



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Business Board

**SPONSOR:** Sheila Brown, Chief Financial Officer  
**CONTACT INFO:** [sheila.brown@utoronto.ca](mailto:sheila.brown@utoronto.ca)

**PRESENTER:** Pierre Piché, Controller and Director of Financial Services  
**CONTACT INFO:** [pierre.piche@utoronto.ca](mailto:pierre.piche@utoronto.ca)

**DATE:** March 9, 2017 for April 6, 2017

**AGENDA ITEM:** 14

**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 6, 2017)
2. **Business Board [for information] (April 6, 2017)**

**UTM Service Ancillaries**

1. UTM Campus Affairs Committee [for recommendation] (UTM Service Ancillaries) (January 11, 2017)
2. UTM Campus Council [for approval] (February 1, 2017)
3. University Affairs Board [for information] (March 6, 2017)
4. Executive Committee [for confirmation] (March 28, 2017)
5. **Business Board [for information] (April 6, 2017)**

## **UTSC Service Ancillaries**

1. UTSC Campus Affairs Committee [for recommendation] (February 7, 2017)
2. UTSC Campus Council [for approval] (March 1, 2017)
3. University Affairs Board [for information] (March 6, 2017)
4. Executive Committee [for confirmation] (March 28, 2017)
5. **Business Board [for information] (April 6, 2017)**

### **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), 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 more than a decade in response to growth in student enrolment on all three campuses. They 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 and parking garages. 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. In most cases, the operations are moving back to a surplus position and only two residences have budgeted negative net assets.

**FINANCIAL IMPLICATIONS:**

For the 2017-18 budget, the service ancillaries are anticipating a net income of \$7.1 million on \$157.8 million of revenues and \$150.7 million of expenses. Compared to the 2016-17 forecast, the \$7.1 million surplus represents a decrease of \$2.6 million in net income mainly due to a conservative approach to budgeting for the summer business. The 2017-18 budget anticipates net income of \$3.2 million from residence and conference services, \$2.5 million from food and beverage services, \$0.2 million from parking/transportation services and \$1.2 million from Hart House.

The 2017-18 operating plan combines residential, retails and catering operations from St. George, Chestnut and New College food operations. Under this self-funded model, the University will report the total revenues earned instead of reporting only the commission earned on food sales as revenue. This change in accounting method leads to an increase in both total revenues and total expenses.

The long-range plan projects revenues to increase by \$22.9 million (14.5%) from 2017-18 to 2021-22. Of this increase, \$12.9 million will be come from residence and conference services, \$6.2 million from food and beverage services, \$2.6 million from parking/transportation services and \$1.2 million from Hart House.

Individual capital projects are approved in accordance with the Policy on Capital Projects. The service ancillary is projecting a \$10.9 million capital budget for 2017-18.

**RECOMMENDATION:**

For information.

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**DOCUMENTATION PROVIDED:**

*University of Toronto Service Ancillaries Report on Operating Plans, 2017-2018*



UNIVERSITY OF  
**TORONTO**

Service Ancillaries Report on Operating Plans  
2017-2018

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## Introduction

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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<sup>1</sup> 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), conference services (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 operations fund, which is one of the four funds through which the University's finances are managed<sup>2</sup>.

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 experienced significant growth over a period of more than a decade in response to growth in student enrolment on all three campuses, 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 such facilities as student residences and parking garages. The costs associated with additional facilities required debt financing with the expectation that, over time, the repayment of loans would come to represent a declining proportion of revenue. In most cases, the operations are moving back to a surplus position.

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<sup>1</sup> *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.*

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

## Financial Summary

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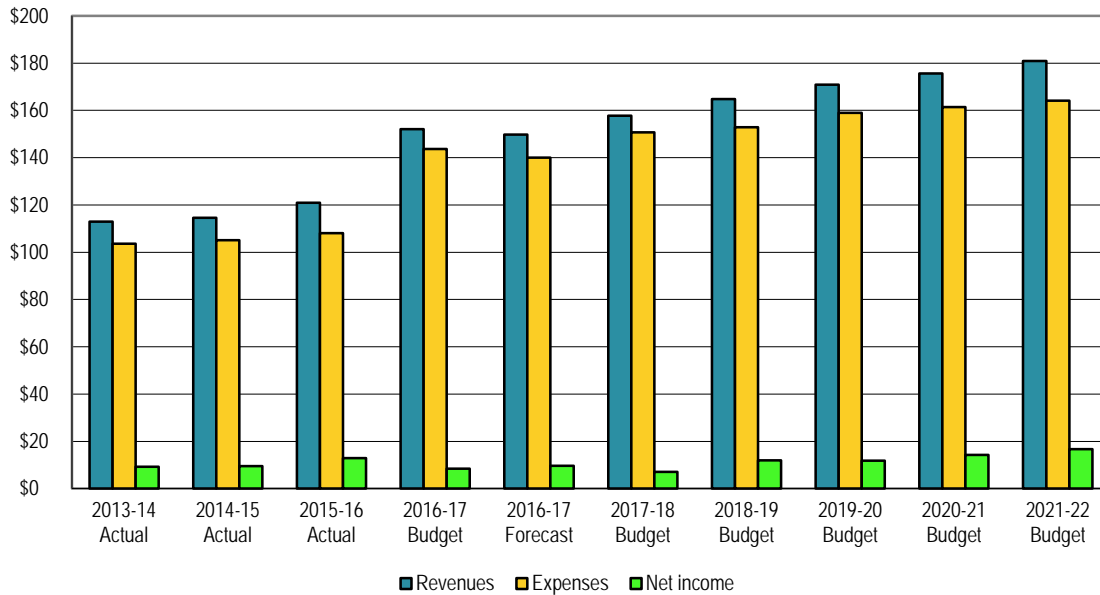
This report includes the proposed long-range plans for the five-year cycle 2017-18 to 2021-22 and summary financial schedules. Projections for future years (fiscal years 2018-19 to 2021-22) provide the framework in which the budgets will be prepared as foreseen at the time of preparation of this report. They are provided to facilitate planning, and will be updated as appropriate each year to reflect changes in demand and the most recent information available regarding the ancillaries' revenues and expenses.

### Budget Highlights

St. George Food and Beverage services changed its business model as of August 1, 2016. To support the new operation, the 2016-17 budget has been developed which combines residential, retail and catering operations from the former St. George operation, the Chestnut Residence, and New College. Under this model, the sales from St. George Food and Beverage Services are recorded as revenue on a gross basis instead of reporting only the commission earned on food sales. This change in accounting method leads to an increase in both total revenues and total expenses. UTM Food Services is anticipating a decrease in revenues from meal plan sales due to an increase in the allowable carryover of unspent meal plan funds to the next academic year starting 2017-18.

