



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: University Affairs Board

SPONSOR: Sandy Welsh, Vice-Provost, Students
CONTACT INFO: Phone 416-978-3870 / Email vp.students@utoronto.ca

PRESENTER: As above.
CONTACT INFO:

DATE: February 11, 2020 for March 11, 2020

AGENDA ITEM: 4a

ITEM IDENTIFICATION:

2020-21 Operating Plans: UTM Service Ancillaries

JURISDICTIONAL INFORMATION:

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

GOVERNANCE PATH:

1. Campus Affairs Committee [For Recommendation] (January 15, 2020)
2. UTM Campus Council [For Approval] (January 29, 2020)
3. **University Affairs Board [For Information] (March 11, 2020)**
4. Executive Committee [For Confirmation] (March 24, 2020)

PREVIOUS ACTION TAKEN:

The 2019-20 UTM service ancillaries were recommended for approval by the Campus Affairs Committee, on January 16, 2019 and approved by the UTM Campus Council on January 30, 2019.

HIGHLIGHTS:

The UTM Campus Affairs Committee considers and recommends 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. The plans include actual financial results

for the 2018-19 fiscal year, the forecast for 2019-20 and projections for the five-year period, 2020-21 to 2024-25. Only the proposed budget for 2020-21 is presented for approval.

Presented for consideration and recommendation to members are the following:

- The proposed 2020-21 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1 (page 19), the Service Ancillary Capital Budgets as summarized in Schedule 5 (page 25), and the Ancillary Rates in Schedule 6 (pages 26 - 28).

The detailed management reports and operating plans for each ancillary are contained in Appendix 2 (page 31 to 66).

Consultation:

The review and consultation process is detailed in Appendix 1, on page 29.

A number of bodies or groups continue to be involved in consultative processes for the 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 2020-21 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 re-designation of the premium unreserved Lot P9 parking permit separate from the unreserved parking permit; 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 Student Housing & Residence Life (Residence), Hospitality Services and Parking Services. These operations are measured over the long-term on their success in meeting four objectives: (i) to operate without subsidy from the operating budget; (ii) to provide for all costs of capital renewal, including deferred maintenance, furniture and

equipment; (iii) having achieved the first two objectives, create and maintain a minimum operating reserve of 10 percent of annual expenditures; and (iv) having achieved the first three objectives, contribute net revenues to the operating budget.

These service ancillaries have been continuously looking at service excellence and operational efficiencies to better serve our students, faculty and staff.

Residence continues to upgrade the older stock residences through major maintenance and capital renewal, in accordance with the Student Housing Master Plan. With the growth in demand and a growing waitlist every year, the ancillary continues to review the need for a new residence. A new residence building is being proposed, with a planned opening in Summer 2024 (subject to approval). Monetary assumptions for the new residence have been included in the long-range budget plans.

For Hospitality Services, the newly opened food court in the Davis Building further enhances the retail food offerings on campus. However, it continues to be a challenge to attract external conference groups to the campus due to the ever-changing availability of meeting rooms and also not having desired accommodation spaces available.

Parking continues to make payments towards the loan received from UTM for the parking deck; and the ancillary continues to introduce and adapt to more sustainable and technologically advanced operations while minimizing the cost increase to the patrons. There are plans to build a new parking facility (surface parking lot and an underground parking garage) as part of the construction of the new Arts, Culture and Technology (ACT) building. Monetary assumptions for the new parking facility have been included in the long-range budget plans.

2020-21 Service Ancillary Operating Plans and Budgets:

The 2020-21 budget incorporates a \$0.8 million (3.0%) increase in revenues of which: \$0.9 million is from Residence; \$0.1 million from Parking Services; and Hospitality Services anticipates a decrease of \$0.2 million.

2020-21 Service Ancillary Capital Budgets:

Facilities improvements and equipment purchases total \$0.1 million for Residence and \$0.1 million for Hospitality.

2020-21 Service Ancillary Rates:

Most of the parking permit rates will increase by 1.5% compared to prior year. The CCT parking garage requires more maintenance and capital investment and so the permit fee will increase by 15% compared to prior year. Lot P9 will be re-designated as a Premium lot and as a result the permit fee will increase by 15% compared to prior year. Differentiated Pay & Display Daily Maximum Rates will be introduced, with the increases in line with the differentiated parking permit rates. Residence rates will increase in 2020-21 by 1.85% to 4.75%, set based on demand data and feedback from SHAC. Meal plan rates will increase by a weighted average of 3.6%,

attributed to the forecasted Food Consumer Price Index (Food CPI) and the average cheque factor in calculating the minimum tax-exempt meal plan cost.

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:

For information

DOCUMENTATION PROVIDED:

UTM Service Ancillary Report on Operating Plans 2020-21



UNIVERSITY OF
TORONTO
MISSISSAUGA

Service Ancillary Report on Operating Plans

2020-21

December 2, 2019

Table of Contents

Introduction	1
Budget Highlights	3
Review of the UTM Ancillary Operations	5
Student Housing and Residence Life	6
Hospitality Services	9
Parking Services	12
Total Fund Balance	15
Ancillary Debt	17
Schedule 1: Projected Operating Results – 2020-21	19
Schedule 2: Service Ancillary Operations Long-Range Budget Results	20
Schedule 3: Projected Funds to be Committed for Capital Renewal	21
Schedule 3.1: Projected Funds to be Committed for Operating, Construction and Building Reserves	22
Schedule 4: Long-Range Projected Operating Results – 2019-20 to 2024-25	23
Schedule 5: Summary of 2020-21 Capital Budgets	25
Schedule 6: Schedule of 2020-21 Ancillary Rates	26
Appendix 1: Review and Consultation Process	29
Appendix 2: Management Reports and Budgets	
Student Housing & Residence Life	31
Hospitality Services	44
Parking Services	55

Introduction

The service ancillaries at the University of Toronto Mississauga (UTM) include Student Housing & Residence Life (SHRL), Hospitality Services and Parking Services.

UTM is a 225 acre campus located within the Regional Municipality of Peel, an area of significant population and economic growth. Over the past decade, the UTM campus population and physical infrastructure has significantly increased. Alongside this growth, the service ancillaries each face unique challenges on campus.

While this period saw expansion of physical infrastructure, there has been no new residence construction since the completion of Oscar Peterson Hall (OPH) in 2007. SHRL can now only house approximately 10% of UTM's total undergraduate students. UTM is proposing a new 400-resident building, adjacent to OPH. The building is planned to open in Summer 2024, subject to the appropriate approvals. The building will help support continuing the first-year housing guarantee and will provide better availability to upper-year students. Major maintenance and capital renewal of the existing stock of residence buildings also continues to be a top priority for the ancillary.

Hospitality is also in a period of major reconstruction and renovations to service the growing UTM population, including the recent reconstruction of the Davis Building Food Court and renovations of Starbucks and Subway. As the UTM campus continues to grow, it is anticipated that additional facilities will be needed to support the larger campus, such as a new food service outlet inside the new Arts, Culture and Technology (ACT) building, slated to open in 2024-25.

While there are many campus initiatives to encourage the use of buses and bike to school/work campaigns, the use of cars and the related need for a substantial number of parking spaces continues. Parking Services is actively investigating various options for additional parking on campus. Part of the ancillary's long-term planning includes the addition of an underground parking garage and surface parking lot for the proposed ACT building, with construction scheduled to begin in 2022-23. This would result in an additional 356 parking spaces on campus.

These operations are measured over the long-term on their success in meeting the following four Service Ancillary Reporting Group (SARG) objectives:

- i. 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.
- ii. To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.

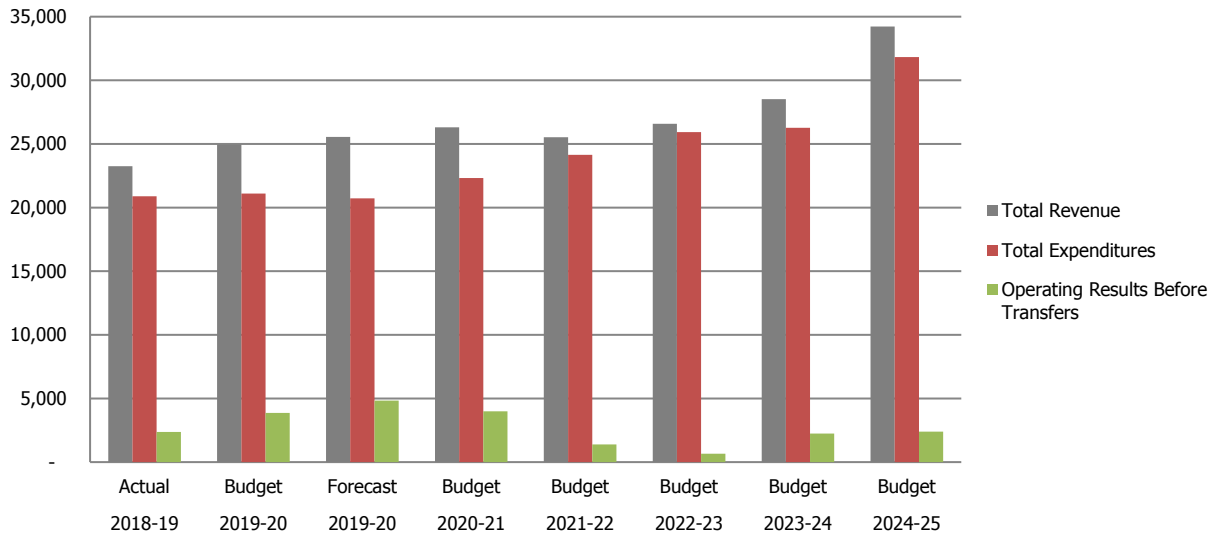
- iii. Having achieved the first two objectives, create and maintain an operating reserve (excluding capital requirements) at a minimum level of ten percent of annual expenditure budgets (net of cost of goods sold, capital renewal costs and deans' and dons' expenses), as a protection against unforeseen events which would have a negative financial impact on the operation.
- iv. 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.

Although there is an objective of potential contributions from the ancillaries to the operating budget, at UTM, all positive net results are currently reinvested into the ancillary to provide improved facilities, equipment and services to students, faculty and staff.

This report includes financial highlights for 2019-20 forecasts, 2020-21 budgets and long-range plans. The report also includes summary financial schedules and the detailed operating statements and schedules.

Budget Highlights

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



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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Revenue								
Residence	15,637	16,803	16,926	17,870	17,110	17,917	19,485	24,203
Hospitality	3,264	3,621	4,052	3,789	3,665	3,817	4,070	4,325
Parking	4,356	4,538	4,576	4,649	4,756	4,847	4,959	5,693
Total Revenue	23,257	24,962	25,554	26,308	25,531	26,581	28,514	34,221
Total Expenditures	20,888	21,097	20,727	22,316	24,143	25,927	26,266	31,830
Operating Results Before Transfers	2,369	3,865	4,827	3,992	1,388	654	2,248	2,391

The UTM service ancillaries are forecasting Operating Results before Transfers of \$4.8 million for the year ending April 30, 2020 on projected Total Revenues of \$25.6 million, which is \$0.6 million more than budget. Total Expenditures are expected to be \$0.4 million less than budget. The resulting forecasted Operating Results before Transfers is \$2.5 million more than prior year actuals of \$2.4 million.

Each of the ancillaries contributes to the forecasted 2019-20 Operating Results before Transfers of \$4.8 million, as follows:

- SHRL's Total Revenues are expected to be better than budget due to exceeding budget targets for summer session residence fees, summer conferences and other income. An increase in spending on maintenance and capital projects is reflected in the operating

forecast for 2019-20. Total spending on Salary, Wages & Benefits is forecasted to be lower than the budget, as there were several unexpected vacancies and leaves.

- Hospitality Services' Total Food Services & Vending Revenues are expected to be less than budget due to lower-than-expected revenues from the Temporary Food Court (TFC) during the renovation of the Davis Building, the delayed opening of the Davis Building Food Court by several months and a lack of event space for catering and conferences due to construction and delays in the opening of the Grand Hall in Maanjiwe nendamowinan. As a direct result of lower-than-expected revenue, Total Cost of Sales & Services are forecasted to be lower than budget. This is offset by Other Revenue and Revenues from Facility/Space Rentals which are forecasted to be higher than expected due to revenue from some large, one-time film shoots.
- Parking Services' Total Revenues are expected to exceed budget due to an increase in Pay & Display (P&D) Meter sales in the first quarter. The cost of Furniture & Equipment Repair is forecasted to be under budget due to lower maintenance costs under a new contract with our P&D machine vendor. Annual Maintenance is also forecasted to be under budget due in part to the installation of LED lighting in the CCT Underground Garage (installed in Summer 2018) which has resulted in electrical maintenance savings.
- The long-range plan projects Total Revenues to increase by \$8.7 million by 2024-25, of which \$7.3 million is from SHRL, \$0.3 million is from Hospitality Services and \$1.1 million is from Parking Services.

