UNIVERSITY OF TORONTO

50 YEARS | GOVERNING COUNCIL

FOR APPROVAL **PUBLIC** **OPEN SESSION**

TO: University Affairs Board

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

PRESENTER: Sandy Welsh, Vice-Provost, Students
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DATE: February 22, 2023 for March 1, 2023

AGENDA ITEM: 3(c)

ITEM IDENTIFICATION:

2023-24 Operating Plans and Rates for St. George Campus Service Ancillaries and 2023-24 Rates for St. George Campus Business Ancillaries

JURISDICTIONAL INFORMATION:

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

Beginning in fiscal year 2021-22, University Development and Campus Services (UDCS) was established as a business ancillary, and includes operations that were previously considered service ancillaries: St. George Food and Beverage Services, University Family Housing (a merger of Student Family Housing and Residential Housing), Chestnut Residence and Conference Centre, Graduate House Residence, and Transportation Services. Certain operations within the new business ancillary remain student-focused, and as such, continue to seek fee approvals and feedback on operating plans through the established processes at University Affairs Board, while their detailed operating budgets for 2023-24 will be approved by the Business Board.

GOVERNANCE PATH:

1. **University Affairs Board [For Approval] (March 1, 2023)**
2. Business Board [For Information] (March 15, 2023)

PREVIOUS ACTION TAKEN:

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

HIGHLIGHTS:

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

Under normal circumstances, ancillaries are expected to operate without subsidy from University's operating budget and rely solely on revenue from the services they provide. However, given the extent of financial losses due to the COVID-19 pandemic beginning in 2020-21, the University allowed ancillary units to incur deficits totaling up to $50 million collectively, to be repaid over five years. Deficits were limited to those ancillary units where it was necessary to do so, after considering cost containment strategies, levels of operating reserves, and funding for critical infrastructure projects.

The year 2022-23 saw the beginning of recovery from the effects experienced over the previous two years due to the pandemic. As restrictions on capacity relaxed, residences were able to increase occupancy. A return to in-person learning increased the on-campus presence of students, faculty, and staff, with a partial rebound in demand for services. Ancillary operations moved back to a break-even and, in most cases, a surplus position.

Prior to the pandemic, ancillary operations had experienced significant growth in response to increased student enrolment over the previous two decades. Higher enrolment required a major building program in the early 2000s that included student residences and parking garages. Several ancillary operations are still recovering from the high capital costs associated with that growth phase. Operating plans for 2023-24 project further improvement and post-pandemic recovery, and a return to addressing the long term debt associated with capital expansion.

St. George service ancillaries are budgeting a combined net income of $7 million before transfers and capital costs for the year ended April 30, 2024 on projected revenues of $60.8 million (See Schedule I). Proposed rate increases for 2023-24 vary between ancillaries (see Schedule VI).

FINANCIAL IMPLICATIONS:

Refer to highlights.

RECOMMENDATION:

BE IT RESOLVED

THAT the proposed 2023-24 operating plans and budgets for St. George service ancillaries, as summarized in Schedule I; the St. George service ancillary capital budgets as summarized in Schedule V, St. George service ancillary rates and fees in Schedule VI, and the St. George business ancillary rates and fees in Schedule VII be approved, effective May 1, 2023.

DOCUMENTATION PROVIDED:

- St. George Service Ancillaries Report on Operating Plans & Rates and Business Ancillaries Report on Rates 2023-24.

Service Ancillaries Report on Operating Plans & Rates

and

Business Ancillaries Report on Rates

2023-24

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Introduction

Beginning in fiscal year 2021-22, the division of University Development and Campus Services (UDCS) was established as a business ancillary, including operations that were previously considered service ancillaries: St. George Food and Beverage Services, University Family Housing, Chestnut Residence and Conference Centre, Graduate House Residence, and Transportation Services. As of December 12, 2022, the portfolio will be renamed Spaces & Experiences (S&E), and will continue to operate as a business ancillary. Many units within S&E are student-focused and, as such, will continue to seek approvals for fees charged to students and the University community, and feedback on operating plans through the established processes at University Affairs Board, while their detailed operating budgets for 2023-24 will be approved by the Business Board.

Throughout the first section of the report ("Service Ancillaries"), we exclude the operating budgets and other financial data (e.g. revenues, expenses, assets, loan balances) of S&E. The group of St. George Service Ancillaries described in this section includes the Constituent College Residences (University College, Innis College, New College, and Woodsworth College), University College Food & Beverage Services, and Hart House. Later in the report, the section "Business Ancillaries" focuses on the operating plans and proposed fees charged to students and the University community for S&E operations.

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

1. To operate without subsidy from the operating budget. Should the need for a subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.

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

and, having achieved the first two objectives:

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

and, having achieved the first three objectives:

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

[1] For purposes of clarification, the fourth objective relates to all contributions of net revenues made by the ancillary operation to any operating budget outside of their own operations.

Under normal circumstances, ancillaries are expected to operate without subsidy from University's operating budget and rely solely on revenue from the services they provide. However, given the extent of financial losses due to the COVID-19 pandemic beginning in 2020-21, the University allowed ancillary units to incur deficits totaling up to $50 million collectively, to be repaid over five years. Deficits were limited to those ancillary units where it was necessary to do so, after considering cost containment strategies, levels of operating reserves, and funding for critical infrastructure projects.

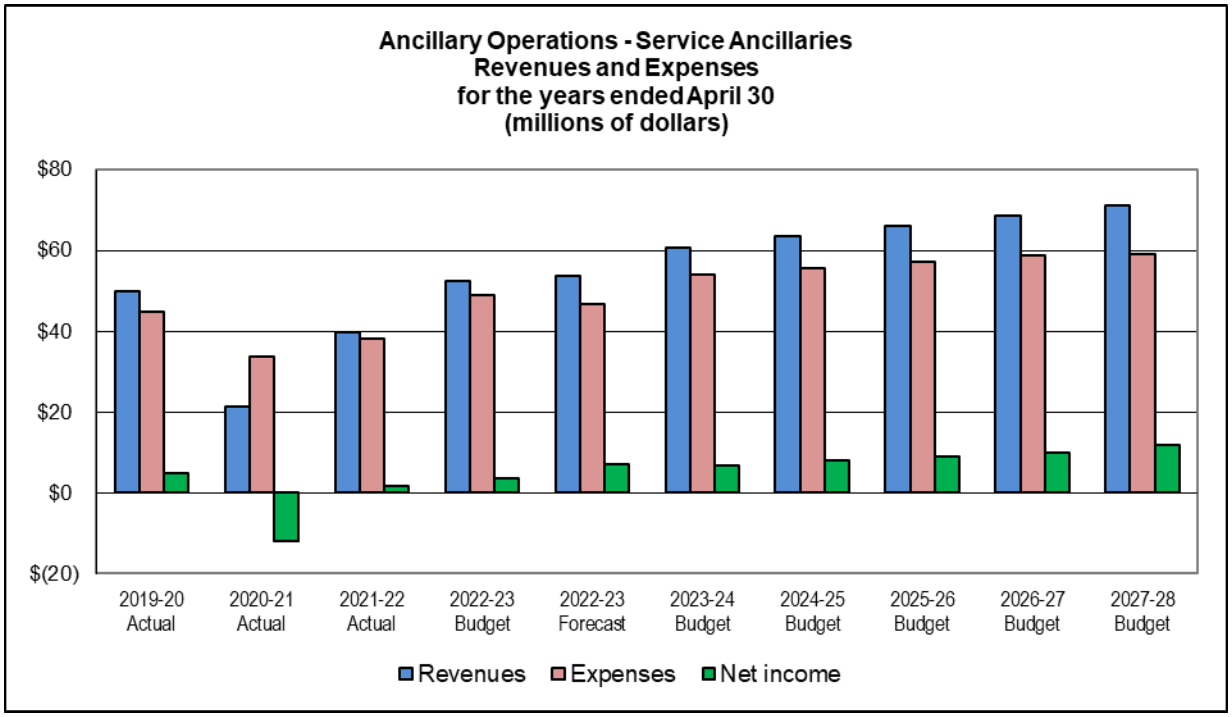
The year 2022-23 saw the beginning of recovery from the effects experienced over the previous two years due to the pandemic. As restrictions on capacity relaxed, residences were able to increase occupancy. A return to in-person learning increased the on-campus presence of students, faculty, and staff, with a partial rebound in demand for services. Ancillary operations moved back to a break-even and, in most cases, a surplus position.

Prior to the pandemic, ancillary operations had experienced significant growth in response to increased student enrolment over the previous two decades. Higher enrolment required a major building program in the early 2000s that included student residences and parking garages. Several ancillary operations are still recovering from the high capital costs associated with that growth phase. Operating plans for 2023-24 project further improvement and post-pandemic recovery, and a return to addressing the long term debt associated with capital expansion.

SERVICE ANCILLARIES

Financial Summary

St. George service ancillaries are forecasting a net income of $7.0 million before transfers in 2022-23 on forecasted revenues of $53.8 million. The forecasted net income represents an increase from last year's actual net income of $1.5 million. The net income for 2022-23 is forecasted to be $3.3 million higher than the budgeted net income of $3.7 million. This variance from the budget is attributable to favourable variances in residence services ($3.7M) and food & beverage services ($0.2M), offset by an unfavourable variance at Hart House (-$0.6M).



	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	% to Total Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Residences [2]	27.3	9.6	22.5	27.7	29.8	33.0	54%	34.4	35.6	36.7	38.1
UC Food & Beverage	3.6	1.2	3.1	3.8	4.1	4.5	8%	4.7	4.9	5.1	5.3
Hart House	18.9	10.7	14.1	21.1	19.9	23.3	38%	24.5	25.6	26.7	27.7
Total Revenue	49.8	21.5	39.7	52.6	53.8	60.8	100%	63.6	66.1	68.5	71.1
Total Expense	44.9	33.5	38.2	48.7	46.8	53.8		55.5	57.3	58.7	59.3
Net income	4.9	(12.0)	1.5	3.7	7.0	7.0		8.1	8.8	9.8	11.8

[2] Throughout the remainder of this report, "Residences" refers to Innis College Residence, New College Residence, University College Residence, and Woodsworth College Residence

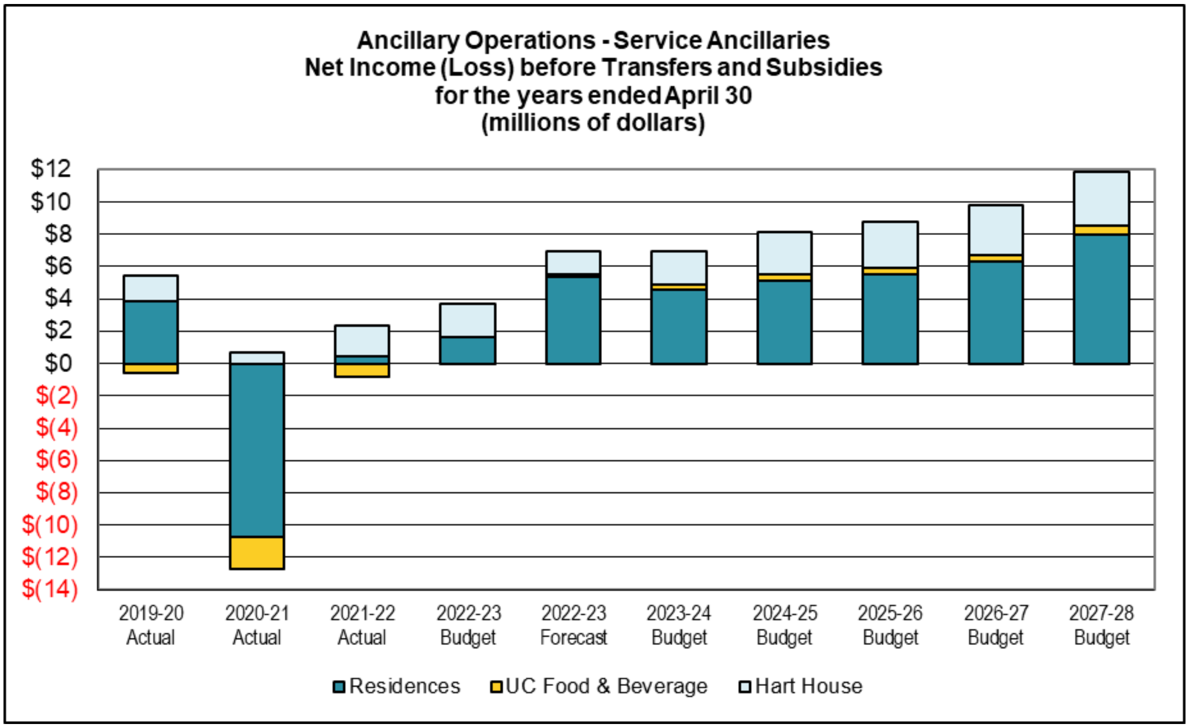
The total forecasted revenues for 2022-23 are $14.1 million higher than 2021-22 actuals. This variance is primarily due to higher occupancy levels in the 2022-23 fall and winter terms compared to the 2021-22. This revenue forecast is $1.2 million higher than the budget, which can be attributed to positive variances from residence services ($2.1M) and food and beverage services ($0.3M), offset by a negative variance for Hart House (-$1.2M).