For the 2017-18 budget, the service ancillaries are anticipating a surplus of \$7.1 million on \$157.8 million of revenues and \$150.7 million of expenses. Compared to the 2016-17 forecast, the \$7.1 million surplus represents a decrease of \$2.6 million in net income, reflecting an increase of 5.4% in revenues and 7.6% in expenses. The decreases in net income can be attributed to residence and conference services (-\$2.2 million) mainly due to a conservative approach to budgeting for the summer business, food services (\$0.1 million) and parking/transportation services (-0.4 million).

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



	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget
Residences & Conferences	76.5	77.4	82.2	77.7	77.5	78.4	82.3	85.2	88.2	91.3
Food & Beverage	8.1	8.5	8.7	43.5	41.7	47.8	49.9	51.3	52.6	54.0
Parking/Transportation	11.8	12.3	13.2	13.5	13.3	13.9	14.4	15.8	16.1	16.5
Hart House	16.5	16.4	16.9	17.4	17.2	17.7	18.2	18.5	18.7	18.9
<b>Total Revenue</b>	<b>113.0</b>	<b>114.6</b>	<b>120.9</b>	<b>152.1</b>	<b>149.7</b>	<b>157.8</b>	<b>164.8</b>	<b>170.8</b>	<b>175.6</b>	<b>180.7</b>
<b>Total Expense</b>	<b>103.7</b>	<b>105.1</b>	<b>108.0</b>	<b>143.6</b>	<b>140.0</b>	<b>150.7</b>	<b>152.8</b>	<b>158.9</b>	<b>161.3</b>	<b>164.0</b>
<b>Total Net Income</b>	<b>9.3</b>	<b>9.6</b>	<b>12.9</b>	<b>8.4</b>	<b>9.7</b>	<b>7.1</b>	<b>12.0</b>	<b>11.9</b>	<b>14.3</b>	<b>16.7</b>

The long-range plan projects revenues to increase by \$22.9 million (14.5%) from 2017-18 to 2021-22. Of this increase, \$12.9 million will come from residence and conference services, \$6.2 million from food and beverage services, \$2.6 million from parking/transportation services and \$1.2 million from Hart House.

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 0.3% to 5.0% 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.



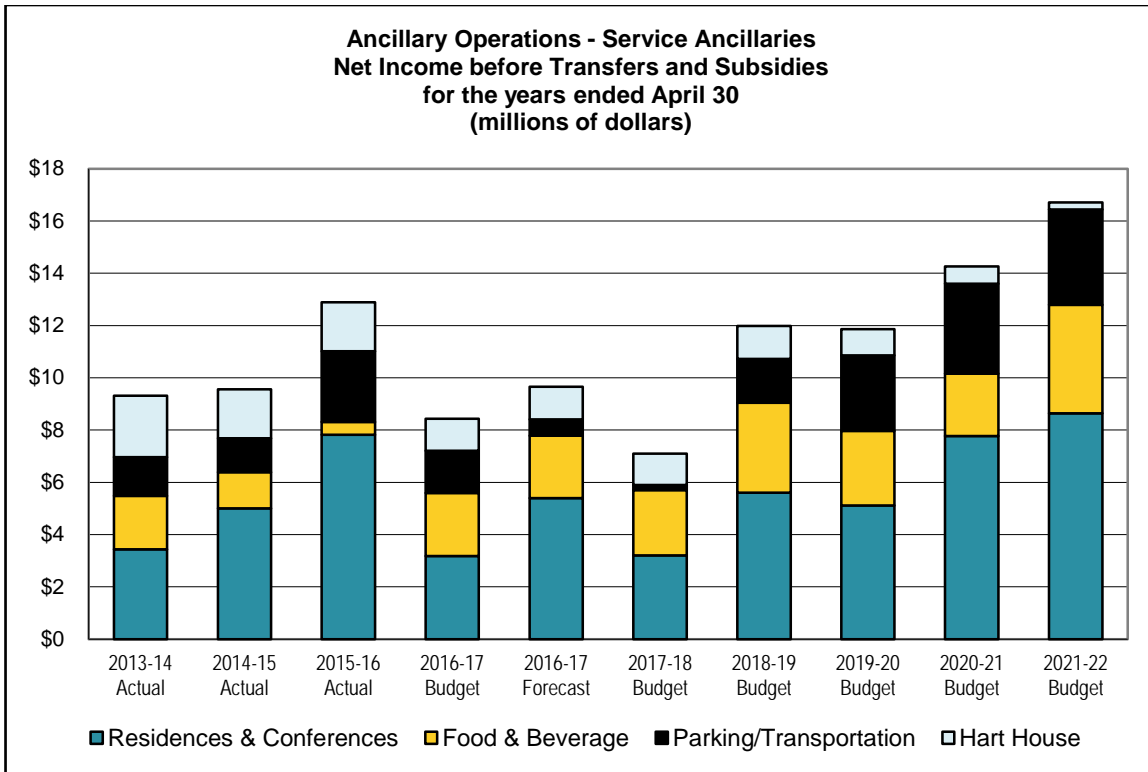
Food and beverage services have incorporated sales improvements due to projected increases in enrolment and meal plan rates. For the 2017-18 budget, St. George Food and Beverage Services will record revenues and expenses on a gross basis for the entire fiscal year. There is a tentative agreement in place to provide residential dining services at the new private residence at 245 College Street. The budgeted start-up cost for this project is included in the St. George Food and Beverage Services 2017-18 budget.

Parking/transportation services are projecting some revenue growth as a result of rate increases, enrolment growth, and the opening of the 2<sup>nd</sup> deck of parking at UTM in November 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. Parking/transportation services continue to monitor the balance of its supply and demand and to build its reserves in preparation for any new parking structures, if required.

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

## Net Income

The 2017-18 budget anticipates net income of \$3.2 million from residence and conference services, \$2.5 million from food and beverage services, \$0.2 million from parking/transportation services and \$1.2 million from Hart House. Parking/transportation services are allocating their annual surplus to the new construction reserves or to repay an internal loan (UTM operation). Hart House is allocating their annual surplus to new capital assets, and operating and maintenance reserves.



