



FOR CONFIRMATION

PUBLIC

CLOSED SESSION

TO: Executive Committee

SPONSOR: Prof. Ulrich Krull, Vice-President & Principal

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PRESENTER:

CONTACT INFO:

DATE: January 17, 2017 for January 24, 2018

AGENDA ITEM: 6(a.)

ITEM IDENTIFICATION:

2018-19 Operating Plans: UTM Service Ancillaries

JURISDICTIONAL INFORMATION:

Under Section 5.3.1.b, the Campus Affairs Committee “considers and recommends to the UTM Council for approval the operating plans for the campus and student services ancillaries.”

GOVERNANCE PATH:

1. Campus Affairs Committee [For Recommendation] (January 9, 2018)
2. UTM Campus Council [For Approval] (January 24, 2018)
3. University Affairs Board [For Information] (March 6, 2018)
4. **Executive Committee [For Confirmation] (March 27, 2018)**

PREVIOUS ACTION TAKEN:

The 2017-18 UTM service ancillaries were recommended for approval by the Campus Affairs Committee, on January 11, 2017 and approved by the UTM Campus Council on February 1, 2017.

HIGHLIGHTS:

The UTM Campus Affairs Committee approves operating plans for all UTM service ancillaries on an annual basis. These plans include a Management Report that describes the proposed services and programs offered within the financial parameters of the University’s operating budget and financial policies set by the Business Board. The plans also include each ancillary’s annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and compulsory or optional fees. This year, the plans include actual financial

results for the 2016-17 fiscal year, the forecast for 2017-18 and projections for the five year period, 2018-19 to 2022-23. Only the proposed budget for 2018-19 is presented for approval.

Presented for consideration and approval to members are the following:

- The proposed 2018-19 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1 (page 17), the service ancillary capital budgets as summarized in Schedule 5 (page 23), and the rates and fees in Schedule 6 (page 24).

For a comprehensive look at the budgets, the detailed management reports and operating plans for each ancillary are contained in Appendix 2 (page 29 to 70).

Consultation:

The review and consultation process is detailed in Appendix 1, on page 27.

A number of bodies or groups continue to be involved in consultative processes for major ancillaries prior to the operating plans being submitted to the Campus Affairs Committee. The Student Housing & Residence Life operating plan is reviewed by the Student Housing Advisory Committee (SHAC) that includes membership from all residence constituencies, including graduate and undergraduate students in residence, families in residence, student staff in residence as well as representation from UTM's undergraduate Residence Council. Hospitality Services is reviewed by the Food Service Advisory Committee with membership of students (undergraduate, graduate, the UTM Student Union - UTMSU, and Residence Council), faculty and staff. Details of the Meal Plan component of Hospitality Services is also reviewed by the Resident Student Dining Committee drawing membership from each of the residences (including first and upper year townhouse clusters). The Parking operating plan is reviewed by the Transportation & Parking Advisory Committee that includes undergraduate and graduate students, faculty and staff.

All of the advisory committees (Student Housing, Hospitality Services and Transportation & Parking) were provided with an opportunity to review and give feedback on their respective ancillary's management plans, proposed rates and financials. While most of the discussion focused on the proposed 2018-19 year, long term budget projections were also provided. The advisory committees had detailed discussions of the issues affecting each ancillary, including the following: investment in the residence facilities including the major maintenance schedule; the restructuring of the residence rates; the amalgamating of the premium unreserved parking permit with the unreserved parking permit; combining Food Services and Conference Services operations; and the various food court/outlet renovations. In addition, the ancillary operating plans and management reports were reviewed by the University of Toronto Financial Services Department (FSD).

Service Ancillaries Overview:

The service ancillaries include the Student Housing & Residence Life (residence), Hospitality Services (which is the combination of Food and Conference Services) and Parking Services at

UTM. These operations each face unique challenges. Residence is entering a period of major maintenance and capital renewal of its residence. Hospitality struggles to maintain conference groups due to the ever changing availability of meeting room and accommodation space; and continues to plan for large investments in food outlets to service the UTM population, including the renovation of the Davis Food Court. Parking continues to make payments toward the loan received from UTM for the parking deck.

2018-19 Service Ancillary Operating Plans and Budgets:

The 2018-19 budget incorporates a \$0.3 million (1.1%) increase in revenues of which: \$1.0 million is from Residence; \$0.2 million from Parking Services; and Hospitality Services (Food Services & Conference Services combined) anticipates a decrease of \$0.9 million.

2018-19 Service Ancillary Capital Budgets:

Facilities improvements and equipment purchases total \$0.6 million for Residence and \$0.9 million for Hospitality in 2018-19.

2018-19 Service Ancillary Rates and Fees:

The 2018-19 parking budget includes a 3% permit price increase and Pay & Display daily maximum rates will increase \$1 to \$15. Residence rates are set to increase between 3.75% to 9% in 2018-19, except MaGrath which will decrease 1.73%. Meal plan rates includes an average increase of just under 4% (a detailed breakdown of rate increases can be found in schedule 6).

FINANCIAL IMPLICATIONS:

The anticipation of each ancillary in achieving the objectives of the budget guidelines is summarized in Schedule 2.

RECOMMENDATION:

Be it Confirmed by the Executive Committee

THAT, the proposed 2018-19 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1, the service ancillary capital budgets as summarized in Schedule 5, and the rates and fees in Schedule 6, as recommended by Ms Susan Senese, Interim Chief Administrative Officer, in the proposal dated December 1, 2017 be approved, effective May 1, 2018.

DOCUMENTATION PROVIDED:

UTM Service Ancillary Report on Operating Plans 2018-19



UNIVERSITY OF
TORONTO
MISSISSAUGA

Service Ancillary Report on Operating Plans

2018-19

December 1, 2017

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Introduction

The service ancillaries at UTM include Student Housing & Residence Life (Residence), Conference, Food and Parking Services. However, the budgets of Food Services and Conference Services will be combined commencing May 1, 2018 as Hospitality Services.

The ancillaries each face unique challenges on campus. The Residence operation is entering a period of major maintenance and capital renewal of its residences. Hospitality struggles to maintain conference groups due to the ever-changing availability of meeting room and accommodation space and continues to plan for large investments in food outlets to service the UTM population, including the renovation of the Davis Food Court. Parking is making payments, as planned, toward the loan received from UTM for the construction of the parking deck.

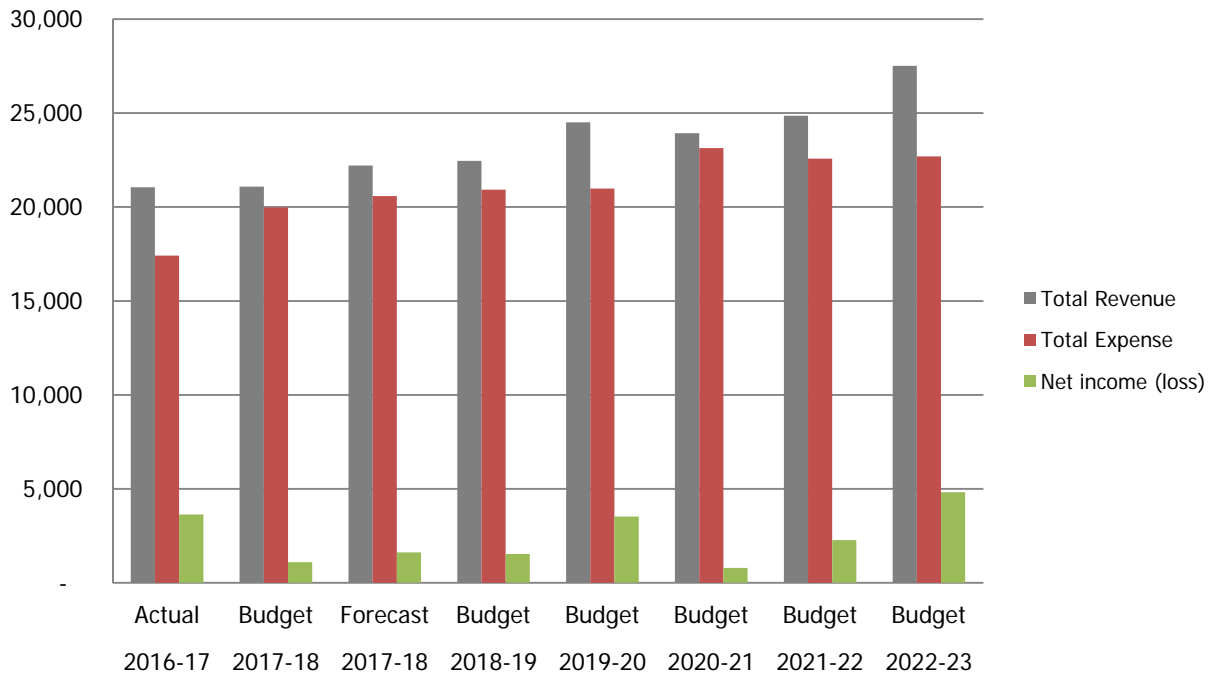
These operations are measured over the long-term on their success in meeting the following four objectives:

- To operate without subsidy from the operating budget. Should the need for a subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.
- To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.
- Having achieved the first two objectives, create and maintain an operating reserve (excluding capital requirements) at a minimum level of 10 percent of annual expenditure budgets (net of cost of goods sold, capital renewal costs and deans' and dons' expenses), as a protection against unforeseen events which would have a negative financial impact on the operation.
- Having obtained the first three objectives, service ancillaries will contribute net revenues to the operating budget (for purposes of clarification, the fourth objective relates to all contributions of net revenues made by the ancillary operation to any operating budget outside of their own operation). Each individual campus will establish the rate of contribution for each individual ancillary.

This report includes financial highlights for 2017-18 forecasts, 2018-19 budgets and long range plans. The report also includes summary financial schedules and the detailed operating statements and schedules.

Budget Highlights

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



Ancillary Operations - Service Ancillaries Revenues and Expenses for the years ended April 30 (thousands 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
Revenue								
Residence	13,511	13,808	14,013	14,970	16,619	15,853	16,560	18,990
Conference	1,228	875	1,572	-	-	-	-	-
Hospitality	2,365	2,266	2,314	3,009	3,314	3,398	3,512	3,631
Parking	3,949	4,133	4,308	4,479	4,577	4,678	4,783	4,891
Total Revenue	21,053	21,082	22,207	22,458	24,510	23,929	24,855	27,512
Total Expense	17,412	19,976	20,583	20,921	20,984	23,134	22,574	22,690
Net income (loss)	3,641	1,106	1,624	1,537	3,526	795	2,281	4,822

The UTM service ancillaries are forecasting net income of \$1.6M before transfers for the year ending April 30, 2018 on total projected revenues of \$22.2M, which is \$0.5M more than budget. Total expenses are expected to be \$0.6M more than budget. The resulting forecasted net income is \$2.0M less than prior year actuals of \$3.6M.

Compared to budget, all ancillaries contributed to the better than forecasted net income of \$0.5M, as follows:

- Residence revenues are expected to exceed budget due to better occupancy rates in the Fall/Winter. The Summer session is better than budget due to the benefits from the growth for housing by students participating in the summer ACE@UTM (English as a second language) program. Conference revenue is also higher because some conference groups had more participants than had been anticipated in the budget. Expenses are also expected to exceed budget due to increased spending in major maintenance and furniture and equipment, offset by a reduction in depreciation. The budget assumed some projects would be capitalized and depreciated but in planning the scope of the work it became evident that the renovations are maintenance and therefore expensed in the year.
- Food Services net revenues are expected to be better than budget due to: (1) students are buying larger meal plans and (2) catering revenue from UTM50 events. The increase in food prices by the branded outlets anticipates less cafeteria sales. Cost of Sales is also higher than budget as it correlates to the increase in food sales. Some cost savings were derived from delays in hiring and from postponing the purchase of non-depreciable assets which has been added to the cost of the food court renovations.
- Conference Services revenues are forecast to be better than budget due to the increased number of delegates by a returning group and from large unexpected one-time groups. Expenses are also expected to increase in direct consequence of the increased revenues.
- Parking Services revenues are expected to exceed budget due to additional sales for unreserved parking and higher demand for contractor parking permits. Cost savings come from using casual staff at a reduced cost to replace a staff on unpaid leave. The savings in annual maintenance come from the procurement of new contractors for lot maintenance and cleaning at better prices.
- The long range plan projects revenues to increase by \$5.3M by 2022-23 of which \$5.0M is from Residence, \$0.6M from Parking offset by a \$0.3M reduction in revenues from Hospitality. The Hospitality reduction is the net of an increase of \$1.3M from Hospitality less a reduction of \$1.6M from Conference due to the combining of these two ancillaries.

Review of the UTM Ancillary Operations

Residence bed inventory remains reduced by the conversion of 100 rooms in Erindale Hall into offices for faculty and staff displaced during the North2 construction project. These rooms will be returned to Residence in 2018-19 but will be offset by Putnam Place that will be taken off-line to complete major renovations. The ancillary continues to add double rooms to increase the number of beds available and offer a lower price point for some students. A detailed analysis of the residence rates was completed and resulted in the decision to base rates on the value of each style of residence, the market and demand. These rates will be implemented in 2018-19.

Hospitality Services continues to plan for expansion of food services on campus to meet the overall food service capacity shortfall and making changes to food service outlets to ensure variety of food options. All realized profits are redirected to investment in new outlets, such as the planned Davis Building Food Court, which is expected to begin construction in 2018.

