



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

SPONSOR: Sheila Brown, Chief Financial Officer
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PRESENTER: See above.
CONTACT INFO:

DATE: March 10, 2016 for April 5, 2016

AGENDA ITEM: 12

ITEM IDENTIFICATION:

Service Ancillaries Operating Plans

JURISDICTIONAL INFORMATION:

Pursuant to Section 5 (4.) (b.) the Business Board is responsible for general financial policy on ancillary operations and monitoring of business ancillaries.

The operating plans are approved by other bodies within governance as delineated below.

GOVERNANCE PATH:

St. George Service Ancillaries

1. University Affairs Board [for approval](St. George Service Ancillaries) (March 15, 2016)
2. **Business Board [for information] (April 5, 2016)**

UTM Service Ancillaries

1. UTM Campus Affairs Committee [for recommendation] (UTM Service Ancillaries) (January 7, 2016)
2. UTM Campus Council [for approval] (February 4, 2016)
3. University Affairs Board [for information] (March 15, 2016)
4. Executive Committee [for confirmation] (March 29, 2016)
5. **Business Board [for information] (April 5, 2016)**

UTSC Service Ancillaries

1. UTSC Campus Affairs Committee [for recommendation] (February 8, 2016)
2. UTSC Campus Council [for approval] (March 1, 2016)
3. University Affairs Board [for information] (March 15, 2016)
4. Executive Committee [for confirmation] (March 29, 2016)
5. **Business Board [for information] (April 5, 2016)**

PREVIOUS ACTION TAKEN:

The UTSC and UTM Service Ancillaries were considered by their respective Campus Affairs Committee (CAC) and recommended to their respective Campus Council for approval. Under their respective Campus Council Terms of Reference, the operating plans for the campus and student services ancillaries are approved by the Campus Council and confirmed by the Executive Committee of the Governing Council.

The University Affairs Board, pursuant to its Terms of Reference, approved the Service Ancillaries Operating Plans for the St. George campus.

HIGHLIGHTS:

This report provides the Business Board with summary information on the budgets for the service ancillaries on the St. George, Mississauga (UTM) and Scarborough (UTSC) campuses to give context for review of the University's audited financial statements.

The service ancillaries include residences (UTM, UTSC, University College, New College, Woodsworth College, Innis College, Chestnut, Family Housing, Graduate House), conferences (UTM, UTSC), food and beverage services (UTM, UTSC, St. George, University College, New College), parking/transportation services (UTM, UTSC, St. George) and Hart House. They are managed in the ancillary fund, which is one of the four funds through which the University's finances are managed.

These service ancillaries are expected to cover the full cost of their operations by 1) operating without subsidy from the operating budget, 2) providing for all costs of capital renewal, including deferred maintenance, furniture and equipment, 3) creating and maintaining an operating reserve at a minimum level of ten per cent of annual expenditure budgets (net of cost of goods sold, capital renewal costs and deans and dons' expenses) and 4) if successful with the three previous objectives, they may contribute net revenues to other activities.

Collectively, the operations have experienced significant growth over a period of well over a decade, in response to growth in student enrolment on all three campuses. They are continuing to move forward to recover from the high fixed costs associated with that growth. The enrolment increase required a major building program for such facilities as student residences and parking garages. The costs of these additional facilities were met primarily with debt-financing, with the expectation that over time, the repayment of loans would represent a declining, proportion of

revenue. That has in fact taken place and these operations are gradually strengthening their collective financial position.

FINANCIAL IMPLICATIONS:

For the 2016-17 budget, the service ancillaries are anticipating a net income of \$8.4 million on \$152.1 million of revenues and \$143.7 million of expenses. Compared to the 2015-16 forecast, the \$8.4 million surplus represents a decrease of \$1.5 million in net income. The 2016-17 budget anticipates net income of \$3.2 million from residence and conference services, \$2.4 million from food and beverage services, \$1.6 million from parking/transportation services and \$1.2 million from Hart House.

After significant research, analysis and consultation, the University has decided to self-operate the campus food services outlets when the contract with ARAMARK expires at the end of July 2016. The budget for this new operation combines residential, retail and catering operations from St. George Food Services, Chestnut Residence and New College Residence. When the food outlets become self-operated, the University will report the total revenues earned instead of reporting only the ARAMARK earned commission. This change in accounting method will lead to a change in total revenues and total expenses going forward.

The long-range plan projects revenues to increase by \$27.4 million (18%) from 2016-17 to 2020-21. Of this increase, \$14.4 million will be generated from residence and conference services, \$9.9 million from food and beverage services, \$1.6 million from parking/transportation services and \$1.5 million from Hart House.

RECOMMENDATION:

For information.

DOCUMENTATION PROVIDED:

University of Toronto Service Ancillaries Report on Operating Plans, 2016-2017



UNIVERSITY OF
TORONTO

Service Ancillaries Report on Operating Plans
2016-2017

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Introduction

This report provides the Business Board with summary information on the budgets for the service ancillaries on the St. George, Mississauga (UTM) and Scarborough (UTSC) campuses¹ to give context when reviewing the University's audited financial statements.

The service ancillaries include residences (UTM, UTSC, University College, New College, Woodsworth College, Innis College, Chestnut, Family Housing, Graduate House), conferences (UTM, UTSC), food and beverage services (UTM, UTSC, St. George, University College, New College), parking/transportation services (UTM, UTSC, St. George) and Hart House. They are managed in the ancillary fund, which is one of the four funds through which the University's finances are managed².

These service ancillaries are expected to cover the full cost of their operations by 1) operating without subsidy from the operating budget, 2) providing for all costs of capital renewal, including deferred maintenance, furniture and equipment, 3) creating and maintaining an operating reserve at a minimum level of ten per cent of annual expenditure budgets (net of cost of goods sold, capital renewal costs and deans and dons' expenses) and 4) if successful with the three previous objectives, they may contribute net revenues to other activities.

Collectively, the operations have experienced significant growth over a period of well over a decade, in response to growth in student enrolment on all three campuses. They are continuing to move forward to recover from the high fixed costs associated with that growth. The enrolment increase required a major building program for facilities such as student residences and parking garages. The costs of these additional facilities were met primarily with debt-financing, with the expectation that over time, the repayment of loans would represent a declining, proportion of revenue. That has taken place and these operations are gradually strengthening their collective financial position.

¹ *The budgets and rates for each St. George service ancillary operation are approved by the University Affairs Board. Budgets for UTM and UTSC service ancillaries are recommended by the Campus Council and confirmed by the Executive Committee.*

² *The four funds are the operating fund, the ancillary operations fund, the capital fund, and the restricted funds.*

Financial Summary

This report includes the proposed long range plans for the five-year cycle 2016-17 to 2020-21 and summary financial schedules. Projections for the future years (fiscal years 2018 to 2021) provide the framework in which the budgets will be prepared as foreseen at the time of preparation of this report. They are provided to facilitate planning, and will be updated appropriately each year to reflect changes in demand and the most recent information available regarding the ancillaries' revenues and expenses.