	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget
Residences & Conferences	3.4	5.0	7.8	3.2	5.4	3.2	5.6	5.1	7.8	8.6
Food & Beverage	2.0	1.4	0.5	2.4	2.4	2.5	3.4	2.9	2.4	4.2
Parking/Transportation	1.5	1.3	2.7	1.6	0.6	0.2	1.7	2.9	3.4	3.6
Hart House	2.3	1.9	1.9	1.2	1.2	1.2	1.3	1.0	0.7	0.3
<b>Total net income</b>	<b>9.3</b>	<b>9.6</b>	<b>12.9</b>	<b>8.4</b>	<b>9.6</b>	<b>7.1</b>	<b>12.0</b>	<b>11.9</b>	<b>14.3</b>	<b>16.7</b>

The outlook for net income over 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 required to restore the ancillaries to a solid financial position. For some residences, rate increases are necessary to maintain the desired level of services, annual maintenance and improvements to the buildings. The long-range plan is showing an increase in net income of \$9.6 million, from \$7.1 million in 2017-18 to \$16.7 million in 2021-22. This is mainly due to an increase of \$5.4 million from residence and conference services, \$3.4 million from parking/transportation services, \$1.7 million from food and beverage services, offset by a decrease of \$0.9 million from Hart House.

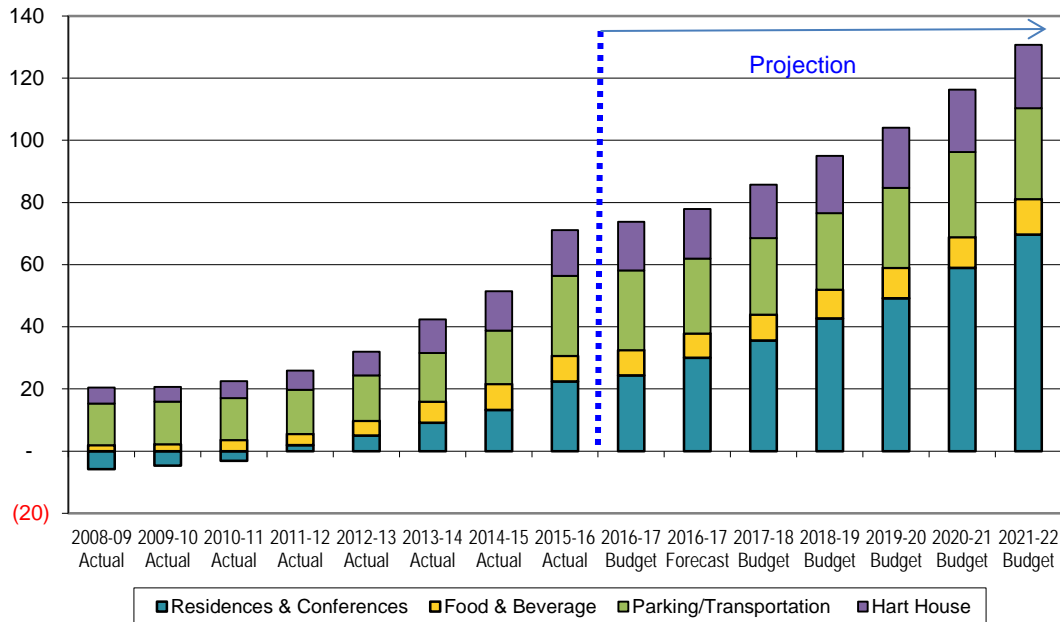
## Net Assets

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.
- 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 2008-09 to 2015-16 and projects the net assets in accordance with long-range plans to 2021-22.

**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 2003.

	2015-16 Actual	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget
UTM	1.5	2.2	3.8	5.5	7.6	10.1	13.0	16.3
UTSC	4.3	4.4	5.2	5.8	6.5	7.3	8.1	9.1
Innis College	2.9	2.5	3.1	3.2	3.3	4.0	4.7	5.5
New College	(5.1)	(3.1)	(3.1)	(2.0)	(0.9)	0.4	2.0	3.7
University College	6.5	7.0	7.3	7.4	8.4	8.5	9.6	11.1
Graduate House	4.6	4.6	5.0	5.1	5.2	5.3	5.4	5.5
Family Housing	4.6	2.7	3.5	3.9	4.3	4.0	4.5	5.3
Chestnut Residence	(3.2)	(1.8)	(1.4)	(0.1)	1.5	2.9	4.9	6.2
Woodworth College	6.3	5.9	6.6	6.7	6.7	6.8	6.8	7.0
<b>Residences &amp; Conferences</b>	<b>22.4</b>	<b>24.4</b>	<b>30.0</b>	<b>35.5</b>	<b>42.6</b>	<b>49.2</b>	<b>58.9</b>	<b>69.7</b>
Food & Beverage	8.2	8.1	7.9	8.3	9.3	9.8	9.8	11.3
Parking/Transportation	25.8	25.6	24.1	24.6	24.6	25.7	27.4	29.2
Hart House	14.7	15.7	15.9	17.2	18.5	19.4	20.1	20.4
<b>Total Net Assets</b>	<b>71.1</b>	<b>73.8</b>	<b>77.9</b>	<b>85.6</b>	<b>95.0</b>	<b>104.2</b>	<b>116.2</b>	<b>130.6</b>

For 2016-17, the service ancillaries are forecasting total net assets of \$77.9 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 2017-18 operating plans project total net assets of \$85.6 million.

Net assets are expected to grow to \$130.6 million by 2021-22, an increase of \$45.0 million from 2017-18. This increase consists of increases of \$34.2 million from residence and conference services, \$3.0 million from food and beverage services, \$4.6 million from parking/transportation services, and \$3.2 million from Hart House.

**Ancillary Operations - Service Ancillaries  
Net Assets (Deficit) by Category  
for the budget year 2017-18  
(millions of dollars-see page 12 for details)**

	Unrestricted Surplus/ (Deficit)	Investment in capital assets	Capital Renewal Reserve	Operating Reserve	New Construction Reserve	Total Net Assets
Residences & Conferences	(13.1)	31.5	8.9	6.3	1.9	35.5
Food & Beverage	(0.1)	3.2	1.0	0.6	3.6	8.3
Parking/Transportation	0.0	16.5	0.8	1.0	6.3	24.6
Hart House	1.1	8.1	5.2	2.8	0.0	17.2
<b>Total</b>	<b>(12.1)</b>	<b>59.3</b>	<b>15.9</b>	<b>10.7</b>	<b>11.8</b>	<b>85.6</b>

The projected total net assets of \$85.6 million for 2017-18 are the sum of \$59.3 million investment in capital assets; \$15.9 million commitments to capital renewal, \$10.7 million in operating reserves, \$11.8 million in new construction reserves partially offset by \$12.1 million in unrestricted deficit (see schedules II and III on page 12 and 13 for details).

As depreciation is charged and funded from future revenues, the \$59.3 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 (long-term loans are all 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

\$47.2 million increase in both the investment in capital assets and unrestricted deficit with no overall change in net assets.

