



**FOR APPROVAL**

**PUBLIC**

**OPEN SESSION**

**TO:** University Affairs Board

**SPONSOR:** Jill Matus, Vice-Provost, Students & First-Entry Divisions  
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**PRESENTER:** Jill Matus, Vice-Provost, Students & First-Entry Divisions  
**CONTACT INFO:** (416) 978-3870, vp.students@utoronto.ca

**DATE:** February 28<sup>th</sup>, 2015 for March 17, 2015

**AGENDA ITEM:** 2 (c)

**ITEM IDENTIFICATION:**

2015-16 Operating Plans for St. George Campus Service Ancillaries

**JURISDICTIONAL INFORMATION:**

Under Section 5.1.1.b of the University Affairs Board (UAB) Terms of Reference, UAB approves operating plans for the St. George campus and student services ancillaries. The plans 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.

**GOVERNANCE PATH:**

1. University Affairs Board [For Approval] (March 17, 2015)
2. Business Board [For Information] (April 7, 2015)

**PREVIOUS ACTION TAKEN:**

Consultation around each of these plans occurs first at the local level, with stakeholder groups that are directly affected, and that form part of the decision-making structures of each operation. Students are included in these groups. Draft plans for each ancillary have been reviewed by the Financial Services Department, whose report has been considered by the St. George Service Ancillary Review Group (SARG). Three members of the University Affairs Board are members of SARG.

**HIGHLIGHTS:**

The services provided by St. George residences, conference services, food and beverage services, parking and Hart House are important contributors to the student experience and to the experience of faculty and staff at the University.

St. George Service ancillaries are budgeting a net income of \$4.5 million before transfers and capital costs at April 30, 2016 on projected revenues of \$90.9 million (See Schedule I). Rate increases vary between ancillaries (see Schedule VI).

The long-range plan shows net income for the coming five years is positive since the plans include some rate increases each year while loan principal and interest repayments remain constant, as required by the original expansion plans. These rate increases continue to be needed to restore the ancillaries to a strong financial position.

These budgets and rates provided for approval for 2015-16 are reasonable on a one year basis given the challenges facing some of the ancillaries, with the understanding that there will be continuing work to address the various issues.

The operating budgets and rates for the UTM and UTSC service ancillaries are no longer approved by UAB. These reports are included in this package for information and to provide UAB with a complete picture of ancillaries across the three campuses.

**FINANCIAL IMPLICATIONS:**

The anticipation of each ancillary in achieving the objectives of the budget guidelines are summarized on page 33.

**RECOMMENDATION:**

Be It Approved by the University Affairs Board:

THAT the proposed 2015-16 operating plans and budgets for St. George service ancillaries, as summarized in Schedule I; the St. George service ancillary capital budgets as summarized in Schedule V, and the St. George rates and fees in Schedule VI be approved, effective May 1, 2015.

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**DOCUMENTATION PROVIDED:**

St. George Service Ancillary Report on Operating Plans 2015-16.



UNIVERSITY OF  
**TORONTO**  

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**ST. GEORGE**

St. George Service Ancillaries Report on Operating Plans  
2015-2016

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## Introduction

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The St. George service ancillaries include the St. George residences (conference businesses are combined with the residence ancillary), food and beverage services, transportation services and Hart House. Collectively, these operations have experienced significant growth over a period of more than a decade in response to growth in student enrolment on campus, and are moving forward to recover from the high fixed costs associated with that growth. The growth in enrolment required a major building program for facilities such as student residences. The costs associated with additional facilities required debt-financing with the expectation that over time, with inflation, the repayment of loans would come to represent a declining proportion of revenue. That has in fact taken place and the operations are moving back to a break-even, or in some cases a surplus, situation.

These operations are measured over the long-term on their success in meeting the following four financial objectives:

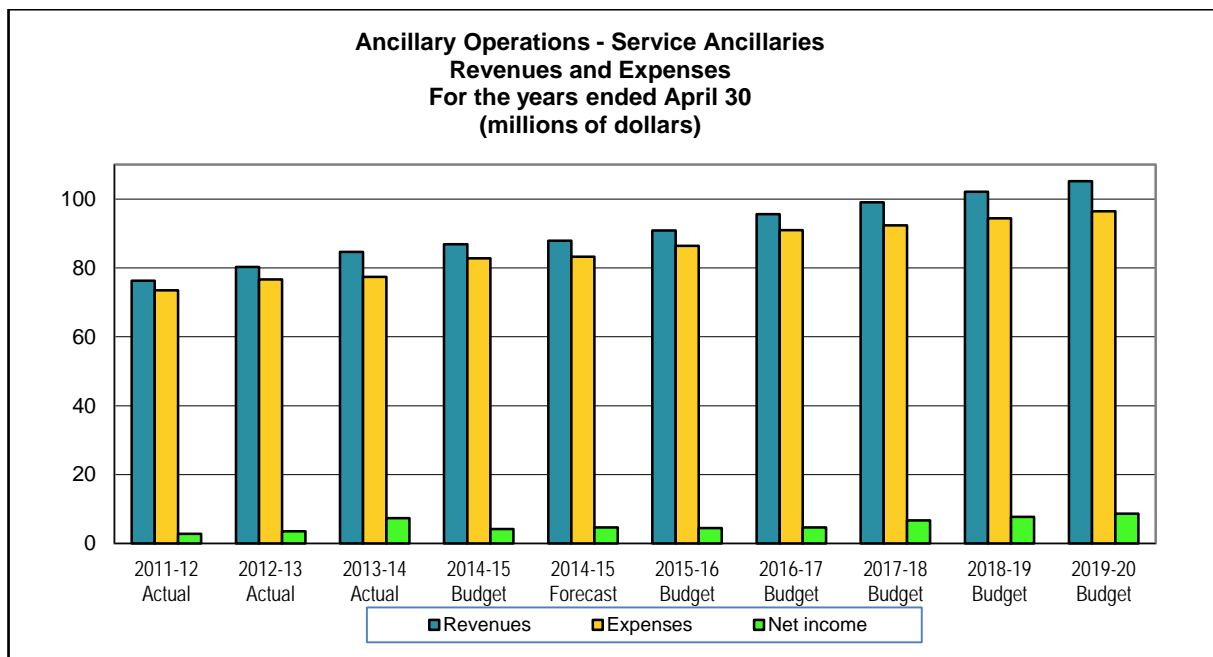
1. To operate without subsidy from the operating budget. Should the need for a subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.
2. To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.
3. Having achieved the first two objectives, 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 the first three objectives, service ancillaries will contribute net revenues to the operating budget<sup>1</sup>. The rate of contribution will be established by each individual campus for each individual ancillary.

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<sup>1</sup> For purposes of clarification, the fourth objective relates to all contributions of net revenues made by the ancillary operation to any operating budget outside of their own operations.

## Financial Summary

St. George service ancillaries are forecasting a net income of \$4.6 million before transfers at April 30, 2015 on projected revenues of \$87.8 million. The forecasted net income represents a \$2.7 million decrease from last year's actual net income of \$7.4 million. The net income for 2014-15 is forecasted to be \$0.4 million higher than the budgeted net income of \$4.2 million. This favourable variance from budget is attributed to food and beverage services (\$0.4 million), transportation services (\$0.1 million) and Hart House (\$1.0 million), offset by a decrease in residence services (\$1.1 million) (see table on page 5). For the 2015-16 budgets, the services ancillaries are anticipating a surplus of \$4.5 million with \$90.9 million of revenues and \$86.4 million of expenses. Compared to the 2014-15 forecasts, the \$4.5 million surplus represents a decrease of \$0.1 million in net income with an increase of 3.5% in revenues and 3.8% in expenses.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	% to Total Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Residences & Conferences	52.2	54.2	57.2	58.9	59.0	61.3	67%	63.3	65.6	67.8	70.2
Food and beverage	4.1	5.2	5.4	5.6	5.6	5.9	7%	8.1	8.6	8.8	8.9
Transportation	5.4	5.4	5.6	6.0	6.0	6.2	7%	6.3	6.5	6.6	6.8
Hart House	14.6	15.5	16.5	16.5	17.2	17.5	19%	18.0	18.5	18.9	19.3
<b>Total Revenue</b>	<b>76.3</b>	<b>80.3</b>	<b>84.7</b>	<b>87.0</b>	<b>87.8</b>	<b>90.9</b>	<b>100%</b>	<b>95.7</b>	<b>99.2</b>	<b>102.1</b>	<b>105.2</b>
<b>Total Expense</b>	<b>73.5</b>	<b>76.7</b>	<b>77.3</b>	<b>82.8</b>	<b>83.2</b>	<b>86.4</b>		<b>91.0</b>	<b>92.5</b>	<b>94.3</b>	<b>96.4</b>
<b>Net income</b>	<b>2.8</b>	<b>3.6</b>	<b>7.4</b>	<b>4.2</b>	<b>4.6</b>	<b>4.5</b>		<b>4.7</b>	<b>6.7</b>	<b>7.8</b>	<b>8.8</b>

For 2014-15, the St. George service ancillaries are forecasting revenues to be \$0.8 million higher than budget. The increases in revenues can be attributed to residence services (\$0.1M) and Hart House (\$0.7M). The total forecasted revenues for 2014-15 are \$3.1 million higher than 2013-14 actuals.

For many residences, revenues from summer business have a significant impact on their net income. With the stiff competition for summer business, each ancillary worked diligently to increase or maintain their current volume of summer business.

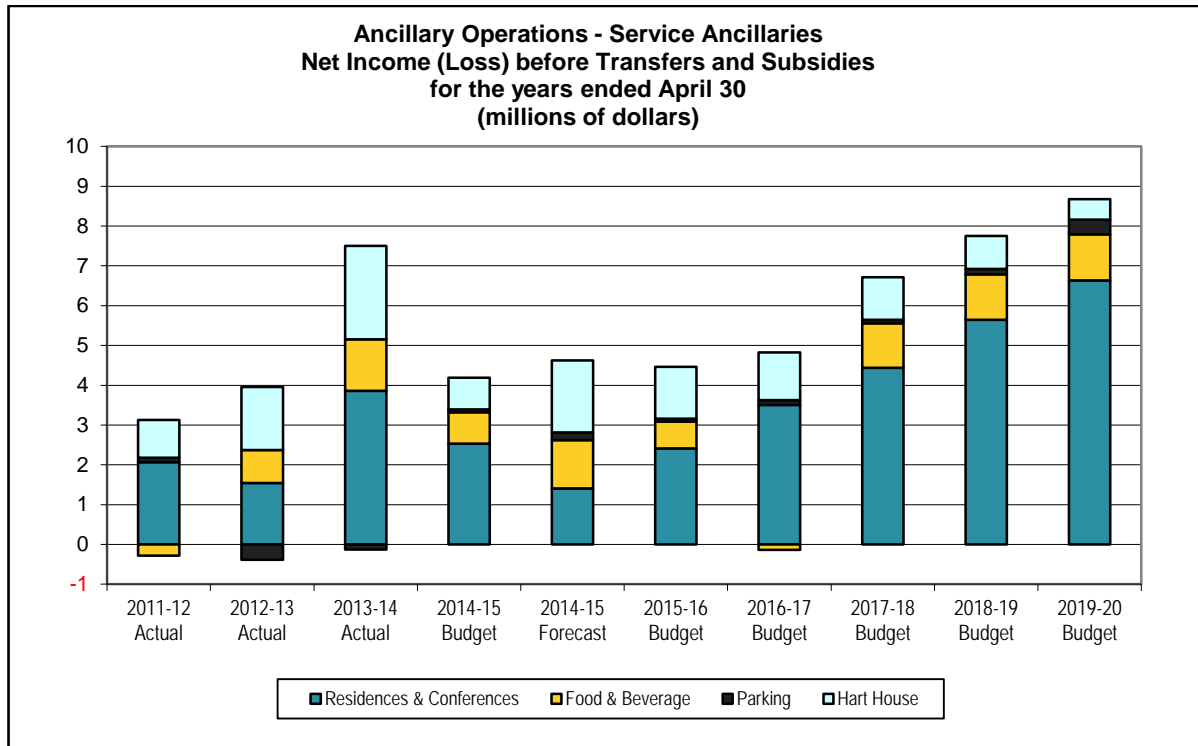
The majority of residences are anticipating revenue growth with rental rate increases ranging from 1.8% (bed-over-desk double room) to 5.0% while maintaining their optimal fall and winter session occupancy rates. Food and beverage services have incorporated sales improvements due to projected increases in enrolment and meal plan rates. Continuous sales growth for the non-resident meal plan is also anticipated in this budget. Transportation services has proposed rate increases that are larger than in previous years for both permit and cash sales in high demand areas. Hart House also anticipates higher revenues from increases in both student fee rates and enrolment. However, surplus and capital renewal reserves are expected to be spent on urgent deferred building maintenance.

The 2015-16 budget projects total revenues of \$90.9 million, incorporates a \$3.1 million (3.5%) increase in revenues from the 2014-15 forecast, of which \$2.3 million (3.9%) is from residence services and \$0.3 million (5.4%) is from food and beverage services. Hart House projects a revenue increase of \$0.3 million (1.7%) while transportation services is budgeting an increase of \$0.2 million (3.3%).

The long-range plan projects revenues to increase by \$14.3 million (15.7%) from 2015-16 to 2019-20. Of this increase, \$8.9 million will come from residence services, \$3.0 million from food and beverage services, \$0.6 million from transportation services, and \$1.8 million from Hart House.

