

**FOR APPROVAL**

**PUBLIC**

**OPEN SESSION**

**TO:** University Affairs Board

**SPONSOR:** Sandy Welsh, Vice-Provost, Students  
**CONTACT INFO:** (416) 978-3870, [vp.students@utoronto.ca](mailto:vp.students@utoronto.ca)

**PRESENTER:** Sandy Welsh, Vice-Provost, Students  
**CONTACT INFO:** (416) 978-3870, [vp.students@utoronto.ca](mailto:vp.students@utoronto.ca)

**DATE:** February 10, 2020 for March 11, 2020

**AGENDA ITEM:** Item number

**ITEM IDENTIFICATION:** 4(C)

2020-21 Operating Plans for St. George Campus Service Ancillaries

**JURISDICTIONAL INFORMATION:**

Under Section 5.1.1.b of the University Affairs Board (UAB) Terms of Reference, UAB approves operating plans for the St. George campus and student services ancillaries. The plans describe the services and programs to be offered, within the financial parameters set by the University's operating budget and financial policies set by the Business Board. The plans include each ancillary's annual operating budget, and describe changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

**GOVERNANCE PATH:**

- 1. University Affairs Board [For Approval] (March 11, 2020)**
- 2. Business Board [For Information] (March 18, 2020)**

**PREVIOUS ACTION TAKEN:**

Consultation around each of these plans occurs first at the local level, with stakeholder groups that are directly affected, and that form part of the decision-making structures of each operation. Students are included in these groups. Draft plans for each ancillary have been reviewed by the Financial Services Department, whose report has been considered by the St. George Service Ancillary Review Group (SARG). Three members of the University Affairs Board are members of SARG.

## **HIGHLIGHTS:**

The services provided by St. George residences, food and beverage services, transportation services and Hart House are important contributors to the student experience and to the experience of faculty and staff at the University.

St. George service ancillaries are budgeting a combined net income of \$6.3 million before transfers and capital costs for the year ended April 30, 2021 on projected revenues of \$138.3 million (See Schedule I). Rate increases vary between ancillaries (see Schedule VI).

The long-range plan shows positive net income for the next five years since the plans include some rate increases each year, while loan principal and interest repayments remain constant as required by the original expansion plans. These rate increases continue to be needed to restore the ancillaries to a strong financial position and to build up reserves for future building maintenance.

The budgets and rates provided for approval for 2020-21 are reasonable on a one-year basis given the challenges some of the ancillaries face, with the understanding that there will be continuing work to address the various issues.

The extent to which each ancillary is anticipating to meet the financial objectives of the budget guidelines are summarized on page 33.

## **FINANCIAL IMPLICATIONS:**

Refer to highlights.

## **RECOMMENDATION:**

BE IT RESOLVED,

THAT the proposed 2020-21 operating plans and budgets for St. George service ancillaries, as summarized in Schedule I; the St. George service ancillary capital budgets as summarized in Schedule V, and the St. George rates and fees in Schedule VI be approved, effective May 1, 2020.

---

## **DOCUMENTATION PROVIDED:**

- St. George Service Ancillary Report on Operating Plans 2020-21.



UNIVERSITY OF  
**TORONTO**  

---

**ST. GEORGE**

Service Ancillaries Report on Operating Plans  
2020-21

## TABLE OF CONTENTS

	Page
Introduction .....	1
Financial Summary .....	2
Residence Services .....	11
Food & Beverage Services.....	22
Transportation Services .....	27
Hart House .....	29
Schedule I      Projected Operating Results for the year ending April 30, 2021.....	32
Schedule II      Summary of Service Ancillary Operations Long-Range Budget Results .....	33
Schedule III     Projected Funds to be Committed for Capital Renewal for the years ending April 30, 2021 and April 30, 2025 .....	34
Schedule III.1   Projected Funds to be Committed for Operating and New Construction Reserves for the years ending April 30, 2021 through April 30, 2025.....	35
Schedule IV      Projected Annual Operating Results for the years ending April 30, 2020 through April 30, 2025 .....	36
Schedule V      Summary of 2020-2021 Capital Budgets .....	38
Schedule VI      Schedule of 2020-2021 Ancillary Rates.....	39
Budget Preparation Review and Consultation Process .....	43
Student/Local Committees and Councils .....	44
Members of the Service Ancillary Review Group .....	45

## Introduction

---

The St. George service ancillaries include the St. George residences (including summer business), food & beverage services, Transportation Services and Hart House. Collectively, the operations have experienced significant growth in response to growing student enrolment on campus, and are recovering from the high fixed costs associated with that growth. The growth in enrolment required a major building program which included student residences and parking garages. The costs associated with these additional facilities required debt financing with the expectation that, over time and with inflation, the repayment of loans would become a declining proportion of revenue. The operations are moving back to a break-even, or in some cases a surplus, position.

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

1. To operate without subsidy from the operating budget. Should the need for a subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.
2. To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.

Having achieved the first two objectives:

3. To 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.

Having obtained the first three objectives:

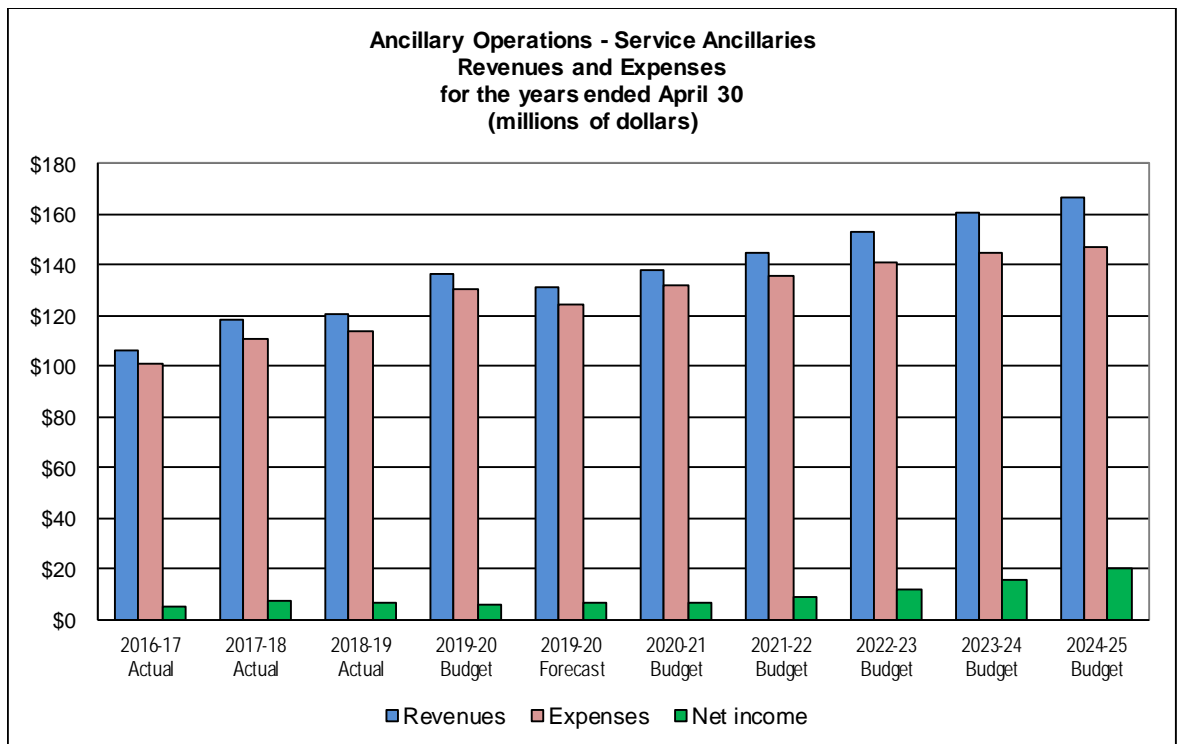
4. To contribute net revenues to the operating budget<sup>1</sup>. The rate of contribution will be established by each individual campus for each individual ancillary.

---

<sup>1</sup> 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 operations.

## Financial Summary

St. George service ancillaries are forecasting a net income of \$6.5 million before transfers in 2019-20 on projected revenues of \$130.9 million. The forecasted net income represents a decrease from last year's actual net income. The net income for 2019-20 is forecasted to be \$0.3 million higher than the budgeted net income of \$6.2 million. This favorable variance from budget is attributable to residence services (\$3.1M) offset by food & beverage services (-\$2.1M), Transportation Services (-\$0.5M), and Hart House (-\$0.2M) (see table on Page 5).



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	% to Total Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Revenue											
Residences & conferences	54.1	57.4	59.8	61.1	61.6	64.4	47%	67.2	70.1	72.7	75.4
Food & beverage	28.3	36.3	36.6	48.0	43.1	45.5	33%	48.3	53.2	55.2	57.4
Transportation Services	6.4	6.8	6.3	7.6	6.9	7.1	5%	7.0	7.1	8.1	8.2
Hart House	17.2	17.5	18.0	19.8	19.3	21.3	15%	22.2	23.1	24.4	25.8
<b>Total Revenue</b>	<b>106.0</b>	<b>118.0</b>	<b>120.7</b>	<b>136.5</b>	<b>130.9</b>	<b>138.3</b>	<b>100%</b>	<b>144.7</b>	<b>153.5</b>	<b>160.4</b>	<b>166.8</b>
Total Expense	101.1	110.9	114.0	130.3	124.4	132.0		135.9	141.2	144.8	147.0
Net income	4.9	7.1	6.7	6.2	6.5	6.3		8.8	12.3	15.6	19.8

The total forecasted revenues for 2019-20 are \$10.2 million higher than 2018-19

actuals. This variance is mainly due to rate increases, and higher summer occupancy levels and revenues. For 2019-20, the St. George service ancillaries are forecasting revenues to be \$5.6 million lower than budget. The lower revenues can be attributed to negative variances from food and beverage services (-\$4.9M), Transportation Services (-\$0.7M) and Hart House (-\$0.5M) offset by a positive variance from residences and conferences (\$0.5M).

For many residences, revenues from summer business have a significant impact on their net income. With stiff competition for summer business, each ancillary continues to work diligently to increase or maintain their current volume of summer business.

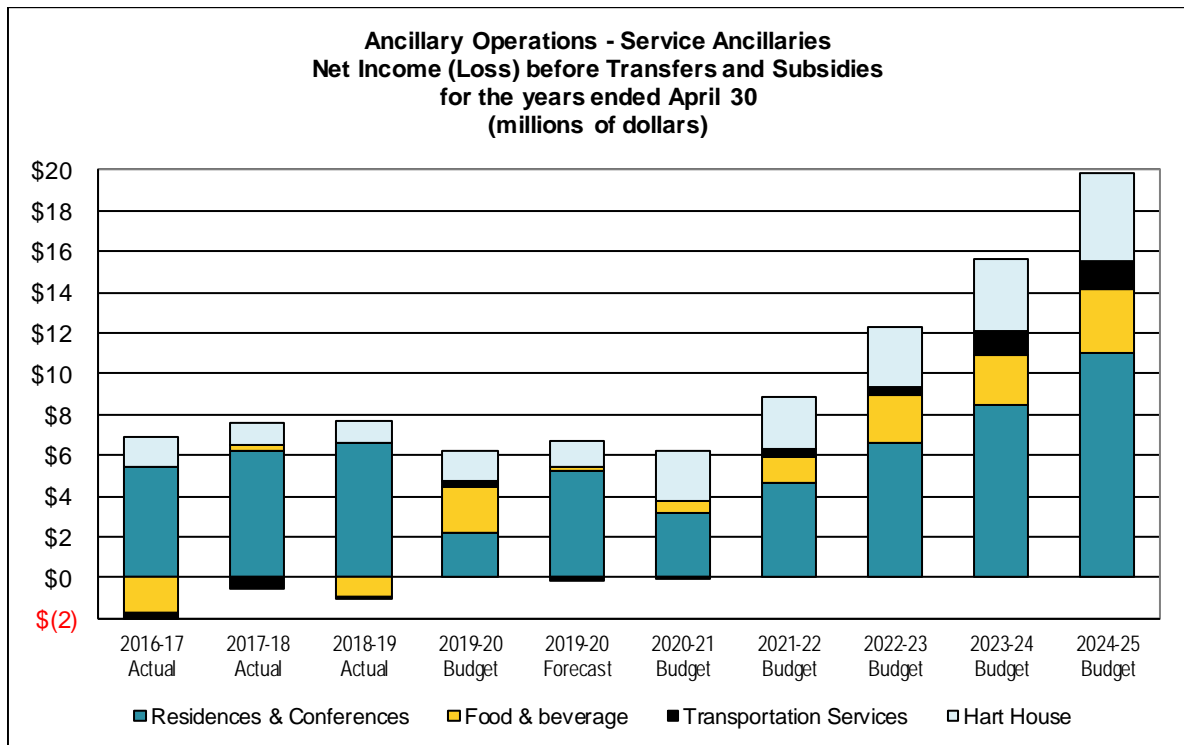
For the 2020-21 budgets, the service ancillaries are anticipating a net income of \$6.3 million with \$138.3 million of revenues and \$132.0 million of expenses. The \$6.3 million net income projected for 2020-21 represents a decrease of \$0.2 million from the forecasted 2019-20 net income.

A majority of residences are anticipating revenue growth with rental rate increases for the Fall/Winter ranging from 3.0% to 6.1%, while maintaining their optimal occupancy rates for the fall and winter sessions. Food and beverage services have incorporated sales improvements due to projected increases in enrolment and meal plan rates. Transportation Services have proposed rate increases ranging from 0.0% to 9.1% for all parking permit areas. Parking permit areas with a higher demand and with designated reserved spaces will see the highest rate increases. Hart House also anticipates higher revenues from increases in both student fee rates and enrolment. Surpluses and capital renewal reserves are expected to be spent on pressing deferred building maintenance.

The long-range plan projects revenues to increase by \$28.5 million (20.6%) from 2020-21 to 2024-25. Of this increase, \$11.0 million is estimated to come from residence services, \$11.9 million from food and beverage services, \$1.1 million from Transportation Services, and \$4.5 million from Hart House.

## Net Income

The forecasted net income before transfers for 2019-20 is \$6.5 million, which is \$0.3 million higher than the 2019-20 budget and \$0.2 million lower than the 2018-19 actual net income. The largest contributor to the forecasted net income in 2019-20 is residence services (\$5.3M).



