administrators and employees on Cittaslow slow themes
- Health education
- Systematic and permanence information for the citizens regarding the meaning of Cittaslow
- Active presence of associations operating with the administration on Cittaslow themes
- Support for Cittaslow campaigns
- Insertion/use of Cittaslow logo on headed paper and website

QUALITY OF URBAN LIFE

- Planning of urban resilience
- Interventions of recovery and increasing the value of civic centers
- Recovery/creation of social green areas with productive plants and/or fruit trees
- Urban livableness
- Requalification and reuse of marginal areas
- Use of ict in the development of interactive services for citizens and tourists
- Service desk for sustainable architecture
- Cable network city
- Monitoring and reduction of pollutants
- Development of telecommuting
- Promotion of private sustainable urban planning
- Promotion of social infrastructure
- Promotion of public sustainable urban planning
- Recovery/creation of productive green areas with productive plants and/or of fruit within the urban perimeter
- Creation of spaces for the commercialization of local products
- Protection/increasing value of workshops - creation of natural shopping centers
- Metre cubes of cement (net infrastructure) in green urban areas

AGRICULTURAL AND TOURISM

- Development of agro-ecology
- Protection of handmade and labelled artisan production
- Increasing the value of working techniques and traditional crafts
- Increasing the value of rural areas
- Use of local products, if possible organic, in communal public restaurants
- Education of flavours and promoting the use of local products, if possible organic in the catering industry and private consumption
- Conservation and increasing the value of local cultural events
- Additional hotel capacity
- Prohibiting the use of gmo in agriculture
- New ideas for enforcing plans concerning land settlements previously used for agriculture

Source: Cittaslow Charter

[360 Brand Experience]

PEOPLE & CULTURE

- Having an emotional commitment to SLO
- Every community member is a SLO ambassador
- Leadership that is present and accessible
- Articulate the mission in such a manner that the mission is bigger than the community members or the university itself
- Decentralised decision making
- Learning and growing through the convening of minds and capacity building

BRAND IMAGE

- Offer people a story that never stops unfolding
- High quality but very accessible
- A brand that focuses on environment, infrastructure, urban fabric, local produce and products, hospitality and community and slow movement awareness

SPACE

- Educational buildings need to be: flexible, to accommodate both current and evolving pedagogies; future-proof, to enable space to be re-allocated and reconfigured; bold, to look beyond tried and tested technologies and pedagogies; creative, to energise and inspire learners and tutors; supportive, to develop the potential of all learners; and enterprising, to make each space capable of supporting different purposes
- Outcomes include motivation (particularly through effective lighting), collaboration (and open plan design) and personalisation and inclusion (particularly ubiquitous wireless access and using moveable furniture)
- Group teaching and learning spaces, simulated environments, immersive environments, peer-to-peer and social learning spaces, learning clusters, individual learning spaces and external spaces

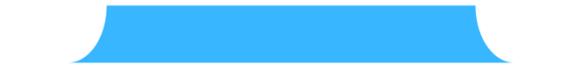
[Product/Solution]



EDUCATION



- Students Guided Learning
- STEM + Arts, founded in ethics and sustainability
- Critical Thinking and Open Discussion
- Community Focused Projects and Collaboration
- Casual Classroom Setup with Virtual and Hybrid Learning Options
- Measure less, Think slowly, Unplug
- Relevance, Rigor, Relationships



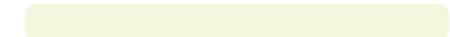
RESEARCH



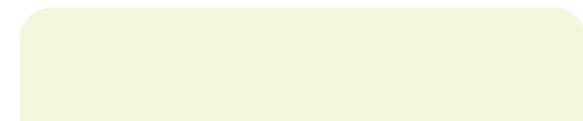
- Multidisciplinary Research Institutes
- Connected To Student Projects and In-Class Learning
- Hinges on Community Benefit and Collaboration
- Student Research Grants and Developmental Programs
- Thought Leadership Publications in Top Tier Journals
- Annual University Impact Analysis



