



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

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DATE: February 21, 2018 for March 21, 2018

AGENDA ITEM: 11

ITEM IDENTIFICATION:

Service Ancillaries Report on Operating Plans, 2018-2019

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, 2018)
2. **Business Board [for information] (March 21, 2018)**

UTM Service Ancillaries

1. UTM Campus Affairs Committee [for recommendation] (UTM Service Ancillaries) (January 9, 2018)
2. UTM Campus Council [for approval] (January 24, 2018)
3. University Affairs Board [for information] (March 6, 2018)
4. **Business Board [for information] (March 21, 2018)**
5. Executive Committee [for confirmation] (March 27, 2018)

UTSC Service Ancillaries

1. UTSC Campus Affairs Committee [for recommendation] (February 12, 2018)
2. UTSC Campus Council [for approval] (March 7, 2018)
3. University Affairs Board [for information] (March 6, 2018)
- 4. Business Board [for information] (March 21, 2018)**
5. Executive Committee [for confirmation] (March 27, 2018)

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), conference services (UTM, UTSC), food and beverage/hospitality 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 percent 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 in response to growing student enrolment on all three campuses and are recovering from the associated high fixed costs. 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, with inflation, the repayment of loans would come to represent a declining proportion of revenue.

UTM Food Services will combine with their Conference Services commencing May 1, 2018, and will be known as Hospitality Services. St. George Food & Beverage Services also opened a new residential dining hall at CampusOne (245 College Street) in late August, 2017. These changes explain some of the increases in the 2018-19 and the long-range plan under food and beverage/hospitality services. The number of parking spaces is expected to increase in the next few years on the St. George campus with the opening of the new engineering building (CEIE) garage and after taking possession of the garage at 730 Yonge Street in 2020.

The University entered into a partnership to develop a new residence at UTSC. UTSC will plan for a seamless integration of operations and services from the users' perspective. UTSC has leveraged the building for new campus requirements such as a dining hall and cafeteria that will service the new residence and all existing buildings. It is anticipated that the housing inventory at UTSC will increase by 750 beds in 2020-21. The economic impact of the new residence on each ancillary is not included in this operating plan.

The 2018-19 budget anticipates a net income of \$11.5 million on \$165.1 million of revenues and \$153.6 million of expenses. Compared to the 2017-18 forecast, the \$11.5 million net income represents an increase of \$2.3 million. The 2018-19 budget anticipates net income of \$6.2 million from residence and conference services, \$1.6 million from food and beverage/hospitality services, \$2.1 million from parking/transportation services and \$1.6 million from Hart House.

The long-range plan projects revenues to increase by \$24.7 million (15%) from 2018-19 to 2022-23. Of this increase, \$12.7 million will come from residence and conference services, \$8.2 million from food and beverage/hospitality services, \$2.5 million from parking/transportation services and offset by a decrease of \$1.3 million from Hart House.

The 2018-19 budget projects total net assets of \$98.2 million. Net assets are expected to grow to \$153.1 million by 2022-23, an increase of \$54.9 million from 2018-19.

FINANCIAL IMPLICATIONS:

Refer to highlights.

RECOMMENDATION:

For information.

DOCUMENTATION PROVIDED:

- University of Toronto Service Ancillaries Report on Operating Plans, 2018-2019



UNIVERSITY OF
TORONTO

Service Ancillaries Report on Operating Plans
2018-2019

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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), conference services (UTM, UTSC), food and beverage/hospitality services (UTM, UTSC, St. George, University 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 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) contributing net revenues to other activities if the operation has been successful with the three previous objectives.

Collectively, the operations have experienced significant growth in response to growing student enrolment on all three campuses, and are recovering from the high fixed costs associated with that growth. The growth in enrolment required a major building program which included student residences and parking garages. The costs associated with these additional facilities required debt financing with the expectation that over time, with inflation, the repayment of loans would become a declining proportion of revenue.

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

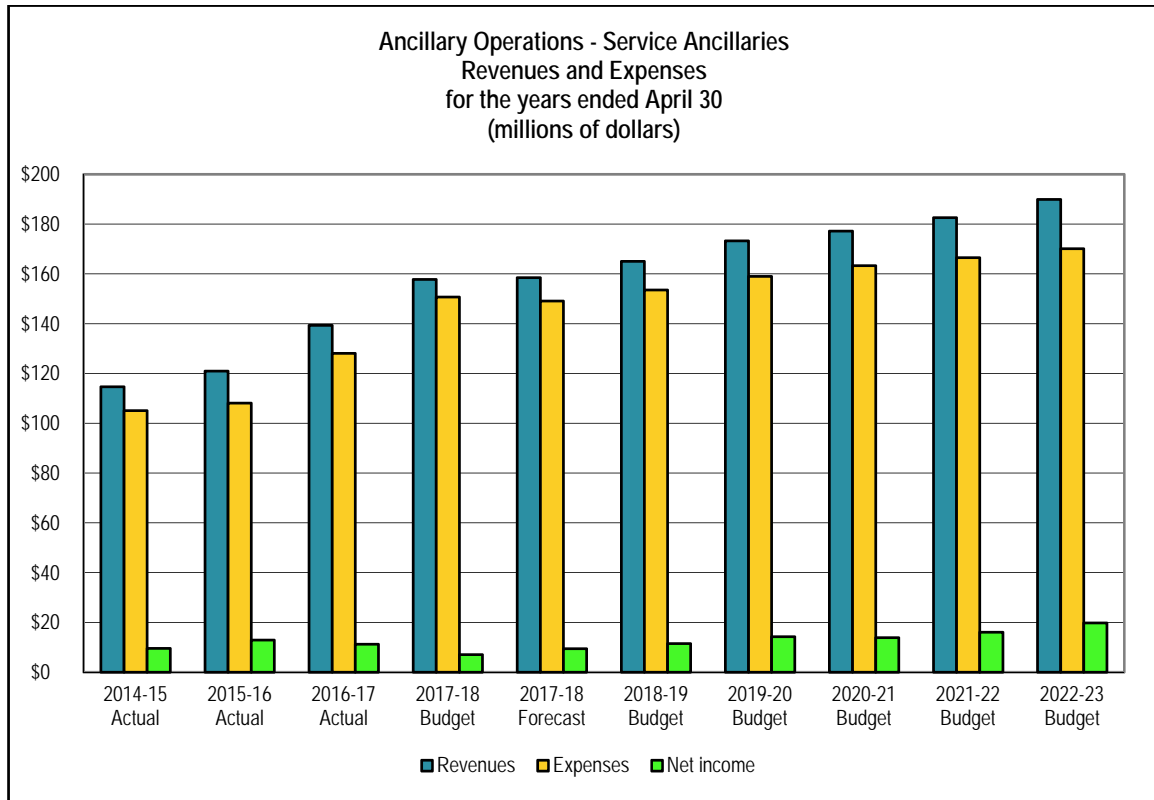
This report includes the proposed long-range plans for the five-year cycle 2018-19 to 2022-23 and summary financial schedules. Projections for future years (fiscal years 2019-20 to 2022-23) provide the framework in which the budgets will be prepared as foreseen at the time of preparation of this report. 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 for the ancillaries' revenues and expenses.