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	% to Total Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Residences & Conferences	5.4	6.2	6.6	2.2	5.3	3.2	51%	4.6	6.6	8.5	11.0
Food & Beverage	(1.7)	0.3	(0.9)	2.2	0.1	0.7	11%	1.3	2.4	2.4	3.2
Transportation	(0.3)	(0.5)	(0.1)	0.3	(0.2)	(0.0)	0%	0.3	0.4	1.2	1.3
Hart House	1.5	1.1	1.1	1.5	1.3	2.4	38%	2.6	2.9	3.5	4.3
Net income	4.9	7.1	6.7	6.2	6.5	6.3	100%	8.8	12.3	15.6	19.8

Net income for the next five years is forecasted to increase since the long-range plan includes some rate increases each year while loan principal and interest payments remain constant. These rate increases continue to be needed to restore the ancillaries to a healthy financial position and are necessary to ensure all essential major capital expenditures are made. The long-range plan shows an increase of \$13.5 million in net income from 2020-21 to 2024-25. This is due to an increase of \$7.8 million from Residences Services, \$2.5 million from food & beverage services, \$1.3 million from Transportation Services, and \$1.9 million from Hart House.



**Ancillary Operations – Service Ancillaries**  
**Net income (loss) before Transfers and Subsidies**  
**for the year ended April 30**  
**(millions of dollars)**

	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21	2024-25	Change from 2024-25 over 2020-21	Five year planning period
	Actual	Actual	Actual	Budget	Forecast	Budget	Budget		
Innis College	0.7	0.7	0.7	0.7	1.1	0.8	0.9	0.1	4.1
New College	0.3	1.0	0.7	0.7	2.4	1.4	2.6	1.2	10.1
University College	1.0	(0.5)	0.2	0.7	1.0	0.9	1.8	0.9	6.7
Graduate House	0.7	0.8	1.0	0.2	0.9	0.1	1.1	1.0	2.7
Family Housing	0.9	2.0	2.1	0.9	1.4	(0.4)	1.0	1.5	0.9
Chestnut Residence	1.3	1.3	1.2	(1.2)	(1.6)	0.2	3.1	2.9	7.7
Woodsworth College	0.5	0.9	0.7	0.2	0.1	0.2	0.5	0.3	1.5
<b>Residences</b>	<b>5.4</b>	<b>6.2</b>	<b>6.6</b>	<b>2.2</b>	<b>5.3</b>	<b>3.2</b>	<b>11.0</b>	<b>7.9</b>	<b>33.7</b>
St. George	(1.7)	0.0	(1.1)	2.1	0.0	0.5	2.8	2.4	8.5
University College	0.0	0.3	0.2	0.1	0.1	0.2	0.4	0.2	1.6
<b>Food &amp; beverage</b>	<b>(1.7)</b>	<b>0.3</b>	<b>(0.9)</b>	<b>2.2</b>	<b>0.1</b>	<b>0.7</b>	<b>3.2</b>	<b>2.6</b>	<b>10.1</b>
Transportation Services	(0.3)	(0.5)	(0.1)	0.3	(0.2)	0.0	1.3	1.3	3.2
Hart House	1.5	1.1	1.1	1.5	1.3	2.4	4.3	1.9	15.7
<b>Total net income</b>	<b>4.9</b>	<b>7.1</b>	<b>6.7</b>	<b>6.2</b>	<b>6.5</b>	<b>6.3</b>	<b>19.8</b>	<b>10.9</b>	<b>62.7</b>

*Notes:*

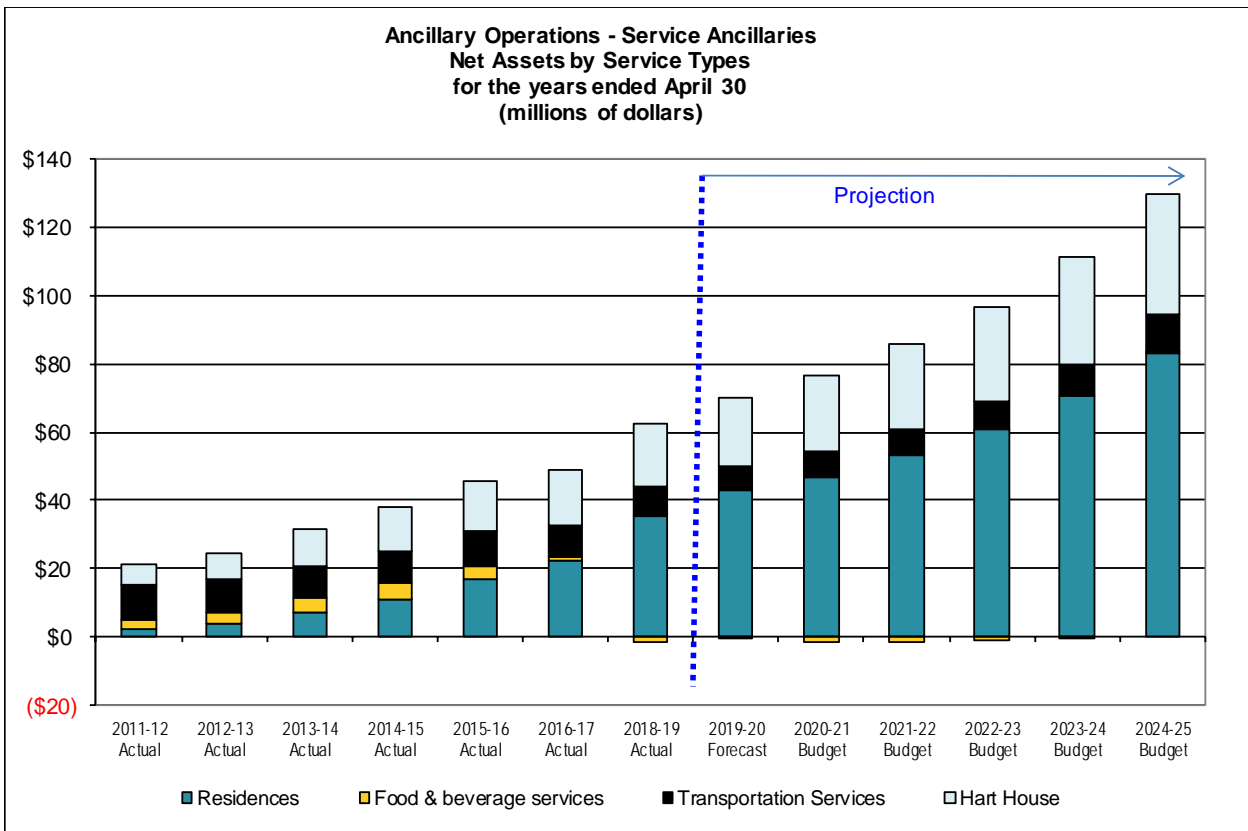
1. Conference businesses are combined with the residence ancillary.

## Net Assets

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

- The unrestricted net assets category represents net assets on hand that have not been set aside for any specific purpose.
- Various reserves such as the operating reserve, capital renewal reserve and new construction reserve represent net assets that have been set aside for these specific purposes.
- Investment in capital assets represents University funds that have previously been spent on capital assets. When those funds are spent they result in an increase to this category and an offsetting decrease in unrestricted net assets. Over time, depreciation charges cause a decrease in the investment in capital assets category as the depreciation is funded from future revenues, thus increasing the unrestricted net assets category.

The following chart shows the history of actual net assets for St. George service ancillaries from 2011-12 to 2018-19 and projects the net assets in accordance with long-range plans to 2024-25.



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

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

	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Innis College	4.4	4.6	5.2	5.4	5.6	5.9	6.2	6.5
New College	0.5	2.4	3.8	6.1	8.7	11.6	14.9	18.4
University College	6.9	7.3	7.7	8.4	9.5	10.7	12.1	13.7
Graduate House	7.6	7.9	9.0	9.1	9.7	10.3	10.6	11.8
Family Housing	6.6	5.7	7.1	7.0	7.7	8.0	9.0	10.2
Chestnut Residence	1.0	1.4	1.4	2.2	3.5	5.5	8.5	12.5
Woodworth College	8.3	8.2	8.4	8.6	8.7	9.0	9.3	9.8
<b>Residences</b>	<b>35.3</b>	<b>37.5</b>	<b>42.6</b>	<b>46.8</b>	<b>53.4</b>	<b>61.0</b>	<b>70.6</b>	<b>82.9</b>
<b>Food &amp; beverage</b>	<b>(1.2)</b>	<b>0.5</b>	<b>(0.4)</b>	<b>(1.3)</b>	<b>(1.7)</b>	<b>(0.9)</b>	<b>(0.5)</b>	<b>0.6</b>
<b>Transportation Services</b>	<b>9.0</b>	<b>8.2</b>	<b>7.4</b>	<b>7.4</b>	<b>7.6</b>	<b>8.1</b>	<b>9.3</b>	<b>10.7</b>
<b>Hart House</b>	<b>18.4</b>	<b>20.3</b>	<b>19.7</b>	<b>22.1</b>	<b>24.7</b>	<b>27.5</b>	<b>31.1</b>	<b>35.4</b>
<b>Total Net Assets</b>	<b>61.5</b>	<b>66.5</b>	<b>69.3</b>	<b>75.0</b>	<b>84.0</b>	<b>95.7</b>	<b>110.5</b>	<b>129.6</b>

For 2019-20, the St. George service ancillaries are forecasting total net assets of \$69.3 million. The Family Housing ancillary also has a trust fund of \$0.7 million, which is reserved for major capital improvements based on the purchase agreement with the Ontario Housing Corporation. The trust fund will be depleted by the end of 2020-21. The 2020-21 budget projects total net assets of \$75.0 million.

**Ancillary Operations - Service Ancillaries  
Net Assets by Category for the budget year 2020-21  
(millions of dollars)**

	Unrestricted Surplus/(Deficit)	Investment in capital assets	Capital Renewal Reserve	Operating Reserve	New Construction Reserve	Total Net Assets
Residences	(1.7)	26.1	12.2	8.4	1.8	46.8
Food & Beverage	(7.3)	4.8	0.9	0.3	0.0	(1.3)
Transportation Services	0.0	6.8	0.1	0.5	0.0	7.4
Hart House	0.0	13.5	5.6	3.0	0.0	22.1
<b>Total</b>	<b>(9.0)</b>	<b>51.2</b>	<b>18.8</b>	<b>12.2</b>	<b>1.8</b>	<b>75.0</b>

Net assets are expected to grow to \$129.6 million by 2024-25, an increase of \$54.6 million from 2020-21. The anticipated total net assets of \$75.0 million for 2020-21 is the sum of \$51.2 million investment in capital assets, \$18.7 million capital renewal reserves, \$12.3 million operating reserves, and \$1.8 million new construction reserves partially offset by \$9.0 million of unrestricted deficit (see Schedules II and III for details). As depreciation is charged and funded from future revenues, the \$51.2 million investment in capital assets will decrease with a corresponding decrease in unrestricted deficit. Residences with accumulated deficits are charged interest on their deficits and must absorb any interest rate changes on this short-term financing of deficits (note that all long-term loans are at a fixed rate).

Planning & Budget has established a new operating fund to receive contributions from the participating ancillaries (Graduate House, Family Housing, Chestnut Residence, St. George Food & Beverage Services and Transportation Services) for use in supporting investments to enhance the student experience on the St. George campus. Contributions will come from an across-the-board percentage charged against a combination of discretionary sources such as summer conference business, commercial rent, retail food services and parking fees. Graduate House and Family Housing included these contributions as internal transfers (after net income) in the 2019-20 forecast.

## Ancillary Debt

For 2020-21, the St. George service ancillaries are projecting a total outstanding debt of \$81.1 million (on original loans issued of \$200.3 million), of which \$76.5 million is for residence services and \$4.6 million for Transportation Services. The estimated principal and interest repayment on the debt for residence services is projected to be \$14.4 million in 2020-21, representing 22% of residence services revenues. However, on an individual residence basis, principal and interest costs can be as high as 36% of revenues. The estimated interest costs on debt in 2020-21 will be \$5.4 million (8.4% of revenues or 8.8% of expenses). The debt levels represent the main reason why certain residence ancillaries were not breaking even in the past.

**Ancillary Operations - Service Ancillaries**  
**Principal Loan Balances**  
**for the years ended April 30**  
**(millions of dollars)**

	2018-19 Actual	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
Innis	0.1	-	-	-	-	-	-
New College	14.4	13.2	11.9	10.6	9.2	7.7	6.1
University College	10.0	9.4	8.7	8.0	7.2	6.4	5.5
Graduate House	7.3	6.2	5.0	3.7	2.3	0.8	-
St. George Family Housing	7.2	6.0	4.9	4.2	3.3	2.4	1.5
Chestnut Residence	42.1	38.8	35.2	31.3	27.2	22.8	18.1
Woodsworth	13.8	12.1	10.8	9.5	8.1	6.5	4.9
<b>Residence Services</b>	<b>94.9</b>	<b>85.7</b>	<b>76.5</b>	<b>67.3</b>	<b>57.3</b>	<b>46.6</b>	<b>36.1</b>
<b>Transportation Services</b>	<b>5.8</b>	<b>5.2</b>	<b>4.6</b>	<b>4.0</b>	<b>3.3</b>	<b>2.6</b>	<b>1.8</b>
<b>Total Loan Balance</b>	<b>100.7</b>	<b>90.9</b>	<b>81.1</b>	<b>71.3</b>	<b>60.6</b>	<b>49.2</b>	<b>37.9</b>

Factors such as enrolment growth, the first year residence guarantee program and demand from upper-year students to return to residence have continued to sustain the optimal fall and winter session occupancy rates for residence services. The building expansion to increase residence spaces has put a strain on the financial viability of most residence operations. Minimal down payments for new residence buildings resulted in substantial debt and, in turn, large annual principal and interest costs. The impact of this

debt led to financial deficits in some of the newly constructed or acquired residences and continues to impact their long-range budget plans. Residence ancillary operations with new buildings supported by partial down payments, donations or operating fund subsidies are more financially sound. Increasing repairs and maintenance costs for older buildings have led to increased operating costs for some residence operations.