For the 2023-24 budgets, the service ancillaries are anticipating a net income of $7 million with $60.8 million in revenues and $53.8 million in expenses.

The long-range plan projects revenues to increase by $10.3 million (17%) from 2023-24 to 2027-28. Of this increase, $5.1 million is estimated to come from residence services, $0.8 million from food and beverage services, and $4.4 million from Hart House.

Net Income

The forecasted net income before transfers for 2022-23 is $7.0 million, which is $3.3 million higher than the 2022-23 budget and $5.5 million higher than the 2021-22 actual net income.



Net income (loss)	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Residences	3.9	(10.8)	0.4	1.7	5.4	4.6	5.1	5.5	6.3	7.8
UC Food & Beverage	(0.6)	(1.9)	(0.8)	0.0	0.2	0.3	0.4	0.4	0.4	0.5
Hart House	1.6	0.7	1.9	2.0	1.4	2.1	2.6	2.9	3.1	3.5
Net income (loss)	4.9	(12.0)	1.5	3.7	7.0	7.0	8.1	8.8	9.8	11.8

Net income for the next five years is forecasted to increase as the global pandemic recedes, with the long-range plan including some rate increases each year, while loan principal and interest payments remain constant. Rate increases continue to be needed to restore the ancillaries to a healthy financial position and are necessary to ensure all essential major capital expenditures are made. The long-range plan shows net income in 2027-28 that is $4.8 million higher than the net income in 2023-24. This planned increase is attributed to a budgeted increase of $3.3 million from Residences Services, $0.2 million from Food & Beverage services, and $1.3 million from Hart House.

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

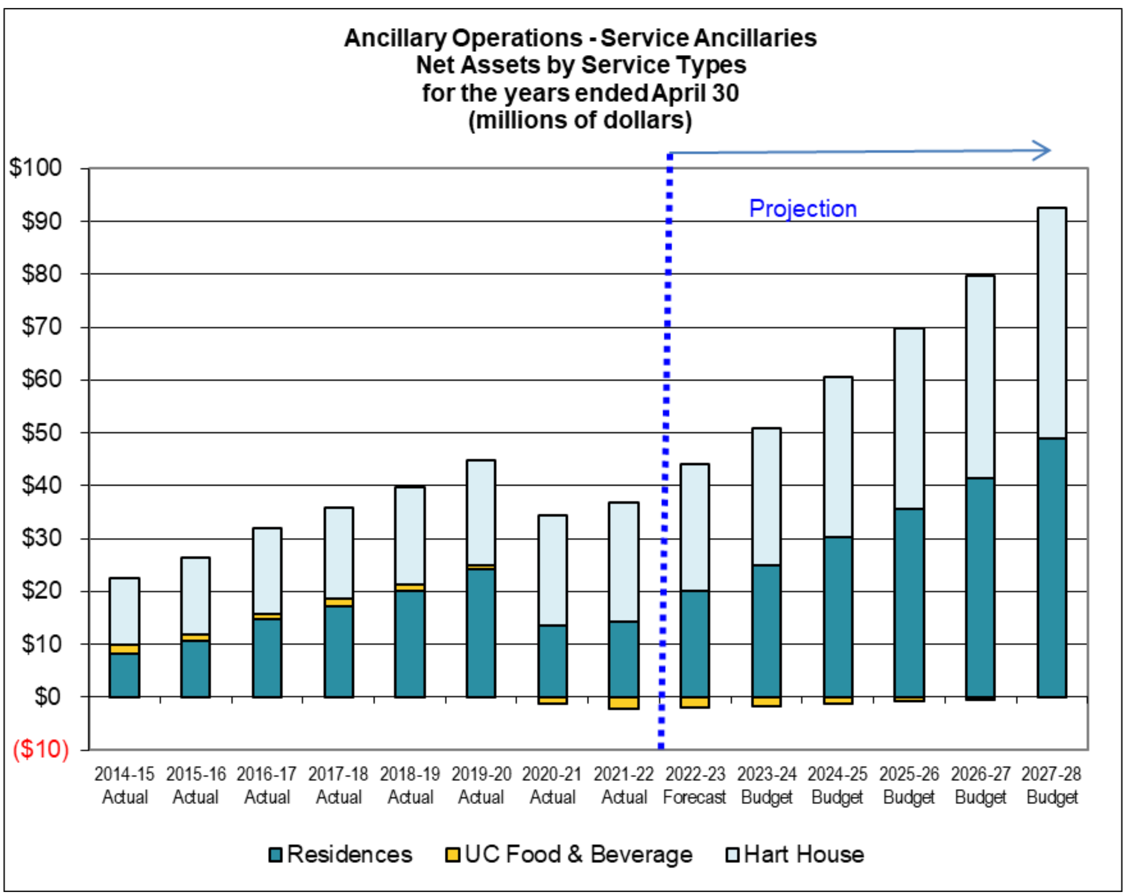
	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2027-28 Budget	Change from 2027-28 over 2023-24	Five-year planning period
Innis College	1.2	(0.9)	0.4	0.4	1.2	0.9	1.2	0.3	5.4
New College	1.8	(3.8)	0.5	1.5	3.1	1.9	2.9	1.0	12.0
University College	0.4	(3.2)	-	1.0	0.8	1.6	2.6	0.9	10.4
Woodsworth College	0.5	(2.9)	(0.5)	(1.2)	0.3	0.2	1.2	1.1	1.3
Residences	**3.9**	**(10.8)**	**0.4**	**1.7**	**5.4**	**4.6**	**7.8**	**3.3**	**29.1**
University College Food & beverage	(0.6)	(1.9)	(0.8)	-	0.2	0.3	0.5	0.2	2.0
Hart House	1.6	0.7	1.9	2.0	1.4	2.1	3.5	1.4	14.3
Total Net Income	**4.9**	**(12.0)**	**1.5**	**3.7**	**7.0**	**7.0**	**11.8**	**4.9**	**45.4**

Net Assets

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

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

The following chart shows the history of actual net assets for St. George service ancillaries from 2014-15 to 2021-22 and projects the net assets in accordance with long-range plans to 2027-28.



The previous chart also shows the impact of the major expansion of residence beds and the growth in other service ancillaries to accommodate the large increases in enrolment and student population over the last number of years, as well as the impact of the pandemic on the ancillary operations beginning in March 2020 and the subsequent anticipated return to normal operations later in the long-range budget.

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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Innis College	4.4	4.8	4.8	5.8	6.9	7.9	8.2	8.7	9.2
New College	(0.5)	0.3	2.6	3.9	6.3	9.2	12.0	15.3	18.7
University College	3.9	3.9	4.9	4.6	6.0	7.9	9.8	11.9	14.3
Woodworth College	5.9	5.4	4.1	5.6	5.7	5.6	5.6	5.6	6.8
Residences	**13.7**	**14.4**	**16.4**	**19.9**	**24.9**	**30.6**	**35.6**	**41.5**	**49.0**
UC Food & Beverage	(1.3)	(2.1)	(1.3)	(1.9)	(1.6)	(1.3)	(0.8)	(0.4)	0.1
Hart House	20.7	22.6	24.6	24.0	26.0	30.2	34.1	38.4	43.5
Total Net Assets	**33.1**	**34.9**	**39.7**	**42.0**	**49.3**	**59.5**	**68.9**	**79.5**	**92.6**

For 2022-23, the St. George service ancillaries are forecasting total net assets of $42.0 million. The 2023-24 budget projects total net assets of $49.3 million.

Ancillary Operations - Service Ancillaries
Net Assets by Category for the budget year 2023-24
(millions of dollars)

	Unrestricted Surplus/(Deficit)	Investment in capital assets	Capital Renewal Reserve	Operating Reserve	New Construction Reserve	Total Net Assets
Residences	0.1	12.6	6.2	2.7	3.3	**24.9**
UC Food & Beverage	(1.8)	0.2	0.0	0.0	0.0	**(1.6)**
Hart House	0.0	16.6	5.9	3.5	0.0	**26.0**
Total	**(1.7)**	**29.4**	**12.1**	**6.2**	3.3	**49.3**

Net assets are expected to grow to $92.6 million by 2027-28, an increase of $43.3 million from 2023-24. The anticipated total net assets of $49.3 million for 2023-24 is the sum of $29.4 million investment in capital assets, $12.1 million in capital renewal reserves, $6.2 million operating reserves, $3.3M in construction reserves, partially offset by $1.7 million of unrestricted deficit (see Schedules II and III for details). As depreciation is charged and funded from future revenues, the $29.4 million investment in capital assets will decrease with a corresponding decrease in the unrestricted deficit. Residences with accumulated deficits are charged interest on their deficits and must absorb any interest rate changes on this short-term financing of deficits (note that all long-term loans are at a fixed rate).

Ancillary Debt

For 2023-24, the St. George service ancillaries are projecting a total outstanding debt of $20.6 million (on original loans issued of $70.4 million) all of which is for residence services. The estimated principal and interest repayment on the debt for residence services is projected to be $5.3 million in 2023-24, representing 16% of revenues for residence services with outstanding debt. The estimated interest costs on debt in 2023-24 will be $1.4 million (4.3% of revenues of residence services with outstanding debt).

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

	2021-22 Actual	2022-23 Forecast	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
New College	10.6	9.2	7.7	6.1	4.4	2.6	0.7
University College	8.0	7.2	6.4	5.5	4.5	3.6	2.6
Woodsworth	9.5	8.1	6.5	4.9	3.1	1.2	0.1
Residence Services	28.1	24.5	20.6	16.5	12.0	7.4	3.4
Total Loan Balance	28.1	24.5	20.6	16.5	12.0	7.4	3.4

Once the pandemic is over, factors such as enrolment growth, the first-year residence guarantee program and demand from upper-year students to return to residence will continue to sustain the optimal fall and winter session occupancy rates for residence services. The past building expansion to increase residence spaces put a strain on the financial viability of most residence operations. Minimal down payments for new residence buildings resulted in substantial debt and, in turn, large annual principal and interest costs. The impact of this debt led to financial deficits in some of the newly constructed or acquired residences and continues to impact their long-range budget plans. Residence ancillary operations with new buildings supported by significant down payments, donations or operating fund subsidies are more financially sound. Increasing repairs and maintenance costs for older buildings have led to increased operating costs for some residence operations.

Residence Services

For the 2023-24 budget year, University College Residence will meet all four objectives (see Page 1 for the ancillary objectives), and Innis College Residence, New College Residence and Woodsworth College Residence will meet the first three objectives (see Schedule II for details). As stated earlier in this report, the following section does not include the operations of University Family Housing, Graduate House Residence, or Chestnut Residence and Conference Centre as these operations converted to business ancillaries as of May 1, 2021. Commentaries related to these operations, and information regarding fees increases, are included in the Business Ancillaries section later in this report.

