

FOR APPROVAL

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

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DATE: February 28, 2019 for March 7, 2019

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Operating Plans and Fees: Service Ancillaries

JURISDICTIONAL INFORMATION:

Under the Terms of Reference for University of Toronto Scarborough Campus Affairs Committee, sections 5.1 and 5.3.1, the Committee considers and recommends to the UTSC Campus Council for approval the operating plans for the campus service ancillaries.

GOVERNANCE PATH:

1. UTSC Campus Affairs Committee (For Recommendation) (February 12, 2019)
2. University Affairs Board (For Information) (March 4, 2019)
- 3. UTSC Campus Council (For Approval) (March 7, 2019)**
4. Executive Committee (For Confirmation) (March 26, 2019)

PREVIOUS ACTION TAKEN:

At its meeting held on February 12, 2018, the UTSC Campus Affairs Committee considered and recommended the 2018-19 UTSC service ancillary operating plan proposal to the UTSC Campus Council for approval. On March 7, 2018, UTSC Campus Council approved the 2018-19 service ancillary operating plans and were presented to the University Affairs Board for information on March 6, 2018. The service ancillary operating plans received confirmation of approval from the Executive Committee on March 27, 2018. The 2019-20 Plans were presented to the UTSC Campus Affairs Committee on February 14, 2019.

HIGHLIGHTS:

The UTSC Campus Affairs Committee considers and recommends operating plans for all UTSC service

ancillaries on an annual basis. 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. The plans will report on actual financial results for 2017-18, the forecast for 2018-19, and projections for the five-year period, 2019-20 to 2023-24. Only the proposed budget for 2019-20 is presented for approval.

Consultation

The UTSC Service Ancillary operating plans are developed in a consultative process with the Office of the Chief Administrative Officer and the Financial Services Department. These plans are assessed for completeness, adherence to fiscal policies, financial feasibility and in achieving the four key financial objectives for service ancillaries. Consultation around each of these plans also occurs with stakeholder groups that are directly affected, and that form part of the advisory and decision-making structures of each operation. Students are included in these groups. The Student Housing Advisory Committee includes membership from residents at large, students living off campus in rental accommodations, residence advisor, representation from the Scarborough Campus Residence Council President, and elected members from the Scarborough Campus Student Union (SCSU). The Food User Committee gathers various representatives from the UTSC community including academic staff and faculty, administration, students, and representatives from the campus' food service provider and the SCSU. The Parking Advisory Review Committee includes academic staff and faculty, administration, and students.

Each advisory group was provided with the opportunity to discuss ancillary management plans, operations, products, programs, and initiatives presented by the service ancillary. Discussions covered accessibility, hours of operations, pricing, service levels, current and future programs, and maintenance projects planned, as applicable. The various advisory committees provided feedback and guidance to topics brought forward by the service ancillaries, which were used to develop the operating plans submitted to the Committee for recommendation. The 2019-20 operating plans and management reports were also provided to University of Toronto Financial Services Department for comment. No major concerns were raised.

Overview

Service ancillaries at the University of Toronto Scarborough include Student Housing and Residence Life, Retail and Conference Services, Food and Beverage Services, and Parking Services. These operations are measured over the long-term on their success in meeting four objectives: (i) to operate without subsidy from the operating budget; (ii) to provide for all costs of capital renewal, including deferred maintenance, furniture and equipment; (iii) having achieved the first two objectives, create and maintain a minimum operating reserve of 10 percent of annual expenditures; and (iv) having achieved the first three objectives, contribute net revenues to the operating budget.

2019-20 Service Ancillary Operating Plans and Budgets

Service ancillaries are budgeting net income of \$3.3 million before transfers at April 30, 2020 on projected revenues of \$15.3 million (see Schedule 1), which will primarily be applied to increase reserves for capital renewal, operating, and new construction, thus strengthening financial health.

2019-20 Service Ancillary Capital Budgets

The service ancillaries are budgeting capital expenditures of \$1.2 million in 2019-20 (see Schedule 5). The capital budgets include structural reinforcement to Phase II and renovations to Phase III for Residence, security equipment and pay station upgrades for Parking Services, and Tim Hortons refresh and kitchen equipment for Food Services.

2019-20 Service Ancillary Rates and Fees

Student Housing and Residence Life proposes an increase of 5% for townhouses and apartment style suites. Parking Services proposes a 5% permit rate increase for all categories of UTSC permits and higher increases for pay-and-display parking.

These budgets and rates provided for approval for 2019-20 are reasonable based on the operating plans, which outline the opportunities and ongoing challenges facing the ancillaries, with the understanding that there will be continuing work to address various issues.

FINANCIAL IMPLICATIONS:

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

RECOMMENDATION:

Be It Resolved,

THAT, subject to confirmation by the Executive Committee;

THAT the 2019-20 operating plans and budgets for the UTSC Service Ancillary, as summarized in Schedule 1; the Service Ancillary capital budgets as summarized in Schedule 5; and the rates and fees in Schedule 6, as presented in the documentation dated December 14, 2018, be approved effective May 1, 2019.

DOCUMENTATION PROVIDED:

Service Ancillary Report on Operating Plans, 2019-20



UNIVERSITY OF
TORONTO
SCARBOROUGH

Service Ancillary Report on Operating Plans

2019-20

December 14, 2018

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Introduction

Service ancillaries at University of Toronto Scarborough (UTSC) consist of the following: Student Housing and Residence Life, Conference Services, Food and Beverage Services, and Parking Services. These services complement the academic mission but are funded through user fees and are mandated to do so on a financially self-sustaining basis.

Student Housing and Residence Life (SHRL) operates UTSC's residences. This includes resident intake, financial administration, and property management services. SHRL also provides residence life services to enhance the quality of the student experience for students living in residence.

Conference Services makes UTSC premises available on a fee-paying basis when they are not in use for academic purposes. In addition to conferences, this ancillary operates a summer camp and markets the campus as a venue for movie shoots. This ancillary also assists in the administration of UTSC's International Academic Programs and Initiatives programs which provide pre-university orientation and English language proficiency courses to international students from China and other countries.

Food and Beverage Services maintains UTSC's food services facilities and manages food vendor relationships to deliver a wide range of food options and healthy campus initiatives which evolve in response to changing student preferences. This ancillary also oversees UTSC's T-Card program.

Parking Services operates and maintains UTSC's surface parking lots while building a capital reserve fund to help finance the construction of an above-ground parking structure in the near future.

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

1. To operate without subsidy from the operating budget. Should the need for a subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.
2. To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.
3. Having achieved the first two objectives, create and maintain an operating reserve (excluding capital requirements) at a minimum level of 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.

4. 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). The rate of contribution is established by each campus for each individual ancillary.

This report includes highlights of the 2018-19 forecasts, 2019-20 budgets, and long-range operating plans for each ancillary. This report also includes financial summaries of each ancillary.

Ancillary Capital Projects

The following capital projects are likely to enter governance in the 2019-20 year. However, financial modelling is still in progress so it is premature to include these projects in this operating plan. The information below is presented as background information only.

New Residence

Student applications to live on campus have risen sharply in recent years due to the increase in the student population generally and in the international student population in particular. UTSC does not have sufficient residence capacity to meet this demand. Therefore, some students are living in homes in the surrounding community, which has created some tensions. This year, UTSC leased 29 residence units from Centennial College to help address this supply issue.

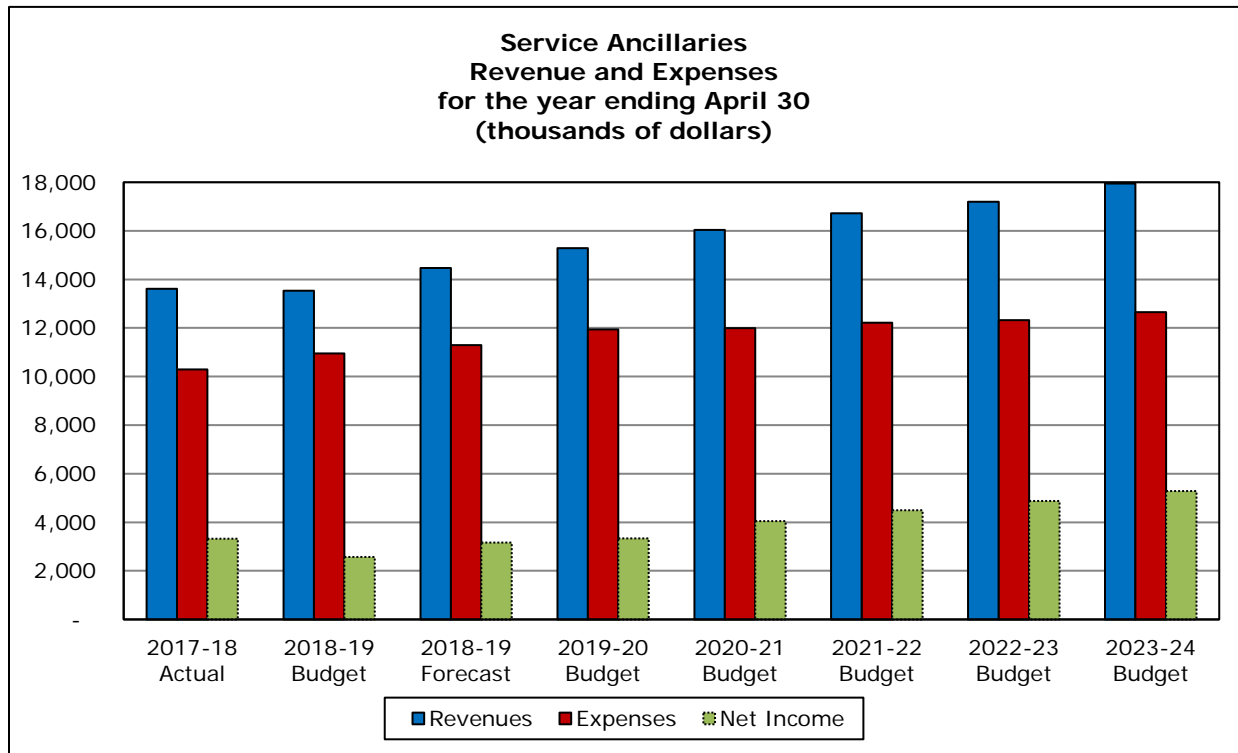
In 2017, UTSC received governance approval to build a 750 bed residence on the north campus and entered into an agreement with an investment partner which is providing the required cash equity. UTSC is providing a ground lease. Legal agreements were entered into with the investor. However, when the university tendered the project, all tenders came in at prices which were significantly higher than the amount forecast by our cost consultants. This is due to the very high level of construction activity in Toronto, which has driven up the cost of construction.

