



University of Toronto TORONTO ONTARIO M5S 1A1

OFFICE OF THE VICE PRESIDENT, BUSINESS AFFAIRS

TO: Members of the University Affairs Board

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DATE: March 5, 2004 for meeting of March 23, 2004

AGENDA ITEM: 3

ITEM IDENTIFICATION:

2004-2005 Operating Plans for Service Ancillaries.

JURISDICTIONAL INFORMATION:

Each year the Board approves operating plans for service ancillaries, which describe the services and programs to be offered, within the financial parameters set by the University's operating budget and financial policies set by the Business Board. The plans include each ancillary's annual operating budget, and describe changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees. (University Affairs Board Terms of Reference, 4.1.1.(ii)).

PREVIOUS ACTION TAKEN:

- A variety of previous approvals, have been given to these plans as outlined on page 13 of the attached report.
- Draft plans for each ancillary have been reviewed by the Financial Services Department, whose report has been considered by the Service Ancillaries Review Group (SARG) and accepted by the President and Vice-Presidents (PVP). Three members of the University Affairs Board are members of SARG.

HIGHLIGHTS:

- Highlights of the service ancillaries' management reports are summarized in the Executive Summary pages 1 to 9.
- The management reports for all ancillaries, detailed budgets and plans are available from any one of the following offices: Governing Council, Vice-President, Business Affairs and Vice-Provost, Students.

FINANCIAL AND/OR PLANNING IMPLICATIONS:

- The degree to which each ancillary anticipates achieving the objectives of the long range budget guidelines are summarized on page 15.

RECOMMENDATION:

It is recommended that the University Affairs Board approve the 2004-05 operating plans and budgets for the Service Ancillaries, as summarized in Schedule II; the service ancillary capital budgets as summarized in Schedule V; and the rates and fees in Schedule VI.

University of Toronto

Service Ancillaries Report on Operating Plans

For the Year 2004-2005



SARG

March 5, 2004

Service Ancillaries Report on Operating Plans
For the Year 2004-2005

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EXECUTIVE SUMMARY

Background

Each year the University Affairs Board approves operating plans for all service ancillaries. These describe the services and programs proposed to be offered within the financial parameters set by the University's operating budget and financial policies set by the Business Board. The plans include each ancillary's annual operating budget, and describe changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

The service ancillaries' annual budgets for 2004-05 and long-range plans for 2006 to 2009 were reviewed by a number of student and local committees and councils. There is student representation on all committees and councils except the Resource, Planning and Priorities Committee at UTM (see page 13).

Following this consultative process, the Financial Services Department reviewed the management reports submitted by each ancillary, for completeness, adherence to fiscal policies and financial feasibility and assessed the progress made by each ancillary towards achieving the four financial objectives established for ancillaries. These are:

1. To operate without subsidy from the operating budget. Should the need for subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.
2. To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.
3. Having achieved objectives (1) and (2) to create and maintain an operating reserve (excluding capital requirements) at a minimum level of ten percent of annual expenditure budgets (net of cost of goods sold, capital renewal costs and deans and dons' expenses), as a protection against unforeseen events which would have a negative financial impact on the operation.
4. Having obtained objectives (1), (2) and (3), service ancillaries will contribute net revenues to the operating budget*. The rate of contribution will be established by each individual campus for each individual ancillary. (*For purposes of clarification, objective 4 relates to all contributions of net revenues made by the ancillary operation to any operating budget outside of their own operations.)

Issues requiring further action were identified by Financial Services and addressed by the ancillaries. Finally the budgets were reviewed by the Service Ancillaries Review Group (SARG), which includes three members of the University Affairs Board.

The SARG provides advice and formulates recommendations on the operating plans for all service ancillaries. The SARG process contributes to the success of the ancillary operations by providing direction and guidance on short and long range planning. It serves as a review and monitoring group and recommends plans and budgets for approval. It also considers other matters that fall within its purview.

This report includes a summary of key issues pertaining to ancillaries, highlights for each ancillary budget and summary financial information on the 2004-05 budgets and long range plans and on the extent to which each ancillary anticipates achieving the four objectives. Copies of the detailed submissions may be obtained from any of the following offices: Governing Council, Vice-President Business Affairs and Vice-Provost, Students.

Collectively, the service ancillaries are projecting a cumulative surplus of \$22.7 million (which includes investment in capital assets of \$10.6 million from St. George Parking) for 2004-2005, while contributing \$0.3 million to operating and restricted funds. All residence ancillary operations other than Graduate House and St. George Family Housing are projecting deficits, while all other service ancillaries are projecting surpluses for the year. Commitments to capital renewal total \$8.3 million. The St. George Family Housing ancillary also has a trust fund of \$2.0 million, which is reserved for major capital improvements based on the purchase agreement with Ontario Housing Corporation (OHC).

Summary of Key Issues

Enrollment growth on all three campuses continues to put pressure on service ancillaries to meet the increased demand for services. Both Mississauga and Scarborough campuses anticipate large enrollment growth with limited infrastructure in place to meet the demand. Both parking and food service operations require more facilities to fully meet the influx in demand. Building expansion, on all three campuses, to create increased residence spaces, has put a strain on the financial viability of each residence operation. Minimal equity down payments for the new residence buildings resulted in borrowings and in turn large annual mortgage financing costs. The impact of these borrowings can be seen on the projected long range budget plans. The St. George campus residences are now facing high off campus housing vacancy which will further test the financial state of each residence operation. The University's first year residence guarantee is also having an impact on the preferred student residence mix of 60% upper year students and 40% first year students, although the softening in the off campus housing market might temporarily alleviate this problem. Many of the residence operations highlighted their concern with the academic year extending into the second week of May, which puts the ancillary operations at a financial disadvantage when trying to generate summer business. Also noted was that the U of T students experience a similar financial disadvantage when seeking summer employment due to the fact that other University students are already in the work force by May 1st.

The SARS crisis in 2003 and its effect on Toronto tourism resulted in lower summer revenues for all ancillaries and have been reflected in each ancillaries total fund balance. Ancillary heads have agreed to meet with the Vice-President, Business Affairs on a one on one basis in the fall of 2004, to discuss issues specific to each ancillary.

Residences

This year, Residence ancillaries have added four new residences and are continuing to build additional residence spaces to meet the residence guarantee for first year students. The need for residence expansion has presented a financial challenge, in that the costs of building new residences have risen faster than residence rates. Currently, the approved annual subsidy from the academic priorities fund in support of residence expansion is \$1.55 million of which \$1.2 million is allocated to Woodsworth College and \$0.35 million to New College. The office of the Vice President of Business Affairs has committed a subsidy of \$0.9 million to the 89 Chestnut residence.

In the case of the first objective, a subsidy will be provided for a maximum of eight years through the APF from the University's operating budget to a college's residence ancillary budget to cover a portion of the borrowing cost. The combined ancillary operation will be required to break even annually in year 5 and cumulatively in year 8, and the subsidy amount will be calculated to achieve those break-even targets. Should special circumstances warrant, the University may continue to assist a college with principal and interest payments after eight years.

In the case of the second objective, the normal capital renewal provision for new residence buildings will be deferred until the sixth year they are in operation.

The third objective will remain unaltered, i.e., the residence ancillary will continue to be responsible for funding operating and maintenance contingencies in the residences.

The first three objectives must be met before the fourth can be invoked, i.e., transfers from the residence and conference ancillaries to the divisional operating budget can only occur when the residence and conference ancillaries combined meet the first three objectives. During the current residence expansion program, the first three objectives will only be met after

1. the annual subsidy provision has ended;
2. the annual 1.5% provision for capital renewal is being set aside; and
3. operating contingencies have been provided for by means of net surpluses.