## Net Income

The forecasted net income for 2014-15 is \$4.6 million, which is \$0.4 million better than the 2014-15 budget but \$2.8 million lower than the 2013-14 actual net income. The largest contributor to net income in 2014-15 was Hart House (\$1.8 million), mainly due to an increase in revenues.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	% to Total Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Residences & Conferences	2.1	1.5	3.9	2.5	1.4	2.4	54%	3.5	4.4	5.7	6.6
Food and beverage	(0.3)	0.8	1.3	0.8	1.2	0.7	15%	(0.1)	1.1	1.2	1.3
Transportation	0.1	(0.4)	(0.1)	0.1	0.2	0.1	2%	0.1	0.1	0.1	0.4
Hart House	0.9	1.6	2.3	0.8	1.8	1.3	29%	1.2	1.1	0.8	0.5
Total net income	2.8	3.6	7.4	4.2	4.6	4.5	100%	4.7	6.7	7.8	8.8

The outlook for net income for the coming five years is positive since the plans include some rate increases each year while loan principal and interest payments remain constant, as required by the original expansion plans. These rate increases continue to be needed to restore the ancillaries to a good financial position. The long-range plan is showing an increase of net income from \$4.5 million in 2015-16 to \$8.8 million in 2019-20. This is mainly due to an improvement of \$4.2 million from residence services.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2019-20 Budget	Improve ment 2019-20 over 2015-16	Five year planning period
<b>Residence &amp; Conference</b>									
Innis	0.4	0.2	0.4	0.2	0.3	0.2	1.0	0.8	2.4
New College	(0.9)	(0.4)	(0.0)	0.2	0.2	0.4	0.8	0.3	2.7
University College	0.5	0.4	0.3	(0.0)	0.0	0.2	1.0	0.7	2.7
Graduate House	0.4	0.4	0.5	0.3	0.4	0.1	0.1	0.0	0.5
Family Housing	1.1	0.8	1.5	0.6	0.6	0.0	0.5	0.5	1.9
Chestnut Residence	0.4	0.0	1.0	1.2	(0.2)	1.4	3.0	1.6	11.8
Woodsworth	0.2	0.1	0.1	(0.0)	0.0	(0.1)	0.3	0.3	0.6
	2.1	1.6	3.9	2.5	1.4	2.4	6.6	4.2	22.6
<b>Food and beverage</b>	(0.3)	0.8	1.3	0.8	1.2	0.7	1.3	0.6	4.2
<b>Transportation Services</b>	0.1	(0.4)	(0.1)	0.1	0.2	0.1	0.4	0.3	0.8
Hart House	0.9	1.6	2.3	0.8	1.8	1.3	0.5	(0.8)	4.9
<b>Total net income</b>	2.8	3.6	7.4	4.2	4.6	4.5	8.8	4.3	32.5

*Notes:*

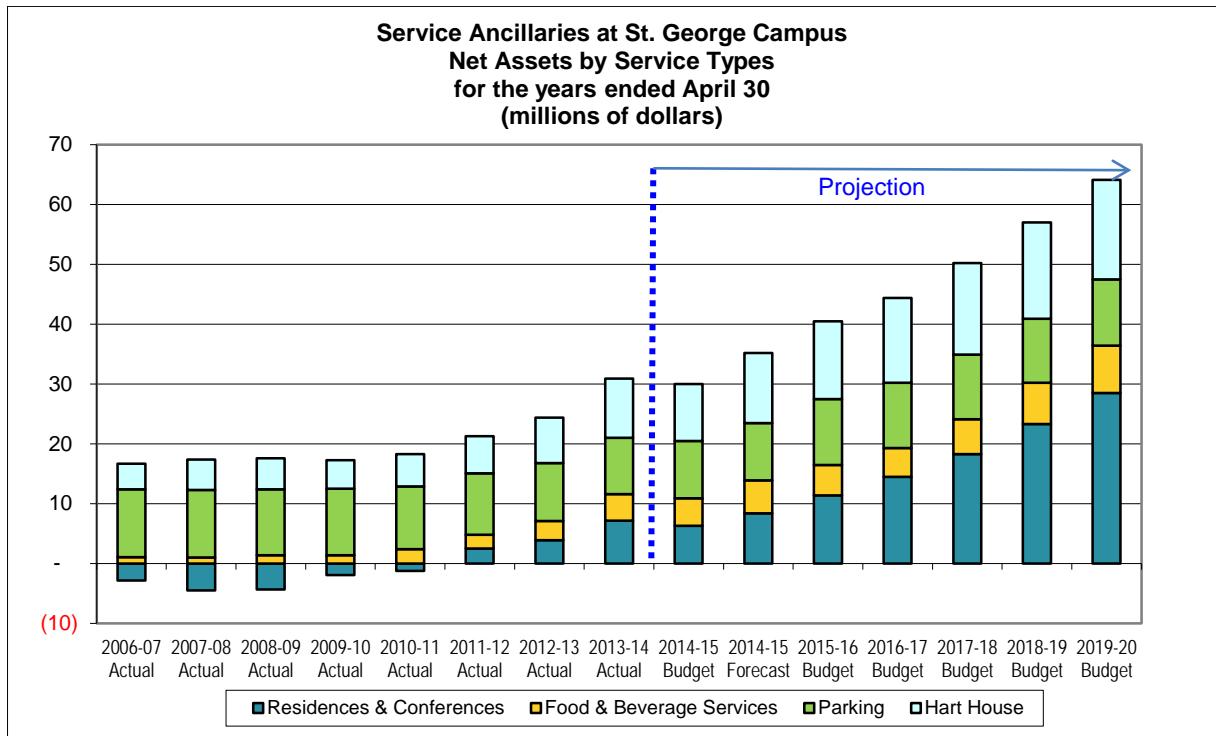
1. Conference businesses are combined with the residence ancillary.
2. Chestnut Residence includes revenue and expenses from conferences, food and beverage and parking.

## Net Assets

Net assets reflect the net worth of the St. George service ancillaries. Over time, net assets change due to: net income or loss for the year, transfers in or out of ancillary operations, and operating fund subsidies. Net assets are recorded in several sub-categories and the sum of these various categories represents the total net worth of each ancillary.

- The unrestricted net assets category represents net assets on hand that have not been set aside for any of the specific purposes listed below.
- Various reserves such as the operating reserve, capital renewal reserve and new construction reserve represent net assets that have been set aside for these specific purposes.
- Investment in capital assets represents University funds that have previously been spent on capital assets. When those funds are spent they result in an increase to this category and an offsetting decrease in unrestricted net assets. Over time, depreciation charges cause a decrease in the investment in capital assets category as the depreciation is funded from future revenues, thus increasing the unrestricted net assets category.

The following chart shows the history of actual net assets for St. George service ancillaries from 2006 to 2014 and projects the net assets in accordance with long-range plans to 2020.



The above chart also shows the impact of the major expansion of residence beds and other service ancillaries to accommodate the large increases in enrolment and student population that has occurred since 2003.

**Ancillary Operations – St. George Service Ancillaries Net Assets (Deficit)  
for the years ended April 30  
(millions of dollars)**

	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Innis	3.6	2.1	2.4	2.5	2.6	2.9	3.3	3.5
New College	(6.2)	(5.9)	(5.9)	(5.5)	(5.1)	(4.5)	(4.0)	(3.2)
University College	5.2	4.8	5.1	5.2	5.4	5.7	6.3	7.1
Graduate House	3.2	3.3	3.6	3.7	3.8	3.9	4.1	4.2
Family Housing	5.4	4.7	5.5	3.6	3.5	3.7	3.8	3.7
Chestnut Residence	(9.7)	(8.3)	(7.9)	(3.7)	(1.6)	0.8	3.9	6.9
Woodworth	5.7	5.6	5.7	5.6	5.7	5.8	6.0	6.3
<b>Residences</b>	7.2	6.3	8.5	11.4	14.3	18.3	23.4	28.5
Food and Beverage	4.4	4.6	5.5	5.1	4.8	5.8	6.9	8.1
Parking	9.4	9.6	9.6	11.0	10.9	10.8	10.7	11.1
Hart House	9.9	9.5	11.7	13.0	14.2	15.3	16.1	16.6
<b>Total Net Assets</b>	30.9	30.0	35.3	40.5	44.2	50.2	57.1	64.3

For 2014-15, the St. George service ancillaries are forecasting total net assets of \$35.3 million. The St. George Family Housing ancillary also has a trust fund of \$0.6 million, which is reserved for major capital improvements based on the purchase agreement with the Ontario Housing Corporation (OHC). The 2015-16 operating plans project total net assets of \$40.5 million.

Net assets are expected to grow to \$64.3 million by 2019-20 reflecting an increase of \$23.8 million from 2015-16. The anticipated total net assets of \$40.5 million for 2015-16 are the sum of \$34.8 million investment in capital assets; \$15.4 million commitments to capital renewal, \$6.9 million to operating reserves, \$1.9 million to new construction reserves partially offset by \$18.5 million in unrestricted deficit (see schedules II and III for details). As depreciation is charged and funded from future revenues, the \$34.8 million investment in capital assets will decrease with a corresponding decrease in unrestricted deficit. Residences with accumulated deficits are charged interest on their deficits and must absorb any interest rate changes on this short-term financing of deficits (note that long-term loans are all fixed rates).

**Service Ancillaries at St. George Campus  
Net Assets (Deficit) by Category  
for the budget year 2015-16  
(millions of dollars)**

	Unrestricted Surplus/(Deficit)	Investment in Capital Assets*	Capital Renewal Reserve	Operating Reserve	New Construction Reserve	Total Net Assets
Residences and Conferences	(20.2)	19.1	7.3	4.2	1.0	11.4
Food and beverage	1.0	1.5	2.2	0.4	0.0	5.1
Transportation Services	0.0	9.1	0.5	0.5	0.9	11.0
Hart House	0.7	5.1	5.4	1.8	0.0	13.0
	<b>(18.5)</b>	<b>34.8</b>	<b>15.4</b>	<b>6.9</b>	<b>1.9</b>	<b>40.5</b>

\* Funds already spent on capital assets that will be depreciated in the future.

## Ancillary Debt

For 2015-16, the St. George service ancillaries are projecting a total outstanding debt of \$128.5 million (on original loans issued of \$200.3 million), of which \$121.3 million is for residence services and \$7.2 million for transportation services. The estimated principal and interest repayment on the debt for residence services is projected to be \$15.5 million, representing 25.4% of residence services revenues. The estimated interest costs on debt will be \$8.3 million (13.5% of revenues or 14% of expenses). However, on an individual residence basis, principal and interest costs can be as high as 46.3% of revenues. This represents the main reason why certain residence ancillaries were not breaking even in the past. The majority of this debt is allocated to the residence ancillaries. Subsidies were provided to some ancillaries from the University's operating budget and from existing operations with a plan that these ancillaries would break even annually in year five, and cumulatively in year eight from inception of the building.

Service Ancillaries at St. George Campus  
Principal Loan Balances  
For the years ended April 30  
(millions of dollars)

	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Innis	2.7	2.3	1.9	1.5	1.0	0.6	0.1	-
New College	21.3	20.3	19.3	18.2	17.0	15.8	14.4	13.2
University College	13.3	12.8	12.3	11.8	11.2	10.6	10.0	9.4
Graduate House	12.4	11.7	10.9	10.1	9.2	8.3	7.3	6.2
St. George Family Housing	13.4	12.6	11.6	10.6	9.6	8.5	7.2	6.0
Chestnut Residence	58.3	56.0	53.6	51.0	48.2	45.3	42.1	38.8
Woodsworth	20.5	19.8	19.0	18.1	17.2	16.2	15.2	14.1
Residence Services	141.9	135.5	128.6	121.3	113.4	105.3	96.3	87.7
Transportation Services	8.4	8.0	7.6	7.2	6.8	6.3	5.8	5.2
Total Loan Balance	150.3	143.5	136.2	128.5	120.2	111.6	102.1	92.9

Factors such as enrolment growth, the first year residence guarantee program and demand from upper year students to return to residence has continued to sustain the optimal fall and winter session occupancy rate for residence services. The building expansion to increase residence spaces has put a strain on the financial viability of most residence operations. Minimal down payments for new residence buildings resulted in substantial debt and, in turn, large annual principal and interest costs. The impact of this debt led to financial deficiencies in some of the newly constructed residences and continues to impact their long-range budget plans. Residence ancillary operations with new buildings supported by partial down payments, donations or operating fund subsidies are more financially sound. Increasing repairs and maintenance costs for older buildings have led to increased operating costs for some residence operations.

All residence ancillaries have implemented strategies to strive for financial stability while maintaining the highest quality of residence life for students and keeping

residences viable and attractive. The following are the key accomplishments for 2014-15:

- Innis Residence celebrated its 20<sup>th</sup> year of operation in June 2014. With the continued success of the residence operation and summer business, some common areas were renovated to promote engagement of off-campus students and student life activities.
- New College's summer business remains strong, with a record summer in 2014. Many renovation projects and upgrades were completed. They included renovation to the fifth floor of Wilson Hall and adding accessibility and security enhancements to the elevators. This ancillary continues to introduce high-efficiency lighting and occupancy sensors which will reduce energy costs in the future. Progress continues in formulating an approach to solving the problem of finding a funding source for the academic/administrative use of 45 Willcocks.
- University College continued to enjoy success in obtaining donations from alumni to complete various improvements to the building. This year the residence was gifted with upgrades to three residence rooms in Whitney Hall.
- Graduate House continues to promote summer occupancy to summer co-op students and visiting scholars, and to partner with the Rotman School's "Next 36" program. As a result, summer revenues have increased by 18.5%.
- At St. George Family Housing, healthy occupancy levels were achieved through aggressive advertising and marketing strategies. Building improvements included completion of the underground parking garage rehabilitation, construction of a bicycle cage, the replacement of the fire alarm system, and cyclical renovation of vacant units.
- Chestnut Residence will receive the residual equity contribution from the former VPBA office over a three year period. This funding will partially assist with the cost of replacing the old hotel furniture, carpeting and tiling of rooms.
- Woodsworth College continued to experience a very successful summer business and a small increase in occupancy levels. The excess funds were allocated to capital renewal and operating reserves.

Although the food services ancillary at St. George is not responsible for every food operation on campus, it plays an important coordinating role and has created a campus-wide meal plan program which provides convenience and value to campus customers. The revenue from sales of non-residential meal plans is forecasted to increase 16% over last year. Renovation was completed at the Gerstein location with a new vegetarian menu.

Transportation services continue to introduce additional Transportation Demand Management (TDM) initiatives to balance parking supply and demand. In collaboration with Campus Police, Campus and Facilities Services, Phase 1 of the Traffic Calming project was completed. This includes installment of rumble strips on King's College Circle, introduction of speed signage and radar signage, and an education campaign by the Campus Police, all of which helped to make drivers and cyclists more conscious of their speed.