Review of the UTM Ancillary Operations

SHRL completed its Putnam Place renewal project in the 2019 Summer Term. The units are fully renovated with new kitchens, bathrooms, floors, windows, furniture and more. SHRL also launched a suite of new services, workshops and resources for students seeking off-campus housing. In July 2019, SHRL hosted colleagues from around the world for two Association of College and University Housing Officers – International (ACUHO-I) conferences.

Highlights for Hospitality Services in 2019-20 include the opening of the Davis Building Food Court in late August 2019, which has expanded the diversity of foods and the number of offerings to support dietary requirements. The opening of the Davis Building Food Court allows Hospitality Services to achieve its objective of reducing the campus' food service capacity shortfall, which was an objective that was set in its 2009-10 Food Service Master Plan. Along with the food service additions, the multi-use seating and common area renovation and expansion provides more valuable space¹ to attract external groups to use UTM as a venue when these resources are not being used for academic purposes. A new Starbucks was opened in Deerfield Hall in September 2019 to accommodate the growth of the campus. In addition, Hospitality Services successfully attracted large one-off movie productions to the campus resulting in significant revenue to the ancillary.

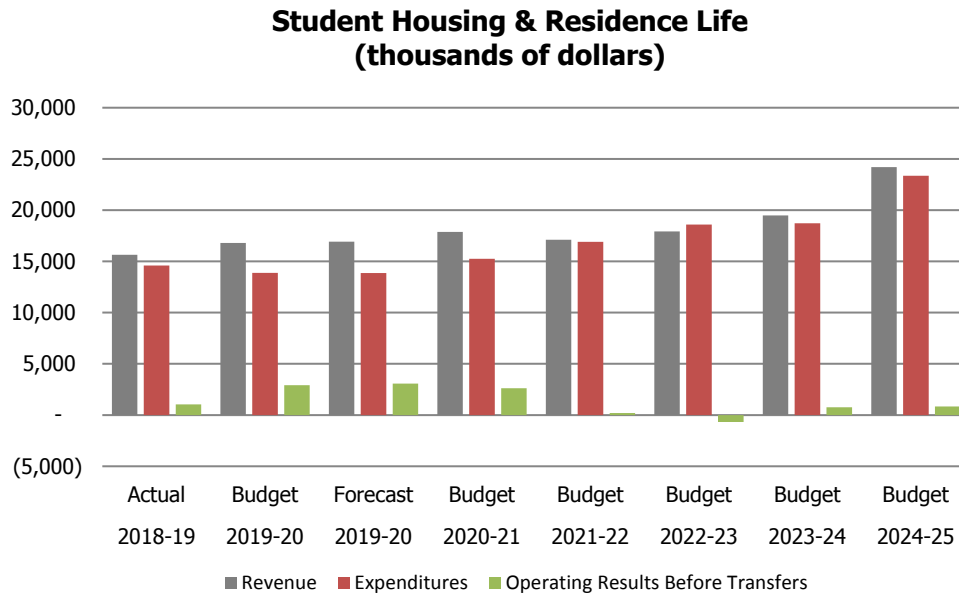
Parking Services continues to monitor supply and demand, which is based on current information such as campus population projections, specific hourly course enrolment over the week and net usable parking spaces at peak times. The ancillary continues to focus on sustainability at the Mississauga campus. Electric Vehicle (EV) charging stations were installed in February of 2019 offering four hours of free charging for electric vehicles on campus. To date, we have avoided over 5,000kg of greenhouse gas emissions with this initiative. The ancillary continues to offer space to Zipcar, a short-term car sharing service. As of September 2019, four Zipcar vehicles are parked in Lots P5 and P9.

¹ The new seating areas are located next to the Tim Hortons and where the old Registrar's Office used to be overlooking the green space in front of the Davis Building. Seating will also be added in the old TFC space.

Student Housing and Residence Life

SHRL provides a transformative experience for students in residence with over 1,500 workshops, events and programs annually. There are eight residence communities at UTM including three suite- and traditional dorm-style residence buildings and five townhouse complexes. The department also provides 24-hour on-call response, 365 days per year.

For the 2019-20 budget year, the ancillary will meet three of the objectives, as it does not currently contribute to the operating budget (see Schedule 2). All positive net results are currently reinvested into the ancillary to provide improved facilities, equipment and services.



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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Revenue	15,637	16,803	16,926	17,870	17,110	17,917	19,485	24,203
Expenditures	14,591	13,880	13,862	15,257	16,913	18,596	18,728	23,365
Operating Results Before Transfers	1,046	2,923	3,064	2,613	197	(679)	757	838

2019-20 Forecast:

Forecasted Total Revenues are expected to be slightly better than budget primarily due to exceeding budget targets for Summer Session Residence Fees, Summer Conferences and Other Income.

Loan Principal and Interest Expenses continue to dominate the SHRL operating budget.

As outlined in the Student Housing Master Plan, there is an ongoing commitment to renew existing residence facilities. This remains a top priority for SHRL. An increase in spending on maintenance and capital projects is reflected in the operating forecast for 2019-20.

Total spending on Salary, Wages & Benefits is forecasted to be lower than the budget, as there were several unexpected vacancies and leaves.

One significant change reflected in the forecast is that it includes plans for a new residence building. A Construction Reserve has been created to accumulate funds earmarked for this objective. There will be a \$2.5 million contribution to the Construction Reserve in 2019-20, which represents the contribution towards a down payment for the new residence. The planned construction and opening of this new residence building is included in the 5-year budget plan.

Operating Results before Transfers is forecasted to be \$3.1 million and the Total Closing Fund Balance is forecasted to be \$10.5 million.

2020-21 Budget & Long-Range Plan:

All residence buildings and townhouses are online for the 2020-21 year. SHRL continues to build demand for a summer residence session through marketing, promotion and room application process improvements.

Mortgage-related expenses and investment in renovations are the two biggest pressures on the SHRL budget. The plans ensure positive cumulative cash flow in each year of the business plan.

There will be another \$2.5 million contribution to the Construction Reserve in 2020-21. This represents funds that will be used towards a down payment for the new residence building.

Operating Results before Transfers are projected to be \$2.6 million and the Total Closing Fund Balance is projected to be \$13.1 million in 2020-21.

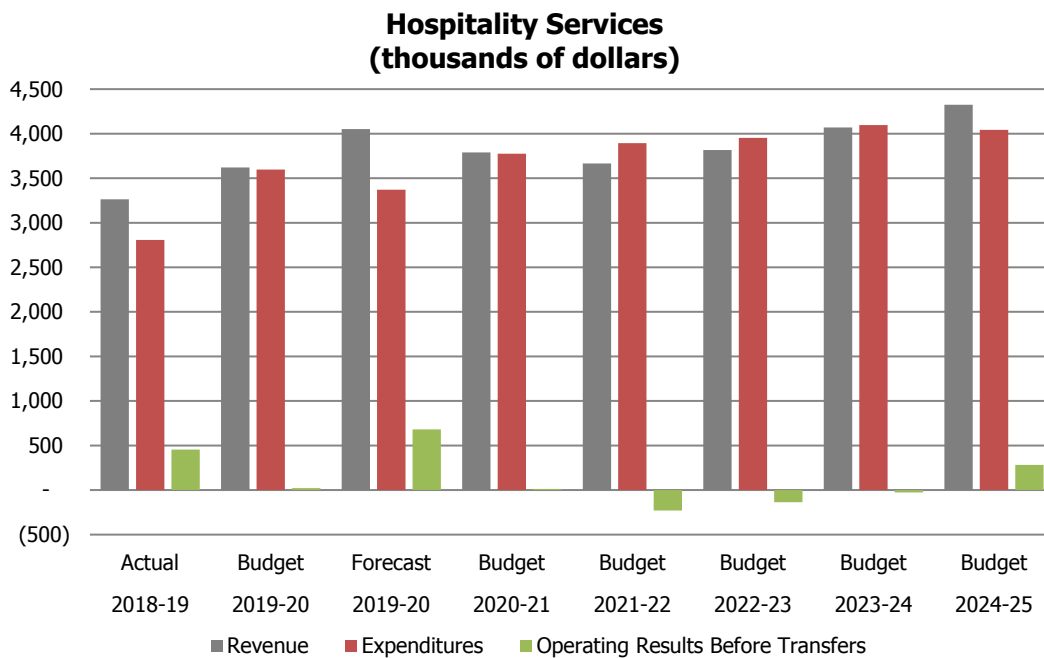
Two primary drivers impact the long-range plan. The first is the capital renewal plan. As recommended by the Student Housing Master Plan, the SHRL long-range plan has been designed around a multi-year re-investment in our existing housing stock. Each renovation will take one cycle and will be off-line for that period. The second is the development of a new residence that is planned to open in Summer 2024 (pending approval).

Long-term renovation plans extend through 2031-32. In each year of the long-range plan, a contribution will be made to the Building Renovation Reserve to fund the renovations and capital renewal associated with the Student Housing Master Plan.

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 space on campus that would otherwise remain idle.

For the 2019-20 budget year, the ancillary will meet three of the objectives, as it does not currently contribute to the operating budget (see Schedule 2). All positive net results are currently reinvested into the ancillary to provide improved facilities, equipment and services.



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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Revenue	3,264	3,621	4,052	3,789	3,665	3,817	4,070	4,325
Expenditures	2,808	3,599	3,371	3,776	3,894	3,952	4,096	4,043
Operating Results Before Transfers	456	22	681	13	(229)	(135)	(26)	282

2019-20 Forecast:

Forecasted Total Food Services Revenues are expected to be less than budget due to lower-than-expected revenues from the TFC during renovation of the Davis Building, delayed opening of Davis Building Food Court by several months and lack of event space for catering and conferences due to construction and delays in the opening of the Grand Hall in Maanjiwe nendamowinan. As a direct result of lower-than-expected revenue, forecasted Total Cost of Sales and Service (excluding Vending) are forecasted to be lower than budget.

Contribution Margin for Vending is forecasted to be lower than budgeted due to higher-than-expected specialty vending sales which have lower commission rates than standard vending.

Revenues from Conference Accommodation are forecasted to be lower than expected due to campus construction, lack of bookable space available and relatively high conference accommodation prices. As a direct result of lower-than-expected revenue, the cost of Conference Accommodations are forecasted to also be lower.

Other Revenue and Revenues from Facility/Space Rentals are forecasted to be significantly higher than expected due to revenue from some large, one-time film shoots. This revenue increase offsets the additional full- and part-time labour expense associated with these film shoots.

Forecasted Total Direct Expenditures (excluding Conference Accommodation) are expected to be lower than budget primarily due to delays in hiring of staff and the delay in the opening of the Davis Building Food Court.

Operating Results before Transfers is forecasted to be \$0.7 million and the Total Closing Fund Balance is forecasted to be \$6.6 million.

All Unrestricted Surplus will be 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. The Construction Reserve will be used to fund a new food service outlet inside the new ACT building, slated to open in 2024-25.

2020-21 Budget & Long-Range Plan:

Total Food Services & Vending Revenues for 2020-21 are expected to increase due to a full-year cycle operation of the Davis Building Food Court, a slight enrolment increase and the increases in retail food prices. Meal plan rates will increase by a weighted average of 3.6%.

Total Cost of Sales and Service is expected to increase as a direct result of the increase in budgeted overall revenue for 2020-21 and the increase in food prices.

Total Direct Expenditures are budgeted to increase primarily due to the hiring of new staff to support the ancillary's growing operations and the first full year of depreciation for the new Davis Building Food Court. Total Expenditures also includes consultation fees in support of the

food service contract request for proposal (RFP) since the food service contract with Chartwells will expire in 2020.

Operating Results before Transfers is projected to be \$0.01 million and the Total Closing Fund Balance is projected to be \$6.7 million in 2020-21.

All Unrestricted Surplus will be allocated to the Construction Reserve.

