



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

SPONSOR: Trevor Rodgers, Chief Financial Officer
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PRESENTER: Same as above
CONTACT INFO:

DATE: March 8, 2023 for March 15, 2023

AGENDA ITEM: 8

ITEM IDENTIFICATION:

Service Ancillaries Operating Plans, 2023-2024

JURISDICTIONAL INFORMATION:

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

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

GOVERNANCE PATH:

St. George Service Ancillaries

1. University Affairs Board [for approval] (March 1, 2023)
2. **Business Board [for information] (March 15, 2023)**

UTM Service Ancillaries

1. UTM Campus Affairs Committee [for recommendation] (January 10, 2023)
2. UTM Campus Council [for approval] (January 24, 2023)
3. University Affairs Board [for information] (March 1, 2023)
4. **Business Board [for information] (March 15, 2023)**
5. Executive Committee [for confirmation] (March 21, 2023)

UTSC Service Ancillaries

1. UTSC Campus Affairs Committee [for recommendation] (February 9, 2023)

2. UTSC Campus Council [for approval] (March 8, 2023)
3. University Affairs Board [for information] (March 1, 2023)
- 4. Business Board [for information] (March 15, 2023)**
5. Executive Committee [for confirmation] (March 21, 2023)

PREVIOUS ACTION TAKEN:

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

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

HIGHLIGHTS:

This report provides the Business Board with summary information on the budgets for the service ancillaries on St. George, Mississauga (UTM), and Scarborough (UTSC) campuses¹ to give context when reviewing the University's audited financial statements. Service ancillaries include residences (UTM, UTSC, University College, New College, Woodsworth College, and Innis College), conference services (UTSC), food and beverage/hospitality services (UTM, UTSC, and University College), parking/transportation services (UTM and UTSC), and Hart House.

Beginning in the 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 was 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.

These service ancillaries are expected to cover the full cost of their operations by 1) operating without subsidy from the operating budget; 2) providing for all costs of capital renewal, including deferred maintenance, furniture, and equipment; 3) creating and maintaining an operating reserve at a minimum level of ten percent of annual expenditure budgets (net of the cost of goods sold, capital renewal costs and deans and dons' expenses); and 4) contributing net

¹ *The budgets and rates for each St. George service ancillary operation, and the rates only for each St. George business ancillary operation, are approved by the University Affairs Board. Budgets for UTM and UTSC service ancillaries are recommended by the Campus Council and confirmed by the Executive Committee.*

revenues to other activities if the operation has been successful with the three previous objectives.

Under normal circumstances, service 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 operations to incur deficits totaling up to \$50 million in the aggregate over the next 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 necessary 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 break-even and, in most cases, a surplus position.

While we are encouraged by this improvement, we are also aware that the pandemic continues to pose challenges and uncertainties, and we will continue to monitor the situation closely. We will also continue to prioritize the health and safety of our community and will adjust our operations as necessary.

Prior to the pandemic, ancillary operations had experienced significant growth in response to increased student enrolment on campus over the previous two decades. Higher enrolment required a major building program 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.

For the 2023-24 budget, the service ancillaries are anticipating a net income of \$9.0 million on \$104.3 million of revenues and \$95.3 million of expenses. The \$9.0 million budgeted net income for 2023-24 represents a decrease of \$1.0 million from the \$10.0 million income forecasted for 2022-23, based on an increase of 13.4% in revenues and an increase of 16.2% in expenses.

The long-range plan projects revenues to increase by \$25.8 million (24.7%) from 2023-24 to 2027-28. Of this increase, \$17.6 million is from residence and conference services, \$1.9 million from food and beverage/hospitality services, \$1.9 million from parking/transportation services, and \$4.4 million from Hart House.

The service ancillaries are budgeting total net assets of \$88.4 million for 2023-24. Net assets are expected to grow to \$319.0 million by 2027-28, an increase of \$230.6 million from 2023-24. This increase of \$230.6 million is attributable to an increase of \$111.4 million from residence and conference services, \$4.2 million from food and beverage/hospitality services, \$97.5 million from parking/transportation services, and \$17.5 million from Hart House.

FINANCIAL IMPLICATIONS:

Refer to highlights.

RECOMMENDATION:

For information.

DOCUMENTATION PROVIDED:

- *University of Toronto Service Ancillaries Report on Operating Plans, 2023-24*



UNIVERSITY OF
TORONTO

**Service Ancillaries Report on Operating Plans
2023-24**

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Introduction

This report provides the Business Board with summary information on the budgets for the service ancillaries on St. George, Mississauga (UTM), and Scarborough (UTSC) campuses¹ to give context when reviewing the University's audited financial statements. Service ancillaries include residences (UTM, UTSC, University College, New College, Woodsworth College, and Innis College), conference services (UTSC), food and beverage/hospitality services (UTM, UTSC, and University College), parking/transportation services (UTM and UTSC), and Hart House.

Beginning in the 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 was 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.

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

Under normal circumstances, service 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 operations to incur deficits totaling up to \$50 million in the aggregate over the next 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 necessary 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

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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.

While we are encouraged by this improvement, we are also aware that the pandemic continues to pose challenges and uncertainties, and we will continue to monitor the situation closely. We will also continue to prioritize the health and safety of our community and will make adjustments to our operations as necessary.

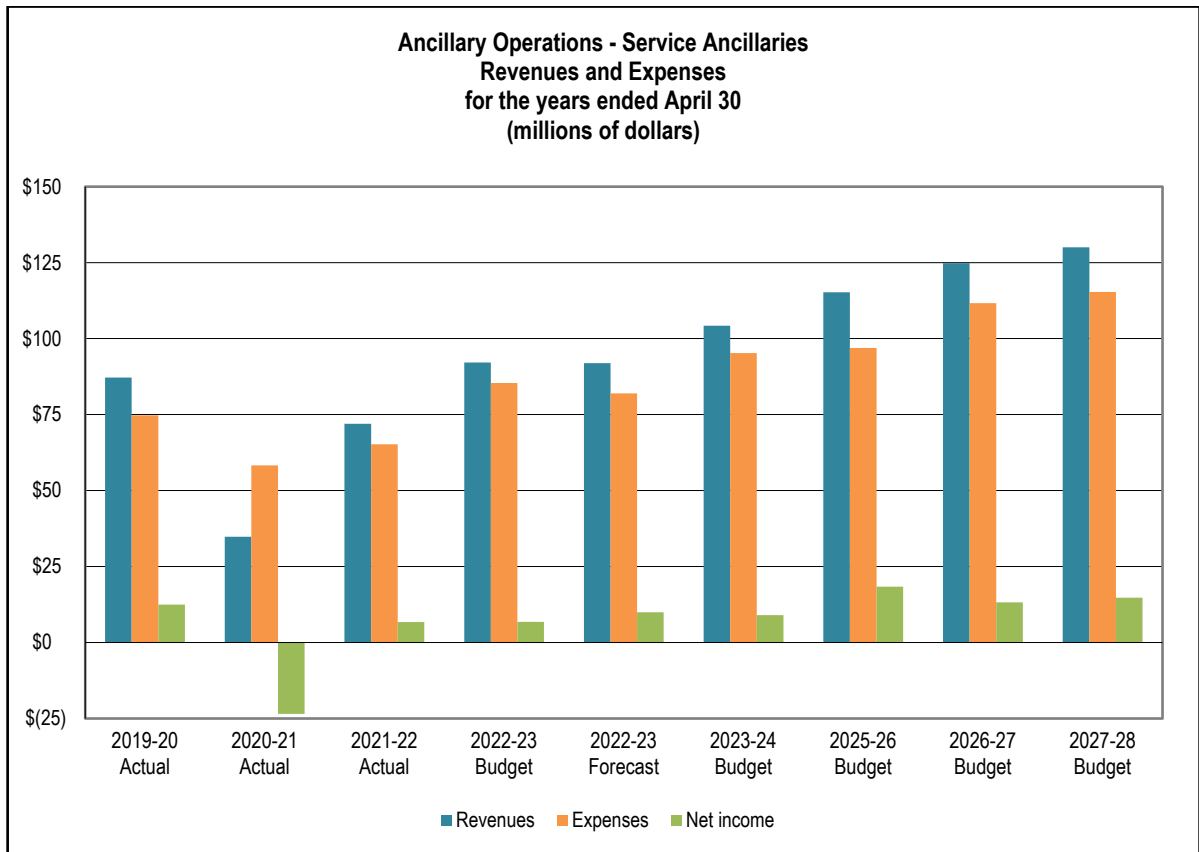
Prior to the pandemic, ancillary operations had experienced significant growth in response to increased student enrolment on campus over the previous two decades. Higher enrolment required a major building program that included student residences and parking garages. Several ancillary operations are 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.

