



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: University Affairs Board

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DATE: February 14, 2022 for March 3, 2022

AGENDA ITEM: 4b

ITEM IDENTIFICATION:

Operating Plans and Fees: Service Ancillaries, UTSC

JURISDICTIONAL INFORMATION:

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

GOVERNANCE PATH:

1. UTSC Campus Affairs Committee (For Recommendation) (February 10, 2022)
2. **University Affairs Board (For Information) (March 3, 2022)**
3. UTSC Campus Council (For Approval) (March 9, 2022)
4. Executive Committee (For Confirmation) (March 22, 2022)

PREVIOUS ACTION TAKEN:

At its meeting held on February 11, 2021, the UTSC Campus Affairs Committee considered and recommended the 2021-22 UTSC service ancillary operating plan proposal to the UTSC Campus Council for approval. On March 10, 2021, UTSC Campus Council approved the 2021-22 service ancillary operating plans, which were presented to the University Affairs Board for information on March 4, 2021. The service ancillary operating plans received confirmation of approval from the Executive Committee on March 25, 2021.

HIGHLIGHTS:

The UTSC Campus Affairs Committee considers and recommends operating plans for all UTSC service ancillaries on an annual basis. Those plans include a management report

that describes the proposed services and programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plans also include each ancillary's annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and compulsory or optional fees. The plans will report on actual financial results for 2020-21, the forecast for 2021-22, and projections for the five-year period, 2022-23 to 2026-27. Only the proposed budget for 2022-23 is presented for approval.

Consultation

The UTSC Service Ancillary operating plans are developed in a consultative process with the Office of the Chief Administrative Officer and the Financial Services Department. These plans are assessed for completeness, adherence to fiscal policies, financial feasibility and their ability to achieve the four financial objectives for service ancillaries. Consultation around each of these plans also occurs with stakeholder groups that are directly affected and that form part of the advisory and decision-making structures of each operation.

Students are included in these groups. The Student Housing Advisory Committee includes membership from residents at large, students living off campus in rental accommodations, residence advisors, representation from the Scarborough Campus Residence Council, and elected members from the Scarborough Campus Student Union (SCSU). The Food User Committee gathers various representatives from the UTSC community including academic staff and faculty, administration, students, and representatives from the campus' food service provider and the SCSU. The Parking Advisory Review Committee includes academic staff and faculty, administration, and students.

Each advisory group was provided with the opportunity to discuss ancillary management plans, operations, products, programs, and initiatives presented by the service ancillary. Discussions covered accessibility, hours of operations, pricing, service levels, current and future programs, and maintenance projects planned, as applicable. The various advisory committees provided feedback and guidance to topics brought forward by the service ancillaries, which were used to develop the operating plans submitted to the Committee for recommendation. The 2022-23 operating plans and management reports were also provided to University of Toronto Financial Services Department for comment. No major concerns were raised.

Overview

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

operating reserve of 10 percent of annual expenditures; and (iv) having achieved the first three objectives, contribute net revenues to the operating budget.

2022-23 Service Ancillary Operating Plans and Budgets

Service ancillaries as a whole are budgeting net income before transfers of \$3.4 million for the year ending April 30, 2023 on projected revenues of \$15.4 million (see Schedule 1).

2022-23 Service Ancillary Capital Budgets

The service ancillaries are budgeting capital expenditures of \$3.4 million in 2022-23 (see Schedule 5), consisting primarily of life cycle replacement of furniture in the residences and a provision for capital expenditures in the townhouses based on recommendations to come forward later this year from the student housing master plan and capitalized design consultant costs for the parking structure.

2022-23 Service Ancillary Rates and Fees

Student Housing and Residence Life proposes an increase of 5% for townhouses and apartment style suites. Parking Services proposes a 10% permit fee increase for all categories of UTSC permits.

These budgets and rates provided for approval for 2022-23 are reasonable, based on the operating plans, which outline the opportunities and ongoing challenges facing the ancillaries, with the understanding that there will be continuing work to address various issues.

FINANCIAL IMPLICATIONS:

An assessment of each ancillary's ability to achieve the four financial objectives is summarized in Schedule 2.

RECOMMENDATION:

The proposal is presented to the University Affairs Board for information.

DOCUMENTATION PROVIDED:

UTSC SARG Report 2022-23



UNIVERSITY OF
TORONTO
SCARBOROUGH

Service Ancillary Report on Operating Plans

2022-23

January 4, 2022

TABLE OF CONTENTS

Introduction	2	
Financial Summary	9	
Student Housing and Residence Life	17	
Conference Services	20	
Food and Beverage Services	23	
Parking Services	27	
Review and Consultation Process	29	
Student / Local Committees and Councils	29	
Schedule 1	Projected Operating Results for the year ending April 30, 2023	31
Schedule 2	Projected Net Assets	32
Schedule 3.1	Projected Funds to be Committed for Capital Renewal for the year ending April 30, 2023	33
Schedule 3.2	Projected Funds to be Committed for Operating and New Construction Reserves for the year ending April 30, 2023	34
Schedule 4	Projected Annual Operating Results for the years ending April 30, 2022 through April 30, 2027	35
Schedule 5	Summary of 2022-23 Capital Budgets	36
Schedule 6	Schedule of 2022-23 Ancillary Rates	37

Introduction

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

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

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

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

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

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

1. To operate without subsidy from the operating budget. Should the need for a subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.
2. To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.
3. Having achieved the first two objectives, create and maintain an operating reserve (excluding capital requirements) at a minimum level of 10 percent of annual expenditure budgets (net of cost of goods sold, capital renewal costs,

and deans' and dons' expenses), as protection against unforeseen events, which would have a negative financial impact on the operation.

4. Having obtained the first three objectives, service ancillaries will contribute net revenues to the operating budget (for purposes of clarification, the fourth objective relates to all contributions of net revenues made by the ancillary operation to any operating budget outside of their own operation). The rate of contribution is established by each campus for each individual ancillary.

COVID-19 Impact on Ancillary Services

To maintain the health & safety of students, faculty and staff, the campus was effectively closed in mid-March 2020 and there continues to be only a limited amount of on-campus activity. The ancillaries developed their current year forecasts and their budgets for next year on the assumption that on-campus activity would return to pre-pandemic levels in the winter 2022 term, before the decision was made to extend online learning and work-from arrangements until January 31, 2022 due to the Omicron variant. This extended deferral of on-campus activity may impair financial performance in the current fiscal year; however, it should not affect next year's budgets.

Since the financial performance of the ancillaries is directly related to the amount of on-campus activity, the limited amount of on-campus activity so far this year has had a significant financial impact on our ancillary services.

Student Housing and Residence Life. Our residences experienced an increase in demand this academic year as the global pandemic eased. Occupancy this year is greater than budgeted, with 713 occupied beds as of November 2021 (vs. a budget of 482 occupied beds). However, SHRL has had to deal with issues regarding international travel and student visas and has adjusted housing intake processes and timelines to accommodate students experiencing travel issues. Following COVID-19 protocols, nine townhouses (34 beds) have been set aside this year for use in emergency and/or quarantine situations. So far this year, there have been no cases of COVID-19 in the residences.

Conference Services. Public health limitations regarding the number of people attending indoor events caused most of this ancillary's activities to be cancelled, postponed or moved online. The Green Path program, the largest and most profitable client of Conference Services, was delivered online. Therefore, the student support services normally provided by this ancillary were not required, resulting in a loss of about \$400,000 of revenues, net of avoidable costs. CAMP

UTSC continued to be held online with 185 registrations, far less than the 836 registrations in the latest pre-pandemic year. To mitigate these losses, this ancillary was able to attract several film shoots and redeployed staff to other business units. Next year, this ancillary expects to improve its financial performance, as an in-person Green Path program is expected to return in summer 2022 and Camp UTSC will be held both in-person and hybrid. However, the demand for traditional conferences may continue to be low, at least initially, given the long lead time for organizing these events and lingering hesitancy about congregating in large groups.

Food Services. Given the low amount of on-campus activity, food sales are tracking at about 20% of pre-pandemic levels. This is impairing the financial performance of this ancillary and also of Aramark, our contracted service provider. To accommodate this significant change in business conditions, UTSC entered into an Amending Agreement with Aramark for the contract year ended August 3, 2021, which resulted in a significant reduction of commissions being paid to UTSC. UTSC and Aramark are negotiating another Amending Agreement for the current contract year, which will result in a continuation of financial concessions by UTSC while Aramark continues to provide a limited amount of retail food services pending a full return of on-campus activity. To keep students living on campus socially distanced and accommodate their meal requirements, a mobile ordering app was introduced. The app allows students to order online and have a meal delivered in a box right to the their room. Furthermore, groceries can be purchased on a TCard and delivered to a student residence.