All residence ancillaries have implemented strategies to strive for financial stability while maintaining the highest quality of residence life for students and keeping residences viable and attractive. The following are the key accomplishments for 2019-20:

- Innis College Residence has eliminated the balance of its mortgage, providing additional financial flexibility to enhance the quality of residence programs and services.
- Financial results for New College Residence have continued to improve, with a forecasted closing fund balance of \$3.8 million, and the elimination of its unrestricted deficit.
- University College Residence continues to focus on the renovations and upgrades to all three residence buildings, bringing the older rooms up to a more competitive standard. The residence has been following an on-going program for building and equipment maintenance to avoid major problems.
- Graduate House continues to achieve higher than expected summer business.
- Occupancy levels have been reasonably high over the past several years at Family Housing. The cumulative reserves have enabled the ancillary to contribute to large-scale major maintenance projects, including a loan of \$0.5 million for the residence extension on Harbord Street in 2019-20. This ancillary began providing property management services for the commercial retail space at 730 Yonge Street starting July 30, 2019.
- A change in the supervisory structure for student residences operated by Ancillary Operations (including Graduate House) will better position the Chestnut Residence for the future growth within a more integrated residence system.
- Woodsworth College Residence will make a \$0.5 million principal repayment this fiscal year while maintaining adequate reserves for its capital renewal and operation.
- 2019-20 represents the third full year of operation of the in-sourced Food Services department; focus continues on maintaining a sustainable business model.
- University College Food Services catering business has not seen a direct decrease in revenues this year despite the reduced event space available to the College as a result of the UC revitalization.
- In July 2019, Transportation Services took possession of the 730 Yonge St. Garage. After significant investment, the garage has increased the parking inventory by 176 spaces. In addition, Transportation Services used Transportation Demand Management (TDM) initiatives to maximize efficient utilization of the University's limited parking facilities. With its cumulative net assets, this ancillary made a \$1.5 million loan to Chestnut Residence for parking structure repairs.
- At Hart House, renovations of the Arbor Room are well underway, with expected

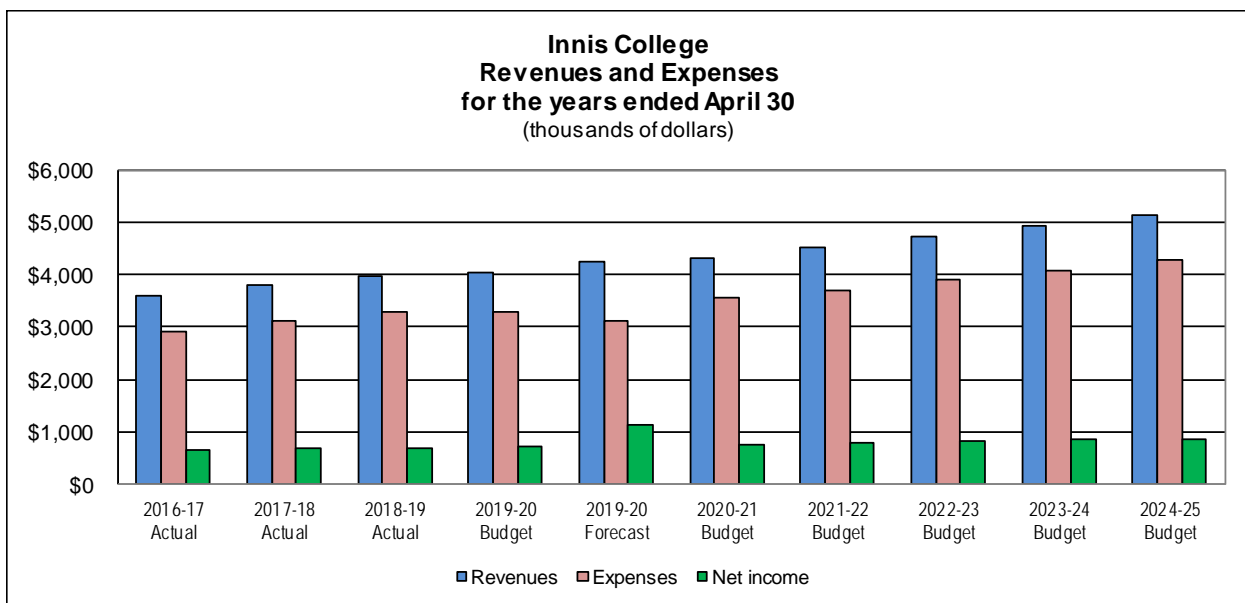
completion in 2020. In addition, Hart House continues to be committed to accessibility with over \$1.3 million in accessibility related capital projects planned for the year.

## Residence Services

For the 2020-21 budget year, Innis College, University College, Graduate House and Family Housing will meet all four objectives (see Page 1). Woodsworth College and New College will meet the first three objectives, while Chestnut Residence will meet the first objective (see Schedule II for details).

### Innis College

The Innis College residence opened in 1994 and has a total of 326 beds in 77 suite-style apartments. The ancillary is forecasting an operating net income of \$1.1 million in 2019-20, which is \$0.4 million higher than budget. This favorable variance is mainly due to higher than budgeted summer residence fee revenue and lower than budgeted utilities and cleaning costs.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	3,580	3,785	3,964	4,036	4,254	4,311	4,510	4,718	4,916	5,144
<b>Expenses</b>	2,929	3,101	3,275	3,301	3,118	3,553	3,701	3,895	4,064	4,291
<b>Net income</b>	651	684	689	735	1,136	758	809	823	852	853
<b>% change in revenues</b>		5.7%	4.7%	1.8%	5.4%	1.3%	4.6%	4.6%	4.2%	4.6%

This ancillary is forecasting positive annual operating net income for the next five years. For the 2020-21 budget year, this ancillary is projecting net assets of \$5.4 million after a transfer of \$0.55 million to the Innis College operating budget in support of its academic mission (programs and initiatives).

The fall/winter and summer room rates are budgeted to increase by 5.0% (see Schedule VI). Maintenance of aging housing infrastructure is an ongoing challenge, which requires increasingly larger capital investments. In 2020-21, major capital projects at Innis College Residence include suite kitchen and floor renovations and suite furniture renewal.

It is projected that net assets will be \$6.5 million by the end of this long-range plan with an investment in capital assets of \$5.0 million, a capital renewal reserve of \$1.0 million and an operating reserve of \$0.5 million.

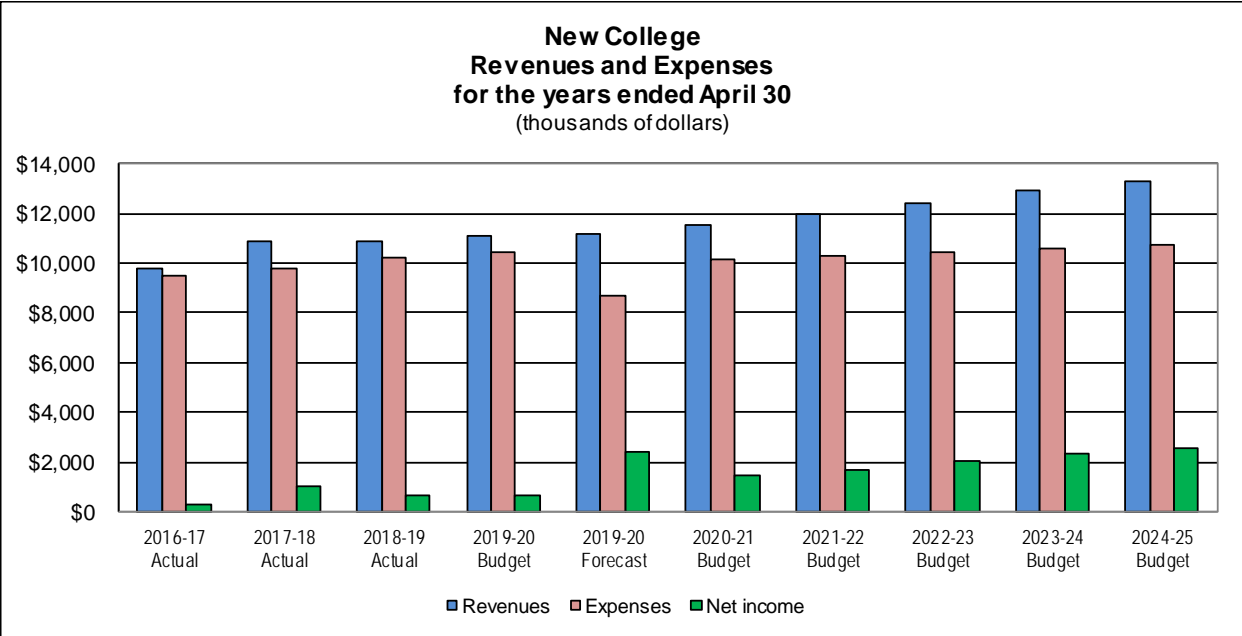
### [New College](#)

The residents of New College are housed in three buildings: Wetmore Hall, Wilson Hall, and 45 Willcocks. Wetmore Hall and Wilson Hall went into service in the late 1960's and 45 Willcocks was opened in September 2003. The dormitory design favours community living and the provision of air conditioning is an added amenity for summer residents. These three buildings house 880 undergraduate students, 21 dons, the Assistant Dean, Residence Life and the Residence Life Program Coordinator Assistant.

2018-19 was a landmark year for the New College Residence. For the first time in well over a decade, the closing net assets balance entered positive territory. In 2019-20 the unrestricted surplus followed suite, allowing the College to establish new operating and construction reserves throughout the 5-year plan.

This ancillary is forecasting an operating net income of \$2.4 million for 2019-20, which is \$1.8 million more than budget. This favorable variance is mainly due to major maintenance that was budgeted at \$1.9 million, but is forecasted to be only \$0.2 million with work continuing on existing renovation projects that are behind schedule, and no new renovation projects are being undertaken in 2019-20. St. George Food & Beverage Services is the new food and beverage operator at New College. A \$0.8 million commission on sales at New College dining facilities is forecasted to be transferred from St. George Food & Beverage Services in 2019-20. Net operating results after transfers is forecasted to be \$3.3 million.





	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	9,800	10,846	10,853	11,081	11,131	11,547	11,971	12,436	12,931	13,306
<b>Expenses</b>	9,492	9,785	10,190	10,431	8,687	10,112	10,291	10,425	10,574	10,742
<b>Net income</b>	308	1,061	663	650	2,444	1,435	1,680	2,011	2,357	2,564
<b>% change in revenues</b>		10.7%	0.1%	2.1%	0.5%	3.7%	3.7%	3.9%	4.0%	2.9%

For 2020-21, the fall and winter residence rate increases will range from 3.5% to 5.4% (see Schedule VI). All three New College residence buildings will also remain open and supported (with an additional charge) during the winter holiday break. With the strong demand for residence rooms, and with the 45 Willcocks funding issue resolved, this ancillary is budgeting an operating net income (excluding commission on sales at New College dining facilities) of \$1.4 million for 2020-21. Commission on sales at New College dining facilities is budgeted at \$0.9 million. Net assets are projected to be \$6.1 million, with \$2.4 million in investment in capital assets, \$0.6 million in the capital renewal reserve, and \$3.1 million of operating reserves.

New College's Wetmore Hall and Wilson Hall went into service in the late 1960's. Even though the buildings are in reasonably good condition, the major maintenance budget was substantially increased a number of years ago in anticipation of planned replacements of critical building components. The College's newest building (opened in September 2003) also requires some of the major maintenance budget. Total major maintenance is budgeted at \$1.5 million for 2020-21. The College will be hiring a consulting firm to develop a strategy for upgrading the aging infrastructure. Capital expenditure budget for 2020-21 includes the replacement of the fire alarm system in Wetmore Hall and residence mattress replacement.

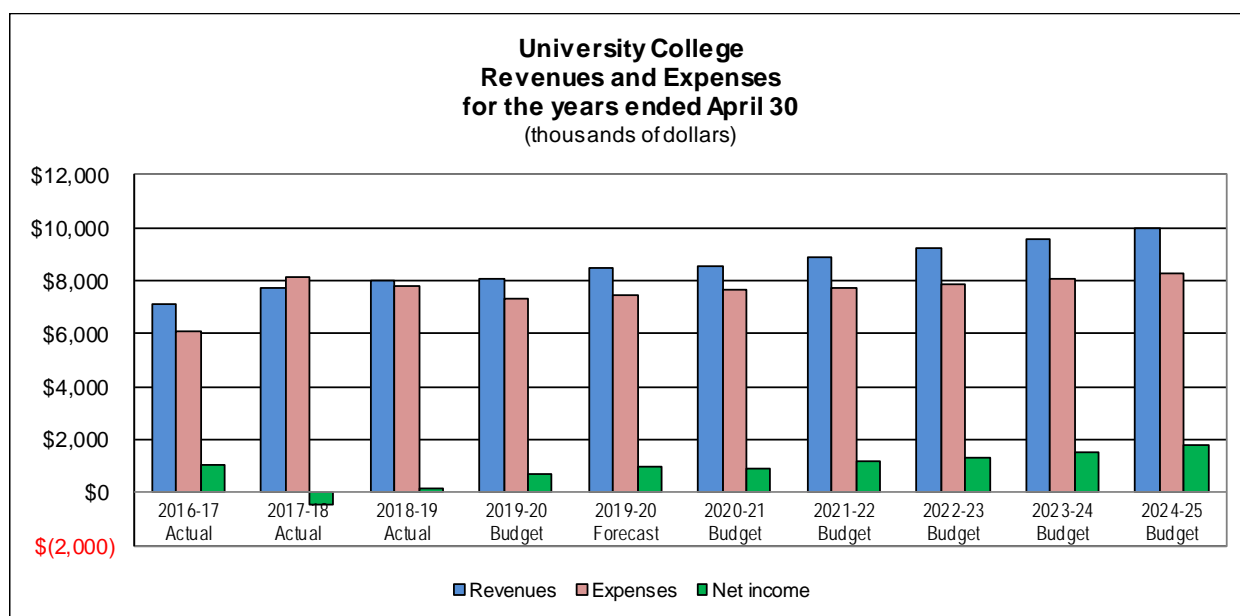
Strong operating results are projected over the next five years with sufficient

resources allocated to necessary building improvement projects.

## University College

University College is at the historic heart and geographic centre of the University of Toronto's St. George campus. The residence ancillary consists of approximately 730 beds in three buildings: Sir Daniel Wilson Hall, Whitney Hall and Morrison Hall. All residences are co-educational and house mainly undergraduate Arts & Science students.