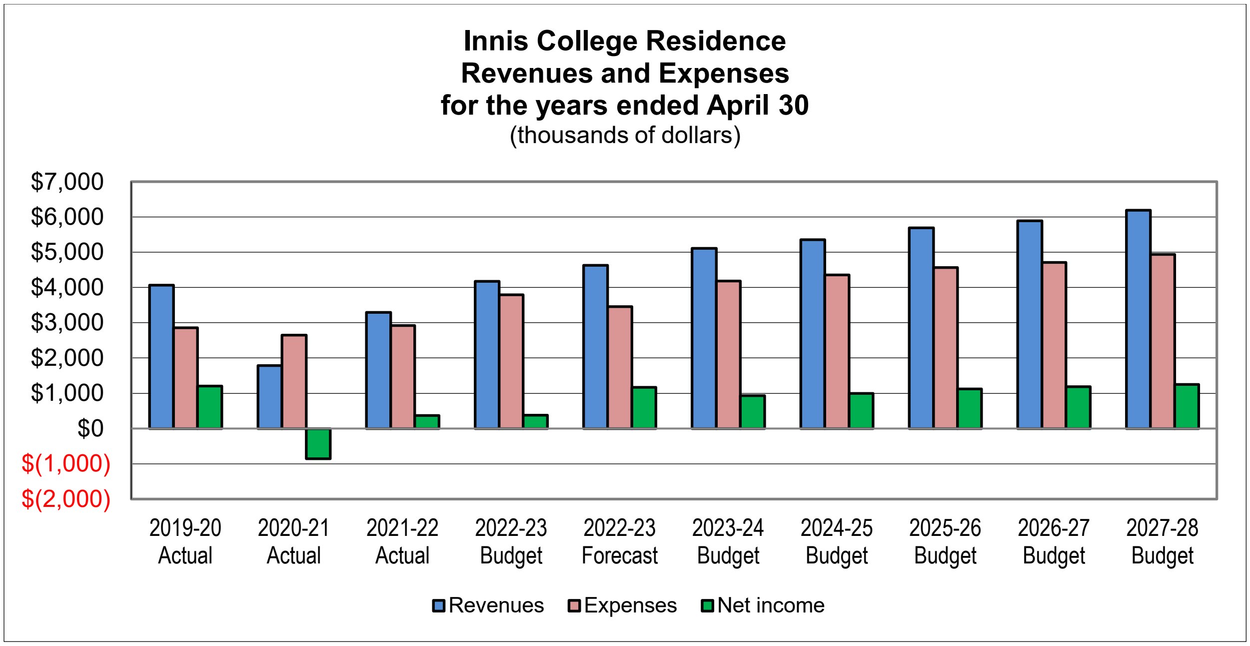
Innis College

The Innis College residence opened in 1994 and has a total of 326 beds in 77 suite-style apartments.

Innis is forecasting an annual operating net income of $1.2 million in 2022-23, which is $0.8 million higher than the budgeted net income of $0.4 million. This is primarily due to the revenue from summer residence fees being 76.3% higher than the budgeted revenue; and a fall occupancy rate of 99.3% of available bed inventory (93.3% of normal bed inventory).

In addition to improving the fiscal health of the operation, the residence: (1) completed the renovation of 2 barrier-free suites that are now compliant with Accessibility for Ontarians with Disabilities Act standards and Ontario Building Code requirements; and (2) implemented weekly housekeeping in all suites to ensure kitchen and washroom facilities are well maintained and improve the resident experience.

Residence rates are proposed to increase by 5% for all beds for both summer 2023 and fall/winter 2023-24 (see Schedule VI). An operating net income of $0.9 million is budgeted in 2023-24, with a total fund balance estimated to be $6.8 million after transfers, with investment in capital assets of $3.6 million, a capital renewal reserve of $2.9 million and operating reserve of $0.3 million at April 30, 2024.



	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Revenues	4,067	1,787	3,293	4,175	4,625	5,108	5,351	5,687	5,894	6,185
Expenses	2,861	2,644	2,920	3,793	3,453	4,179	4,352	4,561	4,709	4,937
Net income	1,206	-857	373	382	1,172	929	999	1,126	1,185	1,248
% change in revenues	*2.6%*	*-56.1%*	*84.3%*	*133.6%*	*10.8%*	*10.4%*	*4.8%*	*6.3%*	*3.6%*	*4.9%*

The objective of the long-range plan through 2027-28 has moved toward incremental capital renewal. The residence facility is now in its 28th year of operation and requires significant investment to ensure that the needs of students and staff are met well into the future, ensuring they continue to benefit from well-designed and maintained facilities. In accordance with SARG guidelines, the residence will continue to self-fund capital renewal, renovation projects, and deferred maintenance. Total capital expenditures for the 2023-24 fiscal year are $1.3 million (primarily for door lock replacement and suite renovations)

Innis College residence is anticipating meeting all four ancillary objectives by 2025-26 and the remainder of the long-range budget period.

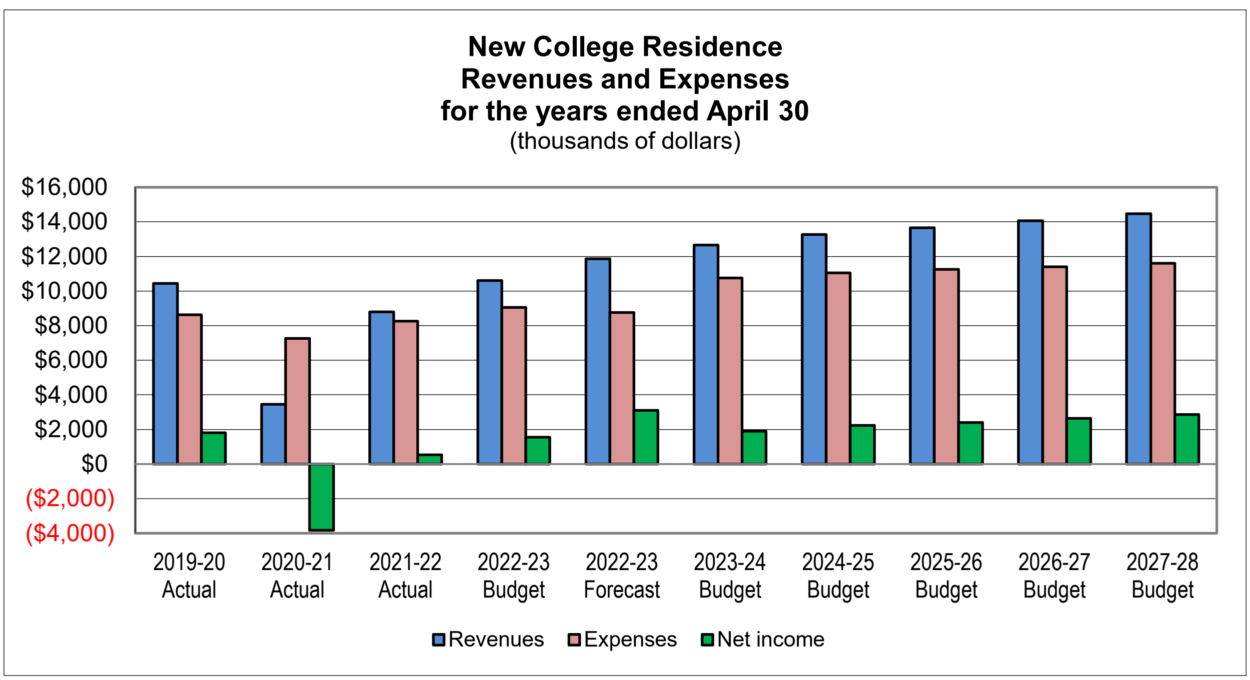
New College

The residents of New College are housed in three buildings: Wetmore Hall, Wilson Hall, and 45 Willcocks. Wetmore Hall and Wilson Hall went into service in the late 1960s and 45 Willcocks was opened in September 2003. The dormitory design favors community living and the provision of air conditioning is an added amenity for summer residents. New College's three buildings house 878 undergraduate students, 21 dons, the Assistant to the Dean, Residence Life, the Residence Life Program Coordinator, and the Residence Community Assistant.

New College Residence revenues are projected to be $1.3 million above budget for 2022-23. The fall/winter session revenue reflects an occupancy level of 97.1%, slightly below the forecast of 98.5% made last year as they continued to set aside rooms due to the pandemic. Summer operations normally include the residence portion of summer educational programs, long-term stays, group bookings, and the walk-in hostel business. Occupancy in the summer of 2022 returned to 80% exceeding summer revenue budget by $1.2 million. Revenues also include transfers from the operating budget to cover the cost of the academic and administrative space in 45 Willcocks.

The residence dons have negotiated a first collective agreement, represented by USW. Going forward, residence dons will receive direct compensation rather than the previous arrangement in which they were provided with room and board as a taxable benefit. The Salaries, Wages & Benefits line reflects this new compensation commitment, and the Residence Fees - Fall/Winter Session line includes offsetting revenue from the dons as they are now charged for their rooms and meal plans.

As a result of the large increase in summer business, New College Residence is forecasting an operating surplus of $3.1 million in 2022-23 before the estimated transfers from St George Food Services of $0.5 million, resulting in a forecasted net operating result after transfers of $3.6 million. This is $1.6 million higher than the annual budgeted operating surplus after transfers of $2.0 million. Net assets are forecasted to be $3.8 million, with $1.6 million in investment in capital assets, $0.6 million in the capital renewal reserve, and an operating reserve of $1.6 million.



	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Revenues	10,446	3,449	8,793	10,603	11,858	12,665	13,277	13,661	14,058	14,468
Expenses	8,629	7,270	8,252	9,050	8,751	10,757	11,051	11,258	11,412	11,612
Net income	1,817	-3,821	541	1,553	3,107	1,908	2,226	2,403	2,646	2,856
%change in revenues	*-3.8%*	*-67.0%*	*154.9%*	*207.4%*	*11.8%*	*6.8%*	*4.8%*	*2.9%*	*2.9%*	*2.9%*

For 2023-24, the fall and winter residence rate increases will range from 3.2% to 5.8% (see Schedule VI). The revenue forecast for the coming year is based on a return to the typical demand for residence rooms. An occupancy rate of 98.5% is forecast for the academic year. Summer revenue is projected to be at $2.2 million which is approximately 90% of a typical summer.

New College plans to restore its major maintenance budget to pre-pandemic levels adjusted for construction price inflation. $2.3 million has been set aside for facilities renewal and maintenance for 2023-24. The net operating result for 2022-23 after estimated transfers in for commissions from St. George Food Service of $0.5 million, is a net operating income of $2.4 million. Net assets are projected to be $6.3 million, with $1.6 million in investment in capital assets, $0.9 million in the capital renewal reserve, and an operating reserve of $3.8 million.

The current business model assumes modest average residence rate increases over the five-year planning horizon of between 3% and 4%. New College residences predict operating surpluses each year and total reserves of $18.6 million will be generated by the ancillary over the five-year planning period.