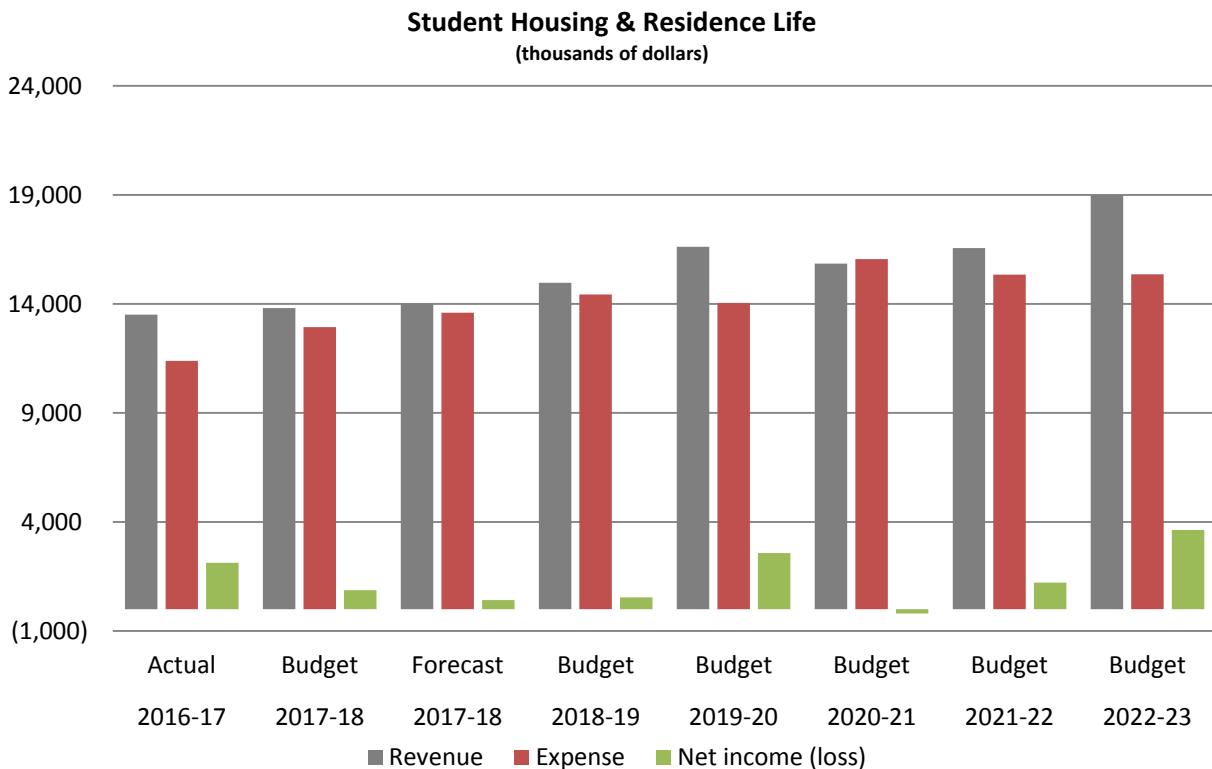
Conference Services plan is to produce income from the utilization of campus space that would otherwise remain idle. The demand on campus space by internal departments and student groups increases annually limiting the availability for use by external groups. In addition, the upcoming renovations in residence and the growth in students enrolled in the summer / ACE@UTM program will continue to impact the conference space availability. The opening of North2 in 2018-19 may provide some additional conference space, especially for larger groups.

Parking supply and demand are carefully monitored to ensure sufficient parking is available on campus. Efforts are made to spread the demand by reviewing campus population, hourly course enrollment, and by offering alternatives to driving to campus such as carpool, Zipcar, Shuttle Bus and Mississauga Transit UPass. Major Maintenance includes an estimate for retrofitting the lighting to LED in CCT garage and paving repairs. Parking will direct the surplus generated from operations to repay the loan received from UTM for the parking deck.

Residence

With 1,280 single undergraduate student beds and 121 family and graduate student units, the UTM residences provide accommodation to over 1,500 residents in eight building complexes with a multitude of options, such as 3 and 4 bedroom townhouses, 2 and 4 bedroom apartment suites, and dormitory/traditional style rooms, including single and double occupancy units. Once again, residence experienced an increase in first year applicants.

The ancillary will meet three of the objectives in 2018-19, as it does not contribute to the operating budget (see Schedule 2).



Ancillary Operations - Service Ancillaries
Student Housing & Residence Life
Revenue & Expense
for the years ended April 30
(thousands 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
Revenue	13,511	13,808	14,013	14,970	16,619	15,853	16,560	18,990
Expense	11,387	12,935	13,594	14,430	14,042	16,052	15,346	15,356
Net income (loss)	2,124	873	419	540	2,577	(199)	1,214	3,634

2017-18 Forecast:

Revenues are expected to be better than budget because the ancillary was able to exceed the budgeted occupancy of 96% due to process improvements such as better marketing. First year applicants make up most of this increase. Residence is accommodating 1,074 first year students vs 954 in 2016-17.

Summer residence business was better than budget due to growth for housing students participating in the ACE@UTM program and summer conference business was higher than anticipated in the budget.

Salaries, wages and benefits are down due to staff turnover but offset by increases due to union contract settlements and unplanned legislative increases to minimum wage.

Major maintenance and furniture & equipment repair are expected to exceed budget because the budget had anticipated capitalizing and depreciating more projects but during planning of these projects it was determined that the scope of the work is major maintenance. As a result, the furniture & equipment depreciation will decrease as compared to budget.

The operating result before transfers is projected to be \$0.4M. The closing total fund balance, after the transfer in from UTM operating for the 100 Erindale Hall rooms of \$1.0M, is expected to be a surplus of \$5.6M. The surplus will be put toward future major maintenance and renovation projects.

2018-19 Budget & Long Range Plan:

A market and demand analysis was completed during the during Student Housing Master Plan consultations which evaluated the value of residence style. In 2018-19, the residence rate structure will change to reflect this value. Rates will increase, as compared to 2017-18, between 3.75% and 9%, except for MaGrath Valley where the rate will decrease 1.73%. The occupancy rate assumed in 2018-19 and the long range plan is static at 97% because enrollment is not expected to increase during this period. Although Erindale Hall beds will revert back to regular residence revenue, there is no increase in revenues because Putnam Place, which is similar in number of beds, is being taken off line for renovations.

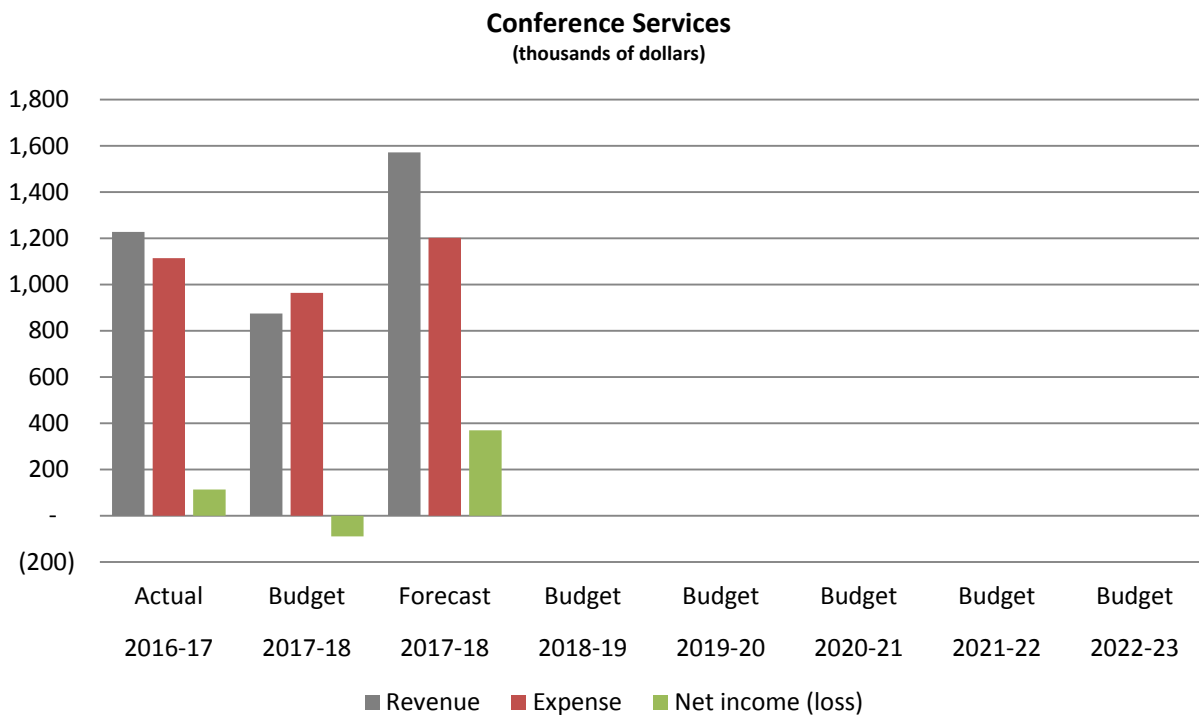
Salaries, wages and benefits reflect increases related to contractual obligations and staffing changes, including a full staff complement. The ancillary is dedicated to reinvesting into the residence facilities and has planned \$2.3M in major maintenance to be completed in 2018-19, which is the interior renovations to Putnam Place and some partial townhouses.

The ancillary is projecting an operating surplus of \$0.5M and a closing total fund balance of \$6.1M in 2018-19.

Conference Services

The Conference ancillary produces income through the utilization of campus resources that would otherwise remain idle. The conference business relates to external conference customers only and does not include room bookings by faculty, staff and student and any internal events. Due to limitations on residence beds and the loss of larger conference space, the ancillary has found it harder to maintain and attract larger conference groups and film crews have steered away from the campus due to the construction taking place.

Conference Services will combine with Food Services commencing May 1, 2018 under the Hospitality Services umbrella.



Ancillary Operations - Service Ancillaries
Conference Services
Revenue & Expense
for the years ended April 30
(thousands 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
Revenue	1,228	875	1,572	-	-	-	-	-
Expense	1,114	964	1,202	-	-	-	-	-
Net income (loss)	114	(89)	370	-	-	-	-	-

2017-18 Forecast:

Conference Services revenues are better than budget due to a major increase in the number of delegates one conference brought in, from large unexpected one-time groups and from facility and space rental by several film shoots. Direct expenses are also expected to be more than budget as conference accommodation expenses vary directly with the revenue generated.

The operating result before transfers is expected to be \$0.4M and the closing total fund balance is expected to be \$0.8M.

2018-19 Budget:

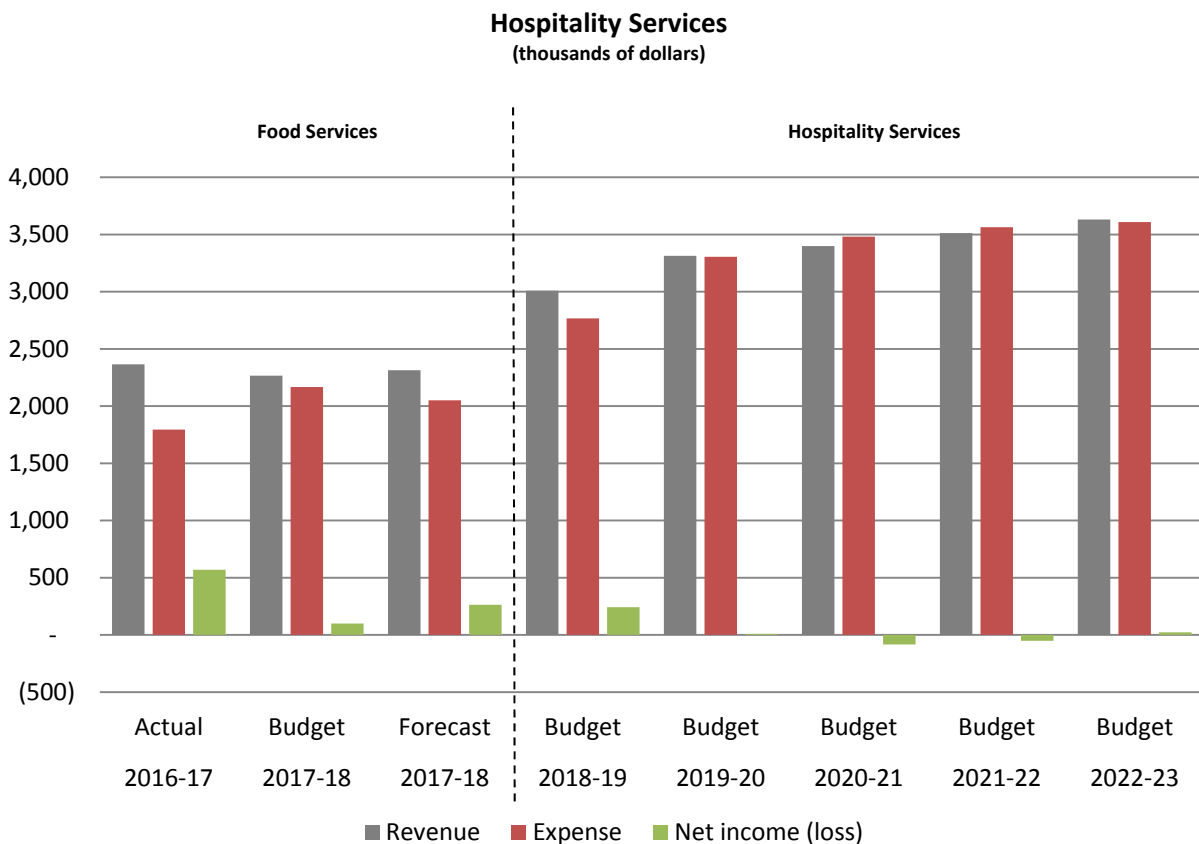
Conference Services will transfer the \$0.8M closing fund balance to Hospitality Services, as it combines with Food Services to become Hospitality Services.

Hospitality Services (Food Services)

Food Services are delivered through an independent food services provider with management oversight provided by the Director of Hospitality & Retail Operations, who works closely with the food services provider on all aspects of food service at UTM. Hospitality Services continually reviews food outlet choices in order to better meet the needs of the UTM community and has made some changes during the year including replacing underperforming outlets with new outlets and making menu changes.

Food Services will combine with Conference Services commencing May 1, 2018, which will explain some of the increases noted below in 2018-19 and the long range plan. Combining the ancillaries as Hospitality Services simplifies the capital and strategic planning process and affords economies of scale administratively.

As per Schedule 2, Hospitality Services will meet three of the objectives, as it will not contribute to the operating budget.



Ancillary Operations - Service Ancillaries
Hospitality Services
Revenue & Expense
for the years ended April 30
(thousands 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
Revenue	2,365	2,266	2,314	3,009	3,314	3,398	3,512	3,631
Expense	1,795	2,166	2,050	2,766	3,305	3,481	3,564	3,608
Net income (loss)	570	100	264	243	9	(83)	(52)	23

2017-18 Forecast:

Forecasted net income is better than budget because the volume of sales of larger meal plans is higher than anticipated in the budget and due to more catering revenue from UTM50 events. Cafeteria sales are being impacted by increasing prices from the branded outlets. The branded outlets have increased prices to offset the increase in minimum wage. As a result cafeteria sales are expected to be less than budget.

Direct expenditures are expected to be lower than budget due to savings in salary, wages and benefits and non-depreciable assets. Savings in salaries were due to staff vacancies and delayed hiring. Non-depreciable asset expenses that were anticipated in the budget are expected to be part of the total project cost of the Davis Food Court renovation and the Starbucks/Subway renovations and therefore will be capitalized and depreciated at a later date.

The forecasted net income before transfers is anticipated to be \$0.3M with a total fund balance, closing of \$4.4M. The transfer of \$0.2M is the replacement of lost meal plan revenue related to Erindale Hall being used for non-Residence activities.

2018-19 Budget & Long Range Plan:

Total revenues for 2018-19 are expected to increase due to increases in meal plan rates, retail food prices, and the opening of the North2 food outlets. Meal plan rates will increase just under 4%.

Non-depreciable assets and furniture & equipment depreciation are expected to increase due to the costs associated with opening the North 2 food outlets.