Budget Highlights

St. George Food & Beverage Services changed its business model as of August 1, 2016. The 2016-17 actuals reflect that the residential, retail and catering operations from the former St. George operation, the Chestnut Residence, and New College have been combined. Under this model, the sales from St. George Food & 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 will combine with their Conference Services commencing May 1, 2018, with the combined operations called Hospitality Services. St. George Food & Beverage Services also opened a new residential dining hall at CampusOne (245 College Street) in late August, 2017. These changes explain some of the increases in revenues and expenses in the 2018-19 and the long-range plan under food and beverage/hospitality services. The number of parking spaces is expected to increase over the next few years on the St. George campus with the opening of the new engineering building (CEIE) garage and taking possession of the garage at 730 Yonge Street in 2020.

The University entered into a partnership to develop a new residence at UTSC. UTSC will plan for a seamless integration of operations and services from the users' perspective during development. UTSC has leveraged the building for new campus requirements such as a dining hall and cafeteria that will service the new residence and all existing buildings. It is anticipated that the housing inventory at UTSC will increase by 750 beds in 2020-21. The economic impact of the new residence on each ancillary is not included in this operating plan.

For the 2018-19 budget, the service ancillaries are anticipating a net income of \$11.5 million on \$165.1 million of revenues and \$153.6 million of expenses. The \$11.5 million budgeted net income for 2018-19 represents an increase of \$2.1 million over the 2017-18 forecast, an increase of 4% in revenues and 3% in expenses. The increases in net income can be attributable to food and beverage/hospitality services (\$0.9 million), parking/transportation services (\$1.1 million), Hart House (\$0.8 million), offset by residence and conference services (-\$0.7 million), mainly due to a conservative approach to budgeting for summer business.



	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Residences and Conferences	77.4	82.2	77.0	78.4	81.4	81.4	85.2	86.5	89.4	94.1
Food and Beverage/Hospitality	8.5	8.7	31.5	47.8	45.1	49.3	52.0	53.9	55.7	57.5
Parking/Transportation	12.3	13.2	13.6	13.9	14.5	15.4	16.7	17.1	17.5	17.9
Hart House	16.4	16.9	17.2	17.7	17.6	19.0	19.3	19.6	20.0	20.3
Total Revenue	114.6	121.0	139.3	157.8	158.6	165.1	173.2	177.1	182.6	189.8
Total Expense	105.0	108.1	128.1	150.7	149.2	153.6	158.9	163.2	166.6	170.0
Total Net Income	9.6	12.9	11.2	7.1	9.4	11.5	14.3	13.9	16.0	19.8

The long-range plan projects revenues to increase by \$24.7 million (15%) from 2018-19 to 2022-23. Of this increase, \$12.7 million will come from residence and conference services, \$8.2 million from food and beverage/hospitality services, \$2.5 million from parking/transportation services and \$1.3 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 2% to 9%, while maintaining their optimal occupancy rates for the fall and winter sessions. For 2018-19, UTM Residence has implemented their rate increases by residence building, no longer implementing "across the board" increases. Revenues from summer business are challenging and variable, with a significant potential impact on net income.

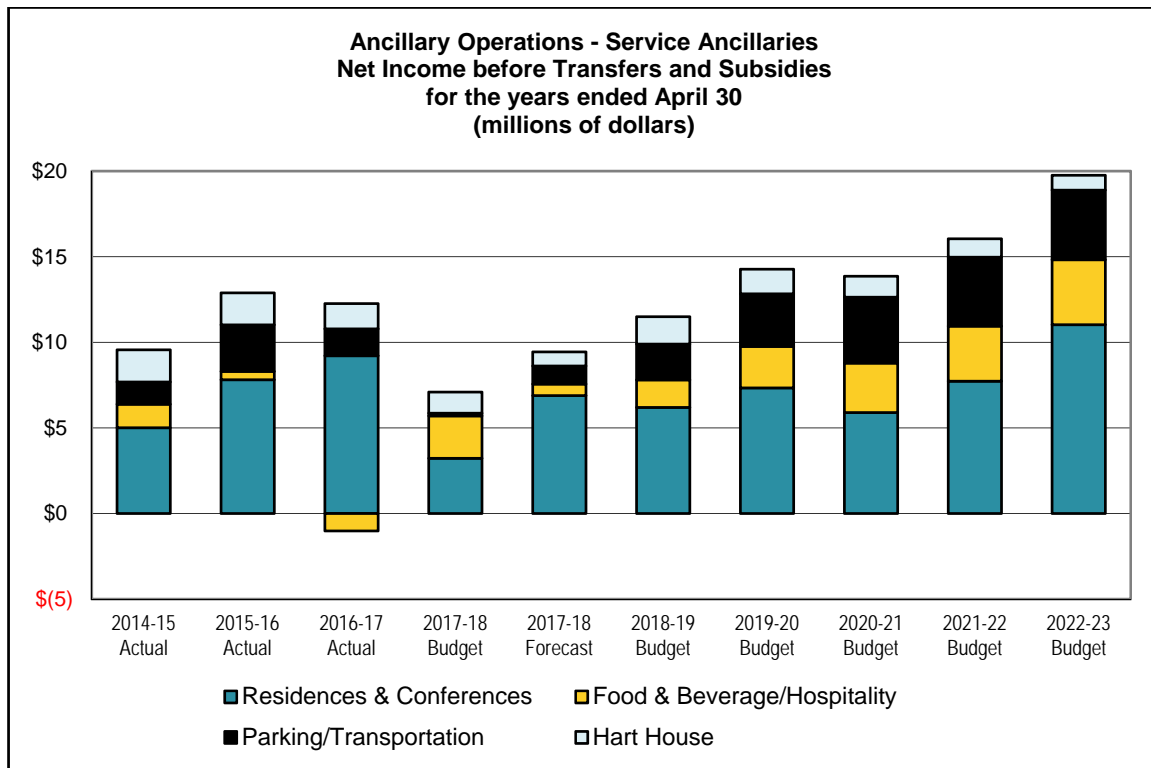
Food and beverage/hospitality services have incorporated sales improvements due to projected increases in enrolment and meal plan rates. The 2018-19 budget also reflects that UTM Food Services and Conference Services will be combined starting 2018-19, and will be called Hospitality Services.

Parking/transportation services are projecting some revenue growth as a result of rate increases, enrolment growth, and the opening of the CEIE parking garage in 2018-19. 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 continual 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 supply and demand and to build their 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. Hart House is projecting a balanced budget after setting aside reserves for programs and for major maintenance.