In the intervening period, it is expected that the residence and conference ancillaries will retain within their ancillary budgets the funds normally transferred to their college operating budget and use these funds to support the expansion program. This expectation has been factored into the financial plans which colleges have submitted for their program of residential expansion and into the calculation of the maximum subsidy available to each division from the APF.

During the residence expansion program, colleges are expected to continue to strive to maximize their cash flows through revenue and expense management. Each year, during which a central subsidy flows to a college, the actual amounts generated by the residence and conference ancillaries combined will be compared to the amounts required in the subsidy model. Colleges will be allowed to transfer to their operating budgets any amount in excess of the amount required by the subsidy model to generate annual break-even of the ancillary in year 5 and cumulative break-even in year 8.

The ancillary objectives have been modified for Scarborough, Mississauga, New College, 89 Chestnut, Woodsworth College and Graduate House residences to allow for deficits, with annual break-even in year 5 and cumulative break-even in year 8, with deferral of the capital renewal provision on new construction to year 6.

Mississauga

The UTM phase 7 residence opened in September 2003, without subsidy from the academic priorities fund (APF). The capital renewal provision for the new building is deferred to year 6.

The residence operation is forecasting a cumulative deficit of (\$435,825) for April 30, 2005, which is then projected to grow to surplus position of \$220,738 by April 2009. The ancillary anticipates a positive operating result in 2007-08 and a cumulative surplus balance in 2008-09 and therefore meets the requirement that the combined residence operation, including the new phase 7 residence, break even annually by year 5 and cumulatively by year 8. The ancillary is investigating the possible construction of a phase 8 residence. Although the preliminary budget for this residence has been included in the ancillary's long range plans, the project has not yet been approved and funding for this project has not been identified. Since Business Board approval has not yet been received, the figures are not reflected in the summary budget schedules for UAB approval.

Winter room rates are projected to increase for all students. Undergrad room rates are forecasted to increase by 6.5%. Family and Graduate housing room rates will increase by 2.9%.

Scarborough

The UTSC phase IV residence opened in September 2003, without subsidy from the academic priorities fund (APF). The capital renewal provision for the new building will be deferred to year 6.

This ancillary is forecasting to have net operating losses for the first 3 years of the long range plan due to the addition of phase IV residence. 2007-08 will be the first year of operation with an operating surplus of \$31,006 before commitments. Therefore the combined operation is expected to breakeven annually in year 5 and cumulatively in year 7. The capital renewal balance is forecasting annual increases of \$43,000 to build the reserve to \$440,915 by the end of 2008-09.

All winter room rates are budgeted to increase 8 % with summer rates increasing 5%.

New College

The third residence building opened in September 2003 and is projected to generate annual operating deficits for the first 4 years of the plan, which will be offset in part by an annual operating subsidy from the Academic Priorities Fund and operating surpluses thereafter. The APF subsidy has been budgeted at \$351,948, for the first eight years of operation. The capital renewal provision for the new residence building will commence in year 6.

An operating deficit of \$653,900 is forecasted in 2003-04, an increased loss of \$231,400 over budget. The variance is attributed to the decline in summer fee revenues as a result of SARS. The ancillary's capital renewal reserve is budgeted to be \$973,256 in 2004-05 declining to \$677,414 in 2008-09.

Room rates are forecast to increase by 7% in 2004-05, 1.5% less than rates projected in the submission to Business Board in April 2002.

Innis College

The ancillary is forecasting an operating surplus of \$202,513 in 2003-04, which is \$106,308 below budget. The lower result is attributed to the decline in summer income as a result of SARS and its negative effect on tourism in Toronto last summer. The ancillary took advantage of the low demand for summer residence space and accelerated the washroom resurfacing program. Uncertain about whether the 2004 tourism industry in Toronto will rebound in the summer, the ancillary plans to close 100 beds and complete a number of capital maintenance projects. As a result the 2004-05 budget projects an operating deficit before commitments of \$40,875. The capital renewal reserve will be drawn down to help fund these repairs. Capital renewal reserve is forecasted to be \$894,500 by the end of 2004-05 and increasing to \$994,500 in 2008-09. With no immediate plans to build a new residence the ancillary has transferred \$100,000 from the new construction reserve back to the unappropriated surplus reserve.

Innis continues its commitment of transferring \$106,000 annually to the College's operating budget. In order to soften the impact of rate increases, the Residence plans to contribute \$25,000 to its needs-based scholarship funds in 2004-05.

Winter room rates are forecast to increase 5.31% with no increase to summer room rates.

University College

The ancillary is forecasting an operating deficit before commitments of \$923,541, an increased loss of \$29,288 over budget. The forecasted loss is part of the planned renovations to Whitney Hall which began in 2002-03 and was completed in the summer of 2003. A combination of Whitney Hall being closed in the summer for renovations and the SARS crisis resulted in summer revenues being lower by \$43,962. The capital renewal reserve is budgeted to be \$833,547 at April 30, 2005.

The ancillary has received Business Board approval to construct a new residence and kitchen facility to be completed by September 2005. The submitted budget and long range plans reflect the new residence operations. The construction costs of \$28 million are projected to be financed by contributions of \$1,485,000 from existing Residence operations, \$800,000 from the Food service ancillary, \$50,000 from UIIF and \$11,500,000 is anticipated from outside donations. The remainder of the construction cost will be financed through borrowing. The original four objectives continue to apply to this residence operation for 2004-05.

Room rates are forecast to increase 9% in 2004-05.

Graduate House

The residence is forecasting for 2003-04 an annual operating surplus of \$263,536 after commitments, increasing to an annual surplus of \$310,363 in 2007-08. The cumulative deficit will be reduced in 2003-04 and is anticipated to be in a surplus position by 2004-05.

As a part of the funding strategy for the new residence, \$2.3 million was allocated from the Central Residence Pool of Funds to the capital renewal reserve. The building cost associated with this funding (approx. \$665,000) is amortized over 25 years using straight line amortization. The remaining \$1,635,078 is used to offset capital renewal expenditures for non-depreciable equipment and furniture. The ancillary starts its annual allocations to the capital renewal reserve for the first time in 2008-09 at 2% of original building construction cost. The operating reserve is established at 3% per annum accumulating to \$789,020 (30%) by 2008-09.

No increase in residence room rates is planned for 2004-05.

St. George Family Housing

The 2003-04 forecasted surplus before commitments is \$1.26 million. The 2004-05 budget and long range plan, projects significant annual operating surpluses after commitments, with the unappropriated surplus growing to a forecasted amount of \$6,544,713 by 2008-09. The ancillary expects to increase its capital renewal balance by \$517,500 annually for the next five years, increasing the reserve from a forecasted balance of \$1,379,667 in 2003-04 to \$3,967,167 by 2008-09.

Family Housing has a trust fund set up as part of its purchase agreement whereby the ancillary contributes \$600,000 annually to the fund and the major capital projects are expensed through this fund. The fund balance at April 30, 2004 is expected to be \$3,704,079. The ancillary is planning major maintenance expenditures of \$2,250,000 in 2004-05 (approx \$1.8M can be attributed to the new daycare facility). In the following three years at least \$1,000,000 will be spent on other major maintenance projects, which will reduce the trust account balance down to approximately \$22,337 by 2008-09.

Under the Tenant Protection Act, existing tenants will experience a rate increase of 2.9% in 2004-05. Apartments for new tenants will experience rate increase of 6% in 2004-05.