EXPERIENCE



- Self-Catering Accommodations
- Multipurpose Student and Community Spaces
- Urban Farming Green Roofs
- Work and Play Student Groups
- On and Off Campus Work Opportunities
- Wide Ranging Campus Services
- Student Run Convivium



Business Model

REVENUES

Tuition
Avg. \$5,475
per Student

Room & Board
Avg. \$18,400
per Student

Other Revenues
Grants (40%)
Sales & Services (10%)
Donations (1.5%)
Investment Incomes (4%)

EXPENSES

Salaries & Benefits
45% of earnings

Scholarships & Bursaries
Avg. \$1,000
per Student

Other Expenses
Sub-grants (8%)
Supplies & Services (7%)
Repairs & Maintenance
(3.5%)

Based on Ontario university industry averages and adjusted to reflect SLO's unique operating structure.

[Investment Potential]

\$200m
CAD

Net
Present
Value

87%
Return on
Investment

6-year
Payback
Period

\$230m
CAD

Initial
Investment
Request



Profits Re-
invested to
Expand into
More Future
Cities

Based on 10 years of projected income and expenses.
Income statements available in the appendix.



THANK YOU



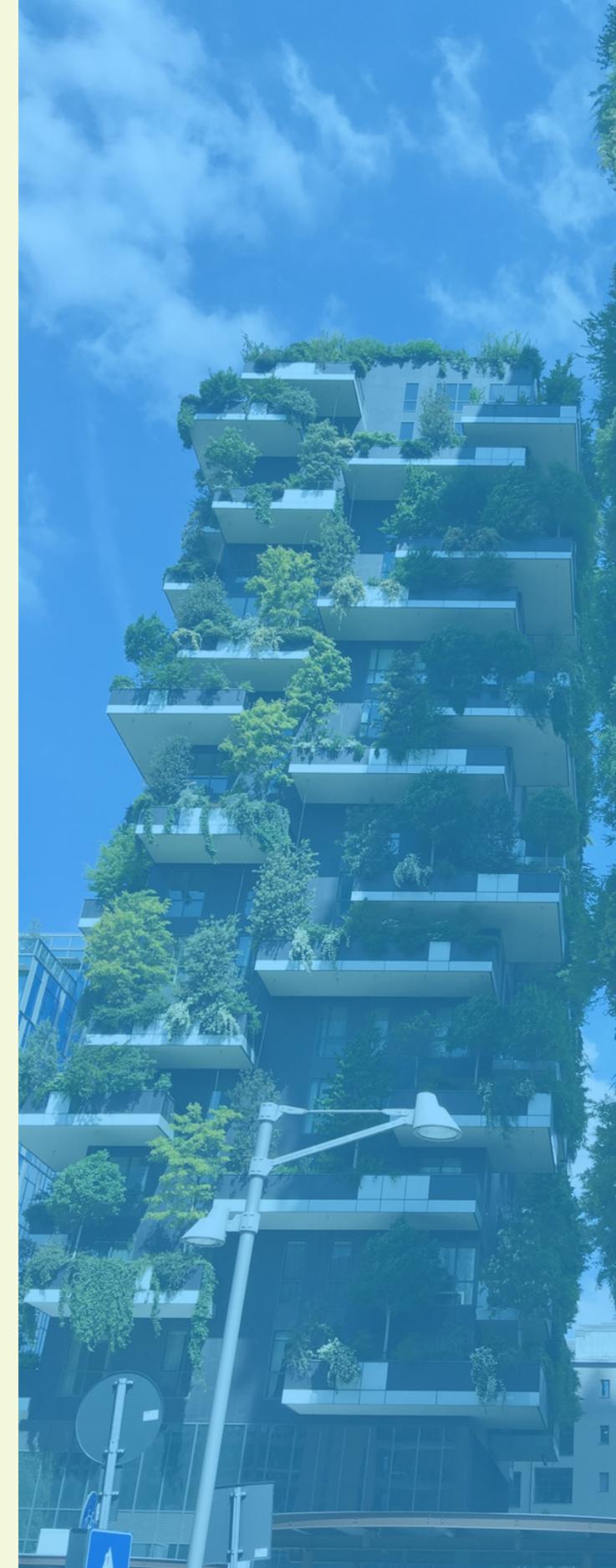
MICHELLE NOVOTNY
Research Manager



BRIAN RIBACK
Financial Manager



RAINA PATEL
Brand Manager



Appendix: Vision



Appendix: Vision Board



Appendix: Profit Projections

SLO Revenue and Expense Forecasting Model - Output Sheet

www.hotelvaluationsoftware.com

	Base Year 2050				Base +1 2051			
Number of Rooms	5000				5000			
Occupancy	30.0%				35.0%			
Average Rate	\$ 23.00				\$ 23.69			
Days Open	365				365			
Rooms Occupied	547,500				638,750			