Net Income

The 2018-19 budget anticipates net income before transfers of \$6.2 million from residence and conference services, \$1.6 million from food and beverage/hospitality services, \$2.1 million from parking/transportation services and \$1.6 million from Hart House. Parking/transportation services are allocating their annual net income to the new construction reserve or to repay an internal loan (UTM operation). Hart House is allocating their annual net income to new capital assets, and operating and maintenance reserves.



	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Residences and Conferences	5.0	7.8	9.2	3.2	6.9	6.2	7.4	5.9	7.7	11.0
Food and Beverage/Hospitality	1.4	0.5	(1.0)	2.5	0.7	1.6	2.4	2.9	3.2	3.8
Parking/Transportation	1.3	2.7	1.5	0.2	1.0	2.1	3.1	3.9	4.0	4.1
Hart House	1.9	1.9	1.5	1.2	0.8	1.6	1.4	1.2	1.1	0.9
Total net income	9.6	12.9	11.2	7.1	9.4	11.5	14.3	13.9	16.0	19.8

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

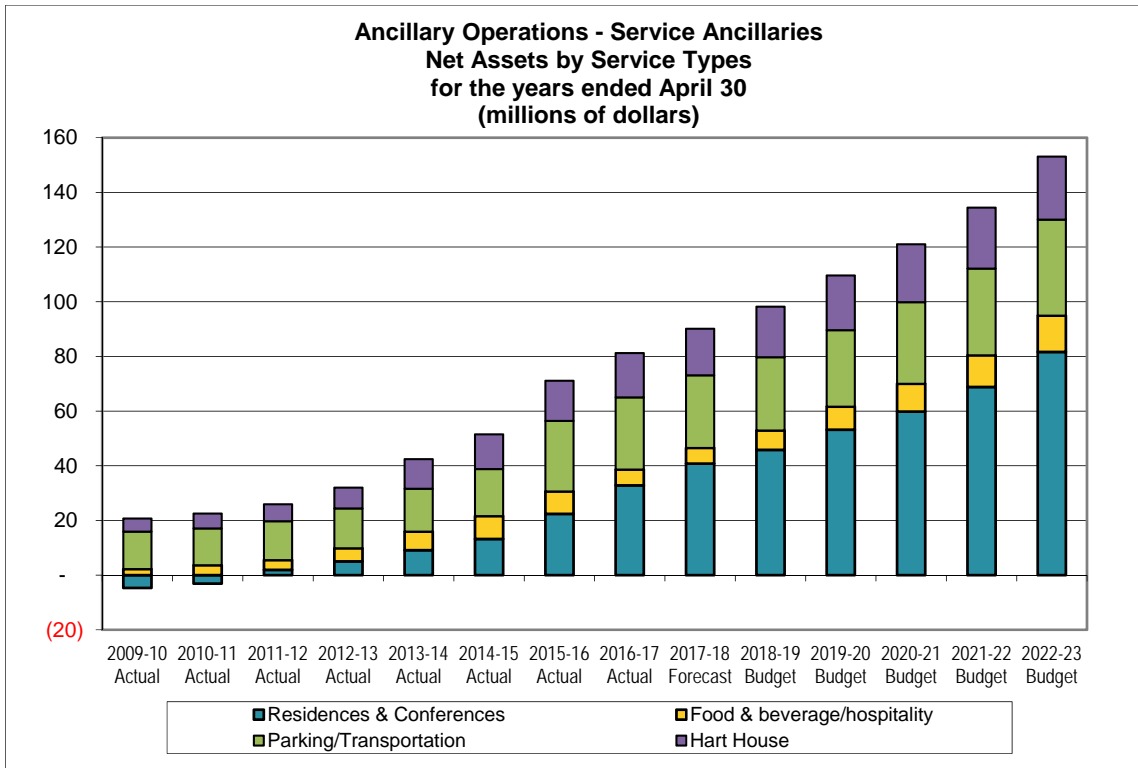
expansion plans, and continue to be required to restore the ancillaries to a solid financial position. For some residences, rate increases are necessary to maintain the desired level of services, to provide for annual maintenance and building improvements. The long-range plan is showing an increase in net income of \$8.3 million, from \$11.5 million in 2018-19 to \$19.8 million in 2022-23. This is mainly due to an increase of \$4.8 million from residence and conference services, \$2.0 million from parking/transportation services, \$2.2 million from food and beverage/hospitality services, offset by a decrease of \$0.7 million from Hart House.

Net Assets

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

- The unrestricted net assets category represents net assets on hand that have not been set aside for any specific purpose.
- 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 2009-10 to 2016-17 and projects the net assets in accordance with long-range plans to 2022-23.



This chart shows the impact of the major expansion of residence beds and the growth in other service ancillaries to accommodate the large increases in enrolment and student population that have occurred since 2003.

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

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
UTM	4.6	5.5	6.4	6.1	8.7	8.5	9.7	13.4
UTSC	5.8	5.8	7.2	8.4	9.6	10.9	12.2	13.6
Innis College	3.4	3.2	3.8	3.9	4.6	5.4	6.2	7.1
New College	(2.9)	(2.0)	(1.1)	0.3	2.0	4.0	6.2	8.6
University College	7.4	7.4	7.3	8.0	7.7	8.5	9.7	11.0
Graduate House	5.3	5.1	5.6	5.8	6.0	6.1	6.5	6.9
Family Housing	4.2	3.9	5.2	5.9	6.2	6.8	7.8	8.7
Chestnut Residence	(1.8)	(0.1)	(0.6)	0.2	1.1	2.1	3.1	4.5
Woodworth College	6.8	6.7	7.0	7.2	7.3	7.5	7.6	7.8
Residences and Conferences	32.8	35.5	40.8	45.8	53.2	59.8	69.0	81.6
Food and beverage/hospitality	5.8	8.3	5.7	7.1	8.4	10.2	11.6	13.2
Parking/Transportation	26.4	24.6	26.6	26.8	28.0	29.8	31.7	35.1
Hart House	16.2	17.2	17.0	18.5	20.1	21.2	22.3	23.2
Total Net Assets	81.2	85.6	90.1	98.2	109.7	121.0	134.6	153.1

For 2017-18, the service ancillaries are forecasting total net assets of \$90.1 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. The 2018-19 budget projects total net assets of \$98.2 million.

Net assets are expected to grow to \$153.1 million by 2022-23, an increase of \$54.9 million from 2018-19. This is due to an increase of \$35.8 million from residence and conference services, \$6.1 million from food and beverage/hospitality services, \$8.3 million from parking/transportation services, and \$4.7 million from Hart House.