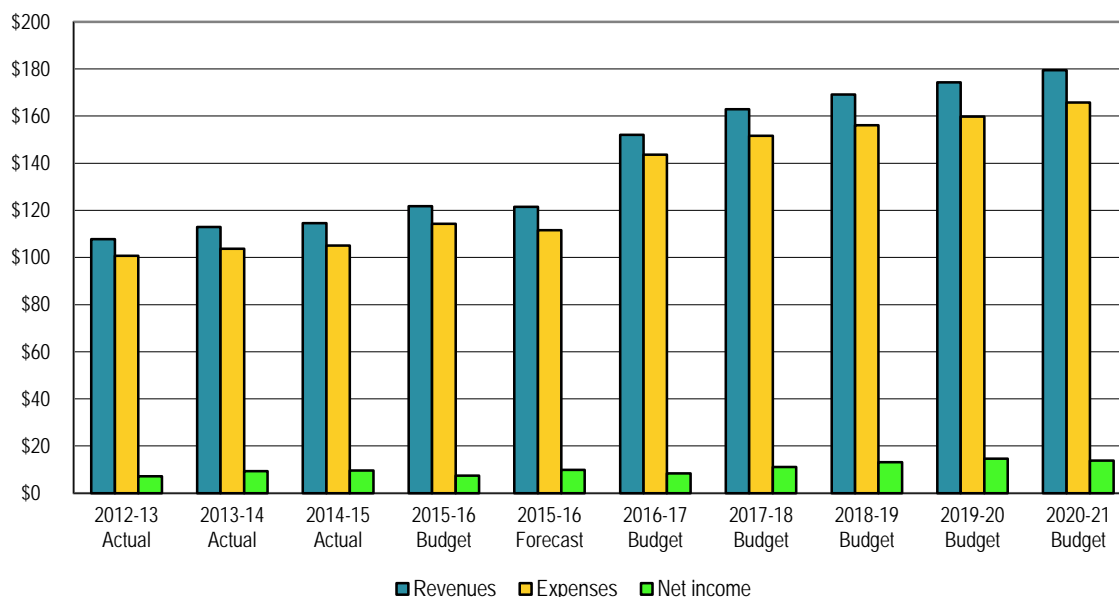
Budget Highlights

After significant research, analysis and consultation, the University has decided to self-operate the campus food services outlets when the contract with ARAMARK expires at end of July 2016. The budget for this new operation combines residential, retail and catering operations from St. George Food Services, Chestnut Residence and New College Residence. When the food outlets become self-operated, the University will report the total revenues earned instead of reporting only the ARAMARK earned commission. This change in accounting method will lead to a change in total revenues and total expenses going forward.

For the 2016-17 budget, the service ancillaries are anticipating a surplus of \$8.4 million on \$152.1 million of revenues and \$143.7 million of expenses. Compared to the 2015-16 forecast, the \$8.4 million surplus represents a decrease of \$1.5 million in net income.

The long-range plan projects revenues to increase by \$27.4 million (18%) from 2016-17 to 2020-21. Of this increase, \$14.4 million will be generated from residence and conference services, \$9.9 million from food and beverage services, \$1.6 million from parking/transportation services and \$1.5 million from Hart House.

**Ancillary Operations - Service Ancillaries
Revenues and Expenses
for the years ended April 30
(millions of dollars)**



	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget
Residences & Conferences	73.4	76.5	77.4	82.2	82.2	77.7	80.9	85.4	88.6	92.1
Food & beverage	7.7	8.1	8.5	8.7	9.2	43.5	50.1	51.3	52.5	53.4
Parking/Transportation	11.1	11.8	12.3	13.3	12.9	13.5	14.0	14.4	14.8	15.1
Hart House	15.5	16.5	16.4	17.5	17.2	17.4	17.8	18.1	18.5	18.9
Total Revenue	107.8	113.0	114.6	121.7	121.5	152.1	162.8	169.2	174.4	179.5
Total Expense	100.7	103.7	105.0	114.2	111.6	143.7	151.6	156.1	159.8	165.7
Total Net Income	7.1	9.3	9.6	7.5	9.9	8.4	11.2	13.1	14.6	13.8

Residence rate increases are the main driver of the overall increase in revenues. The majority of residences are anticipating revenue growth with rental rate increases ranging from 2.4% to 8.0% while maintaining their optimal fall and winter session occupancy rates. Revenues from summer business are challenging and variable, with a significant potential impact on net income.

Food and beverage services have incorporated sales improvements due to projected increases in enrolment, meal plan rates and higher commission with the new food service contract at UTM. The budget for the new, self-operated food services at St. George campus combines residential, retail and catering operations

from St. George Food Services, Chestnut Residence and New College Residence. Both Chestnut Residence and New College Residence will be treated as partners, ensuring neither residence is disadvantaged by this change in operation. The budgeted revenues and expenses reflect the change in accounting method for the self-operated food services at St. George campus.

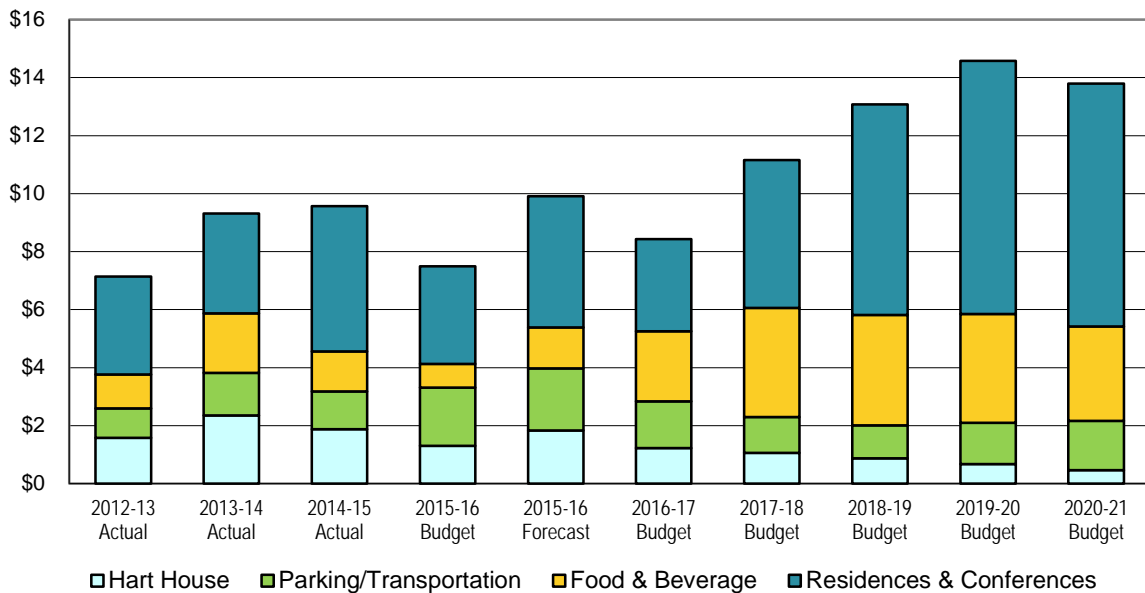
Parking/transportation services are projecting some revenue growth with rate increases, enrolment growth, resulting from the Transportation Demand Management initiatives and the opening of the 2nd deck at UTM in fall 2016. Although many initiatives have been introduced such as price increases, the discounted TTC metropass program, car sharing programs, the UTM shuttle program and UPass (at UTM), there is continuing pressure from a growing imbalance between parking supply and demand as a result of population growth and campus development. The parking/transportation services continue to monitor the balance of its supply and demand and to build its reserves in anticipation of future parking structures.