Parking Services. The limited amount of on-campus activity has significantly reduced the demand for parking permits by students and staff in the north lots. While permit revenue is significantly higher than last year due to the reinstatement of parking permit fees in September 2020, permit revenue remains well below pre-pandemic levels, as many permits holders in the north lots chose not to reinstate their permits while working and learning from home. Permit revenue is expected to return to pre-pandemic levels when on-campus activity returns to normal.

Capital Projects and the Impact on Ancillary Operating Budgets

Two major capital projects affecting the ancillaries are now in progress: a new residence, which is under construction, and a parking structure, which is scheduled to be submitted for Governance approval during the winter term.

The status of these capital projects and their impact on the operating budgets during the five year planning horizon are as noted below.

New Residence

UTSC's new 750 bed residence is now under construction and is expected to be ready for occupancy by the summer of 2023. This residence will provide dormitory style accommodation, a dining hall with a mandatory meal plan and residence life services.

The residence will be occupied and operated by the University for students of the University of Toronto Scarborough. Through a ground lease with the University, the residence will be owned by a limited partnership comprised of an equity investor as the limited partner and the University as the general partner.

The University will provide all of the services that apply to University-owned residences, including residence life, property management, information technology, and food services.

The financial impact on the Residence operating budgets, starting in the 2023-24 year, is limited to residence life services, which will be delivered by this ancillary and funded by the limited partnership.

The financial impact on the Food Services operating budget relates to the introduction of a mandatory meal plan at the new residence, beginning in the 2023-24 fiscal year. The kitchen and dining hall will be operated by a food operator, contracted by Food Services. The limited partnership will be paid an agreed-upon amount by Food Services. Residual net commissions will be revenue of Food Services.

Property management services will be delivered by UTSC's Facilities Management Department. Services will be provided by Facilities Management directly or by third parties contracted by Facilities Management, in much the same manner as building services are delivered to the existing residence stock.

Information technology services will be delivered by UTSC's Information and Instructional Technology Services Department ("IITS").

Parking Structure

UTSC is planning to build a parking structure, known as the "Retail & Parking Commons", to replace surface parking spaces which are being displaced by the new student residence (now under construction) and by the new IC2 academic building and the Indigenous House (construction of both is scheduled to begin in 2022) and by other buildings being planned on the north campus, all as per the

campus master plan. The parking structure will also provide additional parking spaces needed for the new buildings, in compliance with City of Toronto parking by-law, and will provide access to a central shipping/receiving loading dock and tunnel to several new academic buildings including IC2, the Literatures, Arts, Media and Performance (LAMP) building and the Scarborough Academy of Medicine and Integrated Health (SAMIH).

An application for site plan approval has been submitted to the City of Toronto. This project is scheduled to be submitted for Governance approval during the winter term.

Capital funding is to be provided by a contribution from the ancillary's reserves, central debt, and a contribution from the UTSC Operating Budget as compensation for parking spaces being displaced by other capital projects on the north campus, a portion of which will be repayable. The financial implications are modelled in the budget starting in the 2024-25 fiscal year, when the Retail and Parking Commons is projected to open.

Impact on Ancillary Operating Budgets

The new residence and the parking structure will have a significant financial impact on the ancillaries in the later years of the five year planning period.

Impact on Student Housing and Residence Life (SHRL)

The new residence will have a very different financial model than the existing residence stock due to ownership of the residence by the limited partnership ("LP"). Residence fees will be collected by the University on behalf of the LP and the University will incur costs for property management, residence life, and information technology which will be recovered from the LP.

The financial impact in the SHRL budgets is limited to residence life services. The LP will contract with SHRL for the provision of residence life services for a fee and the cost of those services will be incurred by SHRL. The revenue from the LP and all associated costs are included in this ancillary's budget beginning in 2023-24, following the opening of the new residence.

The additional capacity provided by the new residence will provide an opportunity for UTSC to consider future options for its aging residence stock. Therefore, UTSC has undertaken a Housing Master Plan (HMP) project this year, which is expected to be completed during the spring of 2022. The HMP will examine the demand for student housing, both on and off campus. It will also provide a building condition

assessment our current housing stock and will propose a multi-year renovation plan including estimated costs. The HMP will have a 20 year planning horizon.

While the HMP is not yet completed, the facilities assessment has already revealed that a significant number of repairs and renovations are required. What is uncertain is the order and phasing of the required repairs and renovations. The budget model assumes that some of our townhouse residence blocks will be put offline each year for renovations and then reopened. A \$1 million capital expenditures budget line has been included each year, starting in 2022-23. For Joan Foley Hall, \$250K has been added to major maintenance budgets. More detailed renovation budgets will be determined following the completion of the HMP.

Impact on Parking Services

The construction of a parking structure will have significant financial implications for this ancillary. The budget model assumes that the ancillary will contribute \$7 million from its own reserves toward capital costs, will service a central mortgage of \$25 million, and will service a UTSC internal loan of \$18 million, with the remaining capital costs being funded through the Operating Budget as compensation for parking spaces being displaced for capital projects being constructed (or to be constructed) on the north campus. These financial implications are modelled into the budget starting 2024-25 year.

Impact on Food and Beverage Services

The construction of the new residence, including a dining hall, provides an opportunity for UTSC to introduce a meal plan, which will be mandatory at the new residence.

Some high-level assumptions have been made in the budget model regarding this, beginning in the 2023-24 year when the new residence opens.

It is assumed that food services will be provided by a contract provider, which will provide the capital to fit out the kitchen and will receive a percentage of the gross revenues (similar to what applies now at UTSC); that a negotiated fixed payment will be made to the Residence LP in return for providing the service of the LP's dining hall and commercial kitchen; that the program will be offered through the TCard+ program, which will receive a commission; and that the residual amount will be revenue for Food Services.

These assumptions will be refined next year, once the contractual relationships between UTSC, the Residence LP, a contract food service provider and the One Card program have concluded.

The meal plan will likely appeal to some students in the current residences. Therefore, the budget model assumes that some students in the current residences will choose to purchase a meal plan at the new residence.

Food Services has decided to issue a Request for Proposals for a new food services contract, to take effect in the summer or fall of 2022. This is being done in preparation for the opening of the new residence in the summer 2023 and the launch of the mandatory meal plan. For now, the budget for the coming year assumes that pre-pandemic business terms will continue to apply, pending the results of the RFP, and that pre-pandemic market conditions will return.

Impact on Conference Services

The new residence, complete with a dining hall and summertime capacity for academic conferences, together with the Highland Hall event centre, will provide an opportunity for this ancillary to compete for larger conferences than has been possible up to now. This will allow Conference Services to diversify beyond its current business lines.

However, discussions about how to best develop this opportunity are still in the early stages. Therefore, the budget model assumes that only the current business lines and revenue streams (i.e. the Green Path program, summer camp, film shoots, and some limited conference business) will apply during the planning period.

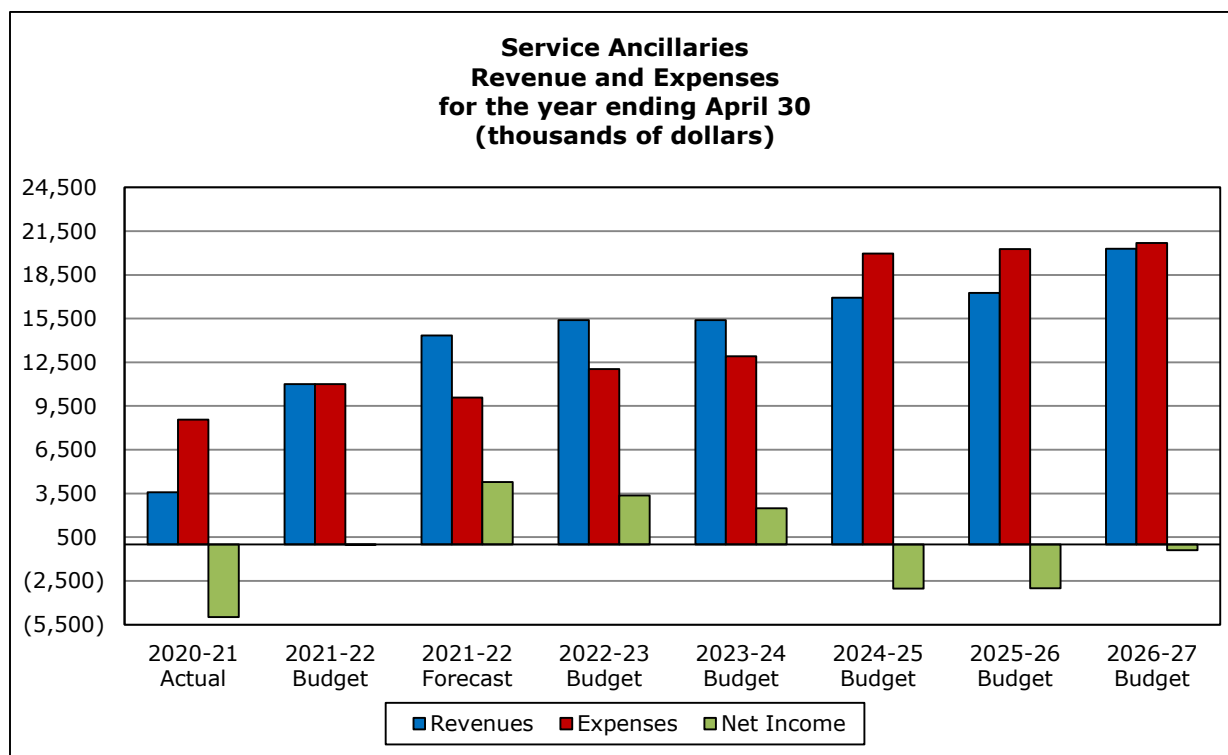
Summary

This report includes highlights of the 2021-22 forecasts, 2022-23 budgets, and long-range operating plans for each ancillary. This report also includes financial summaries of each ancillary.