**Ancillary Operations - Service Ancillaries
Net Assets by Category
for the budget year 2018-19
(millions of dollars)**

	Unrestricted Surplus/ (Deficit)	Investment in capital assets	Capital Renewal Reserve	Operating Reserve	New Construction Reserve	Total Net Assets
Residences and Conferences	(7.4)	30.9	9.9	7.1	5.3	45.8
Food and Beverage/Hospitality	(3.0)	4.8	0.5	0.6	4.2	7.1
Parking/Transportation	0.0	17.1	0.8	1.0	7.9	26.8
Hart House	0.0	8.7	6.9	2.9	0.0	18.5
Total	(10.4)	61.5	18.1	11.6	17.4	98.2

The projected total net assets of \$98.2 million for 2018-19 consists of \$61.5 million investment in capital assets; \$18.1 million commitments to capital renewal, \$11.6 million in operating reserves, \$17.4 million in new construction reserves, partially offset by \$10.4 million in unrestricted deficit (see schedules II and III on page 13 and 14 for details).

As depreciation is charged and funded from future revenues, the \$61.5 million investment in capital assets will decrease with a corresponding decrease in unrestricted deficit. Residences with accumulated deficits are charged interest on their deficits and must absorb any interest changes on this short-term financing of deficits (note that all long-term loans are at a fixed rate).

Ancillary Debt

For 2018-19, the service ancillaries are projecting a total outstanding debt of \$155.3 million (on original loans issued of \$305.3 million), of which \$137.8 million is for residence services and \$17.5 million for parking/transportation services. The estimated principal and interest repayment on the debt for residence services is projected to be \$21.2 million in 2018-19, representing 26c

% of revenues. The estimated interest costs on debt for residence services will be \$9.4 million (12% of revenues or 13% of expenses). However, on an individual residence basis, principal and interest costs can be as high as 39% 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)**

	2016-17 Actual	2017-18 Forecast	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Residences							
UTM	37.7	35.1	32.3	29.3	26.9	24.4	21.6
UTSC	11.0	10.3	9.6	8.8	7.9	7.1	6.1
Innis College	1.0	0.6	0.1	-	-	-	-
New College	17.0	15.8	14.4	13.2	11.9	10.6	9.2
University College	11.2	10.6	10.0	9.4	8.7	8.0	7.2
Graduate House	9.2	8.3	7.3	6.2	5.0	3.7	2.3
Family Housing	9.6	8.5	7.2	6.0	4.9	4.2	3.3
Chestnut Residence	48.3	45.3	42.1	38.8	35.2	31.3	27.2
Woodsworth College	16.8	15.8	14.8	13.7	12.6	11.3	10.0
	161.8	150.3	137.8	125.4	113.1	100.6	86.9
Parking/Transportation							
UTM	8.1	7.5	7.0	6.3	5.7	5.0	4.3
UTSC	5.3	5.0	4.7	4.3	3.9	3.5	3.0
St. George	6.8	6.3	5.8	5.2	4.6	4.0	3.3
	20.2	18.8	17.5	15.8	14.2	12.5	10.6
Total Loan Balance	182.0	169.1	155.3	141.2	127.3	113.1	97.5

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 deficits in two residences and continues to impact their long-range budget plans. Residence ancillary operations with 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 payments have declined as a percentage of total revenues and expenses.

Capital Expenditures

Individual capital projects are approved in accordance with the Policy on Capital Projects. The service ancillary operations 2018-19 capital budgets are summarized in schedule V (page 18). Major capital projects included in this operating plan are:

- UTM and UTSC Residences have planned upgrades to their residences.
- Innis College will begin Phase 1 of the elevator refurbishment.
- New College will replace the fire alarm system at Wetmore.
- Sir Daniel Wilson Hall is planning to replace the roof, windows and locks.
- Chestnut Residence will continue with the conversion of the heating and cooling systems from electrical based units to gas. Replacement of furniture will continue whenever funds are available.
- Woodworth College will replace the telephone system and upgrade the appliances to be more energy efficient.
- Food and beverage/hospitality services will make a total capital investment of \$1.5 million to renovate food outlets, to create a new café at UTSC, to renovate the kitchen and serveries on the St. George campus, and to purchase equipment and furniture.
- Hart House plans to renovate the Arbor room, install an HVAC for the Great Hall and make various improvements to Hart House in order to comply with the Accessibility for Ontarians with Disabilities Act.

Transportation/parking services on the St. George and Scarborough campuses allocate any unrestricted surplus to the new construction reserve, to take a proactive approach in the event that any new parking structures are contemplated. UTM Hospitality Services also allocate their unrestricted surplus to the new construction reserve with the anticipation of the new food court at the Davis Building.

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED OPERATING RESULTS FOR THE YEAR ENDING APRIL 30, 2019
(with comparative forecasted surplus for the year ending April 30, 2018)

SCHEDULE I

	Revenues	Expenses	Net Income before Transfers	Transfers in (out)	Net Income (loss) after Transfers 2019	Forecast 2018
RESIDENCE SERVICES						
UTM	14,970	14,430	540	-	540	1,401
UTSC	7,276	6,079	1,197	-	1,197	1,248
Innis College	3,830	3,518	312	(250)	62	430
New College	10,724	10,071	653	808	1,461	1,800
University College	7,655	6,872	783	(150)	633	(112)
Graduate House	4,796	4,599	197	20	217	241
Family Housing	9,343	7,827	1,516	(806)	710	1,024
Chestnut Residence	16,180	15,343	837	-	837	1,239
Woodsworth College	5,148	5,029	119	-	119	269
Total Residence Services	<u>79,922</u>	<u>73,768</u>	<u>6,154</u>	<u>(378)</u>	<u>5,776</u>	<u>7,540</u>
CONFERENCE SERVICES						
UTM	-	-	-	(799)	(799)	370
UTSC	1,509	1,479	30	(25)	5	81
Total Conference Services	<u>1,509</u>	<u>1,479</u>	<u>30</u>	<u>(824)</u>	<u>(794)</u>	<u>451</u>
FOOD AND BEVERAGE/HOSPITALITY SERVICES						
UTM Hospitality	3,009	2,766	243	799	1,042	472
UTSC	1,062	851	211	(100)	111	87
St. George Campus	41,105	40,094	1,011	(766)	245	(699)
University College	4,101	3,955	146	(150)	(4)	13
Total Food and Beverage/Hospitality Services	<u>49,277</u>	<u>47,666</u>	<u>1,611</u>	<u>(217)</u>	<u>1,394</u>	<u>(127)</u>
PARKING/ TRANSPORTATION SERVICES						
UTM	4,479	3,725	754	(1,185)	(431)	(1,146)
UTSC	3,690	2,549	1,141	(366)	775	979
St. George Campus	7,200	6,952	248	(346)	(98)	376
Total Parking/ Transportation Services	<u>15,369</u>	<u>13,226</u>	<u>2,143</u>	<u>(1,897)</u>	<u>246</u>	<u>209</u>
HART HOUSE	<u>18,968</u>	<u>17,417</u>	<u>1,551</u>	<u>-</u>	<u>1,551</u>	<u>817</u>
TOTAL	<u><u>165,045</u></u>	<u><u>153,556</u></u>	<u><u>11,489</u></u>	<u><u>(3,316)</u></u>	<u><u>8,173</u></u>	<u><u>8,890</u></u>

SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS

SCHEDULE II

(thousands of dollars)

Service Ancillaries	Objectives to be met within the 2018-19 Budget:				2018-2019			2018-2019	2020-2021	2022-2023		
					Projected Unrestricted Surplus/(Deficit)	Projected investment in capital assets	Projected Commitments to Capital Renewal (Schedule III)				Projected operating reserve (Schedule III.1)	Projected new construction reserve (Schedule III.1)
	1	2	3	4				Net Assets	Net Assets	Net Assets		
Residence Services												
UTM	yes	yes	yes	no	(211)	5,266	50	1,033	-	6,138	8,515	13,364
UTSC	yes	yes	yes	no	-	2,793	990	750	2,119	6,652	9,121	11,844
Innis College	yes	yes	yes	yes	1,407	801	1,370	300	-	3,878	5,379	7,122
New College	yes	yes	no	no	(2,789)	2,532	600	-	-	343	3,960	8,582
University College	yes	yes	yes	yes	1,731	4,387	1,316	533	-	7,967	8,499	11,029
Graduate House	yes	yes	yes	yes	290	4,179	600	701	-	5,770	6,126	6,893
Family Housing **	yes	yes	yes	yes	794	227	2,000	656	2,250	5,927	6,840	8,690
Chestnut Residence	yes	no	no	no	(8,607)	8,851	-	-	-	244	2,135	4,516
Woodsworth College	yes	yes	yes	no	-	1,788	3,000	2,366	-	7,154	7,482	7,793
Conference Services												
UTM	-	-	-	-	-	-	-	-	-	-	-	-
UTSC	yes	yes	yes	yes	-	1	1	755	961	1,718	1,731	1,745
Food and Beverage/Hospitality Services												
UTM Hospitality ***	yes	yes	yes	no	-	1,241	10	213	3,963	5,427	5,353	5,323
UTSC	yes	yes	yes	yes	-	583	7	169	217	976	1,203	1,441
St. George Campus	yes	no	no	no	(3,104)	2,620	-	-	-	(484)	2,370	4,986
University College	yes	yes	yes	yes	124	262	498	250	-	1,134	1,239	1,508
Parking/ Transportation Services												
UTM *	yes	n/a	yes	no	-	9,687	-	207	-	9,894	9,024	9,764
UTSC	yes	yes	yes	yes	-	381	251	259	6,501	7,392	9,648	11,984
St. George Campus	yes	yes	yes	yes	-	7,179	500	505	1,365	9,549	11,097	13,398
Hart House	yes	yes	yes	no	-	8,738	6,874	2,923	-	18,535	21,199	23,150
Summary totals				699	(10,365)	61,516	18,067	11,620	17,376	98,214	120,921	153,132

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

*** UTM Food Services and Conference services will be combined starting May 1st 2018 and collectively called as "Hospitality Services"

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED FUNDS TO BE COMMITTED FOR CAPITAL RENEWAL
FOR THE YEARS ENDING APRIL 30, 2019 AND APRIL 30, 2023

SCHEDULE III

	Forecast Balance May 1, 2018	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2019	Balance April 30, 2023
RESIDENCE SERVICES				
UTM	50	-	50	50
UTSC	636	354	990	814
Innis College	1,856	(486)	1,370	2,232
New College	600	-	600	600
University College	2,062	(746)	1,316	701
Graduate House	300	300	600	1,800
Family Housing *	1,250	750	2,000	3,250
Chestnut Residence	863	(863)	-	-
Woodsworth College	3,000	-	3,000	3,500
Total Residence Services	10,617	(691)	9,926	12,947
CONFERENCE SERVICES				
UTM	-	-	-	-
UTSC	1	-	1	1
Total Conference Services	1	-	1	1
FOOD AND BEVERAGE/HOSPITALITY SERVICES				
UTM Hospitality	10	-	10	10
UTSC	7	-	7	7
St. George Campus	-	-	-	1,000
University College	670	(172)	498	605
Total Food and Beverage/Hospitality Services	687	(172)	515	1,622
PARKING/ TRANSPORTATION SERVICES				
UTM	-	-	-	-
UTSC	272	(21)	251	164
St. George Campus	500	-	500	500
Total Parking/ Transportation Services	772	(21)	751	664
HART HOUSE	9,291	(2,417)	6,874	8,039
TOTAL	21,368	(3,301)	18,067	23,273

* 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, 2018 is expected to be \$445,275 and \$0 in 2022-23.

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED FUNDS TO BE COMMITTED FOR OPERATING AND NEW CONSTRUCTION RESERVES
FOR THE YEARS ENDING APRIL 30, 2019 THROUGH APRIL 30, 2023

	OPERATING RESERVE				NEW CONSTRUCTION RESERVE			
	Balance May 1, 2018	Increase or (decrease) in operating reserve	Balance operating reserve April 30, 2019	Balance operating reserve April 30, 2023	Balance May 1, 2018	Increase or (decrease) in construction reserve	Balance new construction reserve April 30, 2019	Balance new construction reserve April 30, 2023
RESIDENCE SERVICES								
UTM	987	46	1,033	1,119	-	-	-	6,010
UTSC	736	14	750	840	1,682	437	2,119	6,301
Innis College	273	27	300	285	-	-	-	-
New College	-	-	-	-	-	-	-	-
University College	517	16	533	585	-	-	-	-
Graduate House	687	14	701	738	-	-	-	-
Family Housing	635	21	656	674	1,000	1,250	2,250	4,000
Chestnut Residence	-	-	-	-	-	-	-	-
Woodsworth College	2,407	(41)	2,366	2,942	-	-	-	-
Total Residence Services	6,242	97	6,339	7,183	2,682	1,687	4,369	16,311
CONFERENCE SERVICES								
UTM	-	-	-	-	-	-	-	-
UTSC	794	(39)	755	848	916	45	961	893
Total Conference Services	794	(39)	755	848	916	45	961	893
FOOD AND BEVERAGE/HOSPITALITY SERVICE								
UTM Hospitality	156	57	213	267	3,586	377	3,963	3,583
UTSC	153	16	169	181	264	(47)	217	619
St. George Campus	-	-	-	1,129	-	-	-	-
University College	222	28	250	271	-	-	-	-
Total Food and Beverage/Hospitality Services	531	101	632	1,848	3,850	330	4,180	4,202
PARKING/ TRANSPORTATION SERVICES								
UTM	199	8	207	225	-	-	-	1,596
UTSC	252	7	259	295	5,641	860	6,501	11,286
St. George Campus	461	44	505	508	1,173	192	1,365	7,173
Total Parking/ Transportation Services	912	59	971	1,028	6,814	1,052	7,866	20,055
HART HOUSE	2,795	128	2,923	2,964	-	-	-	-
TOTAL	11,274	346	11,620	13,871	14,262	3,114	17,376	41,461