University College

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

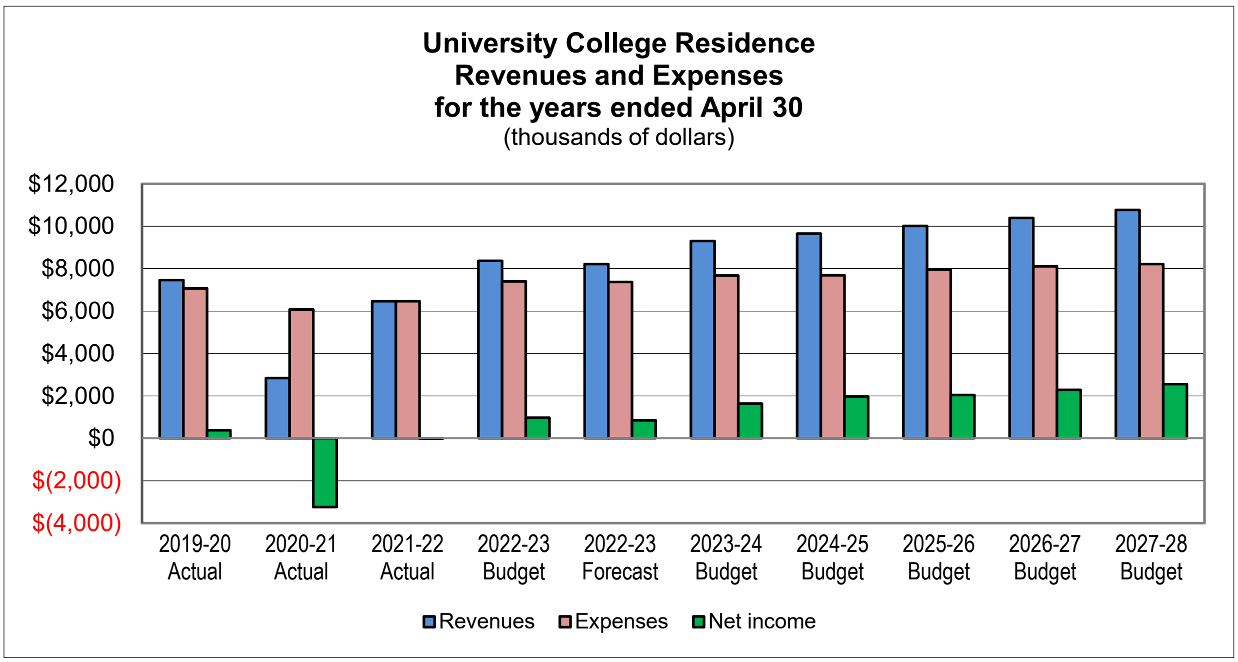
UC Residence finished the 2021-22 year with an operating loss of $1.8K. With the increase in occupancy in the Fall of 2022, UC residences anticipate a favorable surplus of $0.8 million for 2022-23. Revenue in the summer session was mostly generated by U of T summer students. The larger group bookings were not realized as occupancy restrictions were not lifted until the fall session.

The closing fund balance is forecasted to be $4.6 million, consisting of an investment in capital assets of $2.5 million, an operating reserve of $0.6 million, a capital renewal reserve of $0.7 million, and an unrestricted surplus of $0.8 million on April 30, 2023.

Keeping the residences and food services open has been a key element in the student experience. Enrolment numbers have held steady, and the residence has provided a safe on-campus student experience for a reduced number of students over the summer and for an increase to higher occupancy rates for the academic year.

As revenues increase with the recovery in occupancy rates following the pandemic, UC Residence can address some major maintenance repairs to the heritage stairs in Sir Dan's and the replacement of the fire panel in Whitney Hall. It should be noted that Phase IV and V of Sir Dan's roof replacement have been moved to 2025-26 and 2026-27.

For 2023-24, UC Residence is projecting net assets of $6.0 million (after a transfer of $0.15 million to the college operation in support of its academic mission), consisting of investment in capital assets of $2.7 million, a capital renewal reserves of $1.7 million, an operating reserve of $0.6 million and an unrestricted surplus of $1.0 million.



	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Revenues	7,458	2,841	6,460	8,370	8,215	9,311	9,660	10,014	10,387	10,774
Expenses	7,078	6,077	6,462	7,396	7,369	7,670	7,692	7,968	8,110	8,226
Net income	380	-3,236	-2	974	846	1,641	1,968	2,046	2,277	2,548
% change in revenues	*(6.4%)*	*(61.9%)*	*127.4%*	*194.6%*	*(1.9%)*	*13.3%*	*3.7%*	*3.7%*	*3.7%*	*3.7%*

University College residence is recommending a differentiated fee schedule with rate increases between 3.5 and 5.5% for 2023-24 through 2027-28 with occupancy at nearly 100%.

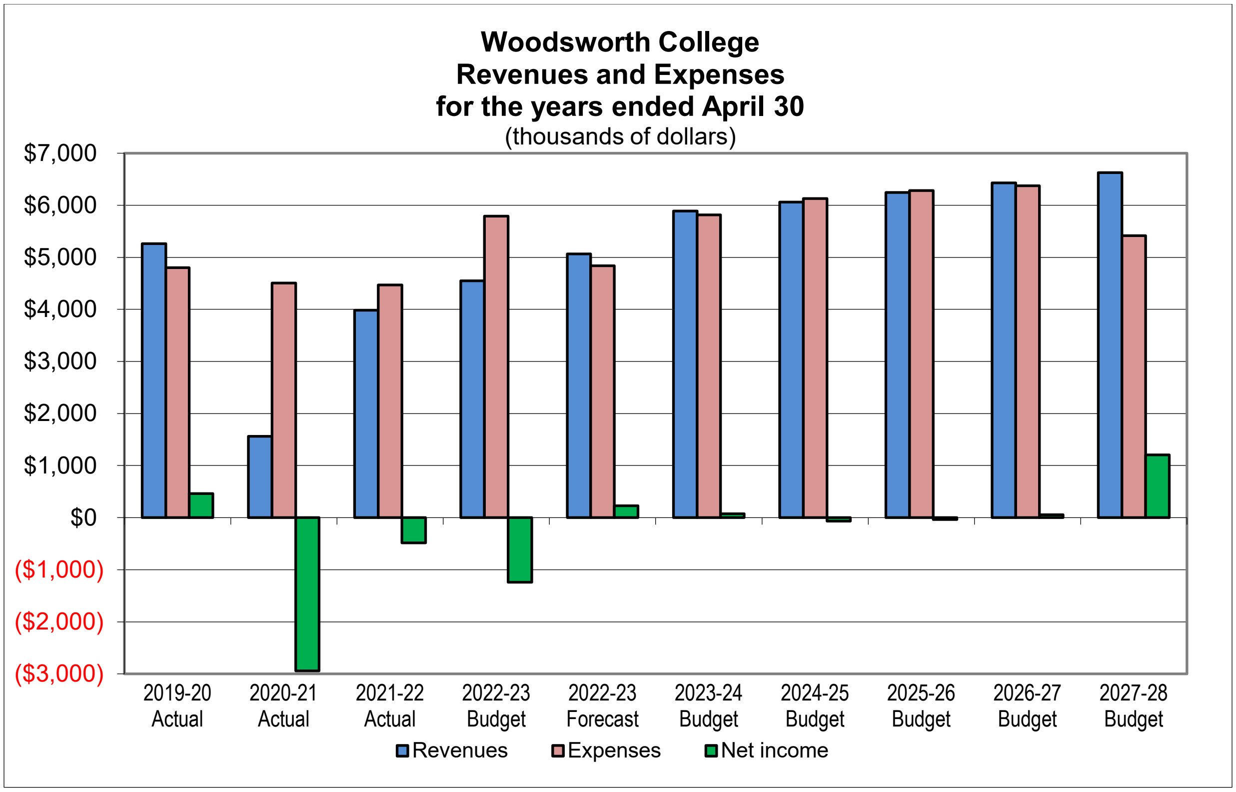
This differentiated fee plan reflects the non-standard rooms in the older buildings and the standard and newer rooms in the Morrison Hall Residence. Under the current scenario, in 2027-28 the unrestricted surplus is budgeted to be $7.8 million, with a capital renewal reserve of $2.8 million, an operating reserve of $0.6 million, and investment in capital assets of $3.0 million, for a total fund balance of $14.2 million.

Woodsworth College

The Woodsworth College Residence (Woodsworth) features a four-story podium plus a light-filled 13-story glass tower. The Residence has a total of 371 private, single bedrooms that are arranged in suite-style apartments. There are 38 six-bed units, 6 five-bed units, 26 four-bed units, and 9 one-bed units. The Residence is barrier-free, and three suites have been specially designed as accessibility units. The Residence has a ten-member Residence Life Staff team comprised of an Assistant to the Dean - Residence Life, two Residence Head Dons, and seven Dons. The team provides an extensive residence life program, including counseling, mentoring, leadership, programming, and policy enforcement.

2022-23 has seen the beginning of the recovery from the effects experienced over the previous two years due to the COVID-19 pandemic. The occupancy level in the summer was 42% compared to 10.5% in the previous year 2021-22. This increase translated to a projected additional $0.5 million in revenue compared to the budget. With a return to full capacity in the fall/winter sessions, Woodsworth is forecasting a surplus of $0.2 million for 2022-23 compared to the actual deficit of $0.5 million realized in 2021-22.

The 2022-23 year-end forecast shows a total fund balance of $5.6 million distributed as follows; operating reserve of $1.0 million; investment in capital assets of $4.0 million, and capital reserve of $1.0 million offset with an unrestricted deficit of $0.4 million. The investment in capital assets is forecasted to increase by $2.1 million compared to 2021-22 as a result of major roof work on the lower podium of the residence.



	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Revenues	5,265	1,560	3,985	4,552	5,068	5,887	6,063	6,245	6,432	6,625
Expenses	4,802	4,505	4,467	5,790	4,839	5,814	6,132	6,281	6,377	5,418
Net income	463	-2,945	-482	-1,238	229	73	-69	-36	55	1,207
% change in revenues	*2.3%*	*-70.4%*	*155.4%*	*191.8%*	*11.3%*	*16.2%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*

The proposed fall/winter fee for 2023-24 represents a 5% increase over 2022-23 fees. A surplus of $0.1 million is being budgeted for 2023-24 assuming occupancy levels will be 98% for the fall/winter and 70% for the summer. The summer occupancy rate is conservative to hedge against the volatile nature of the summer business.

The reserves in 2023-24 will have a total fund balance of $5.7 million, consisting of $4.6 million for investment in capital assets, $1.0 million for capital renewal reserve, $1.0 million for operating reserve, and an unrestricted deficit of $0.9 million. The capital reserve of $1.0 million is being maintained for any major elevator enhancements scheduled to happen by 2025-26.

The residence continues to work with its neighboring College residences to ensure that summer operations maximize its full potential not just for the Woodsworth Residence but the institution. The focus for the coming year will be to address deficiencies in the suites. Replace the upper roof of the tower and the telephone system from 2023 to 2025.

Food & Beverage Services

The University College Food Services operates the Howard Ferguson Dining Hall and Café Reznikoff. As stated earlier in this report, the following section does not include the St. George Food & Beverage Services as this operation converted to a business ancillary as of May 1, 2021. A commentary related to this operation, and information regarding fee increases, are included in the Business Ancillaries section later in this report.

For the 2023-24 budget, University College Food Services will only meet objective 1 of the four objectives (see Schedule II for details).

University College

The University College (UC) Food Services provides three meals a day, seven days per week during the fall and winter sessions to the resident population of approximately 730 students housed in the University College Residences. As a self-operated food service, the key goals are always to maintain a balance of high quality, affordable pricing, and a wide selection of menu choices. The Howard Ferguson Dining Hall not only provides service to UC Residence students but also serves other U of T students, faculty, and staff, as well as the general public. The Dining Hall and Reznikoff's Cafe remain open during the summer term as part of the summer residence operation, providing full service, breakfast, lunch, and dinner for summer operations. UC Food Services provides catering services and, while primarily utilized by UC, are offered to other U of T community members making use of meeting and lecture rooms in University College and elsewhere on campus.