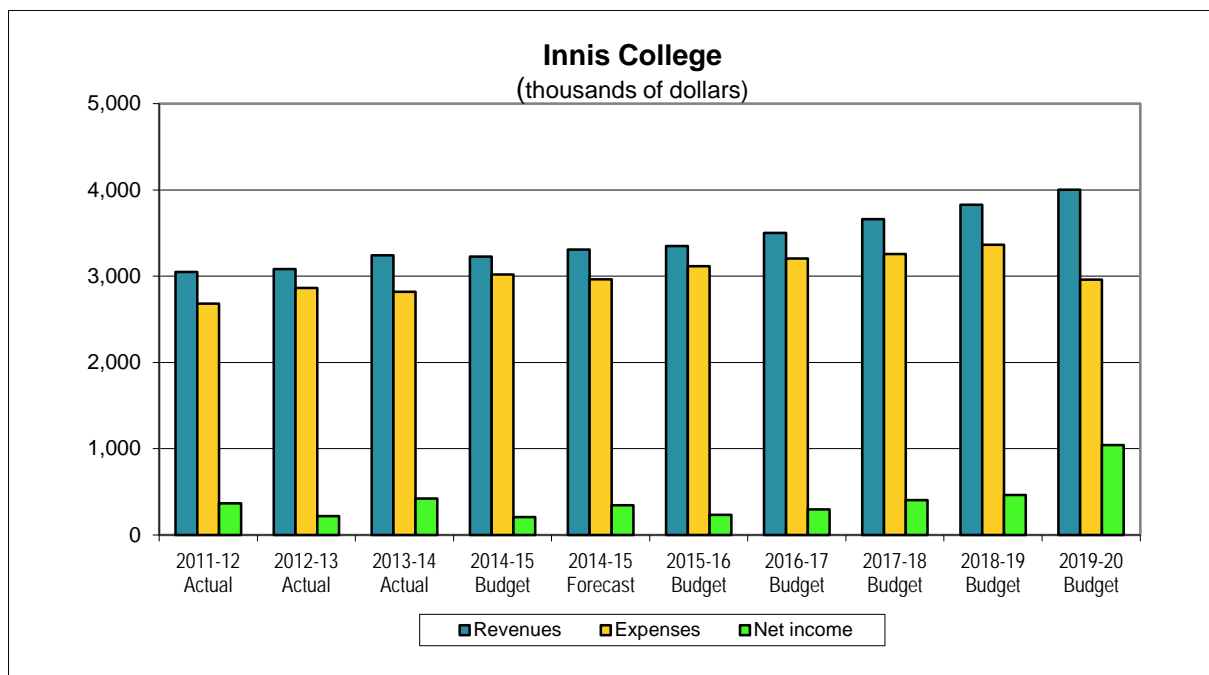
Hart House established a Project Planning Committee to prepare a report for upgrading and greening the infrastructure of the House. In addition to the library refurbishment, a donation received also allows Hart House's Literary and Library Committee to expand its programming and outreach. Hart House and the University of Toronto Art Centre have entered into a federated agreement which will increase programming opportunities for students as well as the possibility of increased funding from granting agencies. Several initiatives to enhance the student experience and improve operational efficiency were completed. These initiatives included upgrading both the sound system at the Great Hall, and the audio and projection capabilities for the theatre.

## St. George Residence Services

For the 2015-16 budget year, Innis College and University College will meet all four objectives (see page 1). Graduate House, Family Housing and Woodsworth College will meet the first three objectives. New College will meet the first objective while Chestnut Residence will not meet any objective. (See schedule II on page 43 for details).

### Innis College

The Innis College residence opened in 1994 and has a total of 339 beds in 81 suite-style apartments. The ancillary is anticipating an operating surplus of \$343,606 in 2014-15, which is \$136,949 better than budget. This favourable variance is mainly due to a higher than budgeted summer revenue.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	3,049	3,083	3,243	3,226	3,310	3,349	3,502	3,662	3,828	4,004
Expenses	2,684	2,864	2,820	3,020	2,966	3,115	3,205	3,258	3,366	2,962
Net income	365	219	423	206	344	234	297	404	462	1,042

*Percentage change in revenues*

1.1%    5.2%    -0.5%    2.6%    1.2%    4.6%    4.6%    4.5%    4.6%

This ancillary is forecasting annual operating surpluses for the next five years. For the 2015-16 budget year, this ancillary is projecting net assets of \$2.5 million after a transfer of \$0.125 million to the college operation in support of its academic mission (programs and student scholarships). The fall and winter room rates are budgeted to increase by 4.99% and the summer rate will increase by 3.6% (see schedule VI).



It is projected that the net assets will return to the 2013-14 level (\$3.6 million) by the end of this long-range plan with unrestricted surplus of \$1.1 million, \$0.2 million in investment in capital assets, \$2.0 million in the capital renewal reserve and \$0.2 million in the operating reserve.

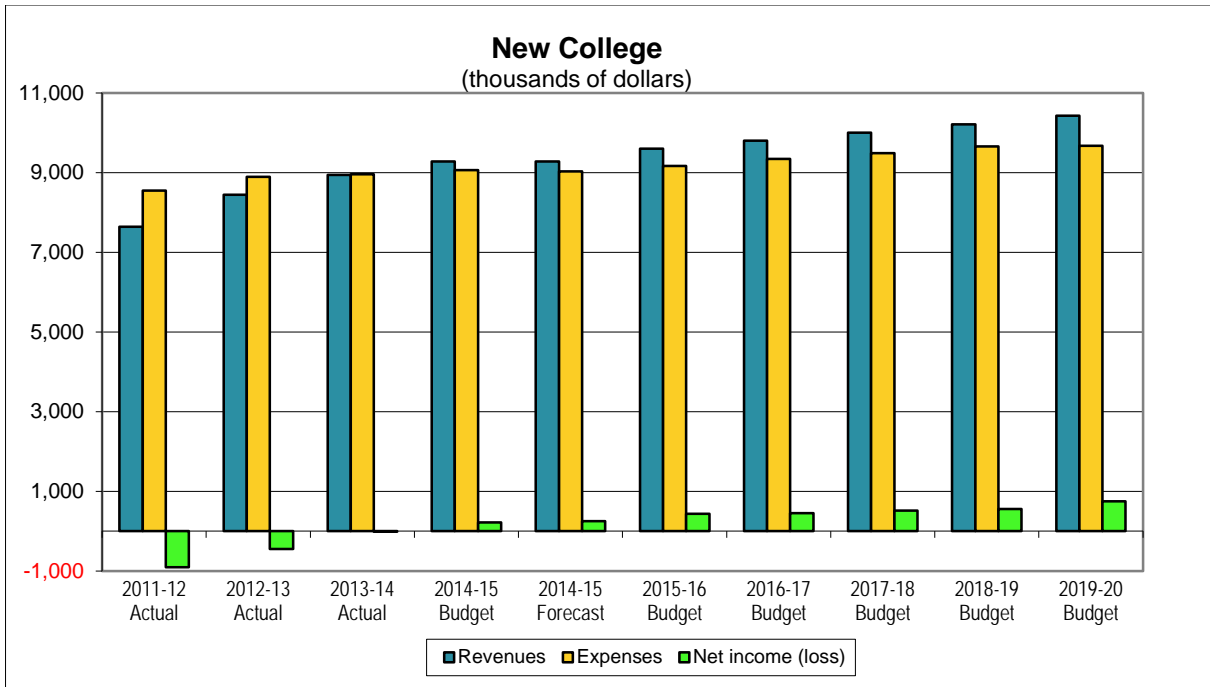
The capital renewal reserve is being built up with reference to the *System Renewal Report* issued in the summer of 2009 where asset replacement funding (by major building system) is provided over the remaining estimated service life of the asset system on a straight line basis, adjusted for inflation. The purpose of a capital reserve is to set aside monies on an annual basis in order to provide sufficient funds for the major repair and replacement of primary building systems on a long-term basis. A capital reserve provides a mechanism to share this funding among all residents from year one through year twenty-five.

The total renewal cost of capital assets to be replaced between 2019 and 2034 is estimated to be over \$13 million. Building system components that require replacement and/or maintenance prior to this renewal period have been addressed and are provided for in budget periods 2015 through 2020.

### [New College](#)

The residents of New College are housed in three buildings: Wetmore Hall, Wilson Hall, and 45 Willcocks. Wetmore Hall and Wilson Hall went into service in the late 1960's and 45 Willcocks was opened in September 2003. The dormitory design favours community living and the provision of air conditioning is an added amenity for summer residents. These three buildings house 880 undergraduate students.

New College residence operations face many challenges: substantial major maintenance is necessary for the aging Wetmore and Wilson buildings; construction and design deficiencies require some major maintenance for the twelve-year old New College residence at 45 Willcocks; inability to find a funding source to contribute to the costs of the academic and administrative space in 45 Willcocks; and debt financing for the new building and the interest charges on the large accumulated deficit are a significant drain on the residence finances. Four major changes have been made over the past seven years to help correct the operating deficit position. The first change was to depart from a pricing policy that ensured New College's traditional position of having the lowest rates on the St. George campus. The second major change was to deal with maintenance issues of the two oldest buildings by increasing the budget to more realistic levels. A third major change was to convert two floors of the residence at 45 Willcocks into office space part way through 2008-09 (the lease ended on July 31, 2012). The fourth major change was to recognize that the residence ancillary budget has been subsidizing the operating budget since the new residence at 45 Willcocks went into service (12.6% share of the total building net assignable square meters was used for academic and administrative purposes). Discussions with Planning and Budget, the Faculty of Arts & Science and New College throughout 2013 have resulted in formulating an approach to address the lack of funding for this space. The deficit could continue until 2017-18 if a funding solution for the academic/administrative use of 45 Willcocks is not found.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	7,640	8,444	8,944	9,277	9,275	9,599	9,798	10,002	10,210	10,423
Expenses	8,549	8,894	8,958	9,063	9,027	9,166	9,345	9,489	9,655	9,673
Net income (loss)	(909)	(450)	(14)	214	248	433	453	513	555	750
<i>Percentage change in revenues</i>		10.5%	5.9%	3.7%	0.0%	3.5%	2.1%	2.1%	2.1%	2.1%

This ancillary is forecasting an operating surplus of \$247,844 for 2014-15 which is \$34,182 more than previously budgeted despite no identified funding source to contribute to the costs of the academic and administrative space in 45 Willcocks. This favourable variance is mainly due to strong summer business.

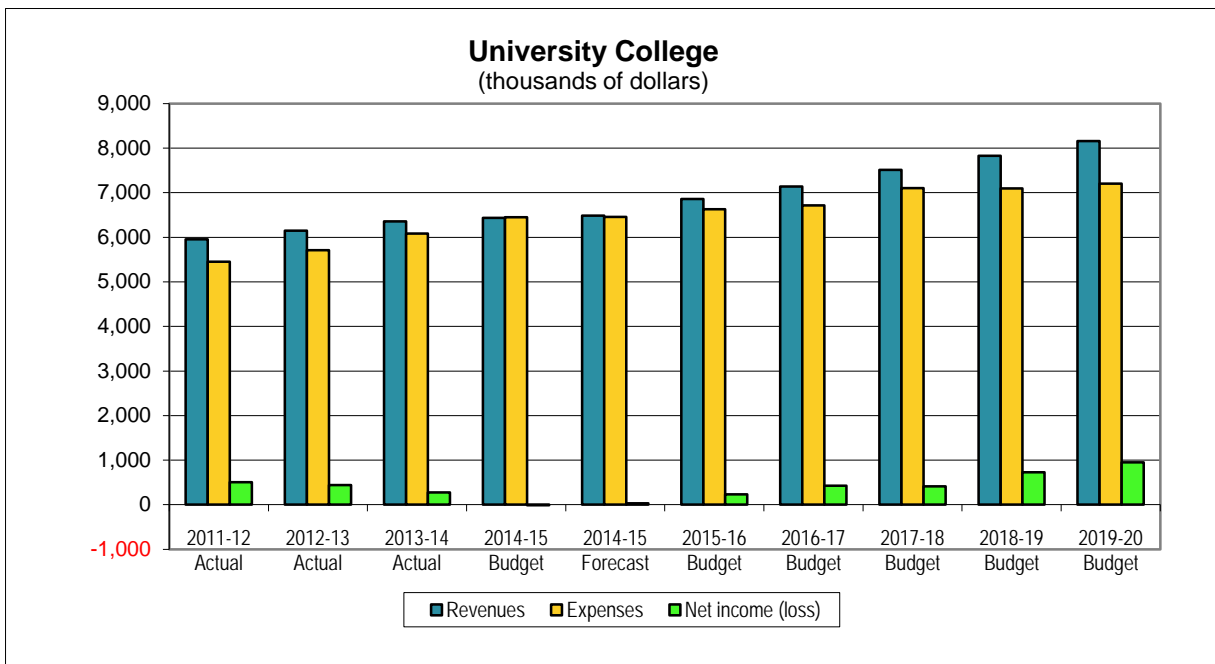
Debt service charges on the accumulated operating debt continue to be a significant drain on the available resources. Net assets for 2015-16 are projected to be in a deficit of \$5.5 million, with \$3.0 million in investment in capital assets, \$0.6 million in the capital renewal reserve and \$9.1 million in the unrestricted deficit. The ancillary is anticipating that the unrestricted deficit will be reduced to \$6.0 million by 2019-20.

This ancillary will continue to follow the recommendation from its Residence Review Committee to implement differential room rates. This was first implemented in 2009-10. For 2015-16, the fall and winter residence rate increases will range from 0.4% to 3.7% (see schedule VI).

## University College

University College is at the historic heart and geographic centre of the University of Toronto St. George campus. The residence ancillary consists of approximately 730 beds in three buildings: Sir Daniel Wilson Hall, Whitney Hall and Morrison Hall. All residences are co-educational and house mainly undergraduate Arts & Science students.

The residence continues to enjoy good success in obtaining donations from alumni. Donations have been used to complete various renovations to the buildings. This year the residence received a donation to upgrade three residence rooms in Whitney Hall. This ancillary has followed (and the budget has provided for) the on-going program for building and equipment maintenance as outlined in the revised engineering study and has therefore avoided major problems. The budget plan provides for the maintenance and replacement of fabric and mechanical systems as outlined in the study. A positive operating result of \$29,353 is anticipated for 2014-15 which is mainly attributed to the favourable variance in residence fees for the summer.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	5,958	6,152	6,358	6,436	6,489	6,862	7,139	7,511	7,827	8,158
Expenses	5,453	5,714	6,081	6,448	6,460	6,629	6,714	7,101	7,099	7,206
Net income (loss)	505	438	277	(12)	29	233	425	410	728	952
<i>Percentage change in revenues</i>		3.3%	3.4%	1.2%	0.8%	5.7%	4.0%	5.2%	4.2%	4.2%

This ancillary is budgeting an operating surplus of \$233,591 for 2015-16. This budget only includes summer business that has been confirmed while negotiations for some business have not yet been finalized. University College is budgeting net assets of \$5.2 million by the end of 2015-16 and \$7.1 million in 2019-20. The capital renewal reserve is budgeted at \$1.5 million for 2015-16 and will remain close to this level throughout the plan.