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED ANNUAL OPERATING RESULTS
FOR THE YEARS ENDING APRIL 30, 2018 THROUGH APRIL 30, 2023

	2017-2018 (Forecast)			2018-2019			2019-2020		
	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	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
RESIDENCE SERVICES									
UTM	419	982	1,401	540	-	540	2,577	-	2,577
UTSC	1,248	-	1,248	1,197	-	1,197	1,202	-	1,202
Innis College	555	(125)	430	312	(250)	62	826	(125)	701
New College	1,028	772	1,800	653	808	1,461	850	824	1,674
University College	38	(150)	(112)	783	(150)	633	(138)	(150)	(288)
Graduate House	221	20	241	197	20	217	220	21	241
Family Housing	1,425	(401)	1,024	1,516	(806)	710	768	(511)	257
Chestnut Residence	1,239	-	1,239	837	-	837	801	54	855
Woodsworth College	269	-	269	119	-	119	195	-	195
Total Residence Services	6,442	1,098	7,540	6,154	(378)	5,776	7,301	113	7,414
CONFERENCE SERVICES									
UTM	370	-	370	-	(799)	(799)	-	-	-
UTSC	81	-	81	30	(25)	5	31	(25)	6
Total Conference Services	451	-	451	30	(824)	(794)	31	(25)	6
FOOD AND BEVERAGE/HOSPITALITY SERVICES									
UTM Hospitality	264	208	472	243	799	1,042	9	-	9
UTSC	212	(125)	87	211	(100)	111	216	(100)	116
St. George Campus	31	(730)	(699)	1,011	(766)	245	2,017	(833)	1,184
University College	163	(150)	13	146	(150)	(4)	183	(150)	33
Total Food and Beverage/Hospitality Services	670	(797)	(127)	1,611	(217)	1,394	2,425	(1,083)	1,342
PARKING/ TRANSPORTATION SERVICES									
UTM	571	(1,717)	(1,146)	754	(1,185)	(431)	940	(1,375)	(435)
UTSC	1,308	(329)	979	1,141	(366)	775	1,472	(379)	1,093
St. George Campus	(822)	1,198	376	248	(346)	(98)	659	(165)	494
Total Parking/ Transportation Services	1,057	(848)	209	2,143	(1,897)	246	3,071	(1,919)	1,152
HART HOUSE	817	-	817	1,551	-	1,551	1,439	-	1,439
TOTAL	9,437	(547)	8,890	11,489	(3,316)	8,173	14,267	(2,914)	11,353

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED ANNUAL OPERATING RESULTS

	2020-2021			2021-22			2022-23		
	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income before Transfers	Transfers in (out)	Net Income after Transfers
RESIDENCE SERVICES									
UTM	(199)	-	(199)	1,214	-	1,214	3,634	-	3,634
UTSC	1,267	-	1,267	1,321	-	1,321	1,403	-	1,403
Innis College	925	(125)	800	966	(125)	841	1,027	(125)	902
New College	1,102	841	1,943	1,311	890	2,201	1,513	908	2,421
University College	969	(150)	819	1,331	(150)	1,181	1,500	(150)	1,350
Graduate House	93	21	114	318	21	339	407	21	428
Family Housing	587	68	655	777	68	845	936	68	1,004
Chestnut Residence	989	47	1,036	338	630	968	382	1,032	1,414
Woodsworth College	133	-	133	119	-	119	192	-	192
Total Residence Services	5,866	702	6,568	7,695	1,334	9,029	10,994	1,754	12,748
CONFERENCE SERVICES									
UTM	-	-	-	-	-	-	-	-	-
UTSC	32	(25)	7	32	(25)	7	32	(25)	7
Total Conference Services	32	(25)	7	32	(25)	7	32	(25)	7
FOOD AND BEVERAGE/HOSPITALITY SERVICES									
UTM Hospitality	(83)	-	(83)	(52)	-	(52)	23	-	23
UTSC	211	(100)	111	215	(100)	115	223	(100)	123
St. George Campus	2,541	(871)	1,670	2,792	(1,502)	1,290	3,248	(1,922)	1,326
University College	222	(150)	72	263	(150)	113	306	(150)	156
Total Food and Beverage/Hospitality Services	2,891	(1,121)	1,770	3,218	(1,752)	1,466	3,800	(2,172)	1,628
PARKING/ TRANSPORTATION SERVICES									
UTM	1,077	(1,512)	(435)	1,119	(1,544)	(425)	1,165	-	1,165
UTSC	1,552	(390)	1,162	1,636	(402)	1,234	1,515	(413)	1,102
St. George Campus	1,221	(168)	1,053	1,266	(172)	1,094	1,382	(175)	1,207
Total Parking/ Transportation Services	3,850	(2,070)	1,780	4,021	(2,118)	1,903	4,062	(588)	3,474
HART HOUSE	1,225	-	1,225	1,083	-	1,083	869	-	869
TOTAL	13,864	(2,514)	11,350	16,049	(2,561)	13,488	19,757	(1,031)	18,726

**UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS
SUMMARY OF 2018-2019 CAPITAL BUDGETS
(with comparative figures for 2017-2018)**

	<u>2018-2019</u>	<u>2017-2018</u>
RESIDENCE SERVICES		
UTM	590	2,305
UTSC	675	814
Innis College	500	38
New College	490	765
University College	902	2,102
Graduate House	48	151
Family Housing	-	110
Chestnut Residence	810	1,222
Woodsworth College	351	351
Total Residence Services	<u>4,366</u>	<u>7,858</u>
CONFERENCE SERVICES		
UTM	-	-
UTSC	-	-
Total Conference Services	<u>-</u>	<u>-</u>
FOOD AND BEVERAGE/HOSPITALITY SERVICES		
UTM Hospitality	882	25
UTSC	245	203
St. George Campus	344	531
University College	20	20
Total Food and Beverage/Hospitality Services	<u>1,491</u>	<u>779</u>
PARKING/ TRANSPORTATION SERVICES		
UTM	-	30
UTSC	15	120
St. George Campus	600	-
Total Parking/ Transportation Services	<u>615</u>	<u>150</u>
HART HOUSE		
	<u>1,741</u>	<u>2,124</u>
TOTAL	<u><u>8,213</u></u>	<u><u>10,911</u></u>

SCHEDULE OF 2018-2019 ANCILLARY RATES

	2018/19 RATE \$	2017/18 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
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RESIDENCE SERVICES