## Ancillary Debt

For 2017-18, the service ancillaries are projecting a total outstanding debt of \$169.0 million (on original loans issued of \$305.3 million), of which \$150.2 million is for residence services and \$18.8 million for parking/transportation services. The estimated principal and interest repayment on the debt for residence services is projected to be \$21.3 million, representing 27.1% of revenues. The estimated interest costs on debt for residence services will be \$11.0 million or 14.1% of revenues or 14.8% of expenses. However, on an individual residence basis, principal and interest costs can be as high as 42.0% 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 capital project.

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

	2015-16 Actual	2016-17 Forecast	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget
<b>Residences</b>							
UTM	40.1	37.7	35.0	32.3	29.3	26.9	24.3
UTSC	12.0	11.0	10.3	9.6	8.8	7.9	7.0
Innis College	1.5	1.0	0.6	0.1			
New College	18.2	17.0	15.8	14.4	13.2	11.9	10.6
University College	11.8	11.2	10.6	10.0	9.4	8.7	8.0
Graduate House	10.1	9.2	8.3	7.3	6.2	5.0	3.7
Family Housing	10.6	9.6	8.5	7.2	6.0	4.9	4.2
Chestnut Residence	51.0	48.2	45.3	42.1	38.8	35.2	31.3
Woodsworth College	17.7	16.8	15.8	14.8	13.7	12.6	11.3
	173.0	161.7	150.2	137.8	125.4	113.1	100.4
<b>Parking/Transportation</b>							
UTM	8.6	8.1	7.5	7.0	6.3	5.7	5.0
UTSC	5.6	5.3	5.0	4.7	4.3	3.9	3.5
St. George	7.2	6.8	6.3	5.8	5.2	4.6	4.0
	21.4	20.1	18.8	17.5	15.8	14.2	12.5
<b>Total Loan Balance</b>	194.4	181.9	169.0	155.3	141.2	127.3	112.9

Factors such as enrolment growth, the first year residence guarantee program, and demand from upper-year students to return to residence have continued to

sustain the optimal fall and winter session occupancy rates for residence services. In order to increase residence spaces, the building expansion on all three campuses 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. The impact of this debt led to financial deficiencies in some 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. Over the years, most of the residence operations have returned to fiscal health as the fixed principal and interest payment have declined as a percentage of total revenues or expenses.

## Capital Expenditures

Individual capital projects are approved in accordance with the Policy on Capital Projects. The service ancillary operations 2017-18 capital budgets are summarized in schedule V (page 17). Major capital projects included in this operating plan are:

- Renovations to townhouses and Erindale Hall at UTM campus.
- Chestnut Residence will progress to phase two of its conversion of the heating and cooling systems from electrical based units to gas combined with the installation of an automated system. Replacement of furniture and carpeting and tiling of rooms continues based on funds available.
- Start-up cost to provide residential dining services at the new private residence at 245 College Street which is scheduled to open in August 2017.
- Renovation and improvements to Hart House in compliance with the Accessibility for Ontarians with Disabilities Act (AODA).

In this long-range plan, the University is expected to enter into a long-term partnership with an investor to develop a new residence at UTSC. The housing inventory at UTSC is expected to expand by 750 beds in 2020-21. Transportation/parking services at the St. George and Scarborough campuses allocate any unrestricted surplus into the new construction reserve, to take a proactive approach in the event that any new parking structures are contemplated.

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED OPERATING RESULTS FOR THE YEAR ENDING APRIL 30, 2018**  
(with comparative projected surplus for the year ending April 30, 2017)  
(thousands of dollars)

Schedule I

	Revenues	Expenditures	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers 2018	Forecast 2017
<b>RESIDENCE SERVICES</b>						
UTM	13,808	12,934	874	982	1,856	2,234
UTSC	6,973	6,343	630	-	630	813
Innis College	3,599	3,396	203	(125)	78	287
New College	10,354	9,967	387	721	1,108	1,938
University College	7,465	7,195	270	(150)	120	789
Graduate House	4,657	4,550	107	20	127	441
Family Housing	8,901	8,116	785	(402)	383	(1,113)
Chestnut Residence	15,486	15,520	(34)	1,353	1,319	1,749
Woodsworth College	4,903	4,816	87	-	87	281
Total Residence Services	76,146	72,837	3,309	2,399	5,708	7,419
<b>CONFERENCE SERVICES</b>						
UTM	875	964	(89)	-	(89)	14
UTSC	1,403	1,400	3	-	3	101
	2,278	2,364	(86)	-	(86)	115
<b>FOOD &amp; BEVERAGE SERVICES</b>						
UTM	2,266	2,166	100	208	308	545
UTSC	1,099	794	305	(190)	115	125
St. George Campus	40,562	38,582	1,980	(2,032)	(52)	(171)
New College						(844)
University College	3,878	3,788	90	(150)	(60)	101
Total Food & Beverage Services	47,805	45,330	2,475	(2,164)	311	(244)
<b>PARKING/ TRANSPORTATION SERVICES</b>						
UTM	4,133	3,912	221	(574)	(353)	(1,006)
UTSC	3,339	2,406	933	(329)	604	526
St. George Campus	6,394	7,388	(994)	1,201	207	(1,147)
Total Parking/ Transportation Services	13,866	13,706	160	298	458	(1,627)
<b>HART HOUSE</b>	17,668	16,436	1,232	-	1,232	1,240
<b>TOTAL</b>	157,763	150,673	7,090	533	7,623	6,903



**SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS**

Schedule II

(thousands of dollars)