89 Chestnut

To accommodate the double cohort and to meet the residence guarantee for first year students, the University acquired the Colony Hotel in June 2003. To meet University standards for a student residence the buildings fire and security systems were updated in the summer 2003. The hotel was renamed to the 89 Chestnut residence and opened its doors to students for the first time in September 2003. With 726 rooms, the residence ancillary anticipated housing 1168 students and 22 dons, while providing a meal service plan for its students. The building with all its amenities would enable the ancillary to operate a conference and banquet facility along with generating revenues from the underground parking garage and retail leased space within the building.

The ancillary is forecasting a deficit of \$917,826 before commitments, approximately \$736,000 higher than budget. Occupancy levels were approximately 15% lower than budgeted, which resulted in a \$1.0 million dollar shortfall in residence room revenues. The SARS crisis and the temporary closure for minor building renovations together combined to have a negative impact on the banquet and parking operations. The meal plan operation for residence students helped to partially offset the revenue shortfalls.

2004-05 will be the first full year of operation for 89 Chestnut and experience gained in 2003-04, will be used to make necessary changes in its operation. The residence room inventory (split between singles and double) will be adjusted to reflect demand. Both parking and banquet facility operations are expected to increase revenues in 2004-05. As part of the proposal to purchase the hotel, the ancillary will receive an equity contribution from the Office of the Vice President of Business Affairs which will enable the ancillary to breakeven annually in year 5 and cumulatively in year 8.

Room rates are forecast to increase approximately 8% to 13% in 2004-05.

Woodsworth College

The new Woodsworth College residence is anticipated to be completed by March 2004, with occupancy beginning in May 2004. The ancillary is expecting a 50% occupancy rate in the summer session and 98% in the winter session. The residence can house approximately 371 students in suite style apartments. Since the residence is new and has no existing ancillary operation to draw from, an annual subsidy of \$1,204,000 from the APF will be made for the first 8 years of operation. With the assistance of the subsidy the residence operation will breakeven annually in year 2 and cumulatively in year 4 but will run annual operating deficits in years 9 through to year 15 as a result of the subsidy no longer being available. The build up of the cumulative surplus in the early years will allow the ancillary to ride out the years after the subsidy. The ancillary will begin to build a capital renewal reserve in year 6.

Conference Services

Most of the residences run conference operations. However, only Mississauga and Scarborough manage their conference operations as ancillaries separate from their residence operations. Mississauga meets the first three objectives and Scarborough meets all four objectives.

Mississauga

The ancillary is expecting a deficit of \$81,874 in 2003-04. Due to the SARS crisis and the corresponding negative effect on tourism in the summer of 2003, conference revenues declined by \$200,980. The planned contribution of \$150,000 to the College's operating budget will be put off until the operation recovers to its former business level. The ancillary anticipates a rebound in the summer conference business in 2004-05. The total fund balance is forecasted to grow from 53,008 in 2003-04 to \$613,031 by the end of 2008-09.

Scarborough

The operating result for 2003-04 forecasts a net loss before commitments of \$57,022. Multiple factors including SARS and lack of classroom inventory contributed to the decline in revenue. The ancillary plans to leverage from the aggressive marketing of Tourism Toronto. The ancillary is budgeting an operating surplus of \$10,342 in 2004-05. The total fund balance is forecasted to grow from 209,798 in 2004-05 to \$294,719 by the end of 2008-09.

In 2001-02 the conference ancillary began annual contributions to the residence ancillary in the amount of \$10,000. The contributions to the residence ancillary are expected to continue for the next two years.

Food and Beverage Services

All Food and Beverage ancillary operations meet the first three objectives for the 2004-05 budget year.

Mississauga

An operating deficit of \$195,442 is forecasted for 2003-04, which is \$70,402 over the budgeted deficit of \$125,040. Although cafeteria sales are expected to be 31% higher than budgeted, poor catering sales in the summer due to SARS and higher than expected costs for equipment replacement offset the revenue increase.

The budget for 2004-05, projects a net operating surplus of \$21,599 before commitments and transfers. The cumulative surplus balance is projected to increase from a forecasted level of \$20,629 in 2003-04 to a surplus of \$194,628 by the end of 2008-09. The capital renewal reserve is expected to increase from \$20,000 in 2004-05 to approximately \$60,000 by 2008-09.

Scarborough

The ancillary is forecasting an operating surplus of \$58,091 for 2003-04, an increase over budget of \$47,431. The 2004-05 budget and long range plan projects a cumulative surplus of \$81,669, which is expected to grow to an accumulated surplus position of \$95,237 by 2008-09.

Costing for the H-wing renovations are still in the development stages, but it is anticipated that the ancillary will contribute approximately 662,500 towards the equipment and furnishings for the project. The ancillary may expand satellite services with the possible addition of a small Kiosk in the new Management building opening in September 2004. Although the H-wing renovation project has not yet received Business Board approval the ancillary's contribution has been included in the summary budget schedules for UAB approval.

St. George

The ancillary's summer revenue was negatively affected by the SARS crisis in 2003. Revenues continue to lag on campus despite the increase in student population as a result of the double cohort. The forecasted annual surplus before commitments is \$158,488, which is \$124,868 below budget.

The 2004-05 budget and the long range plan projects to have increases in the capital renewal reserve growing to a balance of \$392,300 in 2008-09. The ancillary is generating net operating surpluses throughout the plan while increasing each of the reserve balances. No contribution to the operating fund is projected in 2004-05 and thereafter, until the reserves are sufficiently established. The cumulative surplus balance will be \$274,962 in 2004-05. The ancillary anticipates growing its cumulative surplus to a balance of \$468,330 by the end of 2008-09.

New College

The 2004-05 budget and long range plan projects operating surpluses before commitments in each year of the five year plan. Capital renewal reserve balance is expected to be \$274,312 by 2008-09. The installation of new servery equipment and improvements to the kitchen and dish washing room was completed in the summer 2003.

The operation is expected to have a cumulative surplus balance of \$894,555 by the end of 2008-09, which includes an operating reserve balance of \$68,895.

Meal plan rates are forecasted to increase by 3% in 2004-05 and thereafter.

University College

Due to the construction of the new residence and kitchen, the existing kitchen space was impacted and resulted in reduced service capacity. The food service operation was reduced to serving lunch and dinners on weekdays only. The revenues and expenses as a result have been reduced by approximately 50%. The operating result after commitments for 2003-04 is forecasted to be a deficit of \$113,645. The ancillary is budgeting an annual operating surplus after commitments of \$4,319 in 2004-05.

The unappropriated surplus balance is expected to grow from a deficit of \$32,577 in 2003-04, to a surplus of \$317,432 by the end of 2008-09. The operating reserve balance is maintained at 10% to 20% of the operating costs (net of capital renewal expenditures) and will grow to \$166,665 by 2008-09. The submission forecasts a new construction reserve of \$800,000 in 2003-04. The ancillary will contribute this balance to offset part of the costs associated with the new residence and kitchen, which should be completed by September 2005.

The Meal plan rate is forecasted to increase 7% for 2004-05.

Parking Services

For the 2004-05 budget year, Scarborough parking operation meets all four objectives, St. George meets the first three objectives, while Mississauga meets the first and second objective.

Mississauga

The construction of an underground parking garage beneath the CCIT building is in progress and scheduled to open in September 2004. A 286 parking space expansion of parking lot 8 in September 2003, helped meet parking demand caused by the increase in enrollment at UTM.

A working group reviewed the multi year parking plan and produced an option which was true to the Master Plan and financially viable. The financial plan for two above ground parking structures has been included in the ancillary's submitted budget and long range plan, although it has not yet been approved by Business Board. The proposed above ground parking structures could accommodate 1200 spaces and become operational in 2005-06 and 2007-08. As a result of the proposed expansion, the parking rates would be expected to increase by 25%-35% per year over the next six years. Since Business Board approval has not yet been received, the financial figures are not reflected in the summary budget schedules for UAB approval.