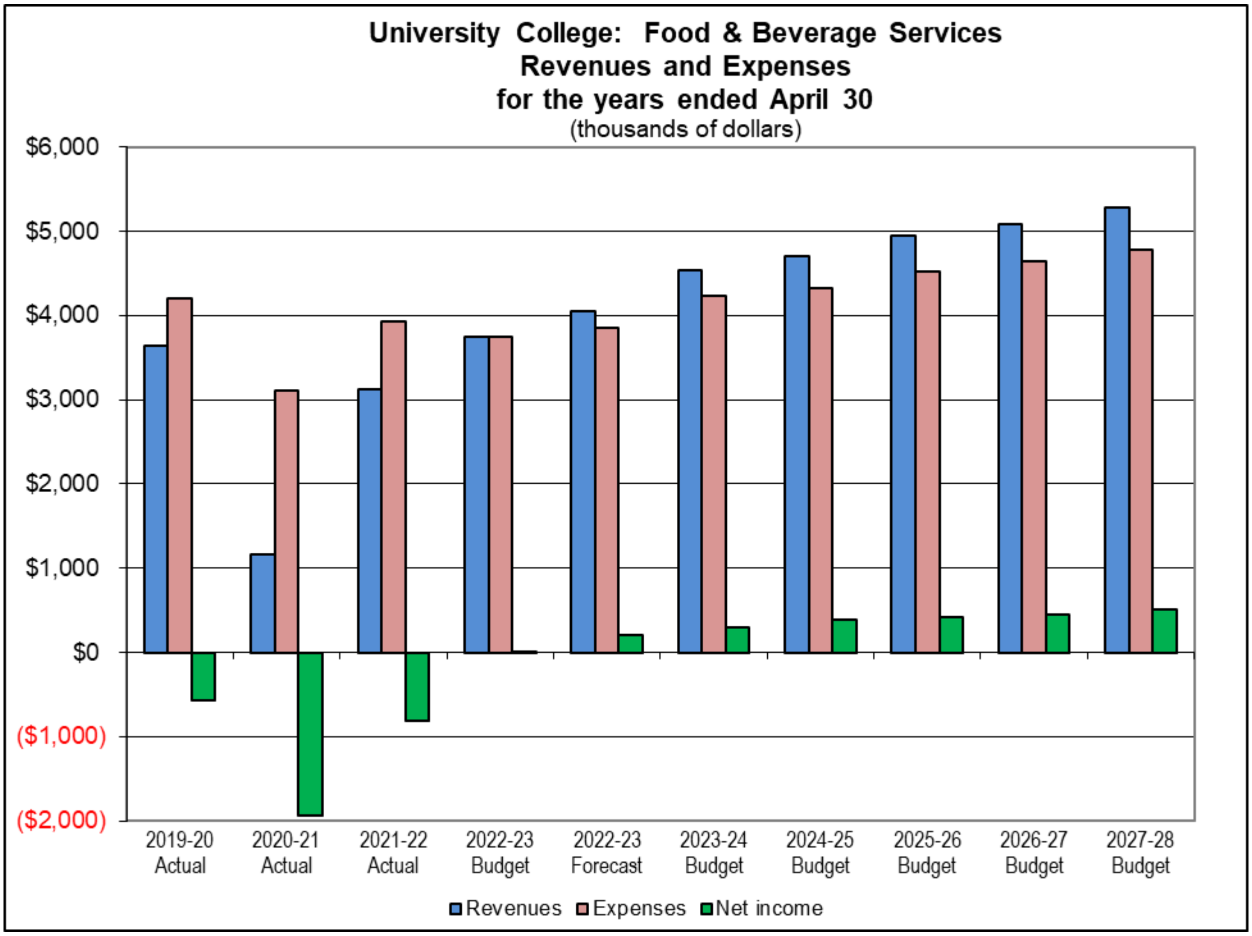
The University College Residence Council (UCRC) Food Committee provides student input and suggestions formally; there is an annual residence/food services survey, and students also provide frequent informal feedback through the Dean of Students and the Food Services staff. Vegetarian, vegan, plant-based as well as halal, selections are available at every meal. Some items required for special dietary needs are arranged individually as requested. The operating budget and rate changes are reviewed by the UCRC.

UC cash and catering sales have increased considerably due to the full return to in-person classes and staff returning to work on campus, granting a forecast of a surplus of $0.2 million for year-end 2022-23. On April 30, 2023, the forecasted fund balance of negative $1.9 million consists of an investment in capital assets of $0.2 million and an unrestricted deficit of $2.1 million.

With the residence returning to full occupancy or near-full occupancy, UC Food Services is proposing a fee increase of 5% to meal plans for 2023-24. This increase is required to meet increases in the cost of food and other expenses. This increase is required to meet increases in the cost of food and other expenses. Two meal plans are available for residents: Plan A is designed for those with larger appetites and will cost $5,980 and Plan B is designed for those with slightly smaller appetites and will cost $5,278. With the increase in occupancy and anticipated increase in both cafeteria sales and catering the ancillary is budgeting $0.3 million operating income in 2023-24. The Capital

Reserve and Operating Reserve will remain at zero through 2027-28.

The ancillary has reviewed the maintenance and replacement program for the food services equipment and budgeted for upgrades to smaller equipment. However, given the minimal space available, there is little more that can be done in the current area to increase space.



	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Revenues	3,636	1,160	3,130	3,752	4,055	4,533	4,707	4,945	5,088	5,286
Expenses	4,204	3,101	3,936	3,751	3,848	4,233	4,322	4,520	4,645	4,774
Net income	-568	-1,941	-806	1	207	300	385	425	443	512
% change in revenues	*(18.1%)*	*(68.1%)*	*169.8%*	*223.4%*	*8.1%*	*11.8%*	*3.8%*	*5.1%*	*2.9%*	*3.9%*

Costs are being monitored carefully during this downturn in business. The ancillary anticipates that when international groups and summer businesses are again permitted, they will begin to see a recovery in reserves. It is anticipated that 2023-24 will be a more favorable year. Under the current scenario, in 2027-28, the Unrestricted Deficit is budgeted to be breakeven, a recovery from a $2.1 million deficit in 2022-23. The cash sales businesses, Reznikoff’s, and the new Owlery Café in the main building are projected to increase. The catering sales have shown an increase already with the opening of the new conference spaces, the Clark Reading Room, and the Cadario Conference Centre with a requirement to utilize UC catering for all bookings which will help rebuild the reserves.

Hart House

2021-22 was the first year of Hart House's newest 5-year strategic plan, entitled "Preparing the Table". Preparing the Table is framed around 5 key commitments:

- Foster a climate of inclusivity and belonging in our spaces and programs
- Encourage students to explore who they are and whom they aspire to be through the arts, dialogue, and wellness
- Offer students rich experiential learning opportunities
- Deepen student engagement with local and global communities and issues
- Steward resources and relationships carefully and creatively to meet the challenges of today and the opportunities of tomorrow.

The first year of the plan was a time of growth and recovery for Hart House, including maximizing the availability of our spaces and our in-program services for students and others who visit Hart House, while continuing to adhere to all prevailing public health measures and university guidelines; maintained a strong virtual presence to reach students from all three campuses. And rebuild revenue-generating businesses, such as conference and event services, community memberships, and restaurants. Momentum has continued to grow in the first months of 2022-23 – aka "Year 2" of Preparing the Table.

Hart House programming in 2021-22 continued to evolve in response to the ever-changing pandemic landscape and the needs of students, faculty, staff, and community members. By the end of the year, Hart House provides a full scope of programs including in-person, virtual, and hybrid offerings, with several asynchronous programs that can be accessed "any time, any time zone". Hart House receives ancillary fees from students on all three campuses, and it works to fulfill its tri-campus mandate. UTSC and UTM represented 15% percent of all students participating in Hart House programs in 2021-22. Hart House also delivered a total of 23 events with the UTM and UTSC campuses.

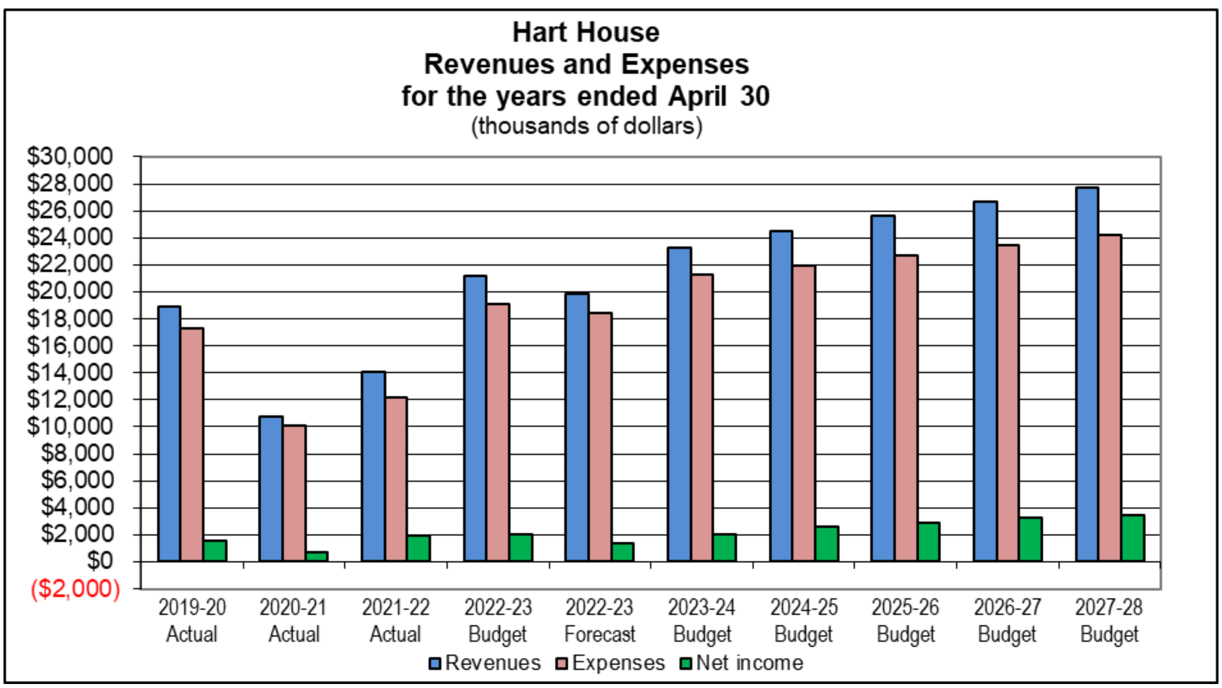
In 2021-22, Hart House engaged 18,665 participants in synchronous programs across all areas of programming. A total of 49,930 in-person visitors to Hart House in 2021-22. This number includes 30,675 total visits to the Fitness Centre, 885 visitors to the Justina M. Barnicke Gallery, and 967 piano bookings by students. Hart House held 29 in-person events, and 321 virtual synchronous events during the year, and offered an average of 23 virtual fitness classes per week all year. There were 853 registrants to 78 Hart House Creative Life School classes.

Hart House has recently enjoyed record-breaking Advancement results. In the nearly four years of the Defy Gravity campaign, Hart House has raised $4.7 million (as of October 1, 2022). In 2021-22, Hart House generated $0.5 million in revenue from 9 internal funds and grant opportunities aligned with both programmatic and operational needs.

For fiscal 2022-23, Hart House is forecasting an overall operating surplus (before commitments and transfers) of $1.4 million, compared to the budget figure of $2.0 million. Revenues are expected to fall below budget by $1.3 million (6.1%) due to an anticipated shortfall in student fees, as well as some delayed recovery in business revenues. However, largely speaking, business revenue has recovered significantly during the Summer and Fall of 2022, with the Hospitality business serving clients at near pre-Pandemic levels. On the other hand, $0.6 million (3.4%) in savings are anticipated on the expense side to partially offset the losses in operating revenue. The savings are largely in salaries and benefits, attributable to short-term vacancies.

It is anticipated that the operating surplus will be utilized primarily to finance capital expenditures during the year. Net increase in capital assets is forecasted to be $1.1 million.

Hart House's 2023-24 budget has been designed both to continue to support and expand its co-curricular offerings for students and to support the University in achieving its highest priorities, reflected through our five Strategic Plan Commitments. The 2023-24 budget plan anticipates that the primary revenue-generating departments of Hart House, namely Hospitality and the Fitness Centre, will continue to rebuild and expand in the areas of food services and catering. Hart House is proposing a student fee increase for 2023-24 of 6.0%, less than the maximum allowed under the UTI protocol of 7.3%.



	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Revenues	18,928	10,744	14,097	21,139	19,852	23,303	24,541	25,620	26,681	27,739
Expenses	17,334	10,047	12,192	19,121	18,479	21,241	21,953	22,690	23,455	24,247
Net income	1,594	697	1,905	2,018	1,373	2,062	2,588	2,930	3,226	3,492
% change in revenues	*4.9%*	*-43.2%*	*31.2%*	*96.8%*	*-6.1%*	*17.4%*	*5.3%*	*4.4%*	*4.1%*	*4.0%*

Hart House is budgeting a net income of $2.1 million in 2023-24. The capital budget was adjusted this year to focus on critical expenditures only. It is set at $2.1 million (not including expenditures related to the Infrastructure Renewal project) with an additional $1.0 million required for annual maintenance. Key projects anticipated include the modernization of one of Hart House’s freight elevators; renovation of the South Wing’s upper floor washrooms; various accessibility improvements throughout the interior and exterior of Hart House; furniture and equipment upgrades for the Hospitality business; and various other projects carried forward from the 2022-23 capital plan.