This ancillary is forecasting an operating net income of \$1.0 million in 2019-20, which is \$0.3 million higher than budget, primarily due to strong summer business.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	7,116	7,689	7,965	8,057	8,445	8,554	8,887	9,234	9,596	10,001
<b>Expenses</b>	6,073	8,157	7,782	7,329	7,438	7,680	7,692	7,892	8,070	8,236
<b>Net income</b>	1,043	(468)	183	728	1,007	874	1,195	1,342	1,526	1,765
<b>% change in revenues</b>		8.1%	3.6%	1.2%	4.8%	1.3%	3.9%	3.9%	3.9%	4.2%

This ancillary is budgeting an operating net income of \$0.9 million for 2020-21. This budget includes summer business that would utilize Sir Daniel Wilson Hall, Whitney Hall and Morrison Hall for the summer program. University College is budgeting net assets of \$8.4 million, with \$3.1 million in investment in capital assets, \$1.1 million in the capital renewal reserve, \$0.6 million in the operating reserve and \$3.6 million in unrestricted surplus.

In 2020-21, University College Residence will continue its differentiated fee structure with increases ranging from 3.3% to 5.3% (see Schedule VI) depending on the

type of room. This fee structure brings it in line with fee schedules of other campus residences. The fee structure also differentiates between non-standard rooms in the older buildings and standard newer rooms in the Morrison Hall Residence.

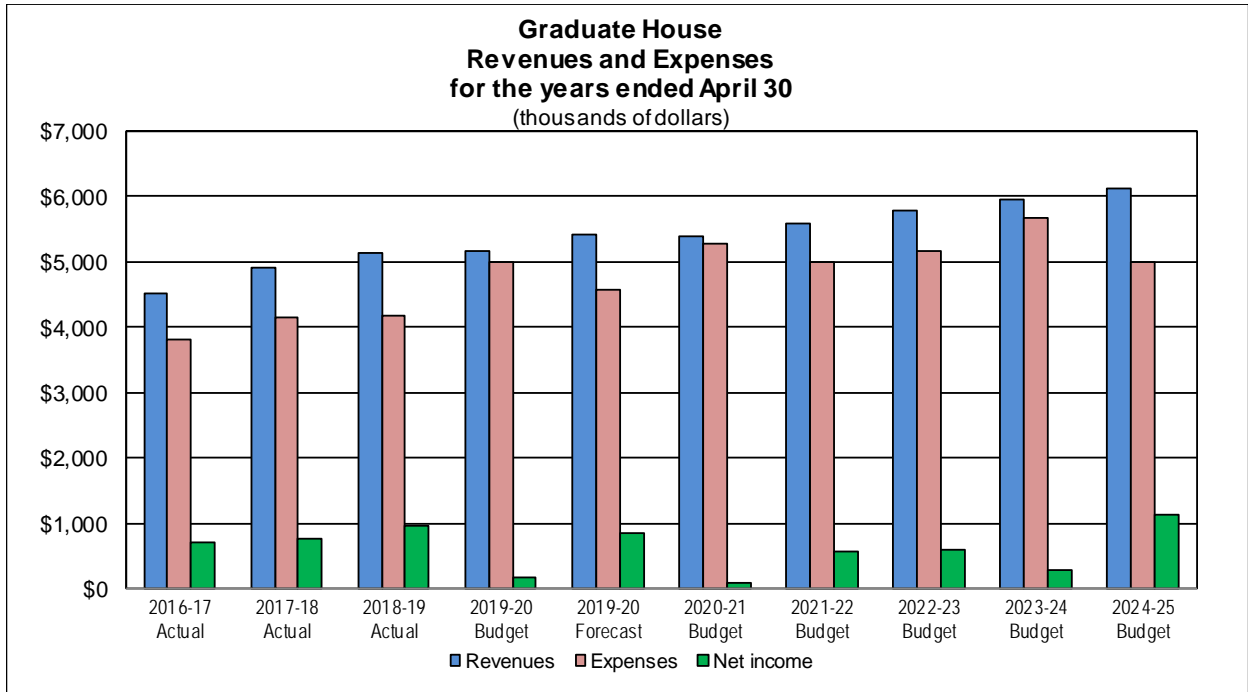
The stream of rate increases over the long-range budget is necessary to ensure all essential major capital expenditures are made and the quality of the residences is maintained without any deferral of essential maintenance work. The focus for the next three years is to complete renovations and upgrades to all three residence buildings to bring the older rooms up to a more competitive standard.

### Graduate House

Graduate House which opened in 2000, is a 436-bed, suite-style residence operated by Ancillary Services in cooperation with the School of Graduate Studies as the primary stakeholder. It is home to both students from the School of Graduate Studies and students from five second-entry professional faculties (Dentistry, Law, Medicine, Nursing, and Pharmacy). In addition to being a home to its residents, Graduate House is also a valuable aid in attracting the best students to the University of Toronto.

This ancillary is forecasting a net income of \$0.9 million for 2019-20, \$0.7 million higher than budget. This is mainly due to exceptionally strong demand for housing during the academic year and improved occupancy, especially during the summer term, and the deferral of a \$0.4 million major maintenance project to replace the north façade (EIFS) until 2021.

For 2020-21, room rates will increase by 6% (see Schedule VI). Graduate House is budgeting an operating net income of \$0.1 million for 2020-21. It is projecting net assets of \$9.1 million, with \$7.1 million in investment in capital assets, \$1.0 million in the capital renewal reserve, \$0.8 million in the operating reserve and \$0.2 million in unrestricted surplus. Net assets are anticipated to increase from \$9.1 million in 2020-21 to \$11.8 million in 2024-25.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	4,523	4,920	5,141	5,163	5,422	5,393	5,588	5,772	5,968	6,131
<b>Expenses</b>	3,813	4,150	4,179	4,994	4,566	5,289	5,005	5,175	5,677	4,988
<b>Net income</b>	710	770	962	169	856	104	583	597	291	1,143
<b>% change in revenues</b>		8.8%	4.5%	0.4%	5.0%	(0.5%)	3.6%	3.3%	3.4%	2.7%

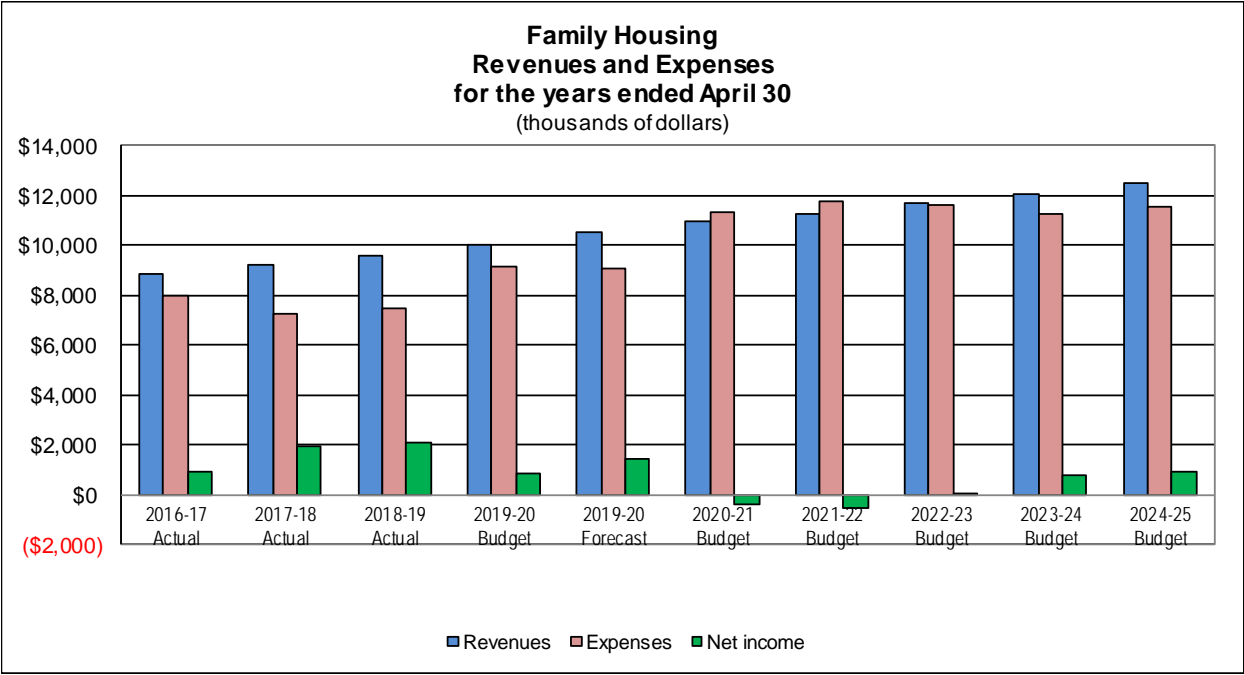
Demand has grown over the past several years, with approximately three times as many applications being received than spaces available. This ancillary is currently participating in the planning process for the construction of a new Graduate Residence which will be built adjacent to Graduate House. Graduate House is contributing reserve funds to the design phase of this project, however full funding for the project has not yet been identified by the University, and this budget does not include the revenues and expenses arising from the construction and launch of the new residence.

## Family Housing

Family Housing has 711 apartment units in the two buildings at 30 and 35 Charles Street West, with on-site child care operated by George Brown College's Early Childhood Education program. There is also a rooftop garden at 30 Charles Street that provides additional space for outdoor events, as well as a children's garden and play area. These two buildings house approximately 2,000 people, of whom approximately 50% are international students coming from over 60 different countries. The tenancy is partially covered by the Residential Tenancies Act. This ancillary is committed to providing a safe, well-maintained and affordable living environment where student families can participate in a supportive community.

Family Housing occupancy levels are expected to be 97%. Occupancy levels have been consistently high over the past several years and a waitlist of current and prospective students with families is maintained. Services such as residence life programs, community recreation activities, and a responsive level of apartment and building maintenance are contributing factors to maintaining such healthy occupancy and retention levels.

This ancillary is forecasting an operating net income of \$1.4 million in 2019-20, which is \$0.6 million higher than budget. This variance is mainly due to a lower major maintenance expenses, including the deferral of the Terrace Upgrade Project at 35 Charles. As of July 30, 2019, Family Housing assumed the property management function for the commercial retail space at 730 Yonge Street on behalf of the University. The expected cost of the maintenance work to bring the space up to University standards is \$0.7 million, all of which will be recovered from Real Estate and, to a lesser extent, Transportation Services. After transfers, this operation will end the year with forecasted net assets of \$7.1 million, with \$3.3 million in the capital renewal reserve, \$0.8 million in the operating reserve, \$1.2 million in the new construction reserve, \$0.3 million investments in capital assets, and \$1.5 million in unrestricted surplus.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	8,860	9,211	9,561	10,016	10,527	10,957	11,294	11,675	12,061	12,470
<b>Expenses</b>	7,960	7,236	7,477	9,150	9,092	11,309	11,803	11,619	11,277	11,517
<b>Net income</b>	900	1,975	2,084	866	1,435	(352)	(509)	56	784	953
<b>% change in revenues</b>		4.0%	3.8%	4.8%	5.1%	4.1%	3.1%	3.4%	3.3%	3.4%

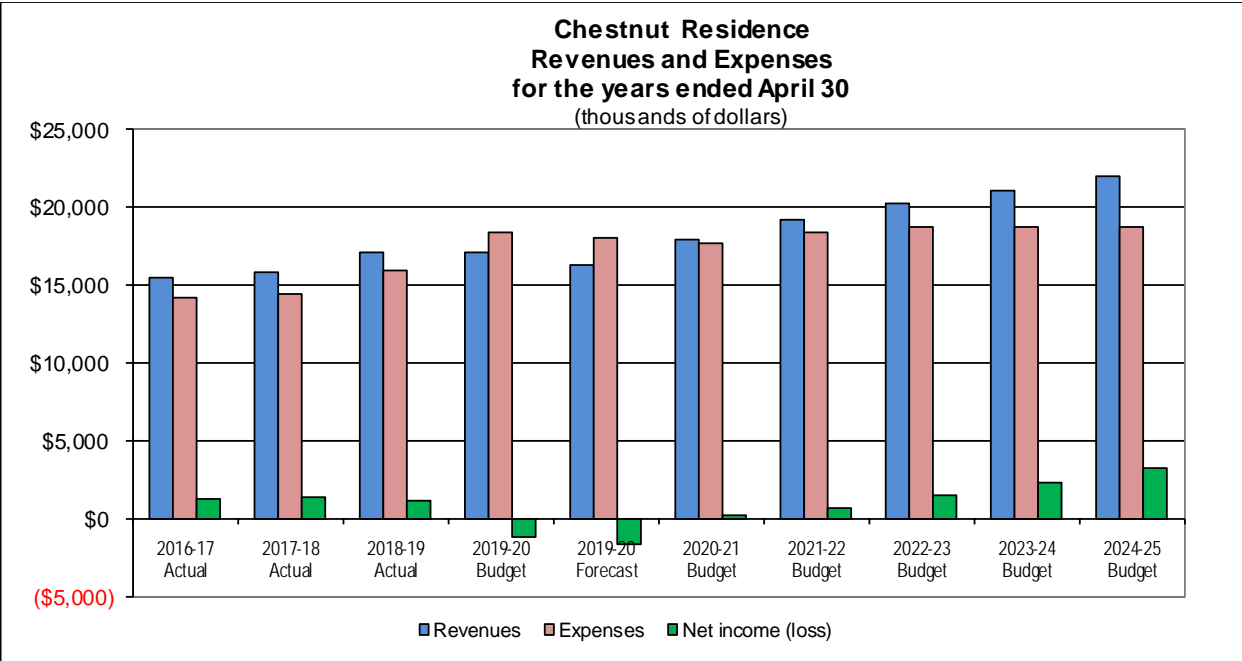
The operating plan for 2020-21 assumes a rental rate increase of 3.5% (see Schedule VI) to maintain the desired level of services, heightened security protocols, annual maintenance and various facility upgrades as identified by the Building Condition Assessment. A net operating loss (before transfers) of \$0.4 million is budgeted for 2020-21. Net assets is budgeted at \$7.0 million in 2020-21, with \$4.0 million in the capital renewal reserve, \$0.8 million in the operating reserve, \$1.7 million in the new construction reserve, \$0.3 million investments in capital assets, and \$0.2 million in unrestricted surplus. The balance in the Charles Street trust account is expected to be depleted at the end of the 2020-21 fiscal year.

The long-range plans assume rent increases of 3.5% per year. These rate increases will offset the increased operating costs which would allow the ancillary to maintain the buildings at a level that both the University and the residents desire.