Financial Summary

This report includes the proposed long-range plans for the five-year cycle 2023-24 to 2027-28 and a summary of financial schedules. Projections for future years (fiscal years 2024-25 to 2027-28) provide the framework in which the budgets will be prepared as foreseen at the time of preparation of this report. They are provided to facilitate planning and will be updated as appropriate each year to reflect changes in demand and the most recent information available for the ancillaries' revenues and expenses, including the anticipated timing of the end of the pandemic and the return to normal operations.

Budget Highlights

For the 2023-24 budget, the service ancillaries are anticipating a net income of \$9.0 million on \$104.3 million of revenues and \$95.3 million of expenses. The \$9.0 million budgeted net income for 2023-24 represents a decrease of \$1.0 million from the \$10.0 million income forecasted for 2022-23, based on an increase of 13.4% in revenues and an increase of 16.2% in expenses.



| | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 |
|--------------------------|---------|---------|---------|---------|----------|---------|---------|---------|---------|---------|
| | Actual | Actual | Actual | Budget | Forecast | Budget | Budget | Budget | Budget | Budget |
| Residences and | | | | | | | | | | |
| Conferences | 52.6 | 20.4 | 46.5 | 55.7 | 57.9 | 63.6 | 66.0 | 70.1 | 77.5 | 81.2 |
| Food and beverage / | | | | | | | | | | |
| hospitality | 8.6 | 2.2 | 3.8 | 6.9 | 6.9 | 9.3 | 9.9 | 10.3 | 10.8 | 11.2 |
| Parking / transportation | 7.1 | 1.4 | 7.5 | 8.4 | 7.3 | 8.1 | 8.6 | 9.2 | 9.8 | 10.0 |
| Hart House | 18.9 | 10.7 | 14.1 | 21.1 | 19.9 | 23.3 | 24.5 | 25.6 | 26.7 | 27.7 |
| Total Revenue | 87.2 | 34.7 | 71.9 | 92.1 | 92.0 | 104.3 | 109.0 | 115.2 | 124.8 | 130.1 |
| Total Expense | 74.7 | 58.2 | 65.2 | 85.4 | 82.0 | 95.3 | 95.2 | 96.9 | 111.7 | 115.5 |
| Total Net Income | 12.5 | (23.5) | 6.7 | 6.7 | 10.0 | 9.0 | 13.8 | 18.3 | 13.1 | 14.6 |

The long-range plan projects revenues to increase by \$25.8 million (24.7%) from 2023-24 to 2027-28. Of this increase, \$17.6 million is from residence and conference services, \$1.9 million from food and beverage/hospitality services, \$1.9 million from parking/transportation services, and \$4.4 million from Hart House.

In addition to increased activity as a result of the anticipated end of the pandemic, residence rate increases are a driver of the overall increase in revenues. All residences are anticipating revenue growth with rental rate increases generally ranging from 3.5% to 8.7% for the fall/winter sessions. Revenues from summer business are challenging and variable, with a significant potential impact on net income.

Parking/transportation services are projecting a revenue increase of 10.9% from 2022-23 to 2023-24, as it is assumed that on-campus activities will return to normal on both the UTM and UTSC campuses. Past demand trends (i.e. parking lot utilization and permit waiting lists) strongly suggest that demand for parking remains high, and this is reflected in the long-term plans. Parking/transportation services on the UTM and UTSC campuses will continue to monitor supply and demand and build their reserves in preparation for planned/anticipated new parking structures.

The COVID-19 pandemic presented many new challenges and opportunities for Hart House, like the rest of the University. 2022-23 was a time of growth and recovery for Hart House. By the end of 2021-22, Hart House provided a full scope of programs including in-person, virtual, and hybrid offerings to serve the student community from all three campuses. 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.

In addition to the continuing impact of the global pandemic on all service ancillary operations, several ancillary operations are in various stages of capital renewal.

UTSC's new 750-bed residence is now under construction and is expected to be ready for occupancy by September 2023. This residence will provide dormitory-style accommodation, a dining hall with a mandatory meal plan, and residence life services. The residence will be operated by the University. It will be owned by a Limited Partnership ("LP") with an equity investor as the

limited partner and the University as the general partner. The residence will be located on the University property. There will be a ground lease between the LP and the University. The University will provide all 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 budget is limited to residence life services, which will be delivered by this ancillary and funded by the LP.

The financial impact on the Food Services operating budget relates to the mandatory all-you-care-to-eat (AYCTE) meal plan at the new residence. The kitchen and the dining hall will be operated by the food operator, which will pay commissions to Food Services. Food Services will, in turn, pay a license fee to the LP for the use of the kitchen and dining hall and will incur certain operating costs.

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").

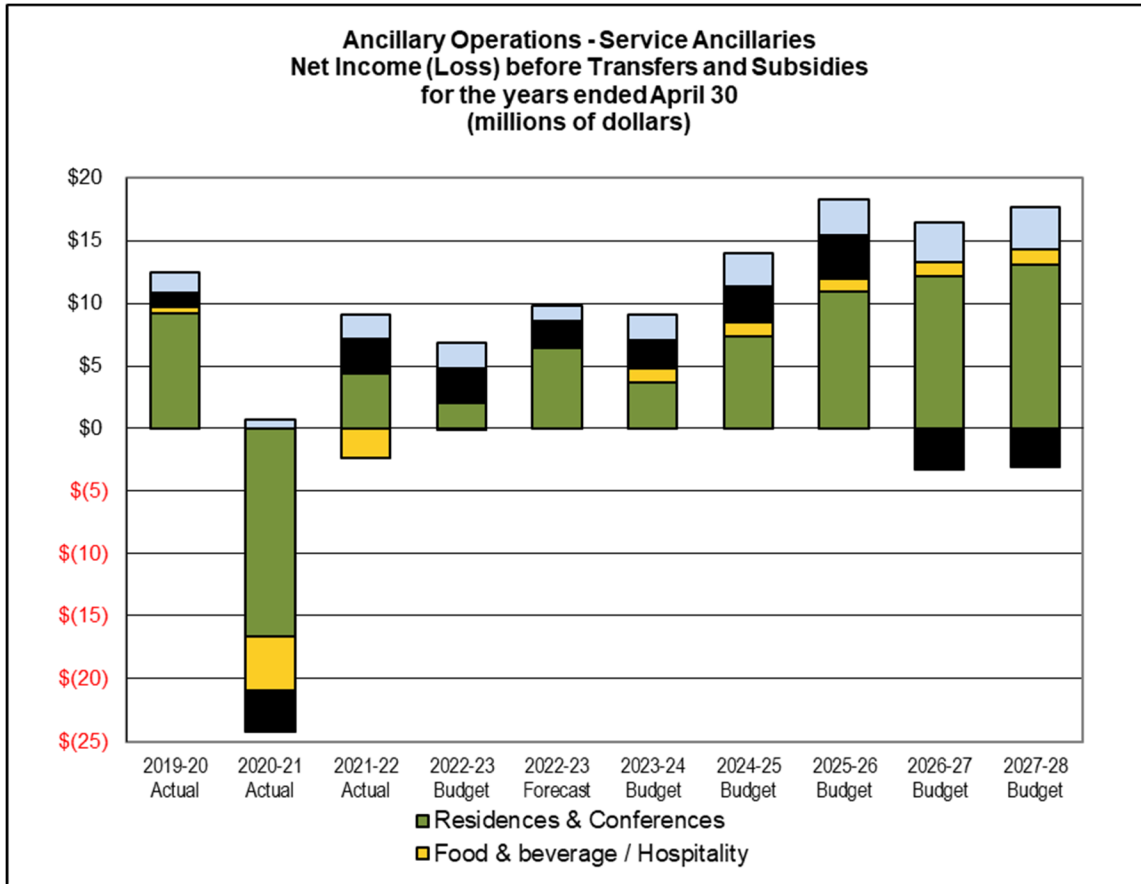
UTSC is also planning to build a parking structure, known as the "Retail & Parking Commons", to replace surface parking spaces which are being displaced by the new student residence (now under construction) and by the new IC2 academic building and the Indigenous House and by other buildings being planned 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 the 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, Performing Arts Centre and the Scarborough Academy of Medicine and Integrated Health (SAMIH). 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 2026-27 fiscal year when the Retail & Parking Commons is projected to open.

