



**FOR CONFIRMATION**

**PUBLIC**

**CLOSED SESSION**

**TO:** Executive Committee

**SPONSOR:** Ulrich Krull, Vice-President & Principal  
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**DATE:** January 23, 2019 for March 26, 2019

**AGENDA ITEM:** 5(a.)

**ITEM IDENTIFICATION:**

Operating Plans and Fees: 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 16, 2019)
2. UTM Campus Council [For Approval] (January 30, 2019)
3. University Affairs Board [For Information] (March 4, 2019)
4. **Executive Committee [For Confirmation] (March 26, 2019)**

**PREVIOUS ACTION TAKEN:**

The 2018-19 UTM service ancillaries were recommended for approval by the Campus Affairs Committee, on January 9, 2018 and approved by the UTM Campus Council on January 24, 2018.

**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 2017-18 fiscal year, 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.

Presented for consideration and approval to members are the following:

- The proposed 2019-20 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1 (page 16), the service ancillary capital budgets as summarized in Schedule 5 (page 22), and the rates and fees in Schedule 6 (page 23).

For a comprehensive look at the budgets, the detailed management reports and operating plans for each ancillary are contained in Appendix 2 (page 28 to 610).

#### 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 2019-20 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's Financial Services Department (FSD).

#### Service Ancillaries Overview:

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

These service ancillaries have been continuously looking at service excellence and operational efficiencies to better serve our students. Residence continues to upgrade the older stock residences through major maintenance and capital renewal. With the growth in demand and a growing waitlist

every year, they also continue to review the need for a new residence. For Hospitality Services a new food court in Davis will further enhance the current retail food offerings. Conference groups have been challenging to maintain due to the ever changing availability of meeting rooms and also for not having desired accommodation spaces. Parking continues to make payments towards the loan received from UTM for the parking deck; and they continue introduce and adapt to more sustainable and technologically advanced operations while minimizing the cost increase to the patrons.

2019-20 Service Ancillary Operating Plans and Budgets:

The 2019-20 budget incorporates a \$2.2 million (9.7%) increase in revenues of which: \$1.5 million is from Residence; \$0.1 million from Parking Services; and Hospitality Services (Food Services & Conference Services combined) anticipates an increase of \$0.6 million.

2019-20 Service Ancillary Capital Budgets:

Facilities improvements and equipment purchases total \$1.9 million for Residence and \$0.4 million for Hospitality.

2019-20 Service Ancillary Rates and Fees:

The 2019-20 parking budget has been limited to a 2% permit price increase this year, against an annual increase of 3% that was implemented in 2010-11. Pay & Display daily maximum rates will not increase in 2019-20. The CCT parking Garage requires more maintenance and capital investment and so the permit fee will increase by 10%. Most Residence rates are set to increase by 4% in 2019-20, except MaGrath Valley which will increase by 7% and the newly renovated Putnam Place by 15%. Meal plan rates includes an average increase by 2% which is below the CPI and the retail will increase between 2% and 3% which is in line with the CPI of 2.6% (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 2019-20 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 Saher Fazilat, Chief Administrative Officer, in the proposal dated December 20, 2018, be approved, effective May 1, 2019.

**DOCUMENTATION PROVIDED:**

UTM Service Ancillary Report on Operating Plans 2019-20



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

## Service Ancillary Report on Operating Plans

2019-20

December 20, 2018

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## Introduction

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The service ancillaries at UTM include Student Housing & Residence Life (Residence), Hospitality Services and Parking 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 is also in a period of major reconstruction and renovations to service the growing UTM population, including the reconstruction of the Davis Food Court and planned renovations of Starbucks and Subway. Parking is making payments, as planned, toward the loan received from UTM for the construction of the parking deck. As well, we are investigating the possibility of a second underground parking garage at the north end of the campus.

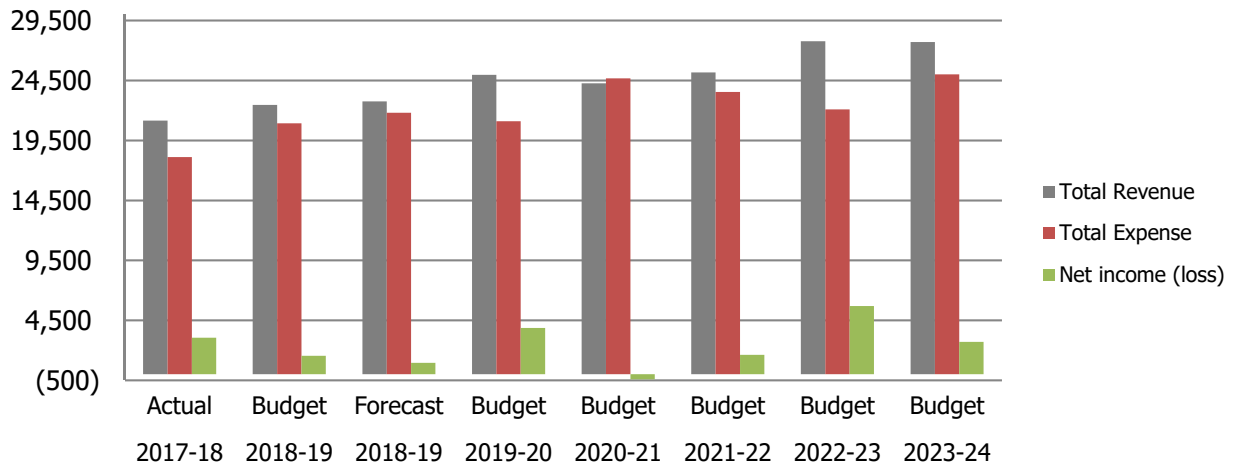
These operations are measured over the long-term on their success in meeting the following four objectives:

- 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 2018-19 forecasts, 2019-20 budgets and long-range plans. The report also includes summary financial schedules and the detailed operating statements and schedules.

## Budget Highlights

### Revenues and Expenses for the years ended April 30 (thousands of dollars)



#### Revenues and Expenses for the years ended April 30 (thousands of dollars)

|                            | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|----------------------------|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue                    |                   |                   |                     |                   |                   |                   |                   |                   |
| Residence                  | 14,144            | 14,970            | 15,321              | 16,803            | 16,157            | 16,843            | 19,217            | 18,932            |
| Conference                 | 951               | -                 | -                   | -                 | -                 | -                 | -                 | -                 |
| Hospitality <sup>(1)</sup> | 2,506             | 3,009             | 3,015               | 3,621             | 3,458             | 3,572             | 3,691             | 3,801             |
| Parking                    | 4,244             | 4,479             | 4,421               | 4,538             | 4,643             | 4,751             | 4,860             | 4,973             |
| Total Revenue              | 21,845            | 22,458            | 22,757              | 24,962            | 24,258            | 25,166            | 27,768            | 27,706            |
| Total Expense              | 18,802            | 20,921            | 21,800              | 21,097            | 24,675            | 23,540            | 22,084            | 25,005            |
| Net income (loss)          | 3,043             | 1,537             | 957                 | 3,865             | (417)             | 1,626             | 5,684             | 2,701             |

<sup>(1)</sup> The figures presented as Hospitality's 2017-18 Actuals represent actuals for Food Services operations only.

The UTM service ancillaries are forecasting net income of \$1.0 million before transfers for the year ending April 30, 2019 on total projected revenues of \$22.8 million, which is \$0.6 million less than budget. Total expenses are expected to be \$0.9 million more than budget. The resulting forecasted net income is \$2.1 million less than prior year actuals of \$3.0 million.

Each of the ancillaries contributed to the forecasted net income of \$1.0 million, as follows:

- Residence revenues are expected to be better than budget due to exceeding residence occupancy targets because of doubling rooms, process improvements as well as increased demand. The Summer session was better than budgeted due to the growth for housing by students participating in the summer ACE@UTM program. Summer 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 unplanned furniture purchases to double-up rooms in Erindale Hall, offset by savings in salary, wages and benefits due to delay in filling vacant positions and job reclassifications.

- Hospitality net revenues from food services are expected to be lower than budget due to lower-than-expected revenues from the Temporary Food Court (TFC) due to on-going renovations in the Davis Building and 2-months delay in opening the New North food outlets. Cost of Sales is also forecasted to be lower than budget as it correlates to the decrease in food sales. This is offset by Hospitality's net revenues from conference services, which are forecasted to be higher than budgeted due to more conference bookings. As a direct result of the higher-than-expected revenue, the forecasted cost of conference services are also forecasted to be higher. Forecasted total direct expenditures are expected to be higher than budget primarily due to hiring new staff and costs associated with the earlier-than-anticipated opening of the new food court in the Davis Building (i.e., depreciation and operating costs).
- Parking Services revenues are expected to exceed budget due to additional permit sales. Cost savings are attributed to gaps in hiring for a full-time position as well as less ongoing maintenance costs for the Pay and Display (P&D) machines. Major Maintenance expenses are forecasted to be higher than budgeted due to the procurement of Electrical Vehicle (EV) charging stations, paving repairs and completion of the LED lighting project.
- The long-range plan projects revenues to increase by \$5.0 million by 2023-24 of which \$3.6 million is from Residence, \$0.8 million from Hospitality and \$0.6 million from Parking.

## Review of the UTM Ancillary Operations

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Residence exceeded its occupancy and revenue targets for 2018-19. Putnam Place renovation planning was completed and renovation commenced in September 2018. Units will be fully renovated with new kitchens, bathrooms, floors, windows and more. Putnam Place is expected to return to operation in Summer 2019. Residence also has a first-year guarantee and experienced a dramatic increase in first-year applications to residence in 2018-19. With a major furniture purchase, UTM Residence was able to accommodate 1,212 first-year students (up from 1,074 in 2017-18). In August 2018, Residence added approximately 120 double-room spaces in Erindale Hall to accommodate more first-year students. In addition, two new Living Learning Communities (LLCs) were launched in Fall 2018.

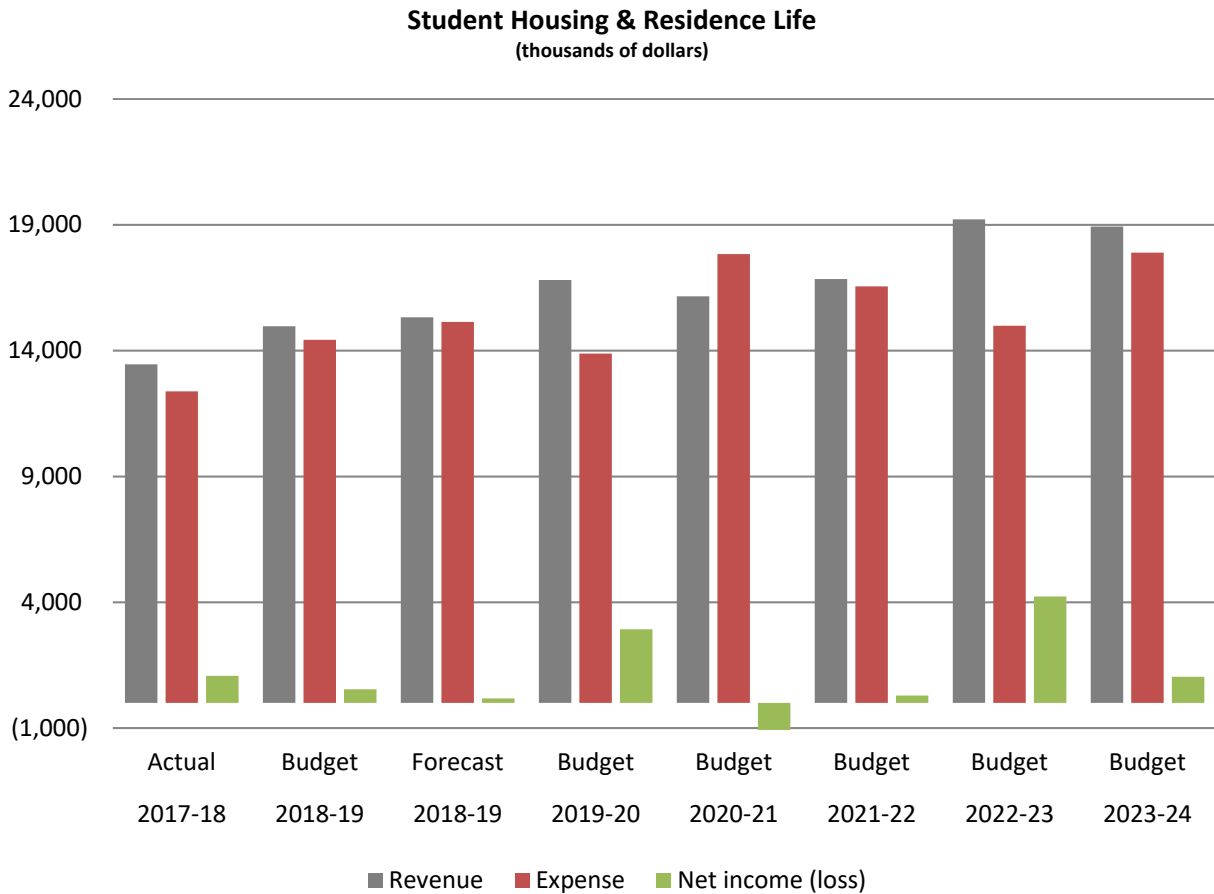
Hospitality Services continues to expand food services on campus to meet the overall food service capacity shortfall. The new Permanent Food Court to replace the Temporary Food Court is expected to open early 2019 (as part of the W.G. Davis Building Renovation – Phase 2 Meeting Place Project). The Permanent Food Court was originally planned to be open September 2019. It is now expected to open in February 2019, which is much earlier than planned. 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. However, during the period of ongoing construction beside the TFC, there is a noticeable negative impact on sales.

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 enrolment, and by offering alternatives to driving to campus such as carpool, Zipcar, Shuttle Bus and Mississauga Transit UPass. Major Maintenance in the near term includes the expansion/reconfiguration of parking lot P5 and parking lot P8 (old Argo lot) during the summer of 2019. Parking will direct the surplus generated from operations to repay the loan received from UTM for the parking deck.

## Student Housing and Residence Life (Residence)

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 and 2019-20, as it does not contribute to the operating budget (see Schedule 2).



**Student Housing & Residence Life**  
**Revenue & Expense**  
for the years ended April 30  
(thousands of dollars)

|                   | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue           | 14,144            | 14,970            | 15,321              | 16,803            | 16,157            | 16,843            | 19,217            | 18,932            |
| Expense           | 13,070            | 14,430            | 15,140              | 13,880            | 17,833            | 16,552            | 14,988            | 17,894            |
| Net income (loss) | 1,074             | 540               | 181                 | 2,923             | (1,676)           | 291               | 4,229             | 1,038             |

## **2018-19 Forecast:**

Revenues are expected to be better than budget because the ancillary was able to exceed the budgeted occupancy as a result of doubling rooms, process improvements such as better marketing and increased demand.

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 a number of unexpected lengthy vacancies.

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 the Student Housing Master Plan. Major maintenance is forecasted to be well above budget. This is primarily due to a large, un-planned furniture purchase to double Erindale Hall. The operating result before transfers is projected to be \$0.2 million. The closing total fund balance is expected to be a surplus of \$6.4 million. The surplus will be directed toward future major maintenance and renovation projects.