Hart House also anticipates an increase in revenues as a result of rate increases in student fees and membership fees combined with enrolment increases. However, surplus and capital renewal reserves are expected to be used on priority deferred building maintenance.

Net Income

The 2016-17 budget anticipates net income of \$3.2 million from residence and conference services, \$2.4 million from food and beverage services, \$1.6 million from parking/transportation services and \$1.2 million from Hart House. Parking/transportation services are allocating their annual surplus to new construction reserves while Hart House is allocating their annual surplus to new capital assets, operating and maintenance reserves.

**Ancillary Operations - Service Ancillaries
Net Income before Transfers and Subsidies
for the years ended April 30
(millions of dollars)**



	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget
Residences & Conferences	3.4	3.4	5.0	3.4	4.5	3.2	5.1	7.3	8.7	8.3
Food and Beverage	1.2	2.0	1.4	0.8	1.4	2.4	3.8	3.8	3.8	3.3
Parking/Transportation	1.0	1.5	1.3	2.0	2.2	1.6	1.2	1.1	1.4	1.7
Hart House	1.6	2.3	1.9	1.3	1.8	1.2	1.1	0.9	0.7	0.5
Total net income	7.1	9.3	9.6	7.5	9.9	8.4	11.2	13.1	14.6	13.8

The outlook on net income for the next five years is positive since the plans include some rate increases each year while principal and interest payments on outstanding loans remain constant. The rate increases were part of the original expansion plans, and continue to be needed to restore the ancillaries to a healthy financial position. The long-range plan shows an increase of net income from \$8.4 million in 2016-17 to \$13.8 million in 2020-21. This is mainly due to an improvement of \$5.1 million from residence and conference services. Minor improvements in net income are anticipated from food and beverage services (\$0.9 million) and parking/transportation services (\$0.1 million). Hart House is anticipating their net income will reduce by \$0.7 million.

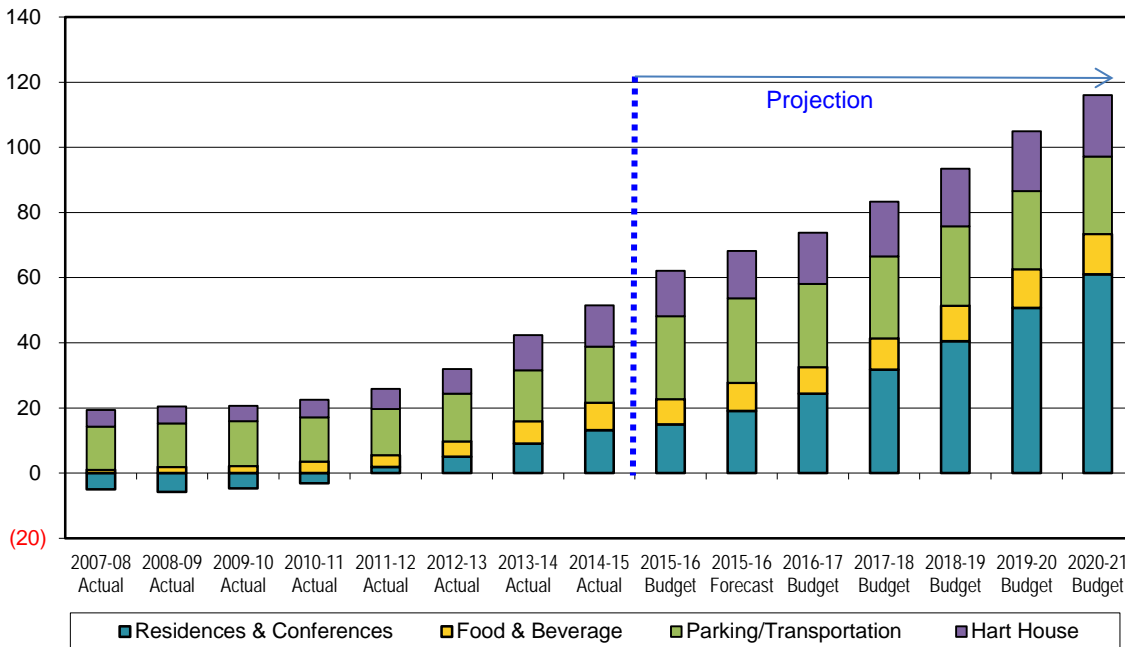
Net Assets

Net assets reflect the net worth of the service ancillaries. Over time, net assets have changed 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 service ancillaries from 2007 to 2015 and projects the net assets in accordance with long-range plans to 2021.

**Ancillary Operations - Service Ancillaries
Net Assets by Service Types
for the years ended April 30
(millions of dollars)**



This chart 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 2002.

	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget
UTM	(1.0)	(0.2)	0.4	2.2	4.3	6.4	9.3	11.4
UTSC	3.2	3.8	3.8	4.4	5.7	7.2	8.5	10.1
Innis College	2.5	2.5	2.7	2.5	2.6	2.6	3.2	3.9
New College	(6.0)	(5.5)	(4.8)	(3.1)	(2.1)	(1.0)	0.2	1.7
University College	6.0	5.2	6.3	7.0	7.9	8.9	10.3	11.6
Graduate House	3.8	3.7	4.5	4.6	4.7	4.8	4.9	4.9
Family Housing	6.1	3.6	3.6	2.7	3.3	3.9	4.5	4.6
Chestnut Residence	(7.3)	(3.7)	(3.2)	(1.8)	(0.4)	1.6	3.7	6.5
Woodworth College	5.8	5.6	5.9	5.9	5.9	6.0	6.1	6.3
Residences & Conferences	13.1	15.0	19.2	24.4	31.9	40.4	50.7	61.0
Food & Beverage	8.4	7.7	8.6	8.1	9.6	10.9	11.9	12.4
Parking/Transportation	17.2	25.5	26.0	25.6	25.1	24.4	24.0	23.8
Hart House	12.7	13.9	14.5	15.7	16.8	17.7	18.3	18.8
Total Net Assets	51.4	62.1	68.3	73.8	83.4	93.4	104.9	116.0

For 2015-16, the service ancillaries are forecasting total net assets of \$68.3 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 2016-17 operating plans project total net assets of \$73.8 million.

Net assets are expected to grow to \$116.0 million by 2020-21 reflecting an increase of \$42.2 million from 2016-17. This increase consists of a growth of \$36.6 million from residence and conference services, \$4.3 million from food and beverage, \$3.1 million from Hart House and \$1.8 million decrease from parking/transportation services.

The anticipated total net assets of \$73.8 million for 2016-17 are the sum of \$52.1 million investment in capital assets; \$17.6 million commitments to capital renewal, \$10.4 million in operating reserves, \$10.1 million in new construction reserves partially offset by \$16.4 million in unrestricted deficit (see schedules II and III on pages 13 and 14 for details). All parking/transportation services are setting aside new construction reserves as they anticipate that future parking structures will be needed.

