



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Business Board

**SPONSOR:** Sheila Brown, Chief Financial Officer  
**CONTACT INFO:** [sheila.brown@utoronto.ca](mailto:sheila.brown@utoronto.ca)

**PRESENTER:** Same as above  
**CONTACT INFO:**

**DATE:** March 3, 2020 for March 18, 2020

**AGENDA ITEM:** 10

**ITEM IDENTIFICATION:**

*Service Ancillaries Operating Plans, 2020-2021*

**JURISDICTIONAL INFORMATION:**

Pursuant to Section 5.4(b) of the Business Board *Terms of Reference*, the Board is responsible for general financial policy on ancillary operations and monitoring of business ancillaries.

The operating plans are approved by other bodies within governance as delineated below.

**GOVERNANCE PATH:**

**St. George Service Ancillaries**

1. University Affairs Board [for approval] (March 11, 2020)
2. **Business Board [for information] (March 18, 2020)**

**UTM Service Ancillaries**

1. UTM 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. **Business Board [for information] (March 18, 2020)**
5. Executive Committee [for confirmation] (March 24, 2020)

**UTSC Service Ancillaries**

1. UTSC Campus Affairs Committee [for recommendation] (February 11, 2020)
2. UTSC Campus Council [for approval] (March 10, 2020)

3. University Affairs Board [for information] (March 11, 2020)
- 4. Business Board [for information] (March 18, 2020)**
5. Executive Committee [for confirmation] (March 24, 2020)

#### **PREVIOUS ACTION TAKEN:**

The UTSC and UTM Service Ancillaries were considered by their respective Campus Affairs Committee (CAC) and recommended to their respective Campus Council for approval. Under their respective Campus Council Terms of Reference, the operating plans for the campus and student services ancillaries are approved by the Campus Council and confirmed by the Executive Committee of the Governing Council.

The University Affairs Board, pursuant to its Terms of Reference, approved the Service Ancillaries Operating Plans for the St. George campus.

#### **HIGHLIGHTS:**

This report provides the Business Board with summary information on the budgets for the service ancillaries on the St. George, Mississauga (UTM) and Scarborough (UTSC) campuses to give context for review of the University's audited financial statements.

The service ancillaries include residences (UTM, UTSC, University College, New College, Woodsworth College, Innis College, Chestnut, Family Housing, Graduate House), conference services (UTSC), food and beverage/hospitality services (UTM, UTSC, St. George, University College), parking/transportation services (UTM, UTSC, St. George) and Hart House. They are managed in the ancillary operations fund, which is one of the four funds through which the University's finances are managed.

These service ancillaries are expected to cover the full cost of their operations by 1) operating without subsidy from the operating budget, 2) providing for all costs of capital renewal, including deferred maintenance, furniture and equipment, 3) creating and maintaining an operating reserve 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), and 4) if successful with the three previous objectives, they may contribute net revenues to other activities.

Collectively, the operations have experienced significant growth in response to growing student enrolment on all three campuses and are recovering from the associated high fixed costs. The growth in enrolment required a major building program for such facilities as student residences and parking garages. The costs associated with additional facilities required debt financing with the expectation that over time, with inflation, the repayment of loans would come to represent a declining proportion of revenue.

UTM Food Services combined with their Conference Services commencing May 1, 2018, with the combined operations now called Hospitality Services. St. George Food & Beverage Services also opened a new residential dining hall at CampusOne (245 College Street) and 2018-19 represented the first full year of operation. These changes explain some of the increases in

revenues and expenses in the 2018-19 and the long-range plan under food and beverage / hospitality services.

In 2017, the University entered into a partnership to develop a new residence at UTSC. The investment partner will provide the required cash equity and the University will provide a ground lease. However, all tenders came in at prices that were significantly higher than the amount forecasted by the cost consultants. In November 2019, UTSC released a revised tender for a design-build procurement to the three short-listed teams. Construction will likely begin in 2020 and will last 24-30 months, and is forecast to open during the 2022-23 academic year.

In 2020-21, the UTSC parking ancillary will begin to shift its operations and its capital priorities to fund an above-ground parking structure with an estimated capital cost of \$64 million, which is currently in the design phase, with the opening planned in 2022-23. While all numbers are preliminary and no approvals have yet been sought, UTSC has made some assumptions in this long-range plan. Specifically, the long-range plan assumes that the estimated capital cost would be financed by internal reserves of \$10 million, \$12 million of transfers, a \$17 million loan from UTSC operating funds, and a \$25 million loan from the University's Internal Loan Program (pending approval). The economic impacts of both the new residence and the above-ground parking structure are included in the operating plans for the UTSC ancillary operations where the impact can be precisely modelled or reasonably estimated.

UTM is proposing to construct a new 400-resident building, which is planned to open in 2024, subject to the appropriate approvals. The long-range plan includes the impact on all UTM ancillaries where the impact can be reasonably estimated. Funding for the \$50 million new residence building is planned to come from UTM Residence construction reserves (\$5 million), a loan from UTM operating funds (\$35 million), and by a \$10 million loan from the University's internal loan program (pending approval).

UTM Parking Services long-term planning includes the addition of a \$25 million 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, and construction of the project will be funded by a loan from the UTM operating budget.

Graduate House is currently participating in the planning process for the construction of a new Graduate Residence which will be built adjacent to Graduate House, and is contributing reserve funds to the design phase of this project. The 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.

For the 2020-21 budget, the service ancillaries are anticipating net income of \$12.8 million on \$180.0 million of revenues and \$167.2 million of expenses. The \$12.8 million budgeted net income for 2020-21 represents a decrease of \$2.1 million from the 2019-20 forecast. The 2020-21 budget anticipates net income before transfers of \$6.8 million from residence and conference services, \$0.8 million from food and beverage/hospitality services, \$2.8 million from

parking/transportation services and \$2.4 million from Hart House. The long-range plan projects revenues to increase by \$38.7 million (21.5%) from 2020-21 to 2024-25. Of this increase, \$16.7 million will come from residence and conference services, \$12.8 million from food and beverage / hospitality services, \$4.7 million from parking / transportation services and \$4.5 million from Hart House.

The 2020-21 budget projects total net assets of \$127.1 million. Net assets are expected to grow to \$267.8 million by 2024-25, an increase of \$140.7 million from 2020-21.

**FINANCIAL IMPLICATIONS:**

Refer to highlights.

**RECOMMENDATION:**

For information.