Service Ancillaries	Objectives to be met within the 2017-18 Budget:				2017 - 2018					2017 - 2018	2019-2020	2021-2022
	1	2	3	4	Projected 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>												
UTM	yes	yes	yes	no	(2,214)	5,885	527	1,030	-	5,228	9,887	16,036
UTSC	yes	yes	yes	no	-	2,876	660	716	40	4,292	5,734	7,562
Innis College	yes	yes	yes	yes	764	320	1,856	285	-	3,225	3,960	5,504
				125								-
New College	yes	yes	no	no	(5,719)	3,092	600	-	-	(2,027)	399	3,710
University College	yes	yes	yes	yes	2,351	3,550	1,063	494	-	7,458	8,480	11,149
				150								-
Graduate House	yes	no	yes	yes	99	4,350	-	693	-	5,142	5,285	5,507
				1.0								-
Family Housing **	yes	yes	yes	yes	735	264	1,250	644	1,000	3,893	3,951	5,245
				4.1								-
Chestnut Residence	yes	no	no	no	(9,346)	9,240	-	-	-	(106)	2,946	6,182
Woodsworth College	yes	yes	yes	no	-	1,944	3,000	1,725	-	6,669	6,777	7,031
												-
<b>Conference Services</b>												
UTM	yes	n/a	yes	no	250	-	-	41	-	291	249	257
										-		-
UTSC	yes	yes	yes	no	-	9	1	702	808	1,520	1,525	1,544
												-
<b>Food &amp; Beverage Services</b>												
UTM	yes	yes	yes	no	-	573	10	158	3,212	3,953	4,151	3,972
UTSC	yes	yes	yes	no	-	500	7	172	376	1,055	1,426	1,712
St. George Campus	yes	no	yes	no	6	1,933	-	53	-	1,992	3,073	4,682
University College	yes	yes	yes	yes	(147)	157	1,000	246	-	1,256	1,136	989
				150								-
<b>Parking/ Transportation Services</b>												
UTM *	yes	yes	yes	no	-	9,422	-	285	-	9,707	8,889	8,080
										-		-
UTSC	yes	yes	yes	yes	-	605	281	244	4,896	6,026	7,460	9,332
												-
St. George Campus	no	yes	yes	yes	-	6,446	500	457	1,452	8,855	9,389	11,755
				95								-
<b>Hart House</b>												
	yes	yes	yes	no	1,086	8,135	5,150	2,795	-	17,166	19,441	20,368
Summary totals				525	(12,135)	59,301	15,905	10,740	11,784	85,595	104,158	130,617

**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

	Forecast Balance May 1, 2017	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2018	Balance April 30, 2022
<b>RESIDENCE SERVICES</b>				
UTM	527	-	527	5,922
UTSC	673	(13)	660	558
Innis College	1,768	88	1,856	2,437
New College	600	-	600	600
University College	1,315	(252)	1,063	1,315
Graduate House	-	-	-	400
Family Housing *	1,250	-	1,250	1,250
Chestnut Residence	-	-	-	-
Woodsworth College	3,000	-	3,000	3,500
Total Residence Services	<u>9,133</u>	<u>(177)</u>	<u>8,956</u>	<u>15,982</u>
<b>CONFERENCE SERVICES</b>				
UTM	-	-	-	-
UTSC	1	-	1	1
Total Conference Services	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>
<b>FOOD &amp; BEVERAGE SERVICES</b>				
UTM	10	-	10	10
UTSC	7	-	7	7
St. George Campus	-	-	-	1,250
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>2,267</u>
<b>PARKING/ TRANSPORTATION SERVICES</b>				
UTM	-	-	-	-
UTSC	288	(7)	281	197
St. George Campus	500	-	500	500
Total Parking/ Transportation Services	<u>788</u>	<u>(7)</u>	<u>781</u>	<u>697</u>
<b>HART HOUSE</b>				
	<u>7,725</u>	<u>(2,574)</u>	<u>5,150</u>	<u>6,268</u>
<b>TOTAL</b>	<u><u>18,780</u></u>	<u><u>(2,874)</u></u>	<u><u>15,905</u></u>	<u><u>25,215</u></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, 2017 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			
	Forecast Balance May 1, 2017	Increase or (decrease)	Balance April 30, 2018	Balance April 30, 2022	Forecast Balance May 1, 2017	Increase or (decrease)	Balance April 30, 2018	Balance April 30, 2022
	<b>RESIDENCE SERVICES</b>							
UTM	992	38	1,030	1,091	-	-	-	-
UTSC	705	11	716	824	-	40	40	2,061
Innis College	262	23	285	270	-	-	-	-
New College	-	-	-	-	-	-	-	-
University College	486	8	494	542	-	-	-	-
Graduate House	625	68	693	756	-	-	-	-
Family Housing	625	19	644	661	1,000	-	1,000	2,750
Chestnut Residence	-	-	-	-	-	-	-	-
Woodsworth College	1,796	(71)	1,725	2,089	-	-	-	-
Total Residence Services	5,491	96	5,587	6,233	1,000	40	1,040	4,811
<b>CONFERENCE SERVICES</b>								
UTM	35	6	41	47	-	-	-	-
UTSC	742	(40)	702	767	761	47	808	775
Total Conference Services	777	(34)	743	814	761	47	808	775
<b>FOOD &amp; BEVERAGE SERVICES</b>								
UTM	134	24	158	182	2,768	444	3,212	2,487
UTSC	164	7	172	187	373	4	376	1,164
St. George Campus	43	10	53	1,327	-	-	-	-
University College	229	17	246	270	-	-	-	-
Total Food & Beverage Services	570	58	629	1,966	3,141	448	3,588	3,651
<b>PARKING/ TRANSPORTATION SERVICES</b>								
UTM	254	30	285	302	-	-	-	-
UTSC	235	9	244	278	4,454	442	4,896	8,417
St. George Campus	439	18	457	468	3,833	(2,381)	1,452	6,389
Total Parking/ Transportation Services	928	57	986	1,048	8,287	(1,939)	6,348	14,806
<b>HART HOUSE</b>	2,767	28	2,795	2,902	-	-	-	-
<b>TOTAL</b>	10,533	205	10,740	12,963	13,189	(1,404)	11,784	24,043

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

	2016-2017 (Forecast)			2017 - 2018			2018-2019		
	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
<b>RESIDENCE SERVICES</b>									
UTM	1,299	935	2,234	874	982	1,856	2,126	-	2,126
UTSC	813	-	813	630	-	630	656	-	656
Innis College	412	(125)	287	203	(125)	78	244	(125)	119
New College	587	1,351	1,938	387	721	1,108	364	755	1,119
University College	939	(150)	789	270	(150)	120	1,103	(150)	953
Graduate House	421	20	441	107	20	127	58	20	78
Family Housing	205	(1,318)	(1,113)	785	(402)	383	854	(403)	451
Chestnut Residence	275	1,474	1,749	(34)	1,353	1,319	204	1,391	1,595
Woodsworth College	281	-	281	87	-	87	26	-	26
Total Residence Services	5,232	2,187	7,419	3,309	2,399	5,708	5,635	1,488	7,123
<b>CONFERENCE SERVICES</b>									
UTM	64	(50)	14	(89)	-	(89)	(34)	-	(34)
UTSC	101	-	101	3	-	3	3	-	3
Total Conference Services	165	(50)	115	(86)	-	(86)	(31)		(31)
<b>FOOD &amp; BEVERAGE SERVICES</b>									
UTM	302	243	545	100	208	308	88	-	88
UTSC	288	(163)	125	305	(190)	115	324	(100)	224
St. George Campus	1,670	(1,841)	(171)	1,980	(2,032)	(52)	2,942	(2,130)	812
New College	(122)	(722)	(844)		-		-	-	
University College	251	(150)	101	90	(150)	(60)	90	(150)	(60)
Total Food & Beverage Services	2,389	(2,633)	(244)	2,475	(2,164)	311	3,444	(2,380)	1,064
<b>PARKING/ TRANSPORTATION SERVICES</b>									
UTM	724	(1,730)	(1,006)	221	(574)	(353)	565	(973)	(408)
UTSC	844	(318)	526	933	(329)	604	939	(340)	599
St. George Campus	(943)	(204)	(1,147)	(994)	1,201	207	168	(337)	(169)
Total Parking/ Transportation Services	625	(2,252)	(1,627)	160	298	458	1,672	(1,650)	22
<b>HART HOUSE</b>	1,240	-	1,240	1,232	-	1,232	1,263	-	1,263
<b>TOTAL</b>	<b>9,651</b>	<b>(2,748)</b>	<b>6,903</b>	<b>7,090</b>	<b>533</b>	<b>7,623</b>	<b>11,983</b>	<b>(2,542)</b>	<b>9,441</b>