Ancillary Operations - Service Ancillaries
Net Assets (Deficit) by Category
for the budget year 2016-17
(millions of dollars)

	Unrestricted Surplus/(Deficit)	Investment in capital assets	Capital Renewal Reserve	Operating Reserve	New Construction Reserve	Total Net Assets
Residences & Conferences	(17.3)	26.8	9.0	5.3	0.6	24.4
Food & Beverage	0.3	2.3	1.0	1.5	2.9	8.0
Parking/Transportation	0.2	17.0	0.8	1.0	6.6	25.6
Hart House	0.4	6.0	6.8	2.6	0.0	15.8
Total	(16.4)	52.1	17.6	10.4	10.1	73.8

As depreciation is charged and funded from future revenues, the \$52.1 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 changes in interest rates on this short-term financing of deficits (all long-term loans are at fixed rates).

It should be noted that this report assumes that debt which has been internally financed with funds sourced from outside ancillary operations is treated as external

financing. In the University's financial statements such internal debt is recorded as a \$51.3 million increase in both the investment in capital assets and unrestricted deficits with no overall change in net assets.

Ancillary Debt

For 2016-17, the service ancillaries are projecting a total outstanding debt of \$181.9 million (on original loans issued of \$305.3 million), of which \$161.7 million is for residence services and \$20.2 million for parking/transportation services. The estimated principal and interest repayment on the debt for residence services is projected to be \$22.3 million, representing 28.7% of revenues. The estimated interest costs on debt for residence services will be \$11.1 million representing 14.2% of revenues or 14.8% of expenses. However, on an individual residence basis, principal and interest costs can be as high as 43.2% of revenues. The majority of this debt is allocated to the residence ancillaries and was the main reason many of the residence ancillaries did not break even in the past. Subsidies were provided to some ancillaries from the University's operating budget and from existing operations with a plan that they would break even annually in year five and cumulatively in year eight from inception of the building.

**Ancillary Operations - Service Ancillaries
Principal Loan Balances
For the years ended April 30
(millions of dollars)**

	2014-15 Actual	2015-16 Forecast	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget
Residences							
UTM	42.4	40.1	37.7	35.1	32.3	29.3	26.9
UTSC	13.0	12.0	11.0	10.3	9.6	8.8	7.9
Innis College	1.9	1.5	1.0	0.6	0.1		
New College	19.3	18.2	17.0	15.8	14.4	13.2	11.9
University College	12.3	11.8	11.2	10.6	10.0	9.4	8.7
Graduate House	10.9	10.1	9.2	8.3	7.3	6.2	5.0
Family Housing	11.6	10.6	9.6	8.5	7.2	6.0	4.9
Chestnut Residence	53.6	51.0	48.2	45.3	42.1	38.8	35.2
Woodsworth College	18.9	17.7	16.8	15.8	14.8	13.7	12.6
	183.9	173.0	161.7	150.3	137.8	125.4	113.1
Parking/Transportation							
UTM	9.0	8.6	8.1	7.5	7.0	6.3	5.7
UTSC	5.9	5.6	5.3	5.0	4.7	4.3	3.9
UTSC Parking Deck (new loan)	-	-	-	7.9	7.8	7.7	7.6
St. George	7.6	7.2	6.8	6.3	5.8	5.2	4.6
	22.5	21.4	20.2	26.7	25.3	23.5	21.8
Total Loan Balance	206.4	194.4	181.9	177.0	163.1	148.9	134.9

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. In order to increase residence spaces, the building expansion on all three initially put a strain on the financial viability of most residence operations. Minimal down payments for new residence buildings resulted in substantial debt leading to large annual principal and interest costs. This debt-financing resulted in financial strain in some of the newly constructed residences and continues to impact their long-range budget plans. More recently new buildings have been supported by larger down payments, donations or operating fund subsidies, and are more financially sound. Increasing repairs and maintenance costs for older buildings have led to increased operating costs for some residence operations. As the years have passed, most of the residence operations have returned to financial health as the fixed principal and interest payments have declined as a percentage of total expenses.

Capital Expenditures

Individual capital projects are approved in accordance with the Policy on Capital Projects. The service ancillary 2016-17 capital budgets are summarized in schedule V (page 18). Major capital projects included in this operating plan are:

- New roof in Roy Ivor Hall, bathroom and kitchen renovations in selected townhouses at UTM campus.
- Chestnut Residence will continue with its conversions from electrical-based units to gas or other sources. Replacement of furniture, carpeting and tiling of rooms continues based on funds available.
- The transition to self-operation on St. George campus will require start-up capital investment, which includes equipment, catering trucks and fixed assets transfer from New College Food Services.
- The construction of the parking deck with approximately 300 parking spaces for UTM was deferred until 2016.
- IT wiring Phase II for Hart House.

In this long-range plan, UTSC included a \$12 million parking structure (approximately 500 parking spaces) for 2017. Although the annual parking surplus has been allocated to the new construction reserve, the accumulated amount will not

be sufficient to cover the entire estimated cost. Based on assumptions and projections applied in the 2017-18 budget model, the ancillary is prepared to make a \$4 million down payment toward a \$12 million parking structure.

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED OPERATING RESULTS FOR THE YEAR ENDING APRIL 30, 2017
(with comparative projected surplus for the year ending April 30, 2016)
(thousands of dollars)

SCHEDULE I

	Revenues	Expenditures	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers 2017	2016
RESIDENCE SERVICES						
UTM	13,059	12,160	899	935	1,834	1,306
UTSC	6,781	6,228	553	-	553	606
Innis College	3,467	3,305	162	(125)	37	352
New College	9,960	9,737	223	1,526	1,749	1,201
University College	7,137	6,222	915	(150)	765	231
Graduate House	4,593	4,473	120	13	133	657
Family Housing	8,782	8,319	463	(1,303)	(840)	(2,510)
Chestnut Residence	16,952	17,085	(133)	1,534	1,401	4,067
Woodsworth College	4,688	4,724	(36)	-	(36)	93
Total Residence Services	<u>75,419</u>	<u>72,253</u>	<u>3,166</u>	<u>2,430</u>	<u>5,596</u>	<u>6,003</u>
CONFERENCE SERVICES						
UTM	845	836	9	(50)	(41)	50
UTSC	1,399	1,397	2	-	2	3
	<u>2,244</u>	<u>2,233</u>	<u>11</u>	<u>(50)</u>	<u>(39)</u>	<u>53</u>
FOOD & BEVERAGE SERVICES						
UTM	2,196	1,995	201	243	444	513
UTSC	1,008	726	282	(163)	119	41
St. George Campus	36,608	34,692	1,916	(2,003)	(87)	(360)
New College	70	126	(56)	(795)	(851)	(153)
University College	3,612	3,541	71	(150)	(79)	148
Total Food & Beverage Services	<u>43,494</u>	<u>41,080</u>	<u>2,414</u>	<u>(2,868)</u>	<u>(454)</u>	<u>189</u>
PARKING/ TRANSPORTATION SERVICES						
UTM	4,063	3,318	745	(1,454)	(709)	6,507
UTSC	3,222	2,366	856	(318)	538	817
St. George Campus	6,218	6,206	12	(204)	(192)	1,474
Total Parking/ Transportation Services	<u>13,503</u>	<u>11,890</u>	<u>1,613</u>	<u>(1,976)</u>	<u>(363)</u>	<u>8,798</u>
HART HOUSE	<u>17,410</u>	<u>16,184</u>	<u>1,226</u>	<u>-</u>	<u>1,226</u>	<u>1,832</u>
TOTAL	<u>152,070</u>	<u>143,640</u>	<u>8,430</u>	<u>(2,464)</u>	<u>5,966</u>	<u>16,875</u>

SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS

SCHEDULE II

(thousands of dollars)

Service Ancillaries	Objectives to be met within the 2016-17 Budget:				2016 - 2017					2016 - 2017	2018-2019	2020-2021
	1	2	3	4	Surplus/(Deficit)	Projected	Projected	Projected	Net	Net	Net	
					Unrestricted	investment in	Commitments	operating				new constr.
				Surplus/(Deficit)	capital assets	to	reserve	reserve				
						Capital Renewal	(Schedule III.1)	(Schedule III.1)				
						(Schedule III)						
Residence Services												
UTM	yes	yes	yes	no	(2,581)	2,988	526	1,018	-	1,951	6,291	11,303
UTSC	yes	yes	yes	no	(916)	2,561	680	696	-	3,021	5,793	8,691
Innis College	yes	yes	yes	yes	257	201	1,768	273	-	2,499	2,646	3,872
				125								-
New College	yes	yes	no	no	(6,475)	2,780	600	-	-	(3,094)	(1,028)	1,688
University College	yes	yes	yes	yes	2,880	2,467	1,184	494	-	7,026	8,926	11,634
				150								
Graduate House	yes	no	yes	yes	23	4,242	-	350	-	4,615	4,801	4,937
				0.9								-
Family Housing **	no	yes	yes	yes	601	260	1,250	615	-	2,726	3,937	4,542
				3.4								
Chestnut Residence	no	no	no	no	(11,322)	9,485	-	-	-	(1,837)	1,640	6,481
Woodsworth College	yes	yes	yes	no	-	1,778	3,000	1,118	-	5,896	5,957	6,333
Conference Services												
UTM	yes	n/a	yes	no	196		-	36	-	232	152	78
										-		-
UTSC	yes	yes	yes	no	-	15	1	700	656	1,372	1,398	1,442
Food & Beverage Services												
UTM	yes	yes	yes	no	-	687	10	144	2,652	3,493	3,729	3,520
UTSC	yes	yes	yes	no	-	494	7	194	278	973	1,435	1,988
St. George Campus	yes	yes	yes	no	-	986	-	969	-	1,955	4,214	5,626
New College	yes	n/a	n/a	n/a	-	-	-	-	-	-	-	-
University College	yes	yes	yes	yes	311	165	1,000	224	-	1,700	1,520	1,303
				150								
Parking/ Transportation Services												
UTM *	yes	yes	yes	no	-	9,281	-	262	-	9,543	8,840	8,095
										-		-
UTSC	yes	yes	yes	no	225	582	296	281	4,000	5,384	5,087	4,490
												-
St. George Campus	yes	yes	yes	no	-	7,148	500	459	2,558	10,665	10,441	11,189
Hart House												
	yes	yes	yes	no	352	5,974	6,820	2,564	-	15,709	17,648	18,795
Summary totals				429	(16,449)	52,094	17,642	10,397	10,144	73,829	93,427	116,007

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.

* UTM Parking- No Deferred Maintenance required

** 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 FUNDS TO BE COMMITTED FOR CAPITAL RENEWAL
FOR THE YEARS ENDED APRIL 30
(thousands of dollars)

SCHEDULE III

	Balance May 1, 2016	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2017	Balance April 30, 2021
RESIDENCE SERVICES				
UTM	527	-	527	828
UTSC	704	(24)	680	516
Innis College	1,539	229	1,768	1,717
New College	600	-	600	600
University College	1,074	110	1,184	1,074
Graduate House	-	-	-	570
Family Housing *	1,250	-	1,250	1,250
Chestnut Residence	-	-	-	-
Woodsworth College	2,500	500	3,000	3,000
Total Residence Services	<u>8,194</u>	<u>815</u>	<u>9,009</u>	<u>9,555</u>
CONFERENCE SERVICES				
UTM	-	-	-	-
UTSC	1	-	1	1
Total Conference Services	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>
FOOD & BEVERAGE SERVICES				
UTM	10	-	10	10
UTSC	7	-	7	7
St. George Campus	-	-	-	1,500
New College	-	-	-	-
University College	1,116	(116)	1,000	1,000
Total Food & Beverage Services	<u>1,133</u>	<u>(116)</u>	<u>1,017</u>	<u>2,517</u>
PARKING/ TRANSPORTATION SERVICES				
UTM	-	-	-	-
UTSC	310	(14)	296	338
St. George Campus	500	-	500	500
Total Parking/ Transportation Services	<u>810</u>	<u>(14)</u>	<u>796</u>	<u>838</u>
HART HOUSE	<u>7,371</u>	<u>(551)</u>	<u>6,820</u>	<u>4,182</u>
TOTAL	<u>17,509</u>	<u>134</u>	<u>17,643</u>	<u>17,093</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, 2016 is expected to be **\$443,266, and \$0 in 2020-21.**

UNIVERSITY OF TORONTO
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 May 1, 2016	Increase or (decrease) in operating reserve	Balance operating reserve April 30, 2017	Balance operating reserve April 30, 2021	Balance May 1, 2016	Increase or (decrease) in construction reserve	Balance new construction reserve April 30, 2017	Balance new construction reserve April 30, 2021
RESIDENCE SERVICES								
UTM	998	20	1,018	1,064	-	-	-	-
UTSC	662	34	696	882	-	-	-	4,926
Innis College	253	20	273	257	-	-	-	-
New College	-	-	-	-	-	-	-	-
University College	482	12	494	541	-	-	-	-
Graduate House	630	(280)	350	703	-	-	-	-
Family Housing	599	16	615	658	1,000	(1,000)	-	1,750
Chestnut Residence	-	-	-	-	-	-	-	-
Woodsworth College	1,503	(385)	1,118	2,153	-	-	-	-
Total Residence Services	5,127	(563)	4,564	6,258	1,000	(1,000)	-	6,676
CONFERENCE SERVICES								
UTM	35	2	36	41	-	-	-	-
UTSC	670	30	700	830	689	(33)	656	604
Total Conference Services	705	32	736	871	689	(33)	656	604
FOOD & BEVERAGE SERVICES								
UTM	114	30	144	164	2,078	574	2,652	1,547
UTSC	184	9	194	208	374	(96)	278	1,371
St. George Campus	176	793	969	2,023	-	-	-	500
New College	-	-	-	-	-	-	-	-
University College	200	24	224	243	-	-	-	-
Total Food & Beverage Services	674	856	1,531	2,638	2,452	478	2,930	3,418
PARKING/ TRANSPORTATION SERVICES								
UTM	227	36	262	291	9,743	(9,743)	-	-
UTSC	288	(7)	281	319	3,000	1,000	4,000	5
St. George Campus	447	12	459	460	2,610	(52)	2,558	5,898
Total Parking/ Transportation Services	962	41	1,002	1,070	15,353	(8,795)	6,558	5,903
HART HOUSE	2,573	(9)	2,564	2,710	-	-	-	-
TOTAL	10,041	357	10,397	13,547	19,494	(9,350)	10,144	16,601