### [Chestnut Residence and Conference Centre](#)

Chestnut Residence and Conference Centre (Chestnut) is home to 1,134 students from diverse cultural backgrounds and academic disciplines, as well as home to 22 dons and 2 residence life coordinators. First year student spaces (890) account for 78% of available bed spaces with the remaining (244) offered to upper year or graduate students. There are four accessible rooms in this residence. When capacity permits, it also offers housing to international exchange students. Housing is offered during the winter break for an additional fee to existing Chestnut students who apply in advance and have compelling academic or personal reasons for requiring accommodation. A variety of amenities are available to students and regular cleaning of rooms is also provided. There is also high-speed internet access with wireless connectivity throughout the building. Students have access to a number of part-time employment opportunities, particularly in the Food & Beverage department and the Division of University Advancement's call centre in the lower level of the building. Students at this residence continue to benefit from an exceptional food program with a single full-service meal plan that combines unlimited access to the Chestnut Tree dining room, while providing a variety of options on campus through Flex dollars included in each plan.

This ancillary has several revenue streams in addition to residence fees. Revenues are generated from leased space to a call centre for the Division of University Advancement, from a 370-space parking garage, and from a 22,000 square foot banquet and meeting facility. Chestnut is forecasting a net operating loss of \$1.6 million for 2019-20 (before transfers and subsidies) which is a \$0.4 million unfavourable variance from budget. This shortfall results from a significant shortfall in revenues across all revenue streams, primarily as a result of the unexpected extension of the parking garage project, offset by deferred major maintenance. Chestnut is forecasting transfers in of \$2.1 million, including a \$1.5 million loan from the St. George parking ancillary, a \$0.4 million commission from St. George Food & Beverage, and a return of \$0.2 million relating to Spadina/Sussex funding.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	15,481	15,813	17,135	17,162	16,327	17,923	19,190	20,261	21,115	21,971
<b>Expenses</b>	14,159	14,472	15,953	18,364	18,006	17,689	18,448	18,787	18,768	18,741
<b>Net income (loss)</b>	1,322	1,341	1,182	(1,202)	(1,679)	234	742	1,474	2,347	3,230
<b>% change in revenues</b>		2.1%	8.4%	0.2%	(4.9%)	9.8%	7.1%	5.6%	4.2%	4.1%

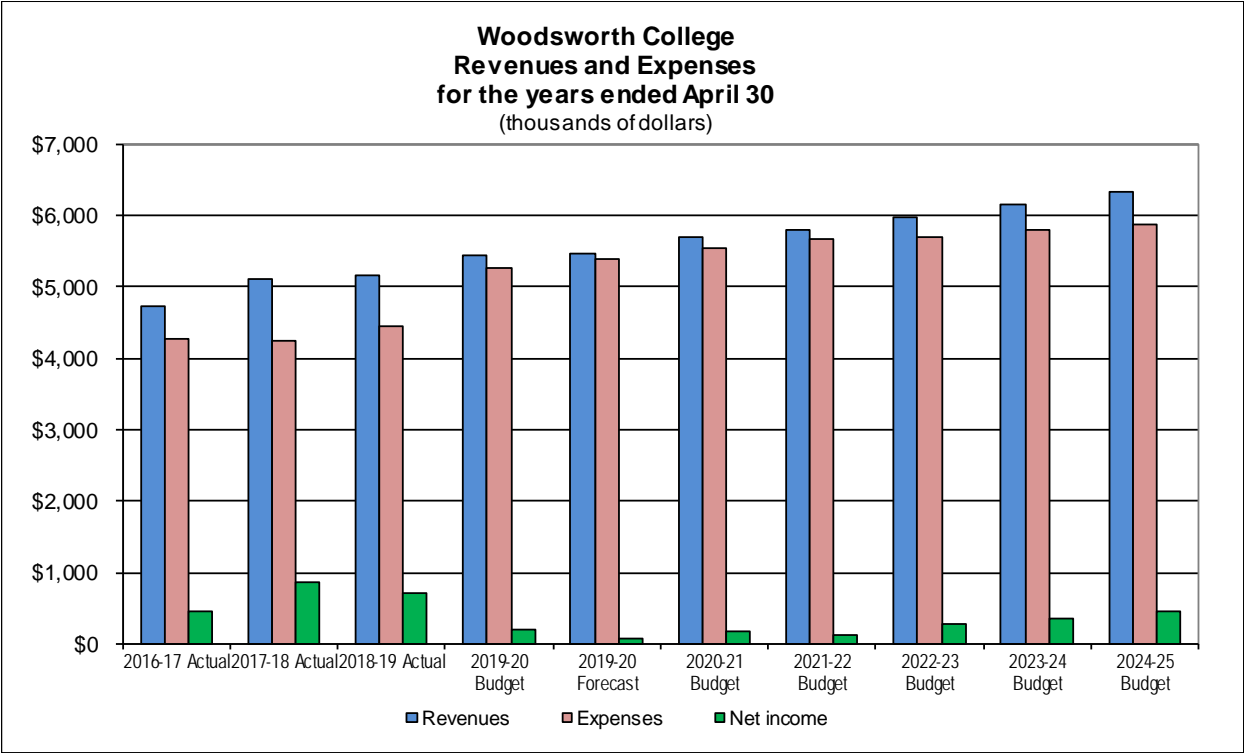
For the 2020-21 budget, the residence continues to project strong ongoing demand for housing during the academic year. This budget includes a 5% room rate increase to single and shared accommodation (see Schedule VI) which is needed to offset the considerable capital and major maintenance expenses. In 2020-21, Chestnut is budgeting net income of \$0.2 million. Net assets will be \$2.2 million, with investment in capital assets of \$7.9 million offset by an unrestricted deficit of \$5.7 million. Major maintenance is budgeted at \$1.0 million, of which \$0.9 million is for the garage renovation.

The long-range plan assumes annual increases of 5% for rent and parking. The projected positive operating results will create an unrestricted surplus by the end of the planning period.

### Woodsworth College

Woodsworth College residence (Woodsworth) opened its doors in May 2004 and has a total of 371 private, single-bedroom units arranged in suite-style apartments. All units feature high-speed internet access and telephone service with local calling and voicemail. The residence is barrier-free and three suites are specially designed with disability access. It also provides three study rooms, six TV lounges, a fitness room, a games room, a multi-

purpose room, bicycle storage and a laundry room. Woodsworth has a ten-member Residence Life Staff team which provides a residence life program including counselling, mentoring, leadership, programming and policy enforcement.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	4,732	5,101	5,145	5,445	5,462	5,698	5,797	5,970	6,148	6,332
<b>Expenses</b>	4,266	4,233	4,438	5,249	5,392	5,533	5,664	5,699	5,791	5,873
<b>Net income</b>	466	868	707	196	70	165	133	271	357	459
<b>% change in revenues</b>		7.8%	0.9%	5.8%	0.3%	4.3%	1.7%	3.0%	3.0%	3.0%

Woodsworth is forecasting a net income of \$0.1 million for 2019-20, which is \$0.1 million lower than budget. The summer business continues to be strong, representing 26% of the total forecasted revenue. This ancillary is forecasting net assets of \$8.4 million in 2019-20, of which \$3.1 million is investment in capital assets, \$3.0 million in the capital renewal reserve, and \$2.3 million in the operating reserve. The forecasted increase in investment in capital assets for 2019-20 reflects a \$0.5 million principal repayment on the long-term loan. The sound financial position of the residence is reflected in the strength of the reserves. The residence is able to maintain an acceptable level of operating reserve to mitigate risks, particularly to address the volatile summer business.

Woodsworth proposes to increase fall/winter residence fees by 3.0% in 2020-21 (see Schedule VI) and the full summer fee by 4%. Its principal and interest charges on debt are 39% of its budgeted revenues in 2018-19, and forecasted to decrease to 37% in 2019-20.



A net income of \$0.2 million is budgeted for 2020-21. This ancillary is projecting net assets of \$8.6 million with \$2.8 million in operating reserves, \$2.8 million in investment in capital assets and \$3.0 million in the capital renewal reserve at end of 2020-21. Woodsworth has put aside a sizeable capital renewal reserve in anticipation of capital costs associated with the redevelopment of the main floor.

## Food & Beverage Services

---

Food services on the St. George campus is provided by the St. George Food & Beverage Services and the University College Food Services. The St. George Food & Beverage Services is made up of operations at New College and Chestnut residences, several local vendors, and the residential dining hall at CampusOne. The University College Food Services operates Howard Ferguson Dining Hall and Café Reznikoff.

For the 2020-21 budget, University College Food Services will meet all four objectives while St. George Food & Beverage Services will not meet any of the objective (see Schedule II for details).

### St. George Food & Beverage Services

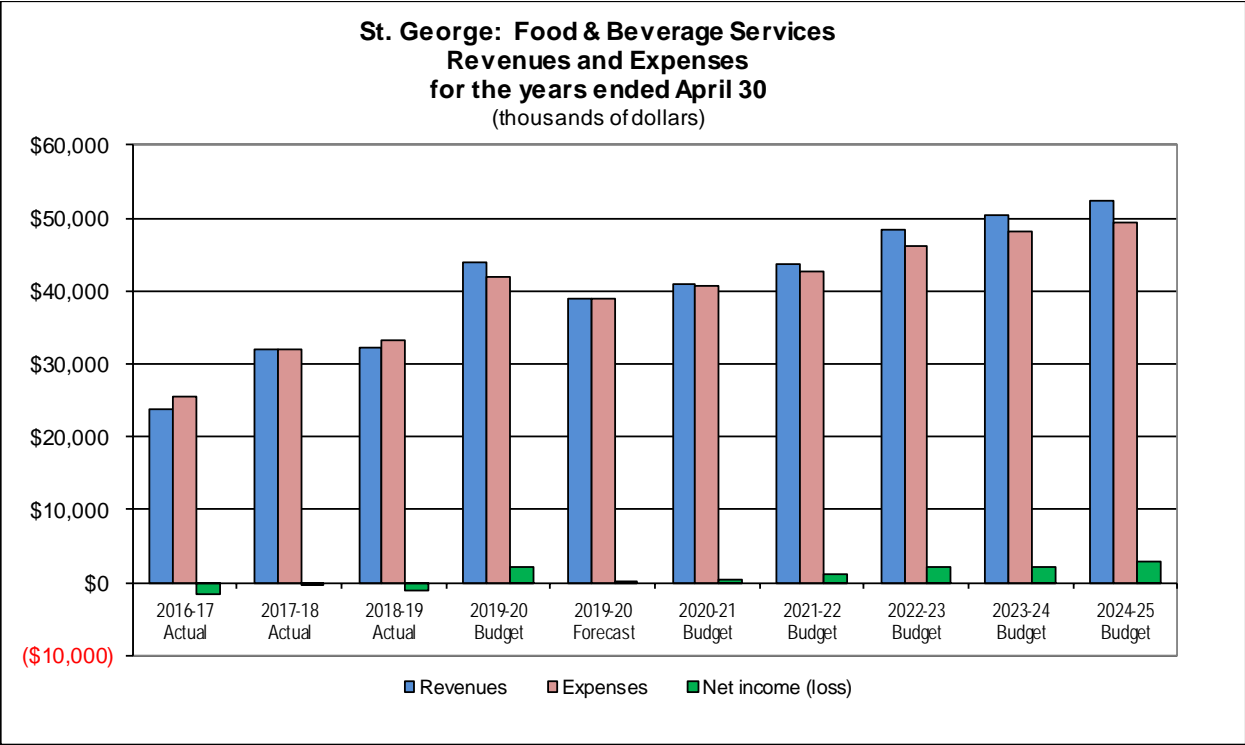
St. George Food & Beverage Services changed its business model on August 1, 2016. The primary reasons for the change in the model included building capacity towards a fully portable meal plan for students, making strategic use of physical resources to improve the ability to serve fresh, nutritious food on all parts of the campus, and to keep dollars generated on campus invested in the student experience, rather than paid to a third party. To support the new operation, both Chestnut Residence and New College contribute significant physical resources and are therefore treated as partners, with the residences receiving financial compensation for space costs, as well as a revenue share from the food service operation.

2019-20 represents the third full year of operation of the in-sourced Food Services department, focus continues on maintaining a sustainable business model. Significant improvements have been achieved during the year with regards to controllable costs. While the ancillary has been able to make improvements in labour costs, this continues to be a challenge that is attributed to the start-up which will take several more years to resolve.

Food Services continues to operate a dining hall at CampusOne (245 College Street). Achieving full occupancy remains a challenge; it is currently at 92%, which is an increase of 7% over the previous year. Despite lower occupancy than budgeted, net revenue is higher than expected due to daily cost controls implemented by the team. Summer of 2019 was also very strong in all three Food Services residences. Starting in September of 2020, CampusOne will be offering twelve-month leases only and will no longer be offering Summer Bed & Breakfast. We will be working with the operator to have meals included in all twelve months of the lease going forward.

