

# **University of Toronto**

## **Service Ancillaries Report on Operating Plans**

**For the Year 2005-2006**



**SARG**

Service Ancillaries Report on Operating Plans  
For the Year 2005-2006

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# EXECUTIVE SUMMARY

## Background

Each year the University Affairs Board approves operating plans for all service ancillaries. These describe the services and programs proposed to be offered within the financial parameters set by the University's operating budget and financial policies set by the Business Board. The plans include each ancillary's annual operating budget, and describe changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

The service ancillaries' annual budgets for 2005-06 and long-range plans for 2007 to 2010 were reviewed by a number of student and local committees and councils. There is student representation on all committees and councils (see page 14).

Following this consultative process, the Financial Services Department reviewed the management reports submitted by each ancillary, for completeness, adherence to fiscal policies and financial feasibility and assessed the progress made by each ancillary towards achieving the four financial objectives established for ancillaries. These are:

1. To operate without subsidy from the operating budget. Should the need for subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.
2. To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.
3. Having achieved objectives (1) and (2) 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.
4. Having obtained objectives (1), (2) and (3), service ancillaries will contribute net revenues to the operating budget\*. The rate of contribution will be established by each individual campus for each individual ancillary. (\*For purposes of clarification, objective 4 relates to all contributions of net revenues made by the ancillary operation to any operating budget outside of their own operations.)

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

The SARG provides advice and formulates recommendations on the operating plans for all service ancillaries. The SARG process contributes to the success of the ancillary operations by providing direction and guidance on short and long range planning. It serves as a review and monitoring group and recommends plans and budgets for approval. It also considers other matters that fall within its purview.

This report includes a summary of key issues pertaining to ancillaries, highlights for each ancillary budget and summary financial information on the 2005-06 budgets and long range plans and on the extent to which each ancillary anticipates achieving the four objectives. Copies of the detailed submissions may be obtained from any of the following offices: Governing Council, Vice-President Business Affairs and Vice-Provost, Students.

Collectively, the service ancillaries are projecting a cumulative surplus of \$10.1 million (which includes investment in capital assets of \$9.8 million from St. George parking) for 2005-2006, while contributing \$0.9 million to operating and restricted funds. All residence ancillary operations, other than Innis College residence, are projecting operating deficits for the year, as anticipated when new residences were approved for construction. All parking, conference and food service ancillaries are projecting operating surpluses for the year, except UTM conference. Commitments to capital renewal total \$8.8 million. The St. George Family Housing ancillary also has a trust fund, which is reserved for major capital improvements based on the purchase agreement with Ontario Housing Corporation (OHC).

## **Summary of Key Issues**

Enrollment growth on all three campuses continues to put pressure on service ancillaries to meet the increased demand for services. Both Mississauga and Scarborough campuses anticipate large enrollment growth with limited infrastructure in place to meet the demand. Food service operations at both campuses require more facilities to fully meet the influx in demand. Mississauga campus needs to address parking demand while being constrained by green space issues. On all three campuses building expansion, to create increased residence spaces, has put a strain on the financial viability of each residence operation. Minimal equity down payments for the new residence buildings resulted in borrowings and in turn large annual mortgage financing costs. The impact of these borrowings can be seen on the projected long range budget plans (see schedule 1, unappropriated surplus/deficit column). Deficiencies in some of the new buildings, has lead to increased operating costs for the residence operations.

The St. George campus residences continue to face high off campus housing vacancy which will further test the financial state of each residence operation. The University's first year residence guarantee is also having an impact on the preferred student residence mix of 60% first year students and 40% upper year students, although the softening in the off campus housing market has temporarily alleviated this problem for some of the residence ancillaries. The double cohort has produced a younger first year student body which requires more counseling and attention from the residence ancillary staff.

Many of the residence operations highlighted their concern with the academic year extending into the second week of May, which puts the ancillary operations at a financial disadvantage when trying to generated summer business. Also noted was that the U of T students experience a similar financial disadvantage when seeking summer employment due to the fact that other University students are already in the work force by May 1<sup>st</sup>. The Toronto tourism industry continues to be affected by the SARS crisis of 2003 and the rise in the Canadian dollar, which has a resulting impact on summer business for many ancillaries.

Ancillary heads plan to meet with the Vice-President, Business Affairs on a one on one basis in the fall of 2005, to discuss issues specific to each ancillary.

# Residences

This year, Residence ancillaries have added one new residence and are continuing to build additional residence spaces to meet the residence guarantee for first year students. The residence expansion has presented a financial challenge, in that the costs of building new residences have risen faster than residence rates. Currently, the approved subsidy from the academic priorities fund in support of residence expansion is \$1.55 million per annum for the first 8 years of operations, of which \$1.2 million is allocated to Woodsworth College and \$0.35 million to New College. The office of the Vice President of Business Affairs has committed a subsidy of \$0.9 million to the 89 Chestnut residence.

In the case of the first objective, a subsidy will be provided for a maximum of eight years through the APF from the University's operating budget to a college's residence ancillary budget to cover a portion of the borrowing cost. The combined ancillary operation will be required to break even annually in year 5 and cumulatively in year 8, and the subsidy amount will be calculated to achieve those break-even targets. Should special circumstances warrant, the University may continue to assist a college with principal and interest payments after eight years.

In the case of the second objective, the normal capital renewal provision for new residence buildings will be deferred until the sixth year they are in operation.

The third objective will remain unaltered, i.e., the residence ancillary will continue to be responsible for funding operating and maintenance contingencies in the residences.

The first three objectives must be met before the fourth can be invoked, i.e., transfers from the residence and conference ancillaries to the divisional operating budget can only occur when the residence and conference ancillaries combined meet the first three objectives. During the current residence expansion program, the first three objectives will only be met after

1. the annual subsidy provision has ended;
2. the annual 1.5% provision for capital renewal is being set aside; and
3. operating contingencies have been provided for by means of net surpluses.

In the intervening period, it is expected that the residence and conference ancillaries will retain within their ancillary budgets the funds normally transferred to their college operating budget and use these funds to support the expansion program. This expectation has been factored into the financial plans which colleges have submitted for their program of residential expansion and into the calculation of the maximum subsidy available to each division from the APF.

During the residence expansion program, colleges are expected to continue to strive to maximize their cash flows through revenue and expense management. Each year, during which a central subsidy flows to a college, the actual amounts generated by the residence and conference ancillaries combined will be compared to the amounts required in the subsidy model. Colleges will be allowed to transfer to their operating budgets any amount in excess of the amount required by the subsidy model to generate annual break-even of the ancillary in year 5 and cumulative break-even in year 8.

The ancillary objectives have been modified for Scarborough, Mississauga, New College, 89 Chestnut, Woodsworth College Graduate House and University College residences to allow for deficits, with annual break-even in year 5 and cumulative break-even in year 8, with deferral of the capital renewal provision on new construction to year 6.

## **Mississauga**

The construction of a Phase 8 building for 2007/08, (a three wing complex which includes a 418 bed dormitory residence, dining hall and administrative offices) was approved by Business Board on June 17, 2004. The ancillary's long range budget plans include the cost associated with the residence and administrative operations of Phase 8. **Note: Phase 8 is now scheduled to be constructed one year later than originally presented at June 2004 Business Board meeting.**

In preparation of the new phase 8 building the ancillary's 2005/06 budget includes a 25% increase in salary costs due to 6 FTE's being brought on board early, to ramp-up residence operations. The ancillary operation is forecasting a cumulative deficit of (\$1,859,013) for April 30, 2006, which is then projected to grow to a deficit position of (\$3,318,657) by April 2010. The ancillary anticipates a positive operating result in 2010-11 and a cumulative surplus balance in 2013-14 and therefore meets the requirement that the combined residence operation, including the new phase 8 residence, break even annually by year 5 and cumulatively by year 8. The long range budget is consistent with the financial plan presented at Business Board, other than the noted change above.

Winter room rates are projected to increase for all students. Undergrad room rates are forecasted to increase by 6.0%. Family and Graduate housing room rates will increase 6.0% effective September 1<sup>st</sup>, 2005.

## **Scarborough**

This ancillary is forecasting net operating losses for the next 2 years of the long range plan due to the addition of phase IV residence in September 2003. 2007-08 will be the first year of operation with an operating surplus of \$87,785 before commitments. Therefore the combined operation is expected to breakeven annually and cumulatively in year 5. The capital renewal balance is forecasting annual increases of \$43,000 to build the reserve to \$533,915 by the end of 2009-10.

All winter room rates are budgeted to increase 7 % with summer rates increasing 8%. The budget includes a winter occupancy rate assumption of 96%, based on past experience of early withdrawals resulting from the trimester academic system.

## **New College**

The third residence building opened in September 2003 and is projected to generate annual operating deficits for the first 4 years of the plan, which will be offset in part by an annual operating subsidy from the Academic Priorities Fund, and operating surpluses thereafter. The APF subsidy has been budgeted at \$351,948, for the first eight years of operation. The capital renewal provision for the new residence building will commence in year 7.

An operating deficit of \$1,202,136 is forecast in 2004-05, a decreased loss of \$237,401 over budget. The variance is attributed to the increase in summer fee revenues which recovered from SARS sooner than anticipated and savings in the mortgage costs due to lower than budgeted interest rate. The ancillary's capital renewal reserve is budgeted to be \$1,003,744 in 2005-06 increasing to \$1,310,961 in 2009-10.

Room rates are forecast to increase by 6% in 2005-06.

## ***Innis College***

The ancillary is forecasting an operating surplus of \$31,568 in 2004-05, which is \$72,443 above budget. The positive result is attributed to savings from utility costs and capital maintenance projects offset partially by a decline in summer income. This ancillary is forecasting annual operating surpluses throughout the five year plan. The forecasted cumulative surplus at April 30, 2006 is \$813,197, which is projected to decrease to \$691,442 by April 2010 as a result of transfers to the operating budget and scholarship fund. Capital renewal reserve is forecasted to be \$1,137,000 by the end of 2005-06 and increasing to \$1,297,000 by 2009-10.

Innis continues its commitment of transferring \$106,000 annually to the College's operating budget. In order to soften the impact of winter room rate increases, the Residence plans to contribute \$75,000 to its needs-based scholarship funds in 2005-06.

Winter room rates are forecast to increase 3.0% based on an occupancy rate assumption of 98%. In an effort to increase summer occupancy, a room rate discount of 8% is offered if full payment is received before May 31, 2005.

## ***University College***

The ancillary received final Business Board approval on January 19<sup>th</sup> 2004 to construct a new residence and kitchen facility to be completed by September 2005. The submitted budget and long range plan reflects the new residence operations. The construction costs of \$28 million are projected to be financed by contributions of \$1,485,000 from existing Residence operations, \$800,000 from the Food service ancillary, \$50,000 from UIIF and \$11,500,000 is anticipated from outside donations. The remainder of the construction cost will be financed through borrowing.