The operating surplus for 2003-04 is forecasted at \$15,548, which is \$528,689 below budget. The variance can be attributed to the unscheduled expansion of lot 8 which resulted in an additional \$555,000. As a result of the new underground parking in the CCIT building, the cumulative deficit balance would be (\$373,249) in 2004-05.

Scarborough

The UTSC parking ancillary received budget approval for the construction and renovation of the outer parking lots, adding 2,399 spaces at a total cost of \$8.2 million. The ancillary added 1,493 spaces in the summer of 2003 and expects to complete the remaining 906 spaces in the fall of 2004. This will provide additional parking facilities to an increasing number of UTSC parking patrons and patrons attending the Centennial College Science and Technology Center. The estimated project cost is \$8,213,953 of which \$7,797,953 will be financed through borrowings. The remainder of \$416,000 will be offset with internal funding contributions from its existing parking operations for \$232,000, and Academic Resource Center Project for \$184,000. The operating plan for the expanded parking operation is included in the long range plan for the partial year in 2004-05 and at full capacity thereafter.

In 2003-04, the net operating surplus is forecasted at \$170,656 after commitments to reserves. The ancillary plans to contribute \$170,000 to the College's operating budget in 2003-04. The net operating surplus after commitments is expected to be \$175,119 in 2004-05. No capital renewal reserve is budgeted throughout the 5 year long range plan. The operating reserve balance is expected to be \$280,860 in 2004-05 and increase to a balance of \$520,860 by 2008-09. The total fund balance (includes all reserves) is expected to be \$555,643 in 2004-05 and accumulate to \$1,563,048 by the end of 2008-09.

The ancillary plans to transfer to the College operating budget \$175,100 in 2004-05, increasing annually by approximately \$5,000.

Annual permit price increase is projected to be 25% for 2004-05.

St. George

Due to the financing costs of the BCIT parking garage and increases in capital reserve requirements related to parking garages, the ancillary will not be able to make contributions to the operating fund for land rent.

The net operating surplus after commitments to the capital renewal reserve is \$47,507 in 2003-04. The capital renewal reserve balance will decrease to \$203,667 in 2003-04 due to increases in major maintenance expenditures and transfers of 100,000 to both the operating and new construction reserve. With expected increases in major maintenance expenditures the capital renewal reserve is forecasted to be \$77,566 by 2008-09. The ancillary plans to make annual contributions to the operating and construction reserve throughout the long range plan.

The ancillary has maintained a cumulative surplus balance at a level equal to the unamortized value of the fixed assets net of any long-term debt, which is in accordance with CICA regulations (i.e. investment in capital assets). At the end of 2008-09, that balance is projected to be \$8,227,749.

The ancillary conducted an analysis of the market rates in the neighborhoods within the St. George Campus to identify high and low demand parking lots. Based on the results of the analysis and the ancillary's past experience, the proposal for 2004-05 and long term is a move to variable pricing. This would mean that high demand areas would therefore be priced higher than low demand areas, provided they remain competitive with the local neighborhood market. The proposed rate changes for 2004-05 contain both rate increases and decreases as a result of supply and demand. No inflationary increases have been made.

Hart House

The second and third objectives are met by Hart House within the 2004-05 budget year. Hart House originally received transitional funding of \$236,000 per year for 3 years, to facilitate the integration of Hart House Theatre into their operations. This funding has been extended until no longer required. As a result of the transitional funding, Hart House does not meet the first objective.

The 2004-05 budget is projecting an annual operating surplus of \$20,000. The long range plan expects annual operating surpluses in each of the remaining years. The cumulative surplus balance is projected to be \$2,288,000 in 2003-04 and \$1,211,000 at the end of 2008-09. The investment in capital assets is expected to increase from a forecast of \$1,333,000 in 2003-04 to a balance of \$2,500,000 in 2004-05, as a result of the accessibility project. The capital renewal reserve balance is projected to be \$200,000 in 2008-09.

Hart House has conducted an extensive review of its capital requirements and has a 15 year plan for maintenance and renewal of the building that identifies and prioritizes the various requirements. This plan is reflected in the capital expenditures, which are proposed.

05. Both the student fee rate and senior member fee rate are forecasted to increase by 3.5% in 2004-

Members of the Service Ancillary Group

Acting Vice-President, Business Affairs
Acting Chief Financial Officer (Chair)
Director of Planning and Budget
Vice-Provost, Students

Catherine Riggall
Sheila Brown
John Harris
David Farrar

Co-opted members from University Affairs Board:

Residence Life Coordinator, Victoria College
Assistant Dean, Faculty of Physical Education & Health
Full-time Undergraduate Student

Jason Hunter
Karen Lewis
Lisa Aldridge

Resource Staff:

Manager, Accounting Services
Financial Accounting Analyst

Lou Ranalli
Preetkamal Shahi

Review and Consultative Process with Student/Local Committees and Councils

1. University of Toronto at Mississauga

Parking

Parking and Transportation Committee
Resource, Planning and Priorities Committee*

College Affairs Committee
College Council

Residences

Residence Advisory Network
College Affairs Committee

College Council
Resource, Planning and Priorities
Committee

Food Services

College Affairs Committee
Resource, Planning and Priorities Committee*

College Council

2. University of Toronto at Scarborough

Parking

Planning & Budget Committee

Council on Student Services**

Residences

Residences Advisory Committee

Planning & Budget Committee

Food & Beverage Services

Food and Beverage Services Users' Committee
Council on Student Services**

Planning & Budget Committee

Facilities Rental & Conference Services

Planning & Budget Committee

3. St. George Campus

Residences

New College:

Priority, Planning and Budget Committee

New College Council

Innis College:

Innis Residence Committee

Graduate House:

Graduate House Council (residents)

SGS Graduate House Governing Body

University College:

University College Residence Council

89 Chestnut:

Residence Council

Residence Board

St. George Family Housing:

Joint Committee, Management & Tenant Executive

Mgmt Board Liaison Committee

Food Services

New College Food Services:

Priority, Planning and Budget Committee

New College Council

University College Food Services:

University College Residence Council Food Committee

4. Hart House

Finance Committee

Board of Stewards

* No student representation

** For information purposes only

VPBA

March 5, 2004

SUMMARY OF ANCILLARY LONG RANGE BUDGET RESULTS

OBJECTIVES:

Plans reflect (yes) or do not reflect (no) that the Ancillary:

1. Operates without a subsidy from the operating budget.
2. Includes all costs of capital renewal including deferred maintenance.
3. Generates sufficient surplus to cover operating contingencies.
4. Contributes net revenue to the operating budget.