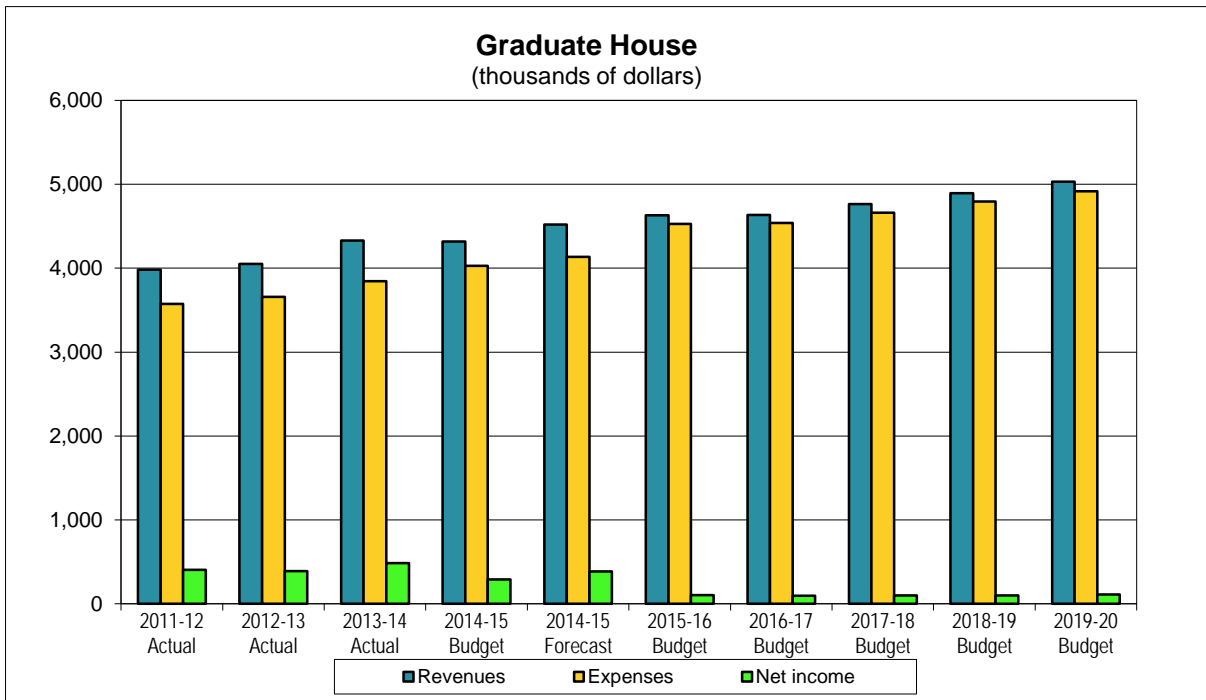
In 2015-16, this ancillary will continue its differentiated fee structure with increases from 3% to 6% depending on the type of room. This change in fee structure is necessary to be in line with fee schedules of other campus residences. The new fee structure will also differentiate between non-standard rooms in the older buildings and standard newer rooms in the Morrison Hall Residence. This fee structure remains the lowest on the St. George Campus. Rate increases for 2015-16 through to 2019-20 are budgeted in the 3% to 6% range (see schedule VI). This stream of increases is necessary to ensure all essential major capital expenditures are made and the quality of residence life is maintained without any deferral of essential maintenance work. Students living in residence have been great contributors to the capital improvements of the buildings in terms of their care for the buildings.

### [Graduate House](#)

Graduate House opened in 2000 and is a 423-bed, suite-style residence operated by Ancillary Services in cooperation with the School of Graduate Studies as the primary stakeholder. It is home to both students from the School of Graduate Studies and students from six second-entry professional faculties (Dentistry, Law, Medicine, Nursing, Education, and Pharmacy). In addition to being a home to its residents, Graduate House is also a valuable aid in recruiting and attracting the best students to the University of Toronto.

This ancillary is forecasting a surplus of \$384,766 for 2014-15, which is \$92,448 higher than budget. This is the result of on-going efforts to promote Graduate House as a summer accommodation option for co-op students and visiting scholars, as well as the result of a beneficial partnership with the Rotman School's "Next 36" program.

Graduate House is budgeting an operating surplus of \$104,970 for 2015-16. Net assets are anticipated to increase from \$3.7 million in 2015-16 to \$4.2 million in 2019-20. In this plan, \$655,966 will be set aside for the operating reserve. This ancillary has begun to build up their capital renewal reserve starting in 2014-15, anticipating the capital renewal reserve plus the operating reserve will reach \$1.7 million by 2020. These monies will fund future renovations and expansion which are beneficial to the Graduate House community.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	3,980	4,049	4,330	4,319	4,521	4,630	4,633	4,763	4,894	5,029
Expenses	3,575	3,659	3,845	4,026	4,136	4,525	4,538	4,661	4,795	4,916
Net income	405	390	485	293	385	105	95	102	99	113
<i>Percentage change in revenues</i>		1.7%	6.9%	-0.3%	4.7%	2.4%	0.1%	2.8%	2.8%	2.8%

For 2015-16, room rates will increase by approximately 3.1% for fall and winter fees and no increase is proposed for the summer rate (see schedule VI).

### [St. George Family Housing](#)

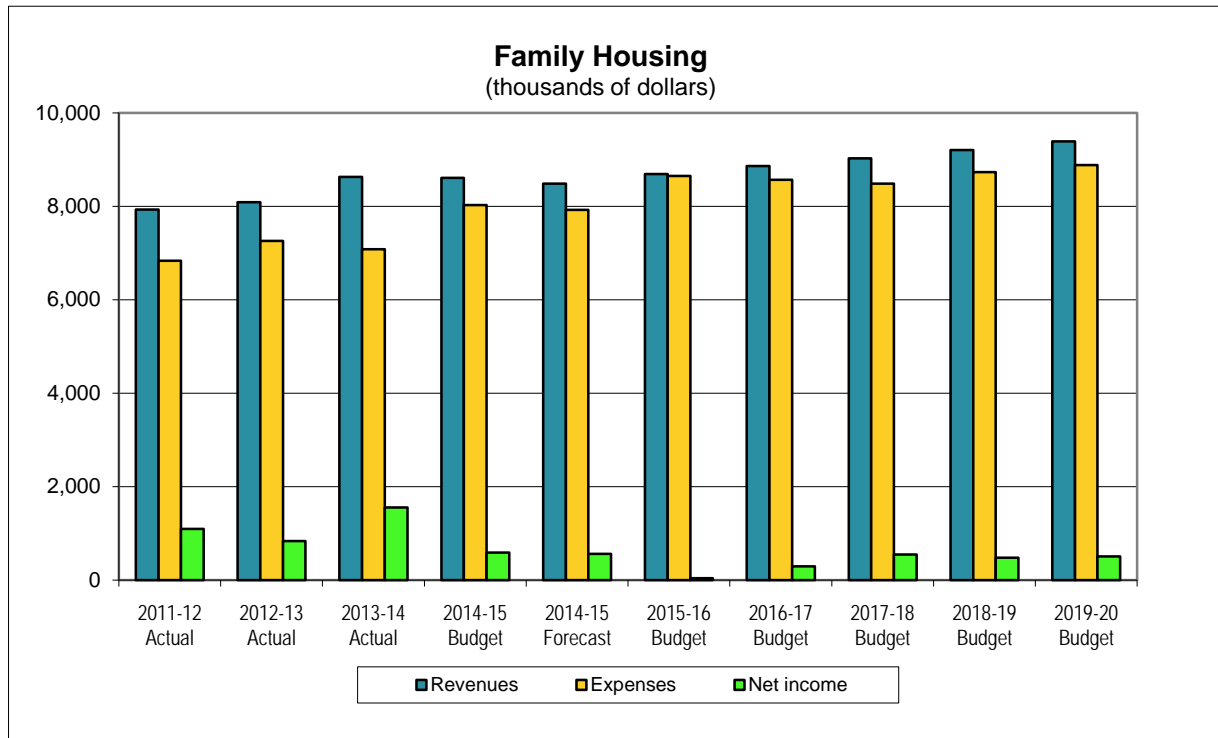
St. George Family Housing (Family Housing) has 712 apartment units in the two buildings at 30 and 35 Charles Street West, with child care on-site operated by George Brown College's Early Childhood Education program. There is also a roof top garden at 30 Charles Street which provides additional space for outdoor events, as well as a children's garden and play area. These two buildings house approximately 2,000 people of whom approximately 50% are international students coming from over 60 different countries. The tenancy is partially covered by the Residential Tenancies Act. This ancillary is committed to providing a safe, well-maintained and affordable living environment where student families can participate in a supportive community.

Family Housing continues to experience healthy occupancy levels with a wait list of approximately 600 applicants. This is due to aggressive advertising and marketing strategies, continued partnerships with academic areas and University departments,

residence life services, residence tours for applicants and inclusion of post-graduate students and post-doctoral students amongst their core applicant groups. The reputation of service levels, building fabric improvements and culture change are a positive contribution in recruitment and retention of student families.

While the cyclical renovation of vacant units continue; major maintenance work this year is primarily focused on the completion of the underground parking garage rehabilitation project, construction of a bicycle cage in the underground garage, and the replacement of the fire alarm system in both buildings.

Family Housing is forecasting an operating surplus of \$559,152 in 2014-15, which is slightly below budget. The operation will end the year with forecasted net assets of \$5.5 million (\$1.3 million capital renewal reserve, \$0.6 million operating reserve, \$0.4 million investment in capital assets and the remaining \$3.2 million in unrestricted surplus).



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	7,931	8,092	8,634	8,614	8,486	8,693	8,861	9,032	9,209	9,389
Expenses	6,836	7,261	7,085	8,031	7,927	8,652	8,567	8,487	8,73	8,882
Net income	1,095	831	1,549	583	559	41	294	545	474	507
<i>Percentage change in revenues</i>		2.0%	6.7%	-0.2%	-1.5%	2.4%	1.9%	1.9%	2.0%	2.0%

The operating plan for 2015-16 assumes a rental rate increase of 2% in order to maintain the desired level of services, annual maintenance and necessary improvements to the buildings (see schedule VI). An operating surplus of \$41,517 is budgeted for 2015-16, but with the transfer of \$1.5 million to the Residential Housing Ancillary, net

assets will decrease to \$3.6 million. This transfer includes a financial contribution of \$500K for the development of the student family housing inventory in the Huron/Sussex neighbourhood. The other \$1.0 million transfer is an internal loan arrangement between the Student Family Housing and the Residential Housing Ancillary. Repayment is set to start in June 2015. In additions, \$1.0 million has been set aside in the new construction reserve for development and increasing student family housing inventory in the future.

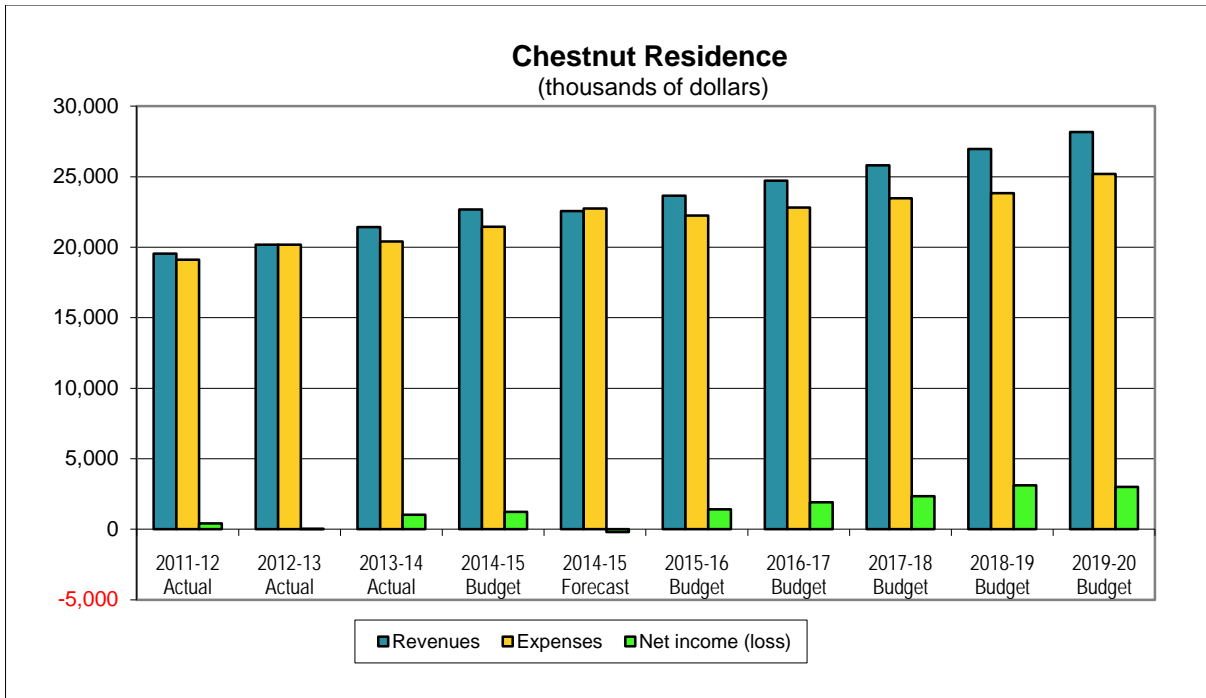
The long-range plans assume rent increases of 2% to 3% per year over the next few years. These rate increases will offset the increased operating costs that would allow the ancillary to maintain the buildings at a level that both the University and the residents desire. In 2019-20, net assets are projected to be at \$3.8 million (\$0.1 million investment in capital assets, \$1.3 million in the capital renewal reserve, \$0.7 million in the operating reserve, \$1.0 million in the new construction reserve and \$0.7 million in the unrestricted surplus).

### Chestnut Residence

Chestnut Residence (Chestnut) is home to 1,093 students from diverse cultural backgrounds and academic disciplines, as well as home to 21 dons and 2 residence life coordinators. There are four accessible rooms in this residence. When capacity permits, it also offers housing to international exchange students. Housing is offered during the winter break for an additional fee to existing Chestnut students who apply in advance and have compelling academic or personal reasons for requiring accommodation. A variety of amenities are available to students and regular cleaning of rooms is also provided. Students have access to a number of part-time employment opportunities, particularly in the food and beverage department and the Division of University Advancement's call centre in the lower level of the building. Students at this residence also benefit from a food program designed by a chef with an international reputation. Chestnut's food program is the leading participant in the St. George campus' evolving local foods initiatives. A "Green Dining" program continues to promote healthy eating, waste reduction, physical activity and environmental responsibility.

This ancillary has several revenue streams in addition to the residence fee and meal plan. Revenues are generated from leased space to a call centre for the Division of University Advancement, a 370-space parking garage and a 22,000 square foot banquet and meeting facility.