UTM

Undergraduate Students

Townhouses(Schreiberwood,McLuhan, Putnam, Leacock)	9,467	9,125	342	3.7	5.0
Suites (Roy Ivor Hall & Erindale Hall)	10,526	10,121	405	4.0	5.0
Dormitory (Oscar Peterson Hall)	9,946	9,125	821	9.0	5.0
Premium Townhouse MaGrath Valley	9,946	10,121	(175)	(1.7)	5.0

Schreiberwood:

Small Bachelors

May to Aug	-	951	(951)	-	5.0
Sep to Apr	-	999	(999)	-	5.0
Graduate Student Housing (Sep to Apr)	8,292	7,992	300	3.8	5.0
Medical Student Housing (Sep to May)	9,328	8,991	337	3.7	5.0

Large Bachelors

May to Aug	-	1,000	(1,000)	-	5.0
Sep to Apr	-	1,050	(1,050)	-	5.0
Graduate Student Housing (Sep to Apr)	8,715	8,400	315	3.8	5.0
Medical Student Housing (Sep to May)	9,804	9,450	354	3.7	5.0

Family Student Housing -Monthly Rate

3 bedroom

May to Aug	1,667	1,588	79	5.0	5.0
Sep to Apr	1,730	1,667	63	3.8	5.0

4 bedroom

May to Aug	1,728	1,646	82	5.0	5.0
Sep to Apr	1,793	1,728	65	3.8	5.0

UTSC

Winter

Phase I - III single	8,562	8,312	250	3.0	3.5
Phase I - Small Room (NEW for 2018-19)	7,674	-	-	-	-
Phase IV single	9,624	9,343	281	3.0	4.5
Phase I - III shared	6,340	6,155	185	3.0	3.5
Phase I - III shared basement	5,706	5,540	166	3.0	3.5
Phase IV Shared (NEW for 2018-19)	7,173	-	-	-	-

Summer

Phase I - III (May - August)	4,056	3,938	118	3.0	3.5
Visitor Weekly Rate	253	246	7	3.0	3.5
Phase IV Foley Hall (May - August)	4,346	4,220	126	3.0	3.5
Visitor Weekly Rate	272	264	8	3.0	3.5

SCHEDULE OF 2018-2019 ANCILLARY RATES

	2018/19 RATE \$	2017/18 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<u>RESIDENCE SERVICES</u>					
St. George Campus					
<u>Innis College</u>					
Innis College - Winter	9,516	9,064	452	4.99	3.75
Innis College - Summer	3,177	3,099	78	2.50	4.00
<u>New College</u>					
<u>Winter</u>					
<u>Residence Room - Wilson Hall & Wetmore Hall</u>					
Double room (per bed)	7,650	7,425	225	3.0	3.5
Single room	9,150	8,825	325	3.7	3.5
Bed-over-desk double room (per bed)	6,250	6,100	150	2.5	3.4
<u>Residence Room - 45 Willcocks</u>					
Double room (per bed)	8,225	7,975	250	3.1	0.3
Single room	9,750	9,400	350	3.7	1.1
<u>New College - Summer/Single</u>					
Continuing New College Students					
Sessional	2,562	2,520	42	1.6	3.2
Registered Students					
Sessional	2,472	2,515	(43)	(1.7)	2.2
Others					
Sessional	2,575	2,622	(47)	(1.8)	2.1
<u>New College - Summer/Double</u>					
Continuing New College Students					
Sessional	2,180	2,128	52	2.4	6.5
Registered Students					
Sessional	2,060	2,033	27	1.3	5.6
Others					
Sessional	2,163	2,140	23	1.1	5.3
<u>University College</u>					
SDW	8,775	8,372	403	4.8	4.8
SDW Standard Doubles	7,999	7,766	233	3.0	3.0
WH Standard Singles	8,775	8,374	401	4.8	4.8
WH & SDW Alcove Singles	7,999	7,766	233	3.0	3.0
WH Doubles	7,999	7,766	233	3.0	3.0
MH Singles	9,414	8,882	532	6.0	6.0

SCHEDULE OF 2018-2019 ANCILLARY RATES

	2018/19 RATE \$	2017/18 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<u>RESIDENCE SERVICES</u>					
St. George Campus					
<u>Graduate House</u>					
Grad. House Res/month - Single - premium	1,161	1,127	34	3.0	3.0
Grad. House Res/month - Single - regular	1,040	1,010	30	3.0	3.0
Grad. House Res/month - Singles in suite 970	922	895	27	3.0	3.0
Grad. House Res/month - Singles in suite 670	1,002	973	29	3.0	3.0
Grad. House Res/month - Regular Double	794	771	23	3.0	2.9
<u>Family Housing</u>					
Bachelor	769	754	15	2.0	1.5
1 bedroom (standard)	954	935	19	2.0	1.5
1 bedroom (20) 'B'	969	950	19	2.0	1.5
1 bedroom (large) 'A'	1,011	991	20	2.0	1.5
1 bedroom (19/23) 'C'	1,035	1,015	20	2.0	1.5
1 bedroom (Extra Large)'D'	1,253	1,228	25	2.0	1.5
2 bedroom (standard)	1,261	1,236	25	2.0	1.5
<u>Chestnut Residence</u>					
Single	13,208	12,579	629	5.0	5.0
Double	10,467	10,162	305	3.0	3.0
<u>Summer Rates per month</u>					
Single	1,392	1,365	27	2.0	5.4
Double	1,066	1,045	21	2.0	5.0
<u>Summer Rates full summer</u>					
Single	4,436	4,469	-33	-0.7	4.4
Double	2,725	2,746	-21	-0.8	5.9
<u>Summer Rates full summer with discount</u>					
Single	3,774	3,799	(25)	(0.7)	6.0
Double	2,315	2,335	(20)	(0.9)	6.0
<u>Woodsworth College</u>					
Woodsworth College - Winter	9,766	9,482	284	3.0	3.0
<u>HART HOUSE</u>					
St. George Full Time	89.40	86.38	3.02	3.5	2.5
St. George Part Time	17.90	17.29	0.61	3.5	2.5
Scarborough & Mississauga (Full time)	2.74	2.65	0.09	3.5	2.5
Scarborough & Mississauga (Part time)	0.55	0.53	0.02	3.5	2.5