Ancillary	Objectives met within the 2004/05 Budget:				2004-2005					2008 - 2009						
	1	2	3	4	Projected Unappropriated surplus/(deficit) (Schedule II)	Projected investment in capital assets (Schedule II)	Projected Commitments to Capital Renewal (Schedule III)	Projected operating reserve (Schedule III.1)	Projected new constr. reserve (Schedule III.1)	TOTAL FUND BALANCE	Projected Unappropriated surplus/(deficit) (Schedule IV)	Projected investment in capital assets (Schedule IV)	Projected Commitments to Capital Ren. reserve (Schedule III)	Projected operating reserve (Schedule III.1)	Projected new constr. reserve (Schedule III.1)	TOTAL FUND BALANCE
	Residence Services															
Mississauga	yes	yes	yes	no	(811,299)	(116,829)	526,527	492,303		90,702	55,516	(339,211)	526,527	504,432		747,264
Scarborough	yes	yes	yes	no	(824,402)	560,611	268,915	452,698		457,822	(1,077,623)	401,616	440,915	477,698		242,606
Innis College	yes	yes	yes	yes	(215,317)	229,743	894,500	862,266		1,771,192	(199,554)	229,743	994,500	942,266	131,000	1,966,955
New College	no	yes	yes	no	(4,626,299)	2,772,704	979,757	1,400,977		527,139	(5,245,459)	2,596,256	715,117	1,518,422		(415,664)
University College	yes	yes	yes	no	(1,347,559)	263,161	833,547	311,552	1,485,000	1,545,701	(40,923)	256,569	709,395	845,160		1,770,201
Graduate House	yes	yes	yes	no	(3,355,111)	2,952,078	2,178,097	460,196		2,235,260	(2,140,840)	2,747,053	2,200,000	789,020		3,595,233
Family Housing Residence*	yes	yes	yes	no	2,251,036	73,270	1,897,167	943,653		5,165,126	6,544,713		3,967,167	1,975,911		12,487,791
89 Chestnut Street	no	yes	yes	no	(1,295,940)		17,750	500,000		(778,190)	(3,230,612)		304,195	1,500,000		(1,426,417)
Woodsworth College	no	yes	yes	no	(319,414)					(319,414)	741,193		86,202			827,395
Conference Services																
Mississauga	yes	yes	yes	no	7,040	16,242		32,319		55,601	570,448	5,390		37,194		613,032
Scarborough*	yes	yes	yes	yes	(9,394)	9,715		209,477		209,798	(10,573)	12,315		263,477	29,500	294,719
Food & Beverage Services																
Mississauga	yes	yes	yes	no	(84,410)	81,972	20,000	24,666		42,228	113,050	53,780	60,000	27,798		254,628
Scarborough	yes	yes	yes	no	(126,219)	126,642	84,500	81,246		166,169	(457,274)	458,765	50,000	93,746		145,237
St. George	yes	yes	yes	no	(224,511)	269,473	197,100	30,000	200,000	472,062	(228,915)	277,245	392,300	100,000	320,000	860,630
New College	yes	yes	yes	no	(1,434,995)	1,819,754	40,907	71,081		496,747	(498,287)	1,323,949	274,312	68,895		1,168,869
University College	yes	yes	yes	no	(34,682)	6,424		28,856	800,000	800,598	316,910	521		166,665		484,096
Parking																
Mississauga	yes	yes	no	no	(233,363)	162,273		132,900		61,810	2,415,068	115,749		189,276		2,720,093
Scarborough	yes	yes	yes	yes	(413,234)	640,785		280,860	271,500	779,911	(144,648)	328,198		520,860	1,036,500	1,740,910
St. George	yes	yes	yes	no	1,645,017	10,607,273	168,667	200,000	450,000	13,070,957	4,884,031	8,227,749	77,566	550,000	1,850,000	15,589,346
Hart House	yes	yes	yes	no	231,000	2,500,000	200,000	1,197,000		4,128,000	1,210,000	2,262,000	377,000	1,333,000		5,182,000
Summary totals				316,100	(11,222,058)	22,975,293	8,307,434	7,712,050	3,206,500	30,979,219	3,576,219	18,957,689	11,175,196	11,903,820	3,236,000	48,848,924

* Scarborough Conference Ancillary is contributing \$10,000 to Scarborough Residence Ancillary

* Family Housing has a trust fund for major capital renewal as per purchase agreement with OHC

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED OPERATING RESULTS AND UNAPPROPRIATED SURPLUS FOR THE YEAR ENDING APRIL 30, 2005
(with comparative projected surplus for the year ending April 30, 2004)

	Income	Expenditures	Net operating results	Transfers and (increases)/ decreases to Commitments*	Net increase (decrease) in surplus		Investment in capital assets & Unappropriated surplus/(deficit)	
					2005	2004	2005	2004
RESIDENCES								
Mississauga	5,505,251	5,907,928	(402,677)	(66,874)	(469,551)	(709,344)	(928,128)	(458,577)
Scarborough	3,648,357	4,141,492	(493,135)	(33,000)	(526,135)	(262,344)	(263,791)	262,344
Innis College	2,350,527	2,391,401	(40,874)	51,500	10,626	1,513	14,426	3,800
New College	4,827,250	6,266,787	(1,439,537)	32,111	(1,407,426)	(771,016)	(1,853,595)	(446,169)
University College	2,539,516	2,618,661	(79,145)	(214,580)	(293,725)	(702,292)	(1,084,398)	(790,673)
Graduate House	3,041,667	2,897,044	144,623	(41,942)	102,681	423,330	(403,033)	(505,714)
Family Housing Residence	6,945,052	5,542,855	1,402,197	(766,618)	635,579	45,848	2,324,306	1,688,727
89 Chestnut Street	14,198,573	15,558,937	(1,360,364)	332,250	(1,028,114)	(267,826)	(1,295,940)	(267,826)
Woodsworth College	2,655,381	2,672,637	(17,256)	(17,256)	(17,256)	(302,158)	(319,414)	(302,158)
Total Residences	<u>45,711,574</u>	<u>47,997,742</u>	<u>(2,286,168)</u>	<u>(707,153)</u>	<u>(2,993,321)</u>	<u>(2,544,289)</u>	<u>(3,809,567)</u>	<u>(816,246)</u>
CONFERENCES								
Mississauga	901,155	898,563	2,592	492	3,084	(114,685)	23,282	20,198
Scarborough	439,854	429,511	10,343	(13,000)	(2,657)	2,978	321	2,978
	<u>1,341,009</u>	<u>1,328,074</u>	<u>12,935</u>	<u>(12,508)</u>	<u>427</u>	<u>(111,707)</u>	<u>23,603</u>	<u>23,176</u>
FOOD & BEVERAGE SERVICES								
Mississauga	2,631,610	2,610,011	21,599	(20,865)	734	(145,878)	(2,438)	(3,172)
Scarborough	1,869,164	1,812,332	56,832	(56,500)	332	91	423	91
St. George	8,211,137	8,083,094	128,043	(88,800)	39,243	(106,412)	44,962	5,719
New College	3,921,370	3,832,415	88,955	11,204	100,159	87,188	384,759	284,600
University College	669,097	668,664	433	3,886	4,319	(113,645)	(28,258)	(32,577)
Total Food Services	<u>17,302,378</u>	<u>17,006,516</u>	<u>295,862</u>	<u>(151,075)</u>	<u>144,787</u>	<u>(278,656)</u>	<u>399,448</u>	<u>254,661</u>
PARKING								
Mississauga	1,641,209	1,540,249	100,960	(132,900)	(31,940)	15,458	(71,090)	(39,150)
Scarborough	1,874,210	1,603,323	270,887	(46,600)	224,287	(149,344)	227,551	3,264
St. George	5,639,868	5,096,703	543,165	(415,000)	128,165	47,507	12,252,290	12,124,125
Total Parking	<u>9,155,287</u>	<u>8,240,275</u>	<u>915,012</u>	<u>(594,500)</u>	<u>320,512</u>	<u>(86,379)</u>	<u>12,408,751</u>	<u>12,088,239</u>
HART HOUSE								
	<u>11,728,000</u>	<u>11,952,000</u>	<u>(224,000)</u>	<u>(666,000)</u>	<u>(890,000)</u>	<u>(224,000)</u>	<u>2,731,000</u>	<u>3,621,000</u>
TOTAL	<u><u>85,238,248</u></u>	<u><u>86,524,607</u></u>	<u><u>(1,286,359)</u></u>	<u><u>(2,131,236)</u></u>	<u><u>(3,417,595)</u></u>	<u><u>(3,245,031)</u></u>	<u><u>11,753,235</u></u>	<u><u>15,170,830</u></u>