---

**DOCUMENTATION PROVIDED:**

- *University of Toronto Service Ancillaries Report on Operating Plans, 2020-2021*



UNIVERSITY OF  
TORONTO

Service Ancillaries Report on Operating Plans  
2020-2021

## TABLE OF CONTENTS

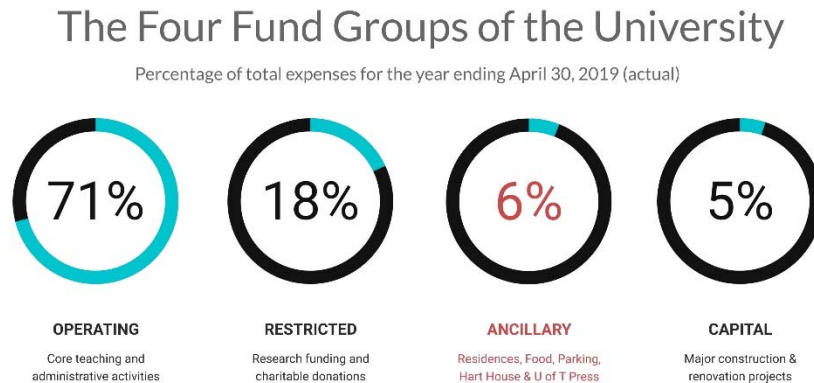
	Page
Introduction .....	1
Financial Summary .....	3
Schedule I      Projected Operating Results for the year ending April 30, 2021 .....	14
Schedule II     Summary of Service Ancillary Operations Long-Range Budget Results .....	15
Schedule III    Projected Funds to be Committed for Capital Renewal for the years ending April 30, 2021 and April 30, 2025 .....	16
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 .....	17
Schedule IV    Projected Annual Operating Results for the years ending April 30, 2020 through April 30, 2025 .....	18
Schedule V     Summary of 2020-2021 Capital Budgets .....	20
Schedule VI    Schedule of 2020-2021 Ancillary Rates .....	21
Appendix       Budget Preparation Review and Consultation Process .....	28

## Introduction

---

This report provides the Business Board with summary information on the budgets for the service ancillaries on the St. George, Mississauga (UTM) and Scarborough (UTSC) campuses<sup>1</sup> to give context when reviewing the University's audited financial statements.

The service ancillaries include residences (UTM, UTSC, University College, New College, Woodsworth College, Innis College, Chestnut, Family Housing, Graduate House), conference services (UTSC), food and beverage/hospitality services (UTM, UTSC, St. George, University College), parking/transportation services (UTM, UTSC, St. George), and Hart House. They are managed in the ancillary operations fund, which is one of the four funds through which the University's finances are managed.



These service ancillaries are expected to cover the full cost of their operations by 1) operating without subsidy from the operating budget; 2) providing for all costs of capital renewal, including deferred maintenance, furniture and equipment; 3) creating and maintaining an operating reserve at a minimum level of ten per cent of annual expenditure budgets (net of cost of goods sold, capital renewal costs and deans and dons' expenses); and 4) contributing net revenues to other activities if the operation has been successful with the three previous objectives.

---

<sup>1</sup> The budgets and rates for each St. George service ancillary operation are approved by the University Affairs Board. Budgets for UTM and UTSC service ancillaries are recommended by the Campus Council and confirmed by the Executive Committee.

Collectively, the operations have experienced significant growth in response to growing student enrolment on all three campuses, 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, with inflation, the repayment of loans would become a declining proportion of revenue.



## Financial Summary

---

This report includes the proposed long-range plans for the five-year cycle 2020-21 to 2024-25 and summary financial schedules. Projections for future years (fiscal years 2021-22 to 2024-25) provide the framework in which the budgets will be prepared as foreseen at the time of preparation of this report. They are provided to facilitate planning, and will be updated as appropriate each year to reflect changes in demand and the most recent information available for the ancillaries' revenues and expenses.

### Budget Highlights

UTM Food Services combined with their Conference Services commencing May 1, 2018, with the combined operations now called Hospitality Services. St. George Food & Beverage Services also opened a new residential dining hall at CampusOne (245 College Street) and 2018-19 represented the first full year of operation. These changes explain some of the increases in revenues and expenses in the 2018-19 and the long-range plan under food and beverage/hospitality services.

In 2017, the University entered into a partnership to develop a new residence at UTSC. The investment partner will provide the required cash equity and the University will provide a ground lease. However, all tenders came in at prices that were significantly higher than the amount forecasted by the cost consultants. In November 2019, UTSC released a revised tender for a design-build procurement to the three short-listed teams. Construction will likely begin in 2020 and will last 24-30 months, and is forecast to open during the 2022-23 academic year.

In 2020-21, the UTSC parking ancillary will begin to shift its operations and its capital priorities to fund an above-ground parking structure with an estimated capital cost of \$64 million, which is currently in the design phase, with the opening planned in 2022-23. While all numbers are preliminary and no approvals have yet been sought, UTSC has made some assumptions in this long-range plan. Specifically, the long-range plan assumes that the estimated capital cost would be financed by internal reserves of \$10 million, \$12 million of transfers, a \$17 million loan from UTSC operating funds, and a \$25 million loan from the University's Internal Loan Program (pending approval). The economic impacts of both the new residence and the above-ground parking

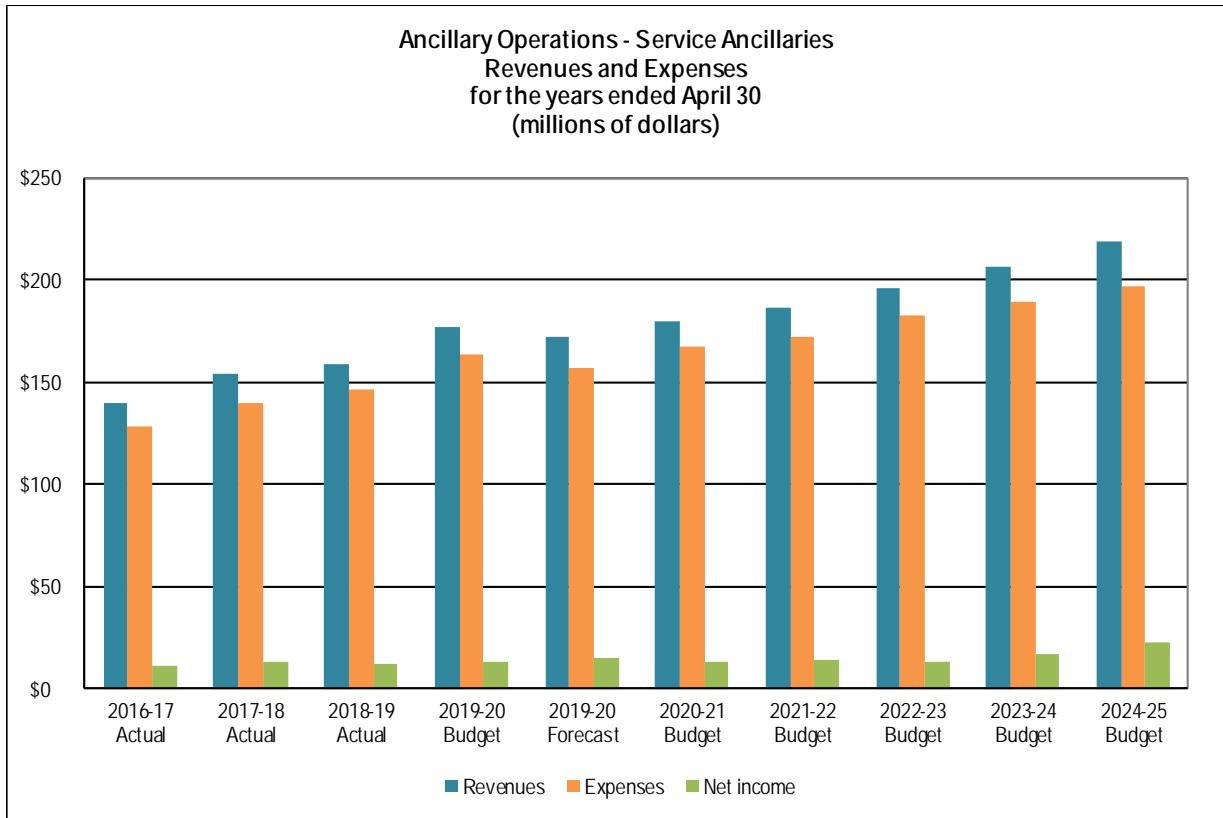
structure are included in the operating plans for the UTSC ancillary operations where the impact can be precisely modelled or reasonably estimated.