The university is exploring how the project might be redesigned to make it more affordable to build and is exploring with the investor how the financial model might be modified so the project can move forward at a higher cost than originally contemplated.

Parking Structure

As new buildings are constructed on the north campus over the coming years, surface parking will be displaced. Furthermore, those new buildings will generate additional parking requirements as per the City of Toronto parking by-law. These two factors will make it necessary for the university to provide at least 1,000 new parking spaces in the coming years and perhaps many more. Therefore, UTSC is preparing a project plan for the construction of a parking structure with about 1,000 parking spaces. This will likely cost in the neighbourhood of \$60 million - \$90 million. UTSC is now working through design, location, and financing issues before bringing the project forward through governance.

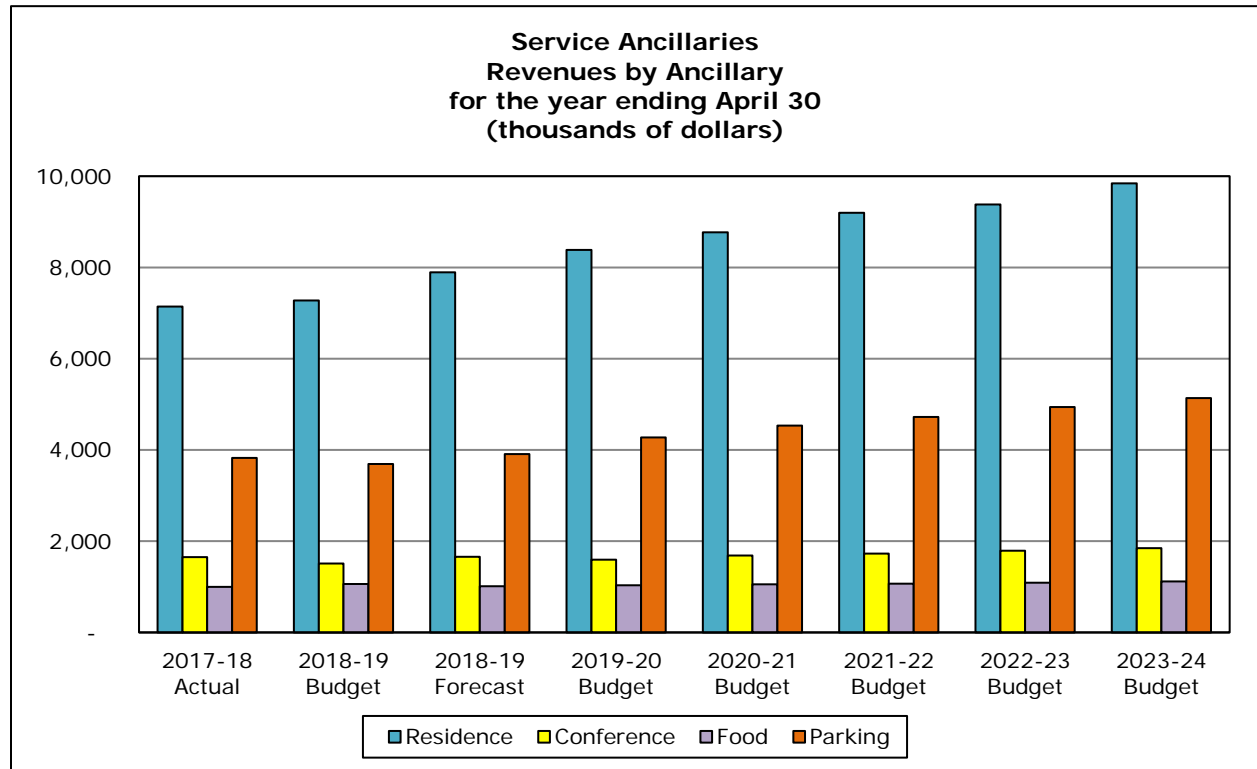
Financial Summary



	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Revenues	13,619	13,537	14,466	15,282	16,041	16,720	17,201	17,942
Expenses	10,299	10,958	11,297	11,940	11,993	12,221	12,323	12,653
Net Income	3,320	2,579	3,169	3,342	4,048	4,499	4,878	5,289
% Revenue Δ		-0.6%	6.9%	5.6%	5.0%	4.2%	2.9%	4.3%

UTSC service ancillaries are forecasting net income of \$3.2 million before transfers as at April 30, 2019 on projected revenue of \$14.5 million. The forecasted net income represents a \$0.1 million decrease from last year's net income of \$3.3 million. Net income projections for 2018-19 will exceed budget by \$0.6 million. This is mainly due to favourable variances, with \$0.5 million attributed to Parking and \$0.1 million from Residence.

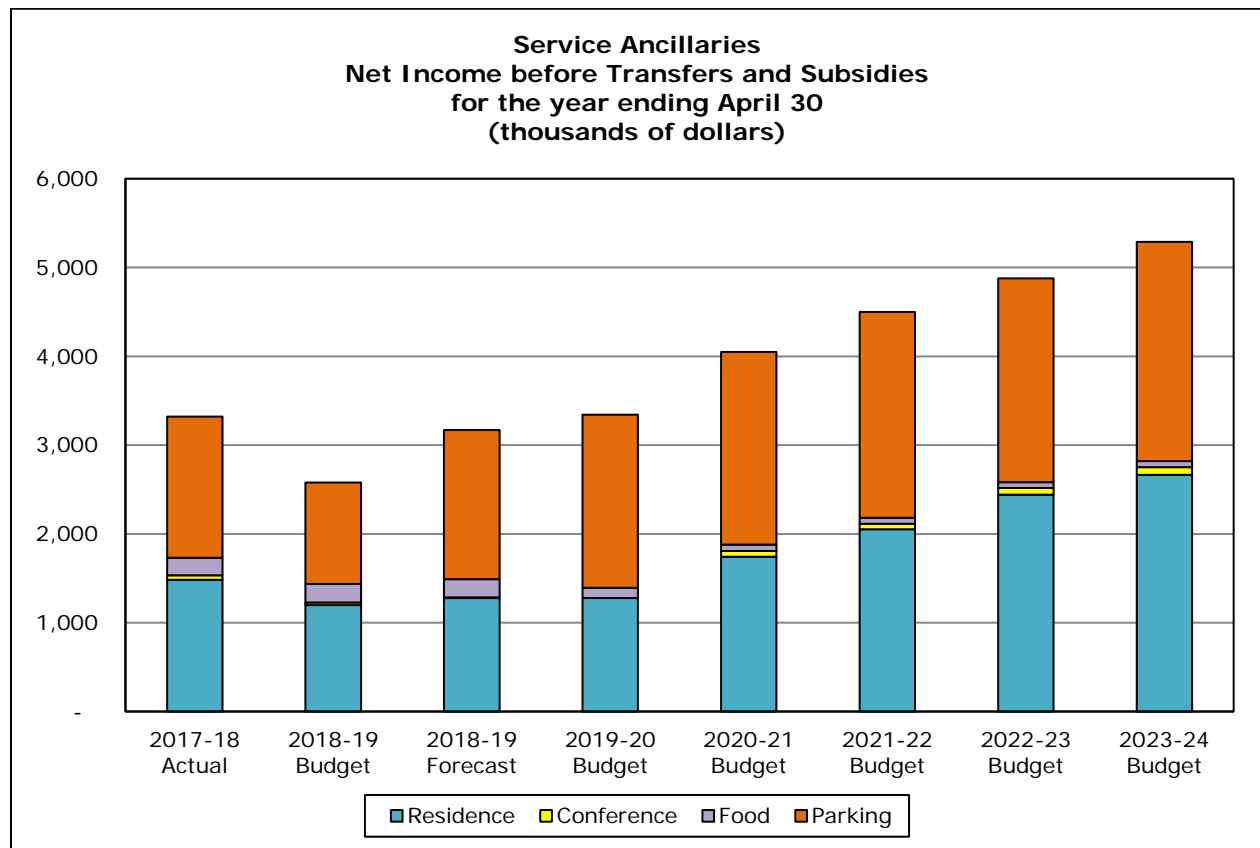
For the 2019-20 budget, the service ancillaries are anticipating net income of \$3.3 million with \$15.3 million of revenues and \$11.9 million of expenses. Compared to the 2018-19 forecast, the \$3.3 million income will result from an increase of 5.6% in revenues and increase of 5.7% in expenses.



	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Residence	7,145	7,276	7,893	8,383	8,770	9,195	9,380	9,844
Conference	1,652	1,509	1,657	1,592	1,687	1,729	1,791	1,845
Food	996	1,062	1,010	1,034	1,052	1,072	1,093	1,115
Parking	3,826	3,690	3,906	4,273	4,532	4,724	4,937	5,138
Total Revenue	13,619	13,537	14,466	15,282	16,041	16,720	17,201	17,942
Expenses	10,299	10,958	11,297	11,940	11,993	12,221	12,323	12,653
Net Income	3,320	2,579	3,169	3,342	4,048	4,499	4,878	5,289

Net Income

Forecasted net income for 2018-19 is \$3.2 million before transfers and subsidies, which is \$0.6 million higher than budget. The largest contributors to this increase are Parking (\$0.5 million) and Residence (\$0.1 million). This is primarily due to stronger than expected parking permit sales, higher residence occupancy due to a greater number of first year residence applications, and the deferral of certain maintenance and capital expenditures in Residence and Parking.



	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Residence	1,485	1,197	1,278	1,277	1,744	2,054	2,441	2,664
Conference	48	30	8	-	63	59	78	88
Food	198	211	203	118	72	68	64	68
Parking	1,589	1,141	1,680	1,947	2,169	2,318	2,295	2,469
Net Income	3,320	2,579	3,169	3,342	4,048	4,499	4,878	5,289

Net income is expected to be \$3.3 million in 2019-20, which is \$0.1 million more than the 2018-19 forecast. This is the result of increased parking permit rates, offset by increased expenses in Food Services (salary and benefits, depreciation).

The outlook for net income during the five year planning period is positive, with a projected increase of \$1.9 million from 2019-20 to 2023-24. This increase is due to annual fee increases in Parking Services and Residence and higher accommodation revenue for Conference Services. Net income in Food and Beverage Services is expected to fall in the 2020-21 year and then remain relatively flat throughout the remainder of the planning period due to slower enrolment growth than has previously applied, amortized costs of investments in capital renewal, and higher salary and benefit costs.

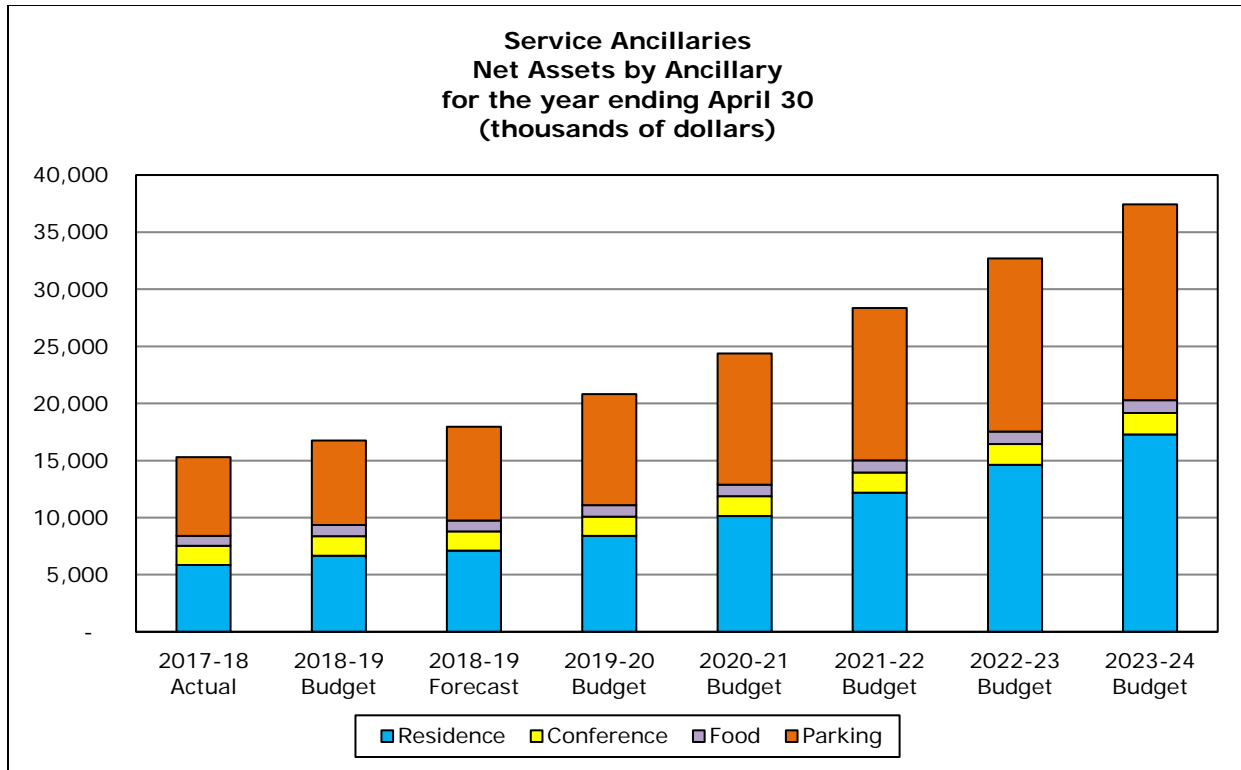
Net Assets

Net Assets represents the cumulative surpluses earned by the service ancillaries since their inception. Over time, net assets change due to net income or loss for the year and transfers in and out of the ancillary.

Net assets may be subdivided as follows; the sum of these represent the total net assets of each ancillary:

- Unrestricted net assets category consist of net assets on hand that have not been set aside for any of the specific purposes listed below.
- Reserves, such as the operating reserve, capital renewal reserve and new construction reserve, represent that portion of net assets which have been set aside for these specific purposes.
- Investment in capital assets represents university funds that have previously been spent on capital assets, net of accumulated amortization and net of any debt incurred to fund the capital expenditure. When funds are spent on capital assets, investment in capital assets increases with an offsetting decrease in unrestricted net assets. Annual amortization expenses cause the balance in investment in capital assets to decrease and cause unrestricted net assets to increase by a corresponding amount. Repayment of debt incurred to acquire capital assets causes investment in capital assets to increase.

The following chart shows the history of actual net assets for service ancillaries from 2017-18 to 2023-24:



	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Residence	5,839	6,652	7,116	8,392	10,137	12,191	14,631	17,295
Conference	1,680	1,718	1,688	1,688	1,726	1,761	1,814	1,876
Food	875	976	953	1,002	1,033	1,061	1,086	1,114
Parking	6,899	7,392	8,213	9,746	11,477	13,344	15,171	17,157
Total	15,293	16,738	17,970	20,828	24,373	28,357	32,702	37,442

For 2018-19, the service ancillaries are forecasting total net assets of \$18.0 million. The 2019-20 operating plan projects total net assets of \$20.8 million. The increase is due to net income during the year, less transfers to the Operating fund of \$0.1 million from Food and Beverage Services and \$0.4 million from Parking Services.

Projected total net assets of \$20.8 million in 2019-20 consist of \$2.1 million in operating reserves, \$3.7 million invested in capital assets, \$1.2 million capital renewal reserves, and \$13.8 of new construction reserves. The service ancillaries anticipate no unrestricted surplus or deficit for the year ending April 30, 2020. By convention, all surpluses are assigned to one of the four reserves noted below.

**Service Ancillaries
Net Assets by Category
for the budget year 2019-20
(thousands of dollars)**

	Unrestricted Surplus/ (Deficit)	Operating Reserve	Invested in Capital Assets	Capital Renewal Reserve	New Construction Reserve	Total Net Assets
Residence	-	865	2,644	914	3,969	8,392
Conference	-	796	9	1	882	1,688
Food	-	173	716	7	106	1,002
Parking	-	302	323	231	8,890	9,746
Total	-	2,136	3,692	1,153	13,847	20,828

Net assets are expected to grow to \$37.4 million in 2023-24, an increase of \$16.6 million from 2019-20. This increase is projected to come from Residence (\$8.9 million), Parking Services (\$7.4 million), Conferences Services (\$0.2 million) and Food and Beverage Services (\$0.1 million).

Ancillary Debt

For 2019-20, the service ancillaries are projecting total outstanding debt of \$13.1 million (on original loans issued of \$25.2 million), of which \$8.8 million is for Residence and \$4.3 million is for Parking.

The estimated principal and interest payments for Residence are \$1.4 million, which is 16.8% of its revenues. The estimated principal and interest payments for Parking Services are expected to be \$0.7 million which is 15.4% of its revenues.

The estimated interest expenses for Residence is \$0.6 million, which is 7.3% of its revenues or 8.6% of its expenses. The estimated interest expense for Parking is \$0.3 million, which is 6.8% of its revenues or 12.5% of its expenses.

**Service Ancillaries
Principal Loan Balances
for the year ending April 30
(thousands of dollars)**

	2017-18 Actual	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Residence	10,330	9,584	8,787	7,936	7,026	6,055	5,017
Conference	-	-	-	-	-	-	-
Food	-	-	-	-	-	-	-
Parking	4,995	4,653	4,289	3,899	3,484	3,041	2,568
Total Loan Balance	15,325	14,237	13,076	11,835	10,510	9,096	7,585

Review of UTSC Ancillary Operations

Student Housing and Residence Life

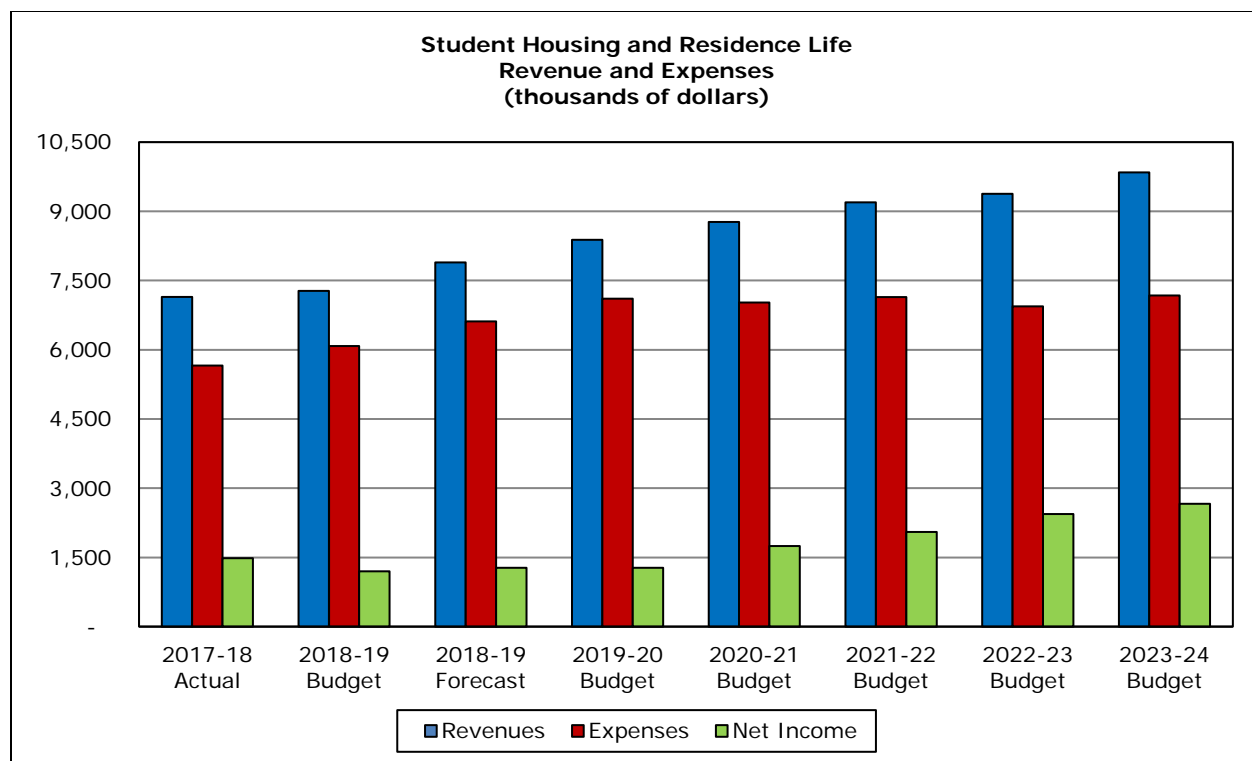
Student Housing and Residence Life provides 863 beds in 114 townhouses and 56 apartments and leases an additional 29 beds at Centennial Place, a student residence at the Progress Campus of Centennial College. UTSC has leased these additional beds so it could meet its first year commitment to residence applicants who applied on time.

Five houses and one apartment are specifically designed for students with accessibility needs.

Over the last four years, international students have grown from one-third of the residence population to almost two thirds and this will likely continue to grow due to international recruitment initiatives.

Key accomplishments in 2018-19 were:

- implementation of the Expanded Housing Inventory Program in response to increased demand for residence services. More first year residence applications were received by the June 1 due date than in previous years. To meet this demand, an additional 116 bed spaces were created on-campus by converting purpose-built single occupancy bedrooms to double occupancy bedrooms;
- increased the Counsellor-in-Residence position from three days a week to five days a week to provide service to a larger residence population;
- re-developed the Residence Life Certificate program with an enhanced focus on independent living skills; and
- improved the outdoor space surrounding the Residence Centre.



	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Revenues	7,145	7,276	7,893	8,383	8,770	9,195	9,380	9,844
Expenses	5,660	6,079	6,615	7,106	7,026	7,141	6,939	7,180
Net Income	1,485	1,197	1,278	1,277	1,744	2,054	2,441	2,664
% Revenue Δ		2%	8%	6%	5%	5%	2%	5%

2018-19 Forecast

Residence is forecasting net income of \$1.3 million in 2018-19, which is \$0.1 million (or 7%) better than budget. Total net assets are projected to be \$7.1 million.

Higher net income is due in part to:

- higher demand for housing from first year applicants, which led to the conversion of some single occupancy rooms into double occupancy rooms. The off-campus rooming house fire contributed to this increase in applicants;
- lower utility rates than budgeted; and
- the deferral of some capital projects which were originally scheduled for this year but which were not required (roof replacement, hydro transmitters).

There were, however, some higher costs as well:

- cleaning costs were higher than expected due to the increase in the Ontario minimum wage in January 2018; these costs were passed on by our cleaning contractor.
- lease costs to rent residence spaces at Centennial College;
- higher salary and benefit costs due to the expansion of the counsellor-in-residence position; and
- higher non-depreciable asset purchases to furnish the single rooms that were turned into double occupancy.

2019-20 Budget and Long Range Plan

Residence rates are budgeted to increase by 5.0%, which will drive an overall increase in revenue of \$0.5 million over the 2018-19 forecast. With the higher non-refundable residence deposit, and continued focus on residence life and support programs, this ancillary expects to maintain fall / winter occupancy at a minimum of 97%. The fee increase is based on projected increases in facility expenses and major capital renewal. Residence is committed to maintaining quality facilities that meet the diverse needs of students and has therefore planned \$0.8 million in capital expenditures including \$0.6 million in major renovations and \$0.2 million for furniture and equipment. Salaries, wages and benefits will also increase to comply with contractual obligations and to reflect recent staffing changes. The total net assets are projected to increase to \$8.4 million in 2019-20.

The ancillary proposes annual fee increases of 5.0% for the full planning period, which will increase annual revenues by \$1.5 million from 2019-20 to 2023-24. These rate increases are in line with planned rate increases at residences on the St. George campus. These increases will help to fund ongoing major maintenance expenses as the housing inventory continues to age. Major maintenance projects scheduled over the next five years include electrical panel replacements, Phase II structural reinforcement, screen door replacements, Residence Centre renovations, and the replacement of furniture in Phases II and III, and in the Residence Centre.

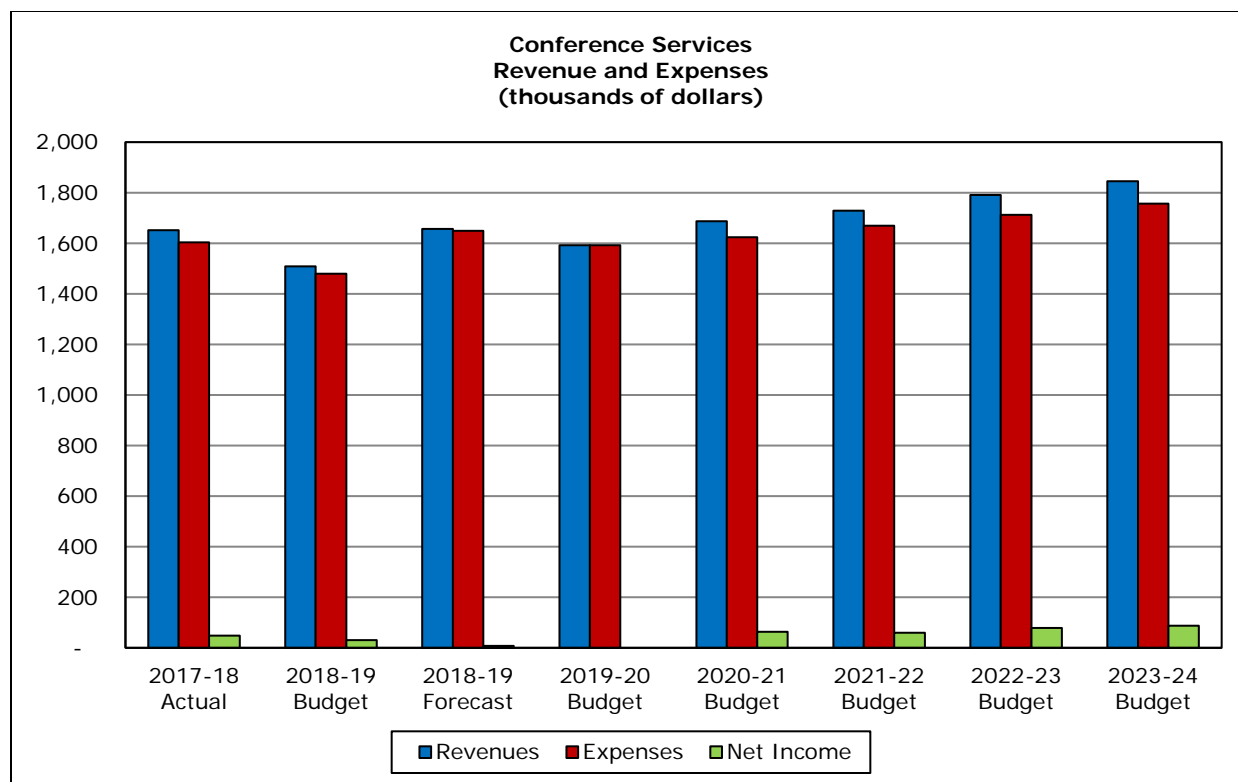
Conference Services

Conference Services makes UTSC premises available on a fee-paying basis when they are not in use for academic purposes. This includes conferences, meeting services, facility rentals, and conference logistics support. While the availability of UTSC premises for full-service conferences is limited to the summer months when classrooms and residence facilities are more available, this ancillary also rents space during the fall and winter months for smaller events where residence accommodation is not required. UTSC's conference infrastructure has just improved significantly with the opening of Highland Hall, which provides capacity for much larger conferences than before and space which can also be used as a banquet facility. Conference infrastructure will improve even more when the new residence is in place.

Conference Services also operates a summer camp, providing a university-style experience for children of community members, staff, and faculty, including a summer leadership camp for young adults.

Conference Services also markets the campus as a venue for movie shoots. There was limited opportunity to do this during the current year due to the ongoing construction of Highland Hall but opportunities are likely to improve now that Highland Hall is open and construction is almost complete.

Conference Services also assists in the administration of UTSC's International Academic Programs and Initiatives programs which provide pre-university orientation and English Language proficiency courses to international students from China and other countries. These programs, known as *Green Path* and *Facilitated Admissions International Recruitment*, have become a significant source of income for this ancillary.



	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Revenues	1,652	1,509	1,657	1,592	1,687	1,729	1,791	1,845
Expenses	1,604	1,479	1,649	1,592	1,624	1,670	1,713	1,757
Net Income	48	30	8	-	63	59	78	88
% Revenue Δ		-9%	10%	-4%	6%	2%	4%	3%

2018-19 Forecast

Conference Services forecasts net income of \$0.0 million. Total net assets will be \$1.7 million, consisting of a \$0.9 million new construction reserve and \$0.8 million operating reserve. The net operating result is mainly due to lower margins on conference events which was mitigated by higher Green Path registration.

2019-20 Budget and Long Range Plans

Conference Services is forecasting a break-even position in the 2019-20 year, and expecting to gradually improve over the remainder of the planning period. The challenge in the short term has been the construction of Highland Hall, which made

it difficult to attract conference business and to market UTSC for movie shoots during the construction period. As a result, there are presently no conferences or movie shoots in the pipeline. This will likely change now that Highland Hall is open and the contractors will soon be leaving the premises. However, it will take a while to fill the pipeline with new business and therefore no speculative conference events or movie shoots have been built into the budget for the coming year.

Net assets are projected to be \$1.7 million, consisting of a new construction reserve of \$0.9 million and operating reserve of \$0.8 million.

Conference Services will continue to support the Green Path and FAIR programs, which provide a significant amount of stable revenue.

With the opening of Highland Hall, Conference Services is able to host larger conferences than before and will be promoting this increase in capacity to trade associations and event planners.

Over the planning period, the ancillary will promote UTSC as a conference venue by refining the current services provided and by developing a revised operating and marketing plan for the summer operation and for weekend facility bookings.

By 2023-24, Conference Services expects to have net assets of \$1.9 million, consisting of a \$0.9 million operating reserve and \$1.0 million new construction reserve. Minimal capital renewal and investment in capital assets are anticipated during the planning period, apart from the possible construction of conference-oriented facilities in the new residence.

Food and Beverage Services

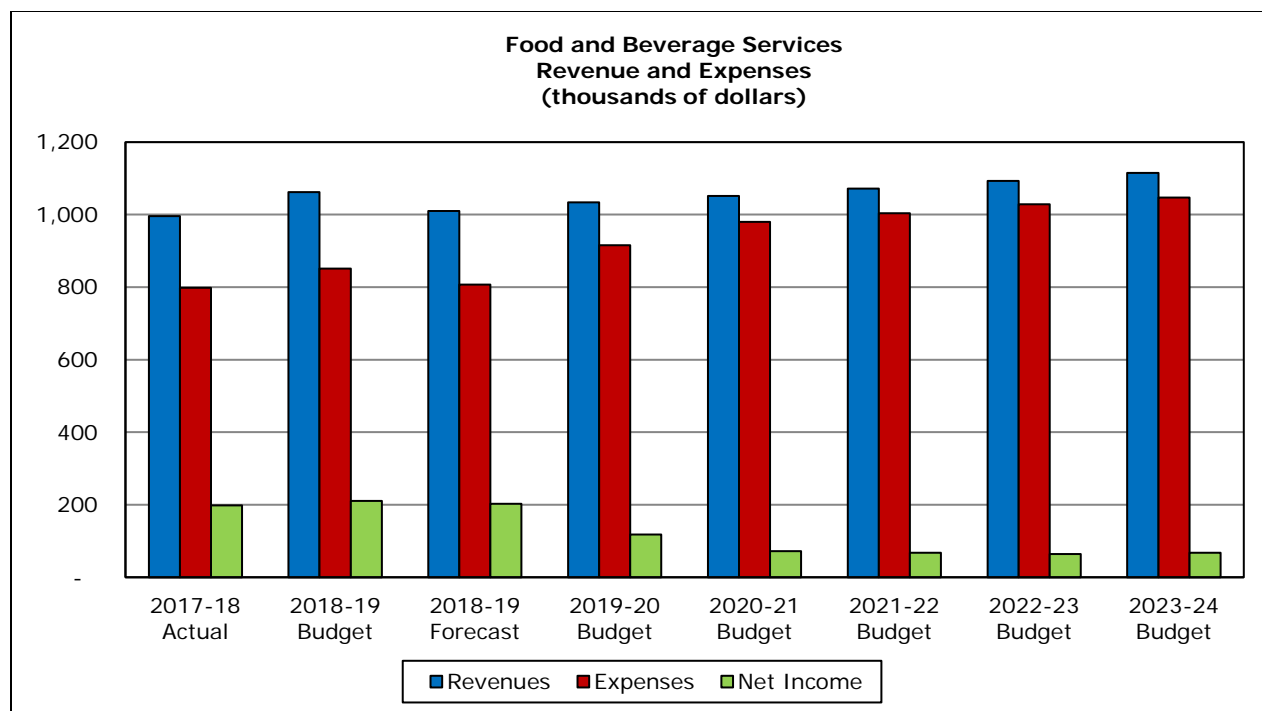
Food and Beverage Services oversees nine food retail operations in the H-Wing Marketplace, a Starbucks Café, two Tim Hortons outlets and a specialty café which has just opened in Highland Hall. There is also a unit leased to an external operator, La Prep Café, in the Instructional Center.

Operations in the H-Wing Marketplace, Starbucks and two Tim Hortons units are contracted out to Aramark.

This ancillary is a participant in the University wide food policy working group, which has introduced a number of programs in recent years. These include the bottle-free water initiative, the halal standards program, and encouraging the sourcing of locally produced products.

In order to meet the needs of a diverse campus community, changes have been made in recent years to reflect the preference for high profile franchise brands and to accommodate the varied dietary requirements of our diverse population.

Food and Beverage Services is also partnered with UTSC's One Card Operation's T-Card+ campus card payment system providing marketing support and investment in equipment, which allows for food and other retail purchases using a T-Card at UTSC.



	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Revenues	996	1,062	1,010	1,034	1,052	1,072	1,093	1,115
Expenses	798	851	807	916	980	1,004	1,029	1,047
Net Income	198	211	203	118	72	68	64	68
% Revenue Δ		7%	-5%	2%	2%	2%	2%	2%

2018-19 Forecast

Food and Beverage Services is forecasting net income of \$0.2 million. After transfers out of the ancillary (\$0.1 million), total net assets are projected to be \$1.0 million, consisting of \$0.5 million invested in capital assets, \$0.2 million operating reserves and \$0.3 million new construction reserve.

The decrease in net income versus budget is due to decreases in manual sales (i.e. retail sales), beverage sales and vending sales. Manual sales are projected to be lower than budgeted due to the delay in the opening of the Highland Hall café and lower sales from Tim Hortons but should still be 16% higher than in the prior year. This also applies to beverage sales. Vending sales continue to decline as new food options and extended food service hours gradually reduce spending in this category.

Revenue decreases were partially offset by decreases in repairs and maintenance and in capital spending.

2019-20 Budget and Long Range Plans

The ancillary is budgeting net income of \$0.1 million in 2019-20, which is lower than the 2018-19 forecast by \$0.1M, due to the planned hiring of a new Food Services Supervisor. With the expansion of food outlets and a greater emphasis on the marketing of conference services, this ancillary's ability to manage day-to-day operations must be improved as the Assistant Director assumes more of a strategic focus.

Net assets are projected to be \$1.0 million, consisting of a new construction reserve of \$0.1 million, \$0.7 million invested in capital assets, and \$0.2 million operating reserve.

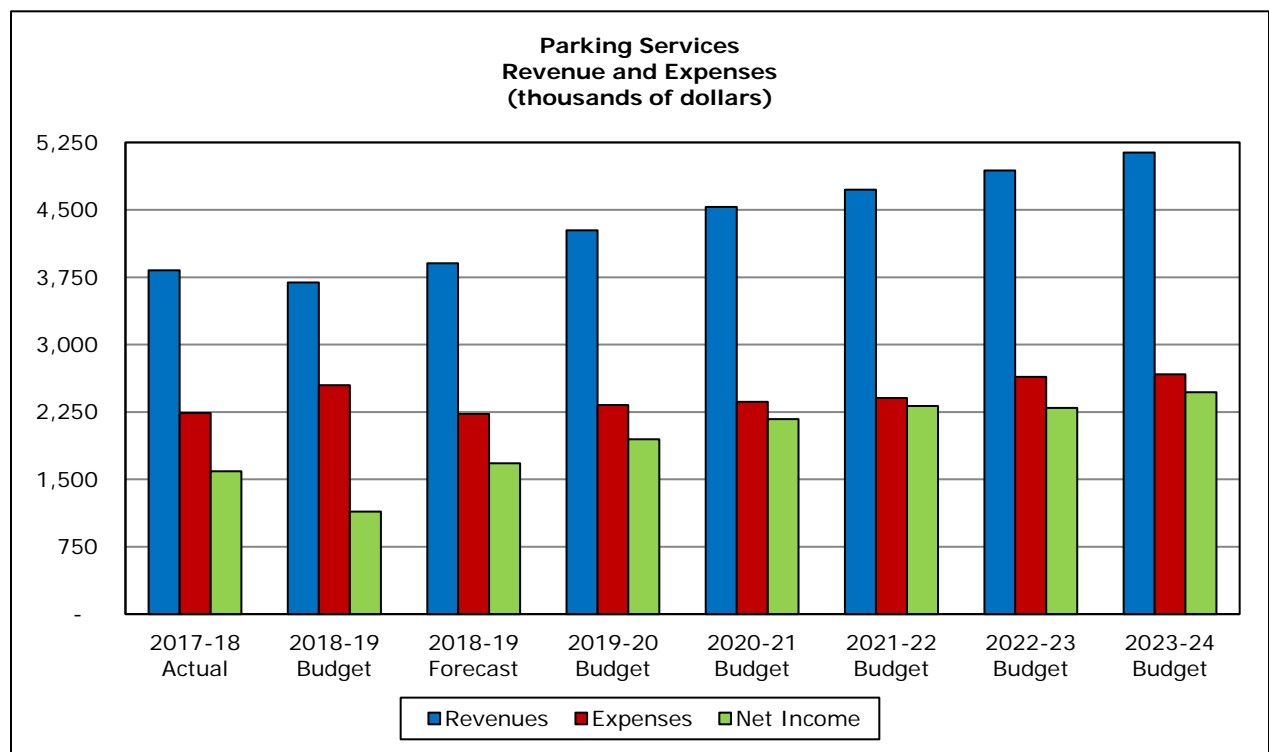
Revenues are projected to increase by 2% while operating expenses are projected to increase by 13% due to the new position noted above, higher amortization costs associated with the opening of the new café in Highland Hall, and higher cost of goods sold.

Net assets are expected to reach \$1.1 million by 2023-24 consisting of \$0.4 million in new construction reserves, \$0.2 million in operating reserves, and \$0.5 million invested in capital assets.

Food Services is endeavouring to grow by increasing its share of catering purchases on campus by marketing to student groups and by generating additional revenue from the new specialty café and from the new vending machines in Highland Hall.

Parking Services

The mission of Parking Services is to provide quality parking facilities and services in a safe and secure environment. It offers users year-round controlled access to parking in the UTSC and Centennial College Morningside Campus communities. There are presently 342 spaces in the south campus lots and 2,284 in the north campus lots. This ancillary continues to support the various ways staff, faculty, and students can access the campus, which includes the East Arrival Court bus loop that allows greater flow and frequency of public transportation, and connection with GO transit, Durham Region Transit, and the TTC.



	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Revenues	3,826	3,690	3,906	4,273	4,532	4,724	4,937	5,138
Expenses	2,237	2,549	2,226	2,326	2,363	2,406	2,642	2,669
Net Income	1,589	1,141	1,680	1,947	2,169	2,318	2,295	2,469
% Revenue Δ		-4%	6%	9%	6%	4%	5%	4%

2018-19 Forecast

Parking is forecasting net income of \$1.7 million, which is \$0.5 million greater than budget. After transfers to the operating fund (\$0.4 million), total net assets are projected to be \$8.2 million.

Higher net income is mainly the result of increased parking permit revenues due to stronger than expected student permit sales in the north lots and better than expected Pay-and-Display meter revenues. Demand for Pay-and-Display Meter parking continues to grow and has benefited from increased reliability of parking meters following an upgrade of the hardware and connectivity. To provide a more convenient and secure payment option for customers, Parking Services added a debit payment option to two pay stations located in Lot H and at the Instructional Centre entrance.

2019-20 Budget and Long Range Plan

The 2019-20 budget includes a 5% parking permit rate increase. Pay-and-Display parking rates (weekends, evenings, hourly) will increase 17% to 67% in order to support operations and to build capital reserves to help pay for the construction of a new parking structure in the near future. Permit fees for lots located adjacent to buildings are priced higher to reflect proximity and higher demand, while permits for more distant lots are priced somewhat lower.

Direct expenses are forecast to increase by 5% over the 2018-19 forecast, primarily due to repairs required to maintain the parking lots at a high standard. However, major capital expenditures are being deferred wherever possible until the long-term plans for the amount and location of surface parking become more fully formed.

Parking Services is projecting a \$1.9 million surplus of which \$0.4 million will be transferred to UTSC's operating fund.

Over the next five years, it is anticipated that future campus growth will have a significant impact on surface parking at UTSC, as the Campus Master Plan calls for significant future development on the North campus, including building on areas presently used as surface parking lots. Therefore, UTSC is now developing a project plan for the construction of an above-ground parking structure to replace surface parking displaced by new buildings and to provide sufficient parking to ensure compliance with City of Toronto parking by-law requirements.

This ancillary will continue to build its capital reserves to help pay for this new structure. Net assets are projected to reach \$9.7 million in 2019-20 consisting of \$8.9 million in new construction reserves, \$0.3 million invested in capital assets, \$0.2 million capital renewal reserve and a \$0.3 million operating reserve. Net assets are projected to be \$17.2 million by 2023-24.

This five year plan does not include any revenues, expenses, capital costs, or debt service payments resulting from the proposed parking structure.

Review and Consultation Process

The UTSC Campus Affairs Committee will make recommendations to the UTSC Campus Council on annual budgets related to service ancillaries. The budgets approved by Campus Council will be presented to the Executive Committee of Governing Council for confirmation. Those plans will include a Management Report that describes the proposed services and programs and each ancillary's annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and fees. This year, the plans report actual financial results for 2017-18, the forecast for 2018-19, and projections for the five year period, 2019-20 to 2023-24. Only the proposed budget for 2019-20 is presented for approval.

Student / Local Committees and Councils

The Residence operating plan was reviewed by the Student Housing Advisory Committee (SHAC) during meetings in the Fall semester of 2018. Members supported the plans for the 2019-20 budget. SHAC provides students with an opportunity to learn about current operations and future plans in residence and off-campus housing services. Students advise the department on the student experience, services, policies, procedures, budget issues and residence fees. The committee is comprised of residents at large, students living off campus in rental accommodation, a residence advisor, Scarborough Campus Residence Council President, elected members of the Scarborough Campus Students' Union (SCSU) and the Director, Student Housing and Residence Life. The department also communicates and meets regularly with the Scarborough Campus Residence Council to share information, receive input and collaborate on programs. The Student Housing Advisory Committee's five working groups focus on learning opportunities and includes Communications, Equity, Learning Experiences, Mental Health, and Safety.

Food Services gathers representatives from the UTSC community including academic staff and faculty, administration, students, and representatives from Aramark and the SCSU to form the Food User Committee. This committee meets throughout the year to discuss operational matters including hours of operation, product offerings, services, general business, and formulation of focus groups. Social media is monitored for comments and suggestions and any concerns are immediately addressed.

Parking Services holds an annual meeting of the Parking Advisory Review Committee (PARC). Additional meetings are scheduled from time to time should

management wish to consult with community representatives about specific initiatives. Advisory in nature, this committee's mandate includes: representing various sectors of the University community and bringing forward parking concerns to the attention of Parking Services management; reviewing and advising on new initiatives presented by Parking Services management; evaluating these initiatives and potential impact on parking users within the University community; and, serving as a general means of communication between the University community and Parking Services management on matters related to parking on campus. There is cross-representation of the campus community on the committee including students, faculty, staff, event hosts, visitor hosts, students in residence, and persons requiring accessible parking.

The University of Toronto Financial Services Department (FSD) also reviews the proposed operating plans and management reports submitted by each ancillary. Any issues identified by FSD are referred to the ancillary for their attention and response.

University of Toronto Scarborough
Service Ancillaries Operating Budget Summary
Projected Operating Results for the year ending April 30, 2020
(with comparative projected results for the year ending April 30, 2019)
(thousands of dollars)

	Revenue	Expense	Net Income before Transfers	Transfers in/(out)	Net Income after Transfers 2020	Net Income after Transfers 2019
Residence	8,383	7,106	1,277	-	1,277	1,278
Conference	1,592	1,592	-	-	-	8
Food	1,034	916	118	(70)	48	78
Parking	4,273	2,326	1,947	(415)	1,532	1,315
Total	15,282	11,940	3,342	(485)	2,857	2,679

University of Toronto Scarborough
Service Ancillaries Operating Budget Summary
Projected Net Assets
(for the year ended April 30)
(thousands of dollars)

Service Ancillary	Objectives to be met in 2018-19				2019-20					2019-20	2021-22	2023-24
					Unrestricted Surplus / (Deficit)	Projected Investment in Capital Assets	Projected Capital Renewal Reserve (Sch 3.1)	Projected Operating Reserve (Sch 3.2)	Projected New Construction Reserve (Sch 3.2)	Net Assets	Net Assets	Net Assets
	1	2	3	4								
Residence	Yes	Yes	Yes	No	-	2,644	914	865	3,969	8,392	12,191	17,295
Conference	Yes	Yes	Yes	No	-	9	1	796	882	1,688	1,761	1,876
Food	Yes	Yes	Yes	Yes	-	716	7	173	106	1,002	1,061	1,114
Parking	Yes	Yes	Yes	Yes	-	323	231	302	8,890	9,746	13,344	17,157
Total					-	3,692	1,153	2,136	13,847	20,828	28,357	37,442

University of Toronto Scarborough
Service Ancillaries Operating Budget Summary
Projected Funds to be Committed for Capital Reserve
 (for the year ending April 30)
 (thousands of dollars)

	Projected Balance May 1, 2019	Net Increase / (Decrease) in Commitments to Capital Renewal	Projected Balance April 30, 2020	Projected Balance April 30, 2024
Residence	587	327	914	718
Conference	1	-	1	1
Food	7	-	7	7
Parking	251	(20)	231	138
Total	846	307	1,153	863

University of Toronto Scarborough
Service Ancillaries Operating Budget Summary
Projected Funds to be Committed for Operating and New Construction Reserves
(for the year ending April 30)
(thousands of dollars)

	OPERATING RESERVE				NEW CONSTRUCTION RESERVE			
	Projected Balance May 1, 2019	Increase / (Decrease) in Operating Reserve	Projected Balance April 30, 2020	Projected Balance April 30, 2024	Projected Balance May 1, 2019	Increase / (Decrease) in Construction Reserve	Projected Balance April 30, 2020	Projected Balance April 30, 2024
Residence	814	51	865	1,016	3,549	420	3,969	11,606
Conference	828	(32)	796	923	857	25	882	950
Food	168	5	173	186	270	(164)	106	460
Parking	276	26	302	363	7,328	1,562	8,890	16,468
Total	2,086	50	2,136	2,488	12,004	1,843	13,847	29,484

University of Toronto Scarborough
Service Ancillaries Operating Budget Summary
Projected Annual Operating Results
for the years ended April 30, 2019 through April 30, 2024
(thousands of dollars)

Service Ancillary	2018-19 Forecast			2019-20 Budget			2020-21 Budget		
	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers
Residence	1,278	-	1,278	1,277	-	1,277	1,744	-	1,744
Conference	8	-	8	-	-	-	63	(25)	38
Food	203	(125)	78	118	(70)	48	72	(40)	32
Parking	1,680	(366)	1,314	1,947	(415)	1,532	2,169	(437)	1,732
Total	3,169	(491)	2,678	3,342	(485)	2,857	4,048	(502)	3,546

Service Ancillary	2021-22 Budget			2022-23 Budget			2023-24 Budget		
	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers
Residence	2,054	-	2,054	2,441	-	2,441	2,664	-	2,664
Conference	59	(25)	34	78	(25)	53	88	(25)	63
Food	68	(40)	29	64	(40)	24	68	(40)	28
Parking	2,318	(451)	1,867	2,295	(468)	1,827	2,469	(484)	1,985
Total	4,499	(516)	3,983	4,878	(533)	4,346	5,289	(549)	4,740

University of Toronto Scarborough
Service Ancillaries Operating Budget Summary
Summary of 2019-20 Capital Budgets
(with comparative figures for 2018-19)
(thousands of dollars)

	2019-20 Budget	2018-19 Budget
Residence	811	675
Conference	10	-
Food	305	245
Parking	26	15
Total	1,152	935

Schedule of 2019-20 Ancillary Rates

STUDENT HOUSING AND RESIDENCE LIFE				
<u>DESCRIPTION</u>	<u>2018-19</u>	<u>% Change</u>	<u>2019-20</u>	<u>Inc. / (Dec.) per Month</u>
<i>Fall/Winter Rates</i>				
Phase I - III single	\$ 8,562	5.0%	\$ 8,990	\$ 53.51
Phase I - Small Room (I Room)	\$ 7,674	5.0%	\$ 8,057	\$ 47.96
Phase IV single	\$ 9,624	5.0%	\$ 10,105	\$ 60.15
Phase I shared	\$ 6,340	5.0%	\$ 6,657	\$ 39.62
Phase I shared basement	\$ 5,706	5.0%	\$ 5,991	\$ 35.66
Phase IV Shared	\$ 7,173	5.0%	\$ 7,532	\$ 44.83
<i>Summer Rates</i>				
Phase I-III (academic term May 8 - August 27)	\$ 4,056	5.0%	\$ 4,259	\$ 50.70
Visitor Weekly Rate	\$ 253	5.0%	\$ 266	
Ph IV-Foley Hall (academic term May 8 - August 2	\$ 4,346	5.0%	\$ 4,564	\$ 54.33
Visitor Weekly Rate	\$ 272	5.0%	\$ 285	

Schedule of 2019-20 Ancillary Rates

PARKING SERVICES							
<u>DESCRIPTION</u>	<u>LOT</u>	<u>2018-19</u>	<u>2019-20</u>	<u>% Change</u>	<u>\$ Change</u>	<u>per mo.</u>	<u>NOTES</u>
		Approved	Proposed				
PERMITS:							
<u>South Lots:</u>							
Annual, South Lot Employee Premium	C, D	\$1,223.09	\$1,284.24	5.0%	or...	\$ 5.10 ...per month	
Annual, South Lot Employee Reserved		\$1,626.72	\$1,708.06	5.0%	or...	\$ 6.78 ...per month	
Annual, Ring Road Employee	B	\$1,100.79	\$1,155.83	5.0%	or...	\$ 4.59 ...per month	
Summer Term	C, D	\$244.63	\$256.86	5.0%	or...	\$ 1.02 ...per month	
Residence, Winter Term	C, D	\$865.91	\$909.20	5.0%	or...	\$ 3.61 ...per month	
Residence, Summer Term	C, D	\$216.49	\$227.31	5.0%	or...	\$ 0.90 ...per month	
Evening Payroll, Employee Annual	C, D	\$564.55	\$592.77	5.0%	or...	\$ 2.35 ...per month	
<u>North Lots:</u>							
Annual North Lot, Premium (Lot K)	K	\$1,223.09	\$1,284.24	5.0%	or...	\$ 5.10 ...per month	
Annual North Lot, Payroll Employee	G, H	\$940.86	\$987.90	5.0%	or...	\$ 3.92 ...per month	
Student, Fall/Winter	G, H	\$752.14	\$789.74	5.0%	or...	\$ 3.13 ...per month	
Monthly Student North Lot Permit	G, H	\$105.30	\$110.56	5.0%	or...	\$ 5.26 ...per month	
Fall or Winter Term	G, H	\$421.20	\$442.26	5.0%	or...	\$ 1.75 ...per month	
Summer Term	G, H	\$188.72	\$198.16	5.0%	or...	\$ 0.79 ...per month	
Centennial Permit (September to May)	J	\$873.97	\$917.67	5.0%	or...	\$ 3.64 ...per month	A
Centennial Summer Permit	J	\$436.99	\$458.84	5.0%	or...	\$ 1.82 ...per month	A
CASH PARKING:							
<u>South Lots:</u>							
Peak period hourly rate	A	\$ 3.00	\$ 3.50	16.7%			
Flat Rate, Evening		\$ 6.00	\$ 7.00	16.7%			
Flat Rate, Weekend		\$ 5.00	\$ 6.00	20.0%			
Summer conference - daily rate		\$ 5.40	\$ 6.00	11.1%			
Summer conference - youth bed rate		\$ 1.75	\$ 2.00	14.3%			
<u>Instructional Center Lot K: Currently Permits Only</u>							
Flat Rate, Day	K	\$ 10.00	\$ 14.00	40.0%			B
Flat Rate, Evening		\$ 5.00	\$ 7.00	40.0%			
Flat Rate, Weekend		\$ 4.00	\$ 6.00	50.0%			
<u>Lots F, G and H (North Lots):</u>							
Flat Rate, Day	F, G, H	\$ 8.50	\$ 10.00	17.6%			
Flat Rate, Evening		\$ 5.00	\$ 6.00	20.0%			
Flat Rate, Weekend		\$ 3.00	\$ 5.00	66.7%			
NOTES:							
A. The annual percentage increase of 5% is part of the parking agreement between UoT Scarborough and Centennial College.							
B. Cash rates in Lot K increased to match rates in South Lot A; permits for each respective lot are priced in this manner, cash should as well.							

Service Ancillary Operating Plans

Campus Council
March 7, 2019

Operating Fund Budget

- Student tuition and government grants for academic and administrative expenses

Student Service Fees

- For student programming and services

Ancillary Budgets

- Funded exclusively by the users of the service

- ✓ Must be fully self-funding
- ✓ Provide services to all internal users as well as external users
- ✓ Adhere to four financial objectives:

- 1) Operate without subsidy from the University's operating budget;
- 2) Provide for all costs of capital renewal including deferred maintenance;
- 3) Create and maintain an operating reserve; and
- 4) Contribute net revenues to the operating budget.

- ❖ Student Housing & Residence Life
Michelle Verbrugghe
- ❖ Retail & Conference Services
Fran Wdowczyk
- ❖ Food & Beverage Services
Fran Wdowczyk
- ❖ Parking Services
Gary Pitcher

2019-20 Operating Plans

	Student Housing & Residence Life	Retail & Conference Services	Food & Beverage Services	Parking Services
(000's)				
Revenue	\$ 8,383	\$ 1,592	\$ 1,034	\$ 4,273
Expense	7,106	1,592	916	2,326
Net Income	1,277	-	118	1,947
Capital Expenses	\$ 811	\$ 10	\$ 305	\$ 26
Net Assets	\$ 8,392	\$ 1,688	\$ 1,002	\$ 9,746



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Student Housing & Residence Life

Student Housing and Residence Life

"To provide the residence experience; a transition to independence in a vibrant on-campus community that supports academic achievement and personal growth"

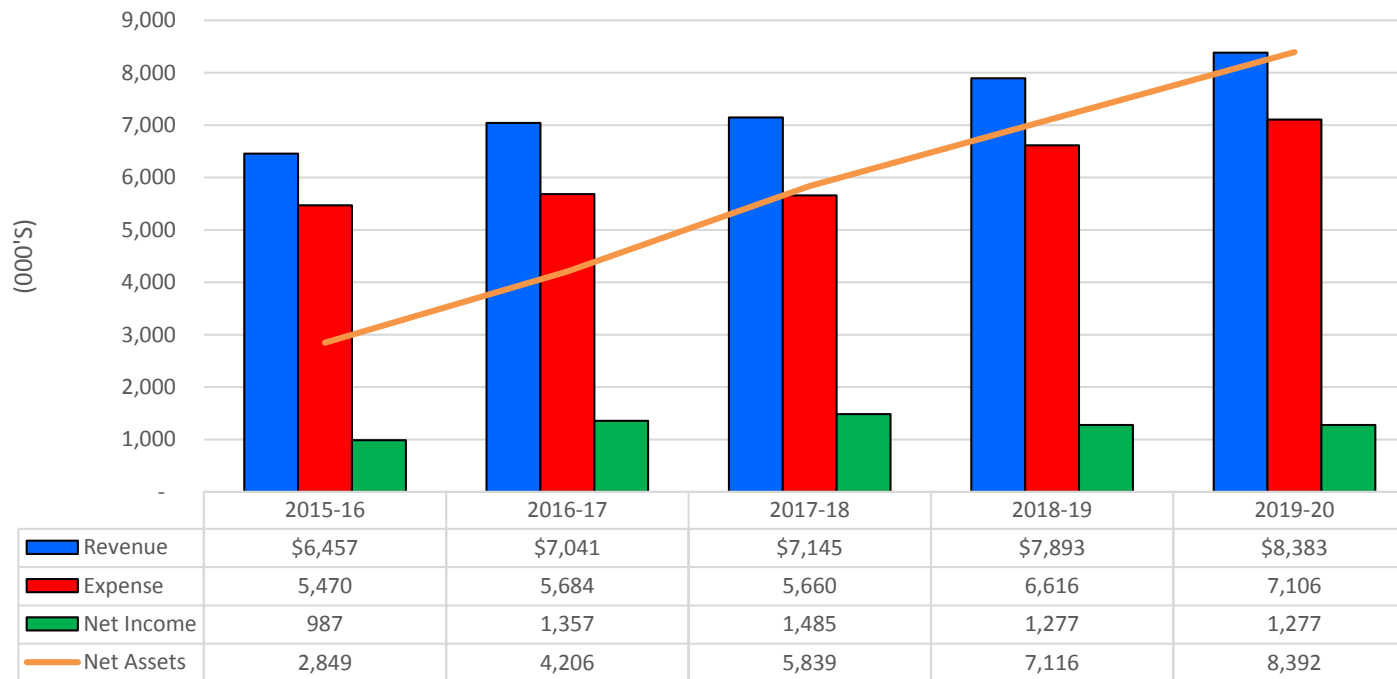
Key Accomplishments this year:

- Implemented the expanded housing inventory program.
- Increased the Counsellor-in-Residence position.
- Redeveloped the Residence Life certificate program.
- Improved the outdoor space surrounding the Residence Centre.

Student Housing and Residence Life

Achievement: Improved financial position

Challenge: Establishing fees high enough to maintain and renew aging facilities without pricing students out of residence (5% increase in 2019-20)



2019-20 Proposed Fees

<u>DESCRIPTION</u>	<u>2018-19</u>	<u>% Change</u>	<u>2019-20</u>	<u>Inc. / (Dec.) per Month</u>
<i>Fall/Winter Rates</i>				
Phase I - III single	\$ 8,562	5.0%	\$ 8,990	\$ 53.51
Phase I - Small Room (1 Room)	\$ 7,674	5.0%	\$ 8,057	\$ 47.96
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<i>Summer Rates</i>				
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Retail & Conference Services

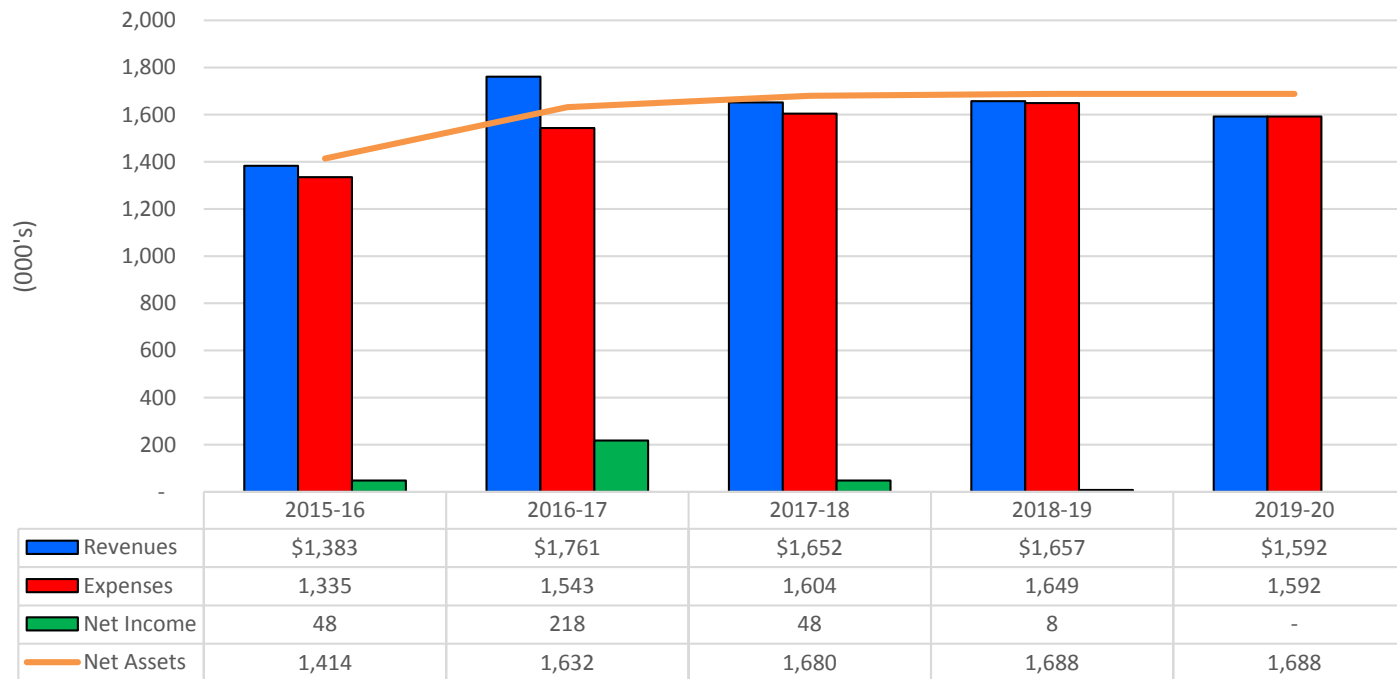
"To provide quality service that satisfies the multi-faceted needs of our external clients, students, faculty and staff"

- Multi-year returning student focused conferences – Science Fair, Reach For The Top, ECO Spark
- Logistic support to International Academic Programs and Initiatives (IAPI) summer groups
- University experience summer camps
- Film, television and commercial shoots

Retail and Conference Services

Achievement: Successfully managed and enhanced the summer camp program and conference activities

Challenge: Conference business was significantly impaired by general campus construction





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Food & Beverage Services

Food and Beverage Services

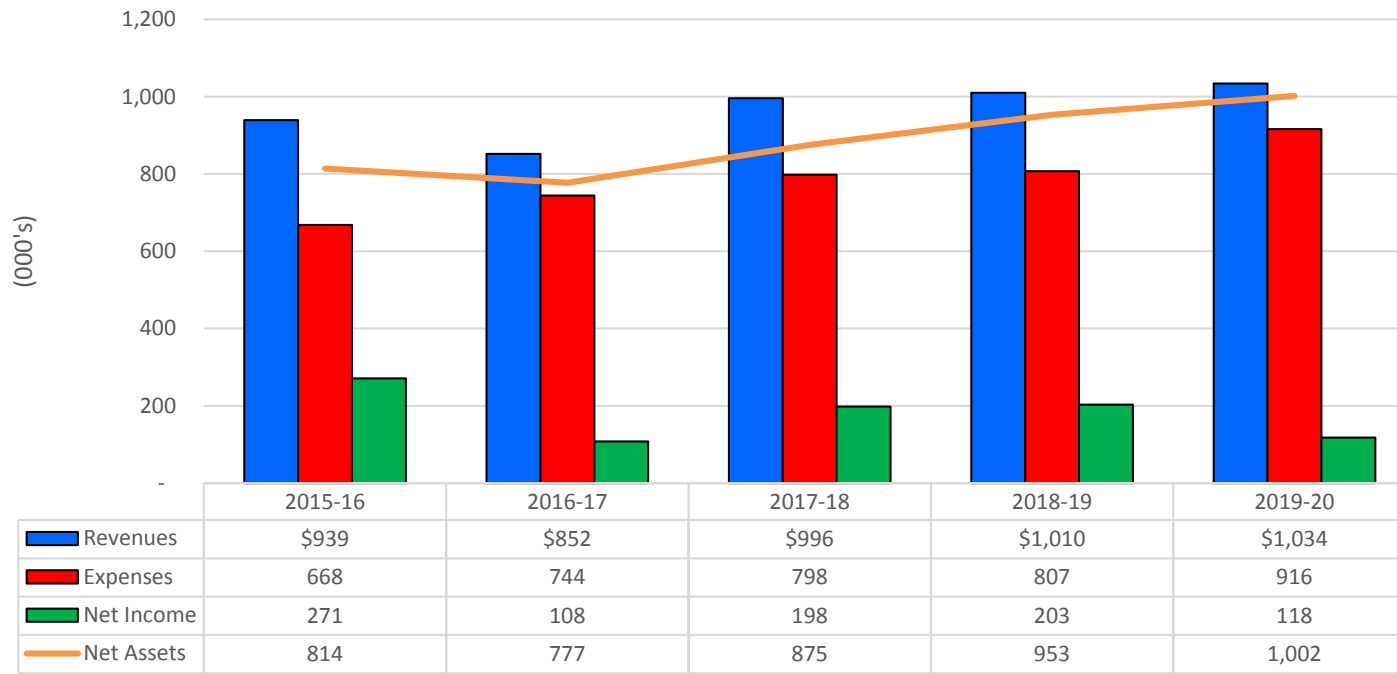
"Enhance student life experience and client experience while seeking opportunities for growth"

- New café in Highland Hall (just opened)
- Revamped Healthy Kitchen offerings due to student feedback and changed monthly specials to weekly
- New vending machine provider (Naccarato Enterprises)
- Renovations of Tim Hortons in 2019-20

Food and Beverage Services

Achievement: Opening of Highland Hall café

Challenge: Building reserves for ongoing capital renewal of heavily used facilities





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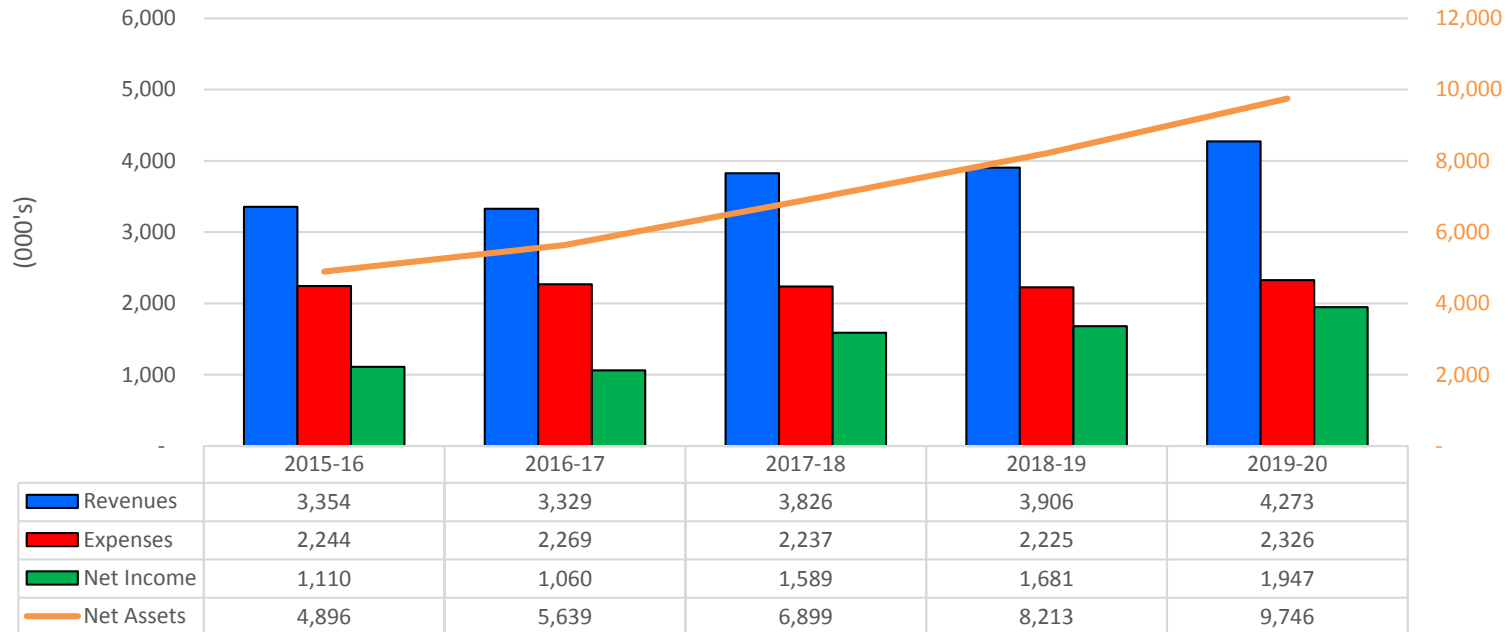
Parking Services

"Providing quality parking facilities and services in a safe, effective environment"

- Planning for a parking structure on the north Campus (approx. 1,000 parking spots)
- New monthly student parking permit, as requested by students, was implemented in September 2018
- 5% permit fee increase in 2019-20

Achievement: Maintaining high quality facilities while containing costs and building reserves

Challenge: Building reserves to support a capital program for a new parking structure



2019-20 Proposed Fees

<u>DESCRIPTION</u>	<u>LOT</u>	<u>2018-19</u> Approved	<u>2019-20</u> Proposed	<u>% Change</u>	<u>\$ Change</u> <u>per mo.</u>
PERMITS:					
<u>South Lots:</u>					
Annual, South Lot Employee Premium	C, D	\$1,223.09	\$1,284.24	5.0%	or... \$ 5.10 ...per month
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Centennial Summer Permit	J	\$436.99	\$458.84	5.0%	or... \$ 1.82 ...per month

2019-20 Proposed Fees, continued ...

<u>DESCRIPTION</u>	<u>LOT</u>	<u>2018-19</u> Approved	<u>2019-20</u> Proposed	<u>% Change</u>
CASH PARKING:				
<u>South Lots:</u>				
Peak period hourly rate	A	\$ 3.00	\$ 3.50	16.7%
Flat Rate, Evening		\$ 6.00	\$ 7.00	16.7%
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Flat Rate, Evening		\$ 5.00	\$ 7.00	40.0%
Flat Rate, Weekend		\$ 4.00	\$ 6.00	50.0%
 <u>Lots F, G and H (North Lots):</u>				
Flat Rate, Day	F, G, H	\$ 8.50	\$ 10.00	17.6%
Flat Rate, Evening		\$ 5.00	\$ 6.00	20.0%
Flat Rate, Weekend		\$ 3.00	\$ 5.00	66.7%

Be It Resolved,

THAT, subject to confirmation by the Executive Committee;

THAT the 2019-20 operating plans and budgets for the UTSC 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 presented in the documentation provided by Andrew Arifuzzaman, Chief Administrative Officer, be approved, effective May 1, 2019.



UNIVERSITY OF
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Questions?