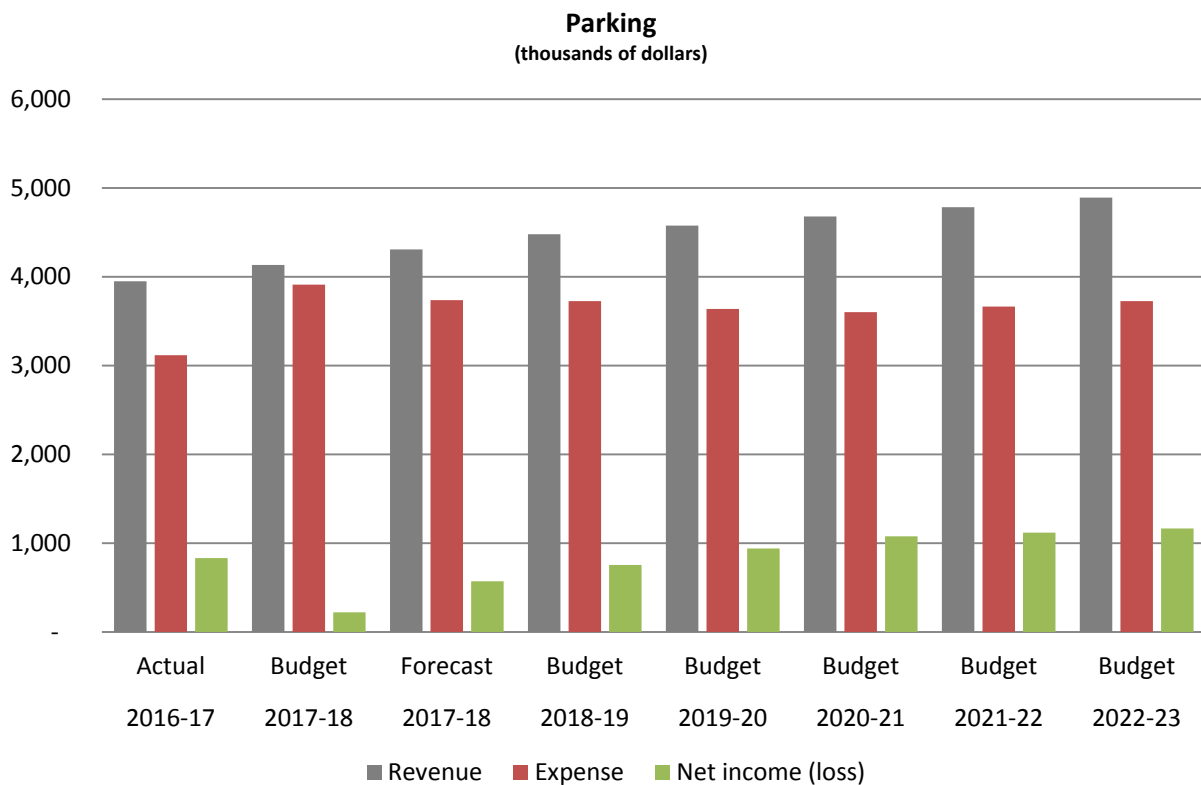
Net income before transfers are budgeted to be \$0.2M and the closing total fund balance is expected to be \$5.4M at the end of 2018-19, which includes the transfer of \$0.8M which is the closing fund balance for Conference Services as at April 30, 2018. This transfer is necessary to combine the two ancillaries into Hospitality Services. All unrestricted surplus is being allocated to the construction reserve to be used for projects like the Davis Building Food Court, Starbucks/Subway renovations and a new commerce management system.

Parking Services

UTM is a suburban commuter campus where the use of cars is more of a necessity than the downtown campus. As of September 2017, UTM had 2,662 (gross) parking spaces, an increase of 360 spaces over the same time last year. The increase comes from the parking deck being open (upper deck construction was delayed to November in 2016) and the recovery of spaces in P4 that were temporarily lost during the deck construction.

The ancillary is a member of SustainMobility (formerly Smart Commute), an association that works to reduce traffic congestion and encourages other modes of transportation, such as bikes. Parking continues to focus on sustainability through initiatives such as carpooling, car sharing, the discounted TTC pass program, UPass and the Brampton shuttle pilot project, to help reduce congestion on campus.

The Parking ancillary will meet three objectives for the 2017-18 budget year. The ancillary does not contribute net revenues to the operating budget (see Schedule 2).



Ancillary Operations - Service Ancillaries

Parking

Revenue & Expense

for the years ended April 30
(thousands 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
Revenue	3,949	4,133	4,308	4,479	4,577	4,678	4,783	4,891
Expense	3,116	3,911	3,737	3,725	3,637	3,601	3,664	3,726
Net income (loss)	833	222	571	754	940	1,077	1,119	1,165

2017-18 Forecast:

Permit revenues are expected to be better than budget due mainly to additional permit sales of unreserved parking areas and higher than anticipated demand for contractor parking permits. Pay & Display revenue is expected to be better than budget due to the additional space on the parking deck, an increase in contractors paid parking and evening visitors.

Expenses are forecast to be less than budget due to a savings in Salary, Wages & Benefits and Major Maintenance. Salary savings come from the replacement of staff on leave with casual staff at a reduced cost and a gap in hiring a position. Major maintenance is expected to be under budget due to the procurement of new contractors for lot maintenance and cleaning services at a better price. Also, significant maintenance to the CCT garage drains in the previous year has resulted in lower maintenance this year.

The operating result before transfers is expected to be a surplus of \$0.6M. The total closing fund balance of \$10.3M includes the transfer to the operating budget of \$1.7M, which is the year's repayment of the loan from UTM for the parking deck. Parking will repay the loan to the extent of its unrestricted surplus each year until the loan is repaid.

2018-19 Budget & Long Range Plan:

The 2018-19 budget includes a 3% permit price increase and the Pay & Display daily maximum will increase to \$15. The premium unreserved permit will no longer be sold. It will be amalgamated with the unreserved permit that will allow permit holders to park in three lots (vs two currently).

Expenses increase mainly due to union wage increases and inflation. Major maintenance anticipates ramp repairs and lighting retrofit in the CCT garage as well as some paving.

The operating result before transfers is expected to be \$0.8M at the end of 2018-19. The closing total fund balance is expected to be \$9.9M after transferring the loan repayment to the UTM operating budget of \$1.2M. As noted above, the unrestricted surplus is \$0 in each year

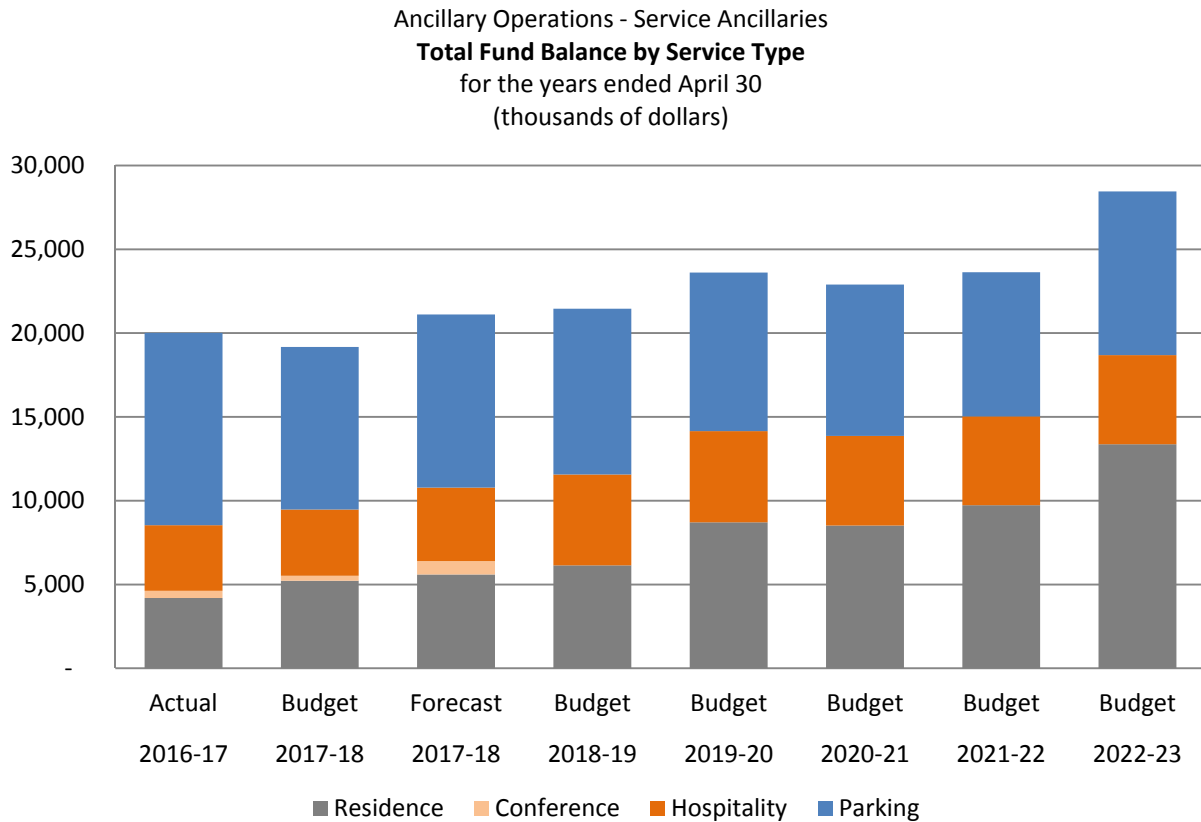
until the loan has been repaid. Once the loan is repaid, the unrestricted surplus will be put toward the construction reserve in anticipation of any large capital projects related to parking.

Total Fund Balance

Total Fund Balance reflects the net worth of the service ancillaries. Over time the total fund balance changes due to the net income or loss for the year and transfers in or out of the operation. The total fund balance is recorded in several sub-categories and the sum of these categories represents the total net worth of each ancillary.

- The unrestricted surplus/deficit 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, building renovations reserve and construction reserve represent funds that have been set aside for these specific purposes.
- Investment in capital assets represents university funds that have been spent on capital assets less depreciation. The funds spent when a capital asset is purchased results in an increase in the investment in capital assets category and a decrease in the unrestricted net assets. Depreciation charges over the life of the capital asset will result in a decrease in the investment in capital assets and an increase in the unrestricted net assets.

The following chart shows the total fund balance for the ancillaries from 2016-17 to 2022-23.



Ancillary Operations - Service Ancillaries
Total Fund Balance by Service Type
for the years ended April 30
(thousands 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
Residence	4,197	5,227	5,598	6,138	8,714	8,515	9,730	13,364
Conference	430	291	799	-	-	-	-	-
Hospitality	3,913	3,953	4,385	5,427	5,436	5,353	5,300	5,323
Parking	11,472	9,706	10,325	9,894	9,459	9,024	8,599	9,764
Net assets	20,012	19,177	21,107	21,459	23,609	22,892	23,629	28,451

For 2017-18, the service ancillaries are forecasting total net assets of \$21.1M. The 2018-19 operating plans are projecting total net assets of \$21.4M, the difference coming from the Net Income projected for each ancillary, less the amount of the principal and interest repayment from the loan to Parking.

Net assets are expected to grow to \$28.4M by 2022-23, reflecting an increase of \$7.3M from 2017-18. This increase consists of a growth of \$7.8M from Residence and \$1.0M from Hospitality which is offset by the transfer from Conference to Hospitality of \$0.8M (the transfer of remaining unrestricted surplus at the time of combining) and a decrease of \$0.5M from Parking. This net growth comes from the investments in capital assets being projected for Residence and Hospitality. Capital assets are depreciated over their useful life. The expense to the operating statement is the amount of depreciation not the total amount spent at the time of the capital expenditure. The investment in capital asset, which makes up the balance of the total fund reflects the amount of investment made in capital.

The total fund balance is made up of various reserves as set by the ancillary and/or required to ensure the ancillary meets the four objectives noted above.

Ancillary Operations - Service Ancillaries
Total Fund Balance by Category
for the budget year 2018-19
(thousands of dollars)

	Unrestricted Surplus/Deficit	Investment in Capital Assets	Capital Renewal Reserve	Operating Reserve	Construction Reserve	Total Fund Balance
Residence	(211)	5,266	50	1,033	-	6,138
Conference	-	-	-	-	-	-
Hospitality	-	1,241	10	213	3,963	5,427
Parking	-	9,687	-	207	-	9,894
	(211)	16,194	60	1,453	3,963	21,459

The anticipated total fund balance for 2018-19 is \$21.4M. The Residence unrestricted deficit is due to the renovations costs in the year. Hospitality is allocating all unrestricted surplus to their construction reserves for future capital expansions. Parking is allocating all unrestricted surplus to repay the UTM loan on the deck.

Ancillary Debt

The service ancillaries are projecting a total outstanding debt of \$42.6M (on original loans issued of \$64.3M) for 2017-18. Estimated principal and interest repayments for Residence are \$4.3M on an outstanding balance of \$35.1M and for Parking are \$1.0M on an outstanding balance of \$7.5M. This represents 30.9% and 24.2% of revenue, respectively.

The estimated interest cost on borrowing is \$2.3M or 16.6% of revenue or 17.1% of expenses for Residence and \$0.5M for Parking which represents 11.7% of revenues or 13.5% of expenses.

Principal Loan Balances
for the years ended April 30
(thousands of dollars)

	2016-17 Actual	2017-18 Forecast	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Residence	37,671	35,060	32,277	29,310	26,917	24,361	21,632
Conference	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-
Parking	8,062	7,527	6,955	6,345	5,695	5,001	4,261
Total Loan Balance	45,733	42,587	39,232	35,655	32,612	29,362	25,893

The second parking deck has been paid for by a contribution by the Parking ancillary of \$3.0M and a loan from UTM operating account for \$7.0M which is being repaid as follows:

Ancillary Operations - Service Ancillaries
Principal Loan Balance - Loan from UTM
for the years ended April 30
(thousands of dollars)

	2016-17 Actual	2017-18 Forecast	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Total Loan Balance	6,651	5,171	4,165	2,930	1,509	-	-

The Parking ancillary will repay this principal and interest to the full extent of the net balance of the unrestricted surplus each year, until the loan is repaid.

The total principal and interest repayment is for 2017-18 is expected to be \$1.7M. Annual repayments are noted on Schedule 2 of the ancillary's financial statements.

The Parking ancillary will continue to review its permit and daily pricing and monitor expenses in order to try and build up a construction reserve once the loan to UTM has been repaid.