UTM is proposing to construct a new 400-resident building, which is planned to open in 2024, subject to the appropriate approvals. The long-range plan includes the impact on all UTM ancillaries where the impact can be reasonably estimated. Funding for the \$50 million new residence building is planned to come from UTM Residence construction reserves (\$5 million), a loan from UTM operating funds (\$35 million), and by a \$10 million loan from the University's internal loan program (pending approval).

UTM Parking Services long-term planning includes the addition of a \$25 million 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, and construction of the project will be funded by a loan from the UTM operating budget.

Graduate House is currently participating in the planning process for the construction of a new Graduate Residence which will be built adjacent to Graduate House, and is contributing reserve funds to the design phase of this project. The 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.

For the 2020-21 budget, the service ancillaries are anticipating net income of \$12.8 million on \$180.0 million of revenues and \$167.2 million of expenses. The \$12.8 million budgeted net income for 2020-21 represents a decrease of \$2.1 million from the 2019-20 forecast, from an increase of 4.9% in revenues and an increase of 6.7% in expenses. The \$2.1 million decrease in net income can be attributable to residence and conference services (-\$2.7 million), parking and transportation services (-\$0.3 million), food and beverage/hospitality services (-\$0.2 million), offset by Hart House (\$1.1 million) (see page 5 for details).



	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
Residences and Conferences	77.0	81.3	85.2	87.7	88.3	92.8	95.3	97.2	101.7	109.5
Food and beverage / hospitality	31.5	39.8	40.8	52.7	48.2	50.3	53.0	58.2	60.7	63.1
Parking / transportation	13.6	14.9	14.6	16.4	15.8	15.6	15.7	17.1	19.0	20.3
Hart House	17.2	17.5	18.0	19.8	19.3	21.3	22.1	23.1	24.4	25.8
<b>Total Revenue</b>	<b>139.3</b>	<b>153.5</b>	<b>158.6</b>	<b>176.6</b>	<b>171.6</b>	<b>180.0</b>	<b>186.1</b>	<b>195.6</b>	<b>205.8</b>	<b>218.7</b>
<b>Total Expense</b>	<b>128.1</b>	<b>140.0</b>	<b>146.2</b>	<b>163.2</b>	<b>156.7</b>	<b>167.2</b>	<b>172.3</b>	<b>183.0</b>	<b>188.6</b>	<b>196.5</b>
<b>Total Net Income</b>	<b>11.2</b>	<b>13.5</b>	<b>12.4</b>	<b>13.4</b>	<b>14.9</b>	<b>12.8</b>	<b>13.8</b>	<b>12.6</b>	<b>17.2</b>	<b>22.2</b>

The long-range plan projects revenues to increase by \$38.7 million (21.5%) from 2020-21 to 2024-25. Of this increase, \$16.7 million will come from residence and conference services, \$12.8 million from food and beverage/hospitality services, \$4.7 million from parking/transportation services and \$4.5 million from Hart House.

Residence rate increases are the main driver of the overall increase in revenues. Most residences are anticipating revenue growth with rental rate increases ranging from 1.8% to 6.1%, while maintaining their optimal occupancy rates for the fall and

winter sessions. Revenues from summer business are challenging and variable, with a significant potential impact on net income.

Food and beverage/hospitality services have been negatively impacted by the ongoing major maintenance of the garage at the Chestnut residence which has impacted the catering business. The 2020-21 revenues budget incorporates sales improvements due to projected increases in enrolment and meal plan rates, and a full-year cycle operation of the Davis Building Food Court at UTM.

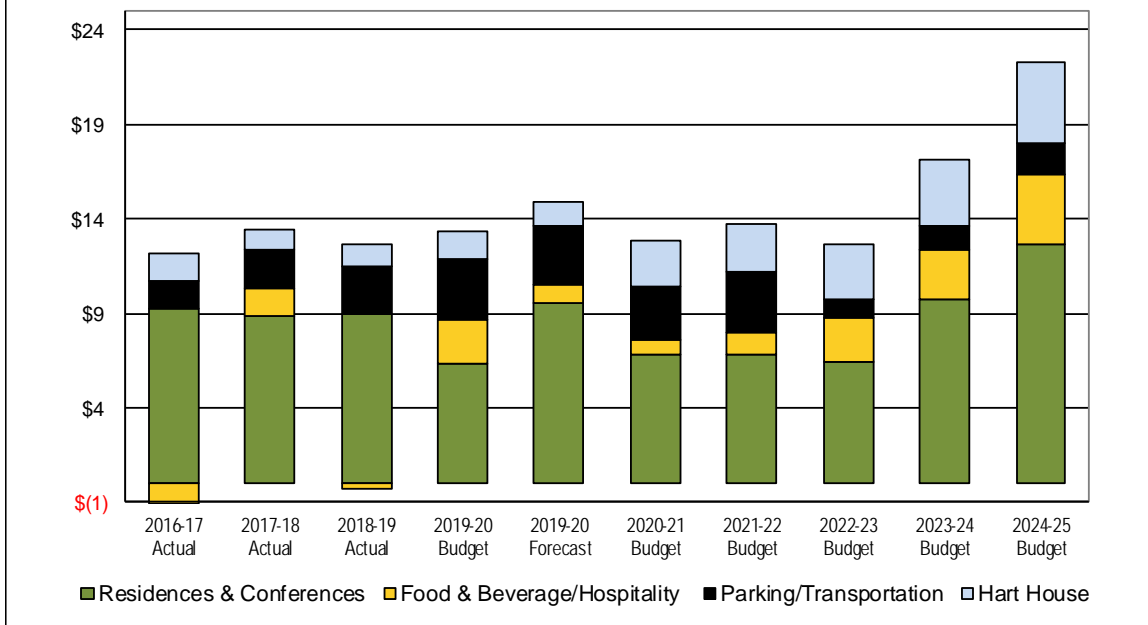
Parking rate increases are in line with market comparators and have created more accurate price differentiation between the different permit types and their locations. Although many initiatives have been introduced such as price increases, car sharing programs, the UTM shuttle program and UPass (at UTM), there is continual pressure from a growing imbalance between parking supply and demand as a result of population growth and campus development. Parking/transportation services on all three campuses continue to monitor supply and demand and to build their reserves in preparation for planned new parking structures. Parking/transportation services are projecting a small revenue decrease in 2020-21 from 2019-20 primarily as a result of the loss of surface parking on the St. George campus (Landmark project) and the UTSC campus (new residence).

Hart House anticipates an increase in revenues as a result of rate increases in student fees and membership fees combined with enrolment increases. Hart House is projecting a balanced budget after setting aside reserves for programs, for major maintenance and for capital renewal. The capital renewal reserves will be put towards an overall financing plan for the Hart House Infrastructure renewal.