## **2019-20 Budget & Long Range Plan:**

One of the biggest changes to the SHRL 2018-19 budget was a departure from 'across the board' (ATB) increases. Following the recommendations and evidence from the Student Housing Master Plan, we developed differentiated residence rates by residence building.

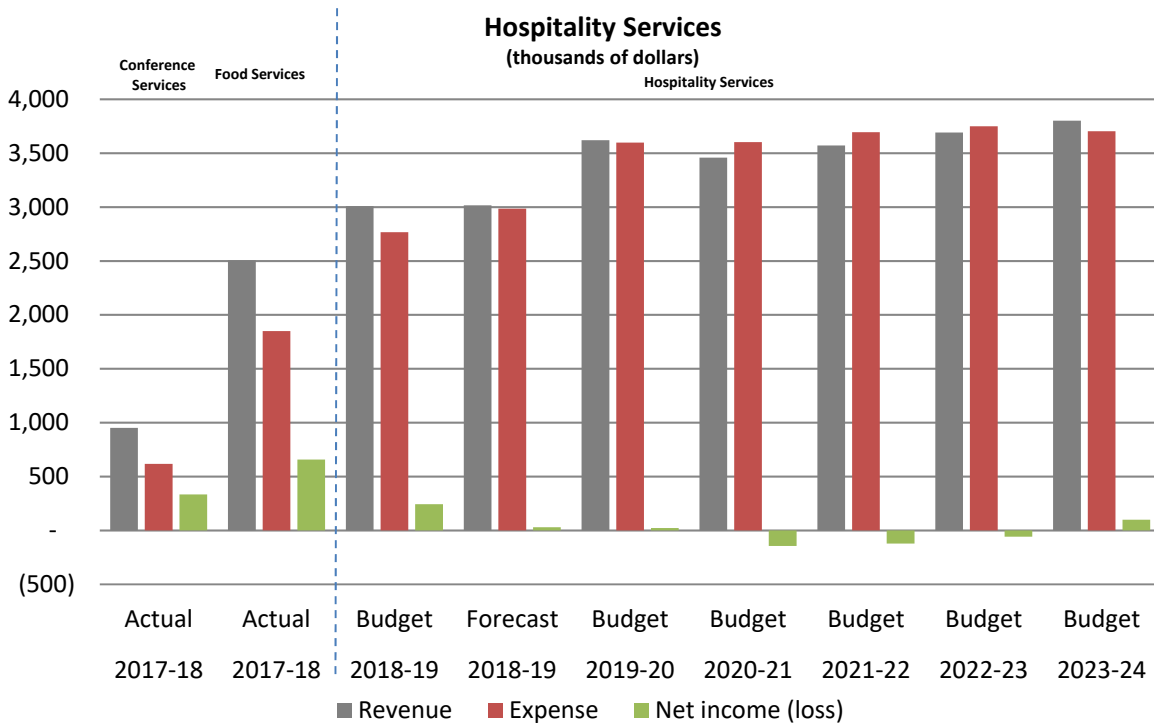
In 2019-20, the budgeted significant positive Operating Results before Transfers will be directed toward a Building Renovation Reserve to be used the next year for the Leacock Lane renovation in 2020-21. The anticipated deficit in 2020-21 is largely due to this renovation, which will be expensed in that year. A transfer from the aforementioned Building Renovation Reserve will cover the costs of the renovation. These results are typical and expected when a major investment is made toward facilities. SHRL is expected to return to an operating surplus in 2021-22. It is also important to highlight that the Fund is expected to be in positive net cash flow position in each of these years.

The ancillary is projecting an operating surplus of \$2.9 million and a closing total fund balance of \$9.4 million in 2019-20.

## Hospitality Services

The Hospitality Services budget includes both Food Services and the external customer activities of Conference 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. Conference services income is generated 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 students and any internal events.

As per Schedule 2, Hospitality Services will meet three of the objectives in 2018-19 and 2019-20, as it will not contribute to the operating budget.



**Hospitality Services  
Revenue & Expense**  
for the years ended April 30  
(thousands of dollars)

|                   | Conference<br>2017-18<br>Actual | Food<br>2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|-------------------|---------------------------------|---------------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue           | 951                             | 2,506                     | 3,009             | 3,015               | 3,621             | 3,458             | 3,572             | 3,691             | 3,801             |
| Expense           | 618                             | 1,849                     | 2,766             | 2,985               | 3,599             | 3,603             | 3,694             | 3,749             | 3,702             |
| Net income (loss) | 333                             | 657                       | 243               | 30                  | 22                | (145)             | (122)             | (58)              | 99                |

## **2018-19 Forecast:**

Forecasted net income is less than budget due to lower-than-expected revenues from the Temporary Food Court because of ongoing renovations in the Davis Building, and the delay in opening of the New North food outlets. As a direct result of lower-than-expected revenue, forecasted total cost of sales and service are also forecasted to be lower than budget.

The contribution margin for vending is forecasted to be lower than budgeted due to lower margins under the terms of a new vending machine contract, as well as relocation of many machines due to the Davis Building construction.

Revenues from conference services are forecasted to be higher-than-budgeted due to more conference bookings. As a direct result of the higher revenue, the forecasted cost of Conference Services are forecasted to be higher.

Forecasted total direct expenditures are expected to be higher than budgeted primarily due to hiring new staff and the costs associated with the earlier-than-anticipated opening of the New Food Court in the Davis Building.

The forecasted net income before transfers is anticipated to be \$0.03 million with a total fund balance, closing of \$5.5 million. This includes the transfer of \$0.8 million, which is the closing fund balance for Conference Services as at April 30, 2018.

## **2019-20 Budget & Long Range Plan:**

Total revenues for 2019-20 are expected to increase due to increases in retail food prices, the opening of the New North food outlets and the opening of the New Food Court in Davis Building. Meal plan rates will increase by just under 2%.

Non-depreciable assets and furniture & equipment depreciation are expected to increase due to the costs associated with opening the New North food outlets and New Food Court in Davis Building. In addition, direct expenses in 2019-20 includes consultation cost in support of the food service contract request for proposal (RFP).

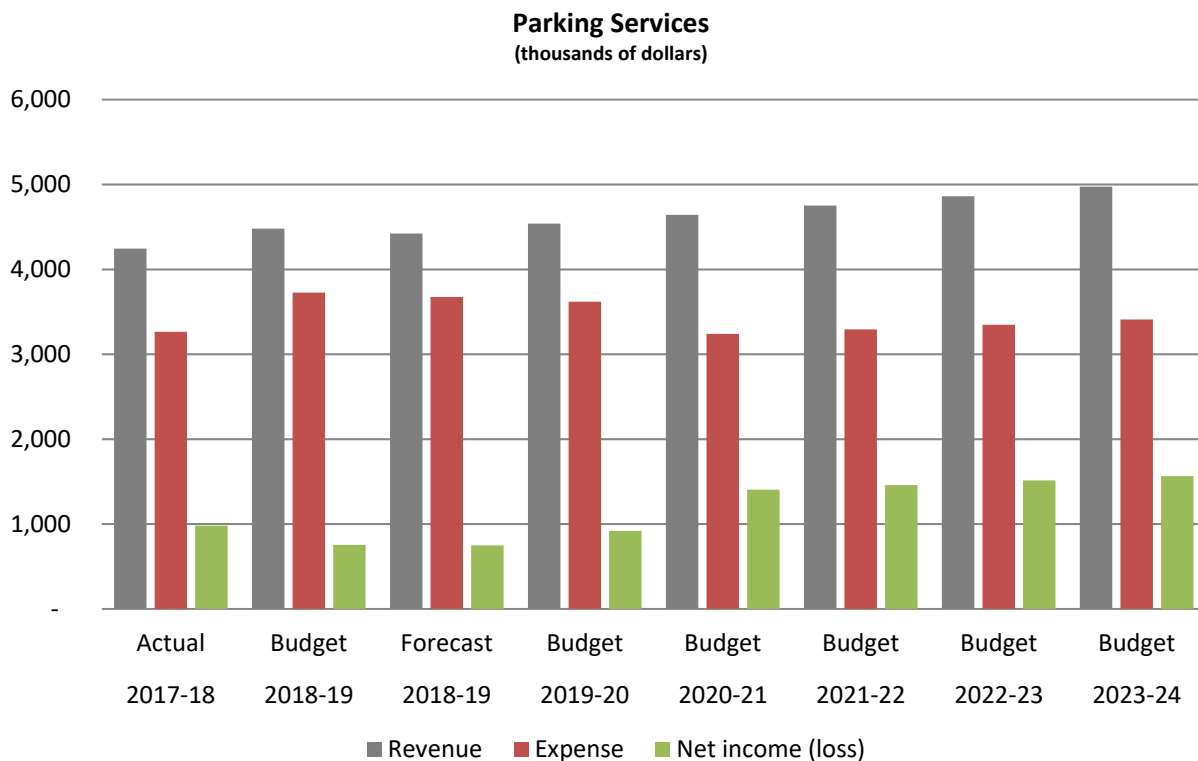
Net income before transfers are budgeted to be \$0.02 million and the closing total fund balance is expected to be \$5.5 million at the end of 2019-20. All unrestricted surplus is being allocated to the construction reserve to be used for projects like the Davis Building Food Court and Starbucks/Subway renovations to support the food service demands of a growing campus.

## Parking Services

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 Transit Express Bus and collaboration with SustainMobility, the use of cars and the related need for a substantial number of parking spaces continues.

As of September 2018, UTM had 2,693 gross parking spaces, a slight increase of 31 spaces over the same time last year. The increase is a result of the reacquisition of spaces in parking lot P1, which were temporarily lost during the New North building construction.

The Parking ancillary will meet three objectives in 2018-19 and 2019-20. The ancillary does not contribute net revenues to the operating budget (see Schedule 2).



**Parking Services**  
**Revenue & Expense**  
for the years ended April 30  
(thousands of dollars)

|                   | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue           | 4,244             | 4,479             | 4,421               | 4,538             | 4,643             | 4,750             | 4,860             | 4,973             |
| Expense           | 3,265             | 3,725             | 3,675               | 3,618             | 3,239             | 3,293             | 3,347             | 3,409             |
| Net income (loss) | 979               | 754               | 746                 | 920               | 1,404             | 1,457             | 1,513             | 1,564             |

**2018-19 Forecast:**

Permit revenues are expected to be better than budget due to additional permit sales anticipated in Winter 2019 as we release additional permits to persons from the waitlist. Pay and Display (P&D) revenues are expected to be less than budget due to a decrease in contractor paid parking. It is also speculated that due to less vehicle turnover on campus during the day, there has been less availability for P&D purchasers to park on campus, resulting in less P&D revenue.

Expenses are forecast to be less than budget due to a savings in Salary, Wages & Benefits, Furniture & Equipment Repair and Utilities. Higher Major Maintenance offsets this. Salary savings are primarily due to a gap in hiring a position. Furniture & Equipment Repair is forecasted to be under budget primarily due to lower than budgeted P&D usage and the need for less ongoing maintenance by the vendor. Utilities are forecasted to be lower than budget due to lower than expected hydro rates and less gas consumption. The higher Major Maintenance expenses are due to the procurement of EV charging stations, P9 paving repairs, various asphalt repairs and the completion of the LED lighting project, which carried forward into this fiscal year.

The operating result before transfers is expected to be a surplus of \$0.7 million. The total closing fund balance of \$9.7 million includes the transfer to the operating budget of \$1.5 million, 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 net positive cash flow from operating results (before transfers) each year until the loan is fully repaid.

**2019-20 Budget & Long Range Plan:**

Past budget plans have anticipated a 3% permit price increase for all permit types. For 2019-2020, the budget includes a different permit model; 10% increase for CCT Underground Garage permits, and 2% increase for all other annual and sessional permit types. Market comparisons indicate that the current price for underground parking at UTM is low. The adjusted permit prices better reflect the operating costs associated with maintaining an underground parking facility, are more in line with market comparators and creates more accurate price differentiation between the different permit types and their locations.



Parking Permit revenues are expected to increase from the 2018-2019 forecast. This is due to the change in permit rates and anticipated increase in commercial permit sales for workers of the new Science Building. Although an estimated 150 new parking spaces are planned for September 2019, these will help offset the temporary loss of parking spaces (approximately 92 spaces) required to facilitate the construction of the Science Building.

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

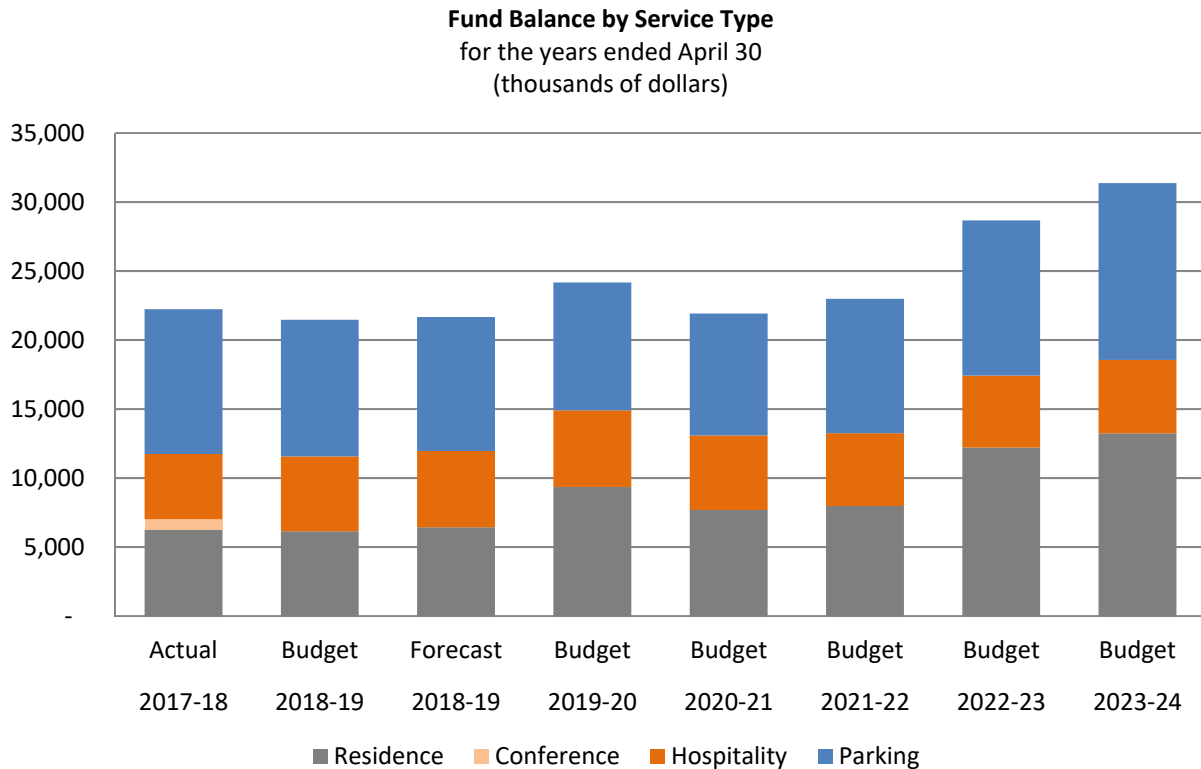
The operating result before transfers is expected to be \$0.9 million at the end of 2019-20. The closing total fund balance is expected to be \$9.3 million after transferring the loan repayment to the UTM operating budget of \$1.4 million. As noted above, the unrestricted surplus is \$0 in each year until the loan has been repaid. It is estimated that the loan will be fully repaid in September 2021. Once the loan is fully repaid, the unrestricted surplus will be put toward the construction reserve in anticipation of any large capital projects related to parking.