SCHEDULE III

UNIVERSITY OF TORONTO
 SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
 PROJECTED FUNDS TO BE COMMITTED FOR CAPITAL RENEWAL
 FOR THE YEAR ENDING APRIL 30, 2005

	Balance May 1, 2004	Capital renewal allowance	Planned expenditures	Net increase (decrease) in commitments to capital renewal	Transfers	Balance April 30, 2005	Balance 30-Apr-2009
RESIDENCES							
Mississauga	526,527	843,062	843,062			526,527	526,527
Scarborough	225,915	527,418	484,418	43,000		268,915	440,915
Innis College	1,097,000	319,000	521,500	(202,500)		894,500	994,500
New College	979,840	576,000	576,083	(83)		979,757	715,117
University College	646,092	1,046,397	858,942	187,455		833,547	709,395
Graduate House	2,204,694	279,582	279,582		(26,597)	2,178,097	2,200,000
Family Housing Residence*	1,379,667	1,077,988	560,488	517,500		1,897,167	3,967,167
89 Chestnut Street		825,000	807,250	17,750		17,750	304,195
Woodsworth College							86,202
Total Residences	<u>7,059,735</u>	<u>5,494,447</u>	<u>4,931,325</u>	<u>563,122</u>	<u>(26,597)</u>	<u>7,596,260</u>	<u>9,944,018</u>
CONFERENCES							
Mississauga		25,375	25,375				
Scarborough							
Total Conference Services		<u>25,375</u>	<u>25,375</u>				
FOOD & BEVERAGE SERVICES							
Mississauga		70,055	50,055	20,000		20,000	60,000
Scarborough	33,000	97,985	46,485	51,500		84,500	50,000
St. George Campus	148,300	397,914	349,114	48,800		197,100	392,300
New College	52,111	127,000	138,204	(11,204)		40,907	274,312
University College		11,769	11,769				
Total Food Services	<u>233,411</u>	<u>704,723</u>	<u>595,627</u>	<u>109,096</u>		<u>342,507</u>	<u>776,612</u>
PARKING							
Mississauga		211,251	211,251				-
Scarborough		281,987	281,987				
St. George	203,667	840,132	875,132	(35,000)		168,667	77,566
Total Parking	<u>203,667</u>	<u>1,333,370</u>	<u>1,368,370</u>	<u>(35,000)</u>		<u>168,667</u>	<u>77,566</u>
HART HOUSE							
	<u>341,000</u>	<u>1,562,000</u>	<u>1,703,000</u>	<u>(141,000)</u>		<u>200,000</u>	<u>377,000</u>
TOTAL	<u>7,837,813</u>	<u>9,119,915</u>	<u>8,623,697</u>	<u>496,218</u>	<u>(26,597)</u>	<u>8,307,434</u>	<u>11,175,196</u>

* Family Housing has a trust fund set up as part of the purchase agreement whereby the ancillary contributes \$600,000 annually to the fund and the major capital projects are expensed through this fund. The fund balance at April 30, 2004 is expected to be \$3,178,045 and \$919,489 in 2007-08.

**UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED FUNDS TO BE COMMITTED FOR OPERATING AND NEW CONSTRUCTION RESERVE
FOR THE YEAR ENDING APRIL 30, 2005**

	OPERATING RESERVE					NEW CONSTRUCTION RESERVE				
	Balance May 1, 2004	Increase or (decrease) in operating reserve	transfers (to)/from other reserves	Balance operating reserve April 30, 2005	Balance operating reserve April 30, 2009	Balance May 1, 2004	Increase or (decrease) in operating reserve	transfers (to)/from other reserves	Balance new construction reserve April 30, 2005	Balance new construction reserve April 30, 2009
RESIDENCES										
Mississauga	425,429	66,874		492,303	504,432					
Scarborough	452,698			452,698	477,698					
Innis College	842,266	20,000		862,266	942,266					
New College	1,081,057	319,920		1,400,977	1,518,422					
University College	284,427	27,125		311,552	845,160	1,485,000		1,485,000		
Graduate House	371,657	88,539		460,196	789,020					
Family Housing Residence* 89 Chestnut Street	694,535	249,118		943,653	1,975,911					
Woodsworth College	250,000	250,000		500,000	1,500,000					
Total Residences	4,402,069	1,021,576		5,423,645	8,552,909	1,485,000			1,485,000	
CONFERENCES										
Mississauga	32,811	(492)		32,319	37,194					
Scarborough	206,477	3,000		209,477	263,477					29,500
Total Conference Services	239,288	2,508		241,796	300,671					29,500
FOOD & BEVERAGE SERVICES										
Mississauga	23,801	865		24,666	27,798					
Scarborough	76,246	5,000		81,246	93,746					
St. George Campus	15,000	15,000		30,000	100,000	175,000	25,000	200,000		320,000
New College	60,508	10,573		71,081	68,895					
University College	32,742	(3,886)		28,856	166,665	800,000		800,000		
Total Food Services	208,297	27,552		235,849	457,104	975,000	25,000	1,000,000		320,000
PARKING										
Mississauga		132,900		132,900	189,276					
Scarborough	230,860	50,000		280,860	520,860	450,000	53,500	(232,000)	271,500	1,036,500
St. George	100,000	100,000		200,000	550,000	100,000	350,000	450,000		1,850,000
Total Parking	330,860	282,900		613,760	1,260,136	550,000	403,500	(232,000)	721,500	2,886,500
HART HOUSE		1,197,000		1,197,000	1,333,000					
TOTAL	5,180,514	2,531,536		7,712,050	11,903,820	3,010,000	428,500	(232,000)	3,206,500	3,236,000

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED OPERATING RESULTS AND UNAPPROPRIATED SURPLUS FOR THE PERIOD 2003/2004 TO 2007/2008