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

	2019-2020			2020-2021			2021-2022		
	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
<b>RESIDENCE SERVICES</b>									
UTM	2,534	-	2,534	2,854	-	2,854	3,295	-	3,295
UTSC	786	-	786	876	-	876	951	-	951
Innis College	741	(125)	616	873	(125)	748	921	(125)	796
New College	550	756	1,306	773	766	1,539	955	818	1,773
University College	219	(150)	69	1,305	(150)	1,155	1,664	(150)	1,514
Graduate House	44	21	65	72	21	93	108	21	129
Family Housing	106	(500)	(394)	404	68	472	754	68	822
Chestnut Residence	62	1,394	1,456	539	1,412	1,951	(222)	1,507	1,285
Woodsworth College	81	-	81	68	-	68	186	-	186
Total Residence Services	5,123	1,396	6,519	7,764	1,992	9,756	8,612	2,139	10,751
<b>CONFERENCE SERVICES</b>									
UTM	(8)	-	(8)	1	-	1	7	-	7
UTSC	3	-	3	5	-	5	14	-	14
Total Conference Services	(5)		(5)	6		6	21		21
<b>FOOD &amp; BEVERAGE SERVICES</b>									
UTM	110	-	110	(150)	-	(150)	(29)	-	(29)
UTSC	248	(100)	148	242	(100)	142	244	(100)	144
St. George Campus	2,404	(2,135)	269	2,212	(2,163)	49	3,872	(2,311)	1,561
New College		-		-	-		-	-	
University College	89	(150)	(61)	82	(150)	(68)	71	(150)	(79)
Total Food & Beverage Services	2,851	(2,385)	466	2,386	(2,413)	(27)	4,158	(2,561)	1,597
<b>PARKING/ TRANSPORTATION SERVICES</b>									
UTM	762	(1,170)	(408)	798	(1,206)	(408)	842	(1,243)	(401)
UTSC	1,186	(351)	835	1,262	(361)	901	1,344	(373)	971
St. George Campus	936	(234)	702	1,386	(238)	1,148	1,461	(243)	1,218
Total Parking/ Transportation Services	2,884	(1,755)	1,129	3,446	(1,805)	1,641	3,647	(1,859)	1,788
<b>HART HOUSE</b>	1,012	-	1,012	655	-	655	272	-	272
<b>TOTAL</b>	<b>11,865</b>	<b>(2,744)</b>	<b>9,121</b>	<b>14,257</b>	<b>(2,226)</b>	<b>12,031</b>	<b>16,710</b>	<b>(2,281)</b>	<b>14,429</b>

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS**  
**SUMMARY OF 2017-2018 CAPITAL BUDGETS**  
 (with comparative figures for 2016-2017)  
 (thousands of dollars)

	Budget 2017 - 2018	Budget 2016 - 2017
<b>RESIDENCE SERVICES</b>		
UTM	2,305	1,829
UTSC	814	824
Innis College	38	-
New College	765	360
University College	2,102	760
Graduate House	151	551
Family Housing	110	-
Chestnut Residence	1,222	1,316
Woodsworth College	351	-
Total Residence Services	<u>7,858</u>	<u>5,640</u>
<b>CONFERENCE SERVICES</b>		
UTSC	-	10
Total Conference Services	<u>-</u>	<u>10</u>
<b>FOOD &amp; BEVERAGE SERVICES</b>		
UTM	25	25
UTSC	203	285
St. George Campus	531	1,005
University College	20	40
Total Food & Beverage Services	<u>779</u>	<u>1,355</u>
<b>PARKING/ TRANSPORTATION SERVICES</b>		
UTM	30	9,246
UTSC	120	111
St. George Campus	-	616
Total Parking/ Transportation Services	<u>150</u>	<u>9,973</u>
<b>HART HOUSE</b>		
	<u>2,124</u>	<u>2,296</u>
<b>TOTAL</b>	<u><u>10,911</u></u>	<u><u>19,274</u></u>

**SCHEDULE OF 2017-2018 ANCILLARY RATES**

	2017/18 RATE \$	2016/17 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
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**RESIDENCE SERVICES**

**UTM**

Undergraduate Students

Townhouses(Schreiberwood,McLuhan, Putnam, Leacock)	9,125	8,690	435	5.0	5.0
Premium townhouses (Leacock)	10,121	9,639	482	5.0	5.0
Suites (Roy Ivor Hall & Erindale Hall)	10,121	9,639	482	5.0	5.0
Dormitory (Oscar Peterson Hall)	9,125	8,690	435	5.0	5.0
Premium Townhouse MaGrath Valley	10,121	9,639	482	5.0	5.0

Family & Graduate Housing:

Schreiberwood:

3 bedroom townhouses/ month					
May to Aug	1,588	1,512	76	5.0	5.5
Sep to Apr	1,667	1,588	79	5.0	5.0
4 bedroom townhouses/ month					
May to Aug	1,646	1,568	78	5.0	5.5
Sep to Apr	1,728	1,646	82	5.0	5.0
Bachelors (Small)					
May to Aug	951	906	45	5.0	5.5
Sep to Apr	999	951	48	5.0	5.0
Bachelors (Large)/ Shared Bachelors					
May to Aug	1,000	952	48	5.0	5.5
Sep to Apr	1,050	1,000	50	5.0	5.0

**UTSC**

Winter

Phase I - III single	8,312	8,031	281	3.5	6.0
Phase IV single	9,343	8,941	402	4.5	8.0
Phase I - III shared	6,155	5,947	208	3.5	6.0
Phase I - III shared basement	5,540	5,352	188	3.5	6.0