## Net Income

The 2020-21 budget anticipates net income before transfers of \$6.8 million from residence and conference services, \$0.8 million from food and beverage/hospitality services, \$2.8 million from parking/transportation services and \$2.4 million from Hart House. The ancillary operations generally allocate their annual net income to capital renewal / operating / maintenance / new construction reserves, or to repay internal loans to their respective divisions' operating fund. Hart House is allocating all their annual net income to capital renewal, operating and maintenance reserves.

**Ancillary Operations - Service Ancillaries  
Net Income before Transfers and Subsidies  
for the years ended April 30  
(millions of dollars)**



	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
Residences & Conferences	9.2	8.8	9.1	6.3	9.5	6.8	6.9	6.3	9.8	12.6
Food & beverage / Hospitality	(1.0)	1.5	(0.3)	2.4	1.0	0.8	1.1	2.4	2.6	3.7
Parking / Transportation	1.5	2.1	2.5	3.2	3.1	2.8	3.2	1.0	1.3	1.6
Hart House	1.5	1.1	1.1	1.5	1.3	2.4	2.6	2.9	3.5	4.3
<b>Total Net Income</b>	<b>11.2</b>	<b>13.5</b>	<b>12.4</b>	<b>13.4</b>	<b>14.9</b>	<b>12.8</b>	<b>13.8</b>	<b>12.6</b>	<b>17.2</b>	<b>22.2</b>

The outlook for net income over the next five years is positive since the plans include some rate increases each year while principal and interest payments on outstanding loans remain constant. The rate increases were part of the original expansion plans, and continue to be required to restore the ancillaries to a solid financial position. Rate increases are also necessary to maintain the desired level of services, and to provide for annual maintenance and building improvements. Many older buildings have begun to show their age. To address this, the major maintenance budgets and capital renewal budgets were substantially increased in the past years and will continue to be a large percentage of their total expenditures. The long-range plan is showing an increase in net income of \$9.4 million, from \$12.8 million in 2020-21 to \$22.2 million in 2024-25. This is due to an increase of \$5.8 million from residence and conference services, \$2.9 million from food and beverage/hospitality services, \$1.9 million from Hart House, offset by a decrease of \$1.2 million from

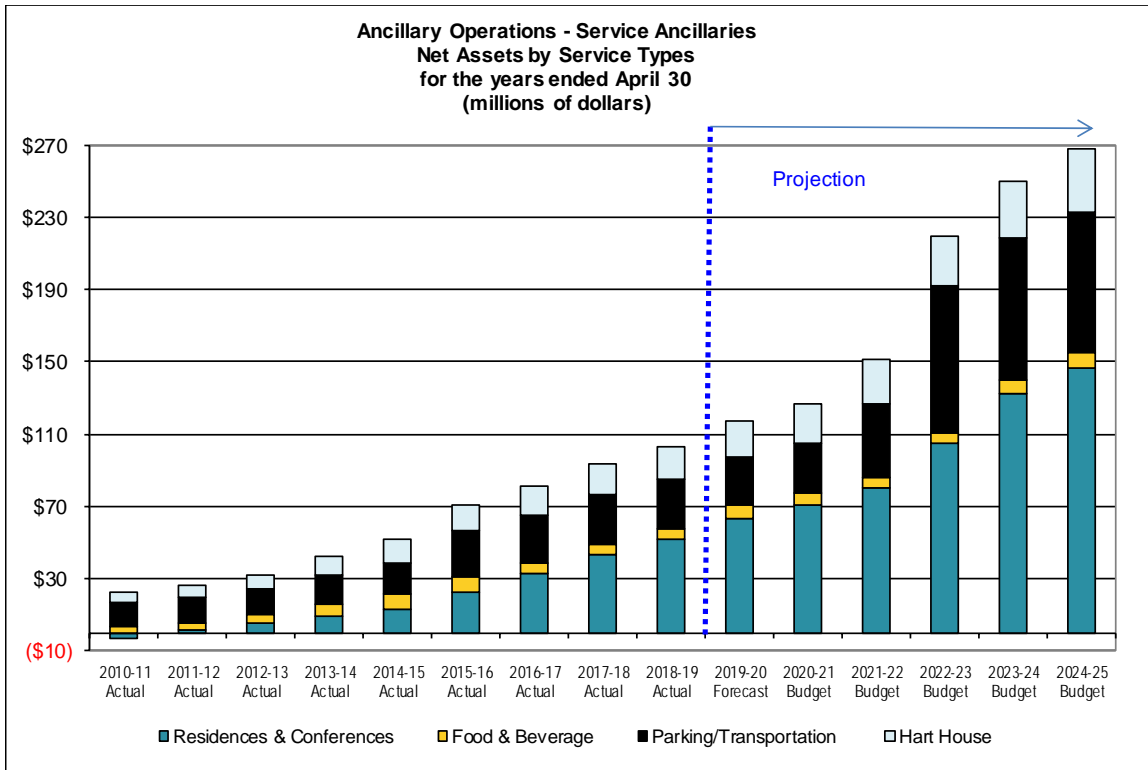
parking/transportation services. The decrease in net income for parking/transportation services is primarily due to projected annual operating losses at UTSC due to depreciation expense and anticipated interest payments on the debt arising from the planned new parking structure.

## Net Assets

Net assets reflect the net worth of the 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 there is 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 service ancillaries from 2010-11 to 2018-19 and projects the net assets in accordance with long-range plans to 2024-25.



This chart 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, as well as the impact of planned new residence buildings, parking structures and infrastructure projects over the next five years.

**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
UTM	7.4	9.4	10.5	13.1	13.3	30.1	48.4	49.2
UTSC	9.0	10.1	10.2	11.2	13.2	13.4	13.6	14.2
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	8.9	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	8.5	8.6	8.7	9.0	9.3	9.8
<b>Residences and Conferences</b>	<b>51.7</b>	<b>57.0</b>	<b>63.3</b>	<b>71.1</b>	<b>79.9</b>	<b>104.5</b>	<b>132.6</b>	<b>146.3</b>
Food and beverage / hospitality	5.7	7.1	7.3	6.5	5.9	6.6	7.0	8.6
Parking / transportation	27.4	27.1	26.7	27.4	40.8	80.7	79.1	77.5
Hart House	18.4	20.3	19.7	22.1	24.7	27.5	31.1	35.4
<b>Total Net Assets</b>	<b>103.2</b>	<b>111.5</b>	<b>117.0</b>	<b>127.1</b>	<b>151.3</b>	<b>219.3</b>	<b>249.8</b>	<b>267.8</b>

For 2019-20, the service ancillaries are forecasting total net assets of \$117.0 million. The St. George Family Housing ancillary also has a trust fund which is forecasted to have a balance of \$0.7 million at April 30, 2020, which is reserved for major capital improvements based on the purchase agreement with the Ontario Housing Corporation. The 2020-21 budget projects total net assets of \$127.1 million.

Net assets are expected to grow to \$267.8 million by 2024-25, an increase of \$140.7 million from 2020-21. This is due to an increase of \$75.2 million from residence and conference services, \$2.1 million from food and beverage/hospitality services, \$50.1 million from parking/transportation services, and \$13.3 million from Hart House.