The ancillary is forecasting an operating surplus before commitments of \$301,087 in 2004-05, an increased surplus of \$380,232 over budget. The forecasted surplus is a result of savings from major maintenance projects and slightly higher summer revenues. The long range budget forecasts annual operating losses for the next five years due to large major maintenance expense to its existing older residences. At April 30, 2006, the capital renewal reserve is budgeted to be \$1,830,534 with a cumulative surplus of \$532,043. The capital renewal is forecasted to decrease to \$1,384,393 by 2009-10 with a cumulative deficit of (\$1,639,324). The ancillary also plans to transfer \$125,000 annually to the College's operating budget.

Room rates are forecast to increase 9% in 2005-06

**A comparison was made of the ancillary's long range budget to the Business Board approved model. The current long range budget now forecasts annual operating deficits in the first five years of the new residence building opening. Although the Business Board approved model did not project any operating deficits, the ancillary operations is still in line with the revised policy**

**objectives (breakeven annually in year 5 and cumulatively in year 8) for residence ancillaries that have added new buildings.**

### ***Graduate House***

The residence's 2005-06 budget forecasts an operating surplus after commitments of \$73,556. A cumulative surplus of \$252,164 is anticipated at April 30<sup>th</sup>, 2006.

As a part of the funding strategy for the new residence, \$2.3 million was allocated from the Central Residence Pool of Funds to the capital renewal reserve. The building cost associated with this funding (approx. \$665,000) is amortized over 25 years using straight line amortization. The remaining \$1,635,078 is used to offset capital renewal expenditures for non-depreciable equipment and furniture. The ancillary starts its annual allocations to the capital renewal reserve for the first time in 2008-09. The operating reserve is established at 2.5% per annum accumulating to \$681,100 (25%) by 2009-10.

Room rates are forecast to increase 1.5% in 2005-06.

### ***St. George Family Housing***

The 2004-05 forecasted surplus before commitments is \$0.3 million. The 2005-06 budget and long range plan, projects significant annual operating deficits before commitments for 2005-06 and 2006-07, as result of major maintenance issues being addressed. The ancillary expects to decrease or draw down its capital renewal balance by \$1.3 million in 2005-06 and \$0.96 million in 2006-07 to fund the major maintenance projects. The capital reserve balance is expected to decrease from a forecasted balance of \$2,414,667 in 2004-05 to \$527,167 by 2009-10.

Family Housing has a trust fund set up as part of its purchase agreement whereby the ancillary contributes \$600,000 annually to the fund and some of the major capital projects are expensed through this fund. The fund balance at April 30, 2005 is expected to be \$1,773,761. The ancillary is planning major maintenance expenditures of 2,428,161 in 2005-06 (approx \$1.5M can be attributed to boiler replacement at 35 Charles St.) which will deplete most of the trust fund balance.

Apartment room rates are forecasted to 2.5% in 2005-06.

### ***89 Chestnut***

2005-06 will be the third year of operation at 89 Chestnut. For 2004-05 the ancillary is forecasting a deficit of \$4.5 million before commitments, approximately \$3.1 higher than budget. Conference business and summer accommodations produced a negative variance of \$2.7 million. The relative newness of the facility, lack of lead time to explore new markets and the soft Toronto tourism market all contributed to the shortfall in revenues. Higher salary and maintenance costs further increased the deficit.

In 2005-06 the ancillary plans to increase winter revenues \$700,000, by reclaiming the 4<sup>th</sup> floor and study rooms on each floor along with a housing guarantee to the International Student Exchange office. Summer accommodation marketing will gear up to attract a wide range of customers. Both parking and banquet facility operations are expected to increase revenues in 2005-06. The 2005-06 room rates are



forecast to increase approximately 3% with meal plan rates increasing 4%. As part of the proposal to purchase the hotel, the ancillary will receive an equity contribution of \$900,000 from the Office of the Vice President of Business Affairs. Overall the ancillary forecasts an annual operating deficit of \$3.4 million before subsidy from the VP Business Affairs office. The cumulative deficit is budgeted to be (\$7,629,407) at April 30, 2006 decreasing to a deficit balance of (\$6,470,432) by 2009-10. The current long range budget indicates that the ancillary will breakeven annually in year 6 (2008-09) and cumulatively in year 9 (2011-12). The ancillary's long range budget has been significantly changed, as compared to the financial plan approved at Business Board on February 14<sup>th</sup>, 2003.

However, it is important to note that this property was acquired and converted to a residence to deal with excess student demand that had necessitated the housing of students in hotels to fulfil the 1st year residence guarantee. The university's operating fund, in the year prior to purchasing 89 Chestnut, leased 490 beds at 2 local downtown hotels at a cost of \$3.5 million per year. The 89 Chestnut, a 950 bed residence operation with no existing operation to leverage from, currently receives a \$0.9 million per annum subsidy from the VPBA office. The present value of this subsidy equates to approximately \$5,500 per bed. The Woodsworth residence, with no existing operation to leverage from, currently receives an eight year \$1.2 million annual subsidy from the APF. The present value of the subsidy equates to \$19,500 per bed.

It is clear from the above that 89 Chestnut is operating at a disadvantage even compared to the other entirely new residence operation. Even moving the per bed subsidy partly towards the amount awarded to Woodsworth, would help to ease the financial strain. A one time only subsidy of \$13 million to 89 Chestnut in 2005-06, would allow the residence to meet the modified objectives of breaking even annually in year 5 and cumulatively in year 8. The present value of all subsidies to 89 Chestnut if this one time only subsidy was made, would equate to a present value subsidy of \$13,500 per bed.

## **Woodsworth College**

The new Woodsworth College residence opened its doors in May 2004. Since the residence is new and has no existing ancillary operation to draw from, an annual subsidy of \$1,204,000 from the APF will be made for the first 8 years of operation. For the ancillary's first full year of operation, they are forecasting an annual deficit of \$35,284, slightly lower deficit than budget. The lower than planned summer occupancy resulted in a negative variance of \$300,000 but is offset by savings in mortgage, cleaning and utility costs. The winter session has produced 100% occupancy levels and a 65% - 35% split of first year to upper year students.

The 2005-06 budget projects an operating surplus of \$58,395 after subsidy from the provost. With the assistance of the subsidy the residence operation will breakeven annually in year 2 (2005-06) and cumulatively in year 2 but will run annual operating deficits in years 9 (2012-13) through to year 15 (2018-19) as a result of the subsidy no longer being available. A build up of the cumulative surplus in the early years may allow the ancillary to ride out the years after the subsidy. The ancillary will begin to build a capital renewal reserve in year 6 (2009-10). The long range budget is consistent with the financial plan presented at Business Board.

Room rates are forecast to increase approximately 4.9% in 2005-06.

## **Conference Services**

Most of the residences run conference operations. However, only Mississauga and Scarborough manage their conference operations as ancillaries separate from their residence operations. Scarborough meets all four objectives, while Mississauga meets the first three objectives.

### ***Mississauga***

The ancillary is expecting an operating deficit of (\$45,503) in 2004-05, due to the slower than anticipated recovery from the SARS crisis of 2003. As a result of the operating deficit the cumulative surplus will decrease to \$39,899. The ancillary anticipates a rebound in the summer conference business in 2005-06 to pre SARS levels, with small operating deficit of \$4,450. The total fund balance is forecasted to grow from 35,449 in 2005-06 to \$163,894 by the end of 2009-10.

### ***Scarborough***

The operating result for 2004-05 forecasts an annual deficit before commitments of (\$28,543). Conference services and film production departments fell short of revenue targets due to lack of repeat business and a higher Canadian dollar. The ancillary plans to leverage from the aggressive marketing of Tourism Toronto. The ancillary is budgeting an operating surplus of \$4,056 in 2005-06. The total fund balance is forecasted to grow from 178,870 in 2005-06 to \$291,474 by the end of 2009-10.

In 2001-02 the conference ancillary began annual contributions to the residence ancillary in the amount of \$10,000. The last contribution to the residence ancillary is budgeted for 2005-06.

## **Food and Beverage Services**

For the 2005-06 budget year, University College and New College food service ancillaries meet all four objectives, St. George and UTSC food service meets the first three objectives, with Mississauga meeting only the first objective.

### ***Mississauga***

An operating deficit of (\$56,209) is forecasted for 2004-05, as opposed to a budgeted operating surplus of \$21,599. Delays in opening two food service operations and higher maintenance costs contributed to the deficit. The ancillary is forecasting a total fund deficit of (\$71,614) as at April 30, 2005.

The budget for 2005-06, projects a modest operating surplus of \$1,864 before commitments and transfers. The cumulative surplus balance is projected to increase from a forecasted deficit of (\$51,614) in 2004-05 to a surplus of \$175,263 by the end of 2009-10. The capital renewal reserve is expected to increase from \$40,000 in 2005-06 to approximately \$80,000 by 2009-10.

**Overall the ancillary's total fund position is a deficit and is anticipated to remain in a deficit position until 2006-07.**

### **Scarborough**

The ancillary is forecasting an operating surplus of \$76,998 for 2004-05, an increase over budget of \$20,167. The cumulative surplus balance is projected to increase from a forecasted surplus of \$100,302 in 2005-06, to a surplus of \$163,155 by 2009-10. The capital renewal reserve is expected to increase from \$132,500 in 2005-06 to \$312,500 in 2009-10.

On November 8<sup>th</sup>, 2004 Business Board approved the \$3.065 million, H-wing renovation project. The renovation plans include upgrades to food preparation areas, redesign of servery area, and modifications to increase seating space.

### **St. George**

The 2004-05 forecasted operating surplus before commitments is \$204,920, which is \$76,877 higher than budget. The favourable variance is mainly attributed to closing the 5<sup>th</sup> floor cafeteria at OISE which had a greater impact on expenses than revenues. The cafeteria at MSB was also closed for four months due to the construction of the CCBR facility, which also lowered sales volumes. Lower maintenance and space costs resulted in savings of \$200,000, which more than offset the reduced contribution margin from the closed cafeterias. With the unanticipated favourable surplus in 2004-05 the ancillary plans to transfer \$200,000 to the VP of Business Affairs operating budget.

The 2005-06 budget and the long range plan projects to have increases in the capital renewal reserve growing to a balance of \$501,100 by 2009-10. The ancillary is generating net operating surpluses throughout the plan while increasing each of the reserve balances. No contribution to the operating fund is projected in 2005-06 and thereafter. The cumulative surplus balance will be \$287,074 in 2005-06. The ancillary anticipates growing its cumulative surplus to a balance of \$542,923 by the end of 2009-10.

### **New College**

There is a positive variance in 2004/05 revenues attributed to increase in non-resident revenues due to heavier than budgeted use of the meal plans by the residents of 89 Chestnut and residences without food plans. As there was a corresponding effect on cost of sales, the net operating surplus is on target. The 2005-06 budget and long-range plan projects operating surpluses before commitments in each of the five-year plan. The ancillary also plans to transfer \$41,997 to the New College operating budget in 2005-06.