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

	2015-2016 (Forecast)			2016 - 2017			2017-2018		
	Net Income 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
RESIDENCE SERVICES									
UTM	442	865	1,307	899	935	1,834	1,151	982	2,133
UTSC	606	-	606	553	-	553	1,327	-	1,327
Innis College	360	(125)	235	162	(125)	37	201	(126)	75
New College	661	540	1,201	223	1,526	1,749	250	778	1,028
University College	381	(150)	231	915	(150)	765	990	(150)	840
Graduate House	643	14	657	120	13	133	67	13	80
Family Housing	18	(2,527)	(2,509)	463	(1,303)	(840)	1,005	(471)	534
Chestnut Residence	1,266	2,801	4,067	(133)	1,534	1,401	84	1,377	1,461
Woodsworth College	93	-	93	(36)	-	(36)	(3)	-	(3)
Total Residence Services	4,470	1,418	5,888	3,166	2,430	5,596	5,072	2,403	7,475
CONFERENCE SERVICES									
UTM	50	-	50	9	(50)	(41)	10	(50)	(40)
UTSC	3	-	3	2	-	2	8	-	8
Total Conference Services	53	-	53	11	(50)	(39)	18	(50)	(32)
FOOD & BEVERAGE SERVICES									
UTM	320	193	513	201	243	444	(72)	248	176
UTSC	311	(270)	41	282	(163)	119	276	(90)	186
St. George Campus	98	(458)	(360)	1,916	(2,003)	(87)	3,499	(2,332)	1,167
New College	387	(540)	(153)	(56)	(795)	(851)	-	-	-
University College	298	(150)	148	71	(150)	(79)	64	(150)	(86)
Total Food & Beverage Services	1,414	(1,225)	189	2,414	(2,868)	(454)	3,767	(2,324)	1,443
PARKING/ TRANSPORTATION SERVICES									
UTM	903	5,604	6,507	745	(1,454)	(709)	775	(1,106)	(331)
UTSC	1,059	(242)	817	856	(318)	538	287	(324)	(37)
St. George Campus	179	1,296	1,475	12	(204)	(192)	174	(300)	(126)
Total Parking/ Transportation Services	2,141	6,658	8,799	1,613	(1,976)	(363)	1,236	(1,730)	(494)
HART HOUSE	1,832	-	1,832	1,226	-	1,226	1,059	-	1,059
TOTAL	9,910	6,851	16,761	8,430	(2,464)	5,966	11,152	(1,701)	9,451

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

	2018-2019			2019-2020			2020-2021		
	Net Income 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
RESIDENCE SERVICES									
UTM	2,206	-	2,206	2,888	-	2,888	2,124	-	2,124
UTSC	1,446	-	1,446	1,321	-	1,321	1,577	-	1,577
Innis College	197	(125)	72	719	(125)	594	756	(125)	631
New College	247	791	1,038	436	807	1,243	660	813	1,473
University College	1,211	(150)	1,061	1,500	(150)	1,350	1,507	(150)	1,357
Graduate House	93	14	107	55	14	69	52	15	67
Family Housing	1,146	(469)	677	984	(466)	518	90	(2)	88
Chestnut Residence	617	1,400	2,017	639	1,428	2,067	1,337	1,437	2,774
Woodsworth College	65	-	65	156	-	156	220	-	220
Total Residence Services	7,228	1,461	8,689	8,698	1,508	10,206	8,323	1,988	10,311
CONFERENCE SERVICES									
UTM	10	(50)	(40)	11	(50)	(39)	15	(50)	(35)
UTSC	18	-	18	18	-	18	26	-	26
Total Conference Services	28	(50)	(22)	29	(50)	(21)	41	(50)	(9)
FOOD & BEVERAGE SERVICES									
UTM	11	50	61	(104)	50	(54)	(205)	50	(155)
UTSC	276	-	276	278	-	278	275	-	275
St. George Campus	3,465	(2,373)	1,092	3,533	(2,625)	908	3,153	(2,649)	504
New College	-	-	-	-	-	-	-	-	-
University College	56	(150)	(94)	47	(150)	(103)	36	(150)	(114)
Total Food & Beverage Services	3,808	(2,473)	1,335	3,754	(2,725)	1,029	3,259	(2,749)	510
PARKING/ TRANSPORTATION SERVICES									
UTM	826	(1,199)	(373)	914	(1,287)	(373)	956	(1,328)	(372)
UTSC	71	(331)	(260)	22	(337)	(315)	63	(344)	(281)
St. George Campus	237	(335)	(98)	477	(202)	275	679	(206)	473
Total Parking/ Transportation Services	1,134	(1,865)	(731)	1,413	(1,826)	(413)	1,698	(1,878)	(180)
HART HOUSE	881	-	881	681	-	681	466	-	466
TOTAL	13,079	(2,927)	10,152	14,575	(3,093)	11,482	13,787	(2,689)	11,098

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS
SUMMARY OF 2016-2017 CAPITAL BUDGETS
 (with comparative figures for 2015-2016)
 (thousands of dollars)

	<u>2016 - 2017</u>	<u>2015 - 2016</u>
RESIDENCE SERVICES		
UTM	1,829	905
UTSC	824	530
Innis College	-	-
New College	360	450
University College	760	323
Graduate House	551	42
Family Housing	-	-
Chestnut Residence	1,316	4,193
Woodsworth College	-	-
Total Residence Services	<u>5,640</u>	<u>6,443</u>
CONFERENCE SERVICES		
UTSC	10	6
Total Conference Services	<u>10</u>	<u>6</u>
FOOD & BEVERAGE SERVICES		
UTM	25	75
UTSC	285	321
St. George Campus	1,005	485
New College	-	200
University College	40	40
Total Food & Beverage Services	<u>1,355</u>	<u>1,121</u>
PARKING/ TRANSPORTATION SERVICES		
UTM	9,246	9,265
UTSC	111	78
St. George Campus	616	10
Total Parking/ Transportation Services	<u>9,973</u>	<u>9,353</u>
HART HOUSE		
	<u>2,296</u>	<u>1,741</u>
TOTAL	<u><u>19,274</u></u>	<u><u>18,664</u></u>

SCHEDULE OF 2016-2017 ANCILLARY RATES

	2016/17 Blended rate \$	A 2016/17 RATE \$	B 2015/16 RATE \$	A-B INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
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RESIDENCE SERVICES

UTM

Undergraduate Students

Townhouses(Schreiberwood,McLuhan, Putnam, Lea	8,690	8,224	7,832	392	5.0	5.5
Premium townhouses (Leacock)	9,639	9,173	8,736	437	5.0	5.5
Suites (Roy Ivor Hall & Erindale Hall)	9,639	9,173	8,736	437	5.0	5.5
Dormitory (Oscar Peterson Hall)	8,690	8,224	7,832	392	5.0	5.5
Premium Townhouse MaGrath Valley	9,639	9,173	8,736	437	5.0	5.5

Family & Graduate Housing:

Schreiberwood:

3 bedroom townhouses/ month						
May to Aug		1,512	1,433	79	5.5	5.0
Sep to Apr		1,588	1,512	76	5.0	5.5
4 bedroom townhouses/ month						
May to Aug		1,568	1,486	82	5.5	5.0
Sep to Apr		1,646	1,568	78	5.0	5.5
Bachelors (Small)						
May to Aug		906	859	47	5.5	5.0
Sep to Apr		951	906	45	5.0	5.5
Bachelors (Large)/ Shared Bachelors						
May to Aug		952	902	50	5.5	5.0
Sep to Apr		1,000	952	48	5.0	5.5

UTSC

Winter

Phase I - III single		8,031	7,577	454	6.0	4.0
Phase IV single		8,941	8,279	662	8.0	4.0
Phase I - III shared		5,947	5,610	337	6.0	4.0
Phase I - III shared basement		5,352	5,049	303	6.0	4.0

Summer

Phase I - III (May - August)		3,805	3,623	182	5.0	4.0
Visitor Weekly Rate		238	226	11	5.0	4.0
Phase IV Foley Hall (May - August)		4,077	3,883	194	5.0	4.0
Visitor Weekly Rate		255	243	12	5.0	4.3

SCHEDULE OF 2016-2017 ANCILLARY RATES

	2016/17 Blended rate \$	A 2016/17 RATE \$	B 2015/16 RATE \$	A-B INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
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RESIDENCE SERVICES

St. George Campus

Innis College

Innis College - Winter		8,736	8,321	415	4.99	4.99
Innis College - Summer		2,980	2,900	80	2.75	3.57

New College

Winter

Residence Room - Wilson Hall & Wetmore Hall

Double room (per bed)		7,175	7,000	175	2.5	1.1
Single room		8,525	8,325	200	2.4	1.5
Bed-over-desk double room (per bed)		5,900	5,750	150	2.6	0.4

Residence Room - 45 Willcocks

Double room (per bed)		7,950	7,700	250	3.2	3.7
Single room		9,300	9,025	275	3.1	3.7

New College - Summer/Single

Continuing New College Students W/W Sessional(Actual 15-16: \$2,373)		2,442	2,420	22	0.9	7.9
Registered Students W/W Sessional(Actual 15-16: \$2,420)		2,461	2,530	(69)	(2.7)	10.2
Others W/W Sessional(Actual 15-16: \$2,530)		2,568	2,640	(72)	(2.7)	9.6

New College - Summer/Double

Continuing New College Students W/W Sessional		1,998	1,921	77	4.0	4.4
Registered Students W/W Sessional		1,926	1,870	56	3.0	4.4
Others W/W Sessional		2,033	1,980	53	2.7	4.0

University College

SDW		7,989	7,683	306	4.0	4.5
DW Standard Doubles		7,540	7,356	184	2.5	3.0
SDW Super Doubles		7,874	7,682	192	2.5	4.5
WH Standard Singles		7,990	7,682	308	4.0	4.5
WH Alcove Singles		7,540	7,356	184	2.5	3.0
WH Doubles		7,540	7,356	184	2.5	3.0
MH Singles		8,379	7,905	474	6.0	6.0

SCHEDULE OF 2016-2017 ANCILLARY RATES

	2016/17 Blended rate \$	A 2016/17 RATE \$	B 2015/16 RATE \$	A-B INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
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RESIDENCE SERVICES

St. George Campus

Graduate House

Grad. House Res/month - Single - premium		1,094	1,063	31	2.9	3.0
Grad. House Res/month - Single - regular		981	954	27	2.8	3.1
Grad. House Res/month - Singles in suite 970		869	845	24	2.8	3.0
Grad. House Res/month - Singles in suite 670		945	919	26	2.8	3.0
Grad. House Res/month - Regular Double		749	728	21	2.9	3.1

Family Housing

Bachelor		743	725	18	2.5	2.0
1 bedroom (standard)		921	899	22	2.5	2.0
1 bedroom (20) 'B'		936	913	23	2.5	1.9
1 bedroom (large) 'A'		976	952	24	2.5	2.0
1 bedroom (19/23) 'C'		1,000	976	24	2.5	2.0
2 bedroom (standard)		1,218	1,188	30	2.5	2.0
1 bedroom (Extra Large)'D'		1,210	1,180	30	2.5	-

Chestnut Residence

Single		11,980	11,409	571	5.0	5.0
Double		9,866	9,396	470	5.0	5.0

Summer Rates per month

Single		1,295	1,226	69	5.6	3.0
Double		995	926	69	7.5	3.2

Summer Rates full summer

Single		4,281	3,951	330	8.4	6.1
Double		2,592	2,495	97	3.9	6.1

Summer Rates full summer with discount

Single		3,585	3,222	363	11.3	3.4
Double		2,203	2,035	168	8.3	3.0

Woodsworth College

Woodsworth College - Winter		9,206	8,981	225	2.5	2.5
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HART HOUSE

St. George Full Time		84	83	1.63	2.0	2.6
St. George Part Time		17	17	0.33	2.0	2.7
Scarborough & Mississauga (Full time)		3	3	0	2.0	2.8
Scarborough & Mississauga (Part time)		1	1	0	2.0	2.0

SCHEDULE OF 2016-2017 ANCILLARY RATES

	2016/17 Blended rate \$	A	B	A-B		PRIOR YEAR'S
		2016/17 RATE \$	2015/16 RATE \$	INCREASE \$	INCREASE %	INCREASE %

PARKING/ TRANSPORTATION SERVICES

UTM

Reserved - annual		1,021	991	30	3.0	3.0
Premium Unreserved (Lots 9, 8 & 4)-Annual		728	707	21	3.0	3.0
Unreserved (Lots 4 & 8 only) - Annual		705	684	21	3.0	3.0
Student Unreserved (Lots 4 & 8 only) (Sessional)		294	285	9	3.0	3.0
Unreserved - afternoon - (after 3:30pm) - Annual		200	190	10	5.3	5.6
Commercial (Lots 4, 8 & 9) - Annual		1,181	1,146	34	3.0	3.0
Pay & Display						
Pay & Display (daily maximum) (6:30 am - 8:00 a.m. next day)		14.00	14.00	-	-	7.7
Pay & Display (evening/weekend) (5:00 pm - 8:00 a.m. next day)		6.00	6.00	-	-	-
Pay & Display per half hour (6:30 am - 5:00 p.m)		2.50	2.50	-	-	-
Pay & Display per half hour (weekdays 5:00pm to 8am next day; weekends & holidays)		1.00	1.00	-	-	-

UTSC

<u>South(Inner) Lot:</u>						
Annual, South Lot Employee Premium		1,152	1,119	33	3.0	3.0
Annual, South Lot Employee Reserved		1,533	1,489	45	3.0	3.0
Annual, Ring Road Employee		1,038	1,007	30	3.0	3.0
Summer Term		231	224	7	3.0	3.0
Residence Fall/ Winter		816	792	24	3.0	3.0
Residence - Summer term		204	198	6	3.0	3.0
Evening Payroll, Employee Annual		532	517	16	3.0	3.0
<u>North(Outer) Lot:</u>						
Annual North Lot, Premium (Lot K)		1,153	947	206	22	3.0
Annual North Lot, Payroll Employee		887	861	26	3.0	3.0
Student, Fall/ Winter		709	688	21	3.0	3.0
Outer, Fall or Winter Term		397	385	12	3.0	3.0
Summer term		178	173	5	3.0	3.0
Centennial Permit (Sep - May)		793	755	38	5.0	5.0
Centennial Summer Permit		396	377	19	5.0	5.0
<u>South(Inner)Lots</u>						
Daily Maximum Rate - Short-term and visitors		12.00	12.00	-	-	-
Evening- flat rate		6.00	6.00	-	-	-
Summer - Conference - Daily Rate		5.40	5.40	-	-	-
Summer - Conference - Youth bed rate		1.20	1.20	-	-	-