## Total Fund Balance

The Total Fund Balance reflects the net worth of the service ancillaries. Over time, the fund balance changes due to the net income or loss for the year and transfers in or out of the operation. The 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 fund balance that has 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 fund balance. 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 fund balance.

The following chart shows the total fund balances for the ancillaries from 2017-18 to 2023-24.



**Fund Balance by Service Type**  
for the years ended April 30  
(thousands of dollars)

|              | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|--------------|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Residence    | 6,252             | 6,138             | 6,433               | 9,356             | 7,680             | 7,971             | 12,201            | 13,239            |
| Conference   | 763               | -                 | -                   | -                 | -                 | -                 | -                 | -                 |
| Hospitality  | 4,728             | 5,427             | 5,521               | 5,544             | 5,399             | 5,277             | 5,219             | 5,317             |
| Parking      | 10,490            | 9,894             | 9,704               | 9,268             | 8,833             | 9,731             | 11,244            | 12,809            |
| <b>Total</b> | <b>22,233</b>     | <b>21,459</b>     | <b>21,658</b>       | <b>24,168</b>     | <b>21,912</b>     | <b>22,979</b>     | <b>28,664</b>     | <b>31,365</b>     |

For 2018-19, the service ancillaries are forecasting a total fund balance of \$21.7 million. The 2019-20 operating plans are projecting a total fund balance of \$24.2 million, 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.

The fund balance is expected to grow to \$31.4 million by 2023-24, reflecting an increase of \$9.7 million from 2018-19. This increase consists of a growth of \$6.8 million from Residence and \$3.1 million from Parking and a decrease of \$0.2 million from Hospitality. This net growth is attributed to the investments in capital assets being projected for each of the ancillaries. 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 balance, 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.

**Fund Balance by Category**  
for the budget year 2019-20  
(thousands of dollars)

|              | Unrestricted<br>Surplus/Deficit | Investment<br>in Capital<br>Assets | Capital<br>Renewal<br>Reserve | Operating<br>Reserve | Construction<br>Reserve | Building<br>Renovation<br>Reserve | Total Fund<br>Balance |
|--------------|---------------------------------|------------------------------------|-------------------------------|----------------------|-------------------------|-----------------------------------|-----------------------|
| Residence    | -                               | 6,369                              | 50                            | 1,044                | -                       | 1,893                             | 9,356                 |
| Hospitality  | -                               | 2,972                              | 10                            | 263                  | 2,299                   | -                                 | 5,544                 |
| Parking      | -                               | 9,056                              | 10                            | 202                  | -                       | -                                 | 9,268                 |
| <b>Total</b> | <b>-</b>                        | <b>18,397</b>                      | <b>70</b>                     | <b>1,509</b>         | <b>2,299</b>            | <b>1,893</b>                      | <b>24,168</b>         |

The anticipated total fund balance for 2019-20 is \$24.2 million. Residence is allocating all unrestricted surplus to their building renovation reserve for future residence enhancements. 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 \$39.2 million (on original loans issued of \$64.3 million) for 2018-19. Estimated principal and interest repayments for Residence are \$4.3 million on an outstanding balance of \$32.3 million and for Parking (CCT underground garage) are \$1.0 million on an outstanding balance of \$7.0 million. This represents 28.3% and 23.6% of revenue, respectively.

The estimated interest cost of borrowing is \$2.3 million or 15.2% of revenue or 15.4% of expenses for Residence and \$0.5 million for Parking which represents 11.4% of revenues or 13.8% of expenses.

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

|                           | 2017-18<br>Actual | 2018-19<br>Forecast | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|---------------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Residence                 | 35,060            | 32,277              | 29,310            | 26,917            | 24,361            | 21,632            | 18,706            |
| Hospitality               | -                 | -                   | -                 | -                 | -                 | -                 | -                 |
| Parking                   | 7,527             | 6,955               | 6,345             | 5,695             | 5,001             | 4,261             | 3,472             |
| <b>Total Loan Balance</b> | <b>42,587</b>     | <b>39,232</b>       | <b>35,655</b>     | <b>32,612</b>     | <b>29,362</b>     | <b>25,893</b>     | <b>22,178</b>     |

The second parking deck has been paid for by a contribution by the Parking ancillary of \$3.7 million and a loan from UTM operating account for \$7.0 million, which is being repaid as follows:

**Principal Loan Balance - Transfer in from UTM Operating**  
for the years ended April 30  
(thousands of dollars)

|                           | 2017-18<br>Actual | 2018-19<br>Forecast | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|---------------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Total Loan Balance</b> | <b>4,928</b>      | <b>3,565</b>        | <b>2,325</b>      | <b>554</b>        | <b>-</b>          | <b>-</b>          | <b>-</b>          |

The Parking ancillary will repay this principal and interest to the full extent of the net positive cash flow from operating results (before transfers), until the loan is fully repaid.

The total principal and interest repayment for the second parking deck for 2018-19 is expected to be \$1.5 million. Annual repayments are noted on Schedule 2 of the ancillary's financial statements.

**SCHEDULE 1**

**University of Toronto Mississauga**  
**Projected Operating Results for the year ending April 30, 2020**  
 (with comparative projected surplus for the year ending April 30, 2019)  
 (thousands of dollars)

| Service Ancillary | Revenue       | Expense       | Net Operating Results<br>before Transfers | Transfers in/(out) | Net Operating Results<br>after Transfers 2020 | Net Operating Results<br>after Transfers 2019 |
|-------------------|---------------|---------------|---|--------------------|---|---|
| Residence         | 16,803        | 13,880        | 2,923                                     | -                  | 2,923   | 181   |
| Hospitality       | 3,621         | 3,599         | 22  | -                  | 22  | 793   |
| Parking           | 4,538         | 3,618         | 920                                       | (1,356)            | (436)   | (786)   |
| <b>Total</b>      | <b>24,962</b> | <b>21,097</b> | <b>3,865</b>                              | <b>(1,356)</b>     | <b>2,509</b>                                  | <b>188</b>                                    |

**SCHEDULE 2**

**University of Toronto Mississauga  
Summary of Long-Range Budget Results**  
(thousands of dollars)

|                   |                                     | 2019-20 |     |    |                                 |  |  |  |   | 2019-20  | 2021-22      | 2023-24      |              |
|-------------------|-------------------------------------|---------|-----|----|---------------------------------|--|--|--|---|--|--------------|--------------|--------------|
| Service Ancillary | Objectives to be met within 2019-20 |         |     |    | 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) | Projected Building Renovation Reserve (Schedule 3.1) | Fund Balance | Fund Balance | Fund Balance |
|                   | 1                                   | 2       | 3   | 4  |                                 |  |  |  |   |  |              |              |              |
| Residence         | yes                                 | yes     | yes | no | -                               | 6,369                                  | 50   | 1,044                                      | -   | 1,893  | 9,356        | 7,971        | 13,239       |
| Hospitality       | yes                                 | yes     | yes | no | -                               | 2,972                                  | 10   | 263  | 2,299   | -  | 5,544        | 5,277        | 5,317        |
| Parking           | yes                                 | yes     | yes | no | -                               | 9,056                                  | 10   | 202  | -   | -  | 9,268        | 9,731        | 12,809       |
|                   | Total                               |         |     |    | -                               | 18,397                                 | 70   | 1,509                                      | 2,299   | 1,893  | 24,168       | 22,979       | 31,365       |

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.

**SCHEDULE 3**

**University of Toronto Mississauga**  
**Projected Funds to be Committed for Capital Renewal**  
for the years ending April 30  
(thousands of dollars)

| Service Ancillary | Balance<br>May 1, 2019 | Net increase<br>(decrease) in<br>commitments to<br>capital renewal | Balance<br>April 30, 2020 | Balance<br>April 30, 2024 |
|-------------------|------------------------|--|---------------------------|---------------------------|
| Residence         | 50                     | -  | 50                        | 50                        |
| Hospitality       | 10                     | -  | 10                        | 10                        |
| Parking           | 10                     | -  | 10                        | 10                        |
| <b>Total</b>      | <b>70</b>              | <b>-</b>   | <b>70</b>                 | <b>70</b>                 |



**University of Toronto Mississauga**  
**Projected Funds to be Committed for Operating, Construction and Building Reserves**  
for the years ending April 30  
(thousands of dollars)

|                   | Operating Reserve         |  |                              |                              | Construction Reserve      |   |                              |                              | Building Renovation Reserve |   |                              |                              |
|-------------------|---------------------------|--|------------------------------|------------------------------|---------------------------|---|------------------------------|------------------------------|-----------------------------|---|------------------------------|------------------------------|
|                   | Balance<br>May 1,<br>2019 | Increase/<br>(Decrease)<br>in Operating<br>Reserve | Balance<br>April 30,<br>2020 | Balance<br>April 30,<br>2024 | Balance<br>May 1,<br>2019 | Increase/<br>(Decrease)<br>in Construction<br>Reserve | Balance<br>April 30,<br>2020 | Balance<br>April 30,<br>2024 | Balance<br>May 1,<br>2019   | Increase/<br>(Decrease)<br>in Renovation<br>Reserve | Balance<br>April 30,<br>2020 | Balance<br>April 30,<br>2024 |
| Service Ancillary |                           |  |                              |                              |                           |   |                              |                              |                             |   |                              |                              |
| Residence         | 975                       | 69   | 1,044                        | 1,125                        | -                         | -   | -                            | -                            | 1,204                       | 689   | 1,893                        | 5,603                        |
| Hospitality       | 228                       | 35   | 263                          | 291                          | 2,110                     | 189   | 2,299                        | 4,152                        | -                           | -   | -                            | -                            |
| Parking           | 198                       | 4  | 202                          | 219                          | -                         | -   | -                            | 5,255                        | -                           | -   | -                            | -                            |
| <b>Total</b>      | <b>1,401</b>              | <b>108</b>   | <b>1,509</b>                 | <b>1,635</b>                 | <b>2,110</b>              | <b>189</b>  | <b>2,299</b>                 | <b>9,407</b>                 | <b>1,204</b>                | <b>689</b>  | <b>1,893</b>                 | <b>5,603</b>                 |

**SCHEDULE 4**

**University of Toronto Mississauga  
Long Range Projected Operating Results**  
for the years ending April 30  
(thousands of dollars)

| Service Ancillary | 2018-19 Forecast                       |                    |                                       | 2019-20 Budget                         |                    |                                       | 2020-21 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         | 181                                    |                    | 181                                   | 2,923                                  | -                  | 2,923                                 | (1,676)                                | -                  | (1,676)                               |
| Hospitality       | 30                                     | 763                | 793                                   | 22                                     | -                  | 22                                    | (145)                                  | -                  | (145)                                 |
| Parking           | 746                                    | (1,532)            | (786)                                 | 920                                    | (1,356)            | (436)                                 | 1,404                                  | (1,839)            | (435)                                 |
| <b>Total</b>      | <b>957</b>                             | <b>(769)</b>       | <b>188</b>                            | <b>3,865</b>                           | <b>(1,356)</b>     | <b>2,509</b>                          | <b>(417)</b>                           | <b>(1,839)</b>     | <b>(2,256)</b>                        |

**SCHEDULE 4, continued**

**University of Toronto Mississauga  
Long Range Projected Operating Results**  
for the years ending April 30  
(thousands of dollars)

| Service Ancillary | 2021-22 Budget                         |                    |                                       | 2022-23 Budget                         |                    |                                       | 2023-24 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         | 291                                    | -                  | 291                                   | 4,229                                  | -                  | 4,229                                 | 1,038                                  | -                  | 1,038                                 |
| Hospitality       | (122)                                  | -                  | (122)                                 | (58)                                   | -                  | (58)                                  | 99                                     | -                  | 99                                    |
| Parking           | 1,457                                  | (559)              | 898                                   | 1,513                                  | -                  | 1,513                                 | 1,564                                  | -                  | 1,564                                 |
| <b>Total</b>      | <b>1,626</b>                           | <b>(559)</b>       | <b>1,067</b>                          | <b>5,684</b>                           | <b>-</b>           | <b>5,684</b>                          | <b>2,701</b>                           | <b>-</b>           | <b>2,701</b>                          |

**SCHEDULE 5**

**University of Toronto Mississauga  
Summary of 2019-20 Capital Budgets**  
with comparative figures for 2018-19  
(thousands of dollars)

| Service Ancillary | 2019-20 Budget | 2018-19 Budget |
|-------------------|----------------|----------------|
| Residence         | 1,910          | 590            |
| Hospitality       | 431            | 882            |
| Parking           | -              | -              |
| <b>Total</b>      | <b>2,341</b>   | <b>1,472</b>   |

**University of Toronto Mississauga  
Schedule of 2019-20 Residence Rates**

|   | 2018-19<br>\$ | 2019-20<br>\$ | Increase<br>\$ | Increase<br>% | Prior Year<br>Increase<br>% |
|---|---------------|---------------|----------------|---------------|-----------------------------|
| <b>Residence</b>                                      |               |               |                |               |                             |
| <b>Undergraduate Students<br/>(Sept 1 - Apr 30)</b>   |               |               |                |               |                             |
| Roy Ivor Hall & Erindale Hall - Single                | 10,526        | 10,947        | 421            | 4.00%         | 4.00%                       |
| Erindale Hall - Double                                | 6,842         | 7,116         | 274            | 4.00%         | 4.00%                       |
| Oscar Peterson Hall                                   | 9,946         | 10,344        | 398            | 4.00%         | 9.00%                       |
| MaGrath Valley - Single                               | 9,946         | 10,644        | 698            | 7.02%         | -1.73%                      |
| MaGrath Valley - Double                               | 6,465         | 6,919         | 454            | 7.02%         | -1.73%                      |
| Schreiberwood   | 9,467         | 9,822         | 355            | 3.75%         | 3.75%                       |
| McLuhan Court   | 9,467         | 9,822         | 355            | 3.75%         | 3.75%                       |
| Putnam Place  | 9,467         | 10,947        | 1,480          | 15.63%        | 3.75%                       |
| Leacock Lane  | 9,467         | 9,822         | 355            | 3.75%         | 3.75%                       |
| <b>Graduate Student Housing<br/>(Sept 1 - Apr 30)</b> |               |               |                |               |                             |
| Schreiberwood - Small Bachelor                        | 8,292         | 8,603         | 311            | 3.75%         | 3.75%                       |
| Schreiberwood - Large Bachelor                        | 8,715         | 9,042         | 327            | 3.75%         | 3.75%                       |
| <b>Medical Student Housing<br/>(Sept 1 - May 31)</b>  |               |               |                |               |                             |
| Schreiberwood - Small Bachelor                        | 9,328         | 9,678         | 350            | 3.75%         | 3.75%                       |
| Schreiberwood - Large Bachelor                        | 9,804         | 10,172        | 368            | 3.75%         | 3.75%                       |
| <b>Family Student Housing - Monthly Rate</b>          |               |               |                |               |                             |
| Schreiberwood - 3 bedroom                             | 1,667         | 1,730         | 63             | 3.78%         | 5.00%                       |
| Schreiberwood - 3 bedroom                             | 1,730         | 1,795         | 65             | 3.75%         | 3.75%                       |
| Schreiberwood - 4 bedroom                             | 1,728         | 1,793         | 65             | 3.76%         | 5.00%                       |
| Schreiberwood - 4 bedroom                             | 1,793         | 1,860         | 67             | 3.75%         | 3.75%                       |