The financial implications of the two capital projects have been built into the ancillary budgets where they can be quantified or estimated and are also noted in the narrative of each ancillary.

The proposed budgets for the 2022-23 year assume that on-campus activity returns to pre-pandemic levels.

Financial Summary

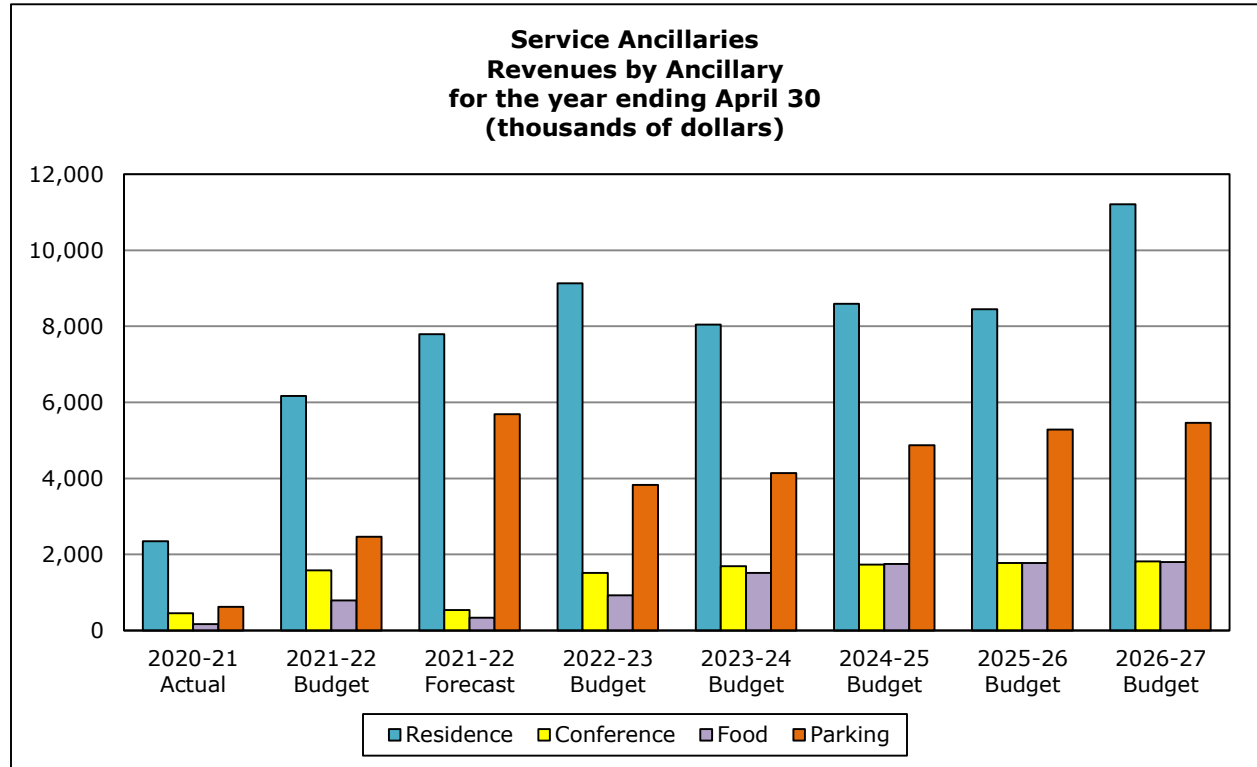


	2020-21 Actual	2021-22 Budget	2021-22 Forecast	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget
Revenues	3,585	10,998	14,349	15,390	15,387	16,939	17,270	20,283
Expenses	8,571	11,014	10,074	12,030	12,908	19,958	20,268	20,686
Net Income	(4,986)	(16)	4,275	3,360	2,479	(3,019)	(2,998)	(403)
% Δ Revenue		206.8%	30.5%	7.3%	0.0%	10.1%	2.0%	17.4%

UTSC ancillaries are forecasting net income of \$4.3 million before transfers as at April 30, 2022 on projected revenue of \$14.3 million. The forecasted net income represents a \$9.3 million increase over last year's net loss of \$5.0 million. Net income projections for 2021-22 will be higher than budgeted by \$4.3 million, mainly due to favourable results for Residence, with \$1.2 million of net income, and Parking, with \$3.7 million of net income. Conference Services and Food Services

are projected to incur losses at \$0.2 million and \$0.4 million respectively, due to the COVID-19 pandemic.

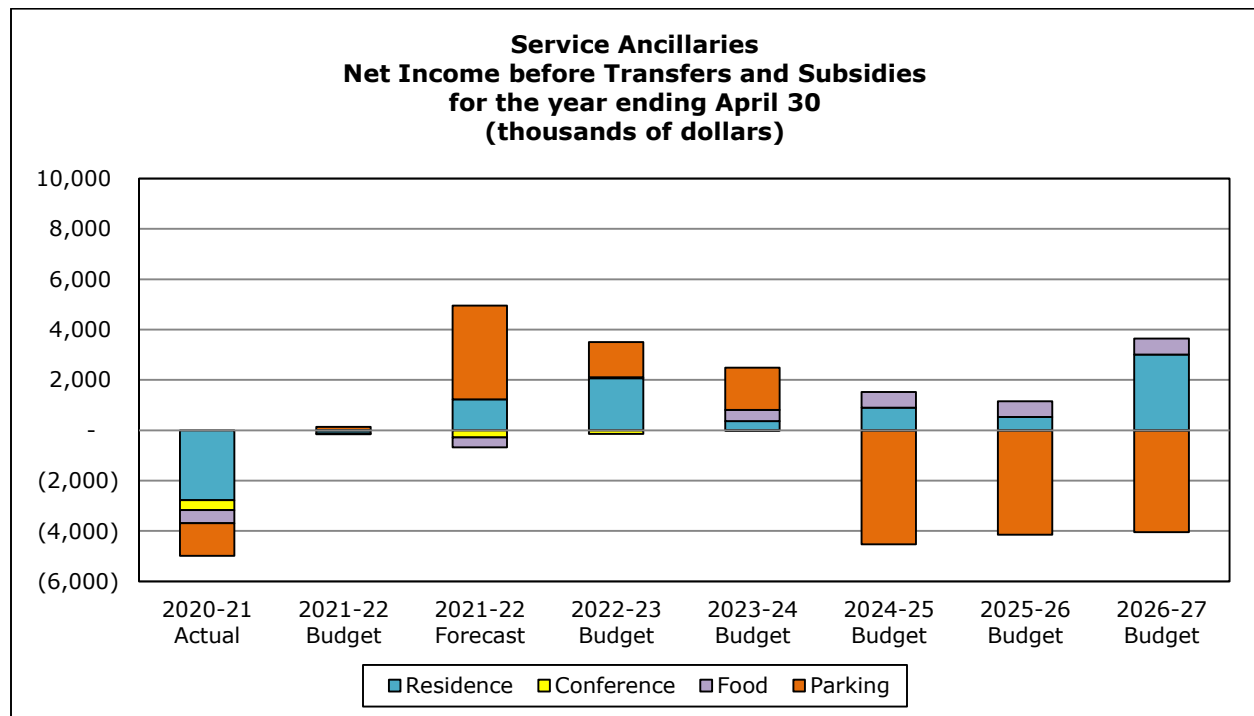
For the 2022-23 year, the ancillaries are budgeting a net income of \$3.4 million. This is less than the net income in the current year forecast, primarily due to Parking, which received a large, one-time payment from Centennial College in the current year, which will not be repeated next year.