**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 & Conferences	(0.6)	34.0	13.1	11.2	13.4	71.1
Food & Beverage	(7.3)	8.3	0.9	0.8	3.8	6.5
Parking/Transportation	0.0	16.8	0.4	0.9	9.3	27.4
Hart House	0.0	13.5	5.6	3.0	0.0	22.1
<b>Total</b>	<b>(7.9)</b>	<b>72.6</b>	<b>20.0</b>	<b>15.9</b>	<b>26.5</b>	<b>127.1</b>

The projected total net assets of \$127.1 million for 2020-21 consists of \$72.6 million investment in capital assets, \$20.0 million commitments to capital renewal, \$15.9 million in operating reserves, \$26.5 million in new construction reserves, partially offset by \$7.9 million in unrestricted deficit (see schedules II and III on page 14 and 15 for details).

As depreciation is charged and funded from future revenues, the \$72.6 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 changes on this short-term financing of deficits (note that all long-term loans are at a fixed rate).



## Ancillary Debt

For 2020-21, the service ancillaries are projecting a total outstanding debt of \$125.2 million (on original loans issued of \$305.3 million), of which \$111.1 million is for residence services and \$14.1 million for parking/transportation services. The estimated principal and interest repayment on the debt for residence services is projected to be \$19.9 million in 2020-21, representing 22% of revenues (excluding conference services). The estimated interest costs on debt for residence services will be \$7.7 million (8% of revenues or 9% of expenses). However, on an individual residence basis, principal and interest costs can be as high as 34% of revenues. The majority of this debt is allocated to the residence ancillaries and was the main reason many of the residence ancillaries did not break even in the past. Subsidies were provided to some ancillaries from the University's operating budget and from existing operations with a plan that they would break even annually in year five and cumulatively in year eight from inception of the building capital project.

### 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
<b>Residences</b>							
UTM	32.2	29.3	26.9	24.4	21.6	28.5	25.8
UTSC	9.6	8.5	7.7	6.9	6.0	5.0	4.0
Innis College	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	-
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 College	13.8	12.1	10.8	9.5	8.1	6.5	4.9
	<b>136.7</b>	<b>123.5</b>	<b>111.1</b>	<b>98.6</b>	<b>84.9</b>	<b>80.1</b>	<b>65.9</b>
<b>Parking/transportation</b>							
UTM	7.0	6.3	5.7	5.0	4.3	3.5	2.6
UTSC	4.6	4.1	3.8	3.3	27.7	26.8	25.9
St. George	5.8	5.2	4.6	4.0	3.3	2.6	1.8
	<b>17.4</b>	<b>15.6</b>	<b>14.1</b>	<b>12.3</b>	<b>35.3</b>	<b>32.9</b>	<b>30.3</b>
<b>Total Loan Balance</b>	<b>154.1</b>	<b>139.1</b>	<b>125.2</b>	<b>110.9</b>	<b>120.2</b>	<b>113.0</b>	<b>96.2</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. In order to increase residence spaces, the building expansion on all three campuses initially put a strain on the financial viability of most residence operations. Minimal down payments for new residence buildings resulted in substantial debt, leading to large annual principal and interest costs. The impact of this debt led to financial deficits in two residences and continues to impact their long-range budget plans. Residence ancillary operations with buildings supported by partial down payments, donations or operating fund subsidies have been more financially sound. Increasing repairs and maintenance costs for older buildings have led to increased operating costs for some residence operations. Over the years, most of the residence operations have returned to fiscal health as the fixed principal and interest payments have declined as a percentage of total revenues and expenses.

## Capital Expenditures

Individual capital projects are approved in accordance with the Policy on Capital Projects. The service ancillary operations 2020-21 capital budgets are summarized in schedule V (page 19). Major capital projects included in this 2020-21 operating plan are:

- UTSC Residence has planned Res Centre renovations, Phase II and III townhouse structural reinforcement, and furniture and general capital replacement;
- Innis College will continue with suite kitchen and floor renovations and suite furniture renewal and a planned replacement of the fire panel;
- New College will replace the fire alarm system at Wetmore Hall, as well complete a mattress replacement in the residence;
- University College will start Phase III roof replacement at Sir Daniel Wilson Hall, and continue with the Whitney Hall furniture replacement;
- Graduate House will continue with the second phase of the 4-year roof replacement project;
- Chestnut Residence will start the first phase of the in-room air conditioning replacement project;

- St. George Food and Beverage Services will begin phase I of the Chestnut conference centre renovation with a capital investment of \$2.3 million;
- UTSC Parking Services plans to construct approximately 180 temporary surface spaces on the lands surrounding parking lot G in order to continue to accommodate parking needs of the campus community during construction of the new residence and an Instruction Centre;
- St. George Transportation Services have planned capital expenditures for license plate recognition and for a pay & display upgrade;
- Hart House's capital investment plan includes the part 1 scope schematic design phase for the infrastructure renewal project, Hart House Farm AODA projects, and air conditioning in the Athletics Department.

With the anticipation of future growth, UTM and UTSC residences, New College, Family Housing, UTM Hospitality, UTSC Food Services, UTSC parking, and St George and UTM Transportation Services are allocating unrestricted surplus to new construction reserves for planned or potential major capital projects, new food courts or new parking structures.

**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 before Transfers	Transfers in (out)	Net Income (loss) after Transfers 2020	Forecast 2019
<b>RESIDENCE SERVICES</b>						
UTM	17,870	15,257	2,613	-	2,613	3,064
UTSC	8,832	7,915	917	-	917	1,176
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>91,085</u>	<u>84,337</u>	<u>6,748</u>	<u>938</u>	<u>7,686</u>	<u>11,607</u>
<b>CONFERENCE SERVICES</b>						
UTSC	1,638	1,569	69	(25)	44	24
Total Conference Services	<u>1,638</u>	<u>1,569</u>	<u>69</u>	<u>(25)</u>	<u>44</u>	<u>24</u>
<b>FOOD AND BEVERAGE/HOSPITALITY SERVICES</b>						
UTM Hospitality	3,789	3,776	13	-	13	681
UTSC	993	873	120	(60)	60	129
St. George Campus	41,010	40,570	440	(1,411)	(971)	794
University College	4,538	4,302	236	(150)	86	(23)
Total Food and Beverage/Hospitality Services	<u>50,330</u>	<u>49,521</u>	<u>809</u>	<u>(1,621)</u>	<u>(812)</u>	<u>1,581</u>
<b>PARKING/ TRANSPORTATION SERVICES</b>						
UTM	4,649	3,283	1,366	(1,801)	(435)	(760)
UTSC	3,948	2,489	1,459	(378)	1,081	1,727
St. George Campus	7,051	7,066	(15)	14	(1)	(1,672)
Total Parking/ Transportation Services	<u>15,648</u>	<u>12,838</u>	<u>2,810</u>	<u>(2,165)</u>	<u>645</u>	<u>(705)</u>
<b>HART HOUSE</b>	<u>21,335</u>	<u>18,929</u>	<u>2,406</u>	<u>-</u>	<u>2,406</u>	<u>1,334</u>
<b>TOTAL</b>	<u><u>180,036</u></u>	<u><u>167,194</u></u>	<u><u>12,842</u></u>	<u><u>(2,873)</u></u>	<u><u>9,969</u></u>	<u><u>13,841</u></u>

**SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS**

**SCHEDULE II**

(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>												
UTM	Yes	Yes	Yes	No	277	4,930	50	1,069	6,800	13,126	30,143	49,238
UTSC	Yes	Yes	Yes	No	-	2,871	762	873	4,778	9,284	11,438	12,048
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>Conference Services</b>												
UTSC	Yes	Yes	Yes	Yes	830	107	5	819	100	1,861	1,978	2,114
				25								
<b>Food and Beverage/Hospitality Services</b>												
UTM Hospitality	Yes	Yes	Yes	No	-	2,718	10	277	3,651	6,656	6,292	6,548
UTSC	Yes	Yes	Yes	Yes	-	817	41	168	109	1,135	1,185	1,403
				60								
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>Parking/ Transportation Services</b>												
UTM	Yes	Yes	Yes	No	-	8,642	10	210	-	8,862	33,026	31,599
										-		
UTSC	Yes	Yes	Yes	Yes	-	1,285	260	261	9,302	11,108	39,635	35,201
				378								
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
Summary totals				1,354	(7,936)	72,604	19,981	15,896	26,521	127,066	219,344	267,803

**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)

SCHEDULE III

	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>				
UTM	50	-	50	50
UTSC	792	(30)	762	577
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	13,427	(368)	13,059	14,179
<b>CONFERENCE SERVICES</b>				
UTSC	1	4	5	2
Total Conference Services	1	4	5	2
<b>FOOD AND BEVERAGE/HOSPITALITY SERVICES</b>				
UTM Hospitality	10	-	10	10
UTSC	33	8	41	25
St. George Campus	2,000	(1,902)	98	-
University College	745	23	768	605
Total Food and Beverage/Hospitality Services	2,788	(1,871)	917	640
<b>PARKING/ TRANSPORTATION SERVICES</b>				
UTM	10	-	10	10
UTSC	237	23	260	1,743
St. George Campus	50	50	100	500
Total Parking/ Transportation Services	297	73	370	2,253
<b>HART HOUSE</b>	8,992	(3,362)	5,630	12,625
<b>TOTAL</b>	25,505	(5,524)	19,981	29,699

**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 THROUGH APRIL 30, 2025**  
**(thousands of dollars)**

	OPERATING RESERVE				NEW CONSTRUCTION RESERVE			
	Balance	Increase or (decrease) in operating reserve	Balance operating reserve	Balance operating reserve	Balance	Increase or (decrease) in construction reserve	Balance new construction reserve	Balance new construction reserve
	May 1, 2020		April 30, 2021	April 30, 2025	May 1, 2020		April 30, 2021	April 30, 2025
<b>RESIDENCE SERVICES</b>								
UTM	989	80	1,069	1,511	4,261	2,539	6,800	-
UTSC	823	50	873	759	4,254	524	4,778	6,742
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	7,735	2,646	10,381	18,625	9,765	3,563	13,328	15,812
<b>CONFERENCE SERVICES</b>								
UTSC	757	62	819	908	100	-	100	100
Total Conference Services	757	62	819	908	100	-	100	100
<b>FOOD AND BEVERAGE/HOSPITALITY SERVICE</b>								
UTM Hospitality	256	21	277	317	3,046	605	3,651	3,867
UTSC	163	5	168	234	219	(110)	109	640
St. George Campus	-	-	-	-	-	-	-	-
University College	259	13	272	296	-	-	-	-
Total Food and Beverage/Hospitality Services	678	39	717	847	3,265	495	3,760	4,507
<b>PARKING/ TRANSPORTATION SERVICES</b>								
UTM	202	8	210	399	-	-	-	-
UTSC	285	(24)	261	420	9,051	251	9,302	-
St. George Campus	494	(7)	487	517	17	14	31	5,216
Total Parking/ Transportation Services	981	(23)	958	1,336	9,068	265	9,333	5,216
<b>HART HOUSE</b>	2,652	369	3,021	3,772	-	-	-	-
<b>TOTAL</b>	12,803	3,093	15,896	25,488	22,198	4,323	26,521	25,635

**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 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>									
UTM	3,064	-	3,064	2,613	-	2,613	197	-	197
UTSC	1,176	-	1,176	917	-	917	1,962	-	1,962
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	9,508	2,099	11,607	6,748	938	7,686	6,793	2,019	8,812
<b>CONFERENCE SERVICES</b>									
UTSC	24	-	24	69	(25)	44	83	(25)	58
Total Conference Services	24	-	24	69	(25)	44	83	(25)	58
<b>FOOD AND BEVERAGE/HOSPITALITY SERVICES</b>									
UTM Hospitality	681	-	681	13	-	13	(229)	-	(229)
UTSC	199	(70)	129	120	(60)	60	7	-	7
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 and Beverage/Hospitality Services	1,011	570	1,581	809	(1,621)	(812)	1,096	(1,712)	(616)
<b>PARKING/ TRANSPORTATION SERVICES</b>									
UTM	1,082	(1,842)	(760)	1,366	(1,801)	(435)	1,420	10,666	12,086
UTSC	2,142	(415)	1,727	1,459	(378)	1,081	1,469	(378)	1,091
St. George Campus	(172)	(1,500)	(1,672)	(15)	14	(1)	333	(89)	244
Total Parking/ Transportation Services	3,052	(3,757)	(705)	2,810	(2,165)	645	3,222	10,199	13,421
<b>HART HOUSE</b>	1,334	-	1,334	2,406	-	2,406	2,561	-	2,561
<b>TOTAL</b>	<b>14,929</b>	<b>(1,088)</b>	<b>13,841</b>	<b>12,842</b>	<b>(2,873)</b>	<b>9,969</b>	<b>13,755</b>	<b>10,481</b>	<b>24,236</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)

	2022-23			2023-24			2024-25		
	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 before Transfers	Transfers in (out)	Net Income after Transfers
<b>RESIDENCE SERVICES</b>									
UTM	(679)	17,500	16,821	757	17,500	18,257	838	-	838
UTSC	443	(250)	193	394	(250)	144	716	(250)	466
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	6,339	18,138	24,477	9,666	18,466	28,132	12,522	1,076	13,598
<b>CONFERENCE SERVICES</b>									
UTSC	84	(25)	59	91	(25)	66	95	(25)	70
Total Conference Services	84	(25)	59	91	(25)	66	95	(25)	70
<b>FOOD AND BEVERAGE/HOSPITALITY SERVICES</b>									
UTM Hospitality	(135)	-	(135)	(26)	-	(26)	282	-	282
UTSC	82	(40)	42	211	(100)	111	207	(100)	107
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 and Beverage/Hospitality Services	2,385	(1,709)	676	2,589	(2,087)	502	3,739	(2,194)	1,545
<b>PARKING/ TRANSPORTATION SERVICES</b>									
UTM	1,468	10,609	12,077	1,517	(1,941)	(424)	1,271	(2,274)	(1,003)
UTSC	(883)	28,319	27,436	(1,464)	(1,021)	(2,485)	(929)	(1,021)	(1,950)
St. George Campus	380	73	453	1,224	54	1,278	1,271	51	1,322
Total Parking/ Transportation Services	965	39,001	39,966	1,277	(2,908)	(1,631)	1,613	(3,244)	(1,631)
<b>HART HOUSE</b>	2,864	-	2,864	3,534	-	3,534	4,274	-	4,274
<b>TOTAL</b>	12,637	55,405	68,042	17,157	13,446	30,603	22,243	(4,387)	17,856