UTM Residence's long-range plan has been designed around a multi-year re-investment in the existing housing stock. Major townhouse renovations are currently planned in three phases from 2024 to 2030. Secondly, UTM Residence is proposing to construct a new residence building, planned to open in the summer of 2026, subject to the appropriate approvals. Reserves will be internally restricted to accumulate a down payment for the construction of this residence.

Hart House completed the Design & Development phases for its Infrastructure Renewal Project. Given the scope and size of the project, Hart House will 'chunk' the project into five phases. Phase 1 construction is anticipated to begin during 2023-24.

Net Income

The 2023-24 budget anticipates a total of \$9.0 million net income before transfers which includes \$3.7 million from residence and conference services, \$2.3 million from parking/transportation services \$2.1 million from Hart House, and \$1.1 million from food & beverage/hospitality services. The ancillary operations generally use their accumulated reserves when there is a net loss for the year or allocate their annual net income to reserves for capital renewal or operations, or to repay internal loans. Hart House is allocating all its annual net income to capital renewal, operating, and maintenance reserves.



| 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 & Conferences | 9.2 | (16.6) | 4.4 | 2.0 | 6.5 | 3.7 | 7.3 | 10.9 | 12.1 | 13.1 |
| Food & beverage / Hospitality | 0.5 | (4.3) | (2.4) | (0.1) | 0.1 | 1.1 | 1.0 | 1.0 | 1.1 | 1.2 |
| Parking / Transportation | 1.2 | (3.3) | 2.8 | 2.7 | 2.0 | 2.3 | 2.9 | 3.5 | (3.3) | (3.1) |
| Hart House | 1.6 | 0.7 | 1.9 | 2.0 | 1.4 | 2.1 | 2.6 | 2.9 | 3.2 | 3.4 |
| Total Net Income | 12.5 | (23.5) | 6.7 | 6.7 | 10.0 | 9.0 | 13.8 | 18.3 | 13.1 | 14.6 |

The outlook for net income over the next five years overall is positive as the pandemic is anticipated to come to an end, with the plans including rate increases each year while principal and interest payments on outstanding loans remain constant. The exception is UTSC Parking, whose net income will be impacted by the planned construction of a new parking structure. The project has been delayed, as the bids received exceeded the approved capital budget. The project is now being rescoped so it can be brought in on budget. The parking structure is now projected to open at the beginning of the 2026-27 fiscal year; the budget model for 2026-27 and thereafter includes the revenues, operating expenses, debt service costs, and depreciation expenses associated with the parking structure.

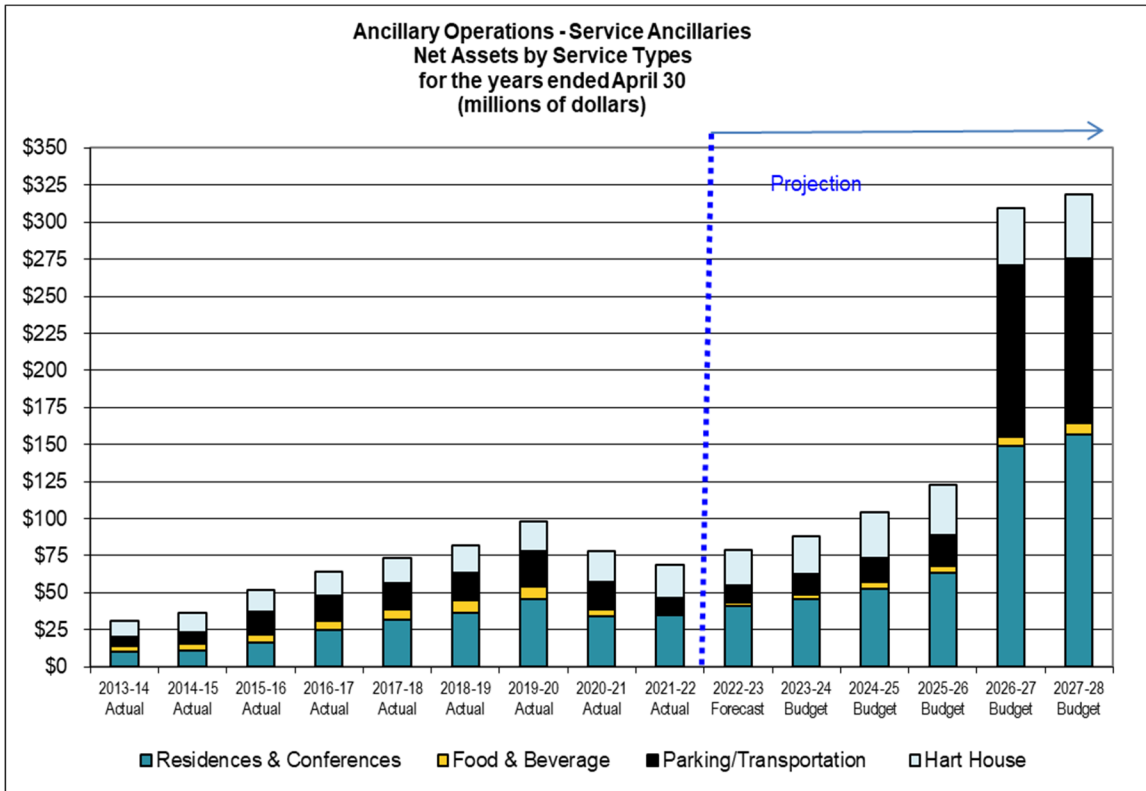
The rate increases were part of the original expansion plans for the residences and continue to be required. Rate increases are also necessary to maintain the desired level of services, and to provide for annual maintenance and building improvements. It should be noted that these are regular rate increases, and the losses as a result of the pandemic are being addressed separately as described in the introduction to this report. Many older buildings have begun to show their age. To address this, the major maintenance budgets and capital renewal budgets were substantially increased in the past years and will continue to be a large percentage of their total expenditures. The long-range plan is showing an increase in net income of \$5.6 million, from a net income of \$9.0 million in 2023-24 to a net income of \$14.6 million in 2027-28. This can be attributed to an increase of \$9.6 million from residence and conference services, \$0.1 million from food and beverage/hospitality services, and \$1.4 million from Hart House, offset by a decrease of \$5.4 million from parking/transportation services.