The operation is expected to have a cumulative surplus balance of \$728,576 by the end of 2009-10, which includes an operating reserve balance of \$61,568. Capital renewal reserve balance is expected to be \$32,893 by 2009-10.

Meal plans are forecast to increase by 3% in 2005-06 and thereafter.

### **University College**

Due to the construction of the new residence and kitchen, the existing kitchen space was impacted and resulted in reduced service capacity. The food service operation was reduced to serving lunch and dinners on weekdays only. Increases to meal plan rates has produced a \$208,964 favourable variance in revenues which was partially offset by higher salary and cost of goods sold. The operating result before commitments for 2004-05 is forecasted to be a surplus of \$69,062. As of September 2005, the ancillary will return to full service as the new residence and kitchen opens. The ancillary forecasts an annual operating surplus before commitments of \$210,007 in 2005-06.

The unappropriated surplus balance is expected to grow from \$16,556 in 2005-06, to a surplus of \$604,369 by the end of 2009-10. The operating reserve balance is maintained at 10% of the operating costs (net of capital renewal expenditures) and will grow to \$104,227 by 2009-10. The ancillary plans to transfer to the residence ancillary in 2005-06, \$800,000 to cover all equipment purchases for the new kitchen. The ancillary also plans to make annual transfers of \$130,000 to the residence ancillary operations to reimburse mortgage costs of the new kitchen and dining facilities.

The two meal plan rates for 2005-06 are set at \$3,350 and \$3,050.

## Parking Services

For the 2005-06 budget year, St. George and Scarborough parking operations meet all four objectives, while Mississauga parking ancillary meets the first and second objective.

### **Mississauga**

The underground parking garage beneath the CCIT building was opened in September 2004, adding 387 parking spaces, which helped meet parking demand caused by the increase in enrollment at UTM.

A working group reviewed the multi year parking plan and produced an option which was true to the Master Plan and financially viable. The financial plan for an above ground parking structure has been included in the ancillary's submitted budget and long range plan, although it has not yet been approved by Business Board. The proposed above ground parking structure could accommodate 1000 spaces, but would only net 600 spaces since it would be built on an existing surface lot. As a result of the proposed expansion and the CCIT underground parking garage, the parking rates would be expected to increase by 25%-35% per year over the next two years followed by 10% increases over the next four years. **Since Business Board approval has not yet been received, the financial figures are not reflected in these summary budget schedules for UAB approval.** The ancillary is also considering outsourcing the entire parking service operation, which would include having the third party construct a parking structure on UTM owned land.

The operating surplus for 2004-05 is forecasted at \$316,974, which is \$216,014 higher than budget. The favourable variance can be attributed to increased sales of unreserved permits and daily cash parking and lower than expected mortgage costs for the CCIT garage. As a result of the planned parking

rate increases mentioned above, the total fund balance will increase from a surplus of \$450,072 in 2005-06 to a surplus of \$3,953,631 in 2009-10.

## **Scarborough**

The UTSC parking ancillary completed the construction and renovation of the outer parking lots, adding 2,769 spaces at a total cost of \$8.2 million. The ancillary added 1,493 spaces in the summer of 2003 and the remaining 1,276 spaces in the summer of 2004. The ancillary can now provide additional parking facilities to an increasing number of UTSC parking patrons and patrons attending the Centennial College Science and Technology Center.

In 2004-05, the net operating surplus is forecasted at \$175,176 after commitments to reserves. The ancillary plans to contribute \$175,100 to the College's operating budget in 2004-05. The net operating surplus after commitments is expected to be \$183,797 in 2005-06. No capital renewal reserve is budgeted until year 5 of the long range plan. The operating reserve balance is expected to be \$230,860 in 2005-06 and increase to a balance of \$405,860 by 2009-10. The total fund balance is expected to be \$1,124,000 in 2005-06 and accumulate to \$1,265,773 by the end of 2009-10.

The ancillary plans to transfer to the College operating budget \$180,353 in 2005-06, increasing annually by approximately \$5,000.

Annual permit price increase is projected to be 15% for 2005-06.

## **St. George**

The forecasted 2004-05 annual operating deficit before commitments is (\$83,196). The capital renewal reserve balance will decrease to \$168,667 in 2004-05, due to increases in equipment and annual maintenance expenditures. The ancillary plans to make annual contributions to the capital renewal, operating and construction reserve throughout the long range plan. The capital renewal reserve is budgeted to be \$411,685 by 2009-10.

The ancillary has maintained a cumulative surplus balance at a level equal to or greater than the unamortized value of the fixed assets net of any long-term debt, which is in accordance with CICA regulations (i.e. investment in capital assets). At the end of 2009-10, the cumulative surplus balance is projected to be \$10,348,000.

The ancillary moved to a variable pricing strategy in 2004-05, based on market rates within the neighborhoods surrounding the St. George Campus. This produced high prices for high demand areas as compared to low demand areas but continued to remain competitive within the local neighbourhood.

The variable pricing strategy has some unreserved and block reserved parking permits increasing 5% for 2005-06.

## **Hart House**

The second and third objectives are met by Hart House within the 2005-06 budget year. Hart House receives transitional funding, to facilitate the integration of Hart House Theatre into their operations. As a result of the transitional funding, Hart House does not meet the first objective.

The 2005-06 budget is projecting an operating surplus of \$59,000 after transitional funding of \$237,000. The long range plan expects annual operating deficits in each of the remaining four years as a result of revenues being restricted to increases of 2%, while expenses such as salaries and utilities increase at 4% to 5%.

The cumulative surplus balance is projected to be \$584,000 in 2004-05 after transferring \$1,197,000 to the operating reserve. The investment in capital assets is expected to decrease from a budget of \$2,504,000 in 2005-06 to a balance of \$2,356,000 in 2009-10. The capital renewal reserve balance is projected to be \$248,000 in 2009-10.

Hart House has conducted an extensive review of its capital requirements and has a 15 year plan for maintenance and renewal of the building that identifies and prioritizes the various requirements. This plan is reflected in the capital expenditures, which are proposed.

In 2005-06, student fee rates are forecasted to increase 2.0%, with senior member fee rate increasing 3.5%.

## **Members of the Service Ancillary Group**

Vice-President, Business Affairs  
Chief Financial Officer (Chair)  
Director of Planning and Budget  
Deputy Provost and Vice-Provost, Students

Catherine Riggall  
Sheila Brown  
John Harris  
David Farrar

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

Environmental Consultant and  
Government Appointee to the Governing Council  
Residence Director, UTM Residence  
Student Leader, UTSC

Dr. Claude Davis  
Chris McGrath  
Preet Virdi

### ***Resource Staff:***

Manager, Accounting Services  
Financial Accounting Analyst

Lou Ranalli  
Tania Kosikova

# **Review and Consultative Process with Student/Local Committees and Councils**

## **1. University of Toronto at Mississauga**

### **Parking**

Transportation and Parking Subcommittee  
Resource, Planning and Priorities Committee

College Council

### **Residences**

Residence Advisory Network  
Resource, Planning and Priorities Committee

College Council

### **Food Services**

College Council  
Resource, Planning and Priorities Committee

### **Facilities Rental & Conference Services**

College Council  
Resource, Planning and Priorities Committee

## **2. University of Toronto at Scarborough**

### **Parking**

Planning & Budget Committee

### **Residences**

Residences Advisory Committee

Planning & Budget Committee

### **Food & Beverage Services**

Food and Beverage Services Users' Committee  
Council on Student Services\*

Planning & Budget Committee

### **Facilities Rental & Conference Services**

Planning & Budget Committee



### **3. St. George Campus**

#### **Residences**

New College:

Priority, Planning and Budget Committee

New College Council

Innis College:

Innis Residence Committee

Graduate House:

Graduate House Council (residents)

SGS Graduate House Governing Body

University College:

University College Residence Council

89 Chestnut:

Residence Council

Residence Board

St. George Family Housing:

Joint Committee, Management & Tenant Executive

Mgmt Board Liaison Committee

Woodsworth College:

Woodsworth Operation Committee

#### **Food Services**

New College Food Services:

Priority, Planning and Budget Committee

New College Council

University College Food Services:

University College Residence Council Food Committee

### **4. Hart House**

Finance Committee

Council on Student Services\*

Board of Stewards

\* For information purposes only

**SUMMARY OF ANCILLARY LONG RANGE BUDGET RESULTS**

**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.

Ancillary	2005-2006										2009 - 2010					
	Objectives met within the 2005/06 Budget:				Projected Unappropriated surplus/(deficit) (Schedule II)	Projected investment in capital assets (Schedule II)	Projected Commitments to Capital Renewal (Schedule III)	Projected operating reserve (Schedule III.1)	Projected new constr. reserve (Schedule III.1)	TOTAL FUND BALANCE	Projected Unappropriated surplus/(deficit) (Schedule IV)	Projected investment in capital assets (Schedule IV)	Projected Commitments to Capital Ren. reserve (Schedule III)	Projected operating reserve (Schedule III.1)	Projected new constr. reserve (Schedule III.1)	TOTAL FUND BALANCE
	1	2	3	4												
<b><u>Residence Services</u></b>																
UTM	yes	yes	yes	no	(2,360,922)	-	526,527	501,909	-	(1,332,486)	(4,140,535)	-	526,527	821,878		(2,792,130)
UTSC	yes	yes	yes	no	(4,586,453)	3,957,723	311,915	752,698	-	435,883	(3,864,155)	3,804,233	533,915	752,698	-	1,226,691
Innis College	yes	yes	yes	yes	(370,480)	245,838	1,137,000	937,839		1,950,197	(812,235)	245,838	1,297,000	1,257,839		1,988,442
New College	no	yes	yes	no	(4,560,571)	2,181,496	1,003,744	1,399,583	-	24,252	(3,548,398)	1,898,523	1,310,961	1,482,682	-	1,143,768
University College	yes	yes	yes	yes	(2,636,418)	2,469,027	1,830,534	699,434		2,362,577	(4,667,070)	2,094,435	1,384,393	933,311		(254,931)
Graduate House	yes	yes	yes	no	(3,132,080)	2,929,263	1,751,500	454,982		2,003,665	(2,595,652)	2,590,024	2,413,403	681,100		3,088,875
Family Housing Residence**	yes	yes	yes	no	202,259	73,270	1,104,667	1,162,726		2,542,922	(133,420)	73,270	527,167	1,162,726		1,629,743
89 Chestnut Street	no	yes	no	no	(7,656,406)	27,000	-	-	-	(7,629,406)	(7,674,231)	703,800	1,569,282	500,000		(4,901,149)
Woodsworth College	no	yes	no	no	-	-	-	85,866	-	85,866	-	-	135,268	1,573,684	-	1,708,952
<b><u>Conference Services</u></b>																
UTM	yes	yes	yes	no	(13,697)	13,528	-	35,618	-	35,449	119,393	2,676	-	41,825	-	163,894
UTSC	yes	yes	yes	yes*	(35,430)	35,366	-	178,934	-	178,870	(11,599)	12,139	-	240,934	50,000	291,474
<b><u>Food &amp; Beverage Services</u></b>																
UTM	yes	no	no	no	(187,004)	50,512	40,000	26,742	-	(69,750)	122,943	22,320	80,000	30,237	-	255,500
UTSC	yes	yes	yes	no	(76,419)	78,780	132,500	97,941	-	232,802	3,214		312,500	116,441	43,500	475,655
St. George	yes	yes	yes	no	(242,346)	264,420	305,900	65,000	200,000	592,974	(137,625)	300,548	501,100	80,000	300,000	1,044,023
New College	yes	yes	yes	yes	(1,540,115)	1,807,903	33,452	61,662	-	362,902	(554,983)	1,221,991	32,893	61,568	-	761,469
University College	yes	yes	yes	yes*	11,800	4,756	-	92,974	-	109,530	604,369	-	-	104,227	-	708,596
<b><u>Parking</u></b>																
UTM	yes	yes	no	no	185,443	110,613	-	154,017	-	450,073	3,494,409	107,856	193,380	157,986	-	3,953,631
UTSC	yes	yes	yes	yes	(135,438)	539,578	-	230,860	489,000	1,124,000	102,121	682,791	75,000	405,860	-	1,265,772
St. George	yes	yes	yes	yes	334,124	9,757,015	240,367	400,000	550,000	11,281,506	584,694	6,993,306	411,685	420,000	2,350,000	10,759,685
<b><u>Hart House</u></b>	no	yes	yes	no	69,000	2,504,000	355,000	1,222,000		4,150,000	(803,000)	2,356,000	248,000	1,312,000		3,113,000
Summary totals				1,038,350	(26,731,153)	27,050,088	8,773,106	8,560,785	1,239,000	18,891,826	(23,911,760)	23,109,750	11,552,474	12,136,996	2,743,500	25,630,960