**University of Toronto Mississauga  
Schedule of 2019-20 Meal Plan Rates**

|                            | 2018-19<br>\$ | 2019-20<br>\$ | Increase<br>\$ | Increase<br>% | Prior Year<br>Increase<br>% |
|----------------------------|---------------|---------------|----------------|---------------|-----------------------------|
| <b>Meal Plans</b>          |               |               |                |               |                             |
| Group A                    |               |               |                |               |                             |
| Regular+500 <sup>(1)</sup> | 4,500         | n/a           | n/a            | n/a           | 4.0%                        |
| Regular+250                | 4,250         | 4,330         | 80             | 1.9%          | 4.3%                        |
| Regular+100                | 4,100         | 4,180         | 80             | 2.0%          | 4.5%                        |
| Small+500 <sup>(1)</sup>   | 4,050         | n/a           | n/a            | n/a           | 3.2%                        |
| Small+250                  | 3,800         | 3,870         | 70             | 1.8%          | 3.4%                        |
| Small+100                  | 3,650         | 3,720         | 70             | 1.9%          | 3.5%                        |
| Group B                    |               |               |                |               |                             |
| Regular+500 <sup>(1)</sup> | 2,925         | n/a           | n/a            | n/a           | 3.5%                        |
| Regular+250                | 2,675         | 2,720         | 45             | 1.7%          | 3.9%                        |
| Regular+100                | 2,525         | 2,570         | 45             | 1.8%          | 4.1%                        |
| Small+500 <sup>(1)</sup>   | 2,600         | n/a           | n/a            | n/a           | 4.0%                        |
| Small+250                  | 2,350         | 2,390         | 40             | 1.7%          | 4.4%                        |
| Small+100                  | 2,200         | 2,240         | 40             | 1.8%          | 4.8%                        |

(1) The "Regular+500" and "Small+500" Meal Plans will be discontinued after 2018-19.

**University of Toronto Mississauga  
Schedule of 2019-20 Parking Rates**

|   | 2018-19<br>\$ | 2019-20<br>\$ | Increase<br>\$ | Increase<br>% | Prior Year<br>Increase<br>% |
|---|---------------|---------------|----------------|---------------|-----------------------------|
| <b>Parking</b>  |               |               |                |               |                             |
| CCT Garage (annual)   | 1,082.69      | 1,190.96      | 108.27         | 10.0%         | 3.0%                        |
| Reserved P1 & P5  | 1,082.69      | 1,104.34      | 21.65          | 2.0%          | n/a                         |
| Unreserved (annual - Lots P4, P8 and P9)  | 747.65        | 762.60        | 14.95          | 2.0%          | 3.0%                        |
| Student Unreserved (sessional - Lots P4, P8 and P9)   | 311.50        | 317.73        | 6.23           | 2.0%          | 3.0%                        |
| Unreserved Afternoon (annual - after 3:30pm)  | 220.00        | 224.40        | 4.40           | 2.0%          | 4.8%                        |
| Commercial (annual)   | 1,252.58      | 1,277.63      | 25.05          | 2.0%          | 3.0%                        |
| Pay & Display (daily maximum)<br><i>(6:30am to 8:00am next day)</i>                                   | 15.00         | 15.00         | -              | 0.0%          | 7.1%                        |
| Pay & Display (evening/weekend)<br><i>(5:00pm to 8:00am next day)</i>                                 | 6.00          | 6.00          | -              | -             | -                           |
| Pay & Display (per half hour)<br><i>(6:30am to 5:00pm)</i>  | 2.50          | 2.50          | -              | -             | -                           |
| Pay & Display (per half hour)<br><i>(weekdays 5:00pm to 8:00am next day; weekends &amp; holidays)</i> | 1.00          | 1.00          | -              | -             | -                           |

### Review and Consultation Process

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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 2017-18, the forecast for 2018-19 and budgets for the five-year period 2019-20 to 2023-24. Only the proposed budget for 2019-20 is presented for approval. The remaining budgets, actual and forecast are 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 are reviewed by the Resident Student Dining Committee drawing membership from each of the residences (including first and upper-year townhouse clusters).

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

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**

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### **Advisory Committee Meeting Dates:**

#### Transportation and Parking Advisory Committee

October 9<sup>th</sup>, 2018

October 30<sup>th</sup>, 2018

#### Food Services Advisory Committee

October 17<sup>th</sup>, 2018

#### Resident Student Dining Committee

November 7<sup>th</sup>, 2018

#### Student Housing Advisory Committee

September 27<sup>th</sup>, 2018

October 4<sup>th</sup>, 2018

October 18<sup>th</sup>, 2018

October 25<sup>th</sup>, 2018



## Student Housing & Residence Life Operating Plans 2018-19 to 2023-24

### Management Report

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#### 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. To operate without subsidy from the University operating budget;
- ii. To provide for all costs of capital renewal including deferred maintenance;
- iii. To create and maintain an operating reserve (excluding capital requirements) at a minimum of ten percent of annual operating expenditures as protection against unforeseen events which would have a negative financial impact on the operation;
- iv. Contribute net revenues 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 1,500 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:

- SHRL exceeded occupancy and revenue targets for 2018-19

- Putnam Place renovation planning was completed and renovation commenced in September 2018. Units will be fully renovated with new kitchens, bathrooms, floors, windows and more. Putnam Place will return to operation in Summer 2019.
- SHRL has a first-year guarantee. We experienced a dramatic increase in first-year applications to residence in 2018-19. With a major furniture purchase we were able to accommodate 1,212 first-year students (up from 1,074 in 2017-18).
- In August 2018, we added approximately 120 double-room spaces in Erindale Hall to accommodate more first-year students.
- Two new Living Learning Communities (LLCs) were launched in Fall 2018.

## **2. 2018-19 Operating Forecast**

Forecasted total revenues are expected to be better than budget by \$350,521. This is due to exceeding residence occupancy targets because of doubling rooms, process improvements as well as increased demand. Summer residence revenue was strong and exceeded targets for a total of \$734,176. We continue to see growth for housing by students participating in the summer ACE@UTM program. Summer Conference revenue was also higher than budget for a total of \$185,219.

Total spending on Salary and Benefits is forecasted to be \$2,200,827. This is considerably lower than budget as we had a number of unexpected lengthy vacancies.

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 forecasted to be well above budget. This is primarily due to a large, un-planned furniture purchase to double Erindale Hall.

Loan Principal and Interest Expense of \$4,258,823 continues to dominate the Student Housing & Residence Life operating budget making up 29% of our total expenses.

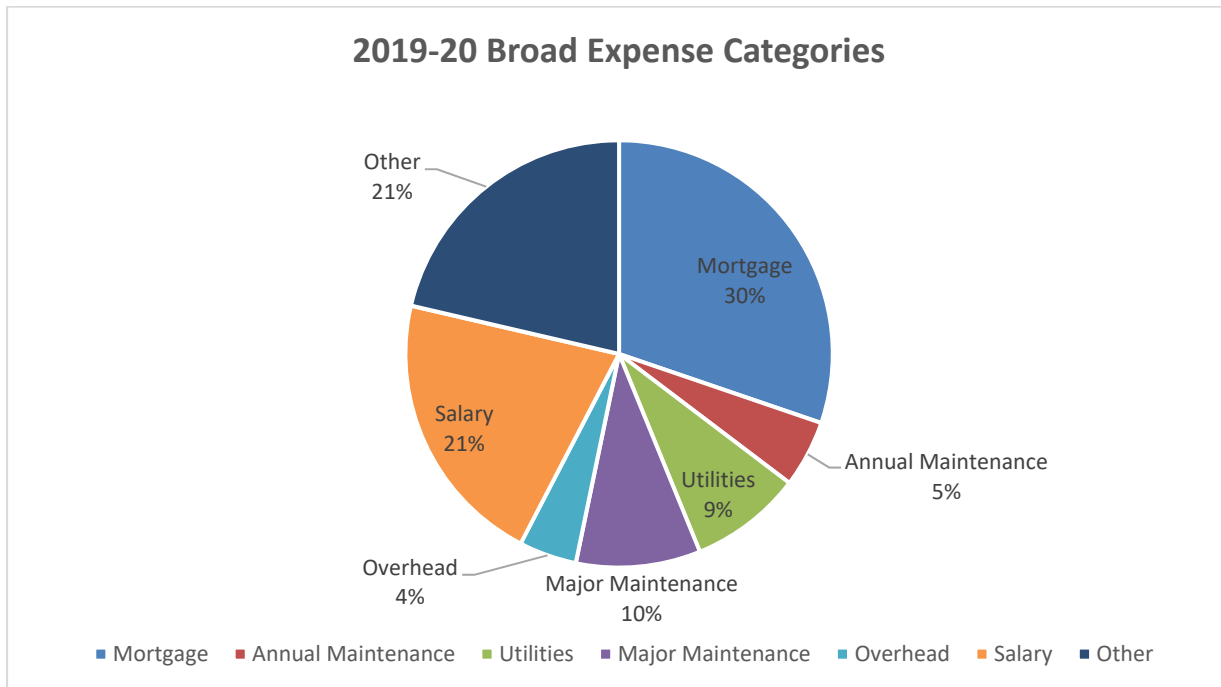
Utilities are forecasted to be \$1,135,063 (8% of expenses) and our combined overhead charges are \$575,469 (3.8% of expenses).

The operating result before transfers is projected to be \$180,497, which is \$360,015, less than budget. The total fund closing balance as shown on Schedule 2 is forecasted at \$6,432,835.

## **3. 2019-20 Proposed Budget**

Fall/Winter session revenues are based on occupancy of 96.5%. Putnam Place will be back online for the 2019-20 cycle. Summer session revenues are expected to grow slightly over 2018-19 as we continue to develop demand for summer residence and the summer ACE@UTM program. Our proposed total revenues will be \$16,803,230.

## PROPOSED EXPENSES



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., supplies, painting, electrical, plumbing).

New furniture and appliances will be purchased for the newly renovated Putnam Place.

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

## RESIDENCE RATES

One of the biggest changes to the SHRL 2018-19 budget was a departure from 'across the board' (ATB) increases. Following the recommendations and evidence from the Student Housing Master Plan, we 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.

For 2019-20, there is a noticeable increase (15.63%) in the Putnam Place rates. This increase is to reflect the newly renovated condition and upgrades in that phase. Putnam Place units will be fully renovated with new kitchens, bathrooms, floors, windows and more. Based on student consultation we have aligned the rates in the newly renovated space with our comparable Roy Ivor Hall and Erindale Hall apartments singles.

It should be noted that with several price points available, SHRL had a healthy waitlist at move-in day and that our rates compare favourably with the market and our institutional peers.

In 2018-19, SHRL had reduced the MaGrath Valley rate to be in-line with other townhouse phases. The feedback we received from residents after this change was that they found MaGrath Valley to be more valuable. Residents shared that MaGrath Valley is larger, has more privacy and requires less sharing with roommates. In 2018-19, demand was very strong for MaGrath Valley and the decision was made to adjust the rate to be higher than other townhouses. In 2019-20, the proposed rate will be between OPH and Roy Ivor & Erindale Hall.

In 2019-20, the Operating Results before Transfers is budgeted to be \$2,923,094. This significant positive balance will be directed toward a *Building Renovation Reserve* to be used the next year for the Leacock Lane renovation in 2020-21. The deficit of \$1,675,959 in 2020-21 is largely due to this renovation which will be expensed in that year. A transfer from the aforementioned Building Renovation Reserve will cover the costs of the renovation. These results are typical and expected when a major investment is made toward facilities. SHRL is expected to return to an operating surplus in 2021-22. It is also important to highlight that the Fund is expected to be in a *positive net cash flow* position in each of these years.

The Total Fund Balance, closing for 2019-20 is expected to be \$9,355,929.

#### **4. Long Range Plan: 2020-21 to 2023-24**

As recommend by the Student Housing Master Plan - 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. There are no new residence construction expenses reflected in this budget.

Each renovation outlined below will take one cycle and will be off-line for the renovation.

Subsequent major townhouse renovation is currently planned as follows:

- 2019-20 No renovations planned to build cash reserves
- 2020-21 Leacock Lane Renovation
- 2021-22 McLuhan Court Renovation
- 2022-23 No renovation planned to build cash reserves
- 2023-24 MaGrath Valley Phase I

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 Student 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 2019-20 budget. The Student Housing Advisory Committee (SHAC) had four (4) budget related meetings in September and October. **SHAC supported a draft 2019-20 budget and the proposed residence rates as presented in Schedule 6.** Membership is comprised of:

Three (3) Undergraduate Representatives within Residence Council

(Elected by a majority of completed ballots from the Residence Council)

Emily Muller, Anna Povoroziuk, Chris Lee

Two (2) UTM First Year Residence Community Representatives

(Elected by majority of completed ballots from first year residents)

Angela Nguyen, Hari Chandramouliswaran

One (1) UTM Upper Year Residence Community Representatives

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

Jayaditya Kedia

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)

Currently Vacant

One (1) Residence Life Don

(Elected by majority of completed ballots from Don Team)

Adam Snyder

One (1) Residence Peer Academic Leader

(Elected by majority of completed ballots from PAL team)