St. George Food & Beverage Services is forecasting a break-even net income (before commissions on sales) 2019-20, which is \$2.1 million below budget. This negative variance is primarily due to shortfalls in the catering and retail operations. Two retail projects have been put on hold, and catering at Chestnut has been negatively impacted by ongoing major maintenance of the garage. After \$2 million funding from the Vice-Provost for the Chestnut

Conference Centre, net assets are forecasted to be negative \$1.7 million with \$6.1 million in unrestricted deficit, offset by \$2.4 million in investment in capital assets, and \$2.0 million new construction reserve. The net income presented in the table below do not reflect sales commission payout and other internal transfers. After receiving the subsidy from the Vice-Provost (\$2.0 million), paying out commission to New College Residence (\$0.8 million) and to Chestnut Residence (\$0.4 million), other net transfers (\$0.1 million), this ancillary is forecasting an improvement in net assets of deficit of \$0.8 million in 2019-20.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	23,877	31,921	32,133	43,904	38,822	41,010	43,639	48,374	50,285	52,274
<b>Expenses</b>	25,536	31,955	33,239	41,810	38,818	40,571	42,600	46,258	48,249	49,441
<b>Net income (loss)</b>	(1,659)	(34)	(1,106)	2,094	4	439	1,039	2,116	2,036	2,833
<i>% change in revenues</i>		33.7%	0.7%	36.6%	(11.6%)	5.6%	6.4%	10.9%	4.0%	4.0%

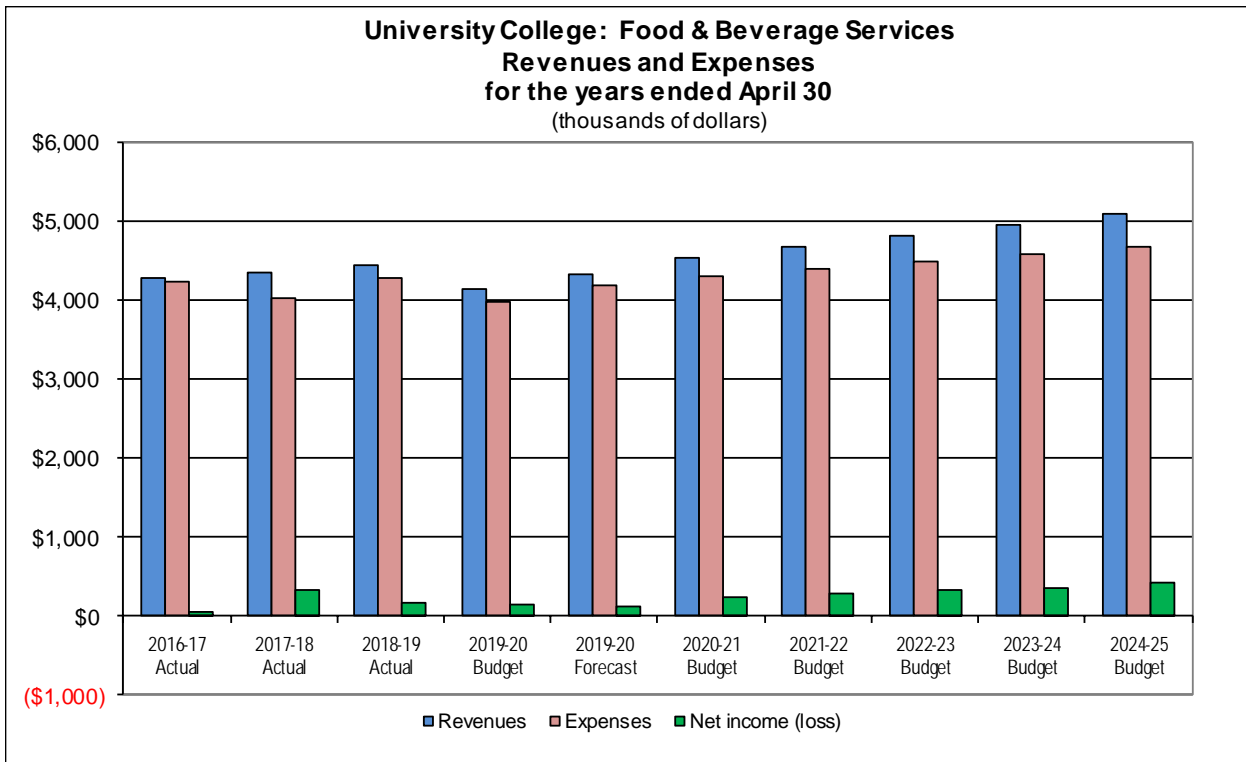
In 2020-21, St. George Food & Beverage Services continues to be optimistic about the future, given the recent news about the funding for a multi-phase renovation of the Chestnut Conference Centre. Changes are also being undertaken in our Sid Smith location by replacing our franchised outlet, as well as introducing a variety of food truck type vendors to operate on a “pop-up” style rotation. Vendors will be required to participate in a revenue share for using the space and participating in our TBucks/Flex dollar program.

Meal plan rates for mandatory residential plans are shown on Schedule VI of this report. Existing plans for Chestnut, New College, Knox College and CampusOne are

increasing between 2.6% and 5.0%. In each residence, the plan structure is slightly different, which reflects the circumstances of the residence, the wishes of its students and administrators, and the costs of the program. A net income of \$0.5 million is budgeted for 2020-21; however, after paying out the sales commissions, this ancillary is budgeting a net loss of \$1.0 million for 2020-21. In 2020-21, this ancillary is projecting negative net assets of \$2.7 million, with \$7.4 million in unrestricted deficit, offset by \$4.6 million in investment in capital assets, and \$0.1 capital renewal reserve.

## University College

The Howard Ferguson Dining Hall is a “self-operated” food service operation which provides services to approximately 730 residence students as well as to other U of T students, faculty and staff, and the general public. Its key goal is to maintain a balance of high quality, affordable pricing and a wide selection of menu choices. Vegetarian, vegan and halal selections are available at every meal. Some items required for special dietary needs are arranged individually as requested. Café Reznikoff is a small outlet that provides lighter meals, sandwiches, confectionary and some convenience items. It remains open during the summer term as part of the summer residence operation, providing a daily hot lunchtime meal from Monday to Friday.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	4,289	4,361	4,442	4,131	4,324	4,538	4,669	4,804	4,943	5,086
<b>Expenses</b>	4,229	4,029	4,277	3,983	4,197	4,302	4,391	4,481	4,574	4,669
<b>Net income</b>	60	332	165	148	127	236	278	323	369	417
<b>% change in revenues</b>		1.7%	1.9%	(7.0%)	4.7%	4.9%	2.9%	2.9%	2.9%	2.9%

This ancillary is forecasting a net income of \$0.1 million for 2019-20 which is in line with the budget. Net assets are forecasted to be \$1.3 million, with \$0.2 million in investment in capital assets, \$0.7 million in the capital reserve and \$0.3 million in the operating reserve and \$0.1 million in unrestricted surplus.

This ancillary is proposing a fee increase of 3.1% (see Schedule VI) to its meal plans

for 2020-21. This increase is necessary to meet increases in the cost of food, other expenses and to maintain adequate reserves. The cost of sales is budgeted at 34% of sales, and labour is budgeted at 52% of sales. This ancillary is projecting a net income of \$0.2 million in 2020-21. Net assets are budgeted at \$1.4 million, with investment in capital assets at \$0.2 million, capital renewal reserves of \$0.8 million, operating reserves of \$0.3 million, and an unrestricted surplus of \$0.1 million. An annual transfer of \$150,000 to the University College operating fund will continue for the next five years to support its academic mission.

## Transportation Services

---

For the 2020-21 budget year, Transportation Services meets all four objectives (see Schedule II for details). The annual surplus has been allocated to the capital renewal reserve, operating reserve and the new construction reserve.

Transportation Services operates 40 surface lots and 11 underground garages, providing 2,236 parking spaces for students, faculty and staff. As a result of population growth and campus development, the per capita parking supply has decreased significantly. With the loss of supply, both recent and anticipated, this ancillary will make further and broader use of the Transportation Demand Management (TDM) initiatives to better balance supply and demand. Additional initiatives include:

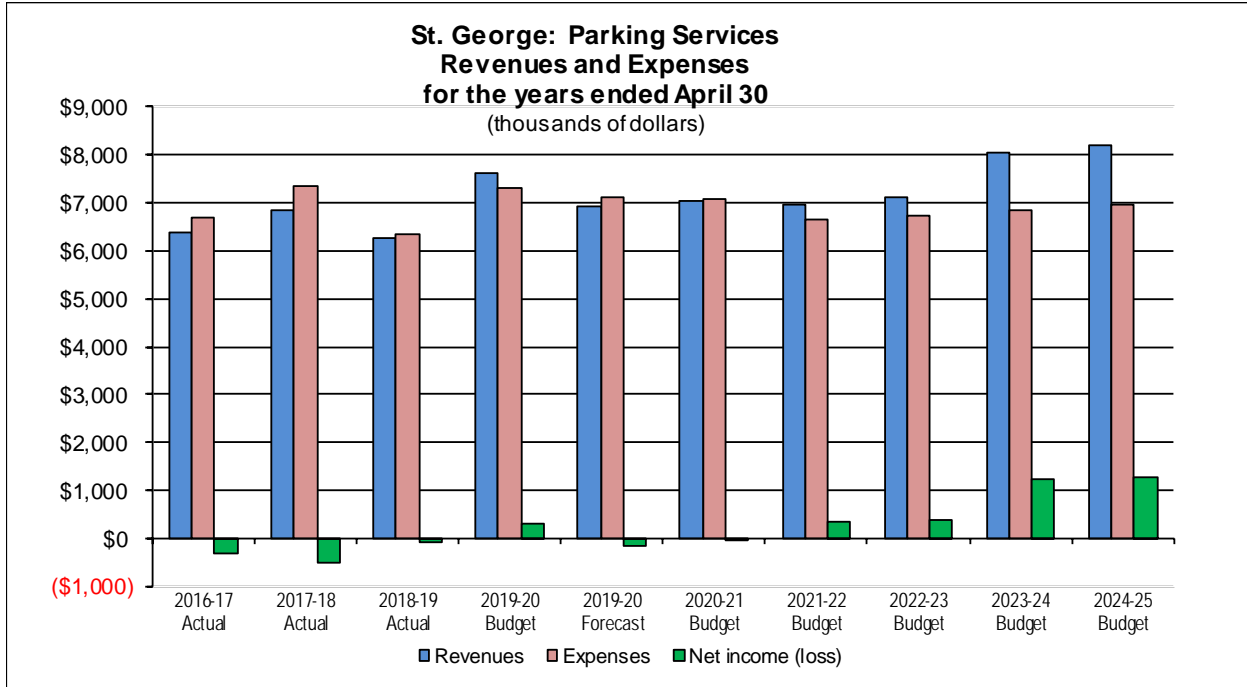
- Continuing price increases in high demand areas;
- Restricting visitor parking during peak periods in certain areas;
- Restricting contractor parking;
- Restricting use of parking spaces for storage;
- Encouraging alternative transportation;
- Notifying customers of disruption/closures;
- Providing price/location incentives for carpool vehicles; and
- Creating a flex-pass option to encourage occasional drivers versus purchasing a permit.

These strategies are intended to make the best and most efficient use of the parking spaces that remain and to minimize the need for the construction of new parking spaces.

In July 2019, Transportation Services took possession of the 730 Yonge Street Garage. This garage has increased the parking space complement by 176, and is forecast to generate an additional \$0.3 million in parking revenue in 2019-20, and \$0.6 million annually going forward. A net loss of \$0.2 million is forecasted for 2019-20, which was a \$0.5 million unfavourable variance from budget. This unfavourable variance was primarily due to parking permit revenues and pay & display revenues that combined were \$0.7 million below budget. Net assets are forecasted to be \$7.4 million in 2019-20 after a \$1.5 million loan to Chestnut Residence which is to be repaid over a 10-year period starting in fiscal 2023.

The older parking structures on the St. George campus are beginning to show signs of aging. Higher annual maintenance expenses will continue to be a large percentage of the overall expenses. Transportation Services is proposing a 0% to 6% permit rate increase for all parking permit areas. Parking permit areas with a higher demand and with designated reserved spaces will see a higher rate increase, while Lot A (55 St. George St) parking garage will have no permit rate increases (see Schedule VI for details).

This ancillary is budgeting a breakeven position in 2020-21. It is projecting that net assets will be at \$7.4 million, with 6.8 million in investment in capital assets, \$0.1 million in the capital renewal reserve and \$0.5 million in the operating reserve.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	6,389	6,836	6,253	7,611	6,942	7,051	6,973	7,113	8,055	8,216
<b>Expenses</b>	6,709	7,346	6,349	7,317	7,114	7,066	6,641	6,733	6,831	6,945
<b>Net income (loss)</b>	(320)	(510)	(96)	294	(172)	(15)	332	380	1,224	1,271
<i>% change in Revenues</i>		7.0%	-8.5%	21.7%	-8.8%	1.6%	-1.1%	2.0%	13.2%	2.0%

The long-range budget assumes inflationary increases for revenues and most expenses. The rates and budgets should be viewed as plans and they will be adjusted annually to reflect any changes at the time the budget is prepared. This ancillary will allocate any unrestricted surplus to the new construction reserve. This reserve will be needed for the various projects that are planned in the near future such as the Landmark Project (which will include an underground parking structure).



## Hart House

---

Hart House is considered one of the pre-eminent centres for co-curricular education in North America. The goal is to give every student the opportunity to shape and participate in co-curricular programs that will broaden their horizons, help them forge Canadian perspectives on global challenges and develop them as leaders and change-makers in a more challenging world. Hart House provides enriching opportunities for learning about and contributing to the visual, performing and literary arts, sport and physical activity, public policy and social justice and, through the Hart House Farm, agriculture and food. It is open 365 days per year and continues to fulfill its mission as a welcoming and inclusive space on campus, providing excellent programs and services. Hart House celebrated its 100th Anniversary in 2019.