\* UTSC Conference Ancillary is contributing \$10,000 to UTSC Residence Ancillary and UC Food Service is contributing \$130,000 to UC Residence.

\*\* Family Housing has a trust fund for major capital renewal as per purchase agreement with OHC

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED OPERATING RESULTS AND UNAPPROPRIATED SURPLUS FOR THE YEAR ENDING APRIL 30, 2006**  
(with comparative projected surplus for the year ending April 30, 2005)

	Revenues	Expenditures	Net operating results	Transfers and (increases)/ decreases to Commitments*	Net increase (decrease) in surplus		Investment in capital assets & Unappropriated surplus/(deficit)	
					2006	2005	2006	2005
<b>RESIDENCES</b>								
UTM	5,691,886	6,044,652	(352,766)	(9,606)	(362,372)	(1,491,670)	(2,360,922)	(1,998,550)
UTSC	3,972,727	4,264,509	(291,782)	(33,000)	(324,782)	(413,286)	(628,730)	(303,948)
Innis College	2,508,344	2,365,176	143,168	(301,000)	(157,832)	(149,432)	(124,642)	33,190
New College	5,454,145	6,222,766	(768,621)	283,467	(485,154)	(1,074,376)	(2,379,075)	(1,893,921)
University College	4,433,015	4,801,077	(368,062)	1,432,394	1,064,332	(582,197)	(167,391)	(1,231,723)
Graduate House	3,111,166	3,392,985	(281,819)	375,374	93,555	243,173	(202,817)	(296,372)
Family Housing Residence	7,242,694	9,173,345	(1,930,651)	1,118,472	(812,179)	(845,260)	275,529	1,087,708
89 Chestnut Street	13,901,623	17,362,412	(3,460,789)	900,000	(2,560,789)	(3,564,282)	(7,629,406)	(5,068,617)
Woodsworth College	2,791,981	3,851,720	(1,059,739)	1,118,134	58,395	(35,284)	-	(58,395)
Total Residences	49,107,581	57,478,642	(8,371,061)	4,884,235	(3,486,826)	(7,912,614)	(13,217,454)	(9,730,628)
<b>CONFERENCES</b>								
UTM	892,838	897,287	(4,449)	(811)	(5,260)	(47,500)	(169)	5,091
UTSC	394,000	389,944	4,056	(11,000)	(6,944)	(10,000)	(64)	6,880
	1,286,838	1,287,231	(393)	(11,811)	(12,204)	(57,500)	(233)	11,971
<b>FOOD &amp; BEVERAGE SERVICES</b>								
UTM	2,614,954	2,613,090	1,864	(20,864)	(19,000)	(78,285)	(136,492)	(117,492)
UTSC	2,008,957	1,979,094	29,863	(29,500)	363	1,998	2,361	1,998
St. George	7,704,473	7,614,385	90,088	(73,800)	16,288	168,880	22,074	5,786
New College	4,224,067	4,121,287	102,780	(42,108)	60,672	38,180	267,788	207,116
University College	2,342,812	2,132,805	210,007	(187,547)	22,460	67,760	16,556	(5,904)
Total Food Services	18,895,263	18,460,661	434,602	(353,819)	80,783	198,533	172,287	91,504
<b>PARKING</b>								
UTM	1,812,767	1,730,860	81,907	(36,779)	45,128	199,737	296,056	250,928
UTSC	2,269,778	1,770,770	499,008	(515,353)	(16,345)	(22,397)	404,140	420,485
St. George	5,239,100	5,142,501	96,599	(1,121,700)	(1,025,101)	(748,196)	10,091,139	11,116,240
Total Parking	9,321,645	8,644,131	677,514	(1,673,832)	(996,318)	(570,856)	10,791,335	11,787,653
<b>HART HOUSE</b>	11,982,000	12,160,000	(178,000)	228,000	50,000	(1,047,000)	2,573,000	2,523,000
<b>TOTAL</b>	<u>90,593,327</u>	<u>98,030,665</u>	<u>(7,437,338)</u>	<u>3,072,773</u>	<u>(4,364,565)</u>	<u>(9,389,437)</u>	<u>318,935</u>	<u>4,683,500</u>

SCHEDULE III

UNIVERSITY OF TORONTO  
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY  
PROJECTED FUNDS TO BE COMMITTED FOR CAPITAL RENEWAL  
FOR THE YEAR ENDING APRIL 30, 2006

	Balance May 1, 2005	Capital renewal allowance	Planned expenditures	Net increase (decrease) in commitments to capital renewal	Transfers	Balance April 30, 2006	Balance 30-Apr-2010
<b>RESIDENCES</b>							
UTM	526,527	875,216	875,216	-		526,527	526,527
UTSC	268,915	630,918	587,918	43,000		311,915	533,915
Innis College	1,097,000	547,804	507,804	40,000		1,137,000	1,297,000
New College	967,171	569,000	532,427	36,573		1,003,744	1,310,961
University College	1,370,193	1,469,292	1,008,951	460,341		1,830,534	1,384,393
Graduate House	2,178,097	315,931	715,931	(400,000)	(26,597)	1,751,500	2,413,403
Family Housing Residence*	2,414,667	2,547,227	3,857,227	(1,310,000)		1,104,667	527,167
89 Chestnut Street	-	1,817,924	1,817,924	-		-	1,569,282
Woodsworth College	-	-	176,137	(176,137)		-	135,268
Total Residences	8,822,570	8,773,312	10,079,535	(1,306,223)	(26,597)	7,665,887	9,697,916
<b>CONFERENCES</b>							
UTM	-	5,508	5,508	-		-	-
UTSC	-	18,993	18,993	-		-	-
Total Conference Services		24,501	24,501				
<b>FOOD &amp; BEVERAGE SERVICES</b>							
UTM	20,000	81,598	61,598	20,000		40,000	80,000
UTSC	103,000	75,305	45,805	29,500		132,500	312,500
St. George Campus	257,100	453,979	405,179	48,800		305,900	501,100
New College	34,309	148,000	148,857	(857)		33,452	32,893
University College	-	35,007	35,007	-		-	-
Total Food Services	414,409	793,889	696,446	97,443		511,852	926,493
<b>PARKING</b>							
UTM	-	190,697	190,697	-		-	193,380
UTSC	-	284,536	284,536	-		-	75,000
St. George	168,667	1,183,282	1,111,582	71,700		240,367	411,685
Total Parking	168,667	1,658,515	1,586,815	71,700		240,367	680,065
<b>HART HOUSE</b>	371,000	1,625,000	1,641,000	(16,000)		355,000	248,000
<b>TOTAL</b>	9,776,646	12,875,217	14,028,297	(1,153,080)	(26,597)	8,773,106	11,552,474

\* Family Housing has a trust fund set up as part of the purchase agreement whereby the ancillary contributes \$600,000 annually to the fund and the major capital projects are expensed through this fund. The fund balance at April 30, 2005 is expected to be \$1,773,761 and \$24,383 in 2009-10.

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED FUNDS TO BE COMMITTED FOR OPERATING AND NEW CONSTRUCTION RESERVE**  
**FOR THE YEAR ENDING APRIL 30, 2006**

	OPERATING RESERVE				
	Balance May 1, 2005	Increase or (decrease) in operating reserve	transfers (to)/from other reserves	Balance operating reserve April 30, 2006	Balance operating reserve April 30, 2010
<b>RESIDENCES</b>					
UTM	492,303	9,606		501,909	821,878
UTSC	752,698			752,698	
Innis College	857,839	80,000		937,839	1,257,839
New College	1,367,675	31,908		1,399,583	1,482,682
University College	302,169	43,974	353,291	699,434	933,311
Graduate House	383,759	71,223		454,982	681,100
Family Housing Residence*	971,198	191,528		1,162,726	1,162,726
89 Chestnut Street	-	-		-	500,000
Woodsworth College	-	85,866		85,866	1,573,684
Total Residences	5,127,641	514,105	353,291	5,995,037	9,165,918
<b>CONFERENCES</b>					
UTM	34,807	811		35,618	41,825
UTSC	177,934	1,000		178,934	240,934
Total Conference Services	212,741	1,811		214,552	282,759
<b>FOOD &amp; BEVERAGE SERVICES</b>					
UTM	25,878	864		26,742	30,237
UTSC	97,941	-		97,941	116,441
St. George Campus	40,000	25,000		65,000	80,000
New College	60,694	968		61,662	61,568
University College	35,427	57,547		92,974	104,227
Total Food Services	259,940	84,379		344,319	392,473
<b>PARKING</b>					
UTM	117,238	36,779		154,017	157,986
UTSC	230,860	-		230,860	405,860
St. George	200,000	200,000		400,000	420,000
Total Parking	548,098	236,779		784,877	983,846
<b>HART HOUSE</b>	1,197,000	25,000		1,222,000	1,312,000
<b>TOTAL</b>	7,345,420	862,074	353,291	8,560,785	12,136,996