	2020-21 Actual	2021-22 Budget	2021-22 Forecast	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget
Residence	2,347	6,163	7,789	9,129	8,048	8,592	8,447	11,209
Conference	449	1,579	534	1,510	1,687	1,729	1,772	1,818
Food	164	791	338	920	1,513	1,749	1,770	1,796
Parking	625	2,465	5,688	3,831	4,139	4,869	5,281	5,460
Total Revenue	3,585	10,998	14,349	15,390	15,387	16,939	17,270	20,283
Expenses	8,572	11,014	10,074	12,030	12,908	19,958	20,268	20,686
Net Income	(4,987)	(16)	4,275	3,360	2,479	(3,019)	(2,998)	(403)

Net Income

Forecasted net income for the 2021-22 year is \$4.3 million before transfers and subsidies, which is higher than the budgeted net loss of \$16K. The net income is mainly contributed by Residence (\$1.2 million) and Parking (\$3.7 million). Due to the pandemic, Food Services is forecasting a loss of \$0.4 million and Conference Services is forecasting a loss of \$0.2 million due to the limited amount of on-campus activity during the summer and fall terms. The forecast assumes a more normal level of on-campus activity during the winter term. The decrease in revenues was partially offset by a reduction in program/service costs and discretionary spending.



	2020-21 Actual	2021-22 Budget	2021-22 Forecast	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget
Residence	(2,778)	(137)	1,224	2,066	362	892	524	3,005
Conference	(387)	3	(282)	(146)	(12)	(19)	(20)	(24)
Food	(524)	(19)	(396)	41	448	623	630	637
Parking	(1,298)	137	3,729	1,399	1,681	(4,515)	(4,132)	(4,021)
Net Income (Loss)	(4,987)	(16)	4,275	3,360	2,479	(3,019)	(2,998)	(403)

Net income is projected to be \$3.4 million in 2022-23, based on the expectation that on-campus activities will return to pre-COVID levels next year.

The ancillaries as a whole are expected to perform well during the 2022-23 and 2023-24 years but will incur net losses for the remainder of the five-year planning period. The loss is mainly from Parking Services, which will incur significantly higher depreciation and debt service costs when the new parking structure opens in 2024-25. Also, net income from Residence will decrease when a portion of its existing housing stock is decommissioned each year for renovations, beginning in the 2023-24 year, which will reduce revenues and increase expenses. A provision for capital expenditures has been built into the Residence budget each year, pending final recommendations from the Housing Master Plan.

Net Assets

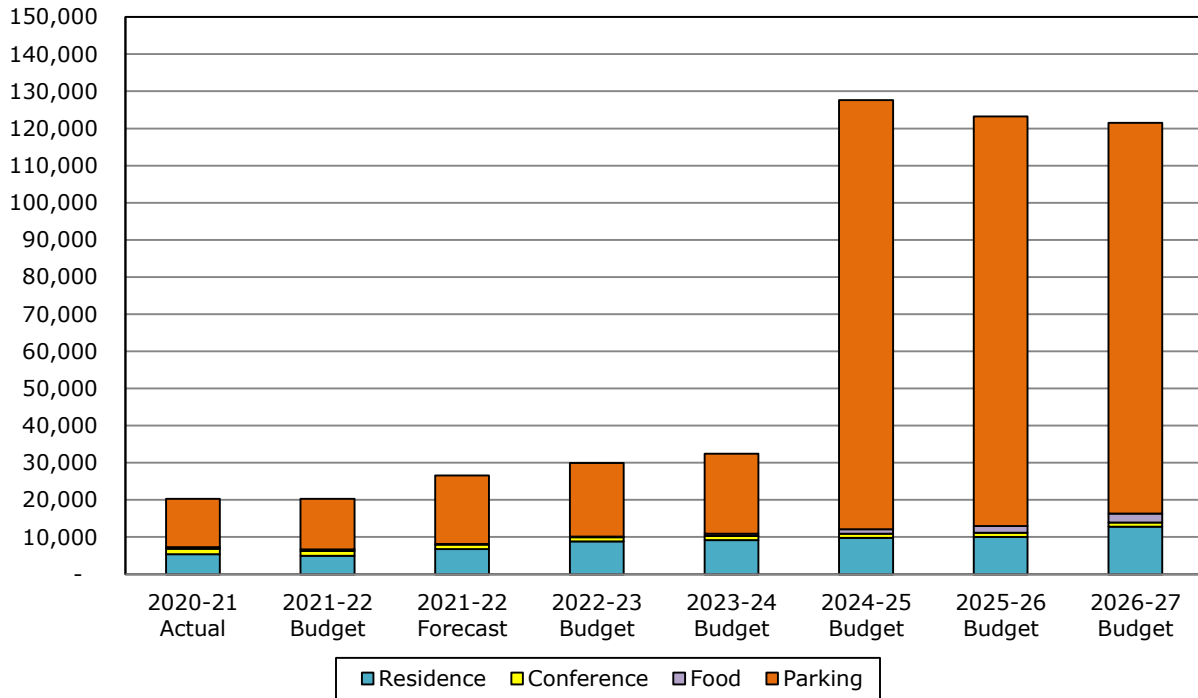
Net Assets represents the cumulative surpluses earned by the service ancillaries since their inception. Over time, net assets change due to net income or loss for the year and transfers in and out of the ancillary.

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

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

The following chart shows the history of actual net assets for service ancillaries from 2020-21 to 2026-27:

**Service Ancillaries
Net Assets by Ancillary
for the year ending April 30
(thousands of dollars)**



	2020-21 Actual	2021-22 Budget	2021-22 Forecast	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget
Residence	5,427	4,976	6,741	8,807	9,169	9,810	10,084	12,840
Conference	1,418	1,265	1,266	1,120	1,109	1,090	1,070	1,046
Food	481	474	162	203	651	1,244	1,844	2,451
Parking	12,998	13,574	18,431	19,830	21,510	115,464	110,263	105,174
Total	20,324	20,289	26,600	29,960	32,439	127,608	123,261	121,511

For 2021-22, the service ancillaries are forecasting total net assets of \$26.6 million. The 2022-23 operating plan projects total net assets of \$30.0 million.

Projected total net assets of \$30.0 million in 2022-23 consist of \$0.1 million in unrestricted surplus, \$2.2 million in operating reserves, \$11.9 million invested in capital assets, \$1.0 million capital renewal reserves, and \$14.8 million of new construction reserves.

**Service Ancillaries
Net Assets by Category
for the budget year 2022-23
(thousands of dollars)**

	Unrestricted Surplus/ (Deficit)	Operating Reserve	Invested in Capital Assets	Capital Renewal Reserve	New Construction Reserve	Total Net Assets
Residence	-	1,122	3,433	658	3,594	8,807
Conference	-	755	307	14	44	1,120
Food	(110)	-	313	-	-	203
Parking	-	354	7,865	393	11,218	19,830
Total	(110)	2,231	11,918	1,065	14,856	29,960

Net assets are expected to increase to \$121 million by 2026-27, an increase of \$91.5 million from 2022-23. This projected increase is from Parking Services (\$85 million), most of which is attributable to the portion of the parking structure capital budget that is being funded by a contribution from the Operating Budget, Residence (\$4.0 million) and Food Services (\$2.2 million).

Ancillary Debt

For 2022-23, the ancillaries are projecting total outstanding debt of \$6.0 million for Residence Phase IV (on original loans issued of \$16.0 million).

The estimated principal and interest payments are \$1.3 million, which is 14.6% of its projected revenues. The interest portion of \$.43 million is 4.7% of its revenue or 6.1% of its expenses.

In 2021-22, Parking paid off its outstanding debt of \$3.8 million, most of which was funded by a lump sum payment by Centennial College. The Parking ancillary is planning to obtain central debt of \$25 million in the 2024-25 year to help finance the capital costs of the new parking structure.