Hart House is budgeting net assets to be $26.0 million on April 30, 2024, with $16.6 million in investment in capital assets, $5.9 million in the capital renewal reserve, and $3.5 million in operating reserves.

The long-range plan for Hart House indicates a series of balanced budgets after commitments. There is a critical need to upgrade all of the infrastructure systems at Hart House over the next several years so that Hart House can continue to deliver its educational mission and effectively serve students. There has never been a comprehensive renovation of the building since it was built a century ago, so Hart House is currently relying on 100-plus-year-old equipment for many critical building systems, including full replacement of the thermal and electrical mechanical systems. This modernization effort is also providing an opportunity to improve accessibility and sustainability. Multiple sources will contribute to this effort through various means, including students, alumni, friends, government, and UofT institutional colleagues. Given the scope and size of the Infrastructure Renewal Project, it is the intention of Hart House to 'chunk' the project into five (5) phases. Phase 1 construction is anticipated to begin in early 2023-2024, and to cost approximately $25.0 million. This has been built into the long-range plan.

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED OPERATING RESULTS FOR THE YEAR ENDING APRIL 30, 2024 **SCHEDULE I**
(with comparative projected surplus for the year ending April 30, 2023)
(thousands of dollars)

	Revenues	Expenditures	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers 2024	Forecast 2023
RESIDENCE SERVICES						
Innis College	5,108	4,179	928	-	928	1,171
New College	12,665	10,757	1,908	504	2,411	3,597
University College	9,311	7,670	1,640	(150)	1,490	696
Woodsworth College	5,887	5,814	73	-	73	229
			-		-	
Total Residence Services	32,971	28,420	4,549	354	4,902	5,693
FOOD & BEVERAGE SERVICES						
University College	4,533	4,233	300	-	300	206
Total Food & Beverage Services	4,533	4,233	300	-	300	206
HART HOUSE	23,303	21,241	2,062	-	2,062	1,374
TOTAL	60,807	53,894	6,911	354	7,264	7,273

SCHEDULE II

SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS

(thousands of dollars)

						2023 - 2024				2023 - 2024	2025-2026	2027-2028
Service Ancillaries	Objectives to be met within the 2023-24 Budget:				Projected Unrestricted Surplus/(Deficit)	Projected investment in capital assets	Projected Commitments to Capital Renewal (Schedule III)	Projected operating reserve (Schedule III.1)	Projected new constr. reserve (Schedule III.1)	Net Assets	Net Assets	Net Assets
	1	2	3	4								
Residence Services												
Innis College	yes	yes	yes	no	-	3,563	2,962	337	-	6,861	8,237	9,174
New College	yes	yes	yes	no	-	1,602	600	800	3,309	6,311	11,995	18,614
University College	yes	yes	yes	yes	1,002	2,772	1,672	599	-	6,046	9,760	14,285
Woodsworth College	yes	yes	yes	no	(934)	4,613	1,000	1,000	-	5,679	5,575	6,838
Food & Beverage Services												
University College	yes	no	no	no	(1,822)	187	-	-	-	(1,635)	(826)	128
Hart House	yes	yes	yes	no	-	16,636	5,870	3,509	-	26,015	34,134	43,453
	Summary totals				(1,754)	29,373	12,104	6,245	3,309	49,277	68,875	92,492

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 ENDED APRIL 30
(thousands of dollars)

	Forecast Balance May 1, 2023	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2024	Balance April 30, 2028
RESIDENCE SERVICES				
Innis College	3,221	(259)	2,962	1,271
New College	600	-	600	600
University College	700	972	1,672	2,757
Woodsworth College	1,000	-	1,000	1,000
Total Residence Services	5,521	713	6,234	5,628
FOOD & BEVERAGE SERVICES				
University College	-	-	-	-
Total Food & Beverage Services	-	-	-	-
HART HOUSE	7,926	(2,055)	5,870	4,633
TOTAL	13,447	(1,342)	12,104	10,261

SCHEDULE III.1

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

	OPERATING RESERVE				NEW CONSTRUCTION RESERVE			
	Forecast Balance May 1, 2023	Increase or (decrease) in operating reserve	Balance operating reserve April 30, 2024	Balance operating reserve April 30, 2028	Forecast Balance May 1, 2023	Increase or (decrease) in new construction reserve	Balance new construction reserve April 30, 2024	Balance new construction reserve April 30, 2028
RESIDENCE SERVICES								
Innis College	292	45	337	415	-	-	-	-
New College	726	74	800	870	917	2,393	3,309	16,666
University College	584	15	599	656	-	-	-	-
Woodsworth College	1,000	-	1,000	1,938	-	-	-	-
Total Residence Services	2,602	134	2,736	3,879	917	2,393	3,309	16,666
FOOD & BEVERAGE SERVICES								
University College	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total Food & Beverage Services	-	-	-	-	-	-	-	-
HART HOUSE	3,184	324	3,509	4,041	-	-	-	-
TOTAL	5,786	458	6,245	7,920	917	2,393	3,309	16,666

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED OPERATING RESULTS FOR THE YEARS ENDED APRIL 30
(thousands of dollars)

	2022-2023 (Forecast)			2023 - 2024			2024-2025		
	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 SERVICES									
Innis College	1,171	-	1,171	928	-	928	999	-	999
New College	3,108	489	3,597	1,908	504	2,411	2,226	519	2,745
University College	846	(150)	696	1,640	(150)	1,490	1,968	(150)	1,818
Woodsworth College	229	-	229	73	-	73	(69)	-	(69)
Total Residence Services	5,354	339	5,693	4,549	354	4,902	5,124	369	5,493
FOOD & BEVERAGE SERVICES									
University College	206	-	206	300	-	300	384	-	384
Total Food & Beverage Services	206	-	206	300	-	300	384	-	384
HART HOUSE	1,374	-	1,374	2,062	-	2,062	2,588	1,600	4,188
TOTAL	6,934	339	7,273	6,911	354	7,264	8,096	1,969	10,065

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED OPERATING RESULTS FOR THE YEARS ENDED APRIL 30
(thousands of dollars)

	2025-2026			2026-2027			2027-2028		
	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 SERVICES									
Innis College	1,125	(748)	377	1,185	(748)	436	1,248	(748)	500
New College	2,404	534	2,938	2,646	550	3,197	2,856	567	3,423
University College	2,046	(150)	1,896	2,277	(150)	2,127	2,548	(150)	2,398
Woodsworth College	(36)	-	(36)	56	-	56	1,207	-	1,207
Total Residence Services	5,539	(364)	5,175	6,164	(348)	5,816	7,859	(331)	7,528
FOOD & BEVERAGE SERVICES									
University College	425	-	425	442	-	442	512	-	512
Total Food & Beverage Services	425	-	425	442	-	442	512	-	512
HART HOUSE	2,930	1,000	3,930	3,227	1,000	4,227	3,492	1,600	5,092
TOTAL	8,894	636	9,530	9,833	652	10,485	11,863	1,269	13,132

SCHEDULE V

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS
SUMMARY OF 2023-2024 CAPITAL BUDGETS
(with comparative figures for 2022-2023)
(thousands of dollars)

	Budget 2023 - 2024	Budget 2022-2023
RESIDENCE SERVICES		
Innis College	1,283	1,513
New College	315	115
University College	505	20
Woodsworth College	1,085	1,246
Total Residence Services	3,188	2,894
FOOD & BEVERAGE SERVICES		
University College	5	5
Total Food & Beverage Services	5	5
HART HOUSE	4,646	4,472
TOTAL	7,839	7,371

SCHEDULE OF 2023-2024 SERVICE ANCILLARY RATES

	2023/24 RATE $	2022/23 RATE $	INCREASE $	INCREASE %	PRIOR YEAR's INCREASE %
RESIDENCE SERVICES					
St. George Campus					
Innis College					
Innis College - Winter	12,145	11,567	578	5.0	5.0
Innis College - Summer	3,959	3,770	190	5.0	5.0
New College					
Winter					
Residence Room - Wilson Hall & Wetmore Hall					
Double room (per bed)	9,600	9,075	525	5.8	4.6
Single room	11,500	10,925	575	5.3	4.8
Bed-over-desk double room (per bed)	7,200	6,975	225	3.2	2.2
Residence Room - 45 Willcocks					
Double room (per bed)	9,600	9,275	325	3.5	2.8
Single room	11,500	11,100	400	3.6	2.8
Summer/Single					
Continuing New College Students					
Sessional	3,480	3,218	263	8.2	3.0
45W Sessional	3,596	3,318	279	8.4	2.9
Registered Students					
Sessional	3,410	3,192	218	6.8	1.3
45W Sessional	3,520	3,292	228	6.9	1.3
Others					
Sessional	3,520	3,360	160	4.8	-
45W Sessional	3,630	3,460	170	4.9	3.0
Summer/Double					
Continuing New College Students					
Sessional	2,784	2,691	93	3.5	2.7
45W Sessional	2,842	2,791	51	1.8	2.6
Registered Students					
Sessional	2,640	2,576	64	2.5	1.0
45W Sessional	2,695	2,676	19	0.7	1.0
Others					
Sessional	2,805	2,772	33	1.2	0.4
45W Sessional	2,860	2,872	(12)	-0.4	4.1

SCHEDULE OF 2023-2024 SERVICE ANCILLARY RATES

	2023/24 RATE $	2022/23 RATE $	INCREASE $	INCREASE %	PRIOR YEAR's INCREASE %
University College					
Sir Daniel Wilson Standard Singles	10,872	10,404	468	4.5	4.3
Sir Daniel Wilson Standard Doubles	9,355	9,039	316	3.5	3.3
Whitney Hall Standard Singles	10,872	10,404	468	4.5	4.3
Whitney Hall & Sir Daniel Wilson Alcove Singles	9,355	9,039	316	3.5	3.3
Whitney Hall Doubles	9,355	9,039	316	3.5	3.3
Morrison Hall Singles	12,177	11,542	635	5.5	5.3
Woodsworth College					
Woodsworth College - Winter	12,372	11,783	589	5.0	5.2
Woodsworth College - Summer	4,883	4,650	233	5.0	NA
HART HOUSE					
St. George Full Time	119.53	112.76	6.77	6.00	4.9
St. George Part Time	23.91	22.55	1.35	6.00	4.9
Scarborough & Mississauga (Full time)	3.67	3.46	0.21	6.00	4.9
Scarborough & Mississauga (Part time)	0.75	0.70	0.04	6.00	4.9
FOOD & BEVERAGE SERVICES					
St. George Campus					
University College					
Plan A	5,980	5,695	285	5.0	3.1
Plan B	5,278	5,027	251	5.0	3.1

Business Ancillaries – commentary for SARG report – F2024

Spaces & Experiences (S&E) is a business ancillary reporting to the Vice-President of Operations and Real Estate Partnerships. It brings together St. George campus' Ancillary operations and the tri-campus mandate of the University's Real Estate department and Four Corners strategy. The activities of S&E include faculty housing, student family housing, single-student residences not affiliated with colleges, academic leasing, commercial leasing, residential and retail dining, campus events, catering and conference services, real estate acquisitions, parking and transportation, and trademark licensing.

The ancillary operations have worked hard to provide essential campus services as the University transitioned back to on-campus classes and activities in the fall of 2022. Like businesses outside of the campus environment, demand for services that were unavailable or limited during the pandemic has surged, resulting in increased revenues in some parts of the operation, such as summer tourist accommodation and retail food services in areas of high student density. In other parts of the operation, residual impacts from the pandemic – particularly related to continuing flexible work arrangements which have reduced the population of staff and faculty on campus every day - had a negative effect on financial returns and has forced closures of some facilities. Capital projects have continued where possible, but supply chain disruptions and availability of parts and labour have caused lengthy delays and some significant associated costs.

S&E is building the first new residence on the St. George Campus in two decades. The development at Sussex and Spadina is mixed use, including townhouses, a dining hall, commercial retail space, and over 500 student residential units, which will welcome new residents in September 2024. In FY23, S&E will complete the acquisition of Knox College and take on the Knox Residence operation, adding another 100 beds and generous student amenity spaces. A further expansion to the campus' residential inventory for single students is planned with the expansion of Graduate House. The new graduate residence on Harbord will provide 190 new housing units, and construction is expected to begin in the spring of 2023.