University of Toronto Mississauga
Service Ancillary Operations Budget Summary
Projected Operating Results for the year ending April 30, 2019
(with comparative projected surplus for the year ending April 30, 2018)
(thousands of dollars)

Service Ancillary	Revenue	Expense	Net Operating Results before Transfers	Transfers in/(out)	Net Operating Results after Transfers 2019	Net Operating Results after Transfers 2018
Residence	14,970	14,430	540	-	540	1,401
Conference	-	-	-	(799)	(799)	370
Hospitality	3,009	2,766	243	799	1,042	472
Parking	4,479	3,725	754	(1,185)	(431)	(1,146)
Total	22,458	20,921	1,537	(1,185)	352	1,097

SCHEDULE 2

University of Toronto Mississauga
Summary of Service Ancillary Operations Long-Range Budget Results
(thousands of dollars)

					2018-19			2018-19	2020-21	2022-23		
Service Ancillary	Objectives to be met within 2018-19				Unrestricted Surplus/ (Deficit)	Projected Investment in Capital Assets	Projected Commitment to Capital Renewal (Schedule 3)	Projected Operating Reserve (Schedule 3.1)	Projected Construction Reserve (Schedule 3.1)	Net Assets	Net Assets	Net Assets
	1	2	3	4								
Residence	yes	yes	yes	no	(211)	5,266	50	1,033	-	6,138	8,515	13,364
Hospitality	yes	yes	yes	no	-	1,241	10	213	3,963	5,427	5,353	5,323
Parking	yes	n/a	yes	no	-	9,687	-	207	-	9,894	9,024	9,764
	Total				(211)	16,194	60	1,453	3,963	21,459	22,892	28,451

Objectives

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

1. Operates without 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.

University of Toronto Mississauga
Service Ancillary Operations Budget Summary
Projected Funds to be Committed for Capital Renewal
 for the years ending April 30
 (thousands of dollars)

Service Ancillary	Balance May 1, 2018	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2019	Balance April 30, 2023
Residence	50	-	50	50
Hospitality	10	-	10	10
Parking	-	-	-	-
Total	60	-	60	60

SCHEDULE 3.1

University of Toronto Mississauga
Service Ancillary Operations Budget Summary
Projected Funds for Operating, Construction and Building Renovation Reserves
for the years ending April 30
(thousands of dollars)

Service Ancillary	Operating Reserve				Construction Reserve				Building Renovation Reserve			
	Balance May 1, 2018	Increase/ (Decrease) in Operating Reserve	Balance April 30, 2019	Balance April 30, 2023	Balance May 1, 2018	Increase/ (Decrease) in Construction Reserve	Balance April 30, 2019	Balance April 30, 2023	Balance May 1, 2018	Increase/ (Decrease) in Construction Reserve	Balance April 30, 2019	Balance April 30, 2023
Residence	987	45	1,032	1,119	-	-	-	-	-	-	-	6,010
Hospitality	156	57	213	267	3,586	377	3,963	3,583	-	-	-	-
Parking	199	8	207	225	-	-	-	1,596	-	-	-	-
Total	1,342	110	1,452	1,611	3,586	377	3,963	5,179	-	-	-	6,010

University of Toronto Mississauga
Service Ancillary Operations Budget Summary
Long Range Projected Operating Results
for the years ending April 30
(thousands of dollars)

Service Ancillary	2017-18 Forecast			2018-19 Budget			2019-20 Budget		
	Net Operating Results before Transfers	Transfers in/(out)	Net Operating Results after Transfers	Net Operating Results before Transfers	Transfers in/(out)	Net Operating Results after Transfers	Net Operating Results before Transfers	Transfers in/(out)	Net Operating Results after Transfers
Residence	419	982	1,401	540	-	540	2,577	-	2,577
Conference	370	-	370	-	(799)	(799)	-	-	-
Hospitality	264	208	472	243	799	1,042	9	-	9
Parking	571	(1,717)	(1,146)	754	(1,185)	(431)	940	(1,375)	(435)
Total	1,624	(527)	1,097	1,537	(1,185)	352	3,526	(1,375)	2,151

University of Toronto Mississauga
Service Ancillary Operations Budget Summary
Long Range Projected Operating Results
for the years ending April 30
(thousands of dollars)

Service Ancillary	2020-21 Budget			2021-22 Budget			2022-23 Budget		
	Net Operating Results before Transfers	Transfers in/(out)	Net Operating Results after Transfers	Net Operating Results before Transfers	Transfers in/(out)	Net Operating Results after Transfers	Net Operating Results before Transfers	Transfers in/(out)	Net Operating Results after Transfers
Residence	(199)	-	(199)	1,214	-	1,214	3,634	-	3,634
Conference	-	-	-	-	-	-	-	-	-
Hospitality	(83)	-	(83)	(52)	-	(52)	23	-	23
Parking	1,077	(1,512)	(435)	1,119	(1,544)	(425)	1,165	-	1,165
Total	795	(1,512)	(717)	2,281	(1,544)	737	4,822	-	4,822

SCHEDULE 5

University of Toronto Mississauga
Service Ancillaries Operations Budget Summary
Summary of 2018-19 Capital Budgets
with comparative figures for 2017-18
(thousands of dollars)

Service Ancillary	2018-19	2017-18
Residence	590	2,305
Conference	-	-
Hospitality	882	25
Parking	-	30
Total	1,472	2,360

SCHEDULE 6

University of Toronto Mississauga
Schedule of 2018-19 Ancillary Rates

	2017-18 \$	2018-19 \$	Increase \$	Increase %	Prior Year Increase %
Parking					
Reserved & CCT Garage (annual)	1,051.16	1,082.69	31.53	3.0%	3.0%
Premium Unreserved (annual - Lots 4,8,9)	750.19	n/a	n/a	n/a	n/a
Unreserved (annual - Lots 4 & 8 only)	725.87	747.65	21.78	3.0%	3.0%
Student Unreserved (sessional - Lots 4 & 8 only)	302.43	311.50	9.07	3.0%	3.0%
Unreserved Afternoon (annual - after 3:30pm)	210.00	220.00	10.00	4.8%	5.6%
Commercial (annual - Lots 4,8,9)	1,216.10	1,252.58	36.48	3.0%	3.0%
Pay & Display (daily maximum) <i>(6:30am to 8:00am next day)</i>	14.00	15.00	1.00	7.1%	-
Pay & Display (evening/weekend) <i>(5:00pm to 8:00am next day)</i>	6.00	6.00	-	-	-
Pay & Display (per half hour) <i>(6:30am to 5:00pm)</i>	2.50	2.50	-	-	-
Pay & Display (per half hour) <i>(weekdays 5:00pm to 8:00am next day; weekends & holidays)</i>	1.00	1.00	-	-	-

University of Toronto Mississauga
Schedule of 2018-19 Ancillary Rates

	2017-18 \$	2018-19 \$	Increase \$	Increase %	Prior Year Increase %
Hospitality					
Group A					
Regular+500	4,325	4,500	175	4.0%	n/a
Regular+250	4,075	4,250	175	4.3%	n/a
Regular+100	3,925	4,100	175	4.5%	n/a
Small+500	3,925	4,050	125	3.2%	n/a
Small+250	3,675	3,800	125	3.4%	n/a
Small+100	3,525	3,650	125	3.5%	n/a
Group B					
Regular+500	2,825	2,925	100	3.5%	n/a
Regular+250	2,575	2,675	100	3.9%	n/a
Regular+100	2,425	2,525	100	4.1%	n/a
Small+500	2,500	2,600	100	4.0%	n/a
Small+250	2,250	2,350	100	4.4%	n/a
Small+100	2,100	2,200	100	4.8%	n/a

SCHEDULE 6, continued

University of Toronto Mississauga
Schedule of 2018-19 Ancillary Rates

	2017-18 \$	2018-19 \$	Increase \$	Increase %	Prior Year Increase %
Residence					
Undergraduate Students (Sept 1 - Apr 30)					
Roy Ivor Hall & Erindale Hall	10,121	10,526	405	4.00%	5.0%
Erindale Hall - Double	6,579	6,842	263	4.00%	5.0%
Oscar Peterson Hall	9,125	9,946	821	9.00%	5.0%
MaGrath Valley	10,121	9,946	(175)	-1.73%	5.0%
MaGrath Valley - Double	6,579	6,465	(114)	-1.73%	5.0%
Schreiberwood	9,125	9,467	342	3.75%	5.0%
McLuhan Court	9,125	9,467	342	3.75%	5.0%
Putnam Place	9,125	9,467	342	3.75%	5.0%
Leacock Lane	9,125	9,467	342	3.75%	5.0%
Graduate Student Housing (Sept 1 - Apr 30)					
Schreiberwood - Small Bachelor	7,992	8,292	300	3.75%	5.0%
Schreiberwood - Large Bachelor	8,400	8,715	315	3.75%	5.0%
Medical Student Housing (Sept 1 - May 31)					
Schreiberwood - Small Bachelor	8,991	9,328	337	3.75%	5.0%
Schreiberwood - Large Bachelor	9,450	9,804	354	3.75%	5.0%
Family Student Housing - Monthly Rate					
Schreiberwood - Small Bachelor	1,588	1,667	79	5.00%	5.0%
Schreiberwood - Large Bachelor	1,667	1,730	63	3.75%	5.0%
Schreiberwood - Small Bachelor	1,646	1,728	82	5.00%	5.0%
Schreiberwood - Large Bachelor	1,728	1,793	65	3.75%	5.0%

Review and Consultation Process

The UTM Campus Affairs Committee makes recommendations to the UTM Campus Council on the annual budget related to service ancillaries. The budgets approved by the Campus Council require confirmation by the Executive Committee of Governing Council. Those plans include a Management Report that describes the proposed services and programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plans also include each ancillary's annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and compulsory or optional fees. This year, the plans will report on actual financial results for the 2016-17, the forecast for 2017-18 and budgets for the five-year period 2018-19 to 2022-23. Only the proposed budget for 2018-19 is presented for approval. The remaining budgets, actual and forecast is for comparison and information purposes.

The Student Housing and Residence Life operating plan is reviewed by the Student Housing Advisory Committee that includes membership from all residence constituencies, including graduate and undergraduate students in residence, families in residence, and student staff in residence as well as representation from UTM's undergraduate Residence Council.

The Hospitality Services operating plan is reviewed by the Food Service Advisory Committee with membership of students (undergraduate, graduate, UTMSU, Residence Council), faculty and staff. Details of the Meal Plan component of Hospitality Services is reviewed by the Resident Student Dining Committee drawing membership from each of the residences (including first and upper year townhouse clusters).

The Parking operating plan is reviewed by the Transportation & Parking Advisory Committee that includes undergraduate and graduate students, faculty and staff.

As well, the University of Toronto Financial Services Department (FSD) reviews the operating plans and management reports submitted by each ancillary. Issues requiring further attention are identified by FSD and are addressed by the ancillaries.

Review and Consultation Process

Advisory Committee Meeting Dates:

Transportation and Parking Advisory Committee

October 16th

November 2nd

Food Services Advisory Committee

November 15th

Resident Student Dining Committee

November 8th

Student Housing Advisory Committee

September 21st

September 28th

October 5th

October 19th

Ancillary Management Reports and Operating Statements



Student Housing & Residence Life Operating Plans 2017-18 to 2022-23

Management Report

1. Student Housing & Residence Life Mission

The University of Toronto Mississauga department of Student Housing & Residence Life advances the mission of the University by creating a holistic student experience that promotes academic and personal success. We provide facilities that are safe & secure, well-maintained, and competitively priced in an effort to foster a supportive community that values diversity, equity, and inclusion. Informed by research & assessment, we offer innovative programs & services that enhance student learning & development. Our peer-based approach, dedicated professional staff, and collaborative attitude contribute to a unique and unparalleled student *experience*.

1.1 Service Ancillary Review Group (SARG) Guidelines

- i. Operate without a subsidy from the University operating budget.
- ii. Include all costs of capital renewal and deferred maintenance.
- iii. Generate sufficient surplus to cover operating contingencies.
- iv. Contribute net revenue to the operating budget, where possible.

1.2 Background and Recent Accomplishments

Student Housing & Residence Life (SHRL) provides a transformative experience for students in residence with over 1500 workshops, events and programs. There are eight residence communities at the University of Toronto Mississauga including three residence buildings and five townhouse complexes. The department also provides 24-hour on-call response, 365 days per year.

Main accomplishments or issues facing the ancillary include:

- We exceeded occupancy and revenue targets for 2017-18
- SHRL has a first-year guarantee. We experienced an increase in first year students in residence in 2017-18. We were able to accommodate 1074 first year students (up from 954 in 2016-17). In August 2017, we added 72 double-room spaces in Erindale Hall to accommodate more first year students.

- We hosted a graduate intern from the University of Nebraska through the Association of College and University Housing Officers – International (ACUHO-I) internship program. The intern’s work focused on departmental assessment.
- Introduced a new Residence Choir that has been performing regularly on-campus as well as a local senior’s residence.
- Implemented new streamlined check-out process for residence including a new “express check-out” option. Also implemented new check-out software to better track room condition and ensure a consistent client experience.
- Since July 2014, SHRL has continued to provide the University with 100 residence spaces during the construction project of North Building Phase II. The 2017-18 budget year will be the fourth year of this four-year project. Erindale Hall offices will return to residence prior to August 2018.

2. 2017-2018 Operating Forecast

Forecasted revenues are expected to be better than budget by \$205,302. This is due to overall campus residence occupancy exceeding 96% as a result of process improvements as well as enhanced marketing. Summer residence and conference revenue was higher than budget for a total of \$788,191. We continue to see large growth for housing by students participating in the summer ACE@UTM program.

Starting in 2017-18 we will no longer be charging additional fees to stay during the Winter Break. With the aim to be an industry leader several operational changes were implemented to our winter break housing including implementing a no charge stay. With our large international population, this change is *putting students first*.

Total spending on Salary and Benefits is forecast to be \$2,290,226. This is slightly under budget despite unplanned legislative changes to minimum wage.

Increased spending on Maintenance and Capital renewal is reflected in operating forecasts for this year. The top priority of SHRL spending is renewal of existing facilities as outlined in our Student Housing Master Plan. Major maintenance is expected to be higher than budget because some projects that were budgeted as capital renewal were found to be major maintenance instead. As a result, the depreciation expense will decrease.

Loan Principal and Interest Expense of \$4,297,518 continues to dominate the Student Housing & Residence Life operating budget making up 32% of our total expenses.

Utilities are forecasted to be \$1,346,332 and our combined overhead charges are \$561,333.

The operating result before transfers is projected to be \$418,962 which is \$454,068 less than budget. This is primarily connected to an accounting policy change (outlined below) for *Major Maintenance* in that all renovations are now expensed. The total fund closing balance as shown on Schedule 2 is forecasted at \$5,597,613.

3. 2018-19 Proposed Budget

RESIDENCE RATES

One of the biggest changes to the SHRL 18-19 budget is a departure from 'across the board' (ATB) increases. Following the recommendations and evidence from the Student Housing Master Plan we have developed differentiated residence rates by residence building and completed a detailed analysis of our rates. A much simpler rate sheet is available on Schedule 6.