The residual equity contribution from the former VPBA office has been granted to the residence over a three-year period. Along with its own revenues, the VPBA contribution will greatly assist with the replacement of furniture, carpeting and tiling of rooms. While Chestnut is forecasting a small net loss for 2014-15, the operation is expected to have small positive results after the equity contribution from the operating fund, net of capital expenditures. Chestnut occupancy levels are very strong (about 99%). This ancillary is forecasting negative net assets of \$7.9 million in 2014-15 with \$5.6 million in investment in capital assets and \$13.5 million in unrestricted deficit.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	19,543	20,190	21,435	22,680	22,561	23,657	24,713	25,818	26,972	28,179
Expenses	19,125	20,179	20,403	21,443	22,749	22,238	22,810	23,468	23,847	25,188
Net income (loss)	418	11	1,032	1,237	(188)	1,419	1,903	2,350	3,125	2,991
<i>Percentage change in revenues</i>		3.3%	6.2%	5.8%	-0.5%	4.9%	4.5%	4.5%	4.5%	4.5%

For the 2015-16 budget, the residence anticipates that occupancy will continue to be high. A special grant from the Provost's office was provided in recognition of Chestnut's role in helping the University meet its first year housing guarantee by expanding its first year and overall student capacity over the last several years. This budget includes a 5% room rate increase and a 3% meal plan price increase which is needed to offset the considerable capital expense of the ground floor renovation project and two additional residence life staff (see schedule VI). Chestnut is anticipating an investment in capital assets of \$9.3 million (an increase of \$3.8 million) and unrestricted deficit of \$13.1 million. Net assets for 2015-16 are projected to be in a deficit of \$3.7 million. Chestnut remains at the top end of residence cost on campus, which is why it is so important to offer great amenities and services. This is challenging in an old building with an accumulated deficit.

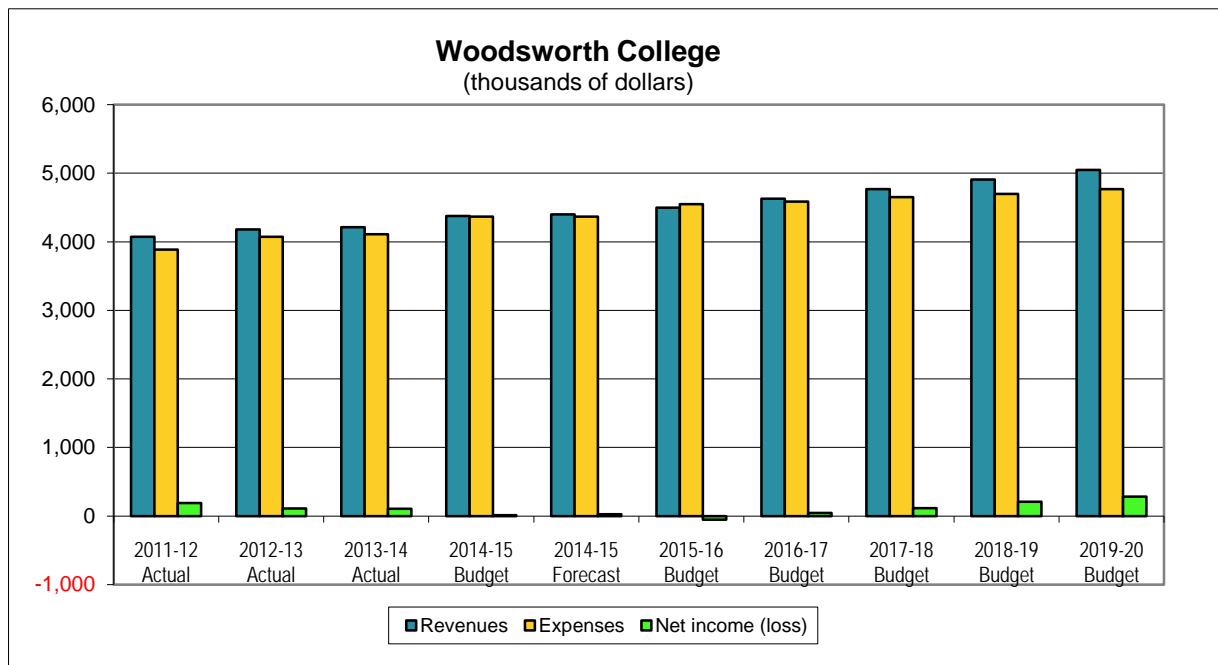
Although finally emerging from a decade of very challenging finances, Chestnut continues to have a significant backlog of maintenance and refurbishment needs, which will be a primary focus for all years of the five year plan. Utilities Reduction Revolving Fund has been requested for 2015-16 in order to continue with upgrades to student rooms and other capital projects. Despite Chestnut being located outside of the university quadrant, it has grown and developed as an active, engaging community with a vibrant student culture of its own each year.



## Woodsworth College

Woodsworth College residence (Woodsworth) opened its doors in May 2004 and has a total of 371 private, single bedroom units arranged in suite-style apartments. The residence is barrier-free and three suites are specially designed with disability access. It also provides three study rooms, six TV lounges, a fitness room, a games room, a multi-purpose room, bicycle storage and a laundry room.

Woodsworth is forecasting a small surplus of \$29,122 for 2014-15 which is slightly better than budget. This favourable variance is mainly due to higher than anticipated residence fees from summer, and higher than expected investment income. Woodsworth is forecasting net assets of \$5.7 million, of which \$2.1 million is in the operating reserve, \$1.6 million for investment in capital assets and \$2.0 million for the capital renewal reserve. These funds will ensure a sound financial position as the ancillary continues its operation without subsidy from the University.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	4,074	4,181	4,215	4,377	4,398	4,496	4,630	4,766	4,906	5,050
Expenses	3,886	4,072	4,110	4,366	4,369	4,550	4,586	4,651	4,698	4,767
Net income (loss)	188	109	105	11	29	(54)	44	115	208	283
<i>Percentage change in revenues</i>		2.6%	0.8%	3.8%	0.5%	2.2%	3.0%	2.9%	2.9%	2.9%

The 2015-16 budget includes a small operating deficit. Woodsworth is projecting net assets will remain at \$5.6 million with \$2.2 million in the operating reserve, \$1.4 million in investment in capital assets and \$2.0 million in the capital renewal reserve at end of the budget year.

Woodsworth continued to have the highest fall and winter fees for its suite-style residences. Its principal and interest charges on debt are currently making up 46.3% (forecasted 47.3% in 2014-15) of its budgeted revenues. The fall and winter room rates are budgeted to increase by 2.5% in 2015-16 (see schedule VI).

Funds will continue to be drawn from the operating reserve when necessary to assist with the annual loan payments until the point is reached where the loan payments can be safely paid from operational income. Based on the forecasts, Woodsworth is now at that point of financial sustainability.

## St. George Food and Beverage Services

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Food and beverage services on each of the University of Toronto's three campuses are delivered in different ways, according to the needs of each campus population as well as the practical and business considerations governing relationships with vendors. ARAMARK provides food services at several locations on the St. George campus (including New College). The St. George campus also has a number of additional local vendors and self-operated food outlets (including University College).

For the 2015-16 budget, University College will meet all four objectives (see page 1). St. George food and beverage service budget meet the first three objectives while New College will meet the first two objectives (see schedule II for details).

### St. George

The St. George campus food and beverage ancillary oversees food services at 19 locations on campus and operates the Beverage Services department. Catering services are also provided for campus events. Seven firms manage retail food operations: ARAMARK, Pegasus, Innis Café, Veda, The Engineering Society, Second Cup and Imperial Vending. These services are expected to be financially and environmentally responsible. In addition, their key goals are to maintain a balance of high quality, affordable pricing and wide range selection of menus. Of equal concern are nutritional awareness, variety, convenience and availability.

Although the food services ancillary at St. George is not responsible for every food operation on campus, it has coordinated and created a campus-wide meal plan program which provides convenience and value to campus customers.

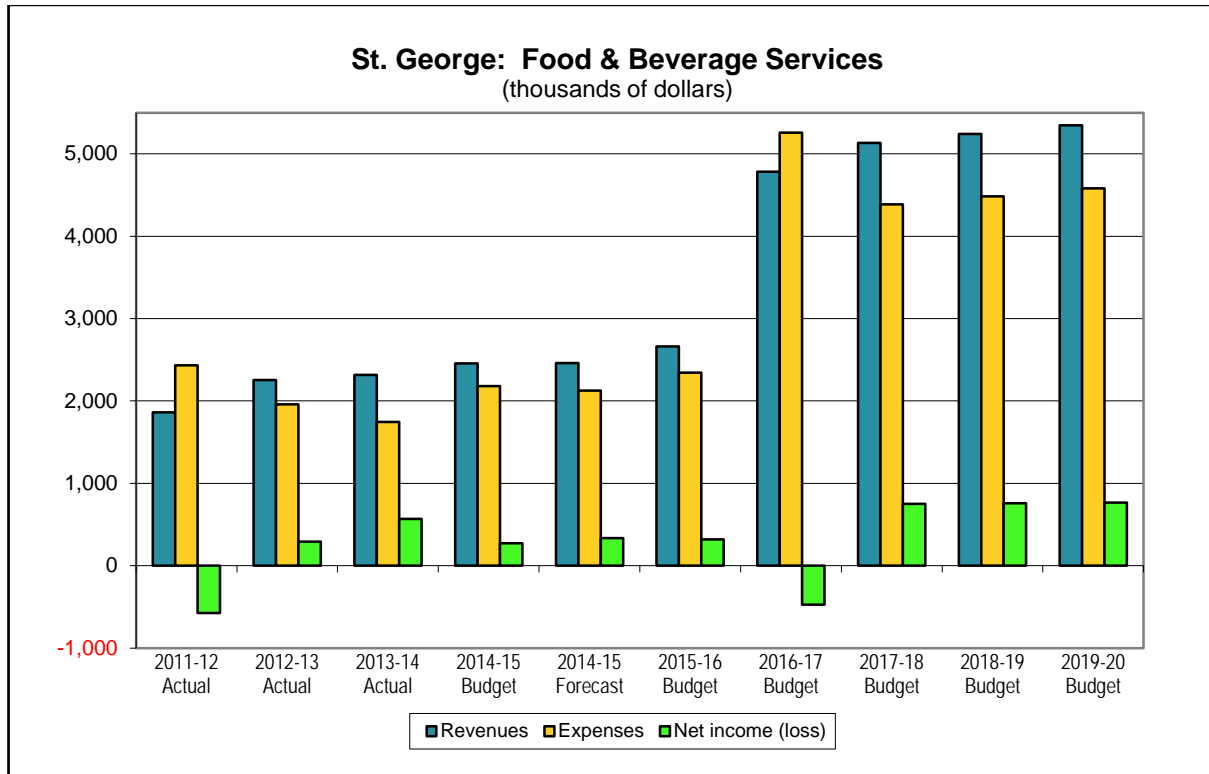
In 2014-15, the Gerstein location was renovated and a new vegetarian menu concept was added, which has proven to be a success thus far. Sales from non-residential meal plans continue to grow. The ancillary is forecasting sales of \$1.2 million for the 2014-15 academic year for these non-residential meal plans. This is a 29% increase over last year.

The Food Advisory Committee has greatly assisted in developing the strategic goal of community building. In 2014-15, Food Services, working with the Food Advisory Committee and the Food Network Committee, have organized a number of special events. These events include Nutrition Week, Chinese New Year, Lug A Mug, Field to Fork, Eco-Tray, Veggie Mondays and Events on Willcocks Street.

Food and beverage services is forecasting a surplus of \$336,202 in 2014-15 which is slightly better than budget. Net assets are forecasted to be \$2.4 million with \$1.0 million in the capital renewal reserve, \$0.2 million in the operating reserve and \$1.2 million of unrestricted surplus.

The 2015-16 operating plan projects a 3% to 5% growth in revenues generating a net income of \$318,369. Net assets will be at \$2.3 million with the capital renewal

reserve at \$1.0 million, \$0.2 million in the operating reserve, \$0.6 million in investment in capital assets, and an unrestricted surplus of \$0.5 million.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
<b>Revenues</b>	1,860	2,253	2,316	2,455	2,461	2,661	4,783	5,135	5,241	5,348
<b>Expenses</b>	2,433	1,959	1,747	2,181	2,125	2,342	5,258	4,385	4,483	4,583
<b>Net income (loss)</b>	(573)	293	569	274	336	319	(475)	750	758	765
<i>Percentage change in revenues</i>		21.1%	2.8%	6.0%	0.2%	8.1%	79.7%	7.4%	2.1%	2.0%

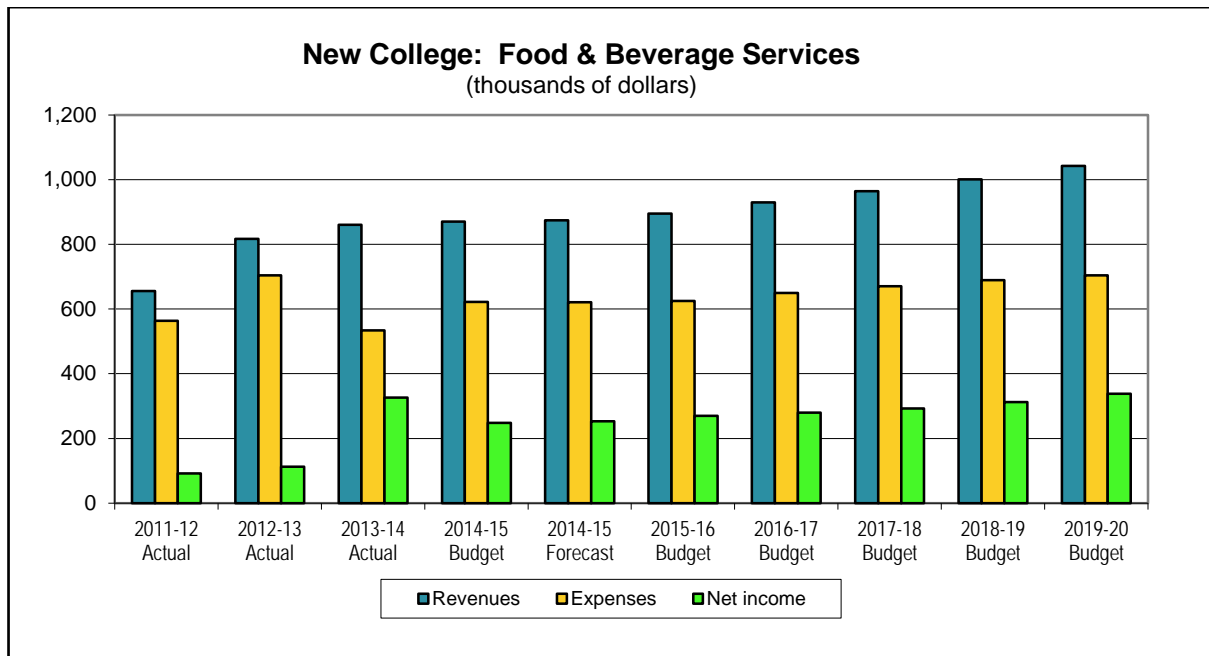
The long-range budget assumes inflationary increases for revenues and expenses. Major maintenance and replacement of non-depreciable furniture reflects a plan for renovations and upgrades to current facilities. Future large-scale renovations will be funded through ARAMARK and other vendor and/or capital renewal reserves.