Net Assets

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

- The unrestricted net assets category represents net assets on hand that have not been set aside for any specific purpose.
- Various reserves such as the operating reserve, capital renewal reserve, and new construction reserve represent net assets that have been set aside for these specific purposes.
- Investment in capital assets represents university funds that have previously been spent on capital assets. When those funds are spent there is an increase 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 service ancillaries from 2013-14 to 2021-22 and projects the net assets in accordance with long-range plans to 2027-28:



This chart shows the impact of the major expansion of residence beds and the growth in other service ancillaries to accommodate the large increases in enrolment and student population that have occurred over the past two decades, the severe impact of the global pandemic on ancillary services and the anticipated recovery from the pandemic, as well as the impact of planned new residence buildings, parking structures and infrastructure projects over the next five years.

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

| | 2021-22 Actual | 2022-23 Budget | 2022-23 Forecast | 2023-24 Budget | 2024-25 Budget | 2025-26 Budget | 2026-27 Budget | 2027-28 Budget |
|-----------------------------------|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| UTM | 11.0 | 12.9 | 9.6 | 8.3 | 10.1 | 14.5 | 93.7 | 92.3 |
| UTSC | 9.3 | 9.9 | 11.8 | 12.2 | 12.4 | 13.0 | 14.2 | 15.5 |
| Innis College | 4.8 | 4.9 | 5.9 | 6.9 | 7.9 | 8.2 | 8.7 | 9.2 |
| New College | 0.3 | 2.6 | 3.9 | 6.3 | 9.1 | 12.1 | 15.2 | 18.7 |
| University College | 3.9 | 4.9 | 4.6 | 6.0 | 7.9 | 9.8 | 11.9 | 14.3 |
| Woodworth College | 5.5 | 4.1 | 5.6 | 5.7 | 5.6 | 5.6 | 5.6 | 6.8 |
| Residences and Conferences | 34.8 | 39.3 | 41.4 | 45.4 | 53.0 | 63.2 | 149.3 | 156.8 |
| Food and beverage / hospitality | 1.9 | 2.7 | 2.0 | 3.1 | 4.0 | 5.0 | 6.1 | 7.3 |
| Parking / transportation | 9.7 | 23.6 | 11.7 | 13.9 | 16.9 | 20.4 | 115.5 | 111.4 |
| Hart House | 22.6 | 24.6 | 24.0 | 26.0 | 30.2 | 34.1 | 38.4 | 43.5 |
| Total Net Assets | 69.0 | 90.2 | 79.1 | 88.4 | 104.1 | 122.7 | 309.3 | 319.0 |

For 2023-24, the service ancillaries are budgeting total net assets of \$88.4 million. Net assets are expected to grow to \$319.0 million by 2027-28, an increase of \$230.6 million from 2023-24. This increase of \$230.6 million is attributable to an increase of \$111.4 million from residence and conference services, \$4.2 million from food and beverage/hospitality services, \$97.5 million from parking/transportation services, and \$17.5 million from Hart House.

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 & Conferences | 0.7 | 22.1 | 6.8 | 5.3 | 10.5 | 45.3 |
| Food & Beverage | (2.1) | 2.7 | 0.0 | 0.7 | 1.8 | 3.1 |
| Parking/Transportation | 3.0 | 10.4 | 0.1 | 0.4 | 0.0 | 14.0 |
| Hart House | 0.0 | 16.6 | 5.9 | 3.5 | 0.0 | 26.0 |
| Total | 1.6 | 51.8 | 12.8 | 9.9 | 12.3 | 88.4 |

The projected total net assets of \$88.4 million for 2023-24 consists of \$51.8 million investment in capital assets, \$12.8 million commitments to capital renewal, \$9.9 million in operating reserves, \$12.3 million in new construction reserves and \$1.6 million in unrestricted surplus (see schedules II and III for details).

As depreciation is charged and funded from future revenues, the \$51.8 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 charges on this short-term financing of deficits (note that all long-term loans are at a fixed rate).

Ancillary Debt

For 2023-24, the service ancillaries are projecting a total outstanding debt of \$47.8 million (on original loans issued of \$160.0 million), of which \$44.3 million is for residence services and \$3.5 million for parking/transportation services. The estimated principal and interest repayment on the debt for residence services is projected to be \$10.8 million in 2023-24, representing 19.0% of revenues for residences with outstanding debt (excluding conference services). The majority of this debt is allocated to the residence ancillaries and was the main reason many of the residence ancillaries did not break even in the past. Subsidies were provided to some ancillaries from the University's operating budget and from existing operations with a plan that they would break even annually in year five and cumulatively in year eight from the inception of the building of the capital project. The long-term plan includes additional debt to finance the planned parking structure at UTSC and a new residence at UTM from 2026-27.

**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 |
|-------------------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Residences | | | | | | | |
| UTM | 24.4 | 21.6 | 18.7 | 16.1 | 13.6 | 31.7 | 28.6 |
| UTSC | 6.8 | 5.9 | 5.0 | 3.9 | 2.8 | 1.7 | 0.4 |
| 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 College | 9.5 | 8.1 | 6.5 | 4.9 | 3.1 | 1.2 | 0.1 |
| | 59.3 | 52.0 | 44.3 | 36.5 | 28.4 | 40.8 | 32.4 |
| Parking/transportation | | | | | | | |
| UTM | 5.0 | 4.3 | 3.5 | 2.6 | 1.7 | 0.8 | - |
| UTSC | - | - | - | - | - | 24.6 | 24.2 |
| | 5.0 | 4.3 | 3.5 | 2.6 | 1.7 | 25.4 | 24.2 |
| Total Loan Balance | 64.3 | 56.3 | 47.8 | 39.1 | 30.1 | 66.2 | 56.6 |

Factors such as enrolment growth, the first-year residence guarantee program, and demand from upper-year students to return to residence have continued to sustain the optimal fall and winter session occupancy rates for residence services (except during the pandemic). In order to increase residence spaces, the building expansion on all three campuses initially put a strain on the financial viability of most residence operations. Minimal down payments for new residence buildings resulted in substantial debt, leading to large annual principal and interest costs. Residence ancillary operations with buildings supported by partial down payments, donations or operating fund subsidies have been more financially sound. Increasing repairs and maintenance costs for older buildings have led to increased operating costs for some residence operations. Prior to the pandemic, most of the residence operations had returned to fiscal health as the fixed principal and interest payments had declined as a percentage of total revenues and expenses.

Capital Expenditures

Individual capital projects are approved in accordance with the Policy on Capital Projects. The service ancillary operations 2023-24 capital budgets are summarized in schedule V. Major capital projects included in this 2023-24 operating plan are as follows:

- UTSC service ancillaries are budgeting life cycle replacement of furniture and roof in the residences and a provision for capital expenditures in the townhouses (based on recommendations from the student housing master plan);
- UTM Residence plans to continue to engage consultants to initiate design services to 100% schematic design for the planned new UTM residence, as well as capitalize furniture and appliances for McLuhan Court and an HVAC for Roy Ivor Hall;

- UTM Hospitality is budgeting capital expenditures in 2023-24 for various equipment purchases, as well as construction in the Davis Building Food Court and various other locations;
- At Woodsworth Residence, the focus for the coming year will be to address deficiencies in the suites with the replacement of carpet, cabinets, and countertops where required. The lower podium of the roof is currently being replaced; the upper roof of the tower will be replaced from 2023 to 2025. And the telephone system replacement is scheduled for 2024-25,
- Hart House is moving full steam ahead with plans for its' multi-year infrastructure Renewal project. The Schematic Design is completed and currently under review by Central Facilities and Services and Hart House stakeholders. Phase 1 construction is anticipated to begin in the spring/summer of 2023. The other capital investment plan for 2023-24 includes the modernization of the passenger elevator, various accessibility, and sustainability improvements throughout, furniture and equipment upgrade for the hospitality business, and
- Innis College plans to renew five standard suite kitchens and flooring and replace the residence's door lock hardware throughout the residence. Paint the first and third floors of the residence, refinish select shower/tub surroundings, and renew the carpet in the bedrooms.