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

	<u>2020 - 2021</u>	<u>2019-2020</u>
<b>RESIDENCE SERVICES</b>		
UTM	68	1,910
UTSC	775	811
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>4,733</u>	<u>9,601</u>
<b>CONFERENCE SERVICES</b>		
UTSC	-	10
Total Conference Services	<u>-</u>	<u>10</u>
<b>FOOD AND BEVERAGE/HOSPITALITY SERVICES</b>		
UTM Hospitality	100	431
UTSC	260	305
St. George Campus	2,665	475
University College	20	10
Total Food and Beverage/Hospitality Services	<u>3,045</u>	<u>1,221</u>
<b>PARKING/ TRANSPORTATION SERVICES</b>		
UTSC	1,010	26
St. George Campus	570	1,000
Total Parking/ Transportation Services	<u>1,580</u>	<u>1,026</u>
<b>HART HOUSE</b>		
	<u>2,735</u>	<u>1,540</u>
<b>TOTAL</b>	<u><u>12,093</u></u>	<u><u>13,398</u></u>

**SCHEDULE OF 2020-2021 ANCILLARY RATES**

	2020/21 RATE	2019/20 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%

**RESIDENCE SERVICES**

**UTM**

Undergraduate Students

Townhouses(Schreiberwood,McLuhan, Leacock)	10,264	9,822	442	4.5	3.7
Townhouses( Putnam)	11,495	10,947	548	5.1	15.6
Suites (Roy Ivor Hall & Erindale Hall) Single	11,385	10,947	438	4.0	4.0
Suites ( Erindale Hall) Double	7,247	7,116	131	1.8	4.0
Dormitory (Oscar Peterson Hall)	10,835	10,344	491	4.7	4.0
Premium Townhouse MaGrath Valley (Single)	11,150	10,644	506	4.8	7.0
Premium Townhouse MaGrath Valley(Double)	7,247	6,919	328	4.7	7.0

Schreiberwood:

Small Bachelors					
Graduate Student Housing (Sep to Apr)	8,990	8,603	387	4.5	3.8
Medical Student Housing (Sep to May)	10,114	9,678	436	4.5	3.8

Large Bachelors

Graduate Student Housing (Sep to Apr)	9,449	9,042	407	4.5	3.8
Medical Student Housing (Sep to May)	10,630	10,172	458	4.5	3.8

Family Student Housing -Monthly Rate

3 bedroom					
May to Aug	1,795	1,730	65	3.8	3.8
Sep to Apr	1,876	1,795	81	4.5	3.8
4 bedroom					
May to Aug	1,860	1,793	67	3.7	3.8
Sep to Apr	1,944	1,860	84	4.5	3.7

**UTSC**

Winter

Phase I - III single	9,439	8,990	449	5.0	5.0
Phase I - small Room (1 Room)	8,460	8,057	403	5.0	5.0
Phase IV single	10,610	10,105	505	5.0	5.0
Phase I shared	6,989	6,657	332	5.0	5.0
Phase I shared basement	6,291	5,991	300	5.0	5.0
Phase IV shared	7,908	7,532	376	5.0	5.0
Centennial Residence	9,954	9,480	474	5.0	-

Summer

Phase I - III (May - August)	4,472	4,259	213	5.0	5.0
Visitor Weekly Rate	279	266	13	5.0	5.0
Phase IV Foley Hall (May - August)	4,792	4,564	228	5.0	5.0
Visitor Weekly Rate	299	285	14	5.0	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>Innis College</u></b>					
Innis College - Winter	10,491	9,991	500	5.00	5.0
Innis College - Summer	3,419	3,256	163	5.00	2.5
<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>					
Continuing New College Students					
Sessional	2,930	2,700	230	8.5	5.4
Registered Students					
Sessional	2,970	2,678	292	10.9	8.3
Others					
Sessional	3,080	2,781	299	10.8	8.0
<b><u>Summer - Double</u></b>					
Continuing New College Students					
Sessional	2,486	2,268	218	9.6	4.0
Registered Students					
Sessional	2,420	2,163	257	11.9	5.0
Others					
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	21.11	19.61	1.50	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
	\$	\$	\$	%	%

**PARKING/ TRANSPORTATION SERVICES**

**UTM**

CCT Garage- Annual	1,369.60	1,190.96	178.64	15.0	10.0
Reserved (P1)-Annual	1,137.47	1,104.34	33.13	3.0	2.0
Reserved (P5)-Annual	1,104.34	1,104.34	-	-	2.0
Unreserved (Lots P4 and P8) Annual	774.04	762.60	11.44	1.5	2.0
Unreserved (Lot P9) Annual	876.99	762.60	114.39	15.0	2.0
Student Unreserved (Lots P4 and P8) (Sessional)	322.50	317.73	4.77	1.5	2.0
Unreserved - afternoon - (after 3:30pm) - Annual	227.77	224.40	3.37	1.5	2.0
Commercial - Annual	1,296.79	1,277.63	19.16	1.5	2.0
Pay & Display					
Pay & Display (daily maximum) (6:30 am - 8:00 a.m. next day)					
CCT Garage	20.00	15.00	5	33.3	-
Lot P9	17.00	15.00	2	13.3	-
Lot P4 and P8	15.00	15.00	-	-	-
Pay & Display (evening/weekend) (5:00 pm - 8:00 a.m. next day)					
CCT Garage	8.00	6.00	2	33.3	-
Lot P9	7.00	6.00	1	16.7	-
Lot P4 and P8	6.00	6.00	-	-	-
Pay & Display per half hour (6:30 am - 5:00 p.m)					
CCT Garage	3.00	2.50	0.50	20.0	-
Lot P9	2.75	2.50	0.25	10.0	-
Lot P4 and P8	2.50	2.50	-	-	-
Pay & Display per half hour (weekdays 5:00pm to 8am next day; weekends & holidays)					
CCT Garage	1.00	1.00	-	-	-
Lot P9	1.00	1.00	-	-	-
Lot P4 and P8	1.00	1.00	-	-	-

**UTSC**

Permits

South Lot:

Annual, South Lot Employee Premium	1,412.67	1,284.24	128.43	10.0	5.0
Annual, South Lot Employee Reserved	1,878.86	1,708.06	170.80	10.0	5.0
Annual, Ring Road Employee	1,271.41	1,155.83	115.58	10.0	5.0
Summer Term	282.55	256.86	25.69	10.0	5.0
Residence Fall/ Winter term	1,000.12	909.20	90.92	10.0	5.0
Residence - Summer term	250.04	227.31	22.73	10.0	5.0
Evening Payroll, Employee Annual	652.05	592.77	59.28	10.0	5.0