Revenues	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Rooms	\$ 12,593	26.4%	\$ 2,519	\$ 23.00	\$ 15,132	27.2%	\$ 3,026	\$ 23.69
Tuition and Meal Plan	\$ 23,209	48.7%	\$ 4,642	\$ 42.39	\$ 27,889	50.1%	\$ 5,578	\$ 43.66
Grants	\$ 9,191	19.3%	\$ 1,838	\$ 16.79	\$ 9,861	17.7%	\$ 1,972	\$ 15.44
Sales and Services	\$ 1,259	2.6%	\$ 252	\$ 2.30	\$ 1,351	2.4%	\$ 270	\$ 2.12
Donations	\$ 189	0.4%	\$ 38	\$ 0.35	\$ 203	0.4%	\$ 41	\$ 0.32
Investment Income	\$ 504	1.1%	\$ 101	\$ 0.92	\$ 519	0.9%	\$ 104	\$ 0.81
Amortization of Deferred Cap. Contr.	\$ 252	0.5%	\$ 50	\$ 0.46	\$ 259	0.5%	\$ 52	\$ 0.41
Other Income	\$ 416	0.9%	\$ 83	\$ 0.76	\$ 428	0.8%	\$ 86	\$ 0.67
Total Revenue	\$ 47,613	100.0%	\$ 9,523	\$ 86.96	\$ 55,642	100.0%	\$ 11,128	\$ 87.11
Departmental Expenses	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Salaries and Benefits	\$ 5,667	45.0%	\$ 1,133	\$ 10.35	\$ 6,080	40.2%	\$ 1,216	\$ 9.52
Scholarships and Bursaries	\$ 1,506	4.6%	\$ 301	\$ 2.75	\$ 1,703	4.5%	\$ 341	\$ 2.67
Sub-grants	\$ 101	8.0%	\$ 20	\$ 0.18	\$ 104	7.7%	\$ 21	\$ 0.16
Cost of Goods Sold	\$ 5	2.6%	\$ 1	\$ 0.01	\$ 5	2.5%	\$ 1	\$ 0.01
Amortization of Cap. Assets	\$ 27	5.4%	\$ 5	\$ 0.05	\$ 27	5.2%	\$ 5	\$ 0.04
Supplies and Services	\$ 18	7.1%	\$ 4	\$ 0.03	\$ 18	6.9%	\$ 4	\$ 0.03
Repairs and Maintenance	\$ 15	3.6%	\$ 3	\$ 0.03	\$ 15	3.5%	\$ 3	\$ 0.02
Interest	\$ 809	1.7%	\$ 162	\$ 1.48	\$ 834	1.5%	\$ 167	\$ 1.31
Utilities, Taxes, and Rent	\$ 952	2.0%	\$ 190	\$ 1.74	\$ 981	1.8%	\$ 196	\$ 1.54
Total Expenses	\$ 9,100	19.1%	\$ 1,820	\$ 16.62	\$ 9,767	17.6%	\$ 1,953	\$ 15.29
Profit	\$ 38,513	80.9%	\$ 7,703	\$ 70.34	\$ 45,875	82.4%	\$ 9,175	\$ 71.82