Parking Services

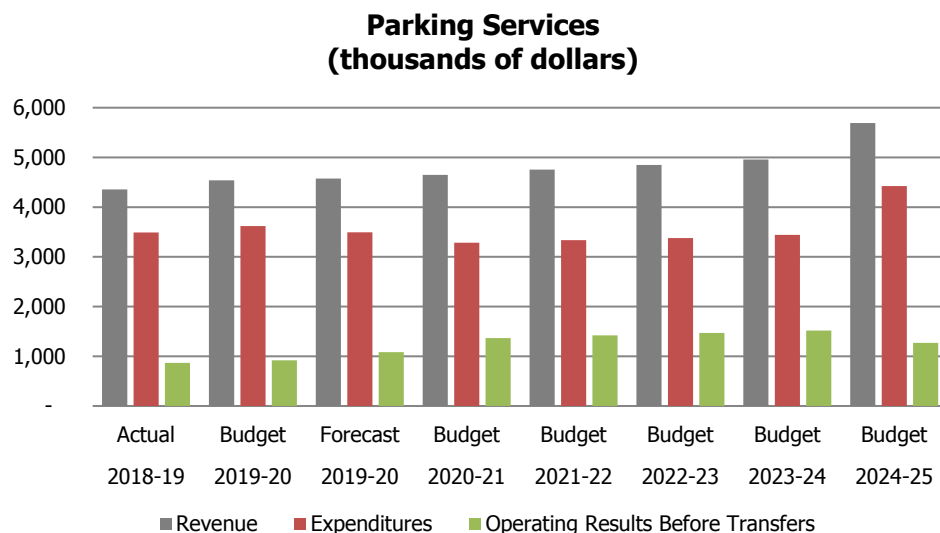
UTM is a suburban, commuter campus where the use of cars is more extensive than that of a downtown campus. Parking Services strives to embrace the Transportation Demand Management (TDM) philosophy – supporting alternative transportation modes to ease congestion – and this is demonstrated through the 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 U-Pass, the Brampton Transit Express Bus and collaboration with Commute Ontario, the use of cars and the related need for a substantial number of parking spaces continues.

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 of September 2019, UTM had 2,817 gross parking spaces, an increase of 124 spaces over the same time last year. Part of Parking Services’ long-term plan includes the addition of an underground parking garage and surface parking lot for the proposed ACT building, with construction scheduled to begin in 2022-23. Monetary assumptions for this project have been included in our long-range budget.

For the 2019-20 budget year, the ancillary will meet three of the objectives, as it does not currently contribute to the operating budget (see Schedule 2). All positive net results are currently reinvested into the ancillary to provide improved facilities, equipment and services.



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

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Forecast	Budget	Budget	Budget	Budget	Budget
Revenue	4,356	4,538	4,576	4,649	4,756	4,847	4,959	5,693
Expenditures	3,489	3,618	3,494	3,283	3,336	3,379	3,442	4,422
Operating Results Before Transfers	867	920	1,082	1,366	1,420	1,468	1,517	1,271

2019-20 Forecast:

Permit Revenues are expected to be less than budget due to an operational oversight which resulted in the late issuance of some permits. This is offset P&D Meter Revenues that are expected to be more than budget due to an increase in sales in the first quarter.

Furniture & Equipment Repair is forecasted to be under budget primarily due to lower maintenance costs under a new contract with our P&D machine vendor. Annual Maintenance is forecasted to be less than budget due in part to the installation of LED lighting in the CCT Underground Garage (installed in Summer 2018) which has resulted in electrical maintenance savings.

Salaries, Wages & Benefits is forecasted to be more than budget primarily due to an oversight which resulted in certain costs not being included in the original budget. Major Maintenance expenses are forecasted to be slightly over budget due to cost overruns and changes to the scope of work involved in the expansion of Lots P5 and P8.

Operating Results before Transfers is forecasted to be \$1.1 million and the Total Closing Fund Balance is forecasted to be \$9.3 million.

The Total Closing Fund Balance includes the transfer of \$1.8 million to the UTM operating budget, which is part of the repayment of the loan from the UTM operating budget for the second 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. The loan is expected to be fully repaid by May 2021.

2020-21 Budget & Long-Range Plan:

Differentiated permit pricing increases were introduced in 2019-20. Instead of increasing all permit prices 3% across-the-board, an important and much-needed price differential between permits was created. For 2020-21, the budget will build on this approach.

The 2020-21 Parking Permit Revenues are expected to increase from the 2019-20 budget as a direct result of increases in permit rates.

Most expenses are expected to increase with inflation and contractual obligations, however expenses overall are expected to be less than the current year as there are no major projects planned.

Parking Services' long-term planning includes the addition of an underground parking garage and surface parking lot for the proposed ACT building, with construction scheduled to begin in 2022-23. While still in the planning stages, the estimated revenues and expenses related to the proposed underground parking garage and surface parking lot have been included in the long-range plan. The construction of the ACT underground parking garage and surface parking lot will be funded by an internal loan from the UTM operating budget. The repayment in each year will be calculated in the same way as the internal loan for the second parking deck.

Operating Results before Transfers is projected to be \$1.4 million and the Total Closing Fund Balance is projected to be \$8.9 million in 2020-21.

The Total Closing Fund Balance includes the transfer of \$1.8 million to the UTM operating budget. As noted above, the Unrestricted Surplus is zero in each year until the loan has been repaid. It is estimated that the loan will be fully repaid in May 2021.

The internal loan for the second parking deck will be repaid prior to the start of the construction of the ACT underground parking garage and surface parking lot. Due to the timing of the payment schedules of the two internal loans from the UTM operating budget, the Parking ancillary will be able to re-direct the net positive cash flow that was previously used to repay the loan for the second parking deck towards making repayments toward the new internal loan for the ACT underground parking garage and surface parking lot. Therefore, we do not anticipate a significant impact on the cash flows from the issuance of the second UTM operating loan.

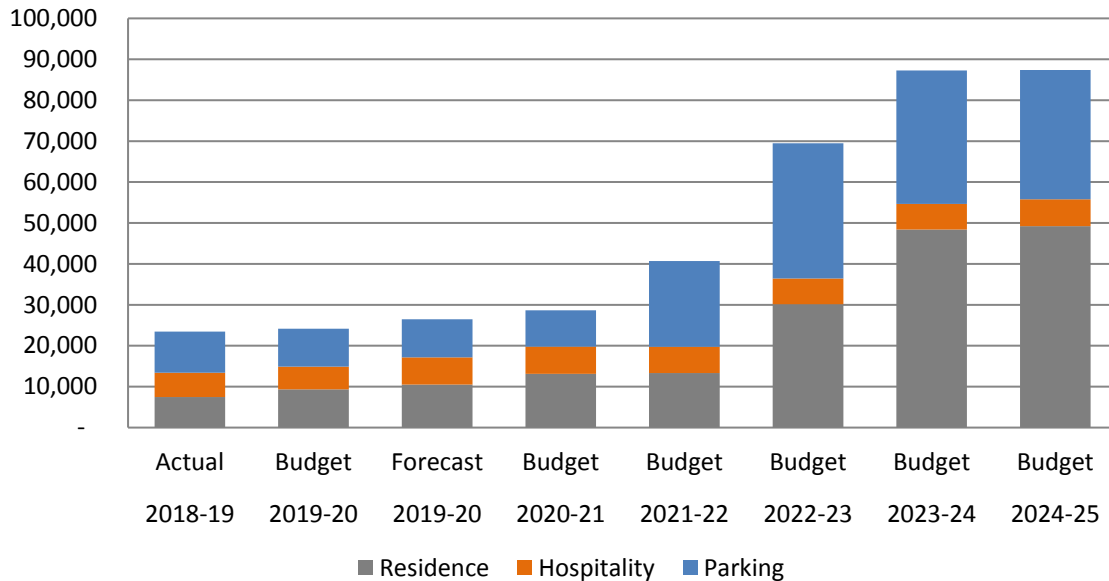
Total Fund Balance

The Total Fund Balance reflects the net worth of the service ancillaries. Over time, the fund balance changes due to the net operating results 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. Repayment of external loans used to acquire capital assets results in an increase in the Investment in Capital Assets.

The following chart shows the Total Fund Balances for the ancillaries from 2018-19 to 2024-25.

Total Fund Balance by Service Ancillary
for the years ended April 30
(thousands of dollars)



Total Fund Balance by Service Ancillary

for the years ended April 30

(thousands of dollars)

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Residence	7,448	9,356	10,512	13,126	13,322	30,143	48,400	49,238
Hospitality	5,962	5,544	6,643	6,656	6,427	6,292	6,266	6,548
Parking	10,057	9,268	9,297	8,862	20,948	33,026	32,602	31,599
Total	23,467	24,168	26,452	28,644	40,697	69,461	87,268	87,385

For 2019-20, the Total Fund Balance is forecasted to be \$26.5 million. The 2020-21 operating plans are projecting a Total Fund Balance of \$28.6 million, the difference coming from the Operating Results before Transfers projected for each ancillary, less the amount of the loan principal and interest repayment to the UTM operating budget from Parking.

The Total Fund Balance is expected to grow to \$87.4 million by 2024-25, reflecting an increase of \$60.9 million from 2019-20. This increase consists of a growth of \$38.7 million from Residence and \$22.3 million from Parking and a decrease of \$0.1 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 Total Fund Balance is made up of various reserves as set by the ancillary and/or required to ensure the ancillary meets the four SARG objectives.

Fund Balance by Category

for the budget year 2020-21

(thousands of dollars)

	Unrestricted Surplus/Deficit	Investment in Capital Assets	Capital Renewal Reserve	Operating Reserve	Construction Reserve	Building Renovation Reserve	Total Fund Balance
Residence	277	4,930	50	1,069	5,000	1,800	13,126
Hospitality	-	2,718	10	277	3,651	-	6,656
Parking	-	8,642	10	210	-	-	8,862
Total	277	16,290	70	1,556	8,651	1,800	28,644

The anticipated Total Fund Balance for 2020-21 is \$28.6 million. Residence is allocating Unrestricted Surplus to their Construction Reserve for the new residence building and to their Building Renovation Reserve for future renovations and enhancements. Hospitality is allocating all Unrestricted Surplus to their Construction Reserves for future capital expansion. Parking is allocating all Unrestricted Surplus to repay the UTM operating loan on the second parking deck.

Ancillary Debt

Total outstanding debt for the service ancillaries is projected to be \$35.7 million (on original loans issued of \$64.3 million) for 2019-20. Estimated principal and interest repayments for Residence are \$4.2 million on an outstanding balance of \$29.3 million and for Parking (CCT underground garage) are \$1.0 million on an outstanding balance of \$6.3 million. This represents 24.9% and 22.8% of revenue, respectively.

The estimated interest cost of borrowing in 2019-20 is \$2.2 million or 13.2% of revenue or 16.2% of expenditures for Residence and \$0.4 million for Parking, which represents 9.5% of revenues or 12.4% of expenditures.

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

	2018-19 Actual	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Residence	32,277	29,310	26,917	24,361	21,632	28,575	25,833
Hospitality	-	-	-	-	-	-	-
Parking	6,955	6,345	5,695	5,001	4,261	3,472	2,630
Total Loan Balance	39,232	35,655	32,612	29,362	25,893	32,047	28,463

Transfers in from UTM Operating represent amounts loaned from the UTM operating budget to the ancillaries to fund the cost of certain capital projects. The cost of the second parking deck was funded by a contribution by the Parking ancillary of \$3.7 million and a loan from the UTM operating account of \$7.0 million.

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

	2018-19 Actual	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Residence	-	-	-	-	18,892	39,291	42,430
Hospitality	-	-	-	-	-	-	-
Parking	3,797	2,081	338	11,418	23,205	22,406	21,232
Total Loan Balance	3,797	2,081	338	11,418	42,097	61,697	63,662

The ancillaries will repay this principal and interest from the net positive cash flow from operating results (before transfers), until the loans are fully repaid.

The total principal and interest repayment for the second parking deck is expected to be \$1.8 million for 2019-20. Annual repayments are set out in Schedule 2 of the ancillary's financial statements.

University of Toronto Mississauga
Projected Operating Results for the year ending April 30, 2021
 (with comparative projected surplus for the year ending April 30, 2020)
 (thousands of dollars)

Service Ancillary	Revenue	Expenditures	Net Operating Results before Transfers	Transfers in/(out)	Net Operating Results after Transfers 2021	Net Operating Results after Transfers 2020
Residence	17,870	15,257	2,613	-	2,613	3,064
Hospitality	3,789	3,776	13	-	13	681
Parking	4,649	3,283	1,366	(1,801)	(435)	(760)
Total	26,308	22,316	3,992	(1,801)	2,191	2,985

SCHEDULE 2

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

2020-21										2020-21	2022-23	2024-25	
Service Ancillary	Objectives to be met within 2020-21				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	277	4,930	50	1,069	5,000	1,800	13,126	30,143	49,238
Hospitality	yes	yes	yes	no	-	2,718	10	277	3,651	-	6,656	6,292	6,548
Parking	yes	yes	yes	no	-	8,642	10	210	-	-	8,862	33,026	31,599
	Total				277	16,290	70	1,556	8,651	1,800	28,644	69,461	87,385

Objectives:

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

1. Operates without subsidy from the operating budget.
2. Includes all costs of capital renewal including deferred maintenance.
3. Generates sufficient surplus to cover operating contingencies.
4. Contributes net revenue to the operating budget.