	NEW CONSTRUCTION RESERVE				
	Balance May 1, 2005	Increase or (decrease) in construction reserve	transfers (to)/from other reserves	Balance new construction reserve April 30, 2006	Balance new construction reserve April 30, 2010
	-			-	-
	-			-	-
	-			-	-
1,485,000		(1,485,000)		-	-
-				-	-
-				-	-
1,485,000		(1,485,000)			
-				-	-
-				-	50,000
					50,000
-				-	-
-				-	43,500
200,000	-			200,000	300,000
-				-	-
800,000		(800,000)		-	-
1,000,000		(800,000)		200,000	343,500
-				-	-
154,000	335,000			489,000	-
200,000	350,000			550,000	2,350,000
354,000	685,000			1,039,000	2,350,000
2,839,000	685,000	(2,285,000)		1,239,000	2,743,500

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED OPERATING RESULTS AND UNAPPROPRIATED SURPLUS FOR THE PERIOD 2005/2006 TO 2009/2010**

	2005/2006			2006/2007			2007/2008		
	Net operating results	Commitments and transfers of surplus	Investment in capital assets & Unappropriated surplus	Net operating results	Commitments and transfers of surplus	Investment in capital assets & Unappropriated surplus	Net operating results	Commitments and transfers of surplus	Investment in capital assets & Unappropriated surplus
<b>RESIDENCES</b>									
UTM	(352,766)	(9,606)	(2,360,922)	(253,321)	(18,488)	(2,632,731)	(788,514)	(279,509)	(3,700,754)
UTSC	(291,782)	(33,000)	(628,730)	(90,167)	(43,000)	(761,897)	87,785	(43,000)	(717,112)
Innis College	143,168	(301,000)	(124,642)	180,445	(301,000)	(245,197)	190,883	(301,000)	(355,314)
New College	(768,621)	283,467	(2,379,075)	(390,744)	294,543	(2,475,276)	(165,860)	341,182	(2,299,954)
University College	(368,062)	1,432,394	(167,391)	(720,827)	(467,750)	(1,355,968)	(862,828)	203,964	(2,014,832)
Graduate House	(281,819)	375,374	(202,817)	159,947	(27,220)	(70,090)	224,371	(23,348)	130,933
Family Housing Residence	(1,930,651)	1,118,472	275,529	(1,579,668)	965,000	(339,139)	(327,599)	115,000	(551,738)
89 Chestnut Street	(3,460,789)	900,000	(7,629,406)	(2,033,102)	900,000	(8,762,508)	(516,459)	434,846	(8,844,121)
Woodsworth College	(1,059,739)	1,118,134	-	(941,301)	941,301	-	(834,378)	834,378	-
Total Residences	(8,371,061)	4,884,235	(13,217,454)	(5,668,738)	2,243,386	(16,642,806)	(2,992,599)	1,282,513	(18,352,892)
<b>CONFERENCES</b>									
UTM	(4,449)	(811)	(169)	1,511	(1,452)	(110)	42,860	(1,517)	41,233
UTSC	4,056	(11,000)	(64)	19,691	(19,500)	127	27,587	(27,500)	214
Total Conferences	(393)	(11,811)	(233)	21,202	(20,952)	17	70,447	(29,017)	41,447
<b>FOOD &amp; BEVERAGE SERVICES</b>									
UTM	1,864	(20,864)	(136,492)	70,918	(20,826)	(86,400)	69,118	(20,857)	(38,139)
UTSC	29,863	(29,500)	2,361	38,552	(38,500)	2,413	53,158	(53,000)	2,571
St. George	90,088	(73,800)	22,074	28,140	(48,800)	1,414	206,454	(103,800)	104,068
New College	102,780	(42,108)	267,788	119,057	(42,667)	344,178	138,527	(46,954)	435,751
University College	210,007	(187,547)	16,556	248,721	(132,692)	132,585	268,846	(132,771)	268,660
Total Food Services	434,602	(353,819)	172,287	505,388	(283,485)	394,190	736,103	(357,382)	772,911
<b>PARKING</b>									
UTM	81,907	(36,779)	296,056	544,220	(963)	839,313	750,976	(983)	1,589,306
UTSC	499,008	(515,353)	404,140	234,131	253,236	891,507	156,792	(241,336)	806,963
St. George	96,599	(1,121,700)	10,091,139	205,358	(981,801)	9,314,696	364,041	(1,011,755)	8,666,982
Total Parking	677,514	(1,673,832)	10,791,335	983,709	(729,528)	11,045,516	1,271,809	(1,254,074)	11,063,251
<b>HART HOUSE</b>	(178,000)	228,000	2,573,000	(325,000)	354,000	2,602,000	(220,000)	124,000	2,506,000
<b>TOTAL</b>	<b>(7,437,338)</b>	<b>3,072,773</b>	<b>318,935</b>	<b>(4,483,439)</b>	<b>1,563,421</b>	<b>(2,601,083)</b>	<b>(1,134,240)</b>	<b>(233,960)</b>	<b>(3,969,283)</b>

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED OPERATING RESULTS AND UNAPPROPRIATED SURPLUS FOR THE PERIOD 2005/2006 TO 2009/2010**

	2008/2009			2009/2010		
	Net operating results	Commitments and transfers of surplus	Investment in capital assets & Unappropriated surplus	Net operating results	Commitments and transfers of surplus	Investment in capital assets & Unappropriated surplus
<b>RESIDENCES</b>						
UTM	(334,867)	(10,041)	(4,045,662)	(82,942)	(11,931)	(4,140,535)
UTSC	297,496	(68,000)	(487,616)	495,694	(68,000)	(59,922)
Innis College	216,377	(301,000)	(439,937)	174,540	(301,000)	(566,397)
New College	38,174	360,296	(1,901,484)	230,154	21,455	(1,649,875)
University College	(534,764)	194,981	(2,354,615)	(410,234)	192,214	(2,572,635)
Graduate House	271,246	(416,001)	(13,822)	349,645	(341,451)	(5,628)
Family Housing Residence	166,782	23,750	(361,206)	827,306	(526,250)	(60,150)
89 Chestnut Street	475,002	91,157	(8,277,962)	1,202,817	104,714	(6,970,431)
Woodsworth College	(708,501)	708,501	-	(708,734)	708,734	-
Total Residences	(113,055)	583,643	(17,882,304)	2,078,246	(221,515)	(16,025,573)
<b>CONFERENCES</b>						
UTM	35,544	(1,584)	75,193	48,530	(1,654)	122,069
UTSC	30,812	(30,500)	526	34,514	(34,500)	540
Total Conferences	66,356	(32,084)	75,719	83,044	(36,154)	122,609
<b>FOOD &amp; BEVERAGE SERVICES</b>						
UTM	67,137	(889)	28,109	118,077	(923)	145,263
UTSC	68,858	(68,500)	2,929	82,285	(82,000)	3,214
St. George	78,130	(53,800)	128,398	138,325	(103,800)	162,923
New College	153,955	(46,560)	543,146	172,714	(48,852)	667,008
University College	289,820	(132,853)	425,627	311,679	(132,937)	604,369
Total Food Services	657,900	(302,602)	1,128,209	823,080	(368,512)	1,582,777
<b>PARKING</b>						
UTM	979,451	(1,002)	2,567,755	1,228,912	(194,402)	3,602,265
UTSC	230,943	(247,077)	790,829	297,072	(302,989)	784,912
St. George	485,635	(1,071,558)	8,081,059	623,145	(1,126,204)	7,578,000
Total Parking	1,696,029	(1,319,637)	11,439,643	2,149,129	(1,623,595)	11,965,177
<b>HART HOUSE</b>	(436,000)	109,000	2,179,000	(542,000)	(84,000)	1,553,000
<b>TOTAL</b>	<b>1,871,230</b>	<b>(961,680)</b>	<b>(3,059,733)</b>	<b>4,591,499</b>	<b>(2,333,776)</b>	<b>(802,010)</b>

**SCHEDULE V**

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS**  
**SUMMARY OF 2005-2006 CAPITAL BUDGETS**  
(with comparative figures for 2004-2005)

	<u>2005/2006</u>	<u>2004/2005</u>
<b>RESIDENCES</b>		
New College	255,000	334,057
89 Chestnut	30,000	-
Graduate House	90,000	111,500
Total Residences	<u>375,000</u>	<u>445,557</u>
<b>CONFERENCES</b>		
UTSC	30,000	8,500
	<u>30,000</u>	<u>8,500</u>
<b>FOOD &amp; BEVERAGE SERVICES</b>		
UTSC	-	104,200
St. George	98,520	50,000
Total Food Services	<u>98,520</u>	<u>154,200</u>
<b>PARKING</b>		
UTM	45,000	45,000
UTSC	111,000	244,000
St. George	325,000	40,000
Total Parking	<u>481,000</u>	<u>329,000</u>
<b>HART HOUSE</b>	<u>1,100,000</u>	<u>700,000</u>
<b>TOTAL</b>	<u><u>2,084,520</u></u>	<u><u>1,637,257</u></u>



SCHEDULE OF 2005-2006 ANCILLARY RATES

	2004/05 RATE	2005/06 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b><u>PARKING</u></b>					
<b>St. George Parking</b>					
Reserved Permit - annual	1,654.20	1,654.20	-	0.0%	0.0%
Reserved / premium*	1,654.20	1,654.20	-	0.0%	n/a
Block Reserved - annual	1,322.88	1,389.00	66.12	5.0%	0.0%
Non Reserved Permit - annual	990.36	1,038.00	47.64	4.8%	0.0%
Daily	variable with demand	variable with demand	n/a	n/a	n/a
Weekly / Weekend / Evening	variable with demand	variable with demand	n/a	n/a	n/a

\* Pertains to King's College Circle and Hart House Circle

<b>UTM</b>					
CCIT Garage*:					
Reserved Permit - annual	823.00	1,070.00	247.00	30.0%	n/a
Monthly	68.58	89.17	20.59	30.0%	n/a
Weekly	15.83	20.58	4.75	30.0%	n/a
Surface Lots:					
Reserved Permit - annual	633.75	824.00	190.25	30.0%	30.0%
Monthly	52.81	68.67	15.86	30.0%	30.0%
Weekly	12.19	15.85	3.66	30.0%	30.0%
Unreserved Permit - annual	462.44	578.00	115.56	25.0%	25.0%
Monthly	38.54	48.17	9.63	25.0%	25.0%
Weekly	8.89	11.12	2.23	25.1%	25.0%
Unreserved - afternoon - annual	345.75	432.00	86.25	24.9%	25.0%
Monthly	28.81	36.00	7.19	25.0%	25.0%
Weekly	6.65	8.31	1.66	25.0%	25.0%
Daily					
Cash 7:30 am - 7:30 p.m.	12.50	15.60	3.10	24.8%	25.0%
Cash 3:30 pm - 7:30 p.m.	7.80	9.75	1.95	25.0%	n/a
Meters (per hour)	5.00	5.00	-	0.0%	n/a