Appendix: Profit Projections

	Base +2 2052				Base +3 2053			
Number of Rooms	5000				5000			
Occupancy	40.0%				45.0%			
Average Rate	\$ 24.40				\$ 25.13			
Days Open	365				365			
Rooms Occupied	730,000				821,250			
Revenues	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Rooms	\$ 17,813	27.8%	\$ 3,563	\$ 24.40	\$ 20,640	28.3%	\$ 4,128	\$ 25.13
Tuition and Meal Plan	\$ 32,830	51.2%	\$ 6,566	\$ 44.97	\$ 38,040	52.1%	\$ 7,608	\$ 46.32
Grants	\$ 10,563	16.5%	\$ 2,113	\$ 14.47	\$ 11,298	15.5%	\$ 2,260	\$ 13.76
Sales and Services	\$ 1,447	2.3%	\$ 289	\$ 1.98	\$ 1,548	2.1%	\$ 310	\$ 1.88
Donations	\$ 217	0.3%	\$ 43	\$ 0.30	\$ 232	0.3%	\$ 46	\$ 0.28
Investment Income	\$ 534	0.8%	\$ 107	\$ 0.73	\$ 550	0.8%	\$ 110	\$ 0.67
Amortization of Deffered Cap. Contr.	\$ 267	0.4%	\$ 53	\$ 0.37	\$ 275	0.4%	\$ 55	\$ 0.33
Other Income	\$ 441	0.7%	\$ 88	\$ 0.60	\$ 454	0.6%	\$ 91	\$ 0.55
Total Revenue	\$ 64,112	100.0%	\$ 12,822	\$ 87.82	\$ 73,037	100.0%	\$ 14,607	\$ 88.93
Departmental Expenses	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Salaries and Benefits	\$ 6,513	36.6%	\$ 1,303	\$ 8.92	\$ 6,966	33.8%	\$ 1,393	\$ 8.48
Scholarships and Bursaries	\$ 1,912	4.4%	\$ 382	\$ 2.62	\$ 2,131	4.3%	\$ 426	\$ 2.59
Sub-grants	\$ 108	7.5%	\$ 22	\$ 0.15	\$ 111	7.2%	\$ 22	\$ 0.14
Cost of Goods Sold	\$ 5	2.3%	\$ 1	\$ 0.01	\$ 5	2.2%	\$ 1	\$ 0.01
Amortization of Cap. Assets	\$ 28	5.2%	\$ 6	\$ 0.04	\$ 29	5.3%	\$ 6	\$ 0.04
Supplies and Services	\$ 19	7.1%	\$ 4	\$ 0.03	\$ 19	6.9%	\$ 4	\$ 0.02
Repairs and Maintenance	\$ 15	3.4%	\$ 3	\$ 0.02	\$ 16	3.5%	\$ 3	\$ 0.02
Interest	\$ 859	1.3%	\$ 172	\$ 1.18	\$ 884	1.2%	\$ 177	\$ 1.08
Utilities, Taxes, and Rent	\$ 1,010	1.6%	\$ 202	\$ 1.38	\$ 1,041	1.4%	\$ 208	\$ 1.27
Total Expenses	\$ 10,469	16.3%	\$ 2,094	\$ 14.34	\$ 11,202	15.3%	\$ 2,240	\$ 13.64
Profit	\$ 53,643	83.7%	\$ 10,729	\$ 73.48	\$ 61,835	84.7%	\$ 12,367	\$ 75.29