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

Service Ancillary	Balance May 1, 2020	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2021	Balance April 30, 2025
Residence	50	-	50	50
Hospitality	10	-	10	10
Parking	10	-	10	10
Total	70	-	70	70

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 May 1, 2020	Increase/ (Decrease) in Operating Reserve	Balance April 30, 2021	Balance April 30, 2025	Balance May 1, 2020	Increase/ (Decrease) in Construction Reserve	Balance April 30, 2021	Balance April 30, 2025	Balance May 1, 2020	Increase/ (Decrease) in Renovation Reserve	Balance April 30, 2021	Balance April 30, 2025
Service Ancillary												
Residence	989	80	1,069	1,511	2,500	2,500	5,000	-	1,761	39	1,800	-
Hospitality	256	21	277	317	3,046	605	3,651	3,867	-	-	-	-
Parking	202	8	210	399	-	-	-	-	-	-	-	-
Total	1,447	109	1,556	2,227	5,546	3,105	8,651	3,867	1,761	39	1,800	-

SCHEDULE 4

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

Service Ancillary	2019-20 Forecast			2020-21 Budget			2021-22 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	3,064	-	3,064	2,613	-	2,613	197	-	197
Hospitality	681	-	681	13	-	13	(229)	-	(229)
Parking	1,082	(1,842)	(760)	1,366	(1,801)	(435)	1,420	10,666	12,086
Total	4,827	(1,842)	2,985	3,992	(1,801)	2,191	1,388	10,666	12,054

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

Service Ancillary	2022-23 Budget			2023-24 Budget			2024-25 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	(679)	17,500	16,821	757	17,500	18,257	838	-	838
Hospitality	(135)	-	(135)	(26)	-	(26)	282	-	282
Parking	1,468	10,609	12,077	1,517	(1,941)	(424)	1,271	(2,274)	(1,003)
Total	654	28,109	28,763	2,248	15,559	17,807	2,391	(2,274)	117

SCHEDULE 5

**University of Toronto Mississauga
Summary of 2020-21 Capital Budgets**
with comparative figures for 2019-20
(thousands of dollars)

Service Ancillary	2020-21 Budget	2019-20 Budget
Residence	68	1,910
Hospitality	100	431
Parking	-	-
Total	168	2,341

**University of Toronto Mississauga
Schedule of 2020-21 Residence Rates**

	2019-20 \$	2020-21 \$	Increase \$	Increase %	Prior Year Increase %
Undergraduate Students (Sept 1 - Apr 30)					
Roy Ivor Hall & Erindale Hall – Single	10,947	11,385	438	4.00%	4.00%
Erindale Hall – Double	7,116	7,247	131	1.85%	4.00%
Oscar Peterson Hall	10,344	10,835	491	4.75%	4.00%
MaGrath Valley – Single	10,644	11,150	506	4.75%	7.02%
MaGrath Valley – Double	6,919	7,247	328	4.74%	7.02%
Schreiberwood	9,822	10,264	442	4.50%	3.75%
McLuhan Court	9,822	10,264	442	4.50%	3.75%
Putnam Place	10,947	11,495	548	5.01%	15.63%
Leacock Lane	9,822	10,264	442	4.50%	3.75%
Graduate Student Housing (Sept 1 - Apr 30)					
Schreiberwood - Small Bachelor	8,603	8,990	387	4.50%	3.75%
Schreiberwood - Large Bachelor	9,042	9,449	407	4.50%	3.75%
Medical Student Housing (Sept 1 - May 31)					
Schreiberwood - Small Bachelor	9,678	10,114	436	4.50%	3.75%
Schreiberwood - Large Bachelor	10,172	10,630	458	4.50%	3.75%
Family Student Housing - Monthly Rate					
Schreiberwood - 3 bedroom (May 1 – Aug 31)	1,730	1,795	65	3.76%	3.78%
Schreiberwood - 3 bedroom (Sept 1 – Apr 30)	1,795	1,876	81	4.50%	3.75%
Schreiberwood - 4 bedroom (May 1 – Aug 31)	1,793	1,860	67	3.74%	3.76%
Schreiberwood - 4 bedroom (Sept 1 – Apr 30)	1,860	1,944	84	4.50%	3.75%

**University of Toronto Mississauga
Schedule of 2020-21 Meal Plan Rates**

	2019-20 \$	2020-21 \$	Increase \$	Increase %	Prior Year Increase %
Group A Meal Plans					
Regular Basic +250 Flex Dollars	4,330	4,350	20	0.5%	1.9%
Regular Basic+100 Flex Dollars	4,180	4,200	20	0.5%	2.0%
Small Basic +250 Flex Dollars	3,870	3,900	30	0.8%	1.8%
Small Basic +100 Flex Dollars	3,720	3,750	30	0.8%	1.9%
Group B Meal Plans					
Regular Basic +250 Flex Dollars	2,720	3,000	280	10.3%	1.7%
Regular Basic+100 Flex Dollars	2,570	2,850	280	10.9%	1.8%
Small Basic +250 Flex Dollars	2,390	2,550	160	6.7%	1.7%
Small Basic +100 Flex Dollars	2,240	2,400	160	7.1%	1.8%

Notes:

Group A Meal Plans: These full meal plans are required for all first-year resident students and for those students residing in Oscar Peterson Hall.

Regular Basic (A): This plan is best suited for first-year students who live in residence and stay on campus on weekends.

Small Basic (A): This plan is best suited for first-year students who live in residence and go home on weekends.

Group B Meal Plans: These partial meal plans are required for all upper-year resident students with the exception of Graduate Students and Students with Families.

Regular Basic (B): This plan is best suited for upper-year students who live in the townhomes or apartments on campus, and are around on the weekends.

Small Basic (B): This plan is best suited for upper-year students who live in the townhomes or apartments on campus, and go home on weekends.

Flex Dollars: Flex dollars can be used to purchase all items that do not qualify for tax exemption and, therefore cannot be purchased using Basic Dollars. Specifically, convenience, confectionary, and grocery items can only be purchased using Flex Dollars. Flex Dollars can be used to purchase items from vending machines with card readers, the Blind Duck and the Duck Stop, participating Food Trucks on campus, Pizza Pizza and Pita Pit off-campus delivery, and Sheridan College – Trafalgar Campus (Tim Hortons – B-Block and Trafalgar Marketplace only).

University of Toronto Mississauga
Schedule of 2020-21 Parking Rates

	2019-20 \$	2020-21 \$	Increase \$	Increase %	Prior Year Increase %
CCT Garage (annual)	1,190.96	1,369.60	178.64	15.0%	10.0%
Lot P1 (annual)	1,104.34	1,137.47	33.13	3.0%	2.0%
Lot P5 (annual)	1,104.34	1,104.34	-	0%	2.0%
Lot P9 (annual)	762.60	876.99	114.39	15.0%	2.0%
Lots P4 and P8 (annual)	762.60	774.04	11.44	1.5%	2.0%
Student (sessional - Lots P4 and P8)	317.73	322.50	4.77	1.5%	2.0%
Afternoon (annual - after 3:30pm)	224.40	227.77	3.37	1.5%	2.0%
Commercial (annual)	1,277.63	1,296.79	19.16	1.5%	2.0%
Pay & Display (daily maximum) (6:30am to 8:00am next day)					
CCT Garage	15.00	20.00	5.00	33.3%	0%
Lot P9	15.00	17.00	2.00	13.3%	0%
Lot P4 and P8	15.00	15.00	-	0%	0%
Pay & Display (evening/weekend) (5:00pm to 8:00am next day)					
CCT Garage	6.00	8.00	2.00	33.3%	0%
Lot P9	6.00	7.00	1.00	16.7%	0%
Lot P4 and P8	6.00	6.00	-	0%	0%
Pay & Display (per half hour) (6:30am to 5:00pm)					
CCT Garage	2.50	3.00	0.50	20.0%	0%
Lot P9	2.50	2.75	0.25	10.0%	0%
Lot P4 and P8	2.50	2.50	-	0%	0%
Pay & Display (per half hour) (weekdays 5:00pm to 8:00am next day; weekends & holidays)					
CCT Garage	1.00	1.00	-	0%	0%
Lot P9	1.00	1.00	-	0%	0%
Lot P4 and P8	1.00	1.00	-	0%	0%

Review and Consultation Process

The University of Toronto Mississauga (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 2018-19, the forecasts for 2019-20 and budgets for the five-year period 2020-21 to 2024-25. Only the proposed budget for 2020-21 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 (SHAC) 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 Services 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

Advisory Committee Meeting Dates:

Transportation and Parking Advisory Committee

October 24th, 2019

November 7th, 2019

Food Services Advisory Committee

October 31st, 2019

November 28th, 2019

Resident Student Dining Committee

October 23rd, 2019

November 20th, 2019

Student Housing Advisory Committee

September 19th, 2019

September 26th, 2019

October 3rd, 2019

October 10th, 2019

October 22nd, 2019



Student Housing & Residence Life Operating Plans 2019-20 to 2024-25

Management Report

1. Overview of Objectives, Issues and Services

1.1 Service Ancillary Review Group (SARG) Objectives

- 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 Student Housing & Residence Life Mission

- To create a holistic student experience that promotes academic and personal success.
- To 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.
- To offer innovative programs & services that enhance student learning & development by staying informed by research & assessment.
- To contribute to a unique and unparalleled student experience with our peer-based approach, dedicated professional staff, and collaborative attitude.

1.3 Background and Highlights

Student Housing & Residence Life (SHRL) provides a transformative experience for students in residence with over 1,500 workshops, events and programs annually. There are eight residence communities at the University of Toronto Mississauga (UTM) including three suite- and traditional dorm-style residence buildings and five townhouse complexes. The department also provides 24-hour on-call response, 365 days per year.

Recent highlights of the ancillary include:

- Completion of the Putnam Place renewal project in Summer 2019. Units are fully renovated with new kitchens, bathrooms, floors, windows, furniture and more.
- SHRL launched a suite of new services, workshops and resources for students seeking off-campus housing.
- In July 2019, SHRL hosted colleagues from around the world as part of two conferences:
 - Association of College and University Housing Officers - International (ACUHO-I) STARS College, and
 - ACUHO-I International Study Tour.

2. 2019-20 Operating Forecast

Forecasted Total Revenues are expected to be slightly better than budget by \$122,981. This is primarily due to exceeding budget targets for Summer Session Residence Fees, Summer Conferences and Other Income.

Loan Principal and Interest Expenses of \$4,217,806 continue to dominate the SHRL operating budget, making up 30.4% of Total Expenditures.

As outlined in our Student Housing Master Plan, there is an ongoing commitment to renew existing residence facilities. This remains a top priority for SHRL. An increase in spending on maintenance and capital projects is reflected in the operating forecast for 2019-20. The combined annual and major maintenance expenses are projected to be \$2,642,089, which is 19.1% of the Total Expenditures.

Total spending on Salary, Wages & Benefits is forecasted to be \$2,570,270. This is lower than the budget, as there were several unexpected vacancies and leaves.

Utilities are forecasted to be \$1,128,384 (8.1% of Total Expenditures) and the combined overhead charges are \$609,668 (4.4% of Total Expenditures).

Communication represents the ongoing costs of Information Technology (IT) infrastructure maintenance and upgrades.

Miscellaneous expense includes bad debt provision, bursaries, meals and travel expenses for staff on training and conferences, professional development, move-in day expenses, uniforms, goodwill, consulting fees, and postage and couriers.

One significant change reflected in the forecast is that it includes plans for a new residence building. A Construction Reserve has been created to accumulate funds earmarked for this objective. There will be a \$2.5 million contribution to the Construction Reserve in 2019-20, which represents the contribution towards a down payment for the new residence. The planned construction and opening of this new residence building is included in the 5-year budget plan.

The Operating Results before Transfers is forecasted to be \$3,064,359. This is \$141,265 more than budget but includes the \$2.5 million contribution to the Construction Reserve outlined above.