**SCHEDULE OF 2020-2021 ANCILLARY RATES**

	2020/21 RATE	2019/20 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b><u>PARKING/ TRANSPORTATION SERVICES</u></b>					
<b>UTSC</b>					
<u>North Lot:</u>					
Annual North Lot, Premium (Lot K)	1,412.67	1,284.24	128.43	10.0	5.0
Annual North Lot, Payroll Employee	1,086.69	987.90	98.79	10.0	5.0
Student, Fall/ Winter	868.72	789.74	78.98	10.0	5.0
Monthly Student North Lot Permit	121.62	110.56	11.06	10.0	5.0
Fall or Winter Term	486.48	442.26	44.22	10.0	5.0
Summer term	217.98	198.16	19.82	10.0	5.0
Centennial Permit (Sep - May)	963.56	917.67	45.89	5.0	5.0
Centennial Summer Permit	481.78	458.84	22.94	5.0	5.0
Cash Parking					
<u>South Lots</u>					
Peak period Hourly rate	4.00	3.50	0.50	14.3	16.7
Flat rate- Evening	7.00	7.00	-	-	16.7
Flat rate- Weekend	7.00	6.00	1.00	16.7	20.0
Summer - Conference - Daily Rate	6.00	6.00	-	-	11.1
Summer - Conference - Youth bed rate	2.00	2.00	-	-	14.3
<u>Instructional Center Lot K: Current Permits only</u>					
Flat Rate, Day	16.00	14.00	2.00	14.3	40.0
Flat Rate, Evening	7.00	7.00	-	-	40.0
Flat Rate, Weekend	7.00	6.00	1.00	16.7	50.0
<u>Lots F, G and H (North Lots)</u>					
Flat Rate, Day	10.00	10.00	-	-	17.6
Flat Rate, Evening	6.00	6.00	-	-	20.0
Flat Rate, Weekend	5.00	5.00	-	-	66.7
<b>St. George Campus</b>					
<b>Permit</b>					
Faculty of Education	145	140	5	3.6	3.7
School of Continuing Ed(158 St George St)	320	315	5	1.6	3.3
42 Harbord Street	145	140	5	3.6	3.7
Graduate Garage (Lot N)	160	155	5	3.2	3.3
OISE Garage (Lot I)	160	155	5	3.2	-
Bedford Rd. (Lot M)	205	200	5	2.5	2.6
St. George Garage (Lot P)	185	180	5	2.8	2.9
Faculty of Law	245	240	5	2.1	2.1
BCIT (Lot C)	205	200	5	2.5	2.6
McLennan Physics (Reserved)	255	250	5	2.0	6.4
McLennan Physics(Lot B)	205	200	5	2.5	2.6
E/S Hart House Circle(Lot U)	195	190	5	2.6	2.7
Triangle	265	260	5	1.9	2.0
Front Campus (KCC & HHC) (Lot R)	250	245	5	2.0	2.1
Lot A Garage (55 St George St.)	320	320	-	-	4.9
Galbraith Rd.	265	260	5	1.9	2.0
200 College St.(Rear)/I.S.C.	265	260	5	1.9	2.0
Tower Road - Unreserved	145	140	5	3.6	3.7
Tower Road - Reserved	265	260	5	1.9	2.0
256 McCaul Street - Reserved	265	260	5	1.9	2.0
155 College Street - Garage	290	285	5	1.8	3.6
155 College Street - Surface	265	260	5	1.9	2.0
100 College St. (Banting)	145	140	5	3.6	3.7
112 College St. (Best) (Lot K) Closed	-	200	(200)	(100.0)	2.6
88 College St. (Women's college)(Lot L) Closed	-	200	(200)	(100.0)	2.6
Dentistry - Garage	245	240	5	2.1	2.1
Dentistry - Surface	225	220	5	2.3	2.3
6 King's College Road(Lot O)	265	260	5	1.9	2.0
167 College St	n/a	n/a	n/a	-	-
730 Yonge St. Garage	0	203	(203)	-	-

**SCHEDULE OF 2020-2021 ANCILLARY RATES**

	2020/21	2019/20			PRIOR
	RATE	RATE	INCREASE	INCREASE	YEAR'S
	\$	\$	\$	%	INCREASE
					%

**PARKING/ TRANSPORTATION SERVICES**

**St. George Campus  
Permit Misc**

Commercial monthly	285.00	280.00	5	1.8	1.8
Commercial weekly	90.00	86.00	4	4.7	2.4
After 4pm parking	80.00	80.00	-	-	6.7
Summer Conference monthly	245.00	240.00	5	2.1	2.1
Summer Conference weekly	90.00	84.00	6	7.1	3.7
UTM/UTSC designated lot	60.00	55.00	5	9.1	4.8
UTM/UTSC hunting permit	90.00	90.00	-	-	5.9
24-Hour Reserve	320.00	315.00	5	1.6	3.3
24-Hour Reserve (Lot A Garage)	350.00	350.00	-	-	14.8
24-Hour Reserve (256 McCaul)	320.00	315.00	5	1.6	3.3
Z-Permit (unrestricted)	265.00	260.00	5	1.9	2.0
Motorcycle	38.00	36.00	2	5.6	2.9



**SCHEDULE OF 2020-2021 ANCILLARY RATES**

	2020/21 RATE \$	2019/20 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<b>FOOD AND BEVERAGE/HOSPITALITY SERVICES</b>					
<b>UTM</b>					
<b>Group A: First -Year Resident Students</b>					
Regular Basic +250 Flex dollars	4,350	4,330	20	0.5	1.9
Regular Basic +100 Flex dollars	4,200	4,180	20	0.5	2.0
Small Basic +250 Flex dollars	3,900	3,870	30	0.8	1.8
Small Basic +100 Flex dollars	3,750	3,720	30	0.8	1.9
<b>Group B: Upper-year Resident Students</b>					
Regular Basic +250 Flex dollars	3,000	2,720	280	10.3	1.7
Regular Basic +100 Flex dollars	2,850	2,570	280	10.9	1.8
Small Basic +250 Flex dollars	2,550	2,390	160	6.7	1.7
Small Basic +100 Flex dollars	2,400	2,240	160	7.1	1.8
<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

## Appendix

---

### Budget Preparation Review and Consultation Process

The ancillary budgets were prepared after thorough consultation with College constituents and with input from Facilities and Services. Residence fee revenues were based on a rate increase from 1.8% to 6.1% per year assuming optimal occupancy levels for the fall and winter sessions. Salaries, wages and benefit projections have been budgeted in accordance with the terms of the collective agreements, as well as the compensation package for Professionals and Managers. Proposed major maintenance and capital expenditure budgets have been assembled in conjunction with both the Facilities and Services department and the previously commissioned Capital Replacement Study.

The 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.

Following this consultation process, the Financial Services department reviews the management reports submitted by each ancillary. The Financial Services department analyzes the reports for completeness, adherence to fiscal policies and financial feasibility. Financial Services also assesses the progress made by measuring their performance against the four financial objectives established for ancillaries. Issues requiring further action will be identified and addressed through a one-on-one meeting along with members from University Operations. The St. George budgets are then reviewed by the St. George Service Ancillaries Review Group (SARG), which includes three members from the University Affairs Board. SARG provides advice and formulates recommendations on the operating plans for all service ancillaries.

Following these reviews, the University Affairs Board and the respective Campus Council at UTM and UTSC approve operating plans, capital budgets and schedules of rates or fees for all service ancillaries on an annual basis.