Appendix: Profit Projections

	Base +4 2054				Base +5 2055			
Number of Rooms	5000				5000			
Occupancy	50.0%				60.0%			
Average Rate	\$ 25.89				\$ 26.66			
Days Open	365				365			
Rooms Occupied	912,500				1,095,000			
Revenues	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Rooms	\$ 23,622	28.7%	\$ 4,724	\$ 25.89	\$ 29,196	29.3%	\$ 5,839	\$ 26.66
Tuition and Meal Plan	\$ 43,536	52.8%	\$ 8,707	\$ 47.71	\$ 53,809	53.9%	\$ 10,762	\$ 49.14
Grants	\$ 12,068	14.6%	\$ 2,414	\$ 13.23	\$ 13,318	13.3%	\$ 2,664	\$ 12.16
Sales and Services	\$ 1,654	2.0%	\$ 331	\$ 1.81	\$ 1,825	1.8%	\$ 365	\$ 1.67
Donations	\$ 248	0.3%	\$ 50	\$ 0.27	\$ 274	0.3%	\$ 55	\$ 0.25
Investment Income	\$ 567	0.7%	\$ 113	\$ 0.62	\$ 584	0.6%	\$ 117	\$ 0.53
Amortization of Deferred Cap. Contr.	\$ 283	0.3%	\$ 57	\$ 0.31	\$ 292	0.3%	\$ 58	\$ 0.27
Other Income	\$ 468	0.6%	\$ 94	\$ 0.51	\$ 482	0.5%	\$ 96	\$ 0.44
Total Revenue	\$ 82,446	100.0%	\$ 16,489	\$ 90.35	\$ 99,780	100.0%	\$ 19,956	\$ 91.12
Departmental Expenses	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Salaries and Benefits	\$ 7,441	31.5%	\$ 1,488	\$ 8.15	\$ 8,211	28.1%	\$ 1,642	\$ 7.50
Scholarships and Bursaries	\$ 2,362	4.2%	\$ 472	\$ 2.59	\$ 2,776	4.1%	\$ 555	\$ 2.54
Sub-grants	\$ 115	7.0%	\$ 23	\$ 0.13	\$ 120	6.6%	\$ 24	\$ 0.11
Cost of Goods Sold	\$ 6	2.4%	\$ 1	\$ 0.01	\$ 6	2.2%	\$ 1	\$ 0.01
Amortization of Cap. Assets	\$ 30	5.3%	\$ 6	\$ 0.03	\$ 31	5.3%	\$ 6	\$ 0.03
Supplies and Services	\$ 20	7.1%	\$ 4	\$ 0.02	\$ 20	6.8%	\$ 4	\$ 0.02
Repairs and Maintenance	\$ 16	3.4%	\$ 3	\$ 0.02	\$ 17	3.5%	\$ 3	\$ 0.02
Interest	\$ 911	1.1%	\$ 182	\$ 1.00	\$ 938	0.9%	\$ 188	\$ 0.86
Utilities, Taxes, and Rent	\$ 1,072	1.3%	\$ 214	\$ 1.17	\$ 1,104	1.1%	\$ 221	\$ 1.01
Total Expenses	\$ 11,973	14.5%	\$ 2,395	\$ 13.12	\$ 13,223	13.3%	\$ 2,645	\$ 12.08
Profit	\$ 70,473	85.5%	\$ 14,095	\$ 77.23	\$ 86,557	86.7%	\$ 17,311	\$ 79.05