Summer

Phase I - III (May - August)	3,938	3,805	133	3.5	5.0
Visitor Weekly Rate	246	238	8	3.5	5.0
Phase IV Foley Hall (May - August)	4,220	4,077	143	3.5	5.0
Visitor Weekly Rate	264	255	9	3.5	5.0

**SCHEDULE OF 2017-2018 ANCILLARY RATES**

	2017/18 RATE \$	2016/17 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	9,064	8,736	328	3.75	4.99
Innis College - Summer	3,099	2,980	119	4.00	2.75
<b><u>New College</u></b>					
<u>Winter</u>					
<u>Residence Room - Wilson Hall &amp; Wetmore Hall</u>					
Double room (per bed)	7,425	7,175	250	3.5	2.5
Single room	8,825	8,525	300	3.5	2.4
Bed-over-desk double room (per bed)	6,100	5,900	200	3.4	2.6
<u>Residence Room - 45 Willcocks</u>					
Double room (per bed)	7,975	7,950	25	0.3	3.2
Single room	9,400	9,300	100	1.1	3.1
<u>New College - Summer/Single</u>					
Continuing New College Students					
Sessional	2,520	2,442	78	3.2	0.9
Registered Students					
Sessional	2,515	2,461	54	2.2	(2.7)
Others					
Sessional	2,622	2,568	54	2.1	(2.7)
<u>New College - Summer/Double</u>					
Continuing New College Students					
Sessional	2,128	1,998	130	6.5	4.0
Registered Students					
Sessional	2,033	1,926	107	5.6	3.0
Others					
Sessional	2,140	2,033	107	5.3	2.7
<b><u>University College</u></b>					
SDW	8,372	7,989	383	4.8	4.0
SDW Standard Doubles	7,766	7,540	226	3.0	2.5
WH Standard Singles	8,374	7,990	384	4.8	4.0
WH & SDW Alcove Singles	7,766	7,540	226	3.0	2.5
WH Doubles	7,766	7,540	226	3.0	2.5
MH Singles	8,882	8,379	503	6.0	6.0



**SCHEDULE OF 2017-2018 ANCILLARY RATES**

	2017/18 RATE \$	2016/17 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	1,127	1,094	33	3.0	2.9
Grad. House Res/month - Single - regular	1,010	981	29	3.0	2.8
Grad. House Res/month - Singles in suite 970	895	869	26	3.0	2.8
Grad. House Res/month - Singles in suite 670	973	945	28	3.0	2.8
Grad. House Res/month - Regular Double	771	749	22	2.9	2.9
<b><u>Family Housing</u></b>					
Bachelor	754	743	11	1.5	2.5
1 bedroom (standard)	935	921	14	1.5	2.5
1 bedroom (20) 'B'	950	936	14	1.5	2.5
1 bedroom (large) 'A'	991	976	15	1.5	2.5
1 bedroom (19/23) 'C'	1,015	1,000	15	1.5	2.5
1 bedroom (Extra Large)'D'	1,228	1,210	18	1.5	2.5
2 bedroom (standard)	1,236	1,218	18	1.5	2.5
<b><u>Chestnut Residence</u></b>					
Single	12,579	11,980	599	5.0	5.0
Double	10,162	9,866	296	3.0	5.0
<b><u>Summer Rates per month</u></b>					
Single	1,365	1,295	70	5.4	5.6
Double	1,045	995	50	5.0	7.5
<b><u>Summer Rates full summer</u></b>					
Single	4,469	4,281	188	4.4	8.4
Double	2,746	2,592	154	5.9	3.9
<b><u>Summer Rates full summer with discount</u></b>					
Single	3,799	3,585	214	6.0	11.3
Double	2,335	2,203	132	6.0	8.3
<b><u>Woodsworth College</u></b>					
Woodsworth College - Winter	9,482	9,206	276	3.0	2.5
<b><u>HART HOUSE</u></b>					
St. George Full Time	86.38	84.27	2.1	2.5	2.0
St. George Part Time	17.29	16.87	0.4	2.5	2.0
Scarborough & Mississauga (Full time )	2.65	2.59	0.1	2.5	2.0
Scarborough & Mississauga (Part time )	0.53	0.52	0.0	2.5	2.0

**SCHEDULE OF 2017-2018 ANCILLARY RATES**

	2017/18 RATE \$	2016/17 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<b><u>PARKING/ TRANSPORTATION SERVICES</u></b>					
<b>UTM</b>					
Reserved - annual	1,051.16	1,020.54	30.62	3.0	3.0
Premium Unreserved (Lots 9, 8 & 4 )-Annual	750.19	728.34	21.85	3.0	3.0
Unreserved (Lots 4 & 8 only) - Annual	725.87	704.73	21.14	3.0	3.0
Student Unreserved (Lots 4 & 8 only) (Sessional )	302.43	293.62	8.81	3.0	3.0
Unreserved - afternoon - (after 3:30pm) - Annual	210.00	200.00	10.00	5.0	5.3
Commercial (Lots 4, 8 & 9) - Annual	1,216.10	1,180.68	35.42	3.0	3.0
Pay & Display					
Pay & Display (daily maximum) (6:30 am - 8:00 a.m. next day)	14.00	14.00	-	-	-
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	-	-	-
<b>UTSC</b>					
<u>South(Inner) Lot:</u>					
Annual, South Lot Employee Premium	1,187.47	1,152.00	35.47	3.0	3.0
Annual, South Lot Employee Reserved	1,579.34	1,533.34	46.00	3.0	3.0
Annual, Ring Road Employee	1,068.73	1,037.60	31.13	3.0	3.0
Summer Term	237.51	230.59	6.92	3.0	3.0
Residence Fall/ Winter	840.69	816.20	24.49	3.0	3.0
Residence - Summer term	210.18	204.06	6.12	3.0	3.0
Evening Payroll, Employee Annual	548.10	532.14	15.96	3.0	3.0
<u>North(Outer) Lot:</u>					
Annual North Lot, Premium (Lot K)	1,187.47	1,152.88	34.59	3.0	22
Annual North Lot, Payroll Employee	913.46	886.85	26.61	3.0	3.0
Student, Fall/ Winter	730.23	708.96	21.27	3.0	3.0
Fall or Winter Term	408.93	397.02	11.91	3.0	3.0
Summer term	183.23	177.89	5.34	3.0	3.0
Centennial Permit (Sep - May)	832.36	792.72	39.64	5.0	5.0
Centennial Summer Permit	416.18	396.36	19.82	5.0	5.0
<u>South(Inner)Lots</u>					
Peak period Hourly rate	3.00	3.00	-	-	-
Flat rate- Evening	6.00	6.00	-	-	-
Flat rate- Weekend	5.00	5.00	-	-	-
Summer - Conference - Daily Rate	5.40	5.40	-	-	-
Summer - Conference - Youth bed rate	1.75	1.20	0.55	46	-