SCHEDULE OF 2016-2017 ANCILLARY RATES

	2016/17 Blended rate \$	A	B	A-B		PRIOR YEAR'S
		2016/17 RATE \$	2015/16 RATE \$	INCREASE \$	INCREASE %	INCREASE %

PARKING/ TRANSPORTATION SERVICES
UTSC

Instructional Center Lot J

Flat Rate, Day		10.00	10.00	-	-	-
Flat Rate, Evening		5.00	5.00	-	-	-
Flat Rate, Weekend		4.00	4.00	-	-	-

Lots F and G (North Lots)

Flat Rate, Day		7.50	7.50	-	-	-
Flat Rate, Evening		4.00	4.00	-	-	-
Flat Rate, Weekend		2.00	2.00	-	-	-

Daily Visitor Event Rate (Various Locations)

Event Parking Rate		Market Pricing	Market Pricing			
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St. George Campus

Permit

Faculty of Education		120	115	5	4.3	5.5
School of Continuing Ed.		275	260	15	5.8	4.8
42 Harbord Street		120	115	5	4.3	5.5
Graduate Garage		135	135	-	-	-
OISE		145	140	5	3.6	7.7
Bedford		185	180	5	2.8	5.9
St. George Garage		150	145	5	3.4	7.4
Faculty of Law		215	205	10	4.9	5.7
BCIT		185	180	5	2.8	5.9
McLennan Physics		215	205	10	4.9	2.5
E/S Hart House Circle		170	165	5	3.0	3.8
Triangle		235	220	15	6.8	4.8
Front Campus (KCC & HHC)		225	220	5	2.3	4.8
Galbraith		235	220	15	6.8	4.8
200 College St (Rear) I.S.C		235	220	15	6.8	4.8
Tower Road - Unreserved		120	115	5	4.3	5.5
Tower Road - Reserved		235	220	15	6.8	4.8
256 McCaul Street-Reserved		235	225	10	4.4	4.2
155 College Street - Garage		250	235	15	6.4	4.4
155 College Street - Surface		235	225	10	4.4	4.2
100 College Street - Banting		120	115	5	4.3	5.5
112 College Street - Best		180	170	10	5.9	5.6
88 College Street - Women's college		180	170	10	5.9	5.6

SCHEDULE OF 2016-2017 ANCILLARY RATES

	A	B	A-B		PRIOR
	2016/17	2015/16	INCREASE	INCREASE	YEAR'S
2016/17	2016/17	2015/16			INCREASE
Blended	RATE	RATE			
rate					
\$	\$	\$	\$	%	%
<u>PARKING/ TRANSPORTATION SERVICES</u>					
St. George Campus					
Permit					
Dentistry - Garage	215	205	10	4.9	2.5
Dentistry - Surface	200	195	5	2.6	3.2
6 King's College Road	235	220	15	6.8	4.8
Permit Misc					
Commercial monthly	235	220	15	6.8	4.8
Commercial weekly	72	67	5	7.5	4.7
After 4pm parking	70	68	2	2.9	4.6
Summer Conference monthly	215	208	7	3.4	5.1
Summer Conference weekly	75	73	2	2.8	5.1
UTM/UTSC designated lot	48	46	2	4.4	5.2
UTM/UTSC hunting permit	77	74	3	4.1	4.9
24-Hour Reserve	275	260	15	5.8	4.8
24-Hour Reserve (256 McCaul)	275	260	15	5.8	4.8
Z-Permit (unrestricted)	230	220	10	4.5	4.8
Motorcycle	32	30	2	6.7	5.3

SCHEDULE OF 2016-2017 ANCILLARY RATES

	2016/17 Blended rate \$	A 2016/17 RATE \$	B 2015/16 RATE \$	A-B INCREASE \$ INCREASE %		PRIOR YEAR'S INCREASE %
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FOOD & BEVERAGE SERVICES

UTM						
Group A						
Plus		4,799	4,799	-	-	2.1
Regular		4,399	4,399	-	-	1.1
Light		3,999	3,999	-	-	-
Minimum		3,699	3,699	-	-	1.4
Group B						
Regular		2,549	2,549	-	-	2.0
Light		2,249	2,249	-	-	2.3
Minimum		1,949	1,949	-	-	2.6

St. George Campus

New College

15 Meals per week with \$325 flex.		4,835	4,714	121	2.6	2.7
330 Meals during the academic year with \$475 flex		4,870	4,751	119	2.5	2.6
Carte Blanche Meal plan		5,145	5,006	139	2.8	3.0

Summer Rates

Breakfast		8	8	0	5.0	2.9
Lunch		11	11	0	0.8	2.9
Dinner		12	12	(0)	(0.9)	2.9
Brunch (weekends)		11	11	0	0.8	2.9
Per diem rate		32	30	2	5.4	2.9

Chestnut

15 Meals per week with \$200 flex		-	4,960	n/a	n/a	3.0
330 Meals during the academic year with \$400 flex		-	4,960	n/a	n/a	3.0
Carte Blanche Meal plan		-	5,242	n/a	n/a	3.0
New for 2016-17						
All access plan 1 \$200 flex		5,400	-	n/a	n/a	n/a
All access plan 2 \$400 flex		5,600	-	n/a	n/a	n/a
All access plan 3 \$600 flex		5,800	-	n/a	n/a	n/a

University College

Plan A		4,750	4,617	134	2.9	1.9
Plan B		4,193	4,075	119	2.9	2.0

Appendix

Budget Preparation Review and Consultation Process

The ancillary budgets were prepared after thorough consultation with College constituents and with input from Facilities and Services. Revenues were based on a rate increase from 2.8% to 8% per year assuming optimal occupancy level for Fall and Winter. Salaries, wages and benefit projections have been budgeted in accordance with the terms of the collective agreements, as well as the compensation package for Professionals and Managers. Proposed major maintenance and capital expenditure budgets have been assembled in conjunction, with both the Facilities and Services department and the previously commissioned Capital Replacement Study.

The service ancillaries' annual budgets for 2016-17 and long-range plans for 2017-18 to 2020-21 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.

Following this consultation process, the Financial Services department reviews the management reports submitted by each ancillary. The Financial Services department analyzes the reports for completeness, adherence to fiscal policies and financial feasibility. Financial Services also assesses the progress made by measuring their performance against the four financial objectives established for ancillaries. Issues requiring further action will be identified and addressed through a one-on-one meeting along with members from University Operations. The St. George budgets are then reviewed by the St. George Service Ancillaries Review Group (SARG), which includes three members from the University Affairs Board. SARG provides advice and formulates recommendations on the operating plans for all service ancillaries.

Following these reviews, the University Affairs Board and the respective Campus Council at UTM and UTSC approve operating plans, capital budgets and schedules of rates or fees for all service ancillaries on an annual basis.