3. 2020-21 Proposed Budget

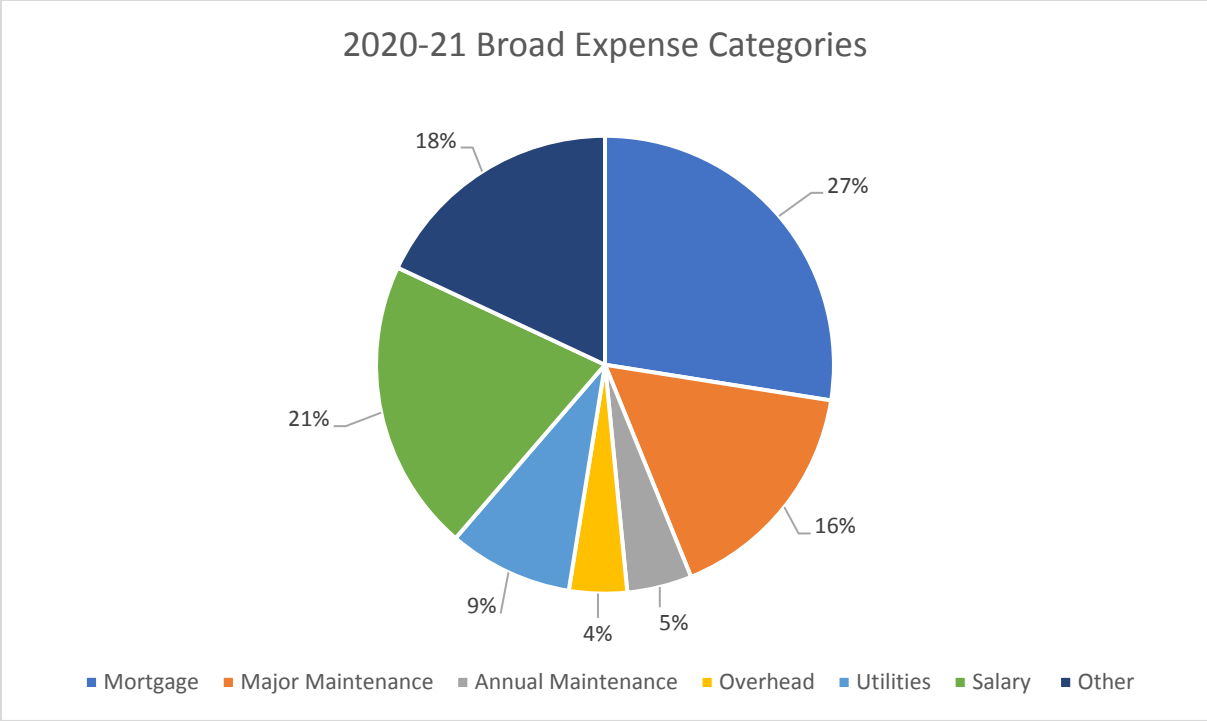
Fall/Winter Session Revenues are based on an occupancy rate of 97.5%. All residence phases are online for the 2020-21 year. SHRL continues to build demand for a summer residence session through marketing, promotion and room application process improvements. Total Revenues are budgeted to be \$17,870,274.

EXPENSES

Mortgage-related expenses and investment in renovations are the two biggest pressures on the SHRL budget. The plans ensure positive cumulative cash flow in each year of the business plan.

- Loan Principal & Interest Expense continues to be the largest expense accounting for 27.5% of Total Expenditures.
- Major Maintenance and Capital Renewal continue to be top priorities for SHRL. Significant renovations are planned over the next 10 plus years. All renovations are expected to be expensed in the year of the renovation.
 - 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 increase in the Furniture and Equipment Depreciation is a direct result of the increase in capital expenditures.
 - Annual Maintenance expenses reflect costs associated with repairs and maintenance required annually or periodically (e.g., supplies, painting, electrical, plumbing).

There will be a \$2.5 million contribution to the Construction Reserve in 2020-21. This represents funds that will be used towards a down payment for the new residence building.



RESIDENCE RATES

The 2020-21 residence rate sheet is presented on Schedule 6. Several data points informed the development of our rates including – a rate comparison with the market and our institutional peers, demand data and feedback from our Student Housing Advisory Committee (SHAC). It should be noted that with several price points available, rates for residences at UTM compare favourably with the market and our institutional peers.

The Operating Results before Transfers is projected to be \$2,613,614. This will be directed towards the Building Renovation and Construction Reserves. The costs of the renovations will be offset by a transfer-out from the Building Renovation Reserve. The down payment for the new build will be offset by a transfer-out from the Construction Reserve.

The Total Closing Fund Balance for 2020-21 is projected to be \$13,125,687.

4. Long-Range Plan: 2021-22 to 2024-25

Two primary drivers impact the long-range budget:

- The first is the capital renewal plan outlined in more detail below.
- The second is the development of a new residence that is planned to open in Summer 2024 (pending approval). The development of a new residence building is required to maintain UTM’s commitment to the first-year housing guarantee.

As recommended by the Student Housing Master Plan, the SHRL long-range plan has been designed around a multi-year re-investment in our existing housing stock. Each renovation outlined below will take one cycle and will be off-line for that period.

Major townhouse renovations are currently planned as follows:

- 2020-21 No renovations; planned to build cash reserves
- 2021-22 McLuhan Court Renovation
- 2022-23 Leacock Lane Renovation
- 2023-24 MaGrath Valley Renovation (Phase 1)
- 2024-25 MaGrath Valley Renovation (Phase 2)

Long-term renovation plans extend through 2031-32. In each year of the long-range plan, a contribution will be made to the Building Renovation Reserve. These reserves will be used to fund the renovations and capital renewals associated with the Student Housing Master Plan.

It is also important to highlight that the Fund will remain in an Unrestricted Surplus Balance and there will be positive cumulative cash flow throughout all budget years.

RISKS TO SHRL

International recruitment is a significant risk to SHRL. More than half of our current residents are international students. International students accept residence at a much higher rate than their domestic peers. Any change to UTM's international enrolment targets has a significant impact on our application numbers. Strategies to diversify international source countries introduce uncertainty and risk in residence applications.

Construction costs escalation continues to impact our renovation and new build planning. Greater Toronto Area construction prices continue to be extremely high and we need to continue to refine project escalation projections. We have planned contingencies into our capital renewal plan.

APPENDIX A

University of Toronto Mississauga Student Housing Advisory Committee Membership

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

SHRL provided considerable opportunity for student consultation on the 2019-20 budget. The Student Housing Advisory Committee (SHAC) had five (5) budget related meetings in September and October. **SHAC supported the 2020-21 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)

Simisola Ogunsina, Sabirah Sharif, Maya Marincic

Two (2) UTM First Year Residence Community Representatives

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

Ahmed elSaifi, Iman Lalani

One (1) UTM Upper Year Residence Community Representatives

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

Hannah Kroeker

One (1) Graduate Student Representatives within Residence

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

Vacant

One (1) Family Representative within Residence

(Elected by a majority of completed ballots from family households)

Vacant

One (1) Residence Life Don

(Elected by majority of completed ballots from Don team)

Gina May Montani

One (1) Residence Peer Academic Leader

(Elected by majority of completed ballots from PAL team)

Jayson Van

One (1) Residence Service Desk Staff

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

Maggie (Kuan-Ju) Ku

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**

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Revenue									
Residence Fees - Fall/Winter Session	13,328,948	14,820,012	14,678,185	(141,827)	15,579,792	14,812,450	15,559,102	16,936,972	21,402,275
Residence Fees - Summer Session	734,176	648,543	784,474	135,931	822,195	855,083	889,286	924,858	961,852
Conference	216,221	108,631	210,359	101,728	150,000	156,000	162,240	168,730	175,479
Laundry Income	-	29,859	-	(29,859)	-	-	-	-	-
Other Income	506,560	238,374	319,845	81,471	344,532	354,524	364,805	375,384	386,270
Investment Income	76,514	30,600	75,000	44,400	77,175	79,413	81,716	84,086	86,524
Value of Don's & Dean's Rooms	774,197	927,211	858,349	(68,862)	896,580	852,822	859,383	994,645	1,190,997
Total Revenue	15,636,617	16,803,230	16,926,211	122,981	17,870,274	17,110,292	17,916,532	19,484,674	24,203,397
Direct Expenditures ⁽¹⁾									
Salary, Wages & Benefits	2,265,189	2,876,615	2,570,270	306,345	3,029,261	3,150,431	3,276,449	3,407,507	4,328,780
Supplies	95,769	93,043	97,650	(4,607)	99,603	101,595	103,627	105,700	107,813
Utilities	1,042,072	1,187,223	1,128,384	58,839	1,340,368	1,367,175	1,394,519	1,422,409	1,688,464
Garbage	27,868	37,682	28,425	9,257	28,994	29,574	30,165	30,768	38,925
Snow Removal, Grounds Maintenance, Engineering	255,625	362,789	362,789	-	370,819	379,451	388,284	397,322	478,843
Insurance	70,353	77,092	78,443	(1,351)	82,452	84,101	85,783	87,499	104,678
Communication	186,745	139,510	126,125	13,385	233,266	233,932	234,610	235,302	280,943
Furniture & Equipment Repair	2,876	-	-	-	-	-	-	-	-
Annual Maintenance	593,242	708,390	684,619	23,771	698,311	712,278	726,523	741,054	897,649
Major Maintenance	3,662,994	1,314,647	1,957,470	(642,823)	2,497,622	4,013,065	5,414,870	4,259,851	5,414,718
Furniture & Equipment Depreciation	187,117	468,903	355,800	113,103	350,456	331,555	394,688	533,617	594,887
Building Depreciation	-	-	-	-	-	-	-	-	1,923,333
Non-Depreciable Assets	121,623	134,970	118,725	16,245	121,100	123,522	125,992	128,512	154,546
Loan Principal & Interest Expenses	4,258,823	4,217,806	4,217,806	-	4,194,674	4,194,674	4,194,674	4,989,944	4,489,755
Finance Charges	-	-	-	-	-	-	-	-	-
Value of Don's & Dean's Rooms	774,197	927,211	858,349	68,862	896,580	852,822	859,383	994,645	1,190,997
Cleaning Costs	132,956	119,646	142,358	(22,712)	145,205	148,109	151,071	154,093	185,309
Security Services	1,795	-	-	-	-	-	-	-	-
Residence Life Expenses	15,988	262,632	135,338	127,294	146,154	149,077	152,059	155,100	186,520
Advertising/Marketing/Other Commission	1,526	25,515	25,515	-	26,025	26,546	27,076	27,618	28,170
Credit Card Fees	29,207	31,212	52,189	(20,977)	53,232	54,297	55,383	56,491	67,935
Miscellaneous	314,857	285,583	311,930	(26,347)	318,169	324,532	331,023	337,643	406,043
Total Direct Expenditures	14,040,822	13,270,468	13,252,184	18,283	14,632,291	16,276,736	17,946,180	18,065,073	22,568,310
Indirect Expenditures									
Central Overhead Charges	47,244	51,832	51,832	-	57,062	58,203	59,367	60,555	72,822
Department/College Overhead Charges	491,076	520,448	520,448	-	528,356	538,923	549,702	560,696	674,281
Facilities & Services Overhead Charges	12,100	37,388	37,388	-	38,951	39,730	40,525	41,335	49,709
Total Indirect Expenditures	550,420	609,668	609,668	-	624,369	636,856	649,594	662,585	796,812
Total Expenditures	14,591,241	13,880,136	13,861,852	18,283	15,256,660	16,913,593	18,595,773	18,727,658	23,365,122
Operating Results Before Transfers	1,045,376	2,923,094	3,064,359	141,265	2,613,614	196,699	(679,241)	757,016	838,276

Notes:

⁽¹⁾ Amounts for certain Direct Expenditure line items in 2018-19 and 2019-20 have been re-stated in accordance with a revised Schedule 1 presentation. Total Direct Expenditures is unchanged.

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Total Fund Balance - Opening	6,252,338	6,432,835	7,447,713	1,014,879	10,512,072	13,125,687	13,322,386	30,143,145	48,400,161
Net Operating Results before Transfers	1,045,376	2,923,094	3,064,359	141,265	2,613,614	196,699	(679,241)	757,016	838,276
Transfers in to Ancillary Operations ⁽¹⁾	150,000	-	-	-	-	-	17,500,000	17,500,000	-
Net Operating Results after Transfers	1,195,376	2,923,094	3,064,359	141,265	2,613,614	196,699	16,820,759	18,257,016	838,276
Total Fund Balance - Closing	7,447,713	9,355,929	10,512,072	1,156,143	13,125,687	13,322,386	30,143,145	48,400,161	49,238,437
<i>Closing Fund Balance is made up of:</i>									
Investment in Capital Assets	4,353,238	6,369,272	5,212,593	(1,156,679)	4,929,859	9,598,304	22,375,988	42,095,173	47,389,292
Internally Restricted									
Capital Renewal Reserve	260,287	50,000	50,000	-	50,000	50,000	50,000	50,000	50,000
Operating Reserve	924,919	1,044,018	988,689	(55,329)	1,069,259	1,088,035	1,107,432	1,206,998	1,511,232
Construction Reserve	-	-	2,500,000	2,500,000	5,000,000	-	-	-	-
Building Renovation Reserve	-	1,892,639	1,760,790	(131,849)	1,800,000	2,200,000	6,300,000	4,800,000	-
Unrestricted Surplus/(Deficit)	1,909,269	-	-	-	276,568	386,047	309,725	247,990	287,913

Notes:

- ⁽¹⁾ The transfer in to Ancillary operations in 2018-19 represents compensation for residence furniture lost during the re-purpose and occupancy of Erindale Hall during the Maanjiwe nendamowinan construction.
The transfer in to Ancillary operations in 2022-23 and 2023-24 represents the loan from UTM operating for the construction of the new residence building.