\*FY 2004/05 is the first year of operation for CCIT garage

<b>UTSC</b>					
<u>Inner Lot:</u>					
Annual	644.53	741.21	96.68	15.0%	25.0%
Summer	322.27	370.61	48.34	15.0%	25.0%
Residence (September - August)	560.46	644.53	84.07	15.0%	25.0%
Residence - Summer	280.23	322.27	42.04	15.0%	25.0%
Fall/Winter Evening	322.27	370.61	48.34	15.0%	25.0%
Daily - short term and visitors	12.00	12.00	-	0.0%	0.0%
Evening - flat rate	6.00	6.00	-	0.0%	0.0%
Athletics members - flat rate	11.23	12.92	1.69	15.0%	25.0%
Summer conference - daily rate	5.40	5.40	-	0.0%	0.0%
Summer conference - youth bed rate	1.20	1.20	-	0.0%	0.0%
<u>Outer Lot:</u>					
Annual	449.22	516.60	67.38	15.0%	25.0%
Summer & Fall/Winter Evening	224.61	258.30	33.69	15.0%	25.0%
Daily - flat rate	10.00	10.00	-	0.0%	0.0%
Evening - flat rate	5.00	5.00	-	0.0%	0.0%

**FOOD SERVICE**

<b>University College</b>					
Plan A	2,100.00 *	3,350.00	1,250.00	n/a	n/a
Plan B	1,700.00 *	3,050.00	1,350.00	n/a	n/a
* Due to construction, a reduced meal plan was offered at a reduced rate effective FY 2003/04.					
<b>New College</b>					
15 Meal (\$200 Flex)	3,280.00	3,390.00	110.00	3.4%	3.0%
12 Meal (\$350 Flex)	3,280.00	discontinued	n/a	n/a	3.0%
330 Meal (\$400 Flex)	3,280.00	3,390.00	110.00	3.4%	3.0%
Room and Carte Blanche	3,380.00	3,520.00	140.00	4.1%	2.9%
Room and Carte Blanche (\$150 Flex)	not offered	3,650.00	n/a	n/a	n/a

SCHEDULE OF 2005-2006 ANCILLARY RATES

	2004/05 RATE	2005/06 RATE	INCREASE	INCREASE	PRIOR YEAR'S
	\$	\$	\$	%	INCREASE
					%
<b>RESIDENCES</b>					
<b>St. George Campus</b>					
<u>Graduate House</u>					
Grad. House Res/month - Single - premium	668.00	678.00	10.00	1.5%	0.0%
Grad. House Res/month - Single - regular	599.00	608.00	9.00	1.5%	0.0%
Grad. House Res/month - Singles in suite 970	530.00	538.00	8.00	1.5%	0.0%
Grad. Residence/month- Singles in suite 340	557.00	565.00	8.00	1.4%	0.0%
Grad. House Res/month - Singles in suite 670	577.00	586.00	9.00	1.6%	0.0%
Grad. House Res/month - Double	456.00	463.00	7.00	1.5%	0.0%
Grad. Residence/month - Doubles in suite 508	424.00	430.00	6.00	1.4%	0.0%
<u>University College</u>					
Sir Daniel Wilson & Whitney Hall	4,578.00	4,990.00	412.00	9.0%	9.0%
New Residence - Morrison Hall	-	4,990.00	n/a	n/a	n/a
<u>Innis College</u>					
Innis College - Winter	4,960.00	5,110.00	150.00	3.0%	5.3%
Innis College - Summer discounted	2,400.00	2,200.00	(200.00)	-8.3%	0.0%
<u>New College</u>					
New College - Winter	4,340.00	4,600.00	260.00	6.0%	7.0%
New College - Summer/Single	1,720.00 - 2,050.00	1,809.00 - 2,159.00	103.00 - 123.00	4.2% - 6.9%	7.5% - 7.9%
New College - Summer/Double	1,520.00 - 1,770.00	1,599.00 - 1,859.00	93.00 - 103.00	4.6% - 5.9%	6.7% - 7.3%
<u>Family Housing</u>					
Bachelor	558.00	572.00	14.00	2.5%	3.0%
1 bedroom (standard)	690.00	708.00	18.00	2.6%	2.8%
1 bedroom (20)	703.00	720.00	17.00	2.4%	2.9%
1 bedroom (large)	732.00	750.00	18.00	2.5%	3.0%
1 bedroom (19/23)	750.00	769.00	19.00	2.5%	2.9%
2 bedroom (standard)	914.00	937.00	23.00	2.5%	2.9%
<u>89 Chestnut Street</u>					
Single	6,800.00	7,004.00	204.00	3.0%	13.3%
Super Single	8,000.00	8,240.00	240.00	3.0%	n/a
Double	5,600.00	5,768.00	168.00	3.0%	7.7%
Single + Carte Blanche Meals	10,185.00	10,524.00	339.00	3.3%	13.3%
Super Single + Carte Blanche Meals	11,385.00	11,760.00	375.00	3.3%	n/a
Double + Carte Blanche Meals	8,985.00	9,288.00	303.00	3.4%	7.7%
12-month contracts*					
Single	n/a	9,588.00	n/a	n/a	n/a
Super Single	n/a	10,824.00	n/a	n/a	n/a
Double	n/a	7,443.00	n/a	n/a	n/a
Double Winter + Single Summer	n/a	8,352.00	n/a	n/a	n/a
Single + Carte Blanche Meals	n/a	13,798.00	n/a	n/a	n/a
Super Single + Carte Blanche Meals	n/a	15,034.00	n/a	n/a	n/a
Double + Carte Blanche Meals	n/a	11,653.00	n/a	n/a	n/a
Double Winter + Single Summer + Carte Blanche Meals	n/a	12,562.00	n/a	n/a	n/a
* 12-month contracts will be offered beginning May 2005					
<u>Woodsworth College*</u>					
Monthly room rate	725.00	760.00	35.00	4.8%	n/a
Fall/Winter term rate	5,825.00	6,110.00	285.00	4.9%	n/a
<b>UTM</b>					
<u>Undergraduate Students</u>					
Townhouses	4,313.00	4,572.00	259.00	6.0%	6.5%
Premium townhouses (Leacock)	4,526.00	4,798.00	272.00	6.0%	6.5%
Suites	4,766.00	5,052.00	286.00	6.0%	6.5%

SCHEDULE OF 2005-2006 ANCILLARY RATES

	2004/05 RATE	2005/06 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b>UTM continued</b>					
<u>Family &amp; Graduate Housing:</u>					
<u>Schreiberwood:</u>					
Phase 5 /month (2 bedroom townhouses):					
May to August	797.00	821.00	24.00	3.0%	2.8%
September to April	820.00	869.00	49.00	6.0%	2.9%
Phase 1 /month (3 bedroom townhouses):					
May to August	823.00	847.00	24.00	2.9%	2.9%
September to April	847.00	898.00	51.00	6.0%	2.9%
Phase 1 /month (4 bedroom townhouses):					
May to August	839.00	863.00	24.00	2.9%	2.9%
September to April	863.00	915.00	52.00	6.0%	2.9%
Bachelors (Small)					
May to August	517.00	550.00	33.00	6.4%	6.6%
September to April	551.00	584.00	33.00	6.0%	6.6%
Bachelors (Large)					
May to August	543.00	578.00	35.00	6.4%	6.5%
September to April	578.00	613.00	35.00	6.1%	6.4%
<u>MaGrath Valley:</u>					
2 bedroom Apartments					
May to August	797.00	821.00	24.00	3.0%	2.9%
September to April	820.00	869.00	49.00	6.0%	2.9%
MaGrath Valley	4,019.00	4,136.00	117.00	2.9%	2.9%
Schreiberwood	1,836.00	1,889.00	53.00	2.9%	2.9%

**UTSC**

Winter

Phase I - III single	4,522.00	4,839.00	317.00	7.0%	8.0%
Phase IV single	4,846.00	5,186.00	340.00	7.0%	8.0%
Phase I - III shared	3,349.00	3,583.00	234.00	7.0%	8.0%

Summer

Phase I - III (May - August)*	1,580.00	1,951.00	371.00	23.5%	5.0%
Visitor Weekly Rate	113.00	122.00	9.00	8.0%	5.0%

Phase IV (May - August)	n/a	2,101.00	n/a	n/a	n/a
Visitor Weekly Rate	n/a	131.00	n/a	n/a	n/a

\* FY 2005/06 will include 2 additional weeks in August.

**HART HOUSE**

St. George Full Time	60.31	61.52	1.21	2.0%	3.5%
St. George Part Time	12.06	12.30	0.24	2.0%	3.5%
Scarborough & Mississauga (Full time and Part time)	0.37 - 1.84	0.38 - 1.88	.01 - .04	2.6% - 2.2%	2.8% - 3.4%

Rates are on a sessional basis.

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***Office of the Vice-President & Principal***

Tel. (905)828-5212  
Fax (905)569-4349  
[principal@utm.utoronto.ca](mailto:principal@utm.utoronto.ca)

March 18, 2004.

Dr. Robert Bennett,  
Chair, University Affairs Board,  
c/o Office of the Governing Council,  
Rm. 106, Simcoe Hall,  
UNIVERSITY OF TORONTO

Dear Bob:

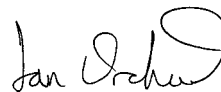
UTM's ancillary plans and budgets are on the agenda for the next UAB meeting, and I understand that you are interested in understanding UTM's approval process for such ancillaries.

The ancillary plans and budgets are prepared by the ancillaries, working closely with our Office of Business Services. These then go to the Resource Planning & Priorities Committee (RPPC); a standing committee of Erindale College Council (ECC). Following discussion, and, if approved at RPPC, the plans and budgets are forwarded to ECC for discussion and approval. The Constitution of ECC is attached, including its membership, and the by-laws (also attached) which provide the terms and reference and membership of the Resource Planning & Priorities Committee. Both Council and Committee include faculty, staff, and students. Our Constitution is approved through Governing Council of the University of Toronto. The ancillary plans and budgets are then forwarded to SARG and then to UAB.

At the January 27, 2005 meeting of ECC, our ancillary plans and budgets were all approved. With regard to 'Parking,' there was a discussion, with questions and answers, that lasted approximately one hour. When there were no more 'new' questions or comments, the question was called, and the motion was approved.

I am prepared to discuss this in more detail if required at the meeting of the University Affairs Board.