In the outer years of the long-range budget, with the anticipation of future growth, UTM and UTSC residences, UTM Hospitality Services, and UTM and UTSC Parking Services are allocating unrestricted surplus to new construction reserves for planned or potential major capital projects, new food courts or new parking structures.

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

SCHEDULE I

| | Revenues | Expenses | Net Income before Transfers | Transfers in (out) | Net Income (loss) after Transfers 2024 | Forecast 2023 |
|---|-----------------------|----------------------|-----------------------------------|-----------------------|--|----------------------|
| RESIDENCE SERVICES | | | | | | |
| UTM | 20,123 | 21,449 | (1,326) | - | (1,326) | (1,407) |
| UTSC | 8,775 | 8,399 | 376 | - | 376 | 2,716 |
| Innis College | 5,108 | 4,179 | 929 | - | 929 | 1,171 |
| New College | 12,665 | 10,757 | 1,908 | 504 | 2,412 | 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 | <u>61,868</u> | <u>58,268</u> | <u>3,600</u> | <u>354</u> | <u>3,953</u> | <u>7,002</u> |
| CONFERENCE SERVICES | | | | | | |
| UTSC | 1,643 | 1,640 | 3 | - | 3 | (234) |
| Total Conference Services | <u>1,643</u> | <u>1,640</u> | <u>3</u> | <u>-</u> | <u>3</u> | <u>(234)</u> |
| FOOD AND HOSPITALITY SERVICES | | | | | | |
| UTM Hospitality | 4,203 | 4,051 | 152 | - | 152 | 2 |
| UTSC | 2,075 | 1,476 | 599 | - | 599 | (98) |
| University College | 4,533 | 4,233 | 300 | - | 300 | 206 |
| Total Food and Hospitality Services | <u>10,811</u> | <u>9,760</u> | <u>1,051</u> | <u>-</u> | <u>1,051</u> | <u>110</u> |
| PARKING/ TRANSPORTATION SERVICES | | | | | | |
| UTM | 4,705 | 3,447 | 1,258 | - | 1,258 | 963 |
| UTSC | 3,420 | 2,401 | 1,019 | - | 1,019 | 1,040 |
| Total Parking/ Transportation Services | <u>8,125</u> | <u>5,848</u> | <u>2,277</u> | <u>-</u> | <u>2,277</u> | <u>2,003</u> |
| HART HOUSE | <u>23,303</u> | <u>21,241</u> | <u>2,062</u> | <u>-</u> | <u>2,062</u> | <u>1,374</u> |
| TOTAL | <u><u>105,750</u></u> | <u><u>96,757</u></u> | <u><u>8,993</u></u> | <u><u>354</u></u> | <u><u>9,346</u></u> | <u><u>10,255</u></u> |

SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS

SCHEDULE II

(thousands of dollars)

| Service Ancillaries | Objectives to be met within the 2023-24 Budget: | | | | 2023 - 2024 | | | | | 2023 - 2024 | 2025-2026 | 2027-2028 |
|---|---|-----|-----|-----|--|--|---|--|---|-------------|------------|------------|
| | | | | | Projected Unrestricted Surplus/(Deficit) | Projected investment in capital assets | Projected Commitments to Capital Renewal (Schedule III) | Projected operating reserve (Schedule III.1) | Projected new construction reserve (Schedule III.1) | Net Assets | Net Assets | Net Assets |
| | 1 | 2 | 3 | 4 | | | | | | | | |
| Residence Services | | | | | | | | | | | | |
| UTM | Yes | Yes | Yes | No | 108 | 7,160 | 50 | 942 | - | 8,260 | 14,534 | 92,345 |
| UTSC | Yes | Yes | Yes | No | - | 2,346 | 515 | 760 | 7,075 | 10,695 | 11,530 | 13,992 |
| 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 |
| Conference Services | | | | | | | | | | | | |
| UTSC | Yes | Yes | Yes | No | 492 | 73 | 3 | 821 | 100 | 1,489 | 1,505 | 1,531 |
| Food and Hospitality Services | | | | | | | | | | | | |
| UTM Hospitality | Yes | Yes | Yes | No | - | 2,141 | 10 | 319 | 1,811 | 4,281 | 4,329 | 4,397 |
| UTSC | Yes | Yes | No | No | (303) | 353 | 18 | 369 | - | 437 | 1,525 | 2,728 |
| University College | Yes | No | No | No | (1,822) | 187 | - | - | - | (1,635) | (826) | 128 |
| Parking/ Transportation Services | | | | | | | | | | | | |
| UTM | No | No | No | No | (2,950) | 7,749 | 10 | 226 | - | 5,035 | 7,801 | 10,990 |
| UTSC | Yes | Yes | Yes | No | 5,906 | 2,691 | 135 | 209 | - | 8,941 | 12,552 | 100,392 |
| Hart House | | | | | | | | | | | | |
| | Yes | Yes | Yes | No | - | 16,636 | 5,870 | 3,509 | - | 26,015 | 34,134 | 43,453 |
| Summary totals | | | | | 1,498 | 51,886 | 12,844 | 9,891 | 12,295 | 88,414 | 122,651 | 318,867 |

OBJECTIVES:

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

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

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED FUNDS TO BE COMMITTED FOR CAPITAL RENEWAL
FOR THE YEARS ENDING APRIL 30, 2023 AND APRIL 30, 2028
(thousands of dollars)

SCHEDULE III

| | Forecast Balance May 1, 2023 | Net increase (decrease) in commitments to capital renewal | Balance April 30, 2024 | Balance April 30, 2028 |
|---|------------------------------------|--|---------------------------|---------------------------|
| RESIDENCE SERVICES | | | | |
| UTM | 50 | - | 50 | 50 |
| UTSC | 574 | (59) | 515 | 229 |
| 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 | <u>6,145</u> | <u>654</u> | <u>6,799</u> | <u>5,907</u> |
| CONFERENCE SERVICES | | | | |
| UTSC | 4 | (1) | 3 | 1 |
| Total Conference Services | <u>4</u> | <u>(1)</u> | <u>3</u> | <u>1</u> |
| FOOD AND HOSPITALITY SERVICES | | | | |
| UTM Hospitality | 10 | - | 10 | 10 |
| UTSC | - | 18 | 18 | 7 |
| University College | - | - | - | - |
| Total Food and Hospitality Services | <u>10</u> | <u>18</u> | <u>28</u> | <u>17</u> |
| PARKING/ TRANSPORTATION SERVICES | | | | |
| UTM | - | 10 | 10 | 10 |
| UTSC | 164 | (29) | 135 | 6,091 |
| Total Parking/ Transportation Services | <u>164</u> | <u>(19)</u> | <u>145</u> | <u>6,101</u> |
| HART HOUSE | <u>7,926</u> | <u>(2,055)</u> | <u>5,870</u> | <u>4,633</u> |
| TOTAL | <u><u>14,249</u></u> | <u><u>(1,403)</u></u> | <u><u>12,846</u></u> | <u><u>16,659</u></u> |