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Major Maintenance	3,662,994	1,314,647	1,957,470	(642,823)	2,497,622	4,013,065	5,414,870	4,259,851	5,414,718
Total Major Maintenance	3,662,994	1,314,647	1,957,470	(642,823)	2,497,622	4,013,065	5,414,870	4,259,851	5,414,718

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Deferred Maintenance	-	-	-	-	-	-	-	-	-
Total Deferred Maintenance	-	-	-	-	-	-	-	-	-

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Building	-	-	-	-	-	5,000,000	12,500,000	17,630,910	5,141,776
Enhancements	-	1,185,000	127,668	1,057,332	67,722	-	-	2,133,802	460,507
Furniture & Equipment	28,267	725,341	368,306	357,035	-	-	672,371	619,000	428,500
Total Capital Expenditure	28,267	1,910,341	495,974	1,414,367	67,722	5,000,000	13,172,371	20,383,713	6,030,782

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

	Period	2019-20	\$ Change	% Change	2020-21	2021-22	2022-23	2023-24	2024-25
Undergraduate Student Housing									
Roy Ivor Hall & Erindale Hall - Single	Sept 1 - Apr 30	10,947	438	4.00%	11,385	11,926	12,492	13,086	13,478
Erindale Hall - Double	Sept 1 - Apr 30	7,116	131	1.85%	7,247	7,591	7,895	8,270	8,761
Oscar Peterson Hall	Sept 1 - Apr 30	10,344	491	4.75%	10,835	11,350	11,889	12,454	12,827
MaGrath Valley - Single	Sept 1 - Apr 30	10,644	506	4.75%	11,150	11,679	12,234	12,815	13,609
MaGrath Valley - Double	Sept 1 - Apr 30	6,919	328	4.74%	7,247	7,591	7,952	8,330	8,846
Schreiberwood	Sept 1 - Apr 30	9,822	442	4.50%	10,264	10,725	11,207	11,712	12,063
McLuhan Court	Sept 1 - Apr 30	9,822	442	4.50%	10,264	10,725	12,613	13,181	13,576
Putnam Place	Sept 1 - Apr 30	10,947	548	5.01%	11,495	12,041	12,613	13,213	13,609
Leacock Lane	Sept 1 - Apr 30	9,822	442	4.50%	10,264	10,725	11,207	13,213	13,609
Graduate Student Housing									
Schreiberwood - Small Bachelor	Sept 1 - Apr 30	8,603	387	4.50%	8,990	9,394	9,817	10,258	10,566
Schreiberwood - Large Bachelor	Sept 1 - Apr 30	9,042	407	4.50%	9,449	9,873	10,317	10,782	11,105
Medical Student Housing									
Schreiberwood - Small Bachelor	Sept 1 - May 31	9,678	436	4.50%	10,114	10,568	11,043	11,540	11,886
Schreiberwood - Large Bachelor	Sept 1 - May 31	10,172	458	4.50%	10,630	11,107	11,607	12,129	12,493
Family Student Housing - Monthly Rate									
Schreiberwood - 3 bedroom	May 1 - Aug 31	1,730	65	3.76%	1,795	1,876	1,960	2,048	2,140
Schreiberwood - 3 bedroom	Sept 1 - Apr 30	1,795	81	4.50%	1,876	1,960	2,048	2,140	2,205
Schreiberwood - 4 bedroom	May 1 - Aug 31	1,793	67	3.74%	1,860	1,944	2,031	2,122	2,218
Schreiberwood - 4 bedroom	Sept 1 - Apr 30	1,860	84	4.50%	1,944	2,031	2,122	2,218	2,284

Hospitality Services Operating Plans 2019-20 to 2024-25

Management Report

1. Overview of Objectives, Highlights and Services

1.1 Service Ancillary Review Group (SARG) Objectives

- 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 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 the University of Toronto Mississauga (UTM) through the utilization of space on campus 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 seasonal campus group.

1.3 Background and Highlights

Food Service is currently provided through:

- The Tim Horton's full service outlet at the Davis Building Meeting Place

- The Davis Building Food Court
 - Pizza Pizza, Fusion 8, International Kitchen, On the Go, oooh la-la Breakfast Bar, Harvey's, Thai Express, Fair Trade Corner, Rotisserie, Bespoke
- 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 and Starbucks 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 Maanjiwe nendamowinan
- The Booster Juice at the Recreation, Athletics and Wellness Centre (RAWC)
- The rotating food trucks
- An arrangement enabling students to use their student meal plans to purchase:
 - Delivery from Pizza Pizza
 - Delivery and in-store from Pita Pit
 - Delivery from Burger's Priest
 - 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

Highlights for 2019-20 include:

- Attracting large one-off movie productions to campus, resulting in over \$1.0 million in revenue to the ancillary.
- Opening of the Davis Building Food Court in late August 2019, which has expanded the diversity of foods and the number of offerings to support dietary requirements. Along with the food service additions, the multi-use seating and common area renovation and expansion provides more valuable space² to attract external groups to use UTM as a venue when these resources are not being used for academic purposes.
- Opening of Starbucks in Deerfield Hall in late September 2019 to accommodate the growth of the campus.
- Expansion of Theos coffee machines across campus.

2. 2019-20 Operating Forecast

Forecasted Total Food Services Revenues are expected to be less than budget by \$718,208 due to:

- Lower than-expected-revenues from the Temporary Food Court (TFC) during renovation of the Davis Building;
- Delayed opening of Davis Building Food Court by several months;
- Lack of event space for catering and conferences due to construction and delays in the opening of the Grand Hall in Maanjiwe nendamowinan. The lack

² The new seating areas are located next to the Tim Hortons and where the old Registrar's Office used to be overlooking the green space in front of the Davis Building. Seating will also be added in the old TFC space.

of space in residence and on campus prevents the operation from selling conference accommodation, meeting and event space, which, in turn, reduces the number of conferences that the operation is able to attract. In turn, this reduces the amount of catering revenue.

As a direct result of lower-than-expected revenue, forecasted Total Cost of Sales and Service (excluding Vending) are forecasted to be \$406,002 lower than budget.

Contribution Margin for Vending is forecasted to be \$20,800 lower than budgeted due to higher-than-expected specialty vending sales which have lower commission rates than standard vending.

Revenues from Conference Accommodation are forecasted to be \$93,265 lower than expected due to campus construction, lack of bookable space available, and relatively high conference accommodation prices. As a direct result of lower-than-expected revenue, the cost of Conference Accommodations is forecasted to be \$46,111 lower.

Other Revenue and Revenues from Facility/Space Rentals are forecasted to be \$785,198 higher than expected due to revenue from some large, one-time film shoots. This revenue increase offsets the additional full- and part-time labour expense associated with these film shoots.

Miscellaneous expense is comprised of service fees (banking), service expenses (e.g., consulting fees, audit fees, expenses related to space rentals or internal support for movie shoots, etc.) that fall outside of the expense line items in the budget, and goodwill provided to the community to support initiatives (e.g., support for Fall Campus Day and March Break Open House).

Forecasted Total Direct Expenditures (excluding Conference Accommodation) are expected to be \$182,181 lower than budget primarily due to delays in hiring of staff and the delay in the opening of the Davis Building Food Court.

The Operating Results before Transfers is forecasted to be \$680,926 and the Total Closing Fund Balance is forecasted to be \$6,642,851.

3. 2020-21 Proposed Budget

The Hospitality Services 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 a weighted average of 3.6% for 2020-21, due to the following factors:

- The cost of food is forecasted to increase by approximately 2% depending on the Food Consumer Price Index (CPI) for Ontario (before considering the impact of labour costs).
- Average cheque – a factor in calculating the minimum tax-exempt meal plan cost, is forecasted to increase from \$6.75 to \$7.50 due to the opening of the Davis Building Food Court. The Group B meal plan increases are a result of a significant year-over-year increase in the average cheque. This was balanced

- with a nominal increase in Group A meal plans in order to minimize the average meal plan increase.
- 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 from the 2019-20 forecast by 4.6% primarily as a result of:

- A full-year cycle of operation of the Davis Building Food Court
- Slight enrolment increase
- Price increases due to the aforementioned CPI increase

Total Cost of Sales and Service is expected to increase from the 2019-20 forecasted amount by 2.7%. This increase is a direct result of the increase in budgeted overall revenue for 2020-21 and the increase in food prices.

Total Direct Expenditures are budgeted to increase 11.6% when compared to 2019-20 forecasted amounts primarily due to the hiring of new staff to support the ancillary's growing operations and the first full-year of depreciation for the new Davis Building Food Court. Total Expenditures also includes consultation fees in support of the food service contract request for proposal (RFP) since the food service contract with Chartwells will expire in 2020.

The Operating Results before Transfers is projected to be \$13,147 and the Total Closing Fund Balance is projected to be \$6,655,998.

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. With planned reductions in available accommodation space in Residence, the long-range plan includes a focus on long-term conference stays to maximize utilization of the accommodation space that is available. Additionally, Conference Services also continues to look for new revenue streams from the use of idle campus space as part of its long-term strategy.

5. Long-Range Plan: 2021-22 to 2024-25

The significant investment in food services from the Davis Building Food Court reconstruction impacts the direct expenses in the form of depreciation and increased

operating costs which results in an operating deficit in each year from 2021-22 to 2023-24.

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 year from 2021-22 to 2023-24, the department is working toward an annual break even operating model for the future. All deficit in Hospitality Services will be covered from Operating Reserves.

- For 2021-22 – Net Revenue is budgeted to decrease by 4.5% as it is anticipated that Contribution Margin will be lower as a result of the new food service contract which starts in 2021-22. The Operating Results before Transfers is expected to be a deficit of \$228,871. All Hospitality deficit will be covered from Operating Reserves.
- For 2022-23 – Net Revenue is budgeted to increase by 3.1% as a result of CPI and a projected slight enrolment increase. Due to a relatively high depreciation expense related to the new Davis Building Food Court, Operating Results before Transfers is expected to be a deficit of \$135,239.
- For 2023-24 – Net Revenue is budgeted to increase by 3.5% once again as a result of CPI and a projected slight enrolment increase. The Operating Results before Transfers is expected to be a deficit of \$26,031.
- For 2024-25 – Net Revenue is budgeted to increase by 5.4% as a result of CPI and the opening of a food service outlet in the new Arts, Culture and Technology (ACT) building. The depreciation associated with the ACT food service outlet will be tempered by previous capital investments reaching full amortization, and the Operating Results before Transfers is expected to be a surplus of \$281,970.