Sincerely,



Ian Orchard,  
Vice-President & Principal

**CONSTITUTION OF  
ERINDALE COLLEGE COUNCIL  
(University of Toronto at Mississauga)**

1. The Council of Erindale College, also known as the University of Toronto at Mississauga (UTM), hereafter referred to as "the Council," exercises its powers and duties under the University of Toronto Act, 1971, as amended. These powers and duties shall be to:
  - (a) Develop policy regarding the academic affairs of UTM, subject to the approval of such policy, where approval is required by the Governing Council of the University of Toronto;
  - (b) Make rules and regulations for governing the proceedings of Council, including the quorum necessary for conducting business;
  - (c) Determine the composition and powers of the Council subject to the provisions of the University of Toronto Act, 1971, as amended, and to the approval of Governing Council;
  - (d) Determine the numbers, composition and authority of the committees of the Council;
  - (e) Award scholarships, bursaries, prizes and other awards in the gift of UTM;
  - (f) Make recommendations to the Vice-President and Principal, UTM, on any matters of concern to the College Council;
  - (g) Ratify any amendments, changes or deletions to the Constitutions or By-laws of all organizations operating as Erindale College (UTM) student societies, provided that such amendments, changes or deletions are initiated only by these student societies, approved by their respective Councils and approved by the Executive Committee of Erindale College Council.
2. Elected and appointed members, with the exception of full-time undergraduate students who shall serve a term of one year, shall serve a term of two years, where possible. When necessary, elections to the Council shall be held in September and the results shall be brought to the Council for ratification at its first meeting after the election. The new Council shall assume office immediately following said meeting.
3. The membership of the Council shall consist of the following voting members:

The President, University of Toronto (ex officio)  
The Vice-President and Provost, University of Toronto (ex officio)  
The Vice-President and Principal of UTM  
The Vice-Principals of UTM  
The Deans of UTM  
The Chief Administrative Officer of UTM  
The Registrar of UTM  
The Chief Librarian  
All members of the teaching staff holding their major appointment at UTM  
All professional librarians at UTM  
The heads of the Administrative Departments of UTM  
10 members of the administrative staff elected by and from the administrative staff of UTM  
The President of the Association of Graduate Students At Erindale (AGSAE)  
4 graduate students appointed by AGSAE  
2 post-doctoral fellows or research associates to be appointed by the Vice-Principal, Research  
2 members of the Alumni of Erindale College appointed by the UTM Alumni Association

(UofTMAA)

2 members of the Associates of Erindale College appointed by the Associates of Erindale College

Up to 5 retired members of the UTM teaching staff appointed by the Vice-President and Principal

In the undergraduate student category, 75 Council seats are to be made available, and filled by the following criteria:

- (a) 14 are to be elected from part-time undergraduate students;
  - (b) 50 are to be elected from the full-time undergraduate students, all of whom must be full-time students;
  - (c) The President of the Erindale Part-time Undergraduate Students (EPUS)
  - (d) The President of ECSU and up to 9 ECSU Directors
4. The Council shall meet at least three times per term in each of the fall and spring terms. A special meeting may be called by the Chair of the Council, or the Vice-President and Principal, UTM, or upon the written request of 25 members of the Council, and shall be convened within 14 days to consider matters requiring attention. Notice of the date and agenda of such meetings shall be given at least seven days prior to a meeting.
  5. A member of Council, elected by the Council, shall preside as Chair. The tenure of office of Chair shall be two years, subject to re-election. Council shall also elect a Vice-Chair. The Chair and Vice-Chair of Council will have a maximum of two consecutive two-year terms.
  6. The Secretary of the Council shall be appointed by the Vice-President and Principal, UTM, in consultation with the Chair of the Council, to act as the Secretary of all Council and Standing Committee meetings.
  7. Meetings of the Council and the Committees of Council shall be open, except as otherwise provided in the By-laws approved by the Council.
  8. At least seven days' prior notice of the dates and agenda of the Council meetings shall be given to all members of the Council and to the UTM community. Decisions of the Council shall be published in such manner, as the Council, by By-law, shall determine.
  9. The Council shall pass By-laws regulating the exercise of its powers and responsibilities and governing the calling and conduct of its meetings. By-laws and resolutions of the Council shall be published by the Council in such a manner as it may consider fit and they shall be open to examination by all members of UTM during normal business hours.
  10. The Council may appoint such standing and special committees as it may require in the conduct of its business and the fulfilment of its resolutions.
  11. On approval by two-thirds of the voting members present at any meeting, the Council may recommend an amendment to its Constitution to the Governing Council of the University of Toronto. Fourteen days' notice of any proposed amendment shall be given to the College Council.

08/2003

## **BY-LAWS OF ERINDALE COLLEGE COUNCIL**

### **1. INTERPRETATION**

In these by-laws, in the Constitution of the Council of Erindale College, also known as the University of Toronto at Mississauga (UTM),

- a. "Administrative staff" means full-time or part-time employees of UTM holding their major appointments, at UTM who are not members of the UTM teaching staff.
- b. "Alumni" means the persons who have received degrees from Erindale College/UTM and the University, and the persons who have completed one year of full-time studies in Erindale College/UTM towards such a degree and are no longer registered.
- c. "Graduate student" means those persons studying at UTM as graduate students.
- d. "Teaching staff" means the full-time or part-time employees of UTM and the University who hold their major appointments at UTM and who hold the academic rank of professor, associate professor, assistant professor, assistant professor conditional, senior lecturer, lecturer, senior tutor or tutor, unless in cases where a part-time member of the teaching staff is also registered as a student.
- e. Full-time undergraduate student members of the Council must be registered at UTM in three or more full-course equivalents during each year that they serve on the Council.
- f. Part-time undergraduate members of the Council must be registered at UTM in at least one but no more than two and one half courses for at least two terms during each year they serve on the Council.
- g. "Post-doctoral fellows and research associates" means those persons of such rank holding their major appointments at UTM.
- h. "Retired faculty" means retired persons who were previously members of the "teaching staff" of Erindale College/UTM.

### **2. ELECTION OF THE CHAIR AND VICE-CHAIR OF THE COUNCIL**

- a. The Chair and Vice-Chair of the Council shall be elected for a period of two years at the first meeting of Council in the fall term. Nominations of Chair and Vice-Chair shall be published one week in advance. The Chair and Vice-Chair of Council will have a maximum of two consecutive two-year terms.
- b. The Secretary of the Council shall conduct the ballot.

### **3. CONDUCT OF MEETINGS OF THE COUNCIL**

- a. Meetings of the Council shall be governed by the relevant provisions of the Constitution and by the Rules of Order enclosed as Appendix 2 to these By-laws.
- b. Notice of the dates and agendas of meetings of the Council shall be posted on the ECC website and on the designated College Council notice board by the Secretary for public notice seven days in advance of each meeting.
- c. A quorum is 30 voting members of Council.
- d. Observers at meetings of the Council shall not be permitted to participate in the debate unless by permission of the Council and at the invitation of the Chair of the meeting.

#### **4. DUTIES OF THE CHAIR, VICE-CHAIR AND SECRETARY OF THE COUNCIL**

- a. The Chair shall preside at meetings of the Council. In the absence of the Chair, the Vice-Chair shall preside, In the absence of both the Chair and the Vice-Chair, the Council shall elect a Chair for the meeting
- b.
  - i. The Secretary of the Council or his/her designate shall act as Secretary at all Council and Standing Committee meetings and shall act as the Chief Electoral Officer for all ECC and Standing Committee Elections.
  - ii. The Secretary of the Council shall prepare and publish agenda and shall maintain and publish the records of meetings of the Council and the Standing Committees, and shall make all other arrangements required to facilitate the meetings of the Council and the Standing Committees.

#### **5. STANDING COMMITTEES OF THE COUNCIL**

- a.
  - i. Executive Committee
  - ii. Academic Affairs Committee
  - iii. Computing Committee
  - iv. Resource Planning and Priorities Committee
- b. The Vice-President and Principal or his/her designate and the Chair of the Council shall be ex-officio members of all Council Committees.
- c. Meetings of the Standing Committees of the Council shall be called by the Chair of the Committee or upon the written request to the Chair or Secretary of the Committee of one-third of the membership of the Committee. The terms of reference, election of members and quorum of the Standing Committees are described in Appendix 3 to these By-laws.
- d. The Council and its Standing and Special Committees and Subcommittees shall be empowered to appoint assessors as deemed necessary by the Council and its Committees. Such assessors shall not have the right to move motions or vote on motions.
- e. Standing Committees shall make recommendations to the Executive Committee.
- f. Observers at meetings of the Standing Committees shall not be permitted to participate in the debate unless by permission of the Standing Committee and at the invitation of the Chair of the meeting.

#### **6. PUBLICATION OF THE BUSINESS OF THE COUNCIL AND THE EXECUTIVE COMMITTEE**

- a. The agenda and the minutes of the Council and the Executive Committee shall be posted on the ECC website and on a designated College Council notice board.
- 7. Matters involving individuals and that could reasonably be considered to be of a personal nature shall be brought to the Council only through the Executive Committee. Such matters shall be discussed by the Council *in camera* unless the individual expresses, in writing to the Chair of the Council, the wish to have the matter discussed in open session.



## **APPENDIX 1**

### **BY-LAW COVERING ELECTIONS AND APPOINTMENTS TO THE COUNCIL OF ERINDALE COLLEGE**

#### **1. CONSTITUENCIES**

- 1.1 Elections for the following constituencies will be held annually:
  - A. full-time undergraduate students
- 1.2 Elections for the following constituencies will be held every second year. Elections to fill vacancies will be held annually as required.
  - B. Part-time undergraduate students
  - C. Graduate students
  - D. Administrative staff
- 1.3 Appointments for the following constituencies will be made every second year in a manner to be determined by these bodies.
  - E. Alumni
  - F. Associates
- 1.4 Appointments for the following constituencies will be made every second year as described in the ECC Constitution.
  - G. Retired faculty
  - H. Post-doctoral fellows and research associates

#### **2. HOLDING OF ELECTIONS**

An election in a constituency will be held only when the number of candidates exceeds the number of positions to be filled.

#### **3. CHIEF ELECTORAL OFFICER**

- 3.1 The Secretary of the Council shall act as Chief Electoral Officer and, subject to these By-laws, shall have the exclusive authority to determine all matters relating to the conduct of the elections.
- 3.2 The Chief Electoral Officer may appoint such Returning Officers and Deputies as he/she thinks necessary.
- 3.3 An Appeal may be taken from a decision of the Chief Electoral Officer to the Executive Committee, and the decision of that Committee shall be final.
- 3.4 When an appeal is taken to the Executive Committee the election shall proceed at the appointed time or times but the Committee may authorize the holding of a new election at such time as it determines.

#### **4. DATE OF ELECTIONS**

The elections for all constituencies shall be held simultaneously during September.

#### **5. NOMINATIONS**

- 5.1 Nominations shall be made in writing to the Chief Electoral Officer according to a schedule determined by the Executive Committee and shall be accompanied by the written consent of the nominee.