The ancillary will undertake a campus-wide master planning study since the ARAMARK contract will expire in two years and several new buildings are contemplated which will add new facilities to the food services landscape. The goals of the study include recommendations to better meet the needs of students, faculty and staff. A tentative agreement is already in place to provide residential dining services at the new private residence at 245 College Street. A \$445,000 investment is budgeted for 2015-16, and an additional \$600,000 is budgeted for 2016-17. The financial impact of this project is shown from 2016-17 onwards. The ancillary is anticipating a reasonable return of its capital investment in about six years.

Food and beverage services will support the renovation of the dining hall and kitchen space at Chestnut with a transfer of \$500K. Net assets are anticipated to increase from \$2.3 million in 2015-16 to \$4.2 million in 2019-20. Of the \$4.2 million net assets in 2019-20, \$3.0 million is for the capital renewal reserve, \$0.4 million in each of investment in capital assets, operating reserve and unrestricted surplus. This significant capital renewal reserve will be consumed by the investment required in new facilities in 2016 and 2017.

## New College

New College has a compulsory meal plan for students living in residence. A number of different plans are offered, giving the students flexibility to choose the number of meals that they wish to purchase. In addition, some of the plans include “flex” dollars that allow students to eat at any food outlet on the St. George campus. Food is served in Wetmore and Wilson dining rooms on an “all you can eat” basis. The two buildings are aging despite on-going repairs and maintenance. An increased allocation for capital renewal has been included in the business model for the last five years. Much of the kitchen equipment is approaching its end of life. With the assistance of the Services Ancillary at St. George, and in consultation with ARAMARK, an equipment modernization plan will be developed in 2015-16.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	656	817	860	870	874	895	930	964	1,001	1,042
Expenses	564	704	534	622	621	625	651	671	688	703
Net income	92	113	326	248	253	270	279	293	313	339

*Percentage change in  
revenues*

24.5%    5.3%    1.2%    0.5%    2.4%    3.9%    3.7%    3.8%    4.1%

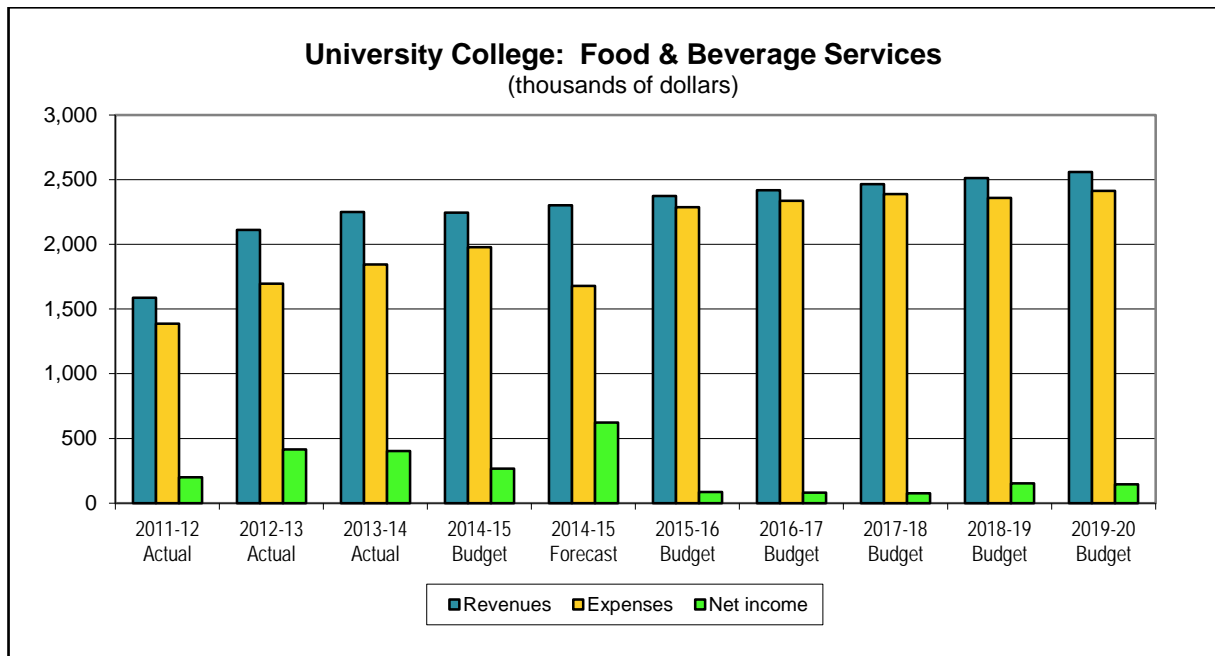
As part of its contract with New College, ARAMARK has funded capital improvements to the kitchen and dining rooms over the last six years. The balance of the fund will be used to improve the server areas. This work is scheduled for the summer of 2015.

The forecasted revenues and expenses are expected to essentially meet the budget plan. An operating surplus of \$253,393 is forecasted in 2014-15 which will eliminate the unrestricted deficit. Once the unrestricted deficit is eliminated and an appropriate reserve fund is established, New College plans to use further food services surpluses to help accelerate deficit reduction in the Residence ancillary.

This ancillary is projecting a surplus of \$270,701 for 2015-16 with an average fee increase in the meal plan programs of 2.8% (see schedule VI). A substantial increase in the capital budget is being requested for the next three years. A detailed plan will be developed in 2015-16.

### University College

The Howard Ferguson Dining Hall is a “self-operated” food service operation that not only provides services to approximately 730 residence students but also to other U of T students, faculty and staff, and the general public. Its key goal is to maintain a balance



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	1,587	2,111	2,249	2,245	2,301	2,373	2,418	2,464	2,511	2,558
Expenses	1,386	1,695	1,845	1,977	1,679	2,286	2,336	2,388	2,358	2,413
Net income	201	416	404	268	622	87	82	76	153	145

*Percentage change in revenues*

	33.0%	6.5%	-0.2%	2.5%	3.1%	1.9%	1.9%	1.9%	1.9%
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of high quality, affordable pricing and a wide selection of menu choices. Vegetarian and halal selections are available at every meal, and most meals include kosher and other offerings. Café Reznikoff is a small outlet that provides lighter meals, sandwiches, confectionary and some convenience items. It remains open during the summer term as part of the summer residence operation, providing a daily hot lunchtime meal from Monday to Friday. This ancillary also offers catering services and maximizes the use of meeting and lecture space in University College.

With increases in sales while keeping costs under control, this ancillary is forecasting for 2014-15, a net income of \$621,637 which is 130% above budget. The capital reserve is forecasted to be \$1.0 million with an operating reserve of \$156,918.

This ancillary is proposing a fee increase of 2.0% to its meal plans for 2015-16 (see schedule VI). This increase is necessary to meet increases in the cost of food, other expenses and to maintain adequate reserves. With the staff compliment completed, the cost of sales is budgeted at 30% (33% in 2014-15) of sales, and labour is budgeted at 50% (35% in 2014-15) of sales. By keeping the same summer business model and costs under control, the ancillary is projecting an operating surplus of \$86,863. The surplus will increase the capital and operating reserves moderately, while \$650,000 is planned to be transferred to the College operation in support of its academic mission and capital project.

The long-range plan includes an annual price increase of 2.0% which provides for growth in the operating reserve while maintaining a healthy reserve for anticipated equipment replacements and annual maintenance costs. An annual transfer of \$150,000 to the operating fund will continue for the next four years.

## St. George Transportation Services

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For the 2014-15 budget year, the St. George Transportation Ancillary (Transportation Services) meets the second and third objectives (see schedule II for details). The annual surplus has been allocated to the capital renewal reserve and the new construction reserve.

Transportation Services operates 39 surface lots and 9 underground garages, providing 2,129 parking spaces for students, faculty and staff. It provides parking management services to UTM, manages the sales of TTC Metropasses to staff and faculty, the operation of shuttle services between St. George and UTM campuses, car sharing programs, and partnerships with Campus Police to ensure effective enforcement and safety for pedestrians.

As a result of population growth and campus development, the per capita parking supply has decreased significantly. In 2016, Transportation Services will be losing 96 parking spaces at the Simcoe Hall parking lot for the construction of the new engineering building. Part of this project includes the construction of a parking garage with 50 spaces. This garage will cost \$5.2 million to construct, \$3.7 million of which will be coming from Transportations Services' reserves. With the loss of supply, both recent and anticipated, this ancillary will take on additional Transportation Demand Management (TDM) initiatives. These initiatives include:

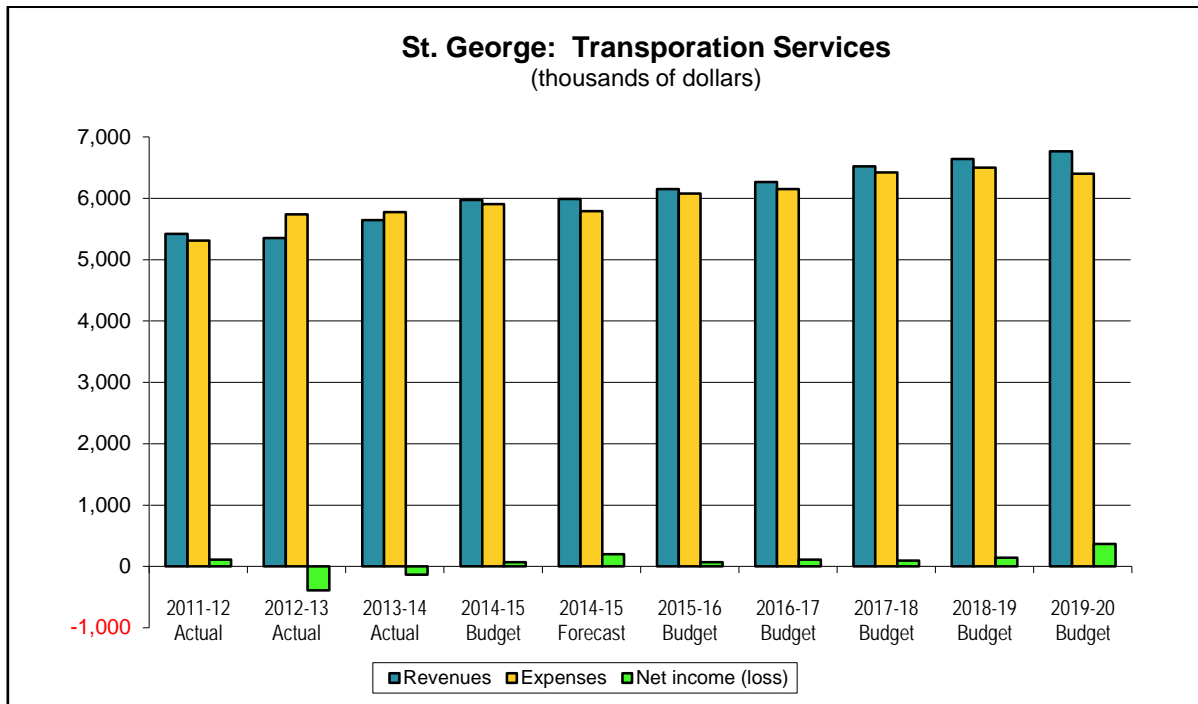
- Continuing price increases in high demand areas
- Restriction on visitor parking during peak periods in certain areas
- Restrictions on contractor parking
- Restrictions on use of parking spaces for storage
- More communication to raise awareness about programs, encourage alternate transportation, notify of disruptions/closures
- Price/location incentives for carpool vehicles and creation of a flex-pass option to encourage occasional drivers.

For fiscal 2015, an aggressive pricing strategy was implemented to reduce demand. The initial results of this strategy look promising with a decrease in demand for the pay & display area for the first four months, with a 14% increase in revenues. The demand for permit parking also dropped with a 3% increase in revenues. The forecasted 2014-15 operating surplus before commitments is \$198,402 with a total reserve balance of \$9.6 million of which \$4.7 million represents investment in capital assets, leaving \$1.0 million for the capital renewal reserve, \$0.4 million for the operating reserve and \$3.5 million for the construction reserve.

Transportation Services is proposing a 3.0% to 8.0% permit rate increase for all parking permit areas. Parking permit areas with a higher demand will see a higher rate increase (see schedule VI for details). Permit sales and pay & display revenues have



been budgeted conservatively assuming a reduction in demand associated with the fee increases. The 2015-16 budget is anticipating a surplus of \$72,459 with net assets of \$11.0 million of which \$9.1 million is in investment in capital assets, \$0.5 million in the capital renewal reserve, \$0.5 million in the operating reserve and \$0.9 million set aside for new parking structures if principal contributions are required.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	5,423	5,352	5,644	5,972	5,991	6,150	6,267	6,519	6,643	6,769
Expenses	5,312	5,739	5,776	5,904	5,793	6,078	6,152	6,423	6,500	6,401
Net income (loss)	111	(387)	(132)	68	198	72	115	96	143	368
<i>Percentage change in revenues</i>		-1.3%	5.5%	5.8%	0.3%	2.7%	1.9%	4.0%	1.9%	1.9%

The long-range budget assumes inflationary increases for revenues and most expenses. The rates and budgets should be viewed as plans as they will be adjusted annually to reflect any changes at the time the budget is prepared. This ancillary is projecting net assets of \$11.1 million by end of 2019-20, of which \$0.5 million is in the capital renewal reserve, \$0.5 million in the operating reserve, \$4.1 million in the new construction reserve and \$6.0 million in investment in capital assets.

## Hart House

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Hart House is a multi-disciplinary educational and cultural center at the University where students, faculty, staff and alumni engage in social, artistic, cultural and recreational activities. It is considered one of the pre-eminent centers for co-curricular education in North America. Hart House is open 365 days per year and continues to fulfill its mission as a welcoming and inclusive space on campus, providing excellent programs and services.