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

	2020-21 Actual	2021-22 Forecast	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget
Residence	7,719	6,873	5,970	5,004	3,973	2,872	1,695
Conference	-	-	-	-	-	-	-
Food	-	-	-	-	-	-	-
Parking	3,771	-	-	-	24,618	24,207	23,768
Total Loan Balance	11,490	6,873	5,970	5,004	28,591	27,079	25,463

Review of UTSC Ancillary Operations

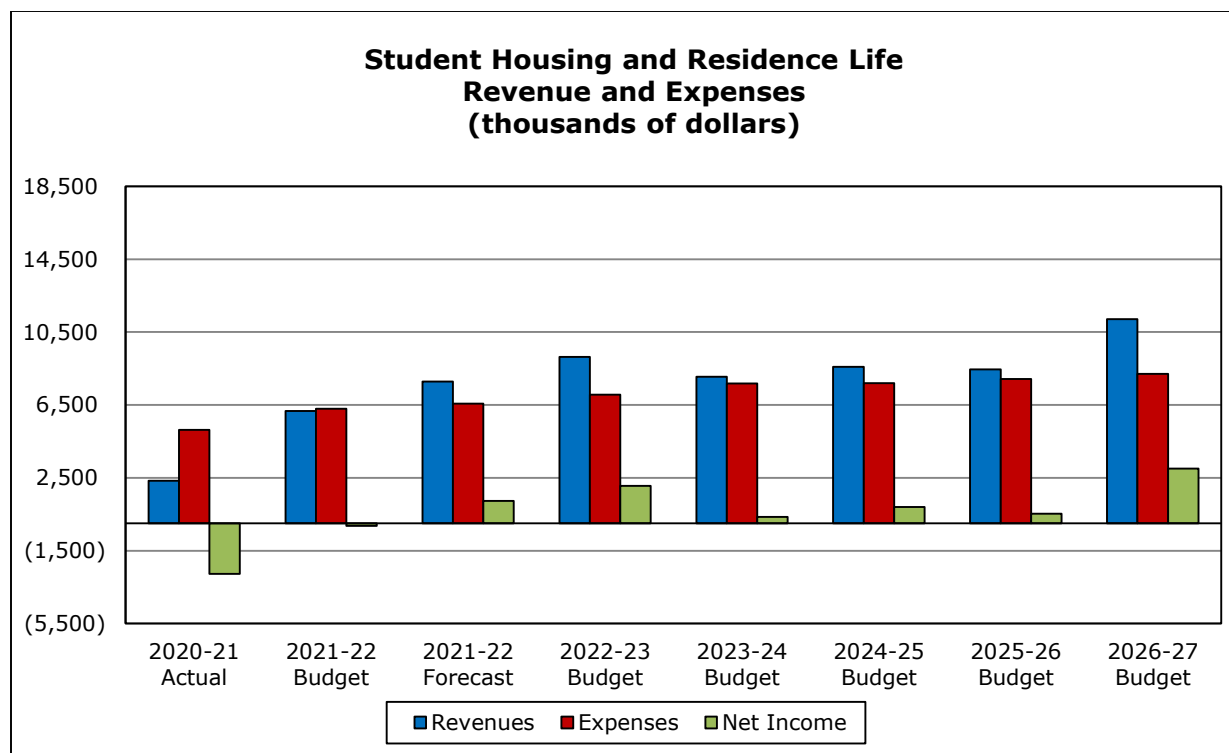
Student Housing and Residence Life

Student Housing and Residence Life provides 883 beds in 114 townhouses and 56 apartments. Five houses and one apartment are specifically designed for students with accessibility needs.

International students continue to comprise the largest portion of the residence population and this trend will likely continue due to international recruitment initiatives.

Key accomplishments in 2021-22 were:

- Navigated the COVID-19 pandemic, ensuring the health and safety of students and staff, while transitioning from 20% occupancy in 2020-21 to 97% occupancy in 2021-22
 - Managed safe move-in for roughly 680 students
 - Shifted from primarily virtual to hybrid virtual and in-person
- Launched a Residence Curriculum where students engage in transformative learning experience that foster personal growth & wellness, build meaningful connections and promote inclusive, socially conscious communities
- Launched Residence First Year Learning Communities in partnership with Student Life
- Completed much needed facilities work that includes the following:
 - Installed new flooring in Joan Foley Hall
 - Roofing in Phase I
 - Replacement of bathtubs
 - Electrical Upgrades – replacement of transformer and LED lighting for townhouses
 - Replacement of hot water boiler in Joan Foley Hall
 - Implementation of COVID-19 waste water sampling system for Joan Foley Hall



	2020-21 Actual	2021-22 Budget	2021-22 Forecast	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget
Revenues	2,347	6,163	7,789	9,129	8,048	8,592	8,447	11,209
Expenses	5,125	6,300	6,565	7,063	7,686	7,700	7,923	8,204
Net Income	(2,778)	(137)	1,224	2,066	362	892	524	3,005
% Δ Revenue		163%	26%	17%	-12%	7%	-2%	33%

2021-22 Forecast

Residence is forecasting net income of \$1.2 million in 2021-22, which is \$1.3 million more than budget. Total net assets are projected to be \$6.7 million.

Higher net income is mainly due to higher than anticipated occupancy. A reduction in the number of COVID-19 cases improved the willingness of students to return on campus.

2022-23 Budget and Long Range Plan

Residence rates are budgeted to increase by 5.0%. The fee increase will fund projected increases in facility expenses and will build reserves needed for major

capital renewal. Residence is committed to maintaining quality facilities that meet the diverse needs of students and has therefore planned \$1.8 million in capital expenditures. Major maintenance projects planned for next year include a ResNet upgrade, replacement of furniture in Phases II and III and in the Residence Centre, replacement of the wireless alarm system and carbon monoxide detectors and the outdoor patio. It also includes a \$1.0 million placeholder budget for renovations of the townhouse, details of which will be determined in the Housing Master Plan. Salaries, wages and benefits will also increase to comply with contractual obligations and to reflect recent staffing changes. The total net assets are projected to increase to \$8.8 million in 2022-23.

The ancillary proposes annual fee increases of 5.0% for the full planning period. These rate increases are in line with planned rate increases at residences on the St. George and UTM campuses. These increases will help fund the renovations and other capital improvements that will be determined from the Housing Master Plan. In each of the next five years, \$1.0 million has been budgeted for townhouse renovations and another \$225K for major maintenance for Joan Foley Hall. The details of the required repairs and renovations are not yet determined, pending the completion of the Housing Master Plan.

Annual revenues will increase in 2022-23, but will be lower from 2023-24 to 2025-26 due to the expected decommissioning of townhouses. The Housing Master Plan will guide the housing stock renewal process.

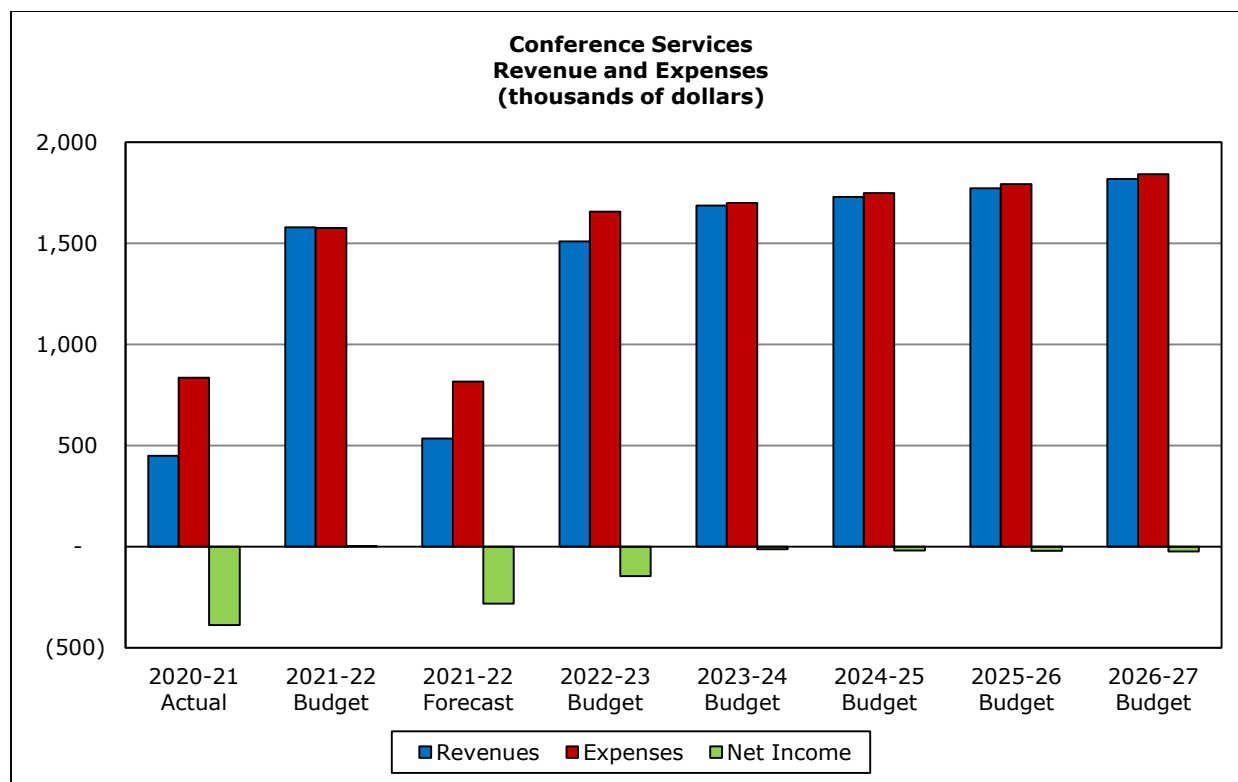
In 2023-24, when the new residence opens, it is planned to hire additional staff to assist with the running of the front desk operation. Residence will bill the LP for the recovery of its staffing and residence life programming costs at the new residence.