Joanna Matthews

One (1) Residence Service Desk Staff

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

Adelaide Chan

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**

|   | <b>2017-18<br/>Actual</b> | <b>2018-19<br/>Budget</b> | <b>2018-19<br/>Forecast</b> | <b>2018-19<br/>Variance</b> | <b>2019-20<br/>Budget</b> | <b>2020-21<br/>Budget</b> | <b>2021-22<br/>Budget</b> | <b>2022-23<br/>Budget</b> | <b>2023-24<br/>Budget</b> |
|---|---------------------------|---------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>Revenue</b>  |                           |                           |                             |                             |                           |                           |                           |                           |                           |
| Residence Fees - Fall/Winter Session                    | 12,256,531                | 13,133,846                | 13,267,015                  | 133,169                     | 14,820,012                | 14,154,547                | 14,736,914                | 16,986,712                | 16,694,187                |
| Residence Fees - Summer Session                         | 624,727                   | 649,716                   | 734,176                     | 84,460                      | 648,543                   | 674,485                   | 701,464                   | 729,523                   | 758,704                   |
| Conference  | 12,843                    | 106,501                   | 185,219                     | 78,718                      | 108,631                   | 110,804                   | 113,020                   | 115,280                   | 117,586                   |
| Laundry Income  | -                         | 29,274                    | 29,274                      | -                           | 29,859                    | 30,457                    | 31,066                    | 31,687                    | 32,321                    |
| Other Income  | 530,904                   | 233,700                   | 233,700                     | -                           | 238,374                   | 243,141                   | 248,004                   | 252,964                   | 258,024                   |
| Investment Income                                       | 28,120                    | 30,000                    | 33,761                      | 3,761                       | 30,600                    | 31,212                    | 31,836                    | 32,473                    | 33,122                    |
| Value of Don's & Dean's Rooms                           | 691,128                   | 787,366                   | 837,778                     | 50,412                      | 927,211                   | 912,602                   | 980,599                   | 1,068,836                 | 1,038,039                 |
| <b>Total Revenue</b>                                    | <b>14,144,253</b>         | <b>14,970,403</b>         | <b>15,320,924</b>           | <b>350,521</b>              | <b>16,803,230</b>         | <b>16,157,247</b>         | <b>16,842,903</b>         | <b>19,217,476</b>         | <b>18,931,983</b>         |
| <b>Direct Expenditures</b>                              |                           |                           |                             |                             |                           |                           |                           |                           |                           |
| Salary, Wages & Benefits - SHRL                         | 2,328,675                 | 2,559,744                 | 2,200,827                   | 358,917                     | 2,876,615                 | 3,020,446                 | 3,171,468                 | 3,330,041                 | 3,496,544                 |
| Supplies  | 110,178                   | 81,535                    | 78,500                      | 3,035                       | 70,070                    | 71,471                    | 72,901                    | 74,359                    | 75,846                    |
| Utilities   | 1,193,054                 | 1,479,230                 | 1,135,063                   | 344,167                     | 1,187,223                 | 1,210,967                 | 1,235,187                 | 1,259,891                 | 1,285,088                 |
| Garbage   | 28,818                    | 36,943                    | 32,500                      | 4,443                       | 37,682                    | 38,435                    | 39,204                    | 39,988                    | 40,788                    |
| Snow Removal, Grounds Maintenance,<br>Engineering Costs | 249,878                   | 262,940                   | 354,924                     | (91,984)                    | 362,789                   | 370,819                   | 379,451                   | 381,990                   | 390,883                   |
| Insurance   | 67,647                    | 70,089                    | 70,353                      | (264)                       | 77,092                    | 78,634                    | 80,207                    | 81,811                    | 83,447                    |
| Communication - Computer Svcs                           | 194,909                   | 93,511                    | 155,234                     | (61,723)                    | 93,511                    | -                         | -                         | -                         | -                         |
| Communication - Cable/Telephone/Cell                    | -                         | 88,230                    | 45,097                      | 43,133                      | 45,999                    | 46,919                    | 47,858                    | 48,815                    | 49,791                    |
| Furniture & Equipment Repair                            | 14,294                    | 6,630                     | -                           | 6,630                       | -                         | -                         | -                         | -                         | -                         |
| Annual Maintenance                                      | 1,113,694                 | 645,593                   | 694,500                     | (48,907)                    | 708,390                   | 722,558                   | 737,009                   | 751,749                   | 766,784                   |
| Major Maintenance                                       | 1,086,067                 | 2,287,854                 | 3,503,493                   | (1,215,639)                 | 1,314,647                 | 5,204,604                 | 3,559,732                 | 1,606,673                 | 4,259,851                 |
| Furniture & Equipment Depreciation                      | 187,882                   | 356,992                   | 336,149                     | 20,843                      | 468,903                   | 455,744                   | 498,743                   | 543,350                   | 553,086                   |
| Non-Depreciable Assets                                  | 314,836                   | 20,400                    | 17,036                      | 3,364                       | 20,808                    | 21,224                    | 21,649                    | 22,082                    | 22,523                    |
| Loan Principal & Interest Expenses                      | 4,297,518                 | 4,258,823                 | 4,258,823                   | -                           | 4,217,806                 | 4,194,674                 | 4,194,674                 | 4,194,674                 | 4,194,674                 |
| Finance Charges   | 766                       | -                         | -                           | -                           | -                         | -                         | -                         | -                         | -                         |
| Value of Don's & Dean's Rooms                           | 691,128                   | 787,366                   | 837,778                     | (50,412)                    | 927,211                   | 912,602                   | 980,599                   | 1,068,836                 | 1,038,039                 |
| Cleaning Costs  | 128,835                   | 117,300                   | 123,500                     | (6,200)                     | 119,646                   | 122,039                   | 124,480                   | 126,969                   | 129,509                   |
| Security Services                                       | 2,330                     | -                         | -                           | -                           | -                         | -                         | -                         | -                         | -                         |
| Residence Life Expenses                                 | -                         | 257,608                   | 245,000                     | 12,608                      | 262,632                   | 267,885                   | 273,242                   | 278,707                   | 284,281                   |
| Residence Admin Expenses                                | 16,554                    | 184,554                   | 195,000                     | (10,446)                    | 209,765                   | 213,961                   | 218,240                   | 222,605                   | 227,057                   |
| Advertising/Marketing/Other Commission                  | 1,496                     | 25,500                    | 28,100                      | (2,600)                     | 25,516                    | 26,026                    | 26,547                    | 27,078                    | 27,619                    |
| Credit Card Fees  | 27,241                    | 30,600                    | 34,500                      | (3,900)                     | 31,212                    | 31,836                    | 32,473                    | 33,122                    | 33,785                    |
| Miscellaneous   | 409,993                   | 202,980                   | 218,580                     | (15,600)                    | 212,952                   | 182,211                   | 185,855                   | 189,572                   | 193,363                   |
| <b>Total Direct Expenditures</b>                        | <b>12,465,793</b>         | <b>13,854,422</b>         | <b>14,564,958</b>           | <b>(710,536)</b>            | <b>13,270,468</b>         | <b>17,193,055</b>         | <b>15,879,517</b>         | <b>14,282,310</b>         | <b>17,152,959</b>         |
| <b>Indirect Expenditures</b>                            |                           |                           |                             |                             |                           |                           |                           |                           |                           |
| Central Overhead Charges                                | 46,772                    | 47,244                    | 47,244                      | -                           | 51,832                    | 54,424                    | 57,145                    | 60,002                    | 63,002                    |
| Department/College Overhead Charges                     | 485,261                   | 490,926                   | 490,926                     | -                           | 520,448                   | 546,470                   | 573,794                   | 602,484                   | 632,608                   |
| Facilities & Services Overhead Charges                  | 72,741                    | 37,299                    | 37,299                      | -                           | 37,388                    | 39,257                    | 41,220                    | 43,281                    | 45,445                    |
| <b>Total Indirect Expenditures</b>                      | <b>604,774</b>            | <b>575,469</b>            | <b>575,469</b>              | <b>-</b>                    | <b>609,668</b>            | <b>640,151</b>            | <b>672,159</b>            | <b>705,767</b>            | <b>741,055</b>            |
| <b>Total Expenditures</b>                               | <b>13,070,567</b>         | <b>14,429,891</b>         | <b>15,140,427</b>           | <b>(710,536)</b>            | <b>13,880,136</b>         | <b>17,833,206</b>         | <b>16,551,676</b>         | <b>14,988,077</b>         | <b>17,894,014</b>         |
| <b>Operating Results Before Transfers</b>               | <b>1,073,686</b>          | <b>540,512</b>            | <b>180,497</b>              | <b>(360,015)</b>            | <b>2,923,094</b>          | <b>(1,675,959)</b>        | <b>291,228</b>            | <b>4,229,399</b>          | <b>1,037,969</b>          |

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

|  | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2018-19<br>Variance | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|--|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Total Fund Balance - Opening</b>        | 4,196,869         | 5,597,613         | 6,252,338           | 654,725             | 6,432,835         | 9,355,929         | 7,679,970         | 7,971,198         | 12,200,596        |
| Net Operating Results before Transfers     | 1,073,686         | 540,512           | 180,497             | (360,015)           | 2,923,094         | (1,675,959)       | 291,228           | 4,229,399         | 1,037,969         |
| Transfers in (out) of Ancillary Operations | 981,783           | -                 | -                   | -                   | -                 | -                 | -                 | -                 | -                 |
| Net Operating Results after Transfers      | 2,055,469         | 540,512           | 180,497             | (360,015)           | 2,923,094         | (1,675,959)       | 291,228           | 4,229,399         | 1,037,969         |
| <b>Total Fund Balance - Closing</b>        | 6,252,338         | 6,138,125         | 6,432,835           | 294,710             | 9,355,929         | 7,679,970         | 7,971,198         | 12,200,596        | 13,238,565        |
| <i>Closing Fund Balance is made up of:</i> |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Investment in Capital Assets               | 3,828,819         | 5,266,485         | 4,203,547           | (1,062,938)         | 6,369,272         | 5,913,528         | 6,033,785         | 6,561,555         | 6,459,946         |
| Internally Restricted:                     |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Capital Renewal Reserve                    | 260,287           | 50,000            | 50,000              | -                   | 50,000            | 50,000            | 50,000            | 50,000            | 50,000            |
| Operating Reserve                          | 966,267           | 1,032,506         | 975,147             | (57,359)            | 1,044,018         | 1,051,647         | 1,075,394         | 1,099,539         | 1,125,373         |
| Construction Reserve                       | -                 | -                 | -                   | -                   | -                 | -                 | -                 | -                 | -                 |
| Building Renovation Reserve                | -                 | -                 | 1,204,141           | 1,204,141           | 1,892,639         | 664,795           | 812,019           | 4,489,502         | 5,603,246         |
| Unrestricted Surplus/(Deficit)             | 1,196,965         | (210,866)         | -                   | 210,866             | -                 | -                 | -                 | -                 | -                 |



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

|                                | <b>2017-18<br/>Actual</b> | <b>2018-19<br/>Budget</b> | <b>2018-19<br/>Forecast</b> | <b>2018-19<br/>Variance</b> | <b>2019-20<br/>Budget</b> | <b>2020-21<br/>Budget</b> | <b>2021-22<br/>Budget</b> | <b>2022-23<br/>Budget</b> | <b>2023-24<br/>Budget</b> |
|--------------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Major Maintenance              | 1,086,067                 | 2,287,854                 | 3,503,493                   | (1,215,639)                 | 1,314,647                 | 5,204,604                 | 3,559,732                 | 1,606,673                 | 4,259,851                 |
| <b>Total Major Maintenance</b> | 1,086,067                 | 2,287,854                 | 3,503,493                   | (1,215,639)                 | 1,314,647                 | 5,204,604                 | 3,559,732                 | 1,606,673                 | 4,259,851                 |

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

|                                   | <b>2017-18<br/>Actual</b> | <b>2018-19<br/>Budget</b> | <b>2018-19<br/>Forecast</b> | <b>2018-19<br/>Variance</b> | <b>2019-20<br/>Budget</b> | <b>2020-21<br/>Budget</b> | <b>2021-22<br/>Budget</b> | <b>2022-23<br/>Budget</b> | <b>2023-24<br/>Budget</b> |
|-----------------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Deferred Maintenance              | -                         | -                         | -                           | -                           | -                         | -                         | -                         | -                         | -                         |
| <b>Total Deferred Maintenance</b> | -                         | -                         | -                           | -                           | -                         | -                         | -                         | -                         | -                         |

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

|                                  | <b>2017-18<br/>Actual</b> | <b>2018-19<br/>Budget</b> | <b>2018-19<br/>Forecast</b> | <b>2018-19<br/>Variance</b> | <b>2019-20<br/>Budget</b> | <b>2020-21<br/>Budget</b> | <b>2021-22<br/>Budget</b> | <b>2022-23<br/>Budget</b> | <b>2023-24<br/>Budget</b> |
|----------------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Building Enhancements            | 361,174                   | 590,073                   |                             | 590,073                     | 1,185,000                 | -                         |                           | 220,000                   | -                         |
| Furniture & Equipment            |                           |                           | 27,607                      | (27,607)                    | 725,341                   | -                         | 619,000                   | 851,120                   | 451,477                   |
| <b>Total Capital Expenditure</b> | 361,174                   | 590,073                   | 27,607                      | 562,466                     | 1,910,341                 | -                         | 619,000                   | 1,071,120                 | 451,477                   |

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

|  | Period          | 2018-19 | % Change | 2019-20 | % Change | 2020-21 | % Change | 2021-22 | % Change | 2022-23 | % Change | 2023-24 |
|--|-----------------|---------|----------|---------|----------|---------|----------|---------|----------|---------|----------|---------|
| <b>Undergraduate Student Housing</b>         |                 |         |          |         |          |         |          |         |          |         |          |         |
| Roy Ivor Hall & Erindale Hall - Single       | Sept 1 - Apr 30 | 10,526  | 4.00%    | 10,947  | 4.00%    | 11,385  | 4.00%    | 11,840  | 4.00%    | 12,314  | 4.00%    | 12,806  |
| Erindale Hall - Double                       | Sept 1 - Apr 30 | 6,842   | 4.00%    | 7,116   | 4.00%    | 7,400   | 4.00%    | 7,696   | 4.00%    | 8,004   | 4.00%    | 8,324   |
| Oscar Peterson Hall                          | Sept 1 - Apr 30 | 9,946   | 4.00%    | 10,344  | 4.00%    | 10,758  | 4.00%    | 11,188  | 4.00%    | 11,635  | 4.00%    | 12,101  |
| MaGrath Valley - Single                      | Sept 1 - Apr 30 | 9,946   | 7.02%    | 10,644  | 4.00%    | 11,070  | 4.00%    | 11,513  | 4.00%    | 11,973  | 4.00%    | 12,452  |
| MaGrath Valley - Double                      | Sept 1 - Apr 30 | 6,465   | 7.02%    | 6,919   | 4.00%    | 7,195   | 4.00%    | 7,483   | 4.00%    | 7,783   | 4.00%    | 8,094   |
| Schreiberwood                                | Sept 1 - Apr 30 | 9,467   | 3.75%    | 9,822   | 3.75%    | 10,190  | 3.75%    | 10,572  | 3.75%    | 10,969  | 3.75%    | 11,380  |
| McLuhan Court                                | Sept 1 - Apr 30 | 9,467   | 3.75%    | 9,822   | 3.75%    | 10,190  | 3.75%    | 10,572  | 16.47%   | 12,314  | 4.00%    | 12,806  |
| Putnam Place                                 | Sept 1 - Apr 30 | 9,467   | 15.63%   | 10,947  | 4.00%    | 11,385  | 4.00%    | 11,840  | 4.00%    | 12,314  | 4.00%    | 12,806  |
| Leacock Lane                                 | Sept 1 - Apr 30 | 9,467   | 3.75%    | 9,822   | 3.75%    | 10,190  | 16.19%   | 11,840  | 4.00%    | 12,314  | 4.00%    | 12,806  |
| <b>Graduate Student Housing</b>              |                 |         |          |         |          |         |          |         |          |         |          |         |
| Schreiberwood - Small Bachelor               | Sept 1 - Apr 30 | 8,292   | 3.75%    | 8,603   | 3.75%    | 8,926   | 3.75%    | 9,260   | 3.75%    | 9,608   | 3.75%    | 9,968   |
| Schreiberwood - Large Bachelor               | Sept 1 - Apr 30 | 8,715   | 3.75%    | 9,042   | 3.75%    | 9,381   | 3.75%    | 9,733   | 3.75%    | 10,098  | 3.75%    | 10,476  |
| <b>Medical Student Housing</b>               |                 |         |          |         |          |         |          |         |          |         |          |         |
| Schreiberwood - Small Bachelor               | Sept 1 - May 31 | 9,328   | 3.75%    | 9,678   | 3.75%    | 10,041  | 3.75%    | 10,417  | 3.75%    | 10,808  | 3.75%    | 11,213  |
| Schreiberwood - Large Bachelor               | Sept 1 - May 31 | 9,804   | 3.75%    | 10,172  | 3.75%    | 10,553  | 3.75%    | 10,949  | 3.75%    | 11,359  | 3.75%    | 11,785  |
| <b>Family Student Housing - Monthly Rate</b> |                 |         |          |         |          |         |          |         |          |         |          |         |
| Schreiberwood - 3 bedroom                    | May 1 - Aug 31  | 1,667   | 3.78%    | 1,730   | 3.75%    | 1,795   | 3.75%    | 1,862   | 3.75%    | 1,932   | 3.75%    | 2,004   |
| Schreiberwood - 3 bedroom                    | Sept 1 - Apr 30 | 1,730   | 3.75%    | 1,795   | 3.75%    | 1,862   | 3.75%    | 1,932   | 3.75%    | 2,004   | 3.75%    | 2,080   |
| Schreiberwood - 4 bedroom                    | May 1 - Aug 31  | 1,728   | 3.76%    | 1,793   | 3.75%    | 1,860   | 3.75%    | 1,930   | 3.75%    | 2,002   | 3.75%    | 2,077   |
| Schreiberwood - 4 bedroom                    | Sept 1 - Apr 30 | 1,793   | 3.75%    | 1,860   | 3.75%    | 1,930   | 3.75%    | 2,002   | 3.75%    | 2,077   | 3.75%    | 2,155   |