SCHEDULE OF 2018-2019 ANCILLARY RATES

	2018/19 RATE \$	2017/18 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<u>PARKING/ TRANSPORTATION SERVICES</u>					
UTM					
Reserved - annual	1,082.69	1,051.16	31.53	3.0	3.0
Premium Unreserved (Lots 9, 8 & 4)-Annual	-	750.19	-	-	3.0
Unreserved (Lots 4, 8 only)	747.65	725.87	21.78	3.0	3.0
Student Unreserved (Lots 4 and 8 only) (Sessional)	311.50	302.43	9.07	3.0	3.0
Unreserved - afternoon - (after 3:30pm) - Annual	220.00	210.00	10.00	4.8	5.0
Commercial - Annual	1,252.58	1,216.10	36.48	3.0	3.0
Pay & Display					
Pay & Display (daily maximum) (6:30 am - 8:00 a.m. next day)	15.00	14.00	1	7.1	-
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	1,223.09	1,187.47	35.62	3.0	3.0
Annual, South Lot Employee Reserved	1,626.72	1,579.34	47.38	3.0	3.0
Annual, Ring Road Employee	1,100.79	1,068.73	32.06	3.0	3.0
Summer Term	244.63	237.51	7.12	3.0	3.0
Residence Fall/ Winter term	865.91	840.69	25.22	3.0	3.0
Residence - Summer term	216.49	210.18	6.31	3.0	3.0
Evening Payroll, Employee Annual	564.55	548.10	16.45	3.0	3.0
<u>North(Outer) Lot:</u>					
Annual North Lot, Premium (Lot K)	1,223.09	1,187.47	35.62	3.0	3.0
Annual North Lot, Payroll Employee	940.86	913.46	27.40	3.0	3.0
Student, Fall/ Winter	752.14	730.23	21.91	3.0	3.0
Monthly Student North Lot Permit	105.30	-	-	-	-
Fall or Winter Term	421.20	408.93	12.27	3.0	3.0
Summer term	188.72	183.23	5.49	3.0	3.0
Centennial Permit (Sep - May)	873.97	832.36	41.61	5.0	5.0
Centennial Summer Permit	436.99	416.18	20.81	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	1.75	-	-	45.8

SCHEDULE OF 2018-2019 ANCILLARY RATES

	2018/19 RATE \$	2017/18 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
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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	8.50	-	-	13.3
Flat Rate, Evening	5.00	5.00	-	-	25.0
Flat Rate, Weekend	3.00	3.00	-	-	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	135	130	5	3.8	8.3
School of Continuing Ed(158 St George St)	305	290	15	5.2	5.5
42 Harbord Street	135	130	5	3.8	8.3
Graduate Garage	150	140	10	7.1	3.7
OISE Garage	155	150	5	3.3	3.4
Bedford Rd.	195	190	5	2.6	2.7
St. George Garage	175	160	15	9.4	6.7
Faculty of Law	235	225	10	4.4	4.7
BCIT	195	190	5	2.6	2.7
McLennan Physics	235	225	10	4.4	4.7
E/S Hart House Circle	185	175	10	5.7	2.9
Triangle	255	245	10	4.1	4.3
Front Campus (KCC & HHC)	240	230	10	4.3	2.2
Simcoe Hall- CEIE Garage	305	-	-	-	-
Galbraith Rd.	255	245	10	4.1	4.3
200 College St.(Rear)/I.S.C.	255	245	10	4.1	4.3
Tower Road - Unreserved	135	130	5	3.8	8.3
Tower Road - Reserved	255	245	10	4.1	4.3
256 McCaul Street - Reserved	255	245	10	4.1	4.3
155 College Street - Garage	275	260	15	5.8	4.0
155 College Street - Surface	255	245	10	4.1	4.3
100 College St. (Banting)	135	130	5	3.8	8.3
112 College St. (Best)	195	190	5	2.6	5.6
88 College St. (Women's college)	195	190	5	2.6	5.6
Dentistry - Garage	235	225	10	4.4	4.7
Dentistry - Surface	215	205	10	4.9	2.5
6 King's College Road	255	240	15	6.3	2.1

SCHEDULE OF 2018-2019 ANCILLARY RATES

	2018/19 RATE \$	2017/18 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<u>PARKING/ TRANSPORTATION SERVICES</u>					
St. George Campus					
Permit Misc					
Commercial monthly	275.00	250.00	25.00	10.0	6.4
Commercial weekly	84.00	76.50	7.50	9.8	6.3
After 4pm parking	75.00	73.50	1.50	2.0	5.0
Summer Conference monthly	235.00	225.75	9.25	4.1	5.0
Summer Conference weekly	81.00	78.25	2.75	3.5	5.0
UTM/UTSC designated lot	52.50	49.88	2.62	5.3	5.0
UTM/UTSC hunting permit	85.00	80.85	4.15	5.1	5.0
24-Hour Reserve	305.00	290.00	15.00	5.2	5.5
24-Hour Reserve (256 McCaul)	305.00	290.00	15.00	5.2	5.5
Z-Permit (unrestricted)	255.00	245.00	10.00	4.1	6.5
Motorcycle	35.00	33.50	1.50	4.5	4.7

SCHEDULE OF 2018-2019 ANCILLARY RATES

	2018/19 RATE \$	2017/18 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
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FOOD AND BEVERAGE/HOSPITALITY SERVICES

UTM

Group A

Regular+500	4,500	4,325	175	4.0	n/a
Regular+250	4,250	4,075	175	4.3	n/a
Regular+100	4,100	3,925	175	4.5	n/a
Small+500	4,050	3,925	125	3.2	n/a
Small+250	3,800	3,675	125	3.4	n/a
Small+100	3,650	3,525	125	3.5	n/a

Group B

Regular+500	2,925	2,825	100	3.5	n/a
Regular+250	2,675	2,575	100	3.9	n/a
Regular+100	2,525	2,425	100	4.1	n/a
Small+500	2,600	2,500	100	4.0	n/a
Small+250	2,350	2,250	100	4.4	n/a
Small+100	2,200	2,100	100	4.8	n/a

St. George Campus

New College Meal Plan (traditional board program)

(balance of flex dollars reduced for each of the plans beginning in 2017-18)

15 Meals per week (includes \$100 flex)	4,950	4,745	205	4.3	(1.9)
330 Meals during the academic year (includes \$200 flex)	4,850	4,725	125	2.6	(3.0)
Carte Blanche Meal plan (unlimited access, does not include	5,450	5,300	150	2.8	3.0

Chestnut Meal Plan (unlimited access program)

(balance of flex dollars reduced for each of the plans beginning in 2017-18)

Unlimited Access plan 1 (includes \$100 flex)	5,625	5,456	169	3.1	1.0
Unlimited Access plan 2 (includes \$200 flex)	5,725	5,556	169	3.0	(0.8)
Unlimited Access plan 3 (includes \$300 flex)	5,825	5,656	169	3.0	(2.5)

245 College Meal Plans (declining balance program)

Please note: 2017-18 was a 9 month meal plan program; this was revert to an 8-month academic year program in 2018-19

Light Plan (Includes \$200 flex)	5,300	5,200	100	1.9	n/a
Average Plan (Includes \$100 flex)	5,500	5,400	100	1.9	n/a
Hearty Plan (Includes \$100 flex)	5,700	5,600	100	1.8	n/a

University College

Plan A	5,040	4,888	152	3.1	2.9
Plan B	4,449	4,315	134	3.1	2.9

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% to 9% per year assuming optimal occupancy levels for the fall and winter sessions. 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 2018-19 and long-range plans for 2019-20 to 2022-23 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.