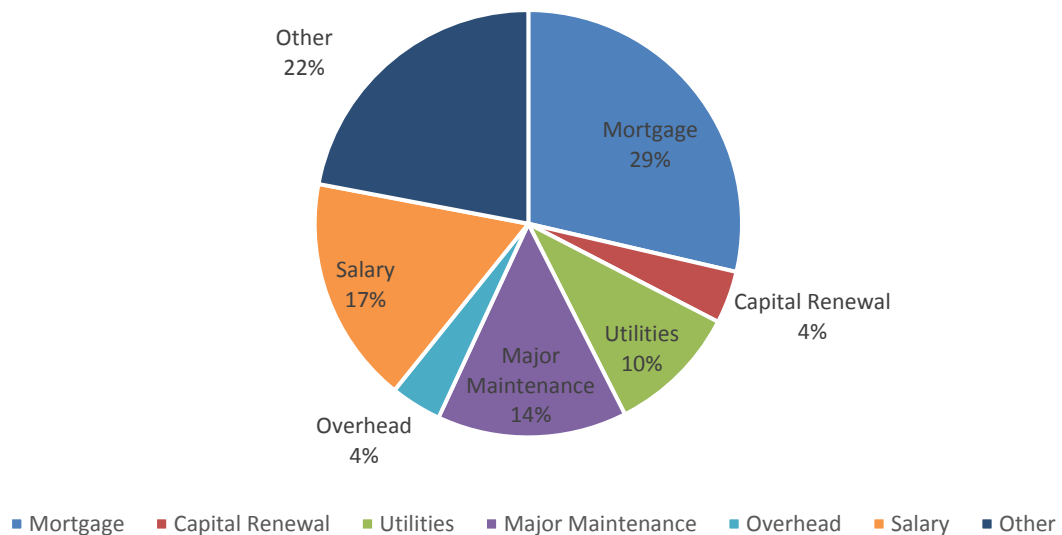
The *value* of each style of residence was tested during our Student Housing Master Plan consultations. A market and demand analysis was also completed by Student Housing Master Plan consultants providing us with key information for this change.

We have also continued our strategy of adding double rooms to our existing stock to increase beds and offer a lower price point. However, it should be noted SHRL had a healthy waitlist at move-in day and our rates compare favorably with market and institutional peers.

Fall/Winter session revenues are based on occupancy of 97%. Putnam Place will be off-line for renovations for the 2018-19 cycle. Erindale Hall offices will be returned to SHRL. Summer session revenues are expected to grow slightly over 2017-18 as we expect continued demand for the summer ACE@UTM program.

PROPOSED EXPENSES

2018-19 Broad Expense Categories



Loan Principal & Interest Expense continues to be the largest expense accounting for 30% of total expenses. Mortgage-related expenses and investment in renovations are the two biggest pressures on the SHRL budget.

Major Maintenance and Capital Renewal continue to be top priorities for Student Housing & Residence Life. Major Maintenance (see Schedule 3) primarily includes large scale renovations to existing residence buildings and large-scale replacement of appliances and furniture. Capital Renewal (see Schedule 5) are larger projects such as building enhancements and replacement of major systems. Capital Renewal projects are subject to capitalization and depreciation. The investment in capital renewal is seen by the increase in the Furniture and Equipment Depreciation. Annual Maintenance expenses reflect costs associated with repairs and maintenance required annually or periodically (e.g. painting, electrical, plumbing).

As we are taking on significant renovations over the next 10+ years, cash flow becomes of utmost importance. All renovations to existing buildings are expensed in the given year.

The first major renovation from our Student Housing Master Plan is the renovation of Putnam Place. In 2018-19 Putnam Place will be off-line for a major \$2.8m renovation project. Houses will have renovated bathrooms, kitchens, new flooring, painting, lighting, windows and more. A new laundry and community space will also be built in Putnam Place.

The Operating Results before Transfers is budgeted to be \$540,512 and the Total Fund Balance, Closing is expected to be \$6,138,125.

4. Long Range Plan: 2018-19 to 2022-23

As recommend by the Student Housing Master Plan – Focus 15 - the Student Housing & Residence Life long range plan has been designed around a multi-year re-investment in our existing housing stock. To maintain our first year guarantee we will need to build a new first year building. This is the priority once renovations are underway. No residence new construction projects are reflected in this current draft.

Following the evidence-based change in rates for 2018-19, the long-range plan assumes differentiated rate increases in each of the years 2018-19 to 2022-23, and that 2018-19 onward assumes the return of the 100 beds in EH to SHRL due to the completed construction of North Building Phase 2.

As recommended in our Student Housing Master Plan, Student Housing & Residence Life is embarking on a significant, multi-year capital renewal plan guided by established principles & standards for UTM Residences. The Student Housing Master Plan addresses specific facilities assessment and renovation plans for our existing stock.

Each renovation will take one cycle and will be off-line for the renovation. Subsequent major townhouse renovation is currently planned as follows:

2018-19 Putnam Place

2019-20 No renovations planned to build cash reserves

2020-21 Leacock Lane

2021-22 McLuhan Court

Long term renovation plans extend through 2029. Any unrestricted surplus has been allocated to a Building Renovation Reserve in order to fund the capital renewal and renovation plan associated with the Housing Master Plan.

APPENDIX A

University of Toronto Mississauga Student Housing Advisory Committee Membership

Student representatives are elected (or acclaimed) from various residence sub-populations. I wish to thank all representatives for the time invested in consultation with SHRL leadership team.

Student Housing & Residence Life provided considerable opportunity for student consultation on the 2018-19 budget. The Student Housing Advisory Committee (SHAC) had four (4) budget related meetings in September and October. SHAC supported a draft 2018-19 budget and the new residence rates as presented in Schedule 6.

Membership is comprised of:

One (1) Graduate Student Representatives within Residence

(Elected by a majority of completed ballots from graduate students living in residence)
Currently Vacant

One (1) Family Representative within Residence

(Elected by a majority of completed ballots from family households
Lucia Banos Arenda-Vargas

Three (3) Undergraduate Representatives within Residence Council

(Elected by a majority of completed ballots from the Residence Council)
Yu-An (Joanne) Tsao, Ashley Wong, Jessica Latocha

Two (2) UTM First Year Residence Community Representatives

(Elected by majority of completed ballots from first year residents)
Jayaditya Kedia, Sowrya Kasim

One (1) UTM Upper Year Residence Community Representatives

(Elected by majority of completed ballots from upper year residents)
Salman Hassan

One (1) Residence Life Don

(Elected by majority of completed ballots from Don team)
Abdullah Nasser

One (1) Residence Peer Academic Leader

(Elected by majority of completed ballots from PAL team)
Peter Cuthbertson

One (1) Residence Service Desk Staff

(Elected by majority of completed ballots from service desk team)
Noelly Irias Bonilla

Students looking to share feedback or input on matters pertaining to housing services, programming for students, resources and departmental budget priorities, are encouraged to contact their area representative(s).

**University of Toronto Mississauga
Student Housing & Residence Life
Statement of Operating Results
in \$'s**

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Revenue									
Residence Fees - Fall/Winter Session	11,674,810	12,172,860	12,278,277	105,417	13,133,846	14,713,001	13,937,074	14,579,826	16,869,535
Residence Fees - Summer Session	589,117	620,043	624,727	4,684	649,716	675,705	702,733	730,842	760,076
Conference	178,937	104,413	163,464	59,051	106,501	108,631	110,804	113,020	115,280
Laundry Income	32,465	6,219	28,700	22,481	29,274	29,859	30,456	31,065	31,686
Other Income	343,739	215,000	150,000	(65,000)	233,700	238,374	243,141	248,004	252,964
Investment Income		-	40,000	40,000	30,000	35,000	10,000	8,000	15,000
Value of Don's & Dean's Rooms	692,052	688,988	727,657	38,669	787,366	818,191	819,021	849,675	945,016
Total Revenue	13,511,120	13,807,523	14,012,825	205,302	14,970,403	16,618,761	15,853,229	16,560,432	18,989,557
Direct Expenditures									
Salary, Wages & Benefits - SHRL	2,099,171	2,351,449	2,290,226	61,223	2,559,744	2,687,731	2,822,118	2,963,224	3,111,385
Supplies	93,084	71,490	79,936	(8,446)	81,535	83,166	84,829	86,526	88,257
Utilities	1,215,099	1,568,690	1,346,332	222,358	1,479,230	1,508,815	1,538,991	1,569,771	1,601,166
Garbage	34,494	59,647	36,219	23,428	36,943	37,682	38,436	39,205	39,989
Snow Removal, Grounds Maintenance	246,096	254,895	254,895	-	262,940	271,249	279,831	288,696	297,852
Insurance	65,108	68,363	67,647	716	70,089	71,491	72,921	74,379	75,867
Communication - Computer Svcs	291,634	157,310	157,310	-	93,511	100,000	100,000	100,000	100,000
Communication - Cable/Telephone/Cell	-	84,398	86,500	(2,102)	88,230	89,995	91,795	93,631	95,504
Furniture & Equipment Repair	6,486	7,184	751,004	(743,820)	6,630	6,763	6,898	7,036	679,548
Annual Maintenance	580,872	790,728	639,434	151,294	645,593	658,505	671,675	685,109	698,811
Major Maintenance	435,045	414,389	1,250,463	(836,074)	2,287,854	1,645,391	3,451,450	2,400,322	1,372,177
Furniture & Equipment Depreciation	177,984	679,345	333,389	345,956	356,992	385,645	372,486	437,085	447,647
Non-Depreciable Assets	29,498	51,150	20,000	31,150	20,400	20,808	21,224	21,648	22,081
Loan Principal & Interest Expenses	4,334,021	4,297,518	4,297,518	-	4,258,823	4,217,806	4,194,674	4,194,674	4,194,674
Finance Charges	4,637	22,000	-	22,000	-	-	-	-	-
Value of Don's & Dean's Rooms	692,052	688,988	727,657	(38,669)	787,366	818,191	819,021	849,675	945,016
Cleaning Costs	104,880	125,924	115,000	10,924	117,300	119,646	122,039	124,480	126,970
Residence Life Expenses	131,020	175,000	155,000	20,000	257,608	262,760	268,015	273,375	278,843
Residence Admin Expenses	-	206,000	170,000	36,000	184,554	188,245	192,010	195,850	199,767
Advertising/Marketing/Other Commission	-	-	25,000	(25,000)	25,500	26,010	26,530	27,061	27,602
Credit Card Fees	-	-	30,000	(30,000)	30,600	31,212	31,836	32,473	33,122
Miscellaneous	333,209	298,692	199,000	99,692	202,980	207,040	211,181	215,405	219,713
Total Direct Expenditures	10,874,390	12,373,160	13,032,530	(659,370)	13,854,422	13,438,151	15,417,960	14,679,625	14,655,991
Indirect Expenditures									
Central Overhead Charges	49,923	46,772	46,772	-	47,244	49,606	52,086	54,690	57,425
Department/College Overhead Charges	440,217	485,261	485,261	-	490,926	515,472	541,246	568,308	596,723
Facilities & Services Overhead Charges	23,040	29,300	29,300	-	37,299	39,164	41,122	43,178	45,337
Total Indirect Expenditures	513,180	561,333	561,333	-	575,469	604,242	634,454	666,176	699,485
Total Expenditures	11,387,570	12,934,493	13,593,863	(659,370)	14,429,891	14,042,393	16,052,414	15,345,801	15,355,476
Operating Results Before Transfers	2,123,550	873,030	418,962	(454,068)	540,512	2,576,368	(199,185)	1,214,631	3,634,081

**University of Toronto Mississauga
Student Housing & Residence Life
Statement of Reserves
in \$'s**

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Total Fund Balance - Opening	1,138,362	3,372,331	4,196,868	824,537	5,597,613	6,138,125	8,714,493	8,515,308	9,729,939
Net Operating Results before Transfers	2,123,550	873,030	418,962	(454,068)	540,512	2,576,368	(199,185)	1,214,631	3,634,081
Transfers in (out) of Ancillary Operations	934,956	981,684	981,783	99	-	-	-	-	-
Net Operating Results after Transfers	3,058,506	1,854,714	1,400,745	(453,969)	540,512	2,576,368	(199,185)	1,214,631	3,634,081
Total Fund Balance - Closing	4,196,868	5,227,045	5,597,613	370,568	6,138,125	8,714,493	8,515,308	9,729,939	13,364,020
<i>Closing Fund Balance is made up of:</i>									
Investment in Capital Assets	2,824,916	5,884,657	4,350,134	(1,534,523)	5,266,485	6,063,468	5,690,982	6,412,897	6,185,250
Internally Restricted:									
Capital Renewal Reserve	526,528	526,528	50,000	(476,528)	50,000	50,000	50,000	50,000	50,000
Operating Reserve	946,563	1,030,271	987,192	(43,079)	1,032,506	1,050,709	1,070,966	1,094,493	1,119,020
Construction Reserve	-	-	-	-	-	-	-	-	-
Building Renovation Reserve	-	-	210,287	210,287	-	1,550,316	1,703,360	2,172,549	6,009,750
Unrestricted Surplus/(Deficit)	(101,139)	(2,214,411)	-	2,381,619	(210,866)	-	-	-	-

University of Toronto Mississauga
Student Housing & Residence Life
Schedule of Major Maintenance
in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Major Maintenance	435,045	414,389	1,250,463	(836,074)	2,287,854	1,645,391	3,451,450	2,400,322	1,372,177
Total Major Maintenance	435,045	414,389	1,250,463	(836,074)	2,287,854	1,645,391	3,451,450	2,400,322	1,372,177

University of Toronto Mississauga
 Student Housing & Residence Life
 Schedule of Deferred Maintenance
 in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Deferred Maintenance									
Total Deferred Maintenance	-	-	-	-	-	-	-	-	-

**University of Toronto Mississauga
Student Housing & Residence Life
Schedule of Capital Expenditure
in \$'s**

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Building		400,000	1,214,032	(814,032)					220,000
Renovations (Enhancements)	361,174	1,684,885	-	1,684,885	590,073	-		540,000	
Furniture & Equipment		220,000	-	220,000		458,341		619,000	
Total Capital Expenditure	361,174	2,304,885	1,214,032	1,090,853	590,073	458,341	-	1,159,000	220,000

**University of Toronto Mississauga
Student Housing & Residence Life
Schedule of Rates
in \$'s**

	Period	2017/18	% Change	2018/19	2019/20	2020/21	2021/22	2022/23
Undergraduate Student Housing								
Roy Ivor Hall & Erindale Hall	Sept 1 - Apr 30	10,121	4.00%	10,526	10,947	11,385	11,840	12,314
Erindale Hall - Double	Sept 1 - Apr 30	6,579	4.00%	6,842	7,115	7,400	7,696	8,004
Oscar Peterson Hall	Sept 1 - Apr 30	9,125	9.00%	9,946	10,344	10,758	11,188	11,636
MaGrath Valley	Sept 1 - Apr 30	10,121	-1.73%	9,946	10,344	10,758	11,188	11,635
MaGrath Valley - Double	Sept 1 - Apr 30	6,579	-1.73%	6,465	6,724	6,992	7,272	7,563
Schreiberwood	Sept 1 - Apr 30	9,125	3.75%	9,467	9,822	10,191	10,573	10,969
McLuhan Court	Sept 1 - Apr 30	9,125	3.75%	9,467	9,822	10,191	10,573	10,969
Putnam Place	Sept 1 - Apr 30	9,125	3.75%	9,467	10,947	11,385	11,840	12,314
Leacock Lane	Sept 1 - Apr 30	9,125	3.75%	9,467	9,822	10,191	11,840	12,314
Graduate Student Housing								
Schreiberwood - Small Bachelor	Sept 1 - Apr 30	7,992	3.75%	8,292	8,603	8,925	9,260	9,607
Schreiberwood - Large Bachelor	Sept 1 - Apr 30	8,400	3.75%	8,715	9,042	9,381	9,733	10,098
Medical Student Housing								
Schreiberwood - Small Bachelor	Sept 1 - May 30	8,991	3.75%	9,328	9,678	10,041	10,417	10,808
Schreiberwood - Large Bachelor	Sept 1 - May 30	9,450	3.75%	9,804	10,172	10,553	10,949	11,360
Family Student Housing - Monthly Rate								
Schreiberwood - 3 bedroom	May 1 - Aug 31	1,588	5.00%	1,667	1,730	1,794	1,862	1,931
Schreiberwood - 3 bedroom	Sept 1 - Apr 30	1,667	3.75%	1,730	1,794	1,862	1,931	2,004
Schreiberwood - 4 bedroom	May 1 - Aug 31	1,646	5.00%	1,728	1,793	1,860	1,930	2,002
Schreiberwood - 4 bedroom	Sept 1 - Apr 30	1,728	3.75%	1,793	1,860	1,930	2,002	2,077

Conference Services Operating Plan 2017-18

Management Report

PREFACE

Starting in 2018-19, the budgets of the Food Services and Conference Services Ancillaries will be combined under the Hospitality Services umbrella. These two ancillaries have been operated and administered by Hospitality & Retail Services at UTM since 2006. The combination of the budgets is due to the many shared resources and investments from Hospitality & Retail Services that support both ancillaries. Logically, combining the budgets simplifies the capital and strategic planning process, as well as the administration, for Food and Conference Services.