## **Hospitality Services Operating Plan 2018-19 to 2023-24**

### **Management Report**

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#### **PREFACE**

The Hospitality Services budget includes both Food Services and the external customer activities of Conference Services. The internal customer activities of Conference Services ('Internal Events') are supported by the UTM operating budget and are not included as part of the Hospitality Budget.

### **1. Overview of Objectives, Issues and Services**

#### **1.1 University of Toronto - 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 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.

### **1.3 Background, Issues and Service**

Food Service is currently provided through:

- The Tim Horton's full service outlet at the Davis Building Meeting Place
- The Davis Building Temporary Food Court
  - Tim Horton's Express kiosk, Pizza Pizza, Fusion 5, Quesada, International Kitchen, Vegelicious, On the Go, oooh la-la Breakfast Bar
- The Tim Hortons Café Express and On the Go in the CCT Building
- The 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
- The North Side Bistro at Deerfield Hall
- The Bento Sushi, Quesada and Subway at the Instructional Centre – IB Court
- The Second Cup, Soups and On the Go at the Kaneff/Innovation Complex
- The Fair Trade Coffee and Tea and On the Go at the New North Building
- The Booster Juice at the RAWC
- The 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 – Trafalgar Campus
  - meals at the Blind Duck in the Student Center, operated by the University of Toronto Mississauga Student's Union

### **1.4 Highlights for 2018-19**

- Opening of the food service outlet and event space in the New North Building in November 2018, 2 months later than original plan.
- Anticipated opening of the new Permanent Food Court to replace the Temporary Food Court (TFC) in early 2019 (as part of the W.G. Davis Building Renovation – Phase 2 Meeting Place Project). The Permanent Food Court was originally planned to be open September 2019. It is now expected to open in February 2019, which is much earlier than planned. However, during the period of ongoing construction beside the TFC, there is a noticeable negative impact on sales.
- As part of the Davis Building Reconstruction project, the Davis Building Food Court represents a major step in the Food Service Master Plan – 13 years in the making. This comprehensive food court will offer a blend of branded and non-branded concepts in eight 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.

- Completed transition to the new Commerce Management System that allows UTM to manage funds attached to the TCard. The new system will also improve speed of service by processing flex and basic purchases in one transaction.
- Vending machine contract with new service provider effective November 1, 2018. As this contract is nonexclusive, there is more flexibility with testing the new generation of vending machines including: Theos Coffee, Froyo (Ice Cream), Best Buy and more. UTM community will also see lower prices for most vending items.

## **2. 2018-19 Operating Forecast**

Forecasted total food and beverage revenues (excluding vending) are expected to be less than budget by \$444,250 due to:

- Lower than expected revenues from TFC due to ongoing renovations in the Davis Building.
- 2 months delay in opening New North food outlets

As a direct result of lower than expected revenue, forecasted total cost of sales and service (excluding vending) are forecasted to be \$427,333 lower than budget.

Contribution margin for vending are forecasted to be \$38,776 lower than budgeted due to lower margins under the terms of the new vending machine contract as well as relocation of many machines due to the Davis construction.

Revenues from Conference Services are forecasted to be \$100,669 higher than budgeted due to more conference bookings than budgeted. As a direct result of higher-than-expected revenue, the forecasted cost of Conference Services are forecasted to be \$61,645 higher.

Forecasted total direct expenditures (excluding Conference Accommodation) are expected to be \$157,275 higher than budget primarily due to hiring new staff and costs associated with the earlier-than-anticipated opening of the New Food Court in the Davis Building.

Therefore, the forecasted operating result before transfers is a surplus of \$29,904 and the resultant forecasted closing total fund balance is a positive \$5,521,317 at the end of 2018-19.

## **3. 2019-20 Proposed Budget**

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 2% for 2019-20, due to:

- The cost of food is forecasted to increase by approximately 3% depending on the Food CPI for Ontario (before considering the impact of labour costs).

- 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.

Cafeteria revenue is expected to increase by 14% primarily as a result of:

- Aforementioned food price increases.
- Opening of New North food service outlet.
- Opening of New Food Court in Davis Building.

Total Cost of Sales and Service expense is expected to increase by 5%. This expense increase is as a direct result of the increase in budgeted overall revenue for 2019-20.

Total direct expenses are budgeted to increase when compared to 2018-19 forecasted amounts primarily due to the hiring of new staff to support the ancillary's growing operations and salary increases due to contractual obligations. In addition, direct expenses reflect increased costs for realized depreciation due to the opening of the new Food Court and for consultation in support of the food service contract RFP.

The operating results before transfer are budgeted to be a surplus of \$22,448, and the closing total fund balance is projected to be a positive \$5,543,765 at the end of 2019-20.

#### **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: 2020-21 to 2023-24**

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 2020-21 to 2022-23.

After a major investment has been made toward facilities, it is typical and expected that the ancillary will normally operate with a net deficit for a few years.



It is important to note that although the Hospitality Services ancillary has a net deficit in each of 2020-21 to 2022-23, the Department is working toward an annual break even operating model for the future. All Hospitality deficit will be covered from Operating Reserves.

- For 2020-21 – The budgeted 3.4% 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. The operating results before transfers is expected to result in a deficit of \$144,569. All Hospitality deficit will be covered from Operating Reserves.
- 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 \$121,954.
- 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 be a deficit of \$58,443.
- For 2023-24 – Net Revenue is budgeted to increase by 3.0% as a result of CPI and projected flat enrolment increases. Operating results before transfers are expected to increase once again, this time to a surplus of \$98,584.

As the UTM campus continues to grow, it is anticipated that additional food service facilities will be needed to support the larger campus. The Construction Reserve represents the funding that will be used to invest in future food service construction projects.

It should be noted that the Hospitality Services ancillary maintained a strong positive Fund Balance to support the various construction projects, including that of the Davis Building Food Court. As a result, the ancillary is not projected to have an Unrestricted Deficit during the 3 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**

|   | Conference        | Food              |                   |                     |                     |                   |                   |                   |                   |                   |
|---|-------------------|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | 2017-18<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2018-19<br>Variance | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
| <b>Revenue</b>                            |                   |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Meal Plans                                | -                 | 4,509,405         | 5,556,721         | 5,267,200           | (289,521)           | 5,672,892         | 5,824,124         | 5,975,795         | 6,132,515         | 6,316,491         |
| Cafeteria                                 | -                 | 4,710,207         | 5,897,572         | 5,567,752           | (329,820)           | 6,727,213         | 6,997,479         | 7,278,603         | 7,571,021         | 7,798,151         |
| Catering                                  | -                 | 1,236,508         | 807,209           | 982,300             | 175,091             | 835,462           | 864,703           | 894,967           | 926,291           | 954,080           |
| Vending                                   | -                 | 170,832           | 241,860           | 191,600             | (50,260)            | 245,500           | 249,195           | 252,945           | 256,752           | 264,455           |
| <b>Total Revenue</b>                      | -                 | 10,626,952        | 12,503,362        | 12,008,852          | (494,510)           | 13,481,067        | 13,935,501        | 14,402,310        | 14,886,579        | 15,333,176        |
| <b>Cost of Sales &amp; Services</b>       |                   |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Meal Plans & Cafeteria                    | -                 | 7,087,883         | 9,474,293         | 8,978,818           | 495,475             | 9,982,084         | 10,513,714        | 10,868,606        | 11,236,899        | 11,574,006        |
| Catering                                  | -                 | 953,354           | 678,055           | 746,197             | (68,142)            | 701,788           | 734,997           | 760,722           | 787,348           | 810,968           |
| Vending                                   | -                 | 117,815           | 145,116           | 133,632             | 11,484              | 147,300           | 149,517           | 151,767           | 154,051           | 158,673           |
| <b>Total Cost of Sales &amp; Service</b>  | -                 | 8,159,052         | 10,297,464        | 9,858,647           | 438,817             | 10,831,172        | 11,398,229        | 11,781,096        | 12,178,298        | 12,543,647        |
| <b>Contribution Margin - Net Revenue</b>  | -                 | 2,467,900         | 2,205,898         | 2,150,205           | (55,693)            | 2,649,895         | 2,537,272         | 2,621,215         | 2,708,281         | 2,789,529         |
| <b>Other Revenue</b>                      |                   |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Conference Accommodation                  | 407,385           | -                 | 325,000           | 425,669             | 100,669             | 398,000           | 411,520           | 425,581           | 440,204           | 453,410           |
| Facility/Space Rental                     | 488,802           | -                 | 375,000           | 375,000             | -                   | 465,563           | 397,838           | 409,773           | 422,066           | 434,728           |
| Investment Income                         | 7,511             | 37,849            | 28,020            | 28,020              | -                   | 28,380            | 28,200            | 28,380            | 29,040            | 29,911            |
| Other                                     | 47,499            | -                 | 75,000            | 36,400              | (38,600)            | 78,750            | 82,688            | 86,822            | 91,163            | 93,898            |
| <b>Total Other Revenue</b>                | 951,196           | 37,849            | 803,020           | 865,089             | 62,069              | 970,693           | 920,245           | 950,555           | 982,473           | 1,011,947         |
| <b>Net Revenue</b>                        | 951,196           | 2,505,749         | 3,008,918         | 3,015,294           | 6,376               | 3,620,587         | 3,457,517         | 3,571,770         | 3,690,754         | 3,801,476         |
| <b>Direct Expenditures</b>                |                   |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Salary, Wages & Benefits                  | 207,585           | 567,608           | 904,070           | 961,708             | (57,638)            | 1,205,862         | 1,255,552         | 1,308,913         | 1,364,541         | 1,422,534         |
| Supplies                                  | 14,492            | 33,505            | 79,078            | 79,078              | -                   | 59,042            | 60,813            | 62,637            | 64,516            | 66,452            |
| Insurance                                 | -                 | 6,688             | 6,930             | 6,930               | -                   | 7,622             | 7,851             | 8,086             | 8,329             | 8,579             |
| Communications                            | 6,726             | 5,722             | 15,079            | 15,079              | -                   | 22,958            | 23,647            | 24,356            | 25,087            | 25,839            |
| Conference Accommodation                  | 163,464           | -                 | 135,640           | 197,285             | (61,645)            | 181,065           | 186,708           | 192,576           | 198,679           | 204,640           |
| Furniture & Equipment Repair              | 27,267            | 94,377            | 80,497            | 93,420              | (12,923)            | 61,012            | 62,012            | 65,572            | 66,835            | 68,840            |
| Annual Maintenance                        | 4,005             | 130,509           | 100,487           | 100,487             | -                   | 108,052           | 111,293           | 114,632           | 118,071           | 121,613           |
| Major Maintenance                         | -                 | -                 | 53,045            | 53,045              | -                   | 54,636            | 56,275            | 57,964            | 59,703            | 61,494            |
| Furniture & Equipment Depreciation        | -                 | 186,891           | 274,034           | 353,817             | (79,783)            | 632,351           | 637,429           | 622,467           | 569,820           | 411,077           |
| Non-Depreciable Assets                    | 10,855            | 79,810            | 108,176           | 102,165             | 6,011               | 111,421           | 114,764           | 118,207           | 121,753           | 125,405           |
| Loan Principal & Interest Payments        | -                 | -                 | -                 | -                   | -                   | -                 | -                 | -                 | -                 | -                 |
| Occupancy & Space                         | -                 | 380,416           | 388,984           | 388,984             | -                   | 329,246           | 339,123           | 349,297           | 359,776           | 370,569           |
| Garbage & Recycling                       | -                 | 62,030            | 49,394            | 57,400              | (8,006)             | 58,548            | 60,304            | 62,114            | 63,977            | 65,896            |
| Cleaning                                  | -                 | 2,712             | 4,635             | 4,635               | -                   | 5,006             | 5,156             | 5,311             | 5,470             | 5,634             |
| Smallwares                                | -                 | -                 | 61,313            | 61,313              | -                   | 66,218            | 68,205            | 70,251            | 72,358            | 74,529            |
| Licenses/Permits                          | -                 | -                 | 66,729            | 66,729              | -                   | 68,731            | 70,793            | 72,917            | 75,104            | 77,357            |
| Advertising/Marketing                     | 15,011            | 27,927            | 30,000            | 45,000              | (15,000)            | 47,400            | 48,822            | 50,286            | 51,795            | 53,349            |
| Other                                     | 62,244            | 158,876           | 180,584           | 170,520             | 10,064              | 286,001           | 191,581           | 197,329           | 203,249           | 209,346           |
| <b>Total Direct Expenditures</b>          | 511,650           | 1,737,070         | 2,538,675         | 2,757,595           | 218,920             | 3,305,170         | 3,300,327         | 3,382,913         | 3,429,062         | 3,373,153         |
| <b>Indirect Expenditures</b>              |                   |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Central Overhead Charges                  | 3,217             | 12,077            | 17,415            | 17,415              | -                   | 18,968            | 19,537            | 20,123            | 20,727            | 21,349            |
| Department/College Overhead Charges       | 88,279            | 73,426            | 164,292           | 164,292             | -                   | 220,821           | 227,446           | 234,269           | 241,297           | 248,536           |
| Facilities & Services Overhead Charges    | 14,591            | 26,387            | 46,088            | 46,088              | -                   | 53,180            | 54,775            | 56,419            | 58,111            | 59,855            |
| <b>Total Indirect Expenditures</b>        | 106,087           | 111,890           | 227,795           | 227,795             | -                   | 292,969           | 301,758           | 310,811           | 320,135           | 329,739           |
| <b>Total Expenditures</b>                 | 617,737           | 1,848,960         | 2,766,470         | 2,985,390           | 218,920             | 3,598,139         | 3,602,086         | 3,693,724         | 3,749,197         | 3,702,892         |
| <b>Operating Results Before Transfers</b> | 333,460           | 656,789           | 242,448           | 29,904              | (212,544)           | 22,448            | (144,569)         | (121,954)         | (58,443)          | 98,584            |