Conference Services

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

Conference Services also operates a summer camp, providing a university-style experience for children of community members, staff, and faculty, including a summer leadership camp for young adults. It also markets the campus as a venue for movie shoots.

Conference Services also assists in the administration of UTSC's International Academic Programs and Initiatives programs, which provide an academic bridging program that brings students from China up to the academic expectations of UTSC and helps ensure a smooth transition to Canadian and university life. The *Green Path* program is a significant source of income for this ancillary.



	2020-21 Actual	2021-22 Budget	2021-22 Forecast	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget
Revenues	449	1,579	534	1,510	1,687	1,729	1,772	1,818
Expenses	836	1,576	816	1,656	1,699	1,748	1,792	1,842
Net Income	(387)	3	(282)	(146)	(12)	(19)	(20)	(24)
% Δ Revenue		252%	-66%	183%	12%	2%	2%	3%

2021-22 Forecast

Conference Services forecasts net loss of \$0.3 million. Total net assets will be \$1.3 million, consisting of \$0.1 million invested in capital assets, \$0.3 million operating reserve, \$0.1 million new construction reserve, and a \$0.8 million unrestricted surplus.

The Green Path program, the largest of the IAPI programs, is normally a significant segment of this ancillary's accommodation revenue during the summer months. However, due to COVID-19, the summer 2021 program was delivered virtually once again; therefore, RCS did not earn any revenue. Camp UTSC was also held virtually

with 185 campers registered. These revenue losses were partially offset by higher film shoot rentals and lower program delivery and event costs.

2022-23 Budget and Long Range Plans

Conference Services is forecasting a net loss of \$0.14 million in the 2022-23 year, and is expected to gradually improve over the remainder of the planning period. Main sources of revenues are the IAPI / Green Path program, conferences, partnership with Athletics and TPASC and Camp UTSC. However, conference business in the summer 2022 may continue to be slow given the long lead time required for these events and concerns over large group congregations.

Net assets are projected to be \$1.1 million, consisting of \$0.3 million invested in capital assets, \$0.8 million operating reserve and \$44K in new construction.

Conference Services will continue to support the Green Path program, which provides a significant amount of stable revenue. IAPI is currently planning for the 2022 summer program to be in person and has received over 600 applications to date, which should translate into 220 resident students.

With the opening of Highland Hall, Conference Services is able to host larger conferences than before and is promoting this increase in capacity to trade associations and event planners. A capital expenditure of \$0.25 million is added to the 2022-23 budget for the installation of floating trusses in the Highland Hall Event Centre. Said trusses will enhance the event center's functionality and flexibility for events and conferences.

This ancillary continues to be creative in maximizing its use of space despite the challenges it faces as the summer demand for academic use increases. The new residence and IC2 classrooms combined with the Highland Hall facilities create an ideal conference center to market to new customers. The marketing strategy will be targeting three categories of business revenue: accommodation, facility rentals and full package conference groups.

By 2026-27, Conference Services expects to have net assets of \$1.0 million, consisting of a \$0.1 million invested in capital assets and \$0.9 million in operating reserve.

Food and Beverage Services

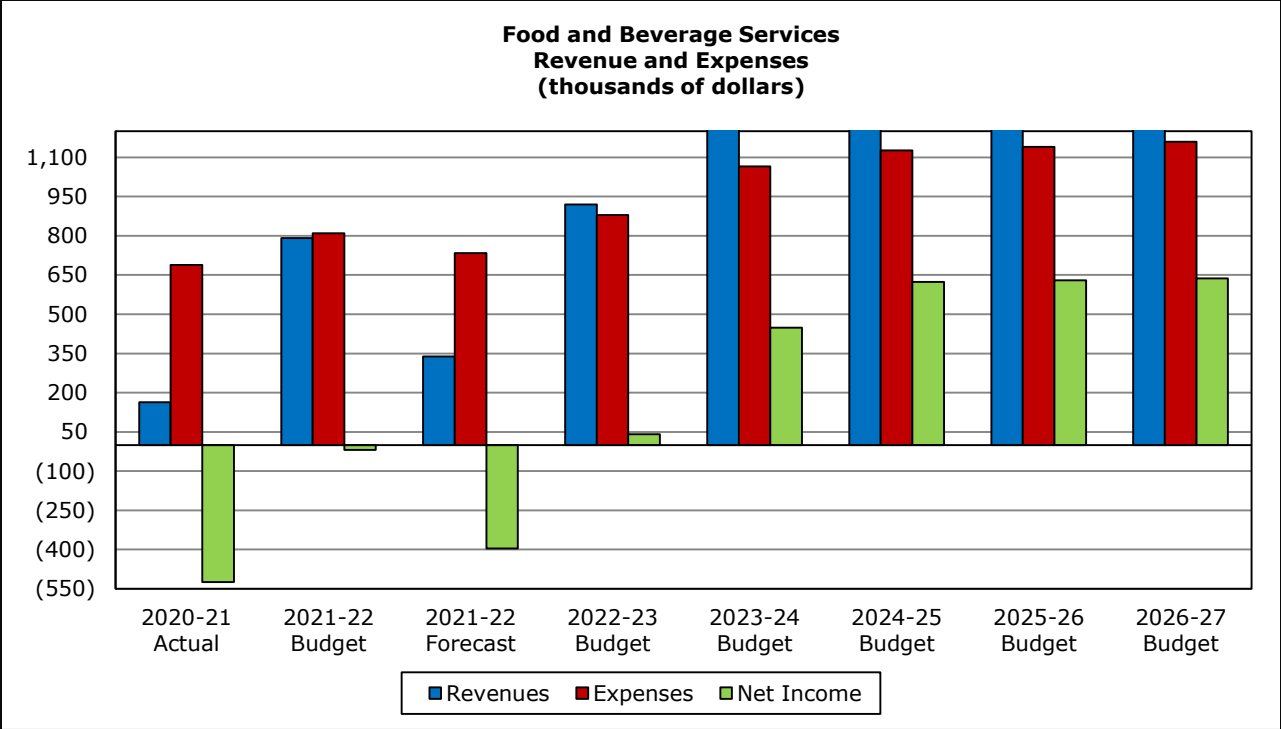
Food and Beverage Services oversees nine food retail operations in the H-Wing Marketplace, a Starbucks Café, two Tim Hortons outlets and a specialty café in Highland Hall. There is also a unit leased to an external operator, La Prep Café, in the Instructional Center.

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

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

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

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



	2020-21 Actual	2021-22 Budget	2021-22 Forecast	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget
Revenues	164	791	338	920	1,513	1,749	1,770	1,796
Expenses	688	810	734	879	1,065	1,126	1,140	1,159
Net Income	(524)	(19)	(396)	41	448	623	630	637
% Δ Revenue		382%	-57%	172%	64%	16%	1%	1%

2021-22 Forecast

Food and Beverage Services is forecasting net loss of \$0.4 million. Total net assets are projected to be \$0.16 million.

Revenue this year remains low, given the minimal on-campus activities. The revenue forecast, however, assumes that business will return to pre-pandemic levels for the winter 2022 term. Revenue decreases were partially offset by lower cost of sales and services costs and the vacant Business Officer and TCard Supervisor roles.

In 2020, UTSC and Aramark entered into an Amending Agreement covering the contract year August 4, 2020 to August 3, 2021. In exchange for a lump sum payment of \$160K, UTSC waived its right to all sales commissions, including the minimum commission guarantee, and all contributions to capital investments, sponsorships and maintenance fees. The current contract is currently suspended. A new amending agreement is being negotiated for the current contract year, retroactive to August 4, 2021, which will likely include significant commission concessions, especially for the fall term.

2022-23 Budget and Long Range Plans

The ancillary is budgeting to record a small surplus in 2022-23, which is better than the 2021-22 forecast by \$0.4 million, as the operating plan for the coming year assumes that campus life returns to pre-pandemic levels with in-person classes, the usual level of on-campus student life activity and a residence population back to pre-pandemic occupancy.

Food Services will not extend the current contract with Aramark but instead issue an RFP that will include the current operations as well as the new residence dining hall. The expectation is that the new contract will equal, if not, exceed the current terms.

By September 2023, the new residence is projected to open. It will include a dining hall where student residents are expected to purchase the mandatory meal plan. The financial implications of operating the dining hall is included in the budget models starting in the 2023-24 fiscal year. Food Services will receive the residual commission from the mandatory meal plans after payments to the food operator, to Residence LP for the use of the kitchen and dining hall, TCard commissions and other dining hall operating expenses. Food Services will also be responsible for the repair and maintenance of the kitchen.