1. Overview of Mission, Issues and Services

a. Service Ancillary Review Group (SARG) Guidelines

- Operate without a subsidy from the University operating budget.
- Include all costs of capital renewal and deferred maintenance to which Conference Services, given it rents out space, does not have capital requirements or deferred maintenance.
- To maintain an operating reserve equal to ten percent of total annual expenses net of capital renewal and Conference Expense – Food.
- Contribute net revenue to the operating budget, where possible.

b. Conference Services Mission

- To manage room bookings and offer support for catering orders for all UTM departments (internal events) and conference groups; increasing departmental operating efficiency by providing this one stop service for larger all-encompassing events.
- To support UTM departments and student groups in the planning of details related to conferences and special events.
- To produce income for UTM through the utilization of campus resources that might otherwise remain idle.
- To maintain and replace campus resources which can be used for both conference and other uses.

- To further the academic mission and recruiting efforts by providing opportunities for academic and youth conferences.
- To increase campus activity in the spring/summer by contributing to a vibrant campus; providing increased employment opportunities for campus service staff; and stabilizing the annual work cycle of this typically seasonal campus group.
- To contribute to the Hospitality and Retail sales department for future construction and growth.
- To work on marketing and selling the summer business through advertising, word of mouth and posting packages (to be mailed out to groups who are planning larger scale conferences in the area – i.e. ministry groups, sporting camps).

1.2 Background, Issues and Service

Conference Services provides group arrangements, including accommodations and food arrangements, classrooms and meeting spaces for a very diverse group of customers including youth groups, professional groups, academic departments, governmental groups, language camps and sports teams.

Main issues facing the ancillary include:

- Increase in bookings throughout the day and late into the evening for facilitated study groups, reduces previously available space for internal and external room bookings.
- Effective utilization and availability of space in a rapidly changing campus environment.
- Provide support of and service to increasing requests from internal departments - while UTM continues to experience a shortage of meeting and conference space.
- Increasing external sales and operating contributions while meeting the U of T temporary use of space guidelines.
- To maintain and improve historical operating results before transfers in light of a reduction in accommodation (residence rooms) available to conference due to:
 - Increasing number of spring/summer session residence students and students enrolled in the ACE@UTM program and other language programs - currently 4 floors in Oscar Peterson hall for ACE
 - Required maintenance in some of the residences.
 - The use of 100 rooms in Erindale Hall as offices to accommodate staff due to the construction of North 2.
 - Roy Ivor Hall and McGrath Valley will be used to accommodate UTM students during the summer session, in prior years these residence units were available for renting to external guests.

2. 2017-18 Operating Forecast

Total Revenue is expected to be \$696,437 over what was originally budgeted. The increase in forecasted revenue is primarily due to several factors:

- Increased Accommodation and Food Revenue from large, unexpected one-time groups (e.g. Special Olympics).
- Increased Accommodation and Food Revenue due to higher than expected delegate numbers from Tamwood.

- Increased Facilities/Space Rental Revenue and Other Income as a result of several unexpected film shoots.

The Total Direct Expenditures are expected to be higher than Budget due to higher than expected Conference Accommodation and Food Expenses as a direct result of the higher conference income noted above.

The Operating Result before Transfers is expected to be a surplus of \$369,533, which is \$469,100 more than budgeted. The Total Fund Balance, Closing is expected to be \$799,441.

The Total Fund Balance will be combined with that of the Food Service Ancillary starting in 2018-19 as the two ancillaries rents spaces and funds operations that provide benefits from both a food service and event/conference perspective in order to support the UTM community.

3. Categories of Users and Accessibility

Conference Services provides event and conference planning advisory to both external and internal groups. However, the demand from internal departments and student groups continues to increase every year, reducing the options for promoting UTM's facilities to external guests. Conference Services continues to work on a long range plan to maximize space, standardize procedures and sell the available space to external guests through social media, marketing and word of mouth advertising. The Department will continue to offer high quality services while taking into account competition and market trends.

**University of Toronto Mississauga
Conference Services
Statement of Operating Results
in \$'s**

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Revenue									
Conference Income - Accommodation	401,441	250,000	407,385	157,385					
Conference Income - Food	531,847	400,000	640,000	240,000					
Conference Income - Facilities/Space Rental	273,564	213,210	415,150	201,940					
Investment Income	2,474	2,100	5,101	3,001					
Other Income	18,692	10,000	104,111	94,111					
Total Revenue	1,228,018	875,310	1,571,747	696,437					
Direct Expenditures									
Salary, Wages & Benefits	209,040	268,789	171,662	97,127					
Conference Expense - Food	531,847	400,000	640,000	(240,000)					
Supplies	24,132	12,500	8,500	4,000					
Communications Costs	5,927	5,000	7,500	(2,500)					
Conference Accommodation	176,870	125,000	163,464	(38,464)					
Furniture & Equipment Repair	6,519	9,000	35,000	(26,000)					
Annual Maintenance Expenses	2,790	-	3,000	(3,000)					
Replacement of Non-Depreciable Assets	20,054	18,000	20,000	(2,000)					
Smallwares	-	-	1,611	-					
Licenses/Permits	-	-	-	-					
Advertising/Marketing	-	-	9,013	-					
Other Expenses	40,629	20,000	36,500	(16,500)					
Total Direct Expenditures	1,017,808	858,289	1,096,251	(227,337)					
Indirect Expenditures									
Central Overhead Charges	3,175	3,270	3,270	-					
Department/College Overhead Charges	79,529	88,203	88,203	-					
Facilities & Services Overhead Charges	13,655	14,490	14,490	-					
Total Indirect Expenditures	96,359	105,963	105,963	-					
Total Expenditures	1,114,167	964,252	1,202,214	(227,337)					
Operating Results Before Transfers	113,851	(88,942)	369,533	469,100	-	-	-	-	-

Note: Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018

**University of Toronto Mississauga
Conference Services
Statement of Reserves
in \$'s**

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Total Fund Balance - Opening	366,057	380,326	429,908	49,582	799,441				
Operating Results before Transfers	113,851	(88,942)	369,533	458,475	-				
Transfers in (out) of Ancillary Operations	(50,000)	-	-	-	(799,441)				
Net Operating Results after Transfers	63,851	(88,942)	369,533	458,475	(799,441)				
Total Fund Balance - Closing	429,908	291,384	799,441	508,057	-				
<i>Closing Fund Balance is made up of:</i>									
Investment in Capital Assets Internally Restricted	-	-	-	-	-				
Capital Renewal Reserve	-	-	-	-	-				
Operating Reserve	37,609	41,225	33,013	(8,213)	-				
Construction Reserve	-	-	-	-	-				
Unrestricted Surplus/(Deficit)	392,299	250,159	766,429	516,270	-				

Note:

- (1) Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018
(2) The transfer out of Conference Services is to transfer the total Fund Balance to Hospitality Services

University of Toronto Mississauga
 Conference Services
 Schedule of Major Maintenance
 in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
	-	-	-	-					
Total Major Maintenance	-	-	-	-					

Note: Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018

University of Toronto Mississauga
 Conference Services
 Schedule of Deferred Maintenance
 in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
	-	-	-	-					
Total Deferred Maintenance	-	-	-	-					

Note: Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018

University of Toronto Mississauga
 Conference Services
 Schedule of Capital Expenditure
 in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
	-	-	-	-					
Total Capital Expenditure	-	-	-	-					

Note: Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018

Food Services Operating Plan 2017-18

Hospitality Services Operating Plan 2018-19 to 2022-23

Management Report

PREFACE

Starting in 2018-19, the budgets of the Food Services and Conference Services Ancillaries will be combined under the Hospitality Services umbrella. These two ancillaries have been operated and administered by Hospitality & Retail Services at UTM since 2006. The combination of the budgets is due to the many shared resources and investments from Hospitality & Retail Services that support both ancillaries. Logically, combining the budgets simplifies the capital and strategic planning process, as well as the administration, for Food and Conference Services.

Overview of Objectives, Issues and Services

1.1 Service Ancillary Review Group (SARG) Guidelines

- Operate without subsidy from the University operating budget.
- Include all costs of capital renewal and deferred maintenance.
- Maintain an operating reserve equal to ten percent of total annual operating expenses.
- Contribute net revenue to the operating budget, where possible.

1.2 Hospitality Services Mission

- To serve a variety of quality products in well maintained, relaxing and engaging food service outlets at prices which provide value to customers;
- To reduce the overall campus food service capacity shortfall by planning and developing new conveniently located, engaging and efficient food service spaces which are in keeping with the quality of new buildings on the UTM campus;
- To manage room bookings and offer support for catering orders for all UTM departments (internal events) and conference groups; increasing departmental operating efficiency by providing this one stop service for larger all-encompassing events; support UTM departments and student groups in the planning of details related to conferences and special events;
- To produce income for UTM through the utilization of campus resources that might otherwise remain idle;

- To maintain and replace campus resources which can be used for both conference and other uses;
- To further the academic mission and recruiting efforts by providing opportunities for academic and youth conferences;
- To increase campus activity in the spring/summer by contributing to a vibrant campus; providing increased employment opportunities for campus service staff; and stabilizing the annual work cycle of this typically seasonal campus group;
- To contribute to the Hospitality & Retail Services sales department for future construction and growth; and
- To work on marketing and selling the summer business through advertising, word of mouth and posting packages (to be mailed out to groups who are planning larger scale conferences in the area – i.e. ministry groups, sporting camps).

1.3 Background, Issues and Service

Food Service is currently provided through:

- Davis Building Meeting Place
 - Tim Horton's full service outlet, Subway kiosk
- Davis Building Temporary Food Court
 - Tim Horton's Express kiosk, Booster Juice, Pizza Pizza, fusion 5, International Kitchen, Elements, Vegelicious, Quesada, salad bar, and various Grab and Go items
- The Tim Hortons Café Express in the CCT Building
- Starbucks Café located in the Hazel McCallion Academic Learning Centre
- The multi-concept Colman Commons Dining Hall located in Oscar Peterson Hall, including the Tea Bar
- Deerfield Hall
 - North Side Bistro
- Instructional Centre Café & Lounge
 - Second Cup, Bento, various Grab and Go Items
- Kaneff Centre/Innovation Complex
 - Second Cup, various Grab and Go items
- Rotating Food Trucks
- An arrangement enabling students to use their student meal plans to purchase:
 - pizza for delivery from Pizza Pizza
 - pita for delivery and in-store from Pita Pit
 - meals at Sheridan College
 - meals at the Blind Duck in the Student Center, operated by the University of Toronto Mississauga Student's Union

1.4 Highlights for 2017-18

- Continuation of the planning process for the expansion of food services on campus.
 - Planning for the opening of the food service outlet and event space in North II

- Finalizing the design and food service concepts for the comprehensive Food Court to replace Temporary Food Court as part of the Davis Building Reconstruction Project
- Addition of Dim Sum in Colman Commons
- Introduction of beehives on campus for collection of local honey for supply to UTM community
- Opening of the vertical farm at Colman Commons to provide local produce for food services
- TCard contactless full implementation
- Addition of My L'il Healthbot health and beauty product vending machines at OPH
- Planning Starbucks upgrade
- Rollout of new Commerce Management System
- Moving of Subway to support the Davis Building Reconstruction Project

2017-18 Forecast

Forecasted total food and beverage revenue is expected to be higher than budget by \$306,343 as a result of:

- Higher proportion of students selecting larger meal plans
- Higher than expected catering revenue from UTM 50 events

Forecasted total cost of sales and service are forecasted to be \$241,628 higher than budget as a direct result of higher than expected revenue.

Forecasted total direct expenditures are expected to be \$116,058 lower than budget primarily due to the deferral of hiring new staff to 2018-19.

Therefore, the forecasted operating result before transfers is a surplus of \$263,979 and the resultant forecasted closing total fund balance is a positive \$4,385,238 at the end of 2017-18.

2018-19 Budget

2018-19 will include the combination of Food and Conference Services revenue and expenses and will represent the first full year of the combined budget under the Hospitality Services umbrella.

Hospitality Service ancillary is committed to providing meal plans that provide value and are competitively priced with peer institutions. The proposed meal plan rate increase will be an average of just under 4% for 2018-19, due to:

- The costs of food are forecasted to increase by approximately 2.8% (before considering the impact of labour costs), but the impact of the minimum wage increase will likely push the impact on food prices to an average increase of 4.0%. Branded outlets have already implemented price increases and are looking to increase prices further to account for the potential increase in minimum wage to occur in 2018 and 2019.
- Resultant changes to meal plan costs must follow suit with any changes in food prices to ensure that:
 - UTM is abiding by government regulations defining tax-exempt meal plans.
 - Purchasing power of meal plans is maintained from year-to-year.

Meal Plan revenue, however is expected to increase by 4.2% for 2018-19. This is because of a lower ratio of students with the larger sized meal plans in 2018-19 offset by the realization of deferred meal plan revenue from 2017-18 (as referenced in 2016-17 Food Services Management Report).

Cafeteria revenue is expected to increase by 6.5% primarily as a result of:

- Aforementioned food price increases.
- Opening of North II food service outlet.

Total Cost of Sales and Service expense is expected to increase by 8.1%. This expense increase is as a direct result of the increase in budgeted overall revenue for 2018-19.

Total direct expenses are budgeted to increase when compared to 2017-18 combined forecasted amounts primarily due to the hiring of new staff to support the ancillary's growing operations and salary increases due to contractual obligations.