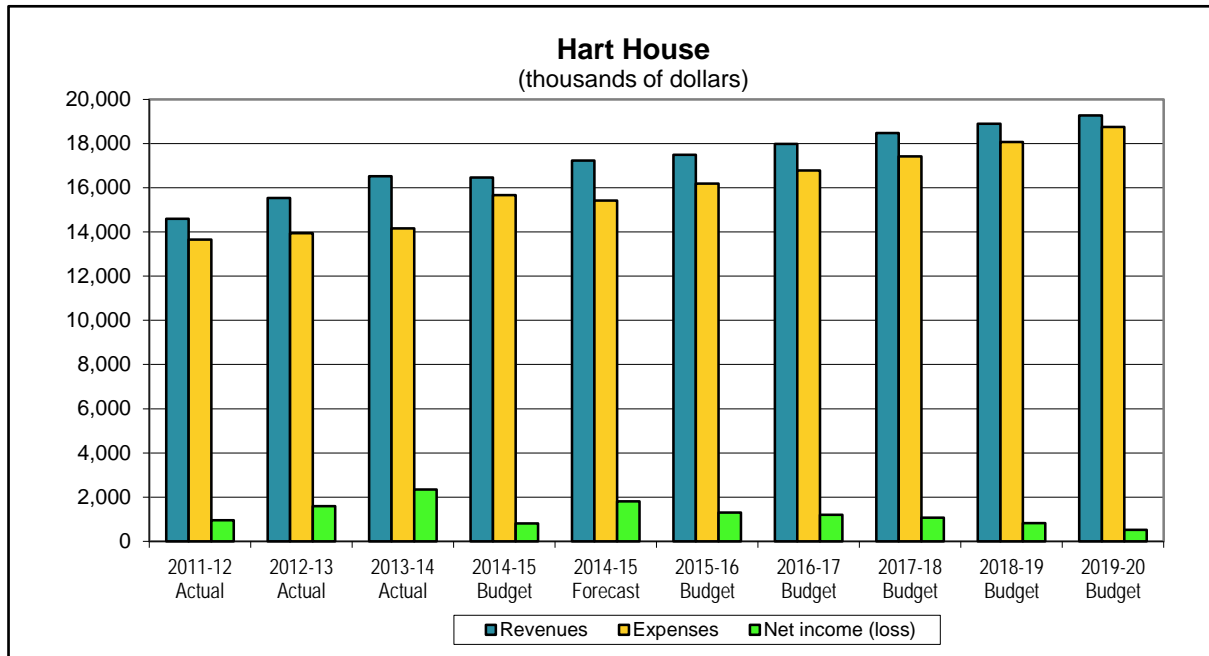
Several initiatives were undertaken to enhance the student experience and to improve operational efficiency and effectiveness over the long term. Some major new initiatives were as follows:

- A Project Planning Committee was established to review the Baird Sampson Neuert heritage renewal study and prepared a draft report which will be presented to the Capital Projects and Space Allocation Committee (CaPS) and the Hart House Board of Steward. A major fund raising campaign will follow the CaPS submission;
- Justina M. Barnicke Gallery and the University of Toronto Art Centre have entered into a federated agreement which will increase programming opportunities for students;
- A Committee was established to conduct a comprehensive review of the Hart House Committees, their governance and structure, and to present a set of recommendations and an administrative response from the Warden to the Board of Stewards early in 2015;
- A state of the art sound system has been installed in the Great Hall, the library was refurbished by a generous donation, and information technology rewiring of the building will begin in the spring;
- A Student Intern Collaborative Workspace was created for student interns, ambassadors, and various committees and clubs.

With a forecasted net income of \$1.8 million for 2014-15, Hart House is projecting a balanced budget after setting aside reserves for programs and for major maintenance. Net income is \$1.0 million better than budget and is mainly due to an increase in revenues. Net assets are forecasted to be \$12.6 million at the end of fiscal 2014-15.

The 2015-16 budget was prepared to support and expand the co-curricular offerings for students and to strengthen services offered to all users. This budget anticipates a student fee rate increase of 2.6%, and a 2.0% increase for senior members and members under the joint plan (see schedule IV). Room rental and food revenue will be down from last year because of interruptions resulting from Pan Am and Parapan Am Games. With the ancillary projecting a net income of \$1.3 million, this budget includes \$1.7 million spending on capital improvements, plus an additional \$1.0 million for

insurance, deferred, major and annual maintenance. Hart House is projecting net assets to be \$13.0 million in 2015-16 with \$5.4 million in reserves.



	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Revenues	14,599	15,537	16,518	16,472	17,235	17,497	17,991	18,481	18,900	19,273
Expenses	13,651	13,953	14,169	15,671	15,429	16,190	16,792	17,418	18,071	18,753
Net income	948	1,584	2,349	801	1,806	1,307	1,199	1,063	829	520
<i>Percentage change in revenues</i>		6.4%	6.3%	-0.3%	4.6%	1.5%	2.8%	2.7%	2.3%	2.0%

The long-range plan budgets for annual operating surpluses (before commitments) in each planning period. However, once surpluses are allocated to new capital assets, operating and maintenance reserves, the five-year financial plan will have a series of balanced budgets. An on-going challenge has been related to rate increases for salaries, wages, benefits and utility costs, which are much higher than the stated inflation factor upon which fees are based. Despite repeated repairs to the building, some aspects of the fabric and infrastructure of the building are coming to the end of their useful life. A major renewal and greening of Hart House's infrastructure is necessary while preserving the architectural heritage of the building. The current budget model will not be sufficient to accommodate the costs associated with the infrastructure overhaul. Working closely with DUA, planning for a major fundraising campaign is underway and will be implemented after capital project approval.

**UNIVERSITY OF TORONTO**  
**ST. GEORGE SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED OPERATING RESULTS FOR THE YEAR ENDING APRIL 30, 2016**  
(with comparative projected surplus for the year ending April 30, 2015)  
(thousands of dollars)

**SCHEDULE I**

	Revenues	Expenditures	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers 2016	2015
<b>RESIDENCE SERVICES</b>						
Innis College	3,349	3,115	234	(125)	109	(1,281)
New College	9,599	9,166	433	-	433	248
University College	6,862	6,629	233	(150)	83	(121)
Graduate House	4,630	4,525	105	14	119	399
Family Housing	8,693	8,652	41	(1,904)	(1,863)	88
Chestnut Residence	23,657	22,238	1,419	2,801	4,220	1,803
Woodsworth College	4,496	4,550	(54)	-	(54)	29
Total Residence Services	<u>61,286</u>	<u>58,875</u>	<u>2,411</u>	<u>636</u>	<u>3,047</u>	<u>1,165</u>
<b>FOOD &amp; BEVERAGE SERVICES</b>						
St. George Campus	2,661	2,342	319	(458)	(139)	378
New College	895	625	270	-	270	253
University College	2,373	2,286	87	(650)	(563)	472
Total Food & Beverage Services	<u>5,929</u>	<u>5,253</u>	<u>676</u>	<u>(1,108)</u>	<u>(432)</u>	<u>1,103</u>
<b>TRANSPORTATION SERVICES</b>	6,150	6,078	72	1,296	1,368	224
<b>HART HOUSE</b>	17,497	16,190	1,307		1,307	1,806
<b>TOTAL</b>	<u><u>90,862</u></u>	<u><u>86,396</u></u>	<u><u>4,466</u></u>	<u><u>824</u></u>	<u><u>5,290</u></u>	<u><u>4,298</u></u>

**ST. GEORGE SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS**  
(thousands of dollars)

Service Ancillaries	Objectives to be met within the 2015-16 Budget:				2015 - 2016					2015 - 2016	2017-2018	2019-2020
	1	2	3	4	Unrestricted Surplus/(Deficit)	Projected investment in capital assets	Projected Commitments to Capital Renewal (Schedule III)	Projected operating reserve (Schedule III.1)	Projected new constr. reserve (Schedule III.1)	Net Assets	Net Assets	Net Assets
<b>Residence Services</b>												
Innis College	yes	yes	yes	yes	431	241	1,539	251	-	2,462	2,913	3,517
				125					-			-
New College	yes	no	no	no	(9,093)	2,979	600	-	-	(5,514)	(4,548)	(3,244)
University College	yes	yes	yes	yes	1,051	2,150	1,454	518	-	5,173	5,708	7,087
				150					-			-
Graduate House	yes	yes	yes	no	23	2,617	430	656	-	3,726	3,950	4,188
									-			-
Family Housing **	yes	yes	yes	no	465	322	1,250	610	1,000	3,647	3,698	3,760
Chestnut Residence	no	no	no	no	(13,053)	9,337	-	-	-	(3,716)	757	6,873
Woodsworth College	yes	yes	yes	no	-	1,442	2,000	2,202	-	5,644	5,803	6,294
<b>Total Residence Services</b>					<b>(20,176)</b>	<b>19,088</b>	<b>7,273</b>	<b>4,237</b>	<b>1,000</b>	<b>11,422</b>	<b>18,281</b>	<b>28,475</b>
<b>Food &amp; Beverage Services</b>												
St. George Campus	yes	yes	yes	no	543	561	1,000	180	-	2,284	2,643	4,249
New College	yes	yes	no	no	188	934	38	-	-	1,160	1,733	2,384
University College	yes	yes	yes	yes	222	53	1,116	217	-	1,608	1,465	1,463
				650								-
<b>Total Food &amp; Beverage Services</b>					<b>953</b>	<b>1,548</b>	<b>2,154</b>	<b>397</b>		<b>5,052</b>	<b>5,841</b>	<b>8,096</b>
<b>Transportation Services</b>												
St. George Campus	no	yes	yes	no		9,129	500	455	908	10,992	10,796	11,103
												-
<b>Hart House</b>	yes	yes	yes	no	695	5,148	5,443	1,750	-	13,035	15,297	16,646
<b>TOTAL</b>				<b>925</b>	<b>(18,528)</b>	<b>34,913</b>	<b>15,370</b>	<b>6,839</b>	<b>1,908</b>	<b>40,501</b>	<b>50,215</b>	<b>64,320</b>

**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.

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

**UNIVERSITY OF TORONTO**  
**ST. GEORGE SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED FUNDS TO BE COMMITTED FOR CAPITAL RENEWAL**  
**FOR THE YEARS ENDED APRIL 30**  
(thousands of dollars)

	Balance May 1, 2015	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2016	Balance April 30, 2020
<b>RESIDENCE SERVICES</b>				
Innis College	1,386	153	1,539	2,025
New College	600	-	600	600
University College	1,372	82	1,454	1,372
Graduate House	320	110	430	1,020
Family Housing *	1,250		1,250	1,250
Chestnut Residence	-	-	-	-
Woodsworth College	2,000	-	2,000	2,500
<b>Total Residence Services</b>	<b>6,928</b>	<b>345</b>	<b>7,273</b>	<b>8,767</b>
<b>FOOD &amp; BEVERAGE SERVICES</b>				
St. George Campus	1,000	-	1,000	3,000
New College	38	-	38	38
University College	1,000	116	1,116	1,000
<b>Total Food &amp; Beverage Services</b>	<b>2,038</b>	<b>116</b>	<b>2,154</b>	<b>4,038</b>
<b>TRANSPORTATION SERVICES</b>	<b>1,000</b>	<b>(500)</b>	<b>500</b>	<b>500</b>
<b>HART HOUSE</b>	<b>5,445</b>	<b>(2)</b>	<b>5,443</b>	<b>3,347</b>
<b>TOTAL</b>	<b>15,411</b>	<b>(41)</b>	<b>15,370</b>	<b>16,652</b>

\* 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, 2015 is expected to be \$190,122 and \$69,917 in 2019-20.

**UNIVERSITY OF TORONTO**  
**ST. GEORGE SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED FUNDS TO BE COMMITTED FOR OPERATING AND NEW CONSTRUCTION RESERVES**  
**FOR THE YEARS ENDED APRIL 30**  
(thousands of dollars)

	OPERATING RESERVE				NEW CONSTRUCTION RESERVE			
	Balance	Increase or (decrease) in	Balance	Balance	Balance	Increase or (decrease) in	Balance	Balance
	May 1, 2015	operating reserve	operating reserve	operating reserve	May 1, 2015	new construction reserve	new construction reserve	new construction reserve
<b>RESIDENCE SERVICES</b>								
Innis College	241	10	251	235	-	-	-	-
New College	-	-	-	-	-	-	-	-
University College	485	33	518	563	-	-	-	-
Graduate House	640	16	656	703	-	-	-	-
Family Housing	622	(12)	610	666	-	1,000	1,000	1,000
Chestnut Residence	-	-	-	-	-	-	-	-
Woodsworth College	2,142	60	2,202	2,807	-	-	-	-
Total Residence Services	4,130	107	4,237	4,974	-	1,000	1,000	1,000
<b>FOOD &amp; BEVERAGE SERVICES</b>								
St. George Campus	167	13	180	404	-	-	-	-
New College	-	-	-	-	-	-	-	-
University College	157	60	217	236	-	-	-	-
Total Food & Beverage Services	324	73	397	640	-	-	-	-
<b>TRANSPORTATION SERVICES</b>	437	18	455	482	3,526	(2,618)	908	4,081
<b>HART HOUSE</b>	1,647	103	1,750	1,927	-	-	-	-
<b>TOTAL</b>	<b>6,538</b>	<b>301</b>	<b>6,839</b>	<b>8,023</b>	<b>3,526</b>	<b>(1,618)</b>	<b>1,908</b>	<b>5,081</b>

UNIVERSITY OF TORONTO  
ST. GEORGE SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY  
PROJECTED OPERATING RESULTS FOR THE YEARS ENDED APRIL 30  
(thousands of dollars)

	2014-2015 (Forecast)			2015 - 2016			2016-2017		
	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers
<b>RESIDENCE SERVICES</b>									
Innis College	344	(1,625)	(1,281)	234	(125)	109	297	(125)	172
New College	248	-	248	433	-	433	453	-	453
University College	29	(150)	(121)	233	(150)	83	425	(150)	275
Graduate House	385	14	399	105	14	119	95	14	109
Family Housing	559	(471)	88	41	(1,904)	(1,863)	294	(395)	(101)
Chestnut Residence	(188)	1,991	1,803	1,419	2,801	4,220	1,903	220	2,123
Woodsworth College	29	-	29	(54)	-	(54)	44	-	44
Total Residence Services	1,406	(241)	1,165	2,411	636	3,047	3,511	(436)	3,075
<b>FOOD &amp; BEVERAGE SERVICES</b>									
St. George Campus	336	42	378	319	(458)	(139)	(475)	42	(433)
New College	253	-	253	270	-	270	279	-	279
University College	622	(150)	472	87	(650)	(563)	82	(150)	(68)
Total Food & Beverage Services	1,211	(108)	1,103	676	(1,108)	(432)	(114)	(108)	(222)
<b>TRANSPORTATION SERVICES</b>	198	26	224	72	1,296	1,368	115	(204)	(89)
<b>HART HOUSE</b>	1,806	-	1,806	1,307	-	1,307	1,199	-	1,199
<b>TOTAL</b>	<b>4,621</b>	<b>(323)</b>	<b>4,298</b>	<b>4,466</b>	<b>824</b>	<b>5,290</b>	<b>4,711</b>	<b>(748)</b>	<b>3,963</b>