**SCHEDULE OF 2017-2018 ANCILLARY RATES**

	2017/18 RATE	2016/17 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%

**PARKING/ TRANSPORTATION SERVICES**

**UTSC**

Instructional Center Lot K: Current Permits only

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

Lots F, G and H (North Lots)

Flat Rate, Day	8.50	7.50	1.00	13.3	-
Flat Rate, Evening	5.00	4.00	1.00	25.0	-
Flat Rate, Weekend	3.00	2.00	1.00	50.0	-

Daily Visitor Event Rate (Various Locations)

Event Parking Rate	Market Pricing	Market Pricing			
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**St. George Campus**

**Permit**

Faculty of Education	130.00	120.00	10.00	8.3	4.3
School of Continuing Ed(158 St George St)	290.00	275.00	15.00	5.5	5.8
42 Harbord Street	130.00	120.00	10.00	8.3	4.3
Graduate Garage	140.00	135.00	5.00	3.7	-
OISE Garage	150.00	145.00	5.00	3.4	3.6
Bedford	190.00	185.00	5.00	2.7	2.8
St. George Garage	160.00	150.00	10.00	6.7	3.4
Faculty of Law	225.00	215.00	10.00	4.7	4.9
BCIT	190.00	185.00	5.00	2.7	2.8
McLennan Physics	225.00	215.00	10.00	4.7	4.9
E/S Hart House Circle	175.00	170.00	5.00	2.9	3.0
Triangle	245.00	235.00	10.00	4.3	6.8
Front Campus (KCC & HHC)	230.00	225.00	5.00	2.2	2.3
Simcoe Hall-Engineering Garage(under construction)	n/a	310.00	n/a	n/a	n/a
Galbraith	245.00	235.00	10.00	4.3	6.8
200 College St (Rear) I.S.C	245.00	235.00	10.00	4.3	6.8
Tower Road - Unreserved	130.00	120.00	10.00	8.3	4.3
Tower Road - Reserved	245.00	235.00	10.00	4.3	6.8
256 McCaul Street-Reserved	245.00	235.00	10.00	4.3	4.4
155 College Street - Garage	260.00	250.00	10.00	4.0	6.4
155 College Street - Surface	245.00	235.00	10.00	4.3	4.4
100 College Street - Banting	130.00	120.00	10.00	8.3	4.3
112 College Street - Best	190.00	180.00	10.00	5.6	5.9
88 College Street - Women's college	190.00	180.00	10.00	5.6	5.9

**SCHEDULE OF 2017-2018 ANCILLARY RATES**

	2017/18 RATE \$	2016/17 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<b>St. George Campus</b>					
<b>Permit</b>					
Dentistry - Garage	225.00	215.00	10.00	4.7	4.9
Dentistry - Surface	205.00	200.00	5.00	2.5	2.6
6 King's College Road	240.00	235.00	5.00	2.1	6.8
<b>Permit Misc</b>					
Commercial monthly	250.00	235.00	15.00	6.4	6.8
Commercial weekly	76.50	72.00	4.50	6.3	7.5
After 4pm parking	73.50	70.00	3.50	5.0	2.9
Summer Conference monthly	225.75	215.00	10.75	5.0	3.4
Summer Conference weekly	78.25	74.50	3.75	5.0	2.8
UTM/UTSC designated lot	49.88	47.50	2.38	5.0	4.4
UTM/UTSC hunting permit	80.85	77.00	3.85	5.0	4.1
24-Hour Reserve	290.00	275.00	15.00	5.5	5.8
24-Hour Reserve (256 McCaul)	290.00	275.00	15.00	5.5	5.8
Z-Permit (unrestricted)	245.00	230.00	15.00	6.5	4.5
Motorcycle	33.50	32.00	1.50	4.7	6.7

**SCHEDULE OF 2017-2018 ANCILLARY RATES**

	2017/18 RATE \$	2016/17 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<b>FOOD &amp; BEVERAGE SERVICES</b>					
<b>UTM</b>					
Group A					
Plus	-	4,799	n/a	n/a	n/a
Regular	-	4,399	n/a	n/a	n/a
Light	-	3,999	n/a	n/a	n/a
Minimum	-	3,699	n/a	n/a	n/a
Regular+500	4,325	-	n/a	n/a	n/a
Regular+250	4,075	-	n/a	n/a	n/a
Regular+100	3,925	-	n/a	n/a	n/a
Small+500	3,925	-	n/a	n/a	n/a
Small+250	3,675	-	n/a	n/a	n/a
Small+100	3,525	-	n/a	n/a	n/a
Group B					
Regular	-	2,549	n/a	n/a	-
Light	-	2,249	n/a	n/a	-
Minimum	-	1,949	n/a	n/a	-
Regular+500	2,825	-	n/a	n/a	n/a
Regular+250	2,575	-	n/a	n/a	n/a
Regular+100	2,425	-	n/a	n/a	n/a
Small+500	2,500	-	n/a	n/a	n/a
Small+250	2,250	-	n/a	n/a	n/a
Small+100	2,100	-	n/a	n/a	n/a
<b>St. George Campus</b>					
<b>New College</b>					
15 Meals per week with \$100 flex.	4,745	4,835	(90)	(1.9)	2.6
330 Meals during the academic year with \$200 flex	4,725	4,870	(145)	(3.0)	2.5
Carte Blanche Meal plan( Unlimited access, does not includ	5,300	5,145	155	3.0	2.8
<b>Chestnut</b>					
Unlimited Access plan 1 \$100 flex	5,456	5,400	56	1.0	n/a
Unlimited Access plan 2 \$200 flex	5,556	5,600	(44)	(0.8)	n/a
Unlimited Access plan 3 \$300 flex	5,656	5,800	(144)	(2.5)	n/a
<b>245 College Meal Plans(Declining Balance Program)</b>					
Light Plan (Includes \$200 flex)	5,200	-	n/a	n/a	n/a
Average Plan (Includes \$100 flex)	5,400	-	n/a	n/a	n/a
Hearty Plan (Includes \$100 flex)	5,600	-	n/a	n/a	n/a
<b>University College</b>					
Plan A	4,888	4,750	138	2.9	2.9
Plan B	4,315	4,193	122	2.9	2.9

## Appendix

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### 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 0.3% to 5.0% 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 2017-18 and long-range plans for 2018-19 to 2021-22 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.