Food Services is also planning to hire a Food Operations Supervisor in preparation for the opening of the new residence and dining hall.

Net assets are projected to be \$0.2 million by 2022-23, consisting of \$0.3 million invested in capital assets, and a negative capital renewal/operating reserve.

Net assets are expected to be \$2.5 million by 2026-27 consisting of \$0.1 million invested in capital assets, and \$0.3 million in operating reserve and \$2.0 million in unrestricted surplus.

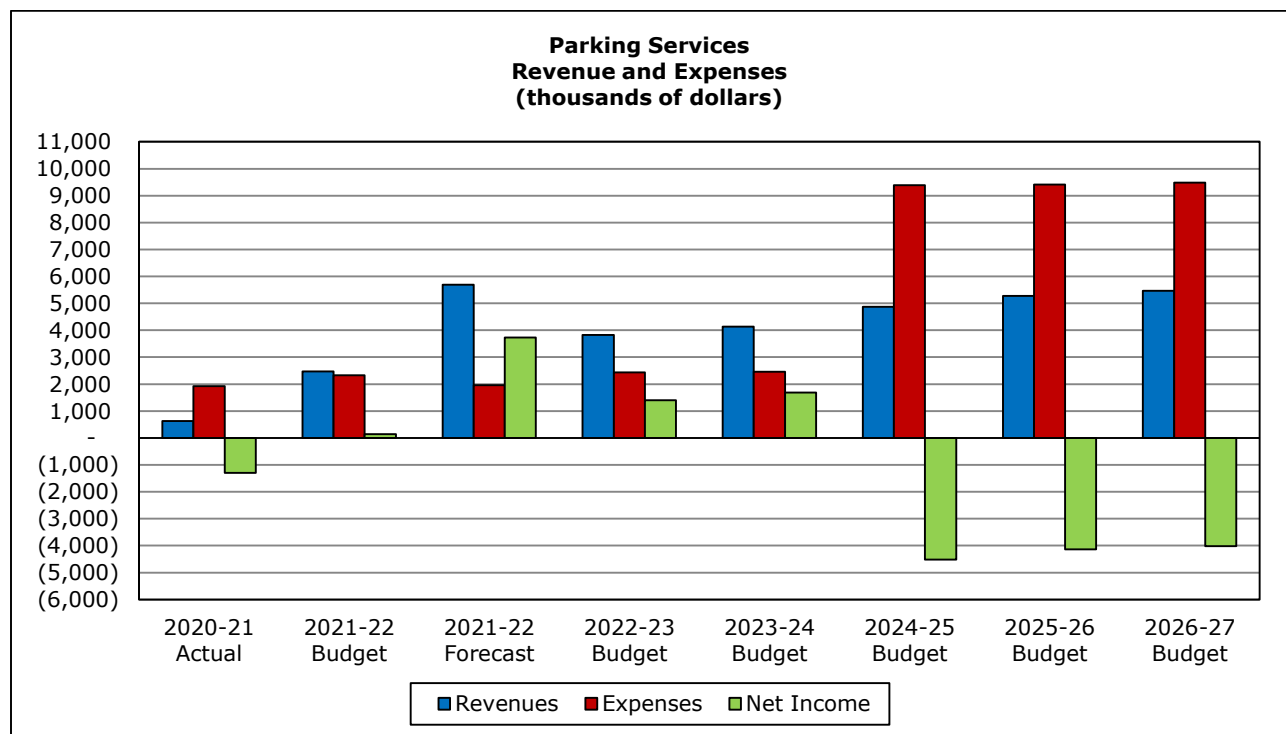
The long term vision is to integrate the Centennial College culinary students within the UTSC food program. The integration will drive better outcomes for both

students and UTSC. UTSC will help students gain real world food experience within an educational institutional setting. The focus of support will be:

- Day to day operations
- Marketing and data analysis
- Joint ventures on new food opportunities (pop-up concepts)
- Operational support at Miller Lash House and in Beverage Services and in the new residence building when it opens in 2023-24
- Meal Plan sales

Parking Services

The mission of Parking Services is to provide quality parking facilities and services in a safe and secure environment. It offers users year-round controlled access to parking in the UTSC and Centennial College Morningside Campus communities. There are presently 342 spaces in the south campus lots and 1,626 in the north campus lots. This ancillary continues to support the various ways staff, faculty, and students can access the campus, including the East Arrival Court bus loop that allows greater flow and frequency of public transportation and connection with GO transit, Durham Region Transit, and the TTC.



	2020-21 Actual	2021-22 Budget	2021-22 Forecast	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget
Revenues	625	2,465	5,688	3,831	4,139	4,869	5,281	5,460
Expenses	1,923	2,328	1,959	2,432	2,458	9,384	9,413	9,481
Net Income	(1,298)	137	3,729	1,399	1,681	(4,515)	(4,132)	(4,021)
% Δ Revenue		294%	131%	-33%	8%	18%	8%	3%

2021-22 Forecast

Parking is forecasting net income of \$3.7 million, which is \$3.6 million higher than budget. Total net assets are projected to be \$18.4 million.

The higher revenue is mainly due to the two payments made by Centennial College: (i) \$0.6 million for parking fees for the 2020-21 year, and (ii) a \$3.8 million lump-sum payment in exchange for the discharge of Centennial College's obligations under the 2004 Parking Agreement. The lump-sum amount (which was equal to the remaining balance of the mortgage on Lot J, was used to pay-off the mortgage.

2022-23 Budget and Long Range Plan

The operating plan assumes that campus life returns to pre-pandemic levels for employees, students and visitors.

The 2022-23 budget includes a 10% parking permit rate increase. The 10% annual increases continue until 2025-26, and 3% thereafter. These increases are required to support operations, build reserves for construction of the parking structure, and pay debt service costs and operating expenses of the parking structure.

Parking Services is budgeting a \$1.4 million surplus. This is lower than the 2021-22 forecast due to the one-off revenues received from Centennial College in 2021.

As noted earlier, UTSC is planning to construct a new parking structure to replace surface parking being lost by the construction of new buildings on the north campus and to maintain compliance with the City of Toronto parking by-law. The parking structure is estimated to cost \$132 million. The proposed funding sources are a contribution from the ancillary reserves (\$7 million), central debt (\$25 million), and a UTSC internal loan (\$18 million) with the balance being funded by the Operating Budget as compensation for parking spaces being displaced by other capital projects on the north campus. The parking structure is projected to open at the beginning of 2024-25 fiscal year; therefore, the budget model for 2024-25 and thereafter includes the revenues, operating expenses, debt service costs and depreciation expense associated with the parking structure.

Net assets are projected to reach \$19.8 million in 2022-23, consisting of \$7.9 million invested in capital assets (ICA), \$0.4 million capital renewal reserve, a \$0.4 million operating reserve, and \$10.3 million in new construction reserves. Net assets are projected to be \$105 million by 2026-27, which includes the parking structure.

Review and Consultation Process

The UTSC Campus Affairs Committee will make recommendations to the UTSC Campus Council on annual budgets related to service ancillaries. The budgets approved by Campus Council will be presented to the Executive Committee of Governing Council for confirmation. Those plans will include a Management Report that describes the proposed services and programs and each ancillary's annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and fees. This year, the plans will report actual financial results for 2020-21, the forecast for 2021-22, and projections for the five year period, 2022-23 to 2026-27. Only the proposed budget for 2022-23 is presented for approval.

Student / Local Committees and Councils

The Residence operating plan was reviewed by the Student Housing Advisory Committee (SHAC) during meetings in the Fall semester of 2021. Members supported the plans for the 2022-23 budget. SHAC provides students with an opportunity to learn about current operations and future plans in residence and off-campus housing services. Students advise the department on the student experience, services, policies, procedures, budget issues and residence fees. The committee is comprised of residents at large, students living off campus in rental accommodation, a residence advisor, Scarborough Campus Residence Council President, elected members of the Scarborough Campus Students' Union (SCSU) and the Director, Student Housing and Residence Life. The department also communicates and meets regularly with the Scarborough Campus Residence Council to share information, receive input and collaborate on programs. The Student Housing Advisory Committee's five working groups focus on learning opportunities and includes Communications, Equity, Learning Experiences, Mental Health, and Safety.