	2004/2005			2005/2006			2006/2007		
	Net operating results	Commitments and transfers of surplus	Investment in capital assets & Unappropriated surplus	Net operating results	Commitments and transfers of surplus	Investment in capital assets & Unappropriated surplus	Net operating results	Commitments and transfers of surplus	Investment in capital assets & Unappropriated surplus
RESIDENCES									
Mississauga	(402,677)	(66,874)	(928,128)	(227,168)	(8,023)	(1,163,319)	(35,523)	(7,917)	(1,206,759)
Scarborough	(493,135)	(33,000)	(263,791)	(334,920)	(33,000)	(631,711)	(146,048)	(43,000)	(820,759)
Innis College	(40,874)	51,500	14,426	173,541	(176,000)	11,967	201,624	(201,000)	12,591
New College	(1,439,537)	32,111	(1,853,595)	(1,028,076)	310,506	(2,571,165)	(679,610)	364,905	(2,885,870)
University College	(79,145)	(214,580)	(1,084,398)	14,768	1,427,933	358,303	(82,406)	(371,970)	(96,073)
Graduate House	144,623	(41,942)	(403,033)	215,581	(31,302)	(218,754)	282,477	(35,778)	27,945
Family Housing Residence	1,402,197	(766,618)	2,324,306	1,564,721	(770,200)	3,118,827	1,737,263	(773,713)	4,082,377
89 Chestnut Street	(1,360,364)	332,250	(1,295,940)	(1,768,836)	1,042,090	(2,022,686)	(828,390)	(4,057)	(2,855,133)
Woodsworth College	(17,256)		(319,414)	100,367		(219,047)	251,130		32,083
Total Residences	<u>(2,286,168)</u>	<u>(707,153)</u>	<u>(3,809,567)</u>	<u>(1,290,022)</u>	<u>1,762,004</u>	<u>(3,337,585)</u>	<u>700,517</u>	<u>(1,072,530)</u>	<u>(3,709,598)</u>
CONFERENCES									
Mississauga	2,592	492	23,282	143,408	(1,115)	165,575	140,914	(1,204)	305,285
Scarborough	10,343	(13,000)	321	15,426	(15,500)	247	23,935	(23,500)	682
Total Conferences	<u>12,935</u>	<u>(12,508)</u>	<u>23,603</u>	<u>158,834</u>	<u>(16,615)</u>	<u>165,822</u>	<u>164,849</u>	<u>(24,704)</u>	<u>305,967</u>
FOOD & BEVERAGE SERVICES									
Mississauga	21,599	(20,865)	(2,438)	43,270	(20,736)	20,096	49,451	(20,766)	48,781
Scarborough	56,832	(56,500)	423	(38,464)	38,500	459	863	(500)	822
St. George	128,043	(88,800)	44,962	88,821	(88,800)	44,983	124,574	(88,800)	80,757
New College	88,955	11,204	384,759	121,178	(16,700)	489,237	153,427	(45,134)	597,530
University College	433	3,886	(28,258)	117,258	(49,671)	39,329	119,637	(41,620)	117,346
Total Food Services	<u>295,862</u>	<u>(151,075)</u>	<u>399,448</u>	<u>332,063</u>	<u>(137,407)</u>	<u>594,104</u>	<u>447,952</u>	<u>(196,820)</u>	<u>845,236</u>
PARKING									
Mississauga	100,960	(132,900)	(71,090)	(21,342)	(50,447)	(142,879)	267,627	(1,918)	122,830
Scarborough	270,887	(46,600)	227,551	292,349	(303,853)	216,047	565,992	(575,764)	206,275
St. George	543,165	(415,000)	12,252,290	599,126	(438,100)	12,413,316	608,865	(405,993)	12,616,188
Total Parking	<u>915,012</u>	<u>(594,500)</u>	<u>12,408,751</u>	<u>870,133</u>	<u>(792,400)</u>	<u>12,486,484</u>	<u>1,442,484</u>	<u>(983,675)</u>	<u>12,945,293</u>
HART HOUSE	<u>(224,000)</u>	<u>(666,000)</u>	<u>2,731,000</u>	<u>8,000</u>	<u>147,000</u>	<u>2,886,000</u>	<u>198,000</u>	<u>134,000</u>	<u>3,218,000</u>
TOTAL	<u>(1,286,359)</u>	<u>(2,131,236)</u>	<u>11,753,235</u>	<u>79,008</u>	<u>962,582</u>	<u>12,794,825</u>	<u>2,953,802</u>	<u>(2,143,729)</u>	<u>13,604,898</u>

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED OPERATING RESULTS AND UNAPPROPRIATED SURPLUS FOR THE PERIOD 2004/2005 TO 2008/2009

	2007/2008			2008/2009		
	Net operating results	Commitments and transfers of surplus	Investment in capital assets & Unappropriated surplus	Net operating results	Commitments and transfers of surplus	Investment in capital assets & Unappropriated surplus
RESIDENCES						
Mississauga	256,147	6,706	(943,906)	663,106	(2,895)	(283,695)
Scarborough	31,006	(43,000)	(832,753)	224,746	(68,000)	(676,007)
Innis College	201,981	(201,000)	13,572	217,617	(201,000)	30,189
New College	(418,338)	422,541	(2,881,667)	(224,569)	457,033	(2,649,203)
University College	(59,797)	55,298	(100,572)	121,350	194,868	215,646
Graduate House	364,652	(34,288)	358,309	417,262	(169,358)	606,213
Family Housing Residence	1,916,868	(777,320)	5,221,925	2,103,812	(781,024)	6,544,713
89 Chestnut Street	(368,905)	(25,586)	(3,249,624)	(82,096)	101,108	(3,230,612)
Woodsworth College	417,125		449,208	378,187	(86,202)	741,193
Total Residences	<u>2,340,739</u>	<u>(596,649)</u>	<u>(1,965,508)</u>	<u>3,819,415</u>	<u>(555,470)</u>	<u>1,298,437</u>
CONFERENCES						
Mississauga	138,112	(1,253)	442,144	134,997	(1,303)	575,838
Scarborough	27,655	(27,000)	1,337	27,905	(27,500)	1,742
Total Conferences	<u>165,767</u>	<u>(28,253)</u>	<u>443,481</u>	<u>162,902</u>	<u>(28,803)</u>	<u>577,580</u>
FOOD & BEVERAGE SERVICES						
Mississauga	56,176	(798)	104,159	63,502	(831)	166,830
Scarborough	6,795	(6,500)	1,117	9,874	(9,500)	1,491
St. George	58,596	(103,800)	35,553	116,577	(103,800)	48,330
New College	182,381	(70,641)	709,270	215,135	(98,743)	825,662
University College	122,063	(43,252)	196,157	124,541	(3,267)	317,431
Total Food Services	<u>426,011</u>	<u>(224,991)</u>	<u>1,046,256</u>	<u>529,629</u>	<u>(216,141)</u>	<u>1,359,744</u>
PARKING						
Mississauga	838,441	(1,976)	959,295	1,573,557	(2,035)	2,530,817
Scarborough	424,848	(436,336)	194,787	432,340	(443,577)	183,550
St. George	530,824	(423,673)	12,723,339	779,574	(391,133)	13,111,780
Total Parking	<u>1,794,113</u>	<u>(861,985)</u>	<u>13,877,421</u>	<u>2,785,471</u>	<u>(836,745)</u>	<u>15,826,147</u>
HART HOUSE	<u>132,000</u>	<u>82,000</u>	<u>3,432,000</u>	<u>199,000</u>	<u>(159,000)</u>	<u>3,472,000</u>
TOTAL	<u>4,858,630</u>	<u>(1,629,878)</u>	<u>16,833,650</u>	<u>7,496,417</u>	<u>(1,796,159)</u>	<u>22,533,908</u>

SCHEDULE V

UNIVERSITY OF TORONTO
 SERVICE ANCILLARY OPERATIONS
 SUMMARY OF 2004-2005 CAPITAL BUDGETS
 (with comparative figures for 2003-2004)

	<u>2004-05</u>	<u>2003-04</u>
RESIDENCES		
New College	334,057	1,876,575
University College		5,000
Graduate House	111,500	208,500
Total Residences	<u>445,557</u>	<u>2,090,075</u>
CONFERENCES		
Scarborough	8,500	5,000
	<u>8,500</u>	<u>5,000</u>
FOOD & BEVERAGE SERVICES		
Mississauga		25,000
Scarborough	104,200	45,000
New College		1,989,471
St. George	50,000	50,000
Total Food Services	<u>154,200</u>	<u>2,109,471</u>
PARKING		
Mississauga	45,000	67,000
Scarborough	244,000	245,000
St. George	40,000	50,000
Total Parking	<u>329,000</u>	<u>362,000</u>
HART HOUSE	<u>700,000</u>	<u>2,000,000</u>
TOTAL	<u><u>1,637,257</u></u>	<u><u>6,566,546</u></u>

