



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Business Board

**SPONSOR:** Sheila Brown, Chief Financial Officer  
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**PRESENTER:** See above.  
**CONTACT INFO:**

**DATE:** March 21, 2014 for March 31, 2014

**AGENDA ITEM:** 12

**ITEM IDENTIFICATION:**

Service Ancillaries Operating Plans

**JURISDICTIONAL INFORMATION:**

Pursuant to Section 5 (4.) (b.) the Business 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](St. George Service Ancillaries) (March 18, 2014)
2. **Business Board [for information] (March 31, 2014)**

**UTM Service Ancillaries**

1. UTM Campus Affairs Committee [for recommendation] (UTM Service Ancillaries) (January 8, 2014)
2. UTM Campus Council [for approval] (February 6, 2014)
3. University Affairs Board [for information] (March 18, 2014)
4. Executive Committee [for confirmation] (March 27, 2014)
5. **Business Board [for information] (March 31, 2014)**

**UTSC Service Ancillaries**

1. UTSC Campus Affairs Committee [for recommendation] (February 12, 2014)

2. UTSC Campus Council [for approval] (March 4, 2014)
3. University Affairs Board [for information] (March 18, 2014)
4. Executive Committee [for confirmation] (March 27, 2014)
5. **Business Board [for information] (March 31, 2014)**

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

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

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

#### **HIGHLIGHTS:**

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

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

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

Collectively, the operations have experienced significant growth over a period of well over a decade, in response to growth in student enrolment on all three campuses. They are continuing to move forward to recover from the high fixed costs associated with that growth. The enrolment increase required a major building program for such facilities as student residences and parking garages. The costs of these additional facilities were met primarily with debt-financing, with the expectation that over time, the repayment of loans would represent a declining proportion of revenue. That has in fact taken place and these operations are gradually strengthening their collective financial position.

**FINANCIAL IMPLICATIONS:**

For the 2014-15 budget, the service ancillaries are anticipating a surplus of \$7.0 million on \$116.2 million of revenues and \$109.2 million of expenses. Compared to the 2013-14 forecast, the \$7.0 million surplus represents an increase of \$1.4 million in net income, reflecting an increase of 3.8% in revenues and 2.6% in expenses. The increases in revenues can be attributed to residence and conference services (\$2.5 million), food and beverage services (\$0.4 million), parking/transportation services (\$0.7 million) and Hart House (\$0.6 million).

The long-range plan projects revenues to increase by \$18.4 million (15.8%) from 2014-15 to 2018-19. Of this increase, \$13.3 million will come from residence and conference services, \$1.2 million from food and beverage services, \$1.8 million from parking/transportation services and \$2.1 million from Hart House.

**RECOMMENDATION:**

For information.

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**DOCUMENTATION PROVIDED:**

*University of Toronto Service Ancillaries Report on Operating Plans, 2014-2015*



UNIVERSITY OF  
**TORONTO**

Service Ancillaries Report on Operating Plans  
2014-2015

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## Introduction

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

The service ancillaries include residences (UTM, UTSC, University College, New College, Woodsworth College, Innis College, Chestnut, Family Housing, Graduate House), conferences (UTM, UTSC), food and beverage services (UTM, UTSC, St. George, University College, New College), parking/transportation services (UTM, UTSC, St. George) and Hart House. They are managed in the ancillary fund, which is one of the four funds through which the University's finances are managed<sup>2</sup>.

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

Collectively, the operations have experienced significant growth over a period of well over a decade, in response to growth in student enrolment on all three campuses. They are continuing to move forward to recover from the high fixed costs associated with that growth. The enrolment increase required a major building program for such facilities as student residences and parking garages. The costs of these additional facilities were met primarily with debt-financing, with the expectation that over time, the repayment of loans would represent a declining, proportion of revenue. That has in fact taken place and these operations are gradually strengthening their collective financial position.

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