Operating results before transfer are budgeted to be \$242,448, and the closing total fund balance is projected to be a positive \$5,427,127 at the end of 2018-19. The total fund balance includes the transfer in of Conference Service's ending total fund balance at April 30, 2018 as a result of the combining of the two ancillaries.

Finally, it is important to note that although the Hospitality Services ancillary continues to generate a positive contribution which is being held in the construction reserve, the Department is working toward an annual break even operating model for the future.

4. Categories of Users and Accessibility

Food Services are available and used by faculty, staff, students and visitors at the various locations and through vending machines from 7:30 am to midnight, with extended hours for purchases with the off-campus partners.

Conference Services provides event and conference planning advisory to both external and internal groups. Demand from internal departments and student groups continues to increase every year, reducing the options for promoting UTM's facilities to external guests. However, work continues on developing a long range plan to maximize space, standardize procedures and sell the available space to external customers through social media, marketing and word of mouth advertising. The Department will continue to offer high quality services while taking into account our competition and market trends.

5. Long Range Plan: 2019-2023

In 2019, Hospitality Services will, once again, receive some much needed space increases to better service the UTM community. As part of the Davis Building Reconstruction project, the Davis Building Food Court represents the pinnacle of the Food Service Master Plan – 13 years in the making. This comprehensive food court will offer a blend of branded and non-branded concepts 8 food service outlets, with a second 2-concept food service outlet to be located separate from the main food court. Along with the food service additions, the multi-use seating and common area renovation and expansion will provide more valuable space to attract external groups to use UTM as a venue when these resources are not being used for academic purposes.

In the short-term, the Hospitality Services ancillary will require the following investments:

- \$2,000,000 contribution toward the construction of the Davis Building Food Court
- \$200,000 for Starbucks renovations
- \$200,000 for Subway renovations

The significant investment in food services from the Davis Building Food Court reconstruction, the renovations of Starbucks and Subway impact the direct expenses in the form of depreciation and increased operating costs which results in an operating deficit in each of 2019-20 to 2021-22.

- For 2019-20 – The budgeted 10.2% increase in Net Revenue is primarily due to the opening of the Davis Building Food Court. This revenue increase is offset by the increased costs for realized depreciation due to the opening of the Food Court and for consultation in support of the food service contract RFP. Consequently, the operating results before transfers are projected to be almost breakeven (small surplus of \$9,166).
- For 2020-21 – The budgeted 2.5% increase in Net Revenue accounts for price increases as per CPI tempered by flat enrolment growth and a projected commission reduction as a result of the new food service contract to start in 2020. With the first full year of food court depreciation hitting the books, operating results before transfers is expected to result in a deficit of \$83,429.
- For 2021-22 – Net Revenue is budgeted to increase by 3.4% as a result of CPI and projected flat enrolment increases. Due to a continued relatively high depreciation expense, operating results before transfers is expected to be a deficit of \$52,539.
- For 2022-23 – Net Revenue is budgeted to increase by 3.4% once again as a result of CPI and projected flat enrolment increases. With some earlier investments now reaching full amortization, operating results before transfers are expected to increase once again, this time to a surplus of \$22,970.

Please note that the Hospitality Services ancillary maintained a strong positive Fund Balance to support the construction over the next couple of years, including that of the Davis Building Food Court. As a result, the ancillary is not projected to have an Unrestricted Deficit during the 2 years it shows negative operating results. Therefore, the aforementioned investments will not put the Hospitality Services ancillary in violation of any of SARG's financial objectives for Service Ancillaries.

**University of Toronto Mississauga
Hospitality Services
Statement of Operating Results
in \$'s**

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Revenue									
Meal Plans	5,167,512	4,915,063	5,330,750	415,687	5,556,721	5,672,892	5,824,124	5,975,795	6,132,515
Cafeteria	5,392,815	5,824,810	5,536,067	(288,743)	5,897,572	6,727,213	6,997,479	7,278,603	7,571,021
Catering	562,373	539,718	757,943	218,225	807,209	835,462	864,703	894,967	926,291
Vending	235,243	253,765	214,939	(38,826)	241,860	245,500	249,195	252,945	256,752
Total Revenue	11,357,943	11,533,356	11,839,699	306,343	12,503,362	13,481,067	13,935,501	14,402,310	14,886,579
Cost of Sales & Services									
Meal Plans & Cafeteria	8,411,137	8,672,448	8,747,454	(75,006)	9,474,293	10,168,086	10,513,714	10,868,606	11,236,899
Catering	447,921	445,268	625,303	(180,035)	678,056	701,788	734,997	760,722	787,348
Vending	157,413	170,022	156,609	13,413	145,116	147,300	149,517	151,767	154,051
Total Cost of Sales & Service	9,016,471	9,287,738	9,529,366	(241,628)	10,297,465	11,017,174	11,398,229	11,781,096	12,178,298
Contribution Margin - Net Revenue	2,341,472	2,245,618	2,310,333	64,715	2,205,898	2,463,893	2,537,272	2,621,215	2,708,281
Other Revenue									
Conference Accommodation	-	-	-	-	325,000	338,000	351,520	365,581	380,204
Facility/Space Rental	-	-	-	-	375,000	405,563	397,838	409,773	422,066
Investment Income	15,866	19,200	21,869	2,669	28,020	28,380	28,200	28,380	29,040
Other	7,782	1,436	(18,188)	(19,624)	75,000	78,750	82,688	86,822	91,163
Total Other Revenue	23,648	20,636	3,681	(16,955)	803,020	850,693	860,245	890,555	922,473
Net Revenue	2,365,120	2,266,254	2,314,014	47,760	3,008,918	3,314,585	3,397,517	3,511,770	3,630,754
Direct Expenditures									
Salary, Wages & Benefits	517,219	661,184	576,333	84,851	904,070	1,093,940	1,198,215	1,235,658	1,273,488
Supplies	41,102	25,744	59,891	(34,147)	79,078	59,042	60,813	62,637	64,516
Insurance	6,437	6,203	8,026	(1,823)	6,930	7,138	7,352	7,573	7,800
Communications	6,083	6,785	5,677	1,108	15,079	12,958	13,347	13,747	14,159
Conference Accommodation	-	-	-	-	135,640	141,065	146,708	152,576	158,679
Furniture & Equipment Repair	100,590	57,988	62,031	(4,043)	80,497	61,012	62,012	65,572	66,835
Annual Maintenance	93,488	78,007	89,524	(11,517)	100,487	88,052	90,693	93,414	96,216
Major Maintenance	-	51,500	51,500	-	53,045	54,636	56,275	57,964	59,703
Furniture & Equipment Depreciation	197,703	185,468	180,906	4,562	274,034	519,306	637,429	625,800	574,264
Non-Depreciable Assets	105,808	206,765	99,120	107,645	108,176	111,421	114,764	118,207	121,753
Loan Principal & Interest Payments	-	-	-	-	-	-	-	-	-
Occupancy & Space	352,957	380,416	380,416	-	388,984	408,433	420,686	433,307	446,306
Garbage & Recycling	61,873	32,710	47,955	(15,245)	49,394	50,876	52,402	53,974	55,593
Cleaning	1,901	4,216	4,500	(284)	4,635	5,006	5,156	5,311	5,470
Smallwares	-	47,000	57,916	(10,916)	61,313	66,218	68,205	70,251	72,358
Licenses/Permits	-	150,000	155,413	(5,413)	66,729	68,731	70,793	72,917	75,104
Advertising/Marketing	-	24,000	20,113	3,887	30,000	32,400	33,372	34,373	35,404
Other	215,615	136,217	138,824	(2,607)	180,584	286,001	191,581	197,329	203,249
Total Direct Expenditures	1,700,776	2,054,203	1,938,145	(116,058)	2,538,675	3,066,234	3,229,802	3,300,608	3,330,898
Indirect Expenditures									
Central Overhead Charges	7,472	12,077	12,077	-	17,415	18,286	19,200	20,160	21,168
Department/College Overhead Charges	66,841	73,426	73,426	-	164,292	172,507	181,132	190,189	199,698
Facilities & Services Overhead Charges	19,759	26,387	26,387	-	46,088	48,392	50,812	53,353	56,020
Total Indirect Expenditures	94,072	111,890	111,890	-	227,795	239,185	251,144	263,701	276,886
Total Expenditures	1,794,848	2,166,093	2,050,035	(116,058)	2,766,470	3,305,419	3,480,946	3,564,309	3,607,784
Operating Results Before Transfers	570,272	100,161	263,979	163,818	242,448	9,166	(83,429)	(52,539)	22,970

Note: Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018

University of Toronto Mississauga
Hospitality Services
Statement of Reserves
in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Total Fund Balance - Opening	3,100,135	3,644,679	3,913,358	268,679	4,385,238	5,427,127	5,436,293	5,352,864	5,300,325
Operating Results before Transfers	570,272	100,161	263,979	163,818	242,448	9,166	(83,429)	(52,539)	22,970
Transfers in (out) of Ancillary Operations	192,951	207,900	207,900	-	799,441	-	-	-	-
Transfers in (out) of Ancillary Operations	50,000	-	-	-	-	-	-	-	-
Net Operating Results before Transfers	813,223	308,061	471,879	163,818	1,041,889	9,166	(83,429)	(52,539)	22,970
Total Fund Balance - Closing	3,913,358	3,952,740	4,385,238	432,498	5,427,127	5,436,293	5,352,864	5,300,325	5,323,294
<i>Closing Fund Balance is made up of:</i>									
Investment in Capital Assets Internally Restricted	633,591	572,950	633,054	60,104	1,240,996	3,201,918	2,596,316	2,003,298	1,462,799
Capital Renewal Reserve	10,000	10,000	10,000	-	10,000	10,000	10,000	10,000	10,000
Operating Reserve	129,118	157,958	156,128	(1,830)	213,515	245,803	250,643	258,961	267,485
Construction Reserve	3,140,649	3,211,832	3,586,056	374,224	3,962,616	1,978,572	2,495,905	3,028,066	3,583,010
Unrestricted Surplus/(Deficit)	-	-	-	-	-	-	-	-	-

Note:

- (1) Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018
(2) The transfer in to Hospitality Services is the remaining total Fund Balance of Conference Services

University of Toronto Mississauga
Hospitality Services
Schedule of Major Maintenance
in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Capital Renewal - Major Maintenance	-	51,500	51,500	-	53,045	54,636	56,275	57,964	59,703
Total Major Maintenance	-	51,500	51,500	-	53,045	54,636	56,275	57,964	59,703

Note: Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018

University of Toronto Mississauga
 Hospitality Services
 Schedule of Deferred Maintenance
 in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
				-					
Total Deferred Maintenance	-	-	-	-	-	-	-	-	-

Note: Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018

University of Toronto Mississauga
Hospitality Services
Schedule of Capital Expenditure
in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Equipment Construction	76,786	25,000	180,369	155,369 -	781,976 100,000	1,419,563 1,060,665	31,827	32,782	33,765
Total Capital Expenditure	76,786	25,000	180,369	155,369	881,976	2,480,228	31,827	32,782	33,765

Note: Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018

**University of Toronto Mississauga
Hospitality Services
Schedule of Rates
in \$'s**

	2017-18	% increase	2018-19	2019-20	2020-21	2021-22	2022-23
Group A							
Regular+500	4,325	4.0%	4,500	4,600	4,700	4,800	4,900
Regular+250	4,075	4.3%	4,250	4,350	4,450	4,550	4,650
Regular+100	3,925	4.5%	4,100	4,200	4,300	4,400	4,500
Small+500	3,925	3.2%	4,050	4,150	4,250	4,350	4,450
Small+250	3,675	3.4%	3,800	3,900	4,000	4,100	4,200
Small+100	3,525	3.5%	3,650	3,750	3,850	3,950	4,050
Group B							
Regular+500	2,825	3.5%	2,925	3,025	3,125	3,225	3,325
Regular+250	2,575	3.9%	2,675	2,775	2,875	2,975	3,075
Regular+100	2,425	4.1%	2,525	2,625	2,725	2,825	2,925
Small+500	2,500	4.0%	2,600	2,700	2,800	2,900	3,000
Small+250	2,250	4.4%	2,350	2,450	2,550	2,650	2,750
Small+100	2,100	4.8%	2,200	2,300	2,400	2,500	2,600

Parking Services Ancillary Operating Plans 2017-18 to 2022-23

Management Report

1. Overview of Objectives, Issues and Services

1.1 Service Ancillary Review Group (SARG) Guidelines

- To operate without subsidy from the University operating budget.
- To cover direct and indirect costs capital renewal and capital expansion.
- To maintain an operating reserve (excluding capital) equal to ten percent of the annual expense budget.
- Contribute net revenue to the operating budget, where possible

1.2 Parking Services Mission

- To provide cost effective and safe parking facilities for students, faculty, staff and visitors.
- To protect the campus green space
- To operate a financially viable ancillary while keeping rates as low as possible.

1.3 Background and Issues

The Mississauga campus is a suburban, commuter campus where the use of cars is more extensive than that of a downtown campus. UTM Parking strives to embrace the Transportation Demand Management (TDM) philosophy – supporting alternative transportation modes to ease congestion - and this is demonstrated through the implementation of carpooling initiatives, a car sharing program, various campus commuter promotions, and the UTM Shuttle Bus service. Though there are many campus initiatives to encourage the use of buses and bike to school/work campaigns, such as the student Upass, the Brampton bus pilot project and collaboration with SustainMobility, the use of cars and the related need for a substantial number of parking spaces continues.

As of September 2017, UTM had 2,662 gross parking spaces, an increase of 360 spaces over the same time last year. The increase is a result of the opening of the new parking deck 2, and the recovery of spaces in P4 which were temporarily lost during its construction.

Due to the increase in parking space inventory on campus, and with careful monitoring of lot utilization, it is not surprising that more permits were sold by early October vs the

same period in 2016. As a result, the number of persons requesting to be added to the waitlist for unreserved parking areas has significantly decreased, however, the demand for parking on campus continues to be prevalent.

The ancillary continues to monitor supply and demand which is based on current information, such as campus population projections, specific hourly course enrollment over the week and net usable parking spaces at peak times. As previously determined, the construction of the 2nd parking deck was required to accommodate continuing population growth and demand. The supply and demand will continue to be monitored.

UTM Parking & Transportation Services continues to focus on sustainability at the Mississauga campus. Parking Services provides multiple carpool spaces in various lots for faculty, staff and students to encourage ride sharing and lessen Parking's carbon footprint. The Eco-Park Rebate program supports a 'green' community by promoting the use of low-emission and electric vehicles. This program partially reimburses an eligible applicant for their annual parking permit. UTM Parking is also a proud member of SustainMobility which is an association that works to reduce traffic congestion and encourages the use of other sustainable modes of transportation, such as bikes. UTM Parking has received a 'Gold' status of recognition from SustainMobility for the operating of such campus programs, for the past 5 years.

UTM Parking & Transportation Services also uses solar powered parking equipment. The use of this equipment cuts power consumption which essentially makes part of the parking operation "off the grid".

UTM Parking & Transportation Services continues to offer space to Zipcar, a short term car sharing service that provides service to the UTM community. As of September 2017, a total of two cars are parked in Lot P9 and Lot P5.