- 5.2 All nominations require the supporting signatures of two (2) members of the constituency.

## **6. POLLING**

- 6.1 A ballot box with ballots shall be provided at each polling place.
- 6.2 Polling places shall be open in the Meeting Place in the South Building, in the Student Centre and outside the cafeteria in the North Building during the period of the election.
- 6.3 Each polling station shall be supplied with a complete list of members of the constituencies. The polling station staff shall verify the identification of voters.
- 6.4 Constituencies should be assigned to particular polling stations. A list of those eligible to vote shall be at each polling station.
- 6.5 Candidates shall be entitled to be present during the counting of the ballots.
- 6.6 Ballots shall be retained by the Chief Electoral Officer for ninety (90) days after the election.

## **7. VOTING**

- 7.1 A voter may vote for any number of candidates up to the total number of positions to be filled and the candidates with the highest number of votes shall be elected.
- 7.2 In the event of a tie for the last position to be filled, the Executive Committee shall decide between the candidates at its next meeting.

## **8. VACANCIES**

- 8.1 When vacant, seats that are determined by election in September shall be filled through by-elections held in January of each year. Vacancies that occur in appointed seats shall be filled in a manner determined by the appointing bodies.

## **9. PUBLICATION OF ELECTIONS**

- 9.1 The Chief Electoral Officer shall publish to the College the dates and procedures for the holding of general elections to the Council not later than two weeks before the close of nominations.
- 9.2 Publication shall be made in the normal College news media and by posting on the ECC website and on the designated College Council notice board.
- 9.3 Publication of results shall be made by the first meeting of Council in the fall term.

## APPENDIX 2

### RULES OF ORDER OF ERINDALE COLLEGE COUNCIL

1. Any member desiring to speak during a meeting of the Council shall raise their hand—and await recognition by the Chair before proceeding.
2. A member called to order shall sit down; the Chair shall decide the point of order, subject to an appeal to the Council, which shall decide the case, but without debate.
3. No member shall speak more than twice on any substantive motion, and once on each of the amendments to the motion, without first asking and obtaining permission from the Chair.
4. The Chair may take part in the debate, but before doing so shall leave the chair to the Vice-Chair or if the Vice-Chair is absent shall appoint some other member to occupy it.
5. Except for proposals to amend the Constitution of Council, to suspend these Rules of Order, or to move *in camera*, all questions before the Council shall be decided by a simple majority of the members present and entitled to vote. In the case of an equality of votes, the question shall be deemed to be negative. No matter once disposed of shall be reconsidered in the same session except by a two-thirds vote of the members present and voting.
6. Voting shall be by a show of hands unless in the election of the Chair and Vice-Chair or in cases where a majority of those present and voting request a secret ballot.
7. A motion shall be placed in writing if any member requires it.
8. When a question is under debate, no motion shall be received by the Chair except for one of the following purposes:
  - a. to adjourn the Council;
  - b. to adjourn the debate;
  - c. to call for the question;
  - d. to commit;
  - e. to amend.
9. Any member of the Council shall have the right to be present at any meeting of any Standing Committee but shall not take part in the Committee's proceedings unless invited to do so by the Committee.
10. No proposal to amend any of the foregoing rules of procedure shall be considered except at a regular meeting of the Council and unless written notice of the proposed change has been given with the agenda of the Council meeting.
11. None of the foregoing rules shall be suspended at any meeting of the Council except by two-thirds vote of the members present and voting.
12. For questions not covered by these rules the Council will follow the relevant provisions of the Constitution and By-laws of the Council and Robert's Rules of Order.
13. If the Council does not concur with the recommendations made in a report by one of the Council's Standing or Special Committees, this report shall be referred back to the Committee concerned with a statement of the reasons for the non-concurrence of the Council with the report.
14. Council shall not remain in session for longer than two hours except by the vote of at least two-thirds of the members present and voting.

## **APPENDIX 3**

### **STANDING COMMITTEES OF ERINDALE COLLEGE COUNCIL**

#### **1. EXECUTIVE COMMITTEE**

##### **1.1 Terms of Reference**

The Committee shall be responsible for setting the agenda for the Council meetings and for ensuring that the agenda items are properly documented. At times when the Council is not in session, the Committee shall act in an advisory capacity to the Vice-President and Principal when the urgency of matters so demands.

##### **1.2 Meetings**

The Committee shall meet as required to fulfill its terms of reference. Its activities shall be reported to the Council at the first opportunity. The Chair and Secretary of Council will set the agenda of Executive Committee meetings. A special meeting of the full membership of the Executive may be called at the discretion of the Chair.

##### **1.3 Membership**

- 1 Chair of Council
- 1 Vice-President and Principal or his/her designate
- 1 Chief Administrative Officer
- 1 Chair of the Academic Affairs Committee
- 1 Chair of the College Affairs Committee
- 1 Chair of the Resource Planning and Priorities Committee
- 1 Chair of the Computing Committee
- 1 appointee from the Erindale College Student Union who is a member of the Council

##### **1.4 Chair**

The Chair of the Council shall be the Chair of the Executive Committee.

##### **1.5 Secretary.**

The Secretary of the Council shall act as the Secretary for the Executive Committee.

##### **1.6 Subcommittees**

The Executive Committee shall have the power to appoint special subcommittees but not to appoint any standing subcommittees.

#### **2. ACADEMIC AFFAIRS COMMITTEE**

##### **2.1 Terms of Reference**

The Committee shall make recommendations to the Vice-President and Principal and the Council on policy relating to the following matters:

- Office of the Registrar
- Admissions
- Curriculum
- Research
- Graduate Studies
- Continuing Education
- Library Services
- Academic Discipline
- Academic Publications (e.g., Calendars)
- Academic Appeals
- Scholarships and Awards

All other academic matters referred by the Council, or its committees.

##### **2.2 Membership**

- 1 Chair of Council
- 1 Vice-President and Principal
- 1 Vice-Principal, Academic
- 1 Vice-Principal, Research
- 1 Registrar
- 1 Chief Librarian
- 1 member of the administrative staff who is a member of the Council
- 15 members of the teaching staff, consisting of one (1) member from each Department and interdisciplinary unit
- 2 part-time undergraduate student members of the Council
- 1 graduate student member of the Council (to be appointed by AGSAE)
- 5 full-time undergraduate student members of the Council and five (5) alternates
- Chairs of Subcommittees (assessors)

### **2.3 Election of Members**

Non ex-officio members shall be elected in September by postal ballot from the elected and appointed members of Council by the members of Council in their constituency for a term of two (2) years where possible, with the exception of full-time undergraduate students who shall be elected for a term of one (1) year.

### **2.4 Chair**

A Chair shall be elected by the Committee from the non ex-officio, teaching staff members of the Committee and shall serve for a period of two years. A member elected by the Committee for a two-year term as Chair shall have his/her membership on the Committee extended by one year if such is necessary to complete his/her term as Chair.

### **2.5 Secretary**

The Secretary of the Council shall act as the Secretary for the Committee.

### **2.6 Subcommittees**

- a. Humanities Curriculum
- b. Sciences Curriculum
- c. Social Sciences Curriculum
- d. Academic Appeals Board
- e. Advisory Committee to the UTM Library

## **3. COMPUTING COMMITTEE**

### **3.1 Terms of Reference**

The Committee shall make recommendations to the Vice-President and Principal of the College and to Council on

- a. policy relating to computing and data communications,
- b. the feasibility of adopting specific advancements in computing and communication technology at UTM.
- c. instructional media
- d. micro electronics
- e. computer services

### **3.2 Membership**

- 1 Chair of Council
- 1 Vice-Principal, to be designated by the Vice-President and Principal
- 1 Chief Administrative Officer
- 1 representative, Business Services
- 1 Manager, Computing Services
- 1 Manager, Micro Electronics
- 1 representative, Office of the Registrar

- 1 representative, Library
- 3 faculty members from Departments other than Computer Science
- 1 faculty member, Computer Science
- 1 Director of the CCIT program or designate
- 1 graduate student member of the Council (to be appointed by AGSAE)
- 1 full-time undergraduate student member of the Council (to be appointed by ECSU)
- 1 part-time undergraduate student member of the Council (to be appointed by EPUS)
- UTM Web Master

### **3.3 Election of Members**

Elections shall be the same as for the Academic Affairs Committee.

### **3.4 Chair**

The Chair shall be elected by the Committee from the members of the Committee (excluding the Chair of Council, the Vice-Principal and the Chief Administrative Officer) and shall serve for a period of two years. A member elected by the Committee for a two-year term as Chair shall have his/her membership on the Committee extended by one year if such is necessary to complete his/her term as Chair.

### **3.5 Secretary**

The Secretary of the Council shall act as the Secretary for the Committee.

## **4. RESOURCE PLANNING AND PRIORITIES COMMITTEE**

### **4.1 Terms of Reference**

The Committee shall, make recommendations to the Council and to the Vice-President and Principal on the following matters:

- a. in the long run, the balance between academic and non-academic budget priorities
- b. development of administrative departments and academic divisions
- c. space planning
- d. capital funding projects
- e. other matters as suggested by the Vice-President and Principal

### **4.2 Membership**

- 1 Chair of Council
- 1 Vice-President and Principal
- 1 Vice-Principal, Academic
- 1 Vice -Principal, Research
- 1 Registrar
- 1 Chief Administrative Officer
- 1 President of Erindale College Student Union (ECSU)
- 1 President of the Association of Erindale Part-Time Undergraduate Students (EPUS)
- 1 President of the Association of Graduate Students At Erindale
- 1 Director of Business Services
- 7 members of the teaching staff (no more than one from any one department or interdisciplinary unit)
- 1 member of the administrative staff who is a member of the Council

### **4.3 Election of Members**

Elections shall be the same as for the Academic Affairs Committee.

### **4.4 Chair**

A Chair shall be elected by the Committee from the elected members of the Committee for a term of two (2) years where possible. A member elected by the Committee for a

two-year term, as Chair shall have his/her membership on the Committee extended by one year if such is necessary to complete his/her term as Chair.

#### **4.5 Secretary**

The Secretary of the Council shall act as Secretary for the Committee.

#### **4.6 Subcommittees:**

- a. Transportation and Parking
- b. Grounds Monitoring

### **5. QUORUM OF STANDING COMMITTEES OF COUNCIL**

A quorum shall consist of one-third of the total membership of a Committee.

### **6. AUTHORITY TO APPOINT SUBCOMMITTEES OF THE STANDING COMMITTEES OF THE COUNCIL**

Each standing committee of the Council has the power to appoint such special working groups or subcommittees as the committee members deem necessary, and to determine the terms of reference and the membership of all such working groups or subcommittees.

### **7. VACANCIES ON STANDING COMMITTEES**

When vacant, seats that are determined by election shall be filled through elections held in September and by-elections held in January.