SCHEDULE OF 2004-2005 ANCILLARY RATES

	2003/04 RATE	2004/05 RATE	INCREASE	INCREASE	PRIOR YEAR'S
	\$	\$	\$	%	INCREASE
					%
<u>PARKING</u>					
St. George Parking					
Reserved Permit - annual	1,654.20	1,654.20	-	0.0%	2.0%
Reserved / premium*	n/a	137.85	n/a	n/a	n/a
Block Reserved - annual	1,322.88	1,322.88	-	0.0%	2.0%
Non Reserved Permit - annual	990.36	990.36	-	0.0%	2.0%
Daily	14.00	variable with demand	n/a	n/a	0.0%
Weekly / Weekend / Evening	n/a	variable with demand	n/a	n/a	n/a
* Pertains to King's College Circle and Hart House Circle					
Mississauga					
CCIT Garage:					
Reserved Permit - annual*	n/a	823.00	n/a	n/a	n/a
Monthly	n/a	68.58	n/a	n/a	n/a
Weekly	n/a	15.83	n/a	n/a	n/a
Surface Lots:					
Reserved Permit - annual	487.50	633.75	146.25	30.0%	30.0%
Monthly	40.63	52.81	12.18	30.0%	30.0%
Weekly	9.38	12.19	2.81	30.0%	30.0%
Unreserved Permit - annual	369.95	462.44	92.49	25.0%	23.7%
Monthly	30.83	38.54	7.71	25.0%	23.7%
Weekly	7.11	8.89	1.78	25.0%	23.7%
Unreserved - afternoon - annual	276.60	345.75	69.15	25.0%	25.6%
Monthly	23.05	28.81	5.76	25.0%	25.6%
Weekly	5.32	6.65	1.33	25.0%	25.6%
Daily	10.00	12.50	2.50	25.0%	6.3% - 8.0%
*FY2004/05 is the first year of operation for CCIT garage					
Scarborough					
Inner Lot:					
Annual	515.63	644.53	128.90	25.0%	25.0%
Residence (September - August)	448.37	560.46	112.09	25.0%	25.0%
Residence - Summer and Fall Winter Evening	224.18 - 257.81	280.23 - 322.27	56.05 - 64.46	25.0%	25.0%
Daily	12.00	12.00	-	0.0%	0.0%
Outer Lot:					
Annual	359.38	449.22	89.84	25.0%	25.0%
Summer & Fall/Winter Evening	179.69	224.61	44.92	25.0%	25.0%
Daily	10.00	10.00	-	0.0%	0.0%
<u>FOOD SERVICE</u>					
University College					
Plan A	1,400.00 *	1,500.00	100.00	7.1%	4.0%
*Due to construction only reduced meal plan is offered at a reduced rate effective FY2003/04					
New College					
15 Meal (\$200 Flex)	3,185.00	3,280.00	95.00	3.0%	2.7%
12 Meal (\$350 Flex)	3,185.00	3,280.00	95.00	3.0%	2.7%
330 Meal (\$400 Flex)	3,185.00	3,280.00	95.00	3.0%	2.7%
Room and Carte Blanche	3,285.00	3,380.00	95.00	2.9%	2.7%
<u>RESIDENCES</u>					
St. George Campus					
<u>Graduate House</u>					
Grad. House Res/month/Sgl - regular	599.00	599.00	-	0.0%	2.9%
Grad. House Res/month/DbI	456.00	456.00	-	0.0%	2.9%
Grad. House Res/month/Sgl - premium	668.00	668.00	-	0.0%	2.9%
Grad. House Res/month/ - singles in suite 670	577.00	577.00	-	0.0%	2.9%
Grad. Residence/month-Singles in suite 340	557.00	557.00	-	0.0%	3.0%
Grad. Residence/month-Doubles in suite 508	424.00	424.00	-	0.0%	2.9%
Grad. House Res/month/ - singles in suite 970	530.00	530.00	-	0.0%	2.9%
<u>University College</u>	4,199.00	4,578.00	379.00	9.0%	8.0%

SCHEDULE OF 2004-2005 ANCILLARY RATES

	2003/04 RATE	2004/05 RATE	INCREASE	INCREASE	PRIOR YEAR'S
	\$	\$	\$	%	INCREASE
					%
Residence continued...					
<u>Innis College</u>					
Innis College - Winter	4,710.00	4,960.00	250.00	5.3%	8.0%
Innis College - Summer	2,400.00	2,400.00	-	0.0%	9.1%
<u>New College</u>					
New College - Winter	4,056.00	4,340.00	284.00	7.0%	7.0%
New College - Summer/Single	1,600.00 -	1,720.00 - 2,050.00	120.00 - 150.00	7.5% - 7.9%	5.0% - 4.0%
New College - Summer/Twin	1,425.00 -	1,520.00 - 1,770.00	95.00 - 120.00	6.7% - 7.3%	4.0%
<u>Family Housing</u>					
Bachelor	542.00	558.00	16.00	3.0%	2.8%
1 bedroom (standard)	671.00	690.00	19.00	2.8%	2.9%
1 bedroom (20)	683.00	703.00	20.00	2.9%	2.9%
1 bedroom (large)	711.00	732.00	21.00	3.0%	2.9%
1 bedroom (19/23)	729.00	750.00	21.00	2.9%	3.0%
2 bedroom (standard)	888.00	914.00	26.00	2.9%	2.9%
<u>89 Chestnut Street*</u>					
Single	6,000.00	6,800.00	800.00	13.3%	n/a
Super Single	n/a	8,000.00	n/a	n/a	n/a
Double	5,200.00	5,600.00	400.00	7.7%	n/a
Single + Carte Blanche	6,000.00	6,800.00	800.00	13.3%	n/a
Super Single + Carte Blanche	n/a	8,000.00	n/a	n/a	n/a
Double + Carte Blanche	5,200.00	5,600.00	400.00	7.7%	n/a
* New residence effective FY2003/04					
<u>Woodsworth College*</u>					
Winter	n/a	725.00	n/a	n/a	n/a
*New Residence					
Mississauga					
Townhouses	4,050.00	4,313.00	263.00	6.5%	0.0%
Premium townhouses (phase 4)	4,250.00	4,526.00	276.00	6.5%	0.0%
Suites (phase 6)	4,475.00	4,766.00	291.00	6.5%	0.0%
<u>Family & Graduate Housing:</u>					
Phase 5 /month (2 bedroom apartments):					
May to August	775.00	797.00	22.00	2.8%	2.0%
September to April	797.00	820.00	23.00	2.9%	2.8%
Phase 1 /month (3 bedroom town houses):					
May to August	800.00	823.00	23.00	2.9%	1.9%
September to April	823.00	847.00	24.00	2.9%	2.9%
Phase 1 /month (4 bedroom town houses):					
May to August	815.00	839.00	24.00	2.9%	1.9%
September to April	839.00	863.00	24.00	2.9%	2.9%
Bachelors (Small)					
May to August	485.00	517.00	32.00	6.6%	2.1%
September to April	517.00	551.00	34.00	6.6%	6.6%
Bachelors (Big)					
May to August	510.00	543.00	33.00	6.5%	2.0%
September to April	543.00	578.00	35.00	6.4%	6.5%
Phase I Grad. Suites (1 bedroom + den)**	n/a **	650.00	n/a	n/a	n/a
*Effective 2003-04 rates are set based on the residence style i.e. Suite Style and Townhouses despite the new or returning student					
**Due to increase in no. of undergraduate students, graduate suites were used to house the undergraduate students in FY2003/04					
Scarborough					
<u>Winter</u>					
Single - 1st year students	4,187.00	4,522.00	335.00	8.0%	5.0%
Upper year students	4,187.00	4,522.00	335.00	8.0%	12.8%
Shared - 1st year students	3,101.00	3,349.00	248.00	8.0%	5.0%
Phase IV single*	4,487.00	4,846.00	359.00	8.0%	n/a
* FY2003/04 the 1st year of operation for Phase IV					
HART HOUSE					
St. George Full Time	58.27	60.31	2.04	3.5%	-5.0%
St. George Part Time	11.65	12.06	0.41	3.5%	-5.0%
Scarborough & Mississauga (Full time and Part time)	0.36 - 1.78	0.37 - 1.84	.01 - .06	2.8% - 3.4%	(4.5%) - (4.7%)
Effective FY2003/04 rates are on a sessional basis vs. annual for Hart House					