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED FUNDS TO BE COMMITTED FOR OPERATING AND NEW CONSTRUCTION RESERVES
FOR THE YEARS ENDING APRIL 30, 2023 THROUGH APRIL 30, 2028
(thousands of dollars)

| | OPERATING RESERVE | | | | NEW CONSTRUCTION RESERVE | | | |
|---|------------------------|--|---|---|--------------------------|---|---|---|
| | Balance May 1, 2023 | Increase or (decrease) in operating reserve | Balance operating reserve April 30, 2024 | Balance operating reserve April 30, 2028 | Balance May 1, 2023 | Increase or (decrease) in construction reserve | Balance new construction reserve April 30, 2024 | Balance new construction reserve April 30, 2028 |
| RESIDENCE SERVICES | | | | | | | | |
| UTM | 824 | 118 | 942 | 1,250 | 2,420 | (2,420) | - | - |
| UTSC | 819 | (59) | 760 | 902 | 6,700 | 375 | 7,075 | 10,021 |
| 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 | 4,245 | 193 | 4,438 | 6,032 | 10,037 | 348 | 10,384 | 26,687 |
| CONFERENCE SERVICES | | | | | | | | |
| UTSC | 576 | 245 | 821 | 918 | 100 | - | 100 | 100 |
| Total Conference Services | 576 | 245 | 821 | 918 | 100 | - | 100 | 100 |
| FOOD AND HOSPITALITY SERVICES | | | | | | | | |
| UTM Hospitality | 280 | 39 | 319 | 389 | 1,790 | 21 | 1,811 | 959 |
| UTSC | - | 369 | 369 | 456 | - | - | - | 1,000 |
| University College | - | - | - | - | - | - | - | - |
| Total Food and Hospitality Services | 280 | 408 | 688 | 845 | 1,790 | 21 | 1,811 | 1,959 |
| PARKING/ TRANSPORTATION SERVICES | | | | | | | | |
| UTM | - | 226 | 226 | 219 | - | - | - | 4,864 |
| UTSC | 194 | 15 | 209 | 292 | - | - | - | - |
| Total Parking/ Transportation Services | 194 | 241 | 435 | 511 | - | - | - | 4,864 |
| HART HOUSE | 3,184 | 324 | 3,509 | 4,041 | - | - | - | - |
| TOTAL | 8,479 | 1,411 | 9,891 | 12,347 | 11,927 | 369 | 12,295 | 33,610 |

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED ANNUAL OPERATING RESULTS
FOR THE YEARS ENDING APRIL 30, 2023 THROUGH APRIL 30, 2028
(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 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 | | | | | | | | | |
| UTM | (1,407) | - | (1,407) | (1,326) | - | (1,326) | 1,823 | - | 1,823 |
| UTSC | 2,716 | - | 2,716 | 376 | - | 376 | 442 | (250) | 192 |
| Innis College | 1,171 | - | 1,171 | 929 | - | 929 | 999 | - | 999 |
| New College | 3,108 | 489 | 3,597 | 1,908 | 504 | 2,412 | 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 | 6,663 | 339 | 7,002 | 3,600 | 354 | 3,953 | 7,389 | 119 | 7,508 |
| CONFERENCE SERVICES | | | | | | | | | |
| UTSC | (234) | - | (234) | 3 | - | 3 | 7 | - | 7 |
| Total Conference Services | (234) | - | (234) | 3 | - | 3 | 7 | - | 7 |
| FOOD AND HOSPITALITY SERVICES | | | | | | | | | |
| UTM Hospitality | 2 | - | 2 | 152 | - | 152 | 14 | - | 14 |
| UTSC | (98) | - | (98) | 599 | - | 599 | 544 | - | 544 |
| University College | 206 | - | 206 | 300 | - | 300 | 384 | - | 384 |
| Total Food and Hospitality Services | 110 | - | 110 | 1,051 | - | 1,051 | 942 | - | 942 |
| PARKING/ TRANSPORTATION SERVICES | | | | | | | | | |
| UTM | 963 | - | 963 | 1,258 | - | 1,258 | 1,330 | - | 1,330 |
| UTSC | 1,040 | - | 1,040 | 1,019 | - | 1,019 | 1,594 | - | 1,594 |
| Total Parking/ Transportation Services | 2,003 | - | 2,003 | 2,277 | - | 2,277 | 2,924 | - | 2,924 |
| HART HOUSE | 1,374 | - | 1,374 | 2,062 | - | 2,062 | 2,588 | 1,600 | 4,188 |
| TOTAL | 9,916 | 339 | 10,255 | 8,993 | 354 | 9,346 | 13,850 | 1,719 | 15,569 |

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED ANNUAL OPERATING RESULTS
FOR THE YEARS ENDING APRIL 30, 2023 THROUGH APRIL 30, 2028
(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 before Transfers | Transfers in (out) | Net Income after Transfers |
| RESIDENCE SERVICES | | | | | | | | | |
| UTM | 4,451 | - | 4,451 | 4,531 | 74,600 | 79,131 | 3,680 | (5,000) | (1,320) |
| UTSC | 893 | (250) | 643 | 1,443 | (250) | 1,193 | 1,519 | (250) | 1,269 |
| 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 | 10,884 | (614) | 10,270 | 12,138 | 74,002 | 86,140 | 13,058 | (5,581) | 7,477 |
| CONFERENCE SERVICES | | | | | | | | | |
| UTSC | 9 | - | 9 | 12 | - | 12 | 14 | - | 14 |
| Total Conference Services | 9 | - | 9 | 12 | - | 12 | 14 | - | 14 |
| FOOD AND HOSPITALITY SERVICES | | | | | | | | | |
| UTM Hospitality | 35 | - | 35 | 47 | - | 47 | 22 | - | 22 |
| UTSC | 584 | (40) | 544 | 618 | (40) | 578 | 665 | (40) | 625 |
| University College | 425 | - | 425 | 442 | - | 442 | 512 | - | 512 |
| Total Food and Hospitality Services | 1,044 | (40) | 1,004 | 1,107 | (40) | 1,067 | 1,199 | (40) | 1,159 |
| PARKING/ TRANSPORTATION SERVICES | | | | | | | | | |
| UTM | 1,437 | - | 1,437 | 1,467 | - | 1,467 | 1,721 | - | 1,721 |
| UTSC | 2,018 | - | 2,018 | (4,780) | 98,469 | 93,689 | (4,781) | (1,068) | (5,849) |
| Total Parking/ Transportation Services | 3,455 | - | 3,455 | (3,313) | 98,469 | 95,156 | (3,060) | (1,068) | (4,128) |
| HART HOUSE | 2,930 | 1,000 | 3,930 | 3,227 | 1,000 | 4,227 | 3,492 | 1,600 | 5,092 |
| TOTAL | 18,322 | 346 | 18,668 | 13,171 | 173,431 | 186,602 | 14,703 | (5,089) | 9,614 |

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

| | <u>2023 - 2024</u> | <u>2022-2023</u> |
|---|----------------------|----------------------|
| RESIDENCE SERVICES | | |
| UTM | 1,990 | 3,797 |
| UTSC | 443 | 1,825 |
| Innis College | 1,283 | 1,513 |
| New College | 315 | 115 |
| University College | 505 | 20 |
| Woodsworth College | 1,085 | 1,246 |
| Total Residence Services | <u>5,621</u> | <u>8,516</u> |
| CONFERENCE SERVICES | | |
| UTSC | - | 250 |
| Total Conference Services | <u>-</u> | <u>250</u> |
| FOOD AND HOSPITALITY SERVICES | | |
| UTM Hospitality | 714 | 753 |
| UTSC | 129 | 10 |
| University College | 5 | 5 |
| Total Food and Hospitality Services | <u>848</u> | <u>758</u> |
| PARKING/ TRANSPORTATION SERVICES | | |
| UTM | 42 | 174 |
| UTSC | 20 | 1,375 |
| Total Parking/ Transportation Services | <u>62</u> | <u>1,549</u> |
| HART HOUSE | | |
| | <u>4,646</u> | <u>4,472</u> |
| TOTAL | <u><u>11,177</u></u> | <u><u>15,545</u></u> |