As the UTM campus continues to grow, it is anticipated that additional food service facilities will be needed to support the larger campus. Additionally, older food service outlets will require renovations to upgrade and rejuvenate concepts. 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 Balance during the years where 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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Revenue									
Meal Plans	5,078,078	5,672,892	5,427,960	(244,932)	5,684,074	5,744,632	5,888,043	6,093,851	6,094,530
Cafeteria	4,540,316	6,727,213	6,460,312	(266,901)	6,757,648	7,071,214	7,333,853	7,593,766	8,240,737
Catering	1,296,903	835,462	629,087	(206,375)	646,701	669,336	692,763	717,009	742,105
Vending	216,202	245,500	286,667	41,167	386,286	394,843	396,479	408,716	504,762
Total Food Services & Vending Revenue	11,131,499	13,481,067	12,804,026	(677,040)	13,474,709	13,880,025	14,311,138	14,813,342	15,582,134
Cost of Sales & Services									
Meal Plans & Cafeteria	7,779,300	9,982,084	9,765,103	216,981	9,953,378	10,444,914	10,775,845	11,155,408	11,683,243
Catering	1,048,928	701,788	512,768	189,020	533,529	562,242	581,921	602,288	623,368
Vending	157,641	147,300	209,267	(61,967)	281,989	288,236	289,430	297,954	367,972
Total Cost of Sales & Service	8,985,869	10,831,172	10,487,137	344,035	10,768,895	11,295,392	11,647,196	12,055,650	12,674,582
Contribution Margin	2,145,630	2,649,895	2,316,889	(333,006)	2,705,814	2,584,633	2,663,942	2,757,693	2,907,552
Other Revenue									
Conference Accommodation	418,235	398,000	304,735	(93,265)	347,398	305,710	311,824	318,061	324,422
Facility/Space Rental	401,266	465,563	599,431	133,869	414,844	456,328	501,961	627,451	690,196
Investment Income	98,084	28,380	100,355	71,975	102,001	95,420	88,839	85,549	87,194
Other	200,415	78,750	730,079	651,329	219,024	223,405	250,661	281,241	315,553
Total Other Revenue	1,117,999	970,693	1,734,600	763,908	1,083,266	1,080,863	1,153,285	1,312,302	1,417,365
Net Revenue	3,263,629	3,620,587	4,051,489	430,902	3,789,080	3,665,496	3,817,227	4,069,994	4,324,916
Direct Expenditures									
Salary, Wages & Benefits	796,633	1,205,862	1,132,138	73,724	1,234,897	1,284,293	1,335,665	1,389,092	1,444,656
Supplies	192,699	59,042	71,682	(12,641)	73,116	104,578	76,070	77,591	79,143
Insurance	6,956	7,622	9,694	(2,072)	9,888	10,086	10,288	10,493	10,703
Communications	14,094	22,958	15,928	7,030	17,247	17,591	17,943	18,302	18,668
Conference Accommodation	185,219	181,065	134,955	46,111	137,654	135,386	138,094	140,856	143,673
Furniture & Equipment Repair	112,057	61,012	58,136	2,875	74,124	75,606	77,119	78,661	81,839
Annual Maintenance	107,692	108,052	61,811	46,241	78,809	80,385	81,992	83,632	87,011
Major Maintenance	4,145	54,636	57,497	(2,861)	58,647	59,820	61,017	62,237	63,482
Furniture & Equipment Depreciation	196,484	632,351	559,484	72,866	712,753	717,982	688,626	666,943	547,234
Non-Depreciable Assets	100,523	111,421	77,022	34,399	78,563	80,134	81,737	83,371	89,291
Occupancy & Space	389,234	329,246	329,351	(105)	326,337	336,127	346,211	370,446	381,559
Garbage & Recycling	53,126	58,548	61,885	(3,337)	63,123	64,385	65,673	68,326	69,693
Cleaning	15,061	5,006	7,305	(2,299)	7,451	7,600	7,752	7,908	8,066
Smallwares	-	66,218	26,952	39,266	27,491	28,041	28,602	54,174	55,257
Licenses/Permits	-	68,731	113,098	(44,367)	115,360	117,667	176,501	180,031	183,632
Advertising/Marketing	56,341	47,400	77,253	(29,853)	78,798	130,374	101,982	108,621	95,294
Miscellaneous	350,035	286,001	282,686	3,316	338,339	294,106	299,988	330,988	312,108
Total Direct Expenditures	2,580,299	3,305,170	3,076,878	228,292	3,432,596	3,544,164	3,595,258	3,731,674	3,671,308
Indirect Expenditures									
Central Overhead Charges	17,415	18,968	18,968	-	19,347	19,734	20,129	20,532	20,942
Department/College Overhead Charges	164,262	220,821	220,821	-	278,596	284,168	289,851	295,648	301,561
Facilities & Services Overhead Charges	46,088	53,180	53,896	(716)	45,393	46,301	47,227	48,171	49,135
Total Indirect Expenditures	227,765	292,969	293,685	(716)	343,336	350,203	357,207	364,351	371,638
Total Expenditures	2,808,064	3,598,139	3,370,563	227,576	3,775,933	3,894,367	3,952,466	4,096,025	4,042,947
Operating Results Before Transfers	455,565	22,448	680,926	658,478	13,147	(228,871)	(135,239)	(26,031)	281,970

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Total Fund Balance - Opening	4,728,046	5,521,317	5,961,925	440,608	6,642,851	6,655,998	6,427,127	6,291,889	6,265,858
Operating Results before Transfers	455,565	22,448	680,926	658,478	13,147	(228,871)	(135,239)	(26,031)	281,970
Transfers in to Ancillary Operations ⁽¹⁾	778,313	-	-	-	-	-	-	-	-
Net Operating Results after Transfers	1,233,879	22,448	680,926	658,478	13,147	(228,871)	(135,239)	(26,031)	281,970
Total Fund Balance - Closing	5,961,925	5,543,765	6,642,851	1,099,086	6,655,998	6,427,127	6,291,889	6,265,858	6,547,828
<i>Closing Fund Balance is made up of:</i>									
Investment in Capital Assets Internally Restricted	746,044	2,971,615	3,330,889	359,274	2,718,136	2,378,154	1,795,618	2,787,948	2,353,265
Capital Renewal Reserve	10,000	10,000	10,000	-	10,000	10,000	10,000	10,000	10,000
Operating Reserve	238,769	263,067	255,661	(7,406)	277,304	288,044	296,198	312,118	317,409
Construction Reserve	4,967,112	2,299,083	3,046,301	747,218	3,650,558	3,750,929	4,190,073	3,155,792	3,867,154
Unrestricted Surplus/(Deficit)	-	-	-	-	-	-	-	-	-

Notes:

⁽¹⁾ 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**

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Capital Renewal - Major Maintenance	4,145	54,636	57,497	(2,861)	58,647	59,820	61,017	62,237	63,482
Total Major Maintenance	4,145	54,636	57,497	(2,861)	58,647	59,820	61,017	62,237	63,482

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Deferred Maintenance	-	-	-	-	-	-	-	-	-
Total Deferred Maintenance	-	-	-	-	-	-	-	-	-

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Equipment	346,949	130,900	1,986,665	(1,855,765)	100,000	203,000	106,090	659,273	112,551
Construction	-	300,000	1,157,665	(857,665)		175,000		1,000,000	
Total Capital Expenditure	346,949	430,900	3,144,330	(2,713,430)	100,000	378,000	106,090	1,659,273	112,551

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

	2019-20	\$ increase	% increase	2020-21	2021-22	2022-23	2023-24	2024-25
Group A Meal Plans								
Regular Basic +250 Flex Dollars	4,330	20	0.5%	4,350	4,550	4,650	4,800	4,900
Regular Basic +100 Flex Dollars	4,180	20	0.5%	4,200	4,400	4,500	4,650	4,750
Small Basic +250 Flex Dollars	3,870	30	0.8%	3,900	4,050	4,150	4,300	4,400
Small Basic +100 Flex Dollars	3,720	30	0.8%	3,750	3,900	4,000	4,150	4,250
Group B Meal Plans								
Regular Basic +250 Flex Dollars	2,720	280	10.3%	3,000	3,150	3,250	3,350	3,450
Regular Basic +100 Flex Dollars	2,570	280	10.9%	2,850	3,000	3,100	3,200	3,300
Small Basic +250 Flex Dollars	2,390	160	6.7%	2,550	2,650	2,750	2,850	2,950
Small Basic +100 Flex Dollars	2,240	160	7.1%	2,400	2,500	2,600	2,700	2,800

Notes:

Group A Meal Plans: These full meal plans are required for all first-year resident students and for those students residing in Oscar Peterson Hall.

Regular Basic (A): This plan is best suited for first-year students who live in residence and stay on campus on weekends.
 Small Basic (A): This plan is best suited for first-year students who live in residence and go home on weekends.

Group B Meal Plans: These partial meal plans are required for all upper-year resident students with the exception of Graduate Students and Students with Families.

Regular Basic (B): This plan is best suited for upper-year students who live in the townhomes or apartments on campus, and are around on the weekends.
 Small Basic (B): This plan is best suited for upper-year students who live in the townhomes or apartments on campus, and go home on weekends.

Flex Dollars: Flex dollars can be used to purchase all items that do not qualify for tax exemption and, therefore cannot be purchased using Basic Dollars. Specifically, convenience, confectionary, and grocery items can only be purchased using Flex Dollars. Flex Dollars can be used to purchase items from vending machines with card readers, the Blind Duck and the Duck Stop, participating Food Trucks on campus, Pizza Pizza and Pita Pit off-campus delivery, and Sheridan College – Trafalgar Campus (Tim Hortons – B-Block and Trafalgar Marketplace only).

Parking Services Ancillary Operating Plans 2019-20 to 2024-25

Management Report

1. Overview of Objectives, Highlights and Services

1.1 Service Ancillary Review Group (SARG) Objectives

- 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 Parking Services Mission

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

1.3 Background and Highlights

The University of Toronto Mississauga (UTM) campus is a suburban, commuter campus where the use of cars is more extensive than that of a downtown campus. UTM Parking & Transportation Services (Parking Services) 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 U-Pass, the Brampton Transit Express Bus and collaboration with Commute Ontario, the use of cars and the related need for a substantial number of parking spaces continues.

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 of September 2019, UTM had 2,817 gross parking spaces, an increase of 124 spaces over the same time last year. The increase is a result of the expansion of two key parking areas, Lots P5 and P8. This project was in keeping with plans to offset the loss of approximately 92 parking spaces required for staging during the construction of the new Science Building, set to commence in November of 2019 for a period of approximately 40 months.
- With an increase in enrolment and the modernization of the waitlist process, the number of persons requesting to be added to the waitlist has significantly increased. As of October 17, 2019, 746 people signed up for the waitlist versus 478 total people last year. As parking patterns begin to settle, additional parking permits have been released to waitlisted applicants. Traffic volumes, lot utilization and length-of-stay behaviours have shifted this year as compared to prior-year trends, and will be a significant factor in future planning.
- As part of Parking Services' long-term planning, we are planning for the addition of underground parking garage and surface parking lot for the proposed Arts, Culture and Technology (ACT) building, with construction scheduled to begin in 2022-23. Monetary assumptions for this project have been included in our long-range budget.
- Other possible options to add parking on campus are to build a new parking deck over Lot P8, or to build a parking facility under an athletic field. Although the monetary assumptions for these other projects have not been reflected in our budget, efforts are being made to pursue the various opportunities.

Parking Services continues to focus on sustainability at the Mississauga campus.

- Electric Vehicle (EV) charging stations were installed in February of 2019 offering four hours of free charging for electric vehicles on campus. To date, we have avoided over 5,000kg of greenhouse gas emissions with this initiative.
- Multiple carpool spaces are allocated in various lots for faculty, staff and students to encourage ride sharing and lessen the UTM community'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.
- The ancillary 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. As of September 2019, four Zipcar vehicles are parked in Lots P5 and P9.
- Parking Services is a proud member of Commute Ontario, 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. Parking Services has been awarded the "Gold Workplace Designation" from Commute Ontario for the operating of such campus programs from 2012 to 2016, and received "Platinum Designation" in 2017.

2. 2019-20 Operating Forecast

Permit Revenues are forecasted to be less than budget by \$5,765. The unfavourable variance is due to an operational oversight which resulted in the late issuance of some permits.

Pay and Display (P&D) Meter Revenues are forecasted to be more than budget by \$77,964. This is due to an increase in sales in the first quarter.

Salaries, Wages & Benefits is forecasted to be more than budget by \$14,959. This difference is primarily due to an oversight which resulted in certain costs not being included in the original budget.

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

Furniture & Equipment Repair is forecasted to be \$60,995 under budget. This difference is primarily due to lower maintenance costs under a new contract with our P&D machine vendor.

Annual Maintenance is forecasted to be \$72,300 under budget. This difference is due in part to the installation of LED lighting in the CCT Underground Garage (installed in Summer 2018) which has resulted in electrical maintenance savings.

Major Maintenance expenses are forecasted to be \$38,628 over budget. This difference is due to cost overruns and changes to the scope of work involved in the expansion of Lots P5 and P8.

Utilities is forecasted to be \$11,567 under budget. The difference is a result of lower than expected hydro rates, less gas consumption, and a transition to VoIP phone service.

Building Depreciation is based on the actual parking deck cost.

The Operating Results before Transfers is forecasted to be \$1,082,243, a difference of \$162,437 from the budgeted amount of \$919,806.

3. 2020-21 Proposed Budget

Differentiated permit pricing increases were introduced in 2019-20. Instead of increasing all permit prices 3% across-the-board, an important and much-needed price differential between permits was created. For 2020-21, the budget will build on this approach.

The CCT Underground Garage permit price will increase 15% from the current annual price of \$1,190.96 to \$1,369.60/annum; Lot P9 will be re-designated a Premium lot with a 15% increase from \$762.60 to \$876.99/annum; the Lot P5 permit price will remain unchanged from prior year; the Lot P1 permit price will increase 3.0%; the price for all other permit types will increase by 1.5%.

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

The change in the designation of Lot P9 from a separated Premium lot to the same category as Lots P4 and P8 was made in 2018 in an effort to streamline and simplify parking options on campus. It also allowed for a slight increase in the number of permits that can be reasonably sold in a given year. While these objectives may have been somewhat achieved, significant traffic flow and user-experience problems have arisen as a result. As Lot P9 is one of the most sought-after parking areas on campus, and now that the majority of permit holders hold a permit that enables them to park in Lot P9, traffic flow issues stem from constant attempts to park in this prime location, creating bottlenecks, safety issues, and a diminished user experience. It also leaves other parking areas underutilized. Re-designating Lot P9 as a Premium lot not only better reflects its nature, but will also alleviate these logistical challenges.

The 2020-21 Parking Permit Revenues are expected to increase from the 2019-20 budget as a direct result of increases in permit rates.

Most expenses are expected to increase with inflation and contractual obligations, however expenses overall are expected to be less than the current year as there are no major projects planned.

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 Results before Transfers is projected to be \$1,365,352 and the Total Closing Fund Balance is projected to be \$8,861,616.