Appendix: Profit Projections

	Base +6 2056				Base +7 2057			
Number of Rooms	5000				5000			
Occupancy	70.0%				80.0%			
Average Rate	\$ 27.46				\$ 28.29			
Days Open	365				365			
Rooms Occupied	1,277,500				1,460,000			
Revenues	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Rooms	\$ 35,084	29.7%	\$ 7,017	\$ 27.46	\$ 41,299	30.1%	\$ 8,260	\$ 28.29
Tuition and Meal Plan	\$ 64,661	54.8%	\$ 12,932	\$ 50.62	\$ 76,116	55.4%	\$ 15,223	\$ 52.13
Grants	\$ 14,632	12.4%	\$ 2,926	\$ 11.45	\$ 16,013	11.7%	\$ 3,203	\$ 10.97
Sales and Services	\$ 2,005	1.7%	\$ 401	\$ 1.57	\$ 2,194	1.6%	\$ 439	\$ 1.50
Donations	\$ 301	0.3%	\$ 60	\$ 0.24	\$ 329	0.2%	\$ 66	\$ 0.23
Investment Income	\$ 601	0.5%	\$ 120	\$ 0.47	\$ 619	0.5%	\$ 124	\$ 0.42
Amortization of Deffered Cap. Contr.	\$ 301	0.3%	\$ 60	\$ 0.24	\$ 310	0.2%	\$ 62	\$ 0.21
Other Income	\$ 496	0.4%	\$ 99	\$ 0.39	\$ 511	0.4%	\$ 102	\$ 0.35
Total Revenue	\$ 118,081	100.0%	\$ 23,616	\$ 92.43	\$ 137,391	100.0%	\$ 27,478	\$ 94.10
Departmental Expenses	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Salaries and Benefits	\$ 9,022	25.7%	\$ 1,804	\$ 7.06	\$ 9,873	23.9%	\$ 1,975	\$ 6.76
Scholarships and Bursaries	\$ 3,213	4.1%	\$ 643	\$ 2.52	\$ 3,674	4.0%	\$ 735	\$ 2.52
Sub-grants	\$ 124	6.2%	\$ 25	\$ 0.10	\$ 129	5.9%	\$ 26	\$ 0.09
Cost of Goods Sold	\$ 6	2.0%	\$ 1	\$ 0.00	\$ 6	1.8%	\$ 1	\$ 0.00
Amortization of Cap. Assets	\$ 32	5.3%	\$ 6	\$ 0.03	\$ 33	5.3%	\$ 7	\$ 0.02
Supplies and Services	\$ 21	7.0%	\$ 4	\$ 0.02	\$ 22	7.1%	\$ 4	\$ 0.02
Repairs and Maintenance	\$ 17	3.4%	\$ 3	\$ 0.01	\$ 18	3.5%	\$ 4	\$ 0.01
Interest	\$ 966	0.8%	\$ 193	\$ 0.76	\$ 995	0.7%	\$ 199	\$ 0.68
Utilities, Taxes, and Rent	\$ 1,137	1.0%	\$ 227	\$ 0.89	\$ 1,171	0.9%	\$ 234	\$ 0.80
Total Expenses	\$ 14,538	12.3%	\$ 2,908	\$ 11.38	\$ 15,921	11.6%	\$ 3,184	\$ 10.90
Profit	\$ 103,543	87.7%	\$ 20,709	\$ 81.05	\$ 121,470	88.4%	\$ 24,294	\$ 83.20