SCHEDULE OF 2023-2024 ANCILLARY RATES

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

RESIDENCE SERVICES

UTM

Undergraduate Students

| | | | | | |
|---|--------|--------|-------|------|------|
| Townhouses(Schreiberwood) | 11,825 | 11,209 | 616 | 5.5 | 4.5 |
| Townhouses(Leacock) | 13,717 | 11,209 | 2,508 | 22.4 | 17.6 |
| Townhouses(McLuhan) | 13,717 | 12,613 | 1,104 | 8.8 | 4.8 |
| Townhouses(Putnam) | 13,717 | 12,613 | 1,104 | 8.8 | 4.7 |
| Suites (Roy Ivor Hall & Erindale Hall) Single | 13,585 | 12,492 | 1,093 | 8.7 | 4.7 |
| Suites (Erindale Hall) Double | 8,830 | 8,120 | 710 | 8.7 | 4.7 |
| Dormitory (Oscar Peterson Hall) | 13,585 | 11,889 | 1,696 | 14.3 | 4.8 |
| Premium Townhouse MaGrath Valley (Single) | 12,908 | 12,235 | 673 | 5.5 | 4.8 |
| Premium Townhouse MaGrath Valley(Double) | 8,390 | 7,953 | 437 | 5.5 | 4.8 |

Schreiberwood:

| | | | | | |
|---------------------------------------|--------|--------|-----|-----|-----|
| Small Bachelors | | | | | |
| Graduate Student Housing (Sep to Apr) | 10,358 | 9,818 | 540 | 5.5 | 4.5 |
| Medical Student Housing (Sep to May) | 11,652 | 11,045 | 607 | 5.5 | 4.5 |

Large Bachelors

| | | | | | |
|---------------------------------------|--------|--------|-----|-----|-----|
| Graduate Student Housing (Sep to Apr) | 10,885 | 10,318 | 567 | 5.5 | 4.5 |
| Medical Student Housing (Sep to May) | 12,246 | 11,608 | 638 | 5.5 | 4.5 |

Family Student Housing -Monthly Rate

| | | | | | |
|------------|-------|-------|-----|-----|-----|
| 3 bedroom | | | | | |
| May to Aug | 2,068 | 1,960 | 108 | 5.5 | 4.5 |
| Sep to Apr | 2,160 | 2,047 | 113 | 5.5 | 4.5 |
| 4 bedroom | | | | | |
| May to Aug | 2,143 | 2,031 | 112 | 5.5 | 4.5 |
| Sep to Apr | 2,239 | 2,122 | 117 | 5.5 | 4.5 |

UTSC

Winter

| | | | | | |
|-------------------------------|--------|--------|-----|-----|-----|
| Phase I - III single | 10,771 | 10,407 | 364 | 3.5 | 5.0 |
| Phase I - small Room (1 Room) | 9,700 | 9,327 | 373 | 4.0 | 5.0 |
| Phase IV single | 11,931 | 11,697 | 234 | 2.0 | 5.0 |
| Phase I shared | 8,322 | 7,706 | 616 | 8.0 | 5.0 |
| Phase I shared basement | 7,490 | 6,935 | 555 | 8.0 | 5.0 |
| Phase IV shared | 8,980 | 8,719 | 261 | 3.0 | 5.0 |

Summer

| | | | | | |
|------------------------------------|-------|-------|-----|-----|-----|
| Phase I - III (May 8 - August 27) | 5,078 | 4,930 | 148 | 3.0 | 5.0 |
| Visitor Weekly Rate | 317 | 308 | 9 | 3.0 | 5.0 |
| Phase IV Foley Hall (May - August) | 5,442 | 5,283 | 159 | 3.0 | 5.0 |
| Visitor Weekly Rate | 340 | 330 | 10 | 2.9 | 5.0 |

SCHEDULE OF 2023-2024 ANCILLARY RATES

| | 2023/24 RATE \$ | 2022/23 RATE \$ | INCREASE \$ | INCREASE % | PRIOR YEAR'S INCREASE % |
|---|-----------------------|-----------------------|----------------|---------------|----------------------------------|
| <u>RESIDENCE SERVICES</u> | | | | | |
| St. George Campus | | | | | |
| <u>Innis College</u> | | | | | |
| Innis College - Winter | 12,145 | 11,567 | 578 | 5.0 | 5.0 |
| Innis College - Summer | 3,959 | 3,770 | 190 | 5.0 | 5.0 |
| <u>New College</u> | | | | | |
| <u>Winter</u> | | | | | |
| <u>Residence Room - Wilson Hall & Wetmore Hall</u> | | | | | |
| 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 |
| <u>Residence Room - 45 Willcocks</u> | | | | | |
| Double room (per bed) | 9,600 | 9,275 | 325 | 3.5 | 2.8 |
| Single room | 11,500 | 11,100 | 400 | 3.6 | 2.8 |
| <u>Summer - Single</u> | | | | | |
| 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 |
| <u>Summer - Double</u> | | | | | |
| 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 |
| <u>University College</u> | | | | | |
| 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 |
| <u>Woodsworth College</u> | | | | | |
| Woodsworth College - Winter | 12,372 | 11,783 | 589 | 5.0 | 5.2 |
| Woodsworth College - Summer | 4,883 | 4,650 | 233 | 5.0 | NA |
| <u>HART HOUSE</u> | | | | | |
| St. George Full Time | 119.53 | 112.76 | 6.77 | 6.0 | 4.9 |
| St. George Part Time | 23.91 | 22.55 | 1.36 | 6.0 | 4.9 |
| Scarborough & Mississauga (Full time) | 3.67 | 3.46 | 0.21 | 6.0 | 4.9 |
| Scarborough & Mississauga (Part time) | 0.75 | 0.70 | 0.04 | 6.0 | 4.9 |