**UNIVERSITY OF TORONTO**  
**ST. GEORGE SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED OPERATING RESULTS FOR THE YEARS ENDED APRIL 30**  
(thousands of dollars)

	2017-2018			2018-2019			2019-2020		
	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers
<b>RESIDENCE SERVICES</b>									
Innis College	404	(125)	279	462	(125)	337	1,042	(775)	267
New College	513	-	513	555	-	555	750	-	750
University College	410	(150)	260	728	(150)	578	952	(150)	802
Graduate House	102	14	116	99	14	113	113	14	127
Family Housing	545	(393)	152	474	(391)	83	507	(527)	(20)
Chestnut Residence	2,350	-	2,350	3,125	-	3,125	2,991	-	2,991
Woodsworth College	115	-	115	208	-	208	283	-	283
Total Residence Services	4,439	(654)	3,785	5,651	(652)	4,999	6,638	(1,438)	5,200
<b>FOOD &amp; BEVERAGE SERVICES</b>									
St. George Campus	750	42	792	758	42	800	765	42	807
New College	293	-	293	313	-	313	339	-	339
University College	76	(150)	(74)	153	(150)	3	145	(150)	(5)
Total Food & Beverage Services	1,119	(108)	1,011	1,224	(108)	1,116	1,249	(108)	1,141
<b>TRANSPORTATION SERVICES</b>	96	(204)	(108)	143	(204)	(61)	368	-	368
<b>HART HOUSE</b>	1,063	-	1,063	829	-	829	520	-	520
<b>TOTAL</b>	<b>6,717</b>	<b>(966)</b>	<b>5,751</b>	<b>7,847</b>	<b>(964)</b>	<b>6,883</b>	<b>8,775</b>	<b>(1,546)</b>	<b>7,229</b>

**UNIVERSITY OF TORONTO**  
**ST. GEORGE SERVICE ANCILLARY OPERATIONS**  
**SUMMARY OF 2015-2016 CAPITAL BUDGETS**  
**(with comparative figures for 2014-2015)**  
**(thousands of dollars)**

	<u>2015 - 2016</u>	<u>2014-2015</u>
<b>RESIDENCE SERVICES</b>		
Innis College	-	-
New College	450	290
University College	323	347
Chestnut Residence	4,193	1,228
Family Housing	-	-
Graduate House	42	37
Woodsworth College	-	-
Total Residence Services	<u>5,008</u>	<u>1,902</u>
<b>FOOD &amp; BEVERAGE SERVICES</b>		
New College	200	200
University College	40	25
St. George Campus	485	87
Total Food & Beverage Services	<u>725</u>	<u>312</u>
<b>TRANSPORTATION SERVICES</b>	10	55
	-	-
<b>HART HOUSE</b>	1,741	1,770
<b>TOTAL</b>	<u><b>7,484</b></u>	<u><b>4,039</b></u>

**ST. GEORGE SCHEDULE OF 2015-2016 ANCILLARY RATES**

	2014/15 RATE	2015/16 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b><u>RESIDENCE SERVICES</u></b>					
<b>St. George Campus</b>					
<b><u>Innis College</u></b>					
Innis College - Winter	7,925	8,321	396	4.99%	4.99%
Innis College - Summer	2,800	2,900	100	3.6%	3.7%
<b><u>New College</u></b>					
<b><u>Winter</u></b>					
<b><u>Residence Room - Wilson Hall &amp; Wetmore Hall</u></b>					
Double room (per bed)	6,925	7,000	75	1.1%	1.8%
Single room	8,200	8,325	125	1.5%	3.5%
Bed-over-desk double room (per bed)	5,725	5,750	25	0.4%	1.8%
<b><u>Residence Room - 45 Willcocks</u></b>					
Double room (per bed)	7,425	7,700	275	3.7%	2.8%
Single room	8,700	9,025	325	3.7%	4.2%
<b><u>New College - Summer/Single</u></b>					
Continuing New College Students					
W/W Sessional	2,243	2,420	178	7.9%	2.6%
45W Sessional	2,443	2,620	178	7.3%	2.4%
Registered Students					
W/W Sessional	2,296	2,530	234	10.2%	2.5%
45W Sessional	2,496	2,730	234	9.4%	2.3%
Others					
W/W Sessional	2,408	2,640	232	9.6%	2.4%
45W Sessional	2,608	2,840	232	8.9%	2.2%
<b><u>New College - Summer/Double</u></b>					
Continuing New College Students					
W/W Sessional	1,840	1,921	81	4.4%	6.7%
45W Sessional	1,965	2,021	56	2.8%	6.2%
Registered Students					
W/W Sessional	1,792	1,870	78	4.4%	6.7%
45W Sessional	1,917	1,970	53	2.8%	6.2%
Others					
W/W Sessional	1,904	1,980	76	4.0%	6.3%
45W Sessional	2,029	2,080	51	2.5%	5.8%
<b><u>University College</u></b>					
SDW	7,352	7,683	331	4.5%	4.5%
DW Standard Doubles	7,142	7,356	214	3.0%	3.0%
SDW Super Doubles	7,352	7,682	330	4.5%	4.5%
WH Standard Singles	7,352	7,682	330	4.5%	4.5%
WH Alcove Singles	7,142	7,356	214	3.0%	3.0%
WH Doubles	7,142	7,356	214	3.0%	3.0%
MH Singles	7,457	7,905	448	6.0%	6.0%

**ST. GEORGE SCHEDULE OF 2015-2016 ANCILLARY RATES**

	2014/15 RATE	2015/16 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b><u>RESIDENCE SERVICES</u></b>					
<b>St. George Campus</b>					
<b><u>Graduate House</u></b>					
Grad. House Res/month - Single - premium	1,032	1,063	31	3.0%	3.5%
Grad. House Res/month - Single - regular	925	954	29	3.1%	3.5%
Grad. House Res/month - Singles in suite 970	820	845	25	3.0%	3.5%
Grad. House Res/month - Singles in suite 670	892	919	27	3.0%	3.5%
Grad. House Res/month - Regular Double	706	728	22	3.1%	3.5%
<b><u>Family Housing</u></b>					
Bachelor	711	725	14	2.0%	2.0%
1 bedroom (standard)	881	899	18	2.0%	2.0%
1 bedroom (20) 'B'	895	913	18	2.0%	2.0%
1 bedroom (large) 'A'	933	952	19	2.0%	2.0%
1 bedroom (19/23) 'C'	957	976	19	2.0%	2.0%
2 bedroom (standard)	1,165	1,188	23	2.0%	2.0%
<b><u>Chestnut Residence</u></b>					
Single	10,866	11,409	543	5.0%	5.0%
Super Single	12,536	13,162	626	5.0%	5.0%
Double	8,948	9,396	448	5.0%	5.0%
<b><u>Meal Plan</u></b>					
Regular Meal Plan	4,816	4,960	144	3.0%	3.0%
Carte Blanche Meals	5,089	5,242	153	3.0%	3.0%
<b><u>Summer Rates per month</u></b>					
Single	1,190	1,226	36	3.0%	-0.3%
Super Single	1,190	1,226	36	3.0%	-0.3%
Double	897	926	29	3.2%	-1.4%
Breakfast and Dinner (mandatory)	411	424	13	3.2%	14.2%
<b><u>Summer Rates full summer</u></b>					
Single	3,724	3,951	227	6.1%	0.0%
Super Single	3,724	3,951	227	6.1%	0.0%
Double	2,351	2,495	144	6.1%	0.0%
Breakfast and Dinner (mandatory)	1,384	1,427	43	3.1%	3.0%
<b><u>Summer Rates full summer with discount</u></b>					
Single	3,116	3,222	106	3.4%	4.6%
Super Single	3,116	3,222	106	3.4%	4.6%
Double	1,975	2,035	60	3.0%	5.1%
Breakfast and Dinner (mandatory)	1,384	1,427	43	3.1%	3.0%
<b><u>Woodsworth College</u></b>					
Woodsworth College - Winter	8,762	8,981	219	2.5%	3.5%
<b><u>HART HOUSE</u></b>					
St. George Full Time	81	83	2	2.6%	1.4%
St. George Part Time	16	17	0	2.7%	1.4%
Scarborough & Mississauga (Full time )	2	3	0	2.8%	1.2%
Scarborough & Mississauga (Part time )	1	1	0	2.0%	2.0%

**ST. GEORGE SCHEDULE OF 2015-2016 ANCILLARY RATES**

	2014/15 RATE	2015/16 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b><u>FOOD &amp; BEVERAGE SERVICES</u></b>					
<b>University College</b>					
Plan A	4,526.00	4,617.00	91.00	2.0%	1.9%
Plan B	3,995.00	4,075.00	80.00	2.0%	2.0%
<b>New College</b>					
15 Meal Plan (\$250 Flex)	4,588.00	4,714.00	126.00	2.7%	3.3%
330 Meal Plan (\$450 Flex)	4,629.00	4,751.00	122.00	2.6%	3.1%
Carte Blanche Meal plan	4,862.00	5,006.00	144.00	3.0%	3.5%
<b>Summer Rates</b>					
Breakfast	7.36	7.57	0.21	2.9%	3.5%
Lunch	10.85	11.16	0.31	2.9%	3.5%
Dinner	12.11	12.46	0.35	2.9%	3.5%
Brunch (weekends)	10.85	11.16	0.31	2.9%	3.5%
Per diem rate	29.10	29.94	0.84	2.9%	3.5%

**PARKING/ TRANSPORTATION SERVICES**

**St. George Campus**

**Permit**

Faculty of Education	109.00	115.00	6.00	5.5%	3.8%
School of Continuing Ed.	248.00	260.00	12.00	4.8%	9.4%
42 Harbord Street	109.00	115.00	6.00	5.5%	3.8%
Graduate Garage	135.00	135.00	-	0.0%	10.7%
OISE	130.00	140.00	10.00	7.7%	4.0%
Bedford	170.00	180.00	10.00	5.9%	6.9%
St. George Garage	135.00	145.00	10.00	7.4%	9.8%
Faculty of Law	194.00	205.00	11.00	5.7%	3.7%
BCIT	170.00	180.00	10.00	5.9%	9.7%
McLennan Physics	200.00	205.00	5.00	2.5%	9.9%
E/S Hart House Circle	159.00	165.00	6.00	3.8%	3.9%
Triangle	210.00	220.00	10.00	4.8%	12.3%
Front Campus (KCC & HHC)	210.00	220.00	10.00	4.8%	12.3%
Simcoe Hall	175.00	-	(175.00)	-100.0%	12.9%
Galbraith	210.00	220.00	10.00	4.8%	12.3%
200 College St (Rear) I.S.C	210.00	220.00	10.00	4.8%	12.3%
Tower Road - Unreserved	109.00	115.00	6.00	5.5%	3.8%
Tower Road - Reserved	210.00	220.00	10.00	4.8%	12.3%
256 McCaul Street-Reserved	216.00	225.00	9.00	4.2%	9.9%
155 College Street - Garage	225.00	235.00	10.00	4.4%	10.8%
155 College Street - Surface	216.00	225.00	9.00	4.2%	9.9%
100 College Street - Banting	109.00	115.00	6.00	5.5%	3.8%
112 College Street - Best	161.00	170.00	9.00	5.6%	4.2%
88 College Street - Women's college	161.00	170.00	9.00	5.6%	4.2%
Dentistry - Garage	200.00	205.00	5.00	2.5%	7.0%
Dentistry - Surface	189.00	195.00	6.00	3.2%	3.8%
6 King's College Road	210.00	220.00	10.00	4.8%	15.4%

**ST. GEORGE SCHEDULE OF 2015-2016 ANCILLARY RATES**

	2014/15 RATE	2015/16 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%

**PARKING/ TRANSPORTATION SERVICES**

**St. George Campus**

**Permit Misc**

Commercial monthly	210.00	220.00	10.00	4.8%	12.3%
Commercial weekly	64.00	67.00	3.00	4.7%	12.8%
After 4pm parking	65.00	68.00	3.00	4.6%	4.0%
Summer Conference monthly	198.00	208.00	10.00	5.1%	4.2%
Summer Conference weekly	69.00	72.50	3.50	5.1%	3.6%
UTM/UTSC designated lot	43.26	45.50	2.24	5.2%	4.0%
UTM/UTSC hunting permit	70.52	74.00	3.48	4.9%	4.0%
24-Hour Reserve	248.00	260.00	12.00	4.8%	9.4%
24-Hour Reserve (256 McCaul)	248.00	260.00	12.00	4.8%	3.9%
Z-Permit (unrestricted)	210.00	220.00	10.00	4.8%	12.3%
Motorcycle	28.50	30.00	1.50	5.3%	4.4%

## **Budget Preparation Review and Consultation Process**

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The University Affairs Board approves operating plans for the St. George service ancillaries on an annual basis. This report describes the proposed services and programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plans include each ancillary's annual operating budget, as well as changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

The St. George service ancillaries' annual budgets for 2015-16 and long-range plans for 2016-17 to 2019-20 were reviewed by a number of local committees and councils. Membership in these committees and councils include students who play an integral part in the overall consultation process (see page 44).

Following this consultation process, the Financial Services department (FSD) reviewed the management reports submitted by each ancillary.

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

The SARG reviews the operating plans for all St. George service ancillaries. The SARG process contributes to the success of these ancillary operations by providing direction and guidance on short and long-range planning.

## **Student/Local Committees and Councils**

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### **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

Chestnut Residence:

Residence Council  
Residence Board

St. George Family Housing:

Joint Committee, Management and Tenant Executive  
Student Family Housing Advisory Board

Woodsworth College:

Woodsworth Residence Council

### **Food Services**

New College Food Services:

Priority, Planning and Budget Committee  
New College Council

University College Food Services:

University College Residence Council Food Committee

### **Hart House**

Finance Committee

Board of Stewards

Council on Student Services



## Members of the St. George Service Ancillary Review Group (SARG)

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Chief Financial Officer (Chair)	Sheila Brown
Vice-Provost, Students	Jill Matus
Vice President, University Operations	Scott Mabury
Executive Director, Planning and Budget	Sally Garner

### ***Co-opted members from University Affairs Board:***

Student Member	Ben Coleman
Student Member	Katie Dunlop
Administrative Staff	Arlene Clement

### ***Financial Services:***

Manager, Accounting Services	Selina Law
Financial Accounting Analyst	Savitha Sampathkumar