Additional developments for family housing are now in the planning stages, including the Gateway project at Spadina and Bloor. The Gateway will be the largest university housing development of its kind in Canada for student families, faculty and staff. The University envisions a curated mix of family friendly residential suites, indoor and outdoor amenities, and complementary accessory retail and academic space.

Other capital projects impacting the division include the Landmark project. Transportation Services looks forward to operating the new Landmark garage when construction concludes. The garage will also offer a significant number of secure bicycle storage spaces and numerous multi-vehicle EV charging stations.

Student communities: Graduate House, Knox College and Chestnut Residence

The Student Communities team provides a residence experience that fosters community engagement, celebrates diversity, and keeps equity and inclusion at the forefront of its decision making and approach. Students are offered the opportunity to live in a safe, welcoming environment that provides programming, services, and interactions that positively contribute to their personal growth and academic success during their time at the University of Toronto. The team is currently responsible for the operation of 2 student residences, with a third expected in a few months, and 2 additional residences being added in 2024 and 2025. For the 2022-2023 academic year, the team also oversees the residence operations for over 250 students living at the Chelsea Hotel as part of additional overflow spaces that were needed given the demand for housing.

Housed in one of Toronto's award-winning architectural landmarks, Graduate House is the only residence at U of T reserved exclusively for masters and doctoral-level students, along with students from second-entry professional faculties. It offers co-ed, suite-style accommodation for 435 students. Now in year 4 of a 5-year strategic plan which focuses on capital renewal, operational excellence, and enhanced service delivery, the residence has managed to weather the pandemic reasonably well, given the 12-month occupancy profile of this residence. For F2024, Graduate House proposes a 4.5% occupancy fee increase to help support rising operational costs and necessary capital renewal, given that the residence is now over 20 years old.

Grad House's capital plan for 2023-24 includes the fourth and final phase of a roof replacement project, ongoing suite renewal, and the launch of a much-anticipated kitchen refurbishment project, with construction of the first set of kitchens scheduled in the following fiscal year, 2024-25. This will include installing new appliances within residents' suites. These projects are aimed at both renewal and the enhancement of the resident experience and are additionally aimed to reduce the gap between the condition of the existing 20+ year old facility and the New Harbord Residence about to begin construction next door. Once opened, Graduate House and New Harbord Residence will be operated as a single residence community and offer amenities like a Market Food Hall, multi-faith room, group meeting rooms and study spaces.

Knox College residence is anticipated to transition to S&E control in the spring of 2023. Knox Residence is currently home to just over 100 theological, undergraduate, and graduate students. The Collegiate Gothic style building offers large and charming residence rooms, some complete with furnishings from 1912, as well as several common space areas for residents, including a large dining hall and a common room with a fireplace for students to gather, study, and socialize. This heritage building will require a large capital investment over time. In the first year of S&E operation, the residence will offer the addition of a service desk, live-in staff support, the creation of a Residence Affairs Committee, upgraded wi-fi, and lock replacements.

As part of the admissions strategy, current and eligible Knox residents that apply to return to residence following the application procedures and deadlines, will continue to be housed.

Two rates are proposed for Knox. One for students continuing to reside in the residence through the summer of 2023, and rates for new students starting in September 2023. For existing Knox residents, a 10% increase will be applied to current room rates. For all new students in F2024, the rates will be consistent with the rates modelled in the pro forma associated with the Knox purchase. Even after these adjustments, these rates remain the lowest on campus and additional increases will be required in the years to come in order to address the deferred maintenance backlog in the building, as well as amenity improvements desired by residents. These rates also reflect the cost of operating residences at the same standard as other St. George campus residences.

Chestnut Residence is a former hotel acquired by the University in 2003. It is home to 1150 students from all University of Toronto faculties and colleges. This diverse community of primarily first year students includes a large international population and the highest number of Engineering students in any U of T residence. Chestnut Residence offers spacious rooms, large social, study and amenity spaces, high quality meals, a vibrant residence life program, and is in the heart of downtown Toronto. During the summer months, accommodations are provided for students, external groups and tourists that leverages Chestnut Residence's location and former hotel profile.

Chestnut Residence is at the high end of pricing compared to other residences on the St. George campus because of its operating costs (high square footage per student, debt service costs and amenities provided), but offers good value compared with private student residences and the Toronto rental market. Chestnut's engaging community life and 20 years of history as a great place to call home has ensured that demand continues to be high. A 5.0% increase in residence fees is proposed for the 2024 academic year, as well as a 5.0% increase in student rates for Summer 2023. A 3% increase for student residents' monthly parking permit rates is proposed, from $195 to $200, and a new category of monthly parking permit is proposed, priced at $210, which is for non-Chestnut U of T staff and students.

As a 50+ year old building, Chestnut's deferred maintenance and capital refurbishment needs are significant. Each year, the capital plan strives to address both infrastructure and quality of life improvements. Over the next 5 years the capital plan calls for investment in in-room bathroom renovations, critical mechanical infrastructure maintenance and upgrades, parking garage repairs and student and staff space enhancements.

Chestnut Residence's operation was significantly impacted by the pandemic, but a return to full occupancy this year has helped return to a balanced budget. Summer business exceeded expectations in 2022 particularly with new government programs supporting local tourism, and a surge of travel that brought tourists to the City of Toronto. Working with a revenue management consultant to continuously monitor and adjust rates, Chestnut was able to take advantage of a healthy short-term accommodations market during the summer months. A review of this business in the fall of 2022 has yielded ideas to further strengthen occupancy and revenue in the coming years.

University Family Housing

University Family Housing (UFH) serves the unique housing needs of faculty and student families within the Charles Street and Huron-Sussex communities. It houses more than 2000 individuals in 850 units across the two campus neighbourhoods, provides amenities such as community gardens, on-site childcare and gathering space, and offers more than 140 community development programs to its residents every year.

The UFH operational plan is developed within a strategic framework reflecting three key principles:

- ✓ To recognize family housing as a resource that supports the University’s purpose, mission and objectives while facilitating its growth through the recruitment and retention of faculty, students, researchers, and staff;
- ✓ To ensure that family housing meets the physical and economic needs of a broad range of university resident groups through safe, comfortable, and attainable housing; and
- ✓ To support university community life by offering programming and amenities that support all family members throughout their initial transition to the community and the duration of their stay.

Capital investment in the two communities is planned at $10.9M over 3 years and includes elevator modernization, roof upgrades, a new emergency generator and community playground rehabilitation at the Charles Street community, and window and roof replacements in the Huron-Sussex community. Apartment upgrades continue upon turnover; additional adjustments to this program in the coming year will add various levels of starting rents for incoming tenants depending on the extensiveness of the refurbishment (from modest improvements to finishes and hardware, to more extensive upgrades of kitchens and bathrooms). These rates are set in accordance with the level of investment, with the goal to recover the investment fully in 3 years. Existing student tenants will see a rent increase of 3%.

Occupancy levels have returned to pre-pandemic levels. At Charles Street, it is expected that occupancy will remain at 95% while at Huron-Sussex occupancy levels are at a consistent 98%. Demand for housing in both neighbourhoods is exceedingly high, and the UFH team is engaged in several project planning committees that aim to increase supply of housing units to address this imbalance.

Food & Beverage and Campus Events

Food and Beverage and Campus Events operates 3 residential dining halls, 30+ non-residential food service outlets, and assists the campus community and external customers with expert coordination of more than 25,000 events each year. This department was the hardest hit of all the S&E departments by the lack of in-person activity on campus during the pandemic. The fall of 2022 represented a welcome return to activity levels and revenues across much of the operation, particularly in spaces which are centrally located and serve large populations. Smaller satellite locations in less dense parts of the campus have struggled, and many have had to close due to insufficient traffic, and/or challenges in recruiting staff to work in these locations. These include the cafes at Law, Music, McLennan and BCIT, as well as the Second Cup location at Pharmacy.

Food Services self-operates most of its locations, but also has contracts with other food service operators to bring menu diversity to the campus while mitigating financial risk for the University. 2 new operators joined the team this year after a months-long sourcing project to identify local businesses with unique food offerings. The new operators are Vert Casse-Croute at OISE, and La Taula Verde at Gerstein Library. A third new operator is set to round out the program at Sid Smith later this academic year.

Mandatory meal plan rates and meal plan structure are set in consultation with the residences. Food Services is transitioning from offering four meal plan options to offering three meal plans. The three-plan model offers choices based on individual needs and the plans are designed to provide opportunity for use at multiple retail food service locations, including two residence dining halls.

The New College, Chestnut, Knox College, and new partner, Wycliffe College, meal plans are proposing an average increase of 2.3%. The lowest priced plan is increasing by 2.9% and the two higher priced plans are increasing by 2.02% and 1.95%. Campus One meal plans are increasing by 3.5% per contractual terms with the building owner. Although these increases are lower than current food inflation, there was no adjustment to individual menu item pricing last year, which increased students' spending power. As a result, the modest increase to meal plan prices will restore balance.

The supply-chain and product availability challenges experienced the last few years have improved; however, cost of goods continue to track higher with increases passed on to food service operations by producers and distributors. Food Services continues to monitor costs and adjusts menu offerings accordingly. The culinary teams maintain "scratch cooking" techniques to make use of seasonal and market available products. Food Services is also diversifying the menu portfolio to include low production and high value options to temper the cost of goods and customer price and value sensitivity.

Prices are reflective of a comprehensive annual menu development process which takes into consideration the cost of ingredients, portion sizes, competitive analysis and sales volumes. Pricing adjustments and introduction of new menu items typically occurs once a year.

Transportation Services

St. George Transportation Services works to offer effective and convenient transportation solutions to ensure a safe and accessible campus for the University community. They provide access to and information about many modes of transportation, including cars, bicycles, electric vehicle parking, car sharing and public transportation. Transportation Services also balances parking supply and demand, allocating parking permits to customers so that they can most conveniently carry out their business on the St. George campus, ensuring that parking rates are competitive and that parking facilities are available, functional, safe, and convenient to use. The department also provides incidental services which generate no revenues, but which enhance the public image and objectives of the University (giving directions, traffic control, event parking, control of tour buses, providing information for on campus events, etc.). Snow removal from campus surface parking areas and University-owned roads is also done by the department.

Transportation Services operates 38 surface lots and 11 underground garages, providing 2,073 parking spaces for faculty, staff, students, and visitors. Electric vehicle charging stations offering a Level 2 charge are available at the BCIT and Rotman garages.

Transportation Services' revenues continue to be affected by the pandemic. Although the University restarted in person learning in September 2022, student permit sales have not reached pre-pandemic levels. This fiscal year, there has been a 14% increase in students purchasing permits for the period of May to November 2022 as compared to the same period in 2021, however, YTD student permit purchases are down 37% overall compared to pre-pandemic numbers. Similarly, with continuing flexible work arrangements for many University staff, faculty and staff permit sales have not returned to pre-pandemic levels.

Transportation Services launched a flex pass program in September 2021, which provides a cost-effective parking option for community members who drive to campus regularly, but not often enough to warrant the purchase of a permit. In December 2022, the program was expanded to include other parking locations and was opened to students as well. The purpose of this program is to increase parking demand and entice those who park occasionally to use the University facilities instead of street or other, less convenient, parking options. Thus far, utilization is low but growing. Costs continue to be mitigated where possible, but fixed costs represent a very high proportion of this unit's structure, and enforcement, critical maintenance and snow removal must all occur whether or not there are cars in the lots. Shortfalls cannot be made up through large rate increases, as these will only serve to send parking customers to neighbouring lots. Transportation staff undertake a competitive survey every year to ensure that rates in university lots are compatible with other local lots. Cash parking rates are adjusted from time to time in response to competition, or to manage demand (to prioritize limited parking inventory for university community permit holders).

A permit rate increase ranging from 0% to 8% has been proposed for most parking permit areas, and for the first time in 20 years, Transportation is also proposing to lower rates in some areas with low demand. Parking permit areas/types with a higher demand and designated reserved spaces such as the Faculty of Law, Front Campus (which will include the Landmark Garage), 24 Hour Reserved, UTM/UTSC supplemental permits and commercial permits will see rate increases on the higher end. Lots with lower demand such as OISE, Graduate House Garage and 2 Bedford will see no permit rate increases. BCIT, Physics and 107 St. George garage will see a permit rate decrease of 14%, 14% and 8% respectively.