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

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

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

University of Toronto Scarborough
Service Ancillaries Operating Budget Summary
Projected Operating Results for the year ending April 30, 2023
(with comparative projected results for the year ending April 30, 2022)
(thousands of dollars)

	Revenue	Expense	Net Income before Transfers	Transfers in/(out)	Net Income after Transfers 2022-23	Net Income after Transfers 2021-22
Residence	9,129	7,063	2,066	-	2,066	1,314
Conference	1,510	1,656	(146)	-	(146)	(152)
Food	920	879	41	-	41	(319)
Parking	3,831	2,432	1,399	-	1,399	5,433
Total	15,390	12,030	3,360	-	3,360	6,276

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

Service Ancillary	Objectives to be met in 2022-23				2022-23					2022-23	2024-25	2026-27
					Unrestricted Surplus / (Deficit)	Projected Investment in Capital Assets	Projected Capital Renewal Reserve (Sch 3.1)	Projected Operating Reserve (Sch 3.2)	Projected New Construction Reserve (Sch 3.2)	Net Assets	Net Assets	Net Assets
	1	2	3	4								
Residence	Yes	Yes	Yes	No	-	3,433	658	1,122	3,594	8,807	9,810	12,840
Conference	Yes	Yes	Yes	No	-	307	14	755	44	1,120	1,090	1,046
Food	Yes	No	No	No	(110)	313	-	-	-	203	1,244	2,451
Parking	Yes	Yes	Yes	No	-	7,865	393	354	11,218	19,830	115,464	105,174
Total					(110)	11,918	1,065	2,231	14,856	29,960	127,608	121,511

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

	Projected Balance May 1, 2022	Net Increase / (Decrease) in Commitments to Capital Renewal	Projected Balance April 30, 2023	Projected Balance April 30, 2027
Residence	611	47	658	574
Conference	5	9	14	6
Food	-	-	-	5
Parking	355	38	393	5,909
Total	971	94	1,065	6,494

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

	OPERATING RESERVE				NEW CONSTRUCTION RESERVE			
	Projected Balance May 1, 2022	Increase / (Decrease) in Operating Reserve	Projected Balance April 30, 2023	Projected Balance April 30, 2027	Projected Balance May 1, 2022	Increase / (Decrease) in Construction Reserve	Projected Balance April 30, 2023	Projected Balance April 30, 2027
Residence	953	169	1,122	1,324	3,322	272	3,594	4,442
Conference	267	488	755	909	100	(56)	44	-
Food	-	-	-	306	-	-	-	-
Parking	526	(172)	354	505	10,457	761	11,218	4,339
Total	1,746	485	2,231	3,044	13,879	977	14,856	8,781

University of Toronto Scarborough
Service Ancillaries Operating Budget Summary
Projected Annual Operating Results
for the years ended April 30, 2022 through April 30, 2027
(thousands of dollars)

Service Ancillary	2021-22 Forecast			2022-23 Budget			2023-24 Budget		
	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers
	Residence	1,224	90	1,314	2,066	-	2,066	362	-
Conference	(282)	130	(152)	(146)	-	(146)	(12)	-	(12)
Food	(396)	77	(319)	41	-	41	448	-	448
Parking	3,729	1,704	5,433	1,399	-	1,399	1,681	-	1,681
Total	4,275	2,000	6,275	3,360	-	3,360	2,479	-	2,479

Service Ancillary	2024-25 Budget			2025-26 Budget			2026-27 Budget		
	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers	Net Income (Loss) Before Transfers	Transfers In / (Out)	Net Income (Loss) After Transfers
	Residence	892	(250)	642	524	(250)	274	3,005	(250)
Conference	(19)	-	(19)	(20)	-	(20)	(24)	-	(24)
Food	623	(30)	593	630	(30)	600	637	(30)	607
Parking	(4,515)	98,469	93,954	(4,132)	(1,068)	(5,200)	(4,021)	(1,068)	(5,089)
Total	(3,019)	98,189	95,170	(2,998)	(1,348)	(4,346)	(403)	(1,348)	(1,751)

University of Toronto Scarborough
Service Ancillaries Operating Budget Summary
Summary of 2022-23 Capital Budgets
(with comparative figures for 2021-22)
(thousands of dollars)

	2022-23 Budget	2021-22 Budget
Residence	1,825	590
Conference	250	10
Food	-	10
Parking	1,375	10
Total	3,450	620

Schedule of 2022-23 Ancillary Rates

STUDENT HOUSING AND RESIDENCE LIFE				
<u>DESCRIPTION</u>	<u>2021-22</u>	<u>% Change</u>	<u>2022-23</u>	<u>Inc. / (Dec.) per Month</u>
<i>Fall/Winter Rates</i>				
Phase I - III single	\$ 9,911	5.0%	\$ 10,407	\$ 61.94
Phase I - Small Room (1 Room)	\$ 8,883	5.0%	\$ 9,327	\$ 55.52
Phase IV single	\$ 11,140	5.0%	\$ 11,697	\$ 69.63
Phase I shared	\$ 7,339	5.0%	\$ 7,706	\$ 45.87
Phase I shared basement	\$ 6,605	5.0%	\$ 6,935	\$ 41.28
Phase IV Shared	\$ 8,304	5.0%	\$ 8,719	\$ 51.90
Centennial Residence	\$ 10,452	5.0%	\$ 10,975	\$ 65.33
<i>Summer Rates</i>				
Phase I-III (academic term May 8 - August 27)	\$ 4,695	5.0%	\$ 4,930	\$ 58.69
Visitor Weekly Rate	\$ 293	5.0%	\$ 308	
Ph IV-Foley Hall (academic term May 8 - August 2	\$ 5,032	5.0%	\$ 5,283	\$ 62.89
Visitor Weekly Rate	\$ 314	5.0%	\$ 330	

Schedule of 2022-23

PARKING SERVICES						
DESCRIPTION	LOT	2021-22 Approved	2022-23 Proposed	% Change	Change per mo.	NOTES
PERMITS:						
<u>South Lots:</u>						
Annual, South Lot Employee Premium	C, D	\$1,553.94	\$1,709.33	10.0%	or... \$ 12.95	.per month
Annual, South Lot Employee Reserved		\$2,066.75	\$2,273.42	10.0%	or... \$ 17.22	.per month
Annual, Ring Road Employee	B	\$1,398.55	\$1,538.41	10.0%	or... \$ 11.65	.per month
Summer Term	C, D	\$310.81	\$341.89	10.0%	or... \$ 2.59	.per month
Residence, Fall/Winter Term	C, D	\$1,100.13	\$1,210.15	10.0%	or... \$ 9.17	.per month
Residence, Winter Term	C, D	\$616.08	\$677.68	10.0%	or... \$ 5.13	.per month
Residence, Summer Term	C, D	\$275.05	\$302.55	10.0%	or... \$ 2.29	.per month
Evening Payroll, Employee Annual	C, D	\$717.26	\$788.98	10.0%	or... \$ 5.98	.per month
<u>North Lots:</u>						
Annual North Lot, Premium (Lot K)	K	\$1,553.94	\$1,709.33	10.0%	or... \$12.95	.per month
Annual North Lot, Payroll Employee	G, H	\$1,195.36	\$1,314.90	10.0%	or... \$9.96	.per month
Student, Fall/Winter	G, H	\$955.59	\$1,051.15	10.0%	or... \$7.96	.per month
Monthly Student North Lot Permit	G, H	\$133.78	\$147.16	10.0%	\$1.11	
Fall or Winter Term	G, H	\$535.13	\$588.64	10.0%	or... \$4.46	.per month
Summer Term	G, H	\$239.77	\$263.75	10.0%	or... \$2.00	.per month
Centennial Permit (September to May)	J	\$1,011.73	\$1,051.15	3.9%	or... \$3.28	.per month A
Centennial Summer Permit	J	\$505.87	\$263.75	-47.9%	or... (\$20.18)	.per month A
CASH PARKING:						
<u>South Lots:</u>						
Peak period hourly rate	A	\$4.00	\$4.40	10.0%		
Flat Rate, Evening		\$7.00	\$7.70	10.0%		
Flat Rate, Weekend		\$7.00	\$7.70	10.0%		
Summer conference - daily rate		\$6.00	\$6.60	10.0%		
Summer conference - youth bed rate		\$2.00	\$2.00	0.0%		
<u>Instructional Center Lot K: Currently Permits Only</u>						
Flat Rate, Day	K	\$16.00	\$17.60	10.0%		B
Flat Rate, Evening		\$7.00	\$7.70	10.0%		
Flat Rate, Weekend		\$7.00	\$7.70	10.0%		
<u>Lots F, G and H (North Lots):</u>						
Flat Rate, Day	F, G, H	\$10.00	\$11.00	10.0%		
Flat Rate, Evening		\$6.00	\$6.60	10.0%		
Flat Rate, Weekend		\$5.00	\$5.50	10.0%		
NOTES:						
A. The 2004 contract between UTSC and Centennial College was revised in July 2021; rates now equivalent to those of UTSC.						
B. Cash rates in Lot K increased to match rates in South Lot A; permits for each respective lot are priced in this manner.						