The net positive cash flow from operating results (before transfers) is used to repay the internal loan that was transferred to the Parking ancillary for the second parking deck. The 2020-21 net cash flows from operating results (\$1,801,006) is calculated as: Operating Results before Transfers (\$1,365,352), *plus* Depreciation (\$443,661) (non-cash expense), *minus* any increase in the Internally Restricted Reserves (\$210,102-\$202,094) from prior year.

4. Categories of Users and Accessibility

Parking is available for faculty, staff, students and visitors. Parking 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 2019-2020 continues to exceed Provincial requirements.

5. Long-Range Plan: 2021-22 to 2024-25

The rates and budgets for the long-range plan for 2021-22 to 2024-25 are viewed as plans and do not reflect set amounts.

Part of Parking Services' long-term planning includes the addition of an underground parking garage and surface parking lot for the proposed ACT building, with construction scheduled to begin in 2022-23. While still in the planning stages, the estimated revenues

and expenses related to the proposed underground parking garage and surface parking lot have been included in the long-range plan.

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 inventory. The financial impact of the new residence planned to be constructed on Lot P6 has been included in our long-range budget. Construction on Lot P6 is expected to begin in 2022-23.

The Operating Plan is on track to repay the internal loan from UTM operating for the second parking deck by May 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.

The Parking ancillary anticipates to fully repay the internal loan for the second parking deck prior to the start of the construction of the ACT underground parking garage and surface parking lot. The construction of the ACT underground parking garage and surface parking lot will be funded by an internal loan from the UTM operating budget. The repayment in each year will be calculated in the same way as the internal loan for the second parking deck.

Due to the timing of the payment schedules of the two internal loans from UTM operating, the Parking ancillary will be able to re-direct the net positive cash flow that was previously used to repay the second parking deck towards making repayments toward the internal loan for the ACT underground parking garage and surface parking lot. Therefore, we do not anticipate any significant rate increases to the permit prices would be needed to help repay the new internal loan. The internal loan for the ACT underground parking garage and surface parking lot is anticipated to be repaid in 13 years.

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Revenue									
Parking Permits	2,790,587	2,941,645	2,935,880	(5,765)	3,029,895	3,120,792	3,194,951	3,290,993	4,007,728
Pay & Display Meters	1,457,887	1,470,234	1,548,198	77,964	1,514,341	1,529,484	1,544,779	1,560,227	1,575,829
Cash Fees (Visitor Passes)	88,527	102,850	79,620	(23,230)	80,815	82,027	82,437	82,849	83,263
Investment Income	19,087	23,000	12,219	(10,781)	23,500	24,000	24,600	25,200	25,800
Total Revenue	4,356,088	4,537,729	4,575,917	38,188	4,648,551	4,756,303	4,846,767	4,959,269	5,692,620
Direct Expenditures									
Salaries, Wages & Benefits	353,020	365,211	380,170	(14,959)	414,013	434,713	456,449	479,271	503,235
Security Services	202,386	203,532	203,533	(1)	212,395	223,015	234,166	245,874	295,049
Supplies	23,915	20,843	28,828	(7,985)	28,780	29,356	29,943	30,542	31,153
Furniture & Equipment Repair	439,625	279,234	218,239	60,995	232,354	237,001	241,741	246,576	251,508
Annual Maintenance	292,838	392,362	320,062	72,300	406,163	414,286	422,572	431,023	504,296
Major Maintenance	338,665	455,000	493,628	(38,628)	60,000	60,000	52,020	53,060	55,204
Furniture & Equipment Depreciation	-	11,073	12,510	(1,437)	15,385	10,731	824	-	-
Non-Depreciable assets	15,714	36,500	15	36,485	40,000	40,800	41,616	42,448	43,297
Utilities	96,768	112,364	100,797	11,567	115,002	117,302	119,648	122,041	142,788
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	432,123	428,276	428,276	-	428,276	428,276	428,276	428,276	1,178,276
Payment Processing Fees	90,295	86,047	86,373	(326)	95,920	97,838	99,795	101,791	119,096
Finance Charges	32	-	993	(993)	1,000	-	-	-	-
Insurance	13,489	15,461	14,104	1,357	16,424	16,917	17,425	17,948	18,486
Telecommunications	6,678	8,875	3,745	5,130	7,890	8,048	8,209	8,373	8,540
Miscellaneous	5,757	8,015	5,709	2,306	11,907	12,145	12,388	12,636	12,889
Total Direct Expenditures	3,353,463	3,464,950	3,339,140	125,810	3,127,665	3,172,585	3,207,229	3,262,017	4,205,974
Indirect Expenditures									
Central Overhead Charges	12,179	12,561	12,561	-	12,717	13,353	14,021	14,722	17,666
Departmental/College Overhead Charges	51,593	60,520	60,520	-	56,986	59,835	62,827	65,968	79,161
Facilities & Services Overhead Charges	71,998	79,892	81,452	(1,560)	85,831	90,123	94,629	99,360	119,232
Total Indirect Expenditures	135,770	152,973	154,534	(1,561)	155,534	163,311	171,477	180,050	216,060
Total Expenditures	3,489,233	3,617,923	3,493,673	124,250	3,283,199	3,335,896	3,378,706	3,442,067	4,422,034
Operating Results Before Transfers	866,855	919,806	1,082,243	162,437	1,365,352	1,420,407	1,468,061	1,517,203	1,270,586

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Total Fund Balance - Opening	10,490,287	9,704,109	10,057,142	353,033	9,297,270	8,861,616	20,948,449	33,025,683	32,602,309
Net Operating Results before Transfers	866,855	919,806	1,082,243	162,437	1,365,352	1,420,407	1,468,061	1,517,203	1,270,586
Transfers in to Ancillary operations ⁽¹⁾	-	-	-	-	-	12,500,000	12,500,000	-	-
Transfer out of Ancillary operations ⁽²⁾	(1,300,000)	(1,355,753)	(1,842,116)	(486,363)	(1,801,006)	(1,833,574)	(1,890,827)	(1,940,576)	(2,273,755)
Net Operating Results after Transfers	(433,145)	(435,947)	(759,873)	(323,926)	(435,654)	12,086,833	12,077,234	(423,373)	(1,003,169)
Total Fund Balance - Closing	10,057,142	9,268,162	9,297,270	29,107	8,861,616	20,948,449	33,025,683	32,602,309	31,599,141
Closing Fund balance is made up of:									
Investments in Capital Assets	9,514,915	9,056,614	9,085,175	28,561	8,641,514	20,723,969	32,796,517	32,368,241	31,189,965
Internally Restricted									
Capital Renewal Reserve	10,000	10,000	10,000	-	10,000	10,000	10,000	10,000	10,000
Operating Reserve	197,027	201,548	202,094	546	210,102	214,480	219,166	224,068	399,175
Construction Reserve	-	-	-	-	-	-	-	-	-
Unrestricted Surplus/(Deficit)	335,200	-	-	-	-	-	-	-	-

Notes:

⁽¹⁾ Transfer in to Ancillary operations is the loan from UTM operating for the construction of the underground parking garage and surface lot for the ACT building.

⁽²⁾ Transfer out of Ancillary operations is the repayment of the loans from UTM operating.

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Capital Renewal - Major Maintenance	338,665	455,000	935,267	(480,267)	60,000	52,020	53,060	54,122	55,204
Total Major Maintenance	338,665	455,000	935,267	(480,267)	60,000	52,020	53,060	54,122	55,204

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Deferred Maintenance	-	-	-	-	-	-	-	-	-
Total Deferred Maintenance	-	-	-	-	-	-	-	-	-

Notes:

There is no scheduled Deferred Maintenance

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2019-20 Variance	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Office Furniture	11,726	-	11,046	(11,046)	-	-	-	-	-
Parking Garage	-	-	-	-	-	12,500,000	12,500,000	-	-
Total Capital Expenditure	11,726	-	11,046	(11,046)	-	12,500,000	12,500,000	-	-

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

	2019-20	\$ Increase	2020-21	2021-22	2022-23	2023-24	2024-25
CCT Garage (annual)	1,190.96	178.64	1,369.60	1,410.69	1,453.01	1,496.60	1,541.50
Lot P1 (annual)	1,104.34	33.13	1,137.47	1,171.59	1,206.74	1,242.94	1,280.23
Lot P5 (annual)	1,104.34	-	1,104.34	1,137.47	1,171.59	1,206.74	1,242.94
Lot P9 (annual)	762.60	114.39	876.99	903.30	930.40	958.31	987.06
Lots P4 and P8 (annual)	762.60	11.44	774.04	797.26	821.18	845.82	871.19
Student (sessional - Lots P4 and P8)	317.73	4.77	322.50	332.18	342.15	352.41	362.98
Unreserved Afternoon (annual - after 3:30pm)	224.40	3.37	227.77	234.60	241.64	248.89	256.36
Commercial (annual)	1,277.63	19.16	1,296.79	1,335.69	1,375.76	1,417.03	1,459.54
Pay & Display (daily maximum) <i>(6:30am to 8:00am next day)</i>							
CCT Garage	15.00	5.00	20.00	20.00	20.00	20.00	20.00
Lot P9	15.00	2.00	17.00	17.00	17.00	17.00	17.00
Lots P4 and P8	15.00	-	15.00	15.00	15.00	15.00	15.00
Pay & Display (evening/weekend) <i>(5:00pm to 8:00am next day)</i>							
CCT Garage	6.00	2.00	8.00	8.00	8.00	8.00	8.00
Lot P9	6.00	1.00	7.00	7.00	7.00	7.00	7.00
Lots P4 and P8	6.00	-	6.00	6.00	6.00	6.00	6.00
Pay & Display (per half hour) <i>(6:30am to 5:00pm)</i>							
CCT Garage	2.50	0.50	3.00	3.00	3.00	3.00	3.00
Lot P9	2.50	0.25	2.75	2.75	2.75	2.75	2.75
Lots P4 and P8	2.50	-	2.50	2.50	2.50	2.50	2.50
Pay & Display (per half hour) <i>(weekdays 5:00pm to 8:00am next day; weekends & holidays)</i>							
CCT Garage	1.00	-	1.00	1.00	1.00	1.00	1.00
Lot P9	1.00	-	1.00	1.00	1.00	1.00	1.00
Lots P4 and P8	1.00	-	1.00	1.00	1.00	1.00	1.00
<i>Note: Rates include HST, where applicable</i>							
Rate Increases (percentage)							
CCT Garage (annual)			15.0%	3.0%	3.0%	3.0%	3.0%
Lot P1 (annual)			3.0%	3.0%	3.0%	3.0%	3.0%
Lot P5 (annual)			0.0%	3.0%	3.0%	3.0%	3.0%
Lot P9 (annual)			15.0%	3.0%	3.0%	3.0%	3.0%
Lots P4 and P8 (annual)			1.5%	3.0%	3.0%	3.0%	3.0%
Student (sessional - Lots P4 and P8)			1.5%	3.0%	3.0%	3.0%	3.0%
Afternoon (annual - after 3:30pm)			1.5%	3.0%	3.0%	3.0%	3.0%
Commercial (annual)			1.5%	3.0%	3.0%	3.0%	3.0%
Pay & Display - daily maximum							
CCT Garage			33.3%	-	-	-	-
Lot P9			13.3%	-	-	-	-
Lot P4 and P8			-	-	-	-	-

**University of Toronto Mississauga
Parking Services
Comparator Rates – 2019-20
in \$'s**

	UTM	UTSC	St. George	York	McMaster	Credit Valley Hospital
Reserved Permits:						
Most expensive	1,190.96	\$1,232.00	\$3,780.00	\$1,536.00	\$1,524.00	N/A
Least expensive	1,104.34	\$1,136.51	\$1,860.00	\$1,248.00	\$1,248.00	N/A
Unreserved Permits:						(2)
Most expensive	762.60	N/A	\$1,680.00	\$972.00	\$1,200.00	\$750.00
Least expensive	762.60	N/A	\$1,680.00	\$972.00	\$612.00	\$675.00
Pay & Display (daily maximum)			(3)			
Most expensive	15.00	\$16.00	No Daily Max	\$20.00	\$20.00	\$25.00
Least expensive	15.00	\$14.00	\$16.00	\$10.00	\$8.00	\$16.00
Pay & Display (evening/weekend)						
Most expensive	6.00	\$7.00	\$12.00	\$8.00	\$8.00	N/A
Least expensive	6.00	\$6.00	\$7.00	\$8.00	\$4.00	N/A
Pay and Display (per half hour)		(1)			(1)	
Most expensive	2.50	\$1.75	\$4.00	\$2.50	\$3.00	\$3.00
Least expensive	1.00	\$1.75	\$4.00	\$1.75	\$2.50	\$3.00
Evening Permit						
Most expensive	224.40	\$592.80	\$960.00	N/A	\$612.00	N/A
Least expensive	224.40	\$592.80	\$960.00	N/A	\$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 (most expensive capped max is \$25.00)