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

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

|   | Conference        | Food              |                   |                     |                     |                   |                   |                   |                   |                   |
|---|-------------------|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | 2018-19<br>Actual | 2018-19<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2018-19<br>Variance | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
| <b>Total Fund Balance - Opening</b>                       | 429,907           | 3,913,357         | 4,385,238         | 4,728,046           | 342,809             | 5,521,317         | 5,543,765         | 5,399,196         | 5,277,242         | 5,218,799         |
| Operating Results before Transfers                        | 333,460           | 656,789           | 242,448           | 29,904              | (212,544)           | 22,448            | (144,569)         | (121,954)         | (58,443)          | 98,584            |
| Transfers in (out) of Ancillary Operations <sup>(2)</sup> | -                 | 157,900           | 799,441           | 763,367             | (36,074)            | -                 | -                 | -                 | -                 | -                 |
| Net Operating Results after Transfers                     | 333,460           | 814,689           | 1,041,889         | 793,271             | (248,619)           | 22,448            | (144,569)         | (121,954)         | (58,443)          | 98,584            |
| <b>Total Fund Balance - Closing</b>                       | 763,367           | 4,728,046         | 5,427,127         | 5,521,317           | 94,190              | 5,543,765         | 5,399,196         | 5,277,242         | 5,218,799         | 5,317,383         |
| <i>Closing Fund Balance is made up of:</i>                |                   |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Investment in Capital Assets Internally Restricted        | -                 | 595,579           | 1,240,996         | 3,173,066           | 1,932,070           | 2,971,615         | 2,366,013         | 1,776,328         | 1,240,273         | 863,974           |
| Capital Renewal Reserve                                   | -                 | 10,000            | 10,000            | 10,000              | -                   | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            |
| Operating Reserve   | 58,646            | 143,718           | 213,515           | 228,246             | 14,731              | 263,067           | 262,031           | 271,488           | 281,302           | 291,446           |
| Construction Reserve                                      | 704,721           | 3,978,749         | 3,962,616         | 2,110,006           | (1,852,610)         | 2,299,083         | 2,761,152         | 3,219,426         | 3,687,224         | 4,151,962         |
| Unrestricted Surplus/(Deficit)                            |                   |                   |                   |                     |                     |                   |                   |                   |                   |                   |

**Notes:**

- (1) Food Services and Conference Services have combined into Hospitality Services commencing May 1, 2018  
(2) The 2018-19 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**

|                                     | <b>2017-18<br/>Actual</b> | <b>2018-19<br/>Budget</b> | <b>2018-19<br/>Forecast</b> | <b>2018-19<br/>Variance</b> | <b>2019-20<br/>Budget</b> | <b>2020-21<br/>Budget</b> | <b>2021-22<br/>Budget</b> | <b>2022-23<br/>Budget</b> | <b>2023-24<br/>Budget</b> |
|-------------------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Capital Renewal - Major Maintenance | -                         | 53,045                    | 53,045                      | -                           | 54,636                    | 56,275                    | 57,964                    | 59,703                    | 61,494                    |
| <b>Total Major Maintenance</b>      | -                         | 53,045                    | 53,045                      | -                           | 54,636                    | 56,275                    | 57,964                    | 59,703                    | 61,494                    |

**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

|                                   | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2018-19<br>Variance | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|-----------------------------------|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Deferred Maintenance              | -                 | -                 | -                   | -                   | -                 | -                 | -                 | -                 | -                 |
| <b>Total Deferred Maintenance</b> | -                 | -                 | -                   | -                   | -                 | -                 | -                 | -                 | -                 |

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**

|                                  | <b>2017-18<br/>Actual</b> | <b>2018-19<br/>Budget</b> | <b>2018-19<br/>Forecast</b> | <b>2018-19<br/>Variance</b> | <b>2019-20<br/>Budget</b> | <b>2020-21<br/>Budget</b> | <b>2021-22<br/>Budget</b> | <b>2022-23<br/>Budget</b> | <b>2023-24<br/>Budget</b> |
|----------------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Equipment                        | 50,000                    | 781,976                   | 2,070,639                   | 1,288,663                   | 130,900                   | 31,827                    | 32,782                    | 33,765                    | 34,778                    |
| Construction                     | -                         | 100,000                   | 860,665                     | 760,665                     | 300,000                   | -                         | -                         | -                         | -                         |
| <b>Total Capital Expenditure</b> | 50,000                    | 881,976                   | 2,931,304                   | 2,049,328                   | 430,900                   | 31,827                    | 32,782                    | 33,765                    | 34,778                    |

**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**

|                            | 2018-19 | % increase | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|----------------------------|---------|------------|---------|---------|---------|---------|---------|
| <b>Group A</b>             |         |            |         |         |         |         |         |
| Regular+500 <sup>(1)</sup> | 4,500   | -          | -       | -       | -       | -       | -       |
| Regular+250                | 4,250   | 1.9%       | 4,330   | 4,430   | 4,530   | 4,630   | 4,730   |
| Regular+100                | 4,100   | 2.0%       | 4,180   | 4,280   | 4,380   | 4,480   | 4,580   |
| Small+500 <sup>(1)</sup>   | 4,050   | -          | -       | -       | -       | -       | -       |
| Small+250                  | 3,800   | 1.8%       | 3,870   | 3,970   | 4,070   | 4,170   | 4,270   |
| Small+100                  | 3,650   | 1.9%       | 3,720   | 3,820   | 3,920   | 4,020   | 4,120   |
| <b>Group B</b>             |         |            |         |         |         |         |         |
| Regular+500 <sup>(1)</sup> | 2,925   | -          | -       | -       | -       | -       | -       |
| Regular+250                | 2,675   | 1.7%       | 2,720   | 2,820   | 2,920   | 3,020   | 3,120   |
| Regular+100                | 2,525   | 1.8%       | 2,570   | 2,670   | 2,770   | 2,870   | 2,970   |
| Small+500 <sup>(1)</sup>   | 2,600   | -          | -       | -       | -       | -       | -       |
| Small+250                  | 2,350   | 1.7%       | 2,390   | 2,490   | 2,590   | 2,690   | 2,790   |
| Small+100                  | 2,200   | 1.8%       | 2,240   | 2,340   | 2,440   | 2,540   | 2,640   |

(1) The 'Regular+500' and 'Small+500' Meal Plans will be discontinued after 2018-19.

# **Parking Services Ancillary Operating Plans 2018-19 to 2023-24**

## **Management Report**

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### **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 provide for all costs of capital renewal including deferred maintenance;
- To create and maintain an operating reserve (excluding capital requirements) at a minimum of ten percent of annual operating expenditures as protection against unforeseen events which would have a negative financial impact on the operation;
- Contribute net revenues 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 Transit Express Bus and collaboration with SustainMobility, the use of cars and the related need for a substantial number of parking spaces continues.

As of September 2018, UTM had 2,693 gross parking spaces, a slight increase of 31 spaces over the same time last year. The increase is a result of the reacquisition of spaces in parking lot P1, which were temporarily lost during the New North building construction.

Due to the minimal increase in parking space inventory on campus, it is not surprising that comparable levels of parking permits were sold by mid October 2018 vs the same period in 2017. However, with a larger than expected increase in first-year student enrolment for 2018-2019, the number of persons requesting to be added to the waitlist for unreserved parking areas has significantly increased. As of October 31, 2018, 478



people signed up for the Unreserved waitlist versus 380 total people last year. The demand for parking on campus continues to be prevalent. As parking patterns begin to settle, additional parking permits have been released to waitlisted applicants. However, it is evident that more vehicles are on campus for longer periods, versus prior year trends.

The ancillary continues to monitor supply and demand, which is based on current information, such as campus population projections, specific hourly course enrolment over the week and net usable parking spaces at peak times. As part of UTM Parking & Transportation's short and long-term planning, we have budgeted for the expanding/reconfiguration of parking lot P5 and parking lot P8 (old Argo lot) during the summer of 2019. The result would yield approximately 150 additional gross parking spaces on campus. This will also help to offset the temporary loss of parking spaces (approximately 92 spaces) required for staging during the building of the new Science Building. Construction of the Science Building is expected to begin January 2020, through to Fall 2022.

We are actively investigating various options for additional parking on campus. One of the potential options is a new underground parking facility under a new building on campus. The anticipated opening for this new building would be in 2022-2023. Since the planning of this project is still in its infancy, we do not yet have firm estimates on the total number of parking spaces or construction costs at this time. Other possible options to add parking on campus are to build a new parking deck over the existing P8 lot, or to build a parking facility under an athletic field. Although monetary assumptions have not been reflected in our budget, efforts are being made to pursue the various opportunities.

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 & 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". The ancillary continues to offer space to Zipcar, a short-term car sharing service that provides service to the UTM community. As of September 2018, three cars are parked in Lot P9 and Lot P5.

UTM Parking & Transportation is 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 and transit systems. UTM Parking & Transportation has been awarded the "Gold Workplace Designation" from SustainMobility for the operating of such campus programs from 2012 to 2016, and received "Platinum Designation" in 2017.

UTM Parking & Transportation Services has been working with Facilities, Management and Planning to procure six (6) Electric Vehicle (EV) charging stations on campus. The EV stations will be located on the lower level of the parking deck in P8, and will replace six existing carpool spaces (resulting in zero net effect on current "permissible" parking space inventory). The EV stations will be for UTM staff, faculty and student use only. An access card issued and administered by UTM Parking Services will control availability of the EV chargers. A four-hour charge limit will be enforced on all users to encourage turnover and greater user accommodation. It is anticipated that the project will be completed by January 2019.

A simplified permit model was introduced in 2018-2019. This model resulted in the amalgamation of "Premium Unreserved" and "Unreserved" permits into one all-encompassing "Unreserved" permit type. The new "Unreserved" classification includes access to parking lots P4, P8, and P9.

## **2. 2018-19 Operating Forecast**

Permit revenues are expected to be more than budget by \$39,281. The increase is due to additional permit sales anticipated in Winter 2019 as we release additional permits to persons from the waitlist.

Pay and Display revenues are expected to be less than budget by \$133,100. This is due to a decrease in contractor paid parking. It is also speculated that due to less vehicle turnover on campus during the day, there has been less availability for P&D purchasers to park on campus, resulting in less P&D revenue.

Cash fees (day passes) are forecasted to be more than budget by \$35,290. This increase can be attributed to an increase 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.

Salaries, Wages & Benefits expense is forecasted to be less than budget by \$42,995. This difference is primarily due to 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 \$38,288 under budget. This difference is primarily due to lower than budget pay and display usage, and the need for less ongoing maintenance (paper replacement, coin jams, repairs, etc.) by the vendor. Pay and display maintenance fees are directly linked to P&D sales (up to 2018-2019). A new pay and display contract has recently been negotiated (effective 2019-2020) which will result in overall cost savings for the rental, operation and maintenance of P&D machines on campus.

Annual Maintenance is forecasted to be \$9,297 under budget. This difference is due in part to the installation of LED lighting in the CCT Underground Garage (Summer 2018) which has resulted in electrical maintenance savings.

Major Maintenance expenses are forecasted to be \$73,184 over budget. This increase is due to the procurement of EV charging stations, P9 paving repairs, various asphalt repairs and the completion of the LED lighting project, which carried forward into this fiscal year.

Utilities is forecasted to be \$33,907 under budget. The decrease is a result of lower than expected hydro rates and less gas consumption.

Building Depreciation – Capital Investment is based on the actual parking deck cost.

Payment Processing Fees are amounts charged to the University for use of credit cards as

a form of payment. This amount is expected to fluctuate each year as the amount varies directly with permits sold.

The operating result before transfers is expected to be a surplus of \$746,467, which is almost the same as the budgeted surplus amount of \$753,860. The total fund balance, closing is expected to be \$9,704,109.

### **3. 2019-20 Proposed Budget**

Past budget plans have anticipated a 3% permit price increase for all permit types. For 2019-2020, the budget includes a different permit model; 10% increase for CCT Underground Garage permits, and 2% increase for all other annual and sessional permit types.

The CCT Underground Garage permit price will increase 10% from the current annual price of \$1,082.69 to \$1,190.96/annum; Reserved P1 and P5 will increase 2% from the current annual price of \$1,082.69 to \$1,104.34/annum; Unreserved will increase 2% from \$747.65 to \$762.60/annum; Commercial rates will increase 2% from \$1,252.58 to \$1,277.63/annum. Evening permits will also increase, from \$220.00 to \$224.40/annum.

Market comparisons indicate that the current price for underground parking at UTM is low. The adjusted permit prices better reflect the operating costs associated with maintaining an underground parking facility, are more in line with market comparators and creates more accurate price differentiation between the different permit types and their locations.

Parking Permit revenues are expected to increase from the 2018-2019 forecast. This is due to the change in permit rates and anticipated increase in commercial permit sales for workers of the new Science Building. Although an estimated 150 new parking spaces are planned for September 2019, these will help offset the temporary loss of parking spaces (approximately 92 spaces) required to facilitate the construction of the Science Building.

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 and will continue to be budgeted during the amortization period.

The operating result before transfers is expected to be a surplus of \$919,806. The total fund balance is expected to have a closing balance of \$9,268,162.

The net positive cash flow from operating results (before transfers) is used to repay the internal loan that was transferred to the Parking ancillary. The 2019-20 net cash flows from operating results (\$1,355,753) is calculated as: Operating Results before Transfers (\$919,806), *plus* depreciation (\$439,349) (non-cash expense), *minus* any increase in the Internally Restricted Reserves (\$211,548 - \$208,147) from prior year.

### **4. Categories of Users and Accessibility**

Parking is available for faculty, staff, students and visitors. Parking & Transportation Services strives to provide sufficient parking each year; however, utilization is high and

demanding at peak times of the day and year (i.e., September). Space utilization is carefully monitored, especially during peak times, and additional permits are released where feasible.

Barrier-free parking is available for faculty, staff, students and visitors in various lots around campus. Barrier-free parking inventory in 2018-2019 exceeds Provincial requirements.

## **5. Long Range Plan: 2020-21 to 2023-24**

Future construction, if planned on existing parking lots, would impact parking inventory during construction and may translate to reduced revenues and increased challenges to fulfill demand issues. Every effort is made to plan future parking expansion projects during off-peak and summer timelines to alleviate any negative impact on parking. Revenue and expenses related to the P5 and P8 parking expansions (Summer 2019) are included in the proposed budget. However, due to uncertainties, revenue and expenses related to a potential underground parking garage have not been included in the proposed budget.