SCHEDULE OF 2023-2024 ANCILLARY RATES

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

PARKING/ TRANSPORTATION SERVICES

UTM

| | | | | | |
|---|----------|----------|-------|-----|-----|
| CCT Garage (annual) | 1,496.60 | 1,453.01 | 43.59 | 3.0 | 3.0 |
| Lot P1 (annual) | 1,242.94 | 1,206.74 | 36.20 | 3.0 | 3.0 |
| Lot P5 (annual) | 1,206.74 | 1,171.59 | 35.15 | 3.0 | 3.0 |
| Lot P9 (annual) | 958.31 | 930.40 | 27.91 | 3.0 | 3.0 |
| Lots P4 and P8 (annual) | 837.60 | 821.18 | 16.42 | 2.0 | 3.0 |
| Student (sessional - Lots P4 and P8) | 348.99 | 342.15 | 6.84 | 2.0 | 3.0 |
| Resident (annual) | 1,067.91 | 1,036.81 | 31.10 | 3.0 | 2.7 |
| Afternoon (annual - after 3:30pm) | 248.89 | 241.64 | 7.25 | 3.0 | 3.0 |
| Commercial (annual) | 1,417.03 | 1,375.76 | 41.27 | 3.0 | 3.0 |
| Pay & Display | | | | | |
| Pay & Display (daily maximum) (6:30 am - 8:00 a.m. next day) | | | | | |
| CCT Garage | 20.00 | 20.00 | - | - | - |
| Lot P9 | 17.50 | 17.50 | - | - | - |
| Lot P4 and P8 | 15.00 | 15.00 | - | - | - |
| Pay & Display (evening/weekend) (5:00 pm - 8:00 a.m. next day) | | | | | |
| CCT Garage | 10.00 | 10.00 | - | - | - |
| Lot P9 | 7.00 | 7.00 | - | - | - |
| Lot P4 and P8 | 6.00 | 6.00 | - | - | - |
| Pay & Display per half hour (6:30 am - 5:00 p.m) | | | | | |
| CCT Garage | 3.00 | 3.00 | - | - | - |
| Lot P9 | 2.75 | 2.75 | - | - | - |
| Lot P4 and P8 | 2.50 | 2.50 | - | - | - |
| Pay & Display per half hour (weekdays 5:00pm to 8am next day; weekends & holidays) | | | | | |
| CCT Garage | 1.00 | 1.00 | - | - | - |
| Lot P9 | 1.00 | 1.00 | - | - | - |
| Lot P4 and P8 | 1.00 | 1.00 | - | - | - |

UTSC

Permits

South Lot:

| | | | | | |
|-------------------------------------|----------|----------|--------|------|------|
| Annual, South Lot Employee Premium | 1,880.26 | 1,709.33 | 170.93 | 10.0 | 10.0 |
| Annual, South Lot Employee Reserved | 2,500.77 | 2,273.42 | 227.34 | 10.0 | 10.0 |
| Annual, Ring Road Employee | 1,692.25 | 1,538.41 | 153.84 | 10.0 | 10.0 |
| Summer Term | 376.08 | 341.89 | 34.19 | 10.0 | 10.0 |
| Residence, Fall/Winter Term | 1,331.16 | 1,210.15 | 121.01 | 10.0 | 10.0 |
| Residence, Winter Term | 745.45 | 677.68 | 67.77 | 10.0 | 10.0 |
| Residence, Summer Term | 332.81 | 302.55 | 30.26 | 10.0 | 10.0 |
| Evening Payroll, Employee Annual | 867.88 | 788.98 | 78.90 | 10.0 | 10.0 |

SCHEDULE OF 2023-2024 ANCILLARY RATES

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

PARKING/ TRANSPORTATION SERVICES

UTSC

North Lot:

| | | | | | |
|---------------------------------------|----------|----------|--------|------|--------|
| Annual North Lot, Premium (Lot K) | 1,880.26 | 1,709.33 | 170.93 | 10.0 | 10.0 |
| Annual North Lot, Payroll Employee | 1,446.39 | 1,314.90 | 131.49 | 10.0 | 10.0 |
| Student, Fall/ Winter | 1,156.26 | 1,051.15 | 105.11 | 10.0 | 10.0 |
| Monthly Student North Lot Permit | 161.88 | 147.16 | 14.72 | 10.0 | 10.0 |
| Fall or Winter Term | 647.51 | 588.64 | 58.86 | 10.0 | 10.0 |
| Summer term | 290.13 | 263.75 | 26.38 | 10.0 | 10.0 |
| Centennial Permit (Sep - May) | 1,156.26 | 1,051.15 | 105.11 | 10.0 | 3.9 |
| Centennial Fall or Winter Term Permit | 647.51 | 588.64 | 58.86 | 10.0 | NA |
| Centennial Summer Permit | 290.13 | 263.75 | 26.38 | 10.0 | (47.9) |

Cash Parking

South Lots

| | | | | | |
|--------------------------------------|------|------|--------|--------|------|
| Peak period Hourly rate | 4.84 | 4.40 | 0.44 | 10.0 | 10.0 |
| Flat rate- Evening | 8.47 | 7.70 | 0.77 | 10.0 | 10.0 |
| Flat rate- Weekend | 8.47 | 7.70 | 0.77 | 10.0 | 10.0 |
| Summer - Conference - Daily Rate | 7.26 | 6.60 | 0.66 | 10.0 | 10.0 |
| Summer - Conference - Youth bed rate | 1.75 | 2.00 | (0.25) | (12.5) | - |

Instructional Center Lot K: Current Permits only

| | | | | | |
|--------------------|-------|-------|------|------|------|
| Flat Rate, Day | 19.36 | 17.60 | 1.76 | 10.0 | 10.0 |
| Flat Rate, Evening | 8.47 | 7.70 | 0.77 | 10.0 | 10.0 |
| Flat Rate, Weekend | 8.47 | 7.70 | 0.77 | 10.0 | 10.0 |

Lots F, G and H (North Lots)

| | | | | | |
|--------------------|-------|-------|------|------|------|
| Flat Rate, Day | 12.10 | 11.00 | 1.10 | 10.0 | 10.0 |
| Flat Rate, Evening | 7.26 | 6.60 | 0.66 | 10.0 | 10.0 |

FOOD AND BEVERAGE/HOSPITALITY SERVICES

UTM

First years and Upper years

| | | | | | |
|---|-------|-------|-----|-----|-----|
| Plus +250 flex dollars (Plus +500 flex dollars) | 5,150 | 4,850 | 300 | 6.2 | 9.0 |
| Plus +100 flex dollars (Plus +250 flex dollars) | 4,900 | 4,600 | 300 | 6.5 | 7.0 |
| Full +250 flex dollars (Full +500 flex dollars) | 4,650 | 4,375 | 275 | 6.3 | 8.0 |
| Full +100 flex dollars (Full +250 flex dollars) | 4,400 | 4,125 | 275 | 6.7 | 5.8 |

Meals Plans – Upper-years only

| | | | | | |
|---|-------|-------|-----|-----|------|
| Light +250 flex dollars (Light +500 flex dollars) | 3,625 | 3,425 | 200 | 5.8 | 12.3 |
| Light +100 flex dollars (Light +250 flex dollars) | 3,375 | 3,175 | 200 | 6.3 | 9.5 |
| Minimum +250 flex dollars (Minimum +500 flex dollars) | 3,100 | 2,950 | 150 | 5.1 | 11.3 |
| Minimum +100 flex dollars (Minimum +250 flex dollars) | 2,850 | 2,700 | 150 | 5.6 | 8.0 |

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 |

Appendix

Budget Preparation Review and Consultation Process

The service ancillaries' annual budgets for 2023-24 and long-range plans for 2024-25 to 2027-28 were reviewed by several local committees and councils. Membership in these committees and councils includes students who play an integral part in the overall consultation process. 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 reviews the management reports submitted by each ancillary. The Financial Services department analyzes the reports for completeness, adherence to fiscal policies, and financial feasibility. Financial Services also assesses the progress made by measuring their performance against the four financial objectives established for ancillaries. Issues requiring further action will be identified and addressed through a one-on-one meeting along with Planning & Budget. The St. George ancillary unit budgets are then reviewed by the St. George Service Ancillaries Review Group (SARG), which includes three members from the University Affairs Board. SARG provides advice and formulates recommendations on the operating plans for all service ancillaries. UTM and UTSC ancillary unit operating plans are reviewed by the respective Campus Affairs Committees.

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

For 2023-24 to 2027-28, residence fee revenues are based on rate increases that range from 3.5% to 8.7% per year assuming optimal occupancy levels for the fall and winter sessions. Salaries, wages, and benefit projections have been budgeted in accordance with the terms of the collective agreements, as well as the compensation package for Professionals and Managers. Proposed major maintenance and capital expenditure budgets have been assembled in conjunction with expert staff from Facilities and Services and University Planning, Design, and Construction.