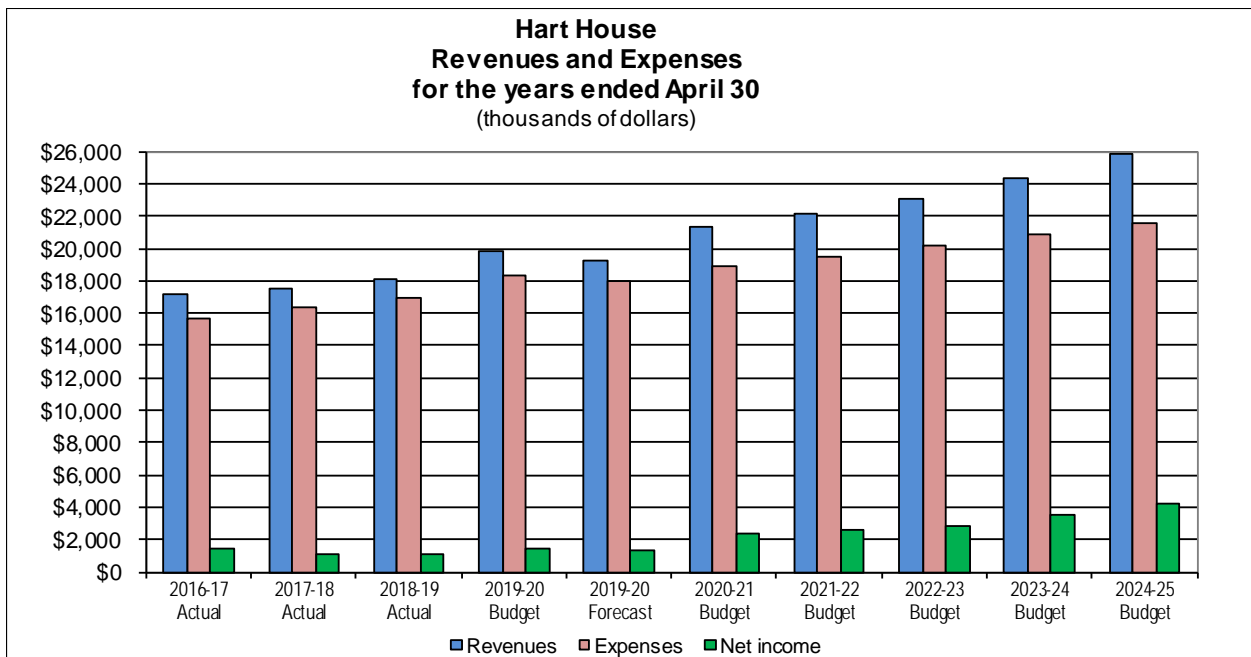
Several initiatives are being undertaken to enhance the student experience and to improve operational efficiency and effectiveness over the long term. Some major new initiatives are as follows:

- Hart House, working closely with Campus and Facilities Planning, Capital Projects and DUA, is moving forward with the significant infrastructure renewal to the building. The plan for this project will focus on replacing electrical, mechanical, HVAC and plumbing, as well as ensuring both the Fitness Centre and Gallery Grill are accessible. In order to plan and prepare for this project this year, Hart House received CaPS Executive approval to proceed with the schematic design phase, which will begin early in 2020 (see details on page 31);
- Renovations of the Arbor Room are well underway, with expected completion in 2020. There have been significant challenges in completing construction due to site conditions that were unknown at the outset. The total project cost which was originally estimated at \$1.6 million, has now escalated by 127%, currently forecasted to come in at approximately \$3.6 million;
- Hart House continues to be committed to accessibility with over \$1.3 million in accessibility-related capital projects planned for the year, including completing its commitment to build a heated accessible exterior ramp into the Arbor Room, a fully accessible Arbor Room, a universal and additional accessible washroom in the old theatre ticket office, and upgrades to accessibility at Hart House Farm;
- Hart House and the Waakebiness-Bryce Institute for Indigenous Health at the Dalla Lana School of Public Health were successful in receiving \$197,000 from the 2019-20 Indigenous Spaces University Fund to support enhanced access to land based learning and community building at Hart House Farm;
- In 2019, Hart House established a new position of Senior Director, Marketing, Communications and Information Services. The focus of the new role is to enhance communications, information services and develop marketing plans for programs, services and revenue generation operations. Initiatives to date include the launch of a brand new website, an improved social media presence, development of

marketing strategies for Hart House Hospitality, Fitness and Recreation, and marketing the Hart House 100<sup>th</sup> Anniversary; and

- The Mentorship Program is in its fourth year and continues to grow. This year the program will match 44 mentees and mentors. The program uses “whole person” matching to connect graduate students and mature part-time students with mentors based on their professional pursuits and personal priorities, interests and passions.

With a forecasted net income of \$1.3 million for 2019-20, Hart House is projecting a balanced budget after setting aside reserves for programs and for major maintenance. Net assets are forecasted to be \$19.7 million at the end of fiscal 2019-20 with \$8.1 million in investment in capital assets, \$9.0 million in the capital renewal reserve and the remaining balance for operating reserves and other restricted purposes.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Forecast	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>Revenues</b>	17,177	17,490	18,047	19,786	19,271	21,335	22,111	23,056	24,392	25,821
<b>Expenses</b>	15,705	16,398	16,922	18,327	17,937	18,929	19,549	20,192	20,858	21,547
<b>Net income</b>	1,472	1,092	1,125	1,459	1,334	2,406	2,562	2,864	3,534	4,274
<b>% change in revenues</b>		1.8%	3.2%	9.6%	(2.6%)	10.7%	3.6%	4.3%	5.8%	5.9%

For the 2020-21 budget year, Hart House will meet the first three objectives (see Schedule II for details). The 2019-20 budget was prepared to support and expand the co-curricular offerings for students and to strengthen services offered to all users. This budget anticipates a student fee rate increase of 7.63%, and a 2% increase for staff members under the joint plan (see Schedule VI). With this ancillary projecting a net income of \$2.4 million in 2020-21, this budget includes \$6.2 million in spending on capital improvements

(\$2.5 million was approved in 2019-20), plus an additional \$1.2 million for annual maintenance. Hart House is projecting net assets to be \$22.1 million in 2020-21 with \$13.5 million in investment in capital assets, \$5.6 million in the capital renewal reserve, \$2.3 million in the operating reserve and \$0.7 million internally restricted for other programs.

There is a critical need to upgrade the infrastructure systems at Hart House over the next several years to ensure the continued delivery of its educational mission and effectively serve students. There has never been a comprehensive renovation of the building since it was built a century ago, so the ancillary is relying on 100-year-old equipment for many of its critical building systems. For example, the thermal and electrical mechanical systems both need to be replaced entirely. This modernization effort is also providing an opportunity to improve accessibility and conserve energy. Hart House currently has \$5.6 million to be dedicated to the Hart House Infrastructure Renewal Project. However, the total cost of the project is approximately \$109 million, of which approximately \$85 million is required for components that have reached critical failure. This budget builds in the schematic design phase of the project, which will begin early in 2020. This budget also incorporates the start of construction of the first phase the of this infrastructure renewal project in 2024-25. Hart House's goal is to raise the funding and financing required to cover the costs for this major project. Multiple sources will be asked to contribute to support this effort including students, alumni, friends, government partners and UofT institutional colleagues. While all sources of funding have not yet been identified, Hart House intends to use its reserve funds as well as borrowing to fund this project.

The long-range plan anticipates annual operating net income (before commitments) in each planning period. However, once surpluses are allocated to new capital assets, operating and maintenance reserves, the five-year financial plan will have a series of balanced budgets.

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED OPERATING RESULTS FOR THE YEAR ENDING APRIL 30, 2021**  
(with comparative forecasted surplus for the year ending April 30, 2020)  
(thousands of dollars)

Schedule I

	Revenues	Expenses	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers 2021	Forecast 2020
<b>RESIDENCE SERVICES</b>						
Innis College	4,311	3,553	758	(550)	208	791
New College	11,547	10,112	1,435	856	2,291	3,276
University College	8,554	7,680	874	(150)	724	857
Graduate House	5,393	5,289	104	21	125	1,377
Family Housing	10,957	11,309	(352)	214	(138)	555
Chestnut Residence	17,923	17,689	234	547	781	441
Woodsworth College	5,698	5,533	165	-	165	70
Total Residence Services	<u>64,383</u>	<u>61,165</u>	<u>3,218</u>	<u>938</u>	<u>4,156</u>	<u>7,367</u>
<b>FOOD &amp; BEVERAGE SERVICES</b>						
St. George Campus	41,010	40,570	440	(1,411)	(971)	794
University College	4,538	4,302	236	(150)	86	(23)
Total Food & Beverage Services	<u>45,548</u>	<u>44,872</u>	<u>676</u>	<u>(1,561)</u>	<u>(885)</u>	<u>771</u>
<b>TRANSPORTATION SERVICES</b>	7,051	7,066	(15)	14	(1)	(1,672)
<b>HART HOUSE</b>	21,335	18,929	2,406	-	2,406	1,334
<b>TOTAL</b>	<u><u>138,317</u></u>	<u><u>132,032</u></u>	<u><u>6,285</u></u>	<u><u>(609)</u></u>	<u><u>5,676</u></u>	<u><u>7,800</u></u>

**SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS**  
(thousands of dollars)

Service Ancillaries	Objectives to be met within the 2020-21 Budget:				2020 - 2021					2020 - 2021	2022-2023	2024-2025
					Projected Unrestricted Surplus/(Deficit)	Projected investment in capital assets	Projected Commitments to Capital Renewal (Schedule III)	Projected operating reserve (Schedule III.1)	Projected new construction reserve (Schedule III.1)	Net Assets	Net Assets	Net Assets
	1	2	3	4								
<b>Residence Services</b>												
Innis College	Yes	Yes	Yes	Yes	-	2,439	2,531	413	-	5,383	5,914	6,520
				550								
New College	Yes	Yes	Yes	No	-	2,356	600	3,153	-	6,109	11,592	18,448
University College	Yes	Yes	Yes	Yes	3,583	3,172	1,116	577	-	8,448	10,685	13,676
				150								
Graduate House	Yes	Yes	Yes	Yes	222	7,120	1,000	770	-	9,112	10,335	11,815
				1								
Family Housing	Yes	Yes	Yes	Yes	160	291	4,000	785	1,750	6,986	7,993	10,178
				5								
Chestnut Residence	Yes	No	No	No	(5,687)	7,917	-	-	-	2,230	5,459	12,549
Woodsworth College	Yes	Yes	Yes	No	-	2,834	3,000	2,741	-	8,575	8,981	9,796
<b>Total Residence Services</b>					<b>(1,722)</b>	<b>26,129</b>	<b>12,247</b>	<b>8,439</b>	<b>1,750</b>	<b>46,843</b>	<b>60,959</b>	<b>82,982</b>
<b>Food &amp; Beverage Services</b>												
St. George Campus	No	No	No	No	(7,434)	4,641	98	-	-	(2,695)	(2,622)	(1,533)
University College	Yes	Yes	Yes	Yes	113	234	768	272	-	1,387	1,688	2,173
				150								
<b>Total Food &amp; Beverage Services</b>					<b>(7,321)</b>	<b>4,875</b>	<b>866</b>	<b>272</b>		<b>(1,308)</b>	<b>(934)</b>	<b>640</b>
<b>Transportation Services</b>												
St. George Campus	Yes	Yes	Yes	Yes	-	6,756	100	487	31	7,374	8,072	10,672
				35								
<b>Hart House</b>	Yes	Yes	Yes	No	-	13,474	5,630	3,021	-	22,125	27,550	35,358
<b>TOTAL</b>				<b>891</b>	<b>(9,043)</b>	<b>51,234</b>	<b>18,843</b>	<b>12,219</b>	<b>1,781</b>	<b>75,034</b>	<b>95,647</b>	<b>129,652</b>

**OBJECTIVES:**

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

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

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED FUNDS TO BE COMMITTED FOR CAPITAL RENEWAL**  
**FOR THE YEARS ENDING APRIL 30, 2021 AND APRIL 30, 2025**  
(thousands of dollars)

	Forecast Balance May 1, 2020	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2021	Balance April 30, 2025
<b>RESIDENCE SERVICES</b>				
Innis College	3,066	(535)	2,531	1,033
New College	600	-	600	600
University College	1,169	(53)	1,116	1,169
Graduate House	1,500	(500)	1,000	1,750
Family Housing *	3,250	750	4,000	5,000
Chestnut Residence	-	-	-	-
Woodsworth College	3,000	-	3,000	4,000
Total Residence Services	12,585	(338)	12,247	13,552
<b>FOOD &amp; BEVERAGE SERVICES</b>				
St. George Campus	2,000	(1,902)	98	-
University College	745	23	768	605
Total Food & Beverage Services	2,745	(1,879)	866	605
<b>TRANSPORTATION SERVICES</b>				
	50	50	100	500
<b>HART HOUSE</b>				
	8,992	(3,362)	5,630	12,625
<b>TOTAL</b>	<b>24,372</b>	<b>(5,529)</b>	<b>18,843</b>	<b>27,282</b>

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED FUNDS TO BE COMMITTED FOR OPERATING AND NEW CONSTRUCTION RESERVES**  
**FOR THE YEARS ENDING APRIL 30, 2021 AND APRIL 30, 2025**  
(thousands of dollars)

	OPERATING RESERVE				NEW CONSTRUCTION RESERVE			
	Forecast		Balance April 30, 2021	Balance April 30, 2025	Forecast		Balance April 30, 2021	Balance April 30, 2025
	Balance May 1, 2020	Increase or (decrease)			Balance May 1, 2020	Increase		
<b>RESIDENCE SERVICES</b>								
Innis College	354	59	413	512	-	-	-	-
New College	1,276	1,877	3,153	9,281	-	-	-	7,570
University College	540	37	577	631	-	-	-	-
Graduate House	719	51	770	696	-	-	-	-
Family Housing	776	9	785	843	1,250	500	1,750	1,500
Chestnut Residence	-	-	-	-	-	-	-	-
Woodsworth College	2,258	483	2,741	4,392	-	-	-	-
Total Residence Services	5,923	2,516	8,439	16,355	1,250	500	1,750	9,070
<b>FOOD &amp; BEVERAGE SERVICES</b>								
St. George Campus	-	-	-	-	-	-	-	-
University College	259	13	272	296	-	-	-	-
Total Food & Beverage Services	259	13	272	296	-	-	-	-
<b>TRANSPORTATION SERVICES</b>	494	(7)	487	517	17	14	31	5,216
<b>HART HOUSE</b>	2,652	369	3,021	3,772	-	-	-	-
<b>TOTAL</b>	<b>9,328</b>	<b>2,891</b>	<b>12,219</b>	<b>20,940</b>	<b>1,267</b>	<b>514</b>	<b>1,781</b>	<b>14,286</b>

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED ANNUAL OPERATING RESULTS FOR THE YEARS ENDING APRIL 30, 2020 THROUGH APRIL 30, 2025**  
(thousands of dollars)

	2019-2020 (Forecast)			2020 - 2021			2021-2022		
	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers
<b>RESIDENCE SERVICES</b>									
Innis College	1,136	(345)	791	758	(550)	208	808	(550)	258
New College	2,444	832	3,276	1,435	856	2,291	1,681	882	2,563
University College	1,007	(150)	857	874	(150)	724	1,195	(150)	1,045
Graduate House	856	521	1,377	104	21	125	583	22	605
Family Housing	1,435	(880)	555	(352)	214	(138)	(509)	1,241	732
Chestnut Residence	(1,680)	2,121	441	234	547	781	742	574	1,316
Woodsworth College	70	-	70	165	-	165	134	-	134
Total Residence Services	5,268	2,099	7,367	3,218	938	4,156	4,634	2,019	6,653
<b>FOOD &amp; BEVERAGE SERVICES</b>									
St. George Campus	4	790	794	440	(1,411)	(971)	1,039	(1,562)	(523)
University College	127	(150)	(23)	236	(150)	86	279	(150)	129
Total Food & Beverage Services	131	640	771	676	(1,561)	(885)	1,318	(1,712)	(394)
<b>TRANSPORTATION SERVICES</b>	(172)	(1,500)	(1,672)	(15)	14	(1)	333	(89)	244
<b>HART HOUSE</b>	1,334	-	1,334	2,406	-	2,406	2,561	-	2,561
<b>TOTAL</b>	<b>6,561</b>	<b>1,239</b>	<b>7,800</b>	<b>6,285</b>	<b>(609)</b>	<b>5,676</b>	<b>8,846</b>	<b>218</b>	<b>9,064</b>