2. 2017-2018 Operating Plan

Permit revenues are expected to be more than budget by \$89,962. The increase in permit revenues is predominantly due to additional permit sales for unreserved parking areas, and a higher demand for contractor parking permits on campus. Although additional permit sales were forecasted for this year based on parking deck 2 being fully accessible, more permits were able to be sold based on the monitoring of utilization trends for unreserved areas. This resulted in additional unreserved permit sales and revenue.

Cash fees (day passes) are forecasted slightly less than budget by \$2,904. This modest decrease can be attributed to a steady state in the demand for event parking paid for by departments and clients of the Trillium Cardiac Rehab Program who purchase day passes for their visits.

Pay and Display revenues are expected to be higher than budget by \$66,276. This can be attributed to an increase in contractor paid parking, evening visitors, and purchases by users who may require occasional day parking to supplement other modes of transportation. Additional pay and display machines were also added in order to facilitate the new parking deck.

Salaries, Wages & Benefits expense is forecasted to be less than budget by \$62,796. This difference is due to the replacement of staff on unpaid leave with casual staff at a reduced cost. There was also a gap in hiring for a full time position.

Security Services is the cost of Campus Police, a unit that works very closely with UTM Parking, in enforcement, incidents and safety issues related to parking.

Furniture, & Equipment Repair is forecasted to be \$33,268 over budget. This difference is due to an increase in pay and display usage, and the need for more frequent collection services and additional maintenance (paper replacement, repairs, etc.) by the vendor. Also, the costs associated to the manufacturing of permits and passes was added to this line for better transparency (moved from "Other Expenses").

Annual Maintenance is forecasted to be \$123,139 under budget. This difference is due in part to the procurement of new vendors for lot maintenance and cleaning services which resulted in savings. Also, significant maintenance and repairs completed in 2016-17 to the parking structure's drains resulted in maintenance savings in the current year.

Major Maintenance expenses are forecasted the same as budget as final total project costs and procurement of services for anticipated work are still in progress.

Building Depreciation – Capital Investment is forecasted to be \$29,536 over budget. The forecasted amount is based on the actual parking deck cost.

Payment Processing Fees was added to the statement for better transparency of expenses. This amount is expected to increase each year as the amount varies directly with permits sold.

The operating result before transfers is expected to be a surplus of \$570,474, which is greater than the budgeted surplus amount of \$221,669. The total fund balance, closing is expected to be \$10,325,386.

3. 2018-2019 Operating Plan

The 2018-2019 budget includes a 3% permit price increase. The Reserved and CCT Garage permit price will increase from the current price of \$1,051.16 to \$1,082.69/annum; Unreserved will increase from \$725.87 to \$747.65/annum; Commercial rates will increase from \$1,216.10 to \$1,252.58/annum. Afternoon permits will also increase, from \$210.00 to \$220.00/annum.

A simplified permit model will be introduced in 2018-2019. This model, will result in the amalgamation of "Premium Unreserved" and "Unreserved" permits into one all-encompassing "Unreserved" permit type. The new "Unreserved" classification will include access to parking lots P4, P8, and P9. The result will include simplified permit options for ease of use and more lot options available to unreserved permit holders.

Pay & Display revenues are expected to increase from the 2017-2018 forecast. This is due to an increase in the daily maximum rate, an ongoing contractor presence during campus construction, and effective enforcement practices.

Most expenses are expected to increase with inflation and contractual obligations.

Building Depreciation – Capital Investment reflects the depreciation of the parking deck over 25 years. A full year of depreciation was realized in 2017-18, and will continue to be budgeted during the amortization period.

The operating result before transfers is expected to be a surplus of \$753,860. The total fund balance is expected to have a closing balance of \$9,894,286.

The 2018-2019 Operating Plan assumes that the loan transferred to the Parking ancillary is repaid to the extent of its Unrestricted Surplus. The amount paid exceeds the operating results in a given year because depreciation is a non-cash expense.

4. Categories of Users and Accessibility

Parking is available for faculty, staff, students and visitors. Parking inventory in 2017-2018 will continue to provide sufficient parking; however, utilization is high and demanding at peak times of the day and year (i.e. September). Space utilization continues to be monitored.

Barrier-free parking is available for faculty, staff, students and visitors in various lots around campus. Barrier-free parking inventory in 2017-2018 meets Provincial requirements.

5. Capital Initiatives, Planning and Funding

Future construction, if planned on existing parking lots, would impact parking inventory and may translate to reduced revenues and increased challenges to fulfill demand issues.

The rates and budgets for the long range plan for 2019-2020 to 2022-2023 should be viewed as plans and do not reflect set amounts.

The 2018-2019 Operating Plan assumes that the loan transferred to the Parking ancillary is repaid over a period of 6 years, one year earlier than anticipated. It is assumed that repayment will be made to the full extent of the Unrestricted Surplus in each year.

University of Toronto Mississauga
Parking Services
Statement of Operating Results
in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Revenue									
Parking Permits	2,411,352	2,610,939	2,700,901	89,962	2,794,388	2,878,220	2,964,567	3,053,504	3,145,109
Pay & Display Meters	1,442,671	1,453,742	1,520,018	66,276	1,596,019	1,603,999	1,612,019	1,620,079	1,628,179
Cash Fees	61,108	68,637	65,733	(2,904)	67,048	68,389	69,415	69,762	70,111
Investment Income	34,121	-	21,000	21,000	22,000	26,000	32,000	40,000	48,000
Total Revenue	3,949,252	4,133,318	4,307,652	174,334	4,479,455	4,576,608	4,678,001	4,783,345	4,891,399
Direct Expenditures									
Salaries, Wages & Benefits	399,349	412,421	349,625	62,796	390,450	409,973	430,472	451,996	474,596
Security Services	197,182	199,069	199,069	-	202,387	212,506	223,131	234,288	246,002
Supplies	30,580	31,236	29,161	2,075	29,650	30,243	30,848	31,465	32,094
Furniture & Equipment Repair	468,759	455,299	488,567	(33,268)	515,882	526,200	536,724	547,458	558,407
Annual Maintenance	385,887	483,931	360,792	123,139	394,570	402,461	410,510	418,720	427,094
Major Maintenance	17,372	450,000	450,000	-	300,000	150,000	51,000	52,020	53,060
Furniture & Equipment Depreciation	-	13,930	10,249	3,681	11,073	11,073	11,073	7,497	824
Replacement of Non-Depreciable assets	8,199	1,500	13,497	(11,997)	7,500	7,650	7,803	7,959	8,118
Utilities	121,223	116,140	125,151	(9,011)	141,536	144,367	147,254	150,199	153,203
Loan Principal and Interest Expense	1,042,157	1,042,157	1,042,157	-	1,042,157	1,042,157	1,042,157	1,042,157	1,042,157
Building Depreciation - Capital Investment	197,541	398,740	428,276	(29,536)	428,276	428,276	428,276	428,276	428,276
Payment Processing Fees	75,239	80,313	82,751	(2,438)	85,989	87,709	89,463	91,252	93,077
Finance Charges	-	21,345	-	21,345	-	-	-	-	-
Insurance	12,496	13,091	13,742	(651)	14,202	14,628	15,067	15,519	15,985
Telecommunications	7,447	13,980	7,733	6,247	8,343	8,510	8,680	8,854	9,031
Other	49,192	55,273	13,184	42,089	17,810	18,166	18,529	18,900	19,278
Total Direct Expenditures	3,012,623	3,788,425	3,613,954	174,471	3,589,825	3,493,919	3,450,987	3,506,560	3,561,202
Indirect Expenditures									
Central Overhead Charges	10,026	11,549	11,549	-	12,179	12,788	13,427	14,098	14,803
Departmental/College Overhead Charges	42,193	50,059	50,059	-	51,593	54,173	56,882	59,726	62,712
Facilities & Services Overhead Charges	51,423	61,616	61,616	-	71,998	75,598	79,378	83,347	87,514
Total Indirect Expenditures	103,642	123,224	123,224	-	135,770	142,559	149,687	157,171	165,029
Total Expenditures	3,116,265	3,911,649	3,737,178	174,471	3,725,595	3,636,478	3,600,674	3,663,731	3,726,231
Operating Results Before Transfers	832,987	221,669	570,474	348,805	753,860	940,130	1,077,327	1,119,614	1,165,168

University of Toronto Mississauga
Parking Services
Statement of Reserves
in \$'s

	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Total Fund Balance - Opening	11,064,682	10,058,840	11,471,669	1,412,829	10,325,386	9,894,286	9,459,190	9,024,288	8,599,346
Net Operating Results before Transfers	832,987	221,669	570,474	348,805	753,860	940,130	1,077,327	1,119,614	1,165,168
Transfer out of Ancillary operations (1)	(426,000)	(574,102)	(1,716,757)	(1,142,655)	(1,184,960)	(1,375,226)	(1,512,229)	(1,544,556)	-
Net Operating Results after Transfers	406,987	(352,433)	(1,146,283)	(793,850)	(431,100)	(435,096)	(434,902)	(424,942)	1,165,168
Total Fund Balance - Closing	11,471,669	9,706,407	10,325,386	618,979	9,894,286	9,459,190	9,024,288	8,599,346	9,764,514
Closing Fund balance is made up of:									
Investments in Capital Assets	10,327,402	9,421,792	10,126,806	705,014	9,687,457	9,248,108	8,808,759	8,372,986	7,943,886
Internally Restricted									
Capital Renewal Reserve	-	-	-	-	-	-	-	-	-
Operating Reserve	203,851	284,615	198,580	(86,035)	206,829	211,082	215,529	220,180	225,045
Construction Reserve	-	-	-	-	-	-	-	6,180	1,595,583
Unrestricted Surplus/(Deficit)	940,416	-	-	-	-	-	-	-	-

University of Toronto Mississauga
 Parking Services
 Schedule of Major Maintenance
 in \$'s

Description	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Capital Renewal - Major Maintenance	17,372	450,000	450,000	-	300,000	150,000	51,000	52,020	53,060
Total	17,372	450,000	450,000	-	300,000	150,000	51,000	52,020	53,060

University of Toronto Mississauga
 Parking Services
 Schedule of Deferred Maintenance
 in \$'s

Description	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Deferred Maintenance	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-

Notes:

There is no Scheduled Deferred Maintenance

University of Toronto Mississauga
Parking Services
Schedule of Capital Expenditure
in \$'s

Description	2016-17 Actual	2017-18 Budget	2017-18 Forecast	2017-18 Variance	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Replacement of Parking Van	-	30,000	24,715	5,285					
Parking Deck Expansion - paid from construction reserve	6,351,150			-					
Parking Deck Expansion - loan	3,000,000			-					
Office Computers	-			-					
Office Furniture	-			-					
Security Cameras	30,651			-					
Total	9,381,801	30,000	24,715	5,285	-	-	-	-	-

**University of Toronto Mississauga
Parking Services
Schedule of Rates
in \$'s**

	<u>2017-18</u>	<u>\$ Increase</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
Reserved P5 & CCT Garage (annual)	1,051.16	31.53	1,082.69	1,115.17	1,148.63	1,183.09	1,218.58
Premium Unreserved (annual - Lots P4, P8 and P9)	750.19	(750.19)					
Unreserved (annual - Lots P4, P8 and P9)	725.87	21.78	747.65	770.08	793.18	816.98	841.49
Student Unreserved (sessional - Lots P4, P8 and P9)	302.43	9.07	311.50	320.85	330.48	340.39	350.60
Unreserved Afternoon (annual - after 3:30pm)	210.00	10.00	220.00	230.00	240.00	250.00	260.00
Commercial (annual)	1,216.10	36.48	1,252.58	1,290.16	1,328.86	1,368.73	1,409.79
Pay & Display (daily maximum) (6:30am to 8:00am next day)	14.00	1.00	15.00	15.00	15.00	15.00	15.00
Pay & Display (evening/weekend) (5:00pm to 8:00am next day)	6.00	-	6.00	6.00	6.00	6.00	6.00
Pay & Display (per half hour) (6:30am to 5:00pm)	2.50	-	2.50	2.50	2.50	2.50	2.50
Pay & Display (per half hour) (weekdays 5:00pm to 8:00am next day; weekends & holidays)	1.00	-	1.00	1.00	1.00	1.00	1.00
<i>Note: Rates include HST where applicable</i>							
Rate Increases (percentage)							
Reserved & CCT			3.0%	3.0%	3.0%	3.0%	3.0%
Premium Unreserved			-100.0%				
Unreserved			3.0%	3.0%	3.0%	3.0%	3.0%
Unreserved Sessional			3.0%	3.0%	3.0%	3.0%	3.0%
Unreserved Afternoon			4.8%	4.5%	4.3%	4.2%	4.0%
Commercial			3.0%	3.0%	3.0%	3.0%	3.0%
Pay & Display - daily maximum			7.1%	0.0%	0.0%	0.0%	0.0%
Pay & Display - evening/weekend			0.0%	0.0%	0.0%	0.0%	0.0%

University of Toronto Mississauga
Parking Services
Competitor Rates - 2017-18
in \$'s

	<u>UTM</u>	<u>UTSC</u>	<u>St. George</u>	<u>York</u>	<u>McMaster</u>	<u>Waterloo</u>	<u>Credit Valley Hospital</u>
Reserved:							
Most expensive	1,051.16	\$1,001.09	\$3,480.00	\$1,735.68	\$1,440.00	\$515.28	N/A
Least expensive	1,051.16	\$913.46	\$1,680.00	\$1,410.24	\$600.00	\$515.28	N/A
Unreserved:							(2)
Most expensive	750.19	N/A	\$1,560.00		N/A	\$508.50	\$750.00
Least expensive	725.87	N/A	\$1,560.00	\$1,098.36	N/A	\$508.50	\$675.00
Pay & Display (daily maximum)							
Most expensive	14.00	\$12.00	\$20.00	\$20.00	\$20.00	\$15.00	\$25.00
Least expensive	14.00	\$8.50	\$12.00	\$10.00	\$8.00	\$5.00	\$16.00
Pay & Display (evening/weekend)							
Most expensive	6.00	\$6.00	\$12.00	\$8.00	\$8.00	\$5.00	N/A
Least expensive	6.00	\$2.00	\$7.00	\$5.00	\$4.00	\$0.00	N/A
Pay and Display (per half hour)		(1)			(1)	(1)	
Most expensive	2.50	\$1.50	\$4.00	\$2.50	\$4.00	\$1.00	\$3.00
Least expensive	1.00	\$1.50	\$4.00	\$1.50	\$2.50	\$1.00	\$3.00
Evening Permit							
Most expensive	210.00	\$548.16	\$882.00		\$600.00	N/A	N/A
Least expensive	210.00	\$548.16	\$882.00		\$600.00	N/A	N/A

Note:

(1) Does not provide a 1/2 hour rate. Posted amounts have been prorated from the posted hourly rate.

(2) New hospital public parking options in effect; used multi-use parking pass options to calculate cost based on 260 weekdays in a year.