Appendix: Profit Projections

	Base +8 2058				Base +9 2059			
Number of Rooms	5000				5000			
Occupancy	90.0%				100.0%			
Average Rate	\$ 29.14				\$ 30.01			
Days Open	365				365			
Rooms Occupied	1,642,500				1,825,000			
Revenues	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Rooms	\$ 47,855	30.3%	\$ 9,571	\$ 29.14	\$ 54,768	30.6%	\$ 10,954	\$ 30.01
Tuition and Meal Plan	\$ 88,199	55.9%	\$ 17,640	\$ 53.70	\$ 100,940	56.3%	\$ 20,188	\$ 55.31
Grants	\$ 17,463	11.1%	\$ 3,493	\$ 10.63	\$ 18,987	10.6%	\$ 3,797	\$ 10.40
Sales and Services	\$ 2,393	1.5%	\$ 479	\$ 1.46	\$ 2,601	1.5%	\$ 520	\$ 1.43
Donations	\$ 359	0.2%	\$ 72	\$ 0.22	\$ 390	0.2%	\$ 78	\$ 0.21
Investment Income	\$ 638	0.4%	\$ 128	\$ 0.39	\$ 657	0.4%	\$ 131	\$ 0.36
Amortization of Deffered Cap. Contr.	\$ 319	0.2%	\$ 64	\$ 0.19	\$ 329	0.2%	\$ 66	\$ 0.18
Other Income	\$ 526	0.3%	\$ 105	\$ 0.32	\$ 542	0.3%	\$ 108	\$ 0.30
Total Revenue	\$ 157,752	100.0%	\$ 31,550	\$ 96.04	\$ 179,214	100.0%	\$ 35,843	\$ 98.20
Departmental Expenses	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Salaries and Benefits	\$ 10,767	22.5%	\$ 2,153	\$ 6.56	\$ 11,707	21.4%	\$ 2,341	\$ 6.41
Scholarships and Bursaries	\$ 4,159	3.9%	\$ 832	\$ 2.53	\$ 4,671	3.9%	\$ 934	\$ 2.56
Sub-grants	\$ 134	5.6%	\$ 27	\$ 0.08	\$ 139	5.3%	\$ 28	\$ 0.08
Cost of Goods Sold	\$ 7	1.9%	\$ 1	\$ 0.00	\$ 7	1.8%	\$ 1	\$ 0.00
Amortization of Cap. Assets	\$ 34	5.3%	\$ 7	\$ 0.02	\$ 35	5.3%	\$ 7	\$ 0.02
Supplies and Services	\$ 22	6.9%	\$ 4	\$ 0.01	\$ 23	7.0%	\$ 5	\$ 0.01
Repairs and Maintenance	\$ 18	3.4%	\$ 4	\$ 0.01	\$ 19	3.5%	\$ 4	\$ 0.01
Interest	\$ 1,025	0.6%	\$ 205	\$ 0.62	\$ 1,056	0.6%	\$ 211	\$ 0.58
Utilities, Taxes, and Rent	\$ 1,206	0.8%	\$ 241	\$ 0.73	\$ 1,242	0.7%	\$ 248	\$ 0.68
Total Expenses	\$ 17,372	11.0%	\$ 3,474	\$ 10.58	\$ 18,899	10.5%	\$ 3,780	\$ 10.36
Profit	\$ 140,380	89.0%	\$ 28,076	\$ 85.47	\$ 160,315	89.5%	\$ 32,063	\$ 87.84

[Appendix: Profit Projections]

	Base +10 2060
Number of Rooms	5000
Occupancy	100.0%
Average Rate	\$ 30.91
Days Open	365
Rooms Occupied	1,825,000

Revenues	\$(000)	Percent	\$/Avail Rm	\$/Occ Rm
Rooms	\$ 56,411	30.6%	\$ 11,282	\$ 30.91
Tuition and Meal Plan	\$ 103,968	56.3%	\$ 20,794	\$ 56.97
Grants	\$ 19,556	10.6%	\$ 3,911	\$ 10.72
Sales and Services	\$ 2,680	1.5%	\$ 536	\$ 1.47
Donations	\$ 402	0.2%	\$ 80	\$ 0.22
Investment Income	\$ 677	0.4%	\$ 135	\$ 0.37
Amortization of Deferred Cap. Contr.	\$ 338	0.2%	\$ 68	\$ 0.19
Other Income	\$ 558	0.3%	\$ 112	\$ 0.31
Total Revenue	\$ 184,590	100.0%	\$ 36,918	\$ 101.15

Departmental Expenses				
Salaries and Benefits	\$ 12,058	21.4%	\$ 2,412	\$ 6.61
Scholarships and Bursaries	\$ 4,811	3.9%	\$ 962	\$ 2.64
Sub-grants	\$ 143	5.3%	\$ 29	\$ 0.08
Cost of Goods Sold	\$ 7	1.7%	\$ 1	\$ 0.00
Amortization of Cap. Assets	\$ 36	5.3%	\$ 7	\$ 0.02
Supplies and Services	\$ 24	7.1%	\$ 5	\$ 0.01
Repairs and Maintenance	\$ 20	3.6%	\$ 4	\$ 0.01
Interest	\$ 1,088	0.6%	\$ 218	\$ 0.60
Utilities, Taxes, and Rent	\$ 1,280	0.7%	\$ 256	\$ 0.70
Total Expenses	\$ 19,467	10.5%	\$ 3,893	\$ 10.67

Profit	\$ 165,123	89.5%	\$ 33,025	\$ 90.48
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