**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED ANNUAL OPERATING RESULTS FOR THE YEARS ENDING APRIL 30, 2020 THROUGH APRIL 30, 2025**  
(thousands of dollars)

	2022-2023			2023-2024			2024-2025		
	Net Income before Transfers	Transfers in (out)	Net Income after Transfers	Net Income before Transfers	Transfers in (out)	Net Income after Transfers	Net Income before Transfers	Transfers in (out)	Net Income after Transfers
<b>RESIDENCE SERVICES</b>									
Innis College	823	(550)	273	852	(550)	302	853	(550)	303
New College	2,011	909	2,920	2,358	945	3,303	2,564	990	3,554
University College	1,342	(150)	1,192	1,526	(150)	1,376	1,765	(150)	1,615
Graduate House	597	22	619	291	23	314	1,143	23	1,166
Family Housing	56	219	275	784	222	1,006	954	225	1,179
Chestnut Residence	1,474	438	1,912	2,347	726	3,073	3,230	788	4,018
Woodsworth College	272	-	272	357	-	357	459	-	459
Total Residence Services	6,575	888	7,463	8,515	1,216	9,731	10,968	1,326	12,294
<b>FOOD &amp; BEVERAGE SERVICES</b>									
St. George Campus	2,116	(1,519)	597	2,035	(1,837)	198	2,833	(1,944)	889
University College	322	(150)	172	369	(150)	219	417	(150)	267
Total Food & Beverage Services	2,438	(1,669)	769	2,404	(1,987)	417	3,250	(2,094)	1,156
<b>TRANSPORTATION SERVICES</b>	380	73	453	1,224	54	1,278	1,271	51	1,322
<b>HART HOUSE</b>	2,864	-	2,864	3,534	-	3,534	4,274	-	4,274
<b>TOTAL</b>	<b>12,257</b>	<b>(708)</b>	<b>11,549</b>	<b>15,677</b>	<b>(717)</b>	<b>14,960</b>	<b>19,763</b>	<b>(717)</b>	<b>19,046</b>

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS**  
**SUMMARY OF 2020-2021 CAPITAL BUDGETS**  
**(with comparative figures for 2019-2020)**  
**(thousands of dollars)**

	Budget 2020 - 2021	Budget 2019-2020
<b>RESIDENCE SERVICES</b>		
Innis College	810	1,150
New College	880	515
University College	755	952
Graduate House	625	2,762
Chestnut Residence	745	841
Woodsworth College	75	660
Total Residence Services	<u>3,890</u>	<u>6,880</u>
<b>FOOD &amp; BEVERAGE SERVICES</b>		
St. George Campus	2,665	475
University College	20	10
Total Food & Beverage Services	<u>2,685</u>	<u>485</u>
<b>TRANSPORTATION SERVICES</b>	570	1,000
<b>HART HOUSE</b>	2,735	1,540
<b>TOTAL</b>	<u><u>9,880</u></u>	<u><u>9,905</u></u>

**SCHEDULE OF 2020-2021 ANCILLARY RATES**

	2020/21 RATE \$	2019/20 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR's INCREASE %
<b><u>RESIDENCE SERVICES</u></b>					
<b>St. George Campus</b>					
<b><u>Innis College</u></b>					
Innis College - Winter	10,491	9,991	500	5.0	4.99
Innis College - Summer	3,419	3,256	163	5.0	2.50
<b><u>New College</u></b>					
<b><u>Winter</u></b>					
<b><u>Residence Room - Wilson Hall &amp; Wetmore Hall</u></b>					
Double room (per bed)	8,300	7,875	425	5.4	2.3
Single room	9,950	9,450	500	5.3	3.3
Bed-over-desk double room (per bed)	6,650	6,425	225	3.5	2.8
<b><u>Residence Room - 45 Willcocks</u></b>					
Double room (per bed)	8,775	8,475	300	3.5	3.0
Single room	10,475	10,075	400	4.0	3.3
<b><u>Summer/Single</u></b>					
<b>Continuing New College Students</b>					
Sessional	2,930	2,700	230	8.5	5.4
<b>Registered Students</b>					
Sessional	2,970	2,678	292	10.9	8.3
<b>Others</b>					
Sessional	3,080	2,781	299	10.8	8.0
<b><u>Summer/Double</u></b>					
<b>Continuing New College Students</b>					
Sessional	2,486	2,268	218	9.6	4.0
<b>Registered Students</b>					
Sessional	2,420	2,163	257	11.9	5.0
<b>Others</b>					
Sessional	2,530	2,266	264	11.7	4.8
<b><u>University College</u></b>					
SDW	9,564	9,170	394	4.3	4.5
SDW Standard Doubles	8,470	8,199	271	3.3	2.5
WH Standard Singles	9,564	9,170	394	4.3	4.5
WH & SDW Alcove Singles	8,470	8,199	271	3.3	2.5
WH Doubles	8,470	8,199	271	3.3	2.5
MH Singles	10,409	9,885	524	5.3	5.0

**SCHEDULE OF 2020-2021 ANCILLARY RATES**

	2020/21 RATE \$	2019/20 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR's INCREASE %
<b><u>RESIDENCE SERVICES</u></b>					
<b>St. George Campus</b>					
<b><u>Graduate House</u></b>					
Grad. House Res/month - Single - premium	1,305	1,231	74	6.0	6.0
Grad. House Res/month - Single - regular	1,168	1,102	66	6.0	6.0
Grad. House Res/month - Singles in suite 970	1,036	977	59	6.0	6.0
Grad. House Res/month - Singles in suite 670	1,126	1,062	64	6.0	6.0
Grad. House Res/month - Regular Double	893	842	51	6.1	6.0
<b><u>Family Housing</u></b>					
Bachelor	824	796	28	3.5	3.5
1 bedroom (standard)	1,022	987	35	3.5	3.5
1 bedroom (20) 'B'	1,038	1,003	35	3.5	3.5
1 bedroom (large) 'A'	1,083	1,046	37	3.5	3.5
1 bedroom (19/23) 'C'	1,108	1,071	37	3.5	3.5
1 bedroom (Extra Large) 'D'	1,342	1,297	45	3.5	3.5
2 bedroom (standard)	1,351	1,305	46	3.5	3.5
<b><u>Chestnut Residence</u></b>					
Single	14,561	13,868	693	5.0	5.0
Double	11,540	10,990	550	5.0	5.0
<b><u>Summer Rates per month</u></b>					
Single	1,512	1,440	72	5.0	3.4
Double	1,166	1,110	56	5.0	4.1
<b><u>Summer Rates full summer</u></b>					
Single	4,710	4,527	183	4.0	2.1
Double	2,893	2,781	112	4.0	2.1
<b><u>Summer Rates full summer with discount</u></b>					
Single	4,004	3,849	155	4.0	2.0
Double	2,461	2,365	96	4.1	2.2
<b><u>Woodsworth College</u></b>					
Woodsworth College - Winter	10,670	10,359	311	3.0	6.1
<b><u>HART HOUSE</u></b>					
St. George Full Time	105.43	97.96	7.47	7.63	9.6
St. George Part Time	21.09	19.61	1.48	7.63	9.6
Scarborough & Mississauga (Full time )	3.23	3.01	0.23	7.63	9.6
Scarborough & Mississauga (Part time )	0.65	0.60	0.05	7.63	9.6

**SCHEDULE OF 2020-2021 ANCILLARY RATES**

	2020/21 RATE \$	2019/20 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR's INCREASE %
<b>TRANSPORTATION SERVICES</b>					
<b>St. George Campus</b>					
<b>Permit</b>					
Faculty of Education	145	140	5.0	3.6	4
School of Continuing Ed. (158 St. George St.)	320	315	5.0	1.6	3
42 Harbord Street	145	140	5.0	3.6	4
Graduate Garage (Lot N)	160	155	5.0	3.2	3
OISE Garage (Lot I)	160	155	5.0	3.2	-
Bedford Rd. (Lot M)	205	200	5.0	1.5	3
St. George Garage (Lot P)	185	180	5.0	2.8	3
Faculty of Law	245	240	5.0	2.1	2
BCIT (Lot C)	205	200	5.0	2.5	3
McLennan Physics (Reserved)	255	250	5.0	2.0	6
McLennan Physics (Lot B)	205	200	5.0	2.5	3
E/S Hart House Circle (Lot U)	195	190	5.0	2.6	3
Triangle	265	260	5.0	1.9	2
Front Campus (KCC & HHC) (Lot R)	250	245	5.0	2.0	2
Lot A Garage(55 St. George St.)	320	320	-	-	-
Galbraith Rd.	265	260	5.0	2.0	2
200 College St.(Rear)/I.S.C.	265	260	5.0	1.9	2
Tower Road - Unreserved	145	140	5.0	3.6	4
Tower Road - Reserved	265	260	5.0	1.9	2
256 McCaul Street - Reserved	265	260	5.0	1.9	2
155 College Street - Garage	290	285	5.0	1.8	4
155 College Street - Surface	265	260	5.0	1.9	2
100 College St. (Banting)	145	140	5.0	3.6	4
112 College St. (Best) (Lot K)- CLOSED	-	200	(200.0)	(100.0)	3
88 College St. (Women's college) (Lot L) CLOSED	-	200	(200.0)	(100.0)	3
Dentistry - Garage	245	240	5.0	2.1	2
Dentistry - Surface	225	220	5.0	2.3	2
6 King's College Road (Lot O)	265	260	5.0	1.9	2
167 College St.	n/a	n/a	n/a	-	-
730 Yonge St Garage	-	203	(203.0)	-	-
<b>Permit Misc</b>					
Commercial monthly	285.00	280.00	5.0	1.8	2
Commercial weekly	90.00	86.00	4.0	4.7	2
After 4pm parking	80.00	80.00	-	-	7
Summer Conference monthly	245.00	240.00	5.0	2.1	2
Summer Conference weekly	90.00	84.00	6.0	7.1	4
UTM/UTSC designated lot	60.00	55.00	5.0	9.1	5
UTM/UTSC hunting permit	90.00	90.00	-	-	6
24-Hour Reserve	320.00	315.00	5.0	1.6	3
24-Hour Reserve (Lot A Garage)	350.00	350.00	-	-	15
24-Hour Reserve (256 McCaul)	320.00	315.00	5.0	1.6	3
Z-Permit (unrestricted)	265.00	260.00	5.0	1.9	2
Motorcycle	38.00	36.00	2.0	5.6	3

**SCHEDULE OF 2020-2021 ANCILLARY RATES**

	2020/21 RATE \$	2019/20 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR's INCREASE %
<b>FOOD &amp; BEVERAGE SERVICES</b>					
<b>St. George Campus</b>					
<b>New College Meal Plan (traditional board program)</b>					
15 Meals per week (2019-20 Flex is 0; 2020-21 Flex is 100)	5,250	5,000	250	5.0	1.0
330 Meals during the academic year (2019-20 Flex is 0; 2020-21 Flex is 100)	5,050	4,800	250	5.2	(1.0)
Carte Blanche Meal plan (unlimited access, does not include flex)	5,795	5,625	170	3.0	3.2
<b>Chestnut Meal Plan (unlimited access program)</b> (2019-20 included higher flex and bag lunches were an additional cost)					
Unlimited Access plan 1 (includes 100 bag lunches and \$50 flex)	5,950	5,790	160	2.8	2.9
Unlimited Access plan 2 (includes 125 bag lunches and \$50 flex)	5,975	5,890	85	1.4	2.9
Unlimited Access plan 3 (includes 150 bag lunches and \$0 flex)	5,950	5,990	(40)	-0.7	2.8
<b>245 College Meal Plans (declining balance program)</b> (2019-20 included \$100 Flex)					
Light Plan (Includes \$50 flex)	5,500	5,400	100	1.9	1.9
Average Plan (Includes \$50 flex)	5,765	5,650	115	2.0	2.7
Hearty Plan (Includes \$50 flex)	5,975	5,850	125	2.1	2.6
<b>Knox College Meal Plan (traditional board program)</b>					
Carte Blanche Meal plan (Unlimited access, doesn't include flex)	5,795	5,615	180	3.2	3.0
<b>University College</b>					
Plan A	5,357	5,196	161	3.1	3.1
Plan B	4,729	4,587	142	3.1	3.1

## Budget Preparation Review and Consultation Process

---

The University Affairs Board approves operating plans for the St. George service ancillaries on an annual basis. This report 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 include each ancillary's annual operating budget, as well as changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

The St. George service ancillaries' annual budgets for 2020-21 and long-range plans for 2021-22 to 2024-25 were reviewed by a number of local committees and councils. Membership in these committees and councils include students who play an integral part in the overall consultation process (see page 44).

Following this consultation process, the Financial Services department (FSD) reviewed the management reports submitted by each ancillary.

Issues requiring further action were identified by FSD and addressed by the ancillaries. Finally, the budgets were reviewed by the St. George Service Ancillaries Review Group (SARG), which included three members of the University Affairs Board.

The SARG reviews the operating plans for all St. George service ancillaries. The SARG process contributes to the success of these ancillary operations by providing direction and guidance on short and long-range planning.

## **Student/Local Committees and Councils**

---

### **Residences**

New College:  
Priority, Planning and Budget Committee  
New College Council

Innis College:  
Innis Residence Committee

Graduate House:  
Graduate House Council (GHC)  
Graduate House Governing Body (GHGB)

University College:  
University College Residence Council

Chestnut Residence:  
Residence Council  
Residence Board

Family Housing:  
Joint Committee, Management and Tenant Executive  
Student Family Housing Advisory Board

Woodsworth College:  
Woodsworth Residence Council

### **Food Services**

University College Food Services:  
University College Residence Council Food Committee

### **Hart House**

Finance Committee  
Board of Stewards  
Council on Student Services



## Members of the St. George Service Ancillary Review Group

---

Chief Financial Officer (Chair)	Sheila Brown
Vice-Provost, Students	Sandy Welsh
Vice-President Operations and Real Estate Partnerships	Scott Mabury
Assistant Vice-President Planning and Budget	Trevor Rodgers

### ***Co-opted members from University Affairs Board:***

Alumni (Chair of UAB)	Andrew Szende
Alumni	Harvey Botting
Students	Sandhya Mylabathula

### ***Financial Services:***

Manager, Accounting Services	Michael Ferguson
Financial Accounting Analyst	Savitha Sampathkumar