SCHEDULE OF 2023-2024 ANCILLARY RATES

	2023/24 RATE	2022/23 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	$	$	$	%	%
St. George Campus					
Graduate House					
Grad. House Res/month - Single - premium	1,467	1,404	63	4.5	4.5
Grad. House Res/month - Single - regular	1,314	1,257	57	4.5	4.5
Grad. House Res/month - Singles in suite 970	1,165	1,115	50	4.5	4.5
Grad. House Res/month - Singles in suite 670	1,267	1,212	55	4.5	4.5
Grad. House Res/month - Regular Double	1,004	961	43	4.5	4.5
Knox (NEW FOR 2023-24)					
New Students					
Single - Fall/Winter	10,000	N/A			
Single - Summer	5,000	N/A			
Super Single - Fall/Winter	10,600	N/A			
Super Single - Summer	5,300	N/A			
Double - Fall/Winter	9,175	N/A			
Double - Summer	4,588	N/A			
Returning Students					
Single - Fall/Winter	9,220	N/A			
Single - Summer	4,610	N/A			
Super Single - Fall/Winter	10,144	N/A			
Super Single - Summer	5,072	N/A			
Double - Fall/Winter	7,920	N/A			
Double - Summer	3,860	N/A			
Chestnut Residence					
Single	16,535	15,748	787	5.0	5.0
Super single	18,189	17,323	866	5.0	-
Double	13,358	12,722	636	5.0	5.0
Summer Rates per month					
Single	1,750	1,667	83	5.0	5.0
Double	1,349	1,285	64	5.0	5.0
Summer Rates full summer					
Single	5,453	5,193	260	5.0	5.0
Double	3,349	3,190	159	5.0	5.0
Summer Rates full summer with discount					
Single	4,635	4,414	221	5.0	5.0
Double	2,849	2,713	136	5.0	5.0

SCHEDULE OF 2023-2024 ANCILLARY RATES

	2023/24 RATE	2022/23 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	$	$	$	%	%
University Family Housing					
Charles Street Community					
Unrenovated Units - Tenants in Building as of Aug 31 2022					
Studio	874	849	25	3.0	3.0
1 bedroom - Average rate	1,127	1,095	32	3.0	3.0
1 bedroom - Weighted Average rate	1,100	1,067	33	3.0	3.0
2 bedroom	1,434	1,392	42	3.0	3.0
Refreshed Units - Tenants in Buidling as of Aug 31, 2022					
Studio	981	952	29	3.0	3.0
1 bedroom - Average rate	1,234	1,198	36	3.0	3.0
1 bedroom - Weighted Average rate	1,206	1,170	36	3.0	3.0
2 bedroom	1,540	1,495	45	3.0	3.0
Upgraded/Renovated Units - Tenants in Building as of Aug 31, 2022					
Studio	1,203	1,168	35	3.0	3.0
1 bedroom - Average rate	1,457	1,414	43	3.0	3.0
1 bedroom - Weighted Average rate	1,428	1,386	42	3.0	3.0
2 bedroom	1,762	1,711	51	3.0	3.0
Refreshed Units - Tenants in Building as of Aug 31, 2023					
Studio	999	970	29	3.0	5.0
1 bedroom - Average rate	1,257	1,221	36	3.0	5.0
1 bedroom - Weighted Average rate	1,228	1,193	35	3.0	5.0
2 bedroom	1,570	1,524	46	3.0	5.0
Upgraded/Renovated Units - Tenants in Building as of Aug 31, 2023					
Studio	1,227	1,191	36	3.0	5.0
1 bedroom - Average rate	1,485	1,442	43	3.0	5.0
1 bedroom - Weighted Average rate	1,456	1,413	43	3.0	5.0
2 bedroom	1,796	1,744	52	3.0	5.0
New Standard Refreshed Units (new tenants - Sept 1, 2023)					
Studio	1,067	N/A			
1 bedroom - Average rate	1,318	N/A			
1 bedroom - Weighted Average rate	1,290	N/A			
2 bedroom	1,621	N/A			
New Standard Upgraded/Renovated Units (new tenants - Sept 1, 2023)					
Studio	1,288	N/A			
1 bedroom - Average rate	1,539	N/A			
1 bedroom - Weighted Average rate	1,511	N/A			
2 bedroom	1,841	N/A			
New Premium Upgraded/Renovated Units (new tenants - Sept 1, 2023)					
Studio	1,566	N/A			
1 bedroom - Average rate	1,817	N/A			
1 bedroom - Weighted Average rate	1,789	N/A			
2 bedroom	2,119	N/A			
Huron Sussex Neighbourhood					
Student Housing - Unit Rates (Current Tenants Aug 31, 2023)					
1 Bedroom Units (Average) (LY approved rate $1799)	1,836	1,782	54	3.0	3.0
Laneway Houses (Average)	2,202	2,138	64	3.0	3.0
Student Housing - Unit Rates (New Tenants Sept 1, 2023)					
1 Bedroom Units (Average) (LY approved rate $1799)	1,925	1,782	143	8.0	5.0
Laneway Houses (Average)	2,309	2,138	171	8.0	5.0

* Due to the unique nature of the housing stock in the Huron Sussex neigbourhood, the above represents the best estimate of FY2024 rates. However, actual rates may differ to reflect both market conditions as well as any capital improvements made at the time of turnover.

SCHEDULE OF 2023-2024 ANCILLARY RATES

	2023/24 RATE	2022/23 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	$	$	$	%	%

TRANSPORTATION SERVICES

	2023/24 RATE $	2022/23 RATE $	INCREASE $	INCREASE %	PRIOR YEAR'S INCREASE %
St. George Campus					
Permit					
Faculty of Education (371 Bloor St. W.)	155	155	-	-	3.3
School of Continuing Ed. (158 St. George St.)	350	340	10	3	4.6
42 Harbord Street	155	155	-	-	3.3
Graduate Garage (Lot N)	175	175	-	-	6.1
OISE Garage (Lot I)	165	165	-	-	0.0
Bedford Rd. (Lot M)	225	225	-	-	7.1
St. George Garage (Lot P)	180	195	(15)	(8)	2.6
Faculty of Law	260	250	10	4	0.0
Faculty of Law - 24 HR Reserved	350	340	10	3	0.0
BCIT (Lot C)	180	210	(30)	(14)	0.0
McLennan Physics (reserved)	280	275	5	2	5.8
McLennan Physics (24 HR reserved)	350	340	10	3	0.0
McLennan Physics (Lot B)	180	210	(30)	(14)	0.0
E/S Hart House Circle (Lot U)	215	210	5	2	5.0
E/S Hart House Circle (Lot U) - reserved Special Acc.	155	155	-	-	0.0
E/S Hart House Circle (Lot U) - 24 HR reserved	350	340	10	3	0.0
Triangle - N/A	n/a	280	-	-	0.0
Front Campus (KCC & HHC) (Lot R) *	280	275	5	2	7.8
Landmark Garage	330	n/a	-	-	0.0
Landmark Garage - 24 HR Reserved	370	n/a	-	-	0.0
Lot A Garage (55 St. George St.)	330	325	5	2	1.6
Lot A Garage (55 St. George St.) - 24 HR reserved	370	360	10	3	0.0
Knox College	330	n/a	-	-	0.0
Galbraith Rd. 24 HR	350	340	10	3	0.0
Galbraith Rd.	285	280	5	2	3.7
200 College St.(Rear)/I.S.C.	285	280	5	2	3.7
Tower Road - Unreserved - N/A	n/a	155	-	-	0.0
Tower Road - Reserved - 24 HR reserved	350	340	10	3	0.0
Tower Road - Reserved	285	280	5	2	0.0
256 McCaul Street - Reserved	270	270	-	-	0.0
256 McCaul Street - 24 HR reserved	350	340	10	3	0.0
155 College Street - Garage	300	298	2	1	0.0
155 College Street - Surface	270	270	-	-	0.0
100 College St. (Banting)	155	155	-	-	3.3
88 College St. (Women's college)	n/a	n/a	-	-	
Dentistry - Garage	260	260	-	-	4.0
Dentistry - Surface	235	235	-	-	2.2
6 King's College Road (Lot O)	290	280	10	4	3.7
167 College St. - N/A	n/a	n/a	-	-	-
229 College St.	n/a	n/a	-	-	
730 Yonge St. Garage	n/a	n/a	-	-	-
Permit Misc					
Commercial monthly	310	305	5	2	5.2
Commercial weekly	100	98	2	2	6.5
After 4pm parking	85	82	3	4	0.0
Summer Conference monthly	255	250	5	2	0.0
Summer Conference weekly	95	92	3	3	0.0
UTM/UTSC designated lot	70	65	5	8	0.0
UTM/UTSC hunting permit	100	95	5	5	0.0
24-Hour Reserve	350	340	10	3	4.6
24-Hour Reserve (Lot A Garage)	370	360	10	3	2.9
24-Hour Reserve (256 McCaul)	350	340	10	3	4.6
Z-Permit (unrestricted)	280	270	10	4	3.7
Motorcycle	40	40	-	-	0.0

SCHEDULE OF 2023-2024 ANCILLARY RATES

	2023/24 RATE	2022/23 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	$	$	$	%	%
FOOD & BEVERAGE SERVICES					
St. George Campus					
New College, Chestnut, Knox College					
Plan A (F2022 & 23 includes $100 Tbucks/Flex)	5830	5,665	165	2.9	3.0
Plan B (F2022 & 23 includes $100 Tbucks/Flex) (Discontinued in F2024)		5,870	-	-	2.5
Plan C (F2022 & 23 includes $100 Tbucks/Flex)	6320	6,195	125	2.0	2.0
Plan D (F2022 & 23 includes $100 Tbucks/Flex)	6810	6,680	130	1.9	2.0
245 College Meal Plans (declining balance program)					
(F2021, F2022 & 23 included $50 Tbucks/Flex for each plan)					
Light Plan (includes $50 flex)	5830	5,860	(30)	(0.5)	3.0
Average Plan (includes $50 flex)	6320	6,115	205	3.4	3.0
Hearty Plan (includes $50 flex)	6810	6,335	475	7.5	3.0

Budget Preparation Review and Consultation Process

The University Affairs Board approves operating plans for the St. George service ancillaries on an annual basis. This report describes the proposed services and programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plans include each ancillary's annual operating budget, as well as changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

The St. George service ancillaries' annual budgets for 2023-24 and long-range plans for 2024-25 to 2027-28 were reviewed by a number of local committees and councils. Membership in these committees and councils include students who play an integral part in the overall consultation process (see next page). Budget plans for service ancillaries in the Constituent Colleges on the St. George Campus were also reviewed by the Faculty of Arts & Science for overall alignment with divisional budget plans, including operating-funded student service levels and capital project plans.

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

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

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

Student/Local Committees and Councils

SERVICE ANCILLARIES

Residences

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

Innis College:
Innis Residence Committee
Innis College Council

University College:
Finance Committee of University College Residence Council
University College Residence Council

Woodsworth College:
Woodsworth Residence Operations Committee
Woodsworth Residence Council

Food Services

University College Food Services:
University College Residence Council Food Committee
University College Residence Council

Hart House

Finance Committee
Board of Stewards
Council on Student Services

BUSINESS ANCILLARIES

Residences

Graduate House:
Graduate House Governing Body (GHGB)
Residence Affairs Committee

Chestnut Residence:
Residence Council
Residence Affairs Committee

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

Food Services

St. George Food Services:
Chestnut Residence Food Advisory Committee
New College Food Advisory Committee

Members of the St. George Service Ancillary Review Group

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

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

Alumni	Indi Gopinathan
Graduate student	Ana Kanza Tariq
Administrative Staff	Clayon Levy

Financial Services:

University Controller and Director of Financial Services	Sanish Samuel
Project Manager, Ancillary and Benefits Accounting	Michael Ferguson
Manager, Restricted Fund and Ancillary Accounting	Jenny Cheng
Financial Accounting Analyst	Savitha Sampathkumar