The rates and budgets for the long range plan for 2020-2021 to 2023-2024 are viewed as plans and do not reflect set amounts.

The Operating Plan is on track to repay the internal loan that was transferred to Parking ancillary by September 2021. The repayment in each year is calculated as Operating Results before Transfers, plus depreciation (non-cash expense), minus any increase from prior year in the Internally Restricted Reserves.

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

|  | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2018-19<br>Variance | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|--|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenue</b>                             |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Parking Permits                            | 2,702,043         | 2,794,388         | 2,833,669           | 39,281              | 2,941,645         | 3,029,894         | 3,120,791         | 3,214,415         | 3,310,847         |
| Pay & Display Meters                       | 1,449,034         | 1,596,019         | 1,462,919           | (133,100)           | 1,470,234         | 1,484,936         | 1,499,785         | 1,514,783         | 1,529,931         |
| Cash Fees                                  | 73,788            | 67,048            | 102,338             | 35,290              | 102,850           | 104,393           | 105,959           | 106,489           | 107,021           |
| Investment Income                          | 18,667            | 22,000            | 22,124              | 124                 | 23,000            | 23,500            | 24,000            | 24,600            | 25,200            |
| <b>Total Revenue</b>                       | <b>4,243,532</b>  | <b>4,479,455</b>  | <b>4,421,050</b>    | <b>(58,405)</b>     | <b>4,537,729</b>  | <b>4,642,723</b>  | <b>4,750,535</b>  | <b>4,860,287</b>  | <b>4,972,999</b>  |
| <b>Direct Expenditures</b>                 |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Salaries, Wages & Benefits                 | 368,598           | 390,450           | 347,455             | 42,995              | 365,211           | 383,471           | 402,645           | 422,777           | 443,916           |
| Security Services                          | 199,070           | 202,387           | 202,386             | 1                   | 203,532           | 213,709           | 224,394           | 235,614           | 247,395           |
| Supplies                                   | 33,871            | 29,650            | 30,464              | (814)               | 20,843            | 21,260            | 21,685            | 22,119            | 22,561            |
| Furniture & Equipment Repair               | 466,362           | 515,882           | 477,594             | 38,288              | 279,234           | 284,819           | 290,515           | 296,325           | 302,252           |
| Annual Maintenance                         | 306,330           | 394,570           | 385,273             | 9,297               | 392,362           | 400,209           | 408,213           | 416,377           | 424,705           |
| Major Maintenance                          | 35,159            | 300,000           | 373,184             | (73,184)            | 455,000           | 51,000            | 52,020            | 53,060            | 54,122            |
| Furniture & Equipment Depreciation         | -                 | 11,073            | 11,073              | -                   | 11,073            | 11,073            | 7,497             | 824               | -                 |
| Replacement of Non-Depreciable assets      | 10,387            | 7,500             | 17,715              | (10,215)            | 36,500            | 6,630             | 6,763             | 6,898             | 7,036             |
| Utilities                                  | 101,078           | 141,536           | 107,629             | 33,907              | 112,364           | 114,611           | 116,903           | 119,241           | 121,626           |
| 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 | 447,234           | 428,276           | 428,276             | -                   | 428,276           | 428,276           | 428,276           | 428,276           | 428,276           |
| Payment Processing Fees                    | 83,067            | 85,989            | 83,655              | 2,334               | 86,047            | 87,768            | 89,523            | 91,313            | 93,139            |
| Insurance                                  | 13,002            | 14,202            | 14,249              | (47)                | 15,461            | 15,925            | 16,403            | 16,895            | 17,402            |
| Telecommunications                         | 6,832             | 8,343             | 8,230               | 113                 | 8,875             | 9,053             | 9,234             | 9,419             | 9,607             |
| Other                                      | 28,543            | 17,810            | 11,064              | 6,746               | 8,015             | 8,175             | 8,339             | 8,506             | 8,676             |
| <b>Total Direct Expenditures</b>           | <b>3,141,691</b>  | <b>3,589,825</b>  | <b>3,540,404</b>    | <b>49,421</b>       | <b>3,464,950</b>  | <b>3,078,136</b>  | <b>3,124,567</b>  | <b>3,169,801</b>  | <b>3,222,870</b>  |
| <b>Indirect Expenditures</b>               |                   |                   |                     |                     |                   |                   |                   |                   |                   |
| Central Overhead Charges                   | 11,549            | 12,179            | 12,179              | -                   | 12,561            | 13,189            | 13,848            | 14,540            | 15,267            |
| Departmental/College Overhead Charges      | 50,059            | 51,593            | 51,593              | -                   | 60,520            | 63,546            | 66,723            | 70,059            | 73,562            |
| Facilities & Services Overhead Charges     | 61,616            | 71,998            | 70,407              | 1,591               | 79,892            | 83,887            | 88,081            | 92,485            | 97,109            |
| <b>Total Indirect Expenditures</b>         | <b>123,224</b>    | <b>135,770</b>    | <b>134,179</b>      | <b>1,591</b>        | <b>152,973</b>    | <b>160,622</b>    | <b>168,652</b>    | <b>177,084</b>    | <b>185,938</b>    |
| <b>Total Expenditures</b>                  | <b>3,264,915</b>  | <b>3,725,595</b>  | <b>3,674,583</b>    | <b>51,012</b>       | <b>3,617,923</b>  | <b>3,238,758</b>  | <b>3,293,219</b>  | <b>3,346,885</b>  | <b>3,408,808</b>  |
| <b>Operating Results Before Transfers</b>  | <b>978,618</b>    | <b>753,860</b>    | <b>746,467</b>      | <b>(7,393)</b>      | <b>919,806</b>    | <b>1,403,965</b>  | <b>1,457,316</b>  | <b>1,513,402</b>  | <b>1,564,191</b>  |

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

|  | <b>2017-18<br/>Actual</b> | <b>2018-19<br/>Budget</b> | <b>2018-19<br/>Forecast</b> | <b>2018-19<br/>Variance</b> | <b>2019-20<br/>Budget</b> | <b>2020-21<br/>Budget</b> | <b>2021-22<br/>Budget</b> | <b>2022-23<br/>Budget</b> | <b>2023-24<br/>Budget</b> |
|--|---------------------------|---------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>Total Fund Balance - Opening</b>                        | 11,471,670                | 10,325,386                | 10,490,287                  | 164,901                     | 9,704,109                 | 9,268,162                 | 8,832,940                 | 9,731,078                 | 11,244,480                |
| Net Operating Results before Transfers                     | 978,618                   | 753,860                   | 746,467                     | (7,393)                     | 919,806                   | 1,403,965                 | 1,457,316                 | 1,513,402                 | 1,564,191                 |
| Transfer in (out) of Ancillary operations <sup>(1)</sup>   | (1,960,000)               | (1,184,960)               | (1,532,645)                 | (347,685)                   | (1,355,753)               | (1,839,187)               | (559,178)                 | -                         | -                         |
| Net Operating Results after Transfers                      | (981,382)                 | (431,100)                 | (786,178)                   | (355,078)                   | (435,947)                 | (435,222)                 | 898,138                   | 1,513,402                 | 1,564,191                 |
| <b>Total Fund Balance - Closing</b>                        | <b>10,490,287</b>         | <b>9,894,286</b>          | <b>9,704,109</b>            | <b>(190,177)</b>            | <b>9,268,162</b>          | <b>8,832,940</b>          | <b>9,731,078</b>          | <b>11,244,480</b>         | <b>12,808,671</b>         |
| <b>Closing Fund balance is made up of:</b>                 |                           |                           |                             |                             |                           |                           |                           |                           |                           |
| <b>Investments in Capital Assets Internally Restricted</b> | 9,935,312                 | 9,687,457                 | 9,495,963                   | (191,494)                   | 9,056,614                 | 8,617,265                 | 8,181,492                 | 7,752,392                 | 7,324,116                 |
| Capital Renewal Reserve                                    | -                         | -                         | 10,000                      | 10,000                      | 10,000                    | 10,000                    | 10,000                    | 10,000                    | 10,000                    |
| Operating Reserve  | 199,944                   | 206,829                   | 198,147                     | (8,682)                     | 201,548                   | 205,675                   | 209,994                   | 214,513                   | 219,242                   |
| Construction Reserve                                       | -                         | -                         | -                           | -                           | -                         | -                         | 1,329,592                 | 3,267,575                 | 5,255,313                 |
| <b>Unrestricted Surplus/(Deficit)</b>                      | <b>355,031</b>            | <b>-</b>                  | <b>-</b>                    | <b>-</b>                    | <b>-</b>                  | <b>-</b>                  | <b>-</b>                  | <b>-</b>                  | <b>-</b>                  |

(1) Transfer out of Ancillary operations is the repayment of the loan from UTM for the deck.

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

|                                     | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2018-19<br>Variance | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|-------------------------------------|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Renewal - Major Maintenance | 35,159            | 300,000           | 373,184             | 73,184              | 455,000           | 51,000            | 52,020            | 53,060            | 54,122            |
| <b>Total Major Maintenance</b>      | 35,159            | 300,000           | 373,184             | 73,184              | 455,000           | 51,000            | 52,020            | 53,060            | 54,122            |

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

|                                   | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2018-19<br>Variance | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|-----------------------------------|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Deferred Maintenance              | -                 | -                 | -                   | -                   | -                 | -                 | -                 | -                 | -                 |
| <b>Total Deferred Maintenance</b> | -                 | -                 | -                   | -                   | -                 | -                 | -                 | -                 | -                 |

**Notes:**

There is no scheduled Deferred Maintenance



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

|                                  | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Forecast | 2018-19<br>Variance | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget |
|----------------------------------|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Expenditure              | -                 | -                 | -                   | -                   | -                 | -                 | -                 | -                 | -                 |
| <b>Total Capital Expenditure</b> | -                 | -                 | -                   | -                   | -                 | -                 | -                 | -                 | -                 |

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

|  | <b>2018-19</b> | <b>\$ Increase</b> | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> |
|--|----------------|--------------------|----------------|----------------|----------------|----------------|----------------|
| CCT Garage (annual)  | 1,082.69       | 108.27             | 1,190.96       | 1,310.06       | 1,441.07       | 1,585.18       | 1,743.70       |
| Reserved P1 and P5 (annual)  | 1,082.69       | 21.65              | 1,104.34       | 1,137.47       | 1,171.59       | 1,206.74       | 1,242.94       |
| Unreserved (annual - Lots P4, P8 and P9)   | 747.65         | 14.95              | 762.60         | 785.48         | 809.04         | 833.31         | 858.31         |
| Student Unreserved (sessional - Lots P4, P8 and P9)  | 311.50         | 6.23               | 317.73         | 327.26         | 337.08         | 347.19         | 357.61         |
| Unreserved Afternoon (annual - after 3:30pm)   | 220.00         | 4.40               | 224.40         | 231.13         | 238.06         | 245.20         | 252.56         |
| Commercial (annual)  | 1,252.58       | 25.05              | 1,277.63       | 1,315.96       | 1,355.44       | 1,396.10       | 1,437.98       |
| Pay & Display (daily maximum)<br>(6:30am to 8:00am next day)                               | 15.00          | -                  | 15.00          | 15.00          | 15.00          | 15.00          | 15.00          |
| Pay & Display (evening/weekend)<br>(5:00pm to 8:00am next day)                             | 6.00           | -                  | 6.00           | 6.00           | 6.00           | 6.00           | 6.00           |
| Pay & Display (per half hour)<br>(6:30am to 5:00pm)  | 2.50           | -                  | 2.50           | 2.50           | 2.50           | 2.50           | 2.50           |
| Pay & Display (per half hour)<br>(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>  |                |                    |                |                |                |                |                |
| <b>Rate Increases (percentage)</b>   |                |                    |                |                |                |                |                |
| CCT Garage (annual)  |                |                    | 10.0%          | 10.0%          | 10.0%          | 10.0%          | 10.0%          |
| Reserved P1 and P5   |                |                    | 2.0%           | 3.0%           | 3.0%           | 3.0%           | 3.0%           |
| Unreserved (annual - Lots P4, P8 and P9)   |                |                    | 2.0%           | 3.0%           | 3.0%           | 3.0%           | 3.0%           |
| Student Unreserved (sessional - Lots P4, P8 and P9)  |                |                    | 2.0%           | 3.0%           | 3.0%           | 3.0%           | 3.0%           |
| Unreserved Afternoon (annual - after 3:30pm)   |                |                    | 2.0%           | 3.0%           | 3.0%           | 3.0%           | 3.0%           |
| Commercial (annual)  |                |                    | 2.0%           | 3.0%           | 3.0%           | 3.0%           | 3.0%           |
| Pay & Display - daily maximum  |                |                    | 0.0%           | 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  
Comparator Rates - 2018-19  
in \$'s**

|                                    | <b>UTM</b> | <b>UTSC</b> | <b>St. George</b> | <b>York</b> | <b>McMaster</b> | <b>Credit Valley Hospital</b> |
|------------------------------------|------------|-------------|-------------------|-------------|-----------------|-------------------------------|
| Reserved:                          |            |             |                   |             |                 |                               |
| Most expensive                     | \$1,082.69 | \$1,031.12  | \$3,660.00        | \$1,735.68  | \$1,524.00      | N/A                           |
| Least expensive                    | \$1,082.69 | \$940.86    | \$1,800.00        | \$1,410.24  | \$612.00        | N/A                           |
| Unreserved:                        |            |             |                   |             |                 | (2)                           |
| Most expensive                     | \$747.65   | N/A         | \$1,620.00        |             | N/A             | \$750.00                      |
| Least expensive                    | \$747.65   | N/A         | \$1,620.00        | \$1,098.36  | N/A             | \$675.00                      |
| Pay & Display<br>(daily maximum)   |            |             | (3)               |             |                 |                               |
| Most expensive                     | \$15.00    | \$12.00     | No Daily Max      | \$20.00     | \$20.00         | \$25.00                       |
| Least expensive                    | \$15.00    | \$8.50      | \$12.00           | \$10.00     | \$8.00          | \$16.00                       |
| Pay & Display<br>(evening/weekend) |            |             |                   |             |                 |                               |
| Most expensive                     | \$6.00     | \$6.00      | \$12.00           | \$8.00      | \$8.00          | NA                            |
| Least expensive                    | \$6.00     | \$2.00      | \$7.00            | \$5.00      | \$4.00          | NA                            |
| Pay and Display<br>(per half hour) |            | (1)         |                   |             | (1)             |                               |
| Most expensive                     | \$2.50     | \$1.50      | \$4.00            | \$2.50      | \$4.00          | \$3.00                        |
| Least expensive                    | \$1.00     | \$1.50      | \$4.00            | \$1.75      | \$2.50          | \$3.00                        |
| Evening Permit                     |            |             |                   |             |                 |                               |
| Most expensive                     | \$220.00   | \$564.60    | \$900.00          |             | \$612.00        | N/A                           |
| Least expensive                    | \$220.00   | \$564.60    | \$900.00          |             | \$612.00        | N/A                           |

## Notes:

- (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.  
(3) U of T St. George implemented P&D parking with no maximum in certain areas as of 2018/19 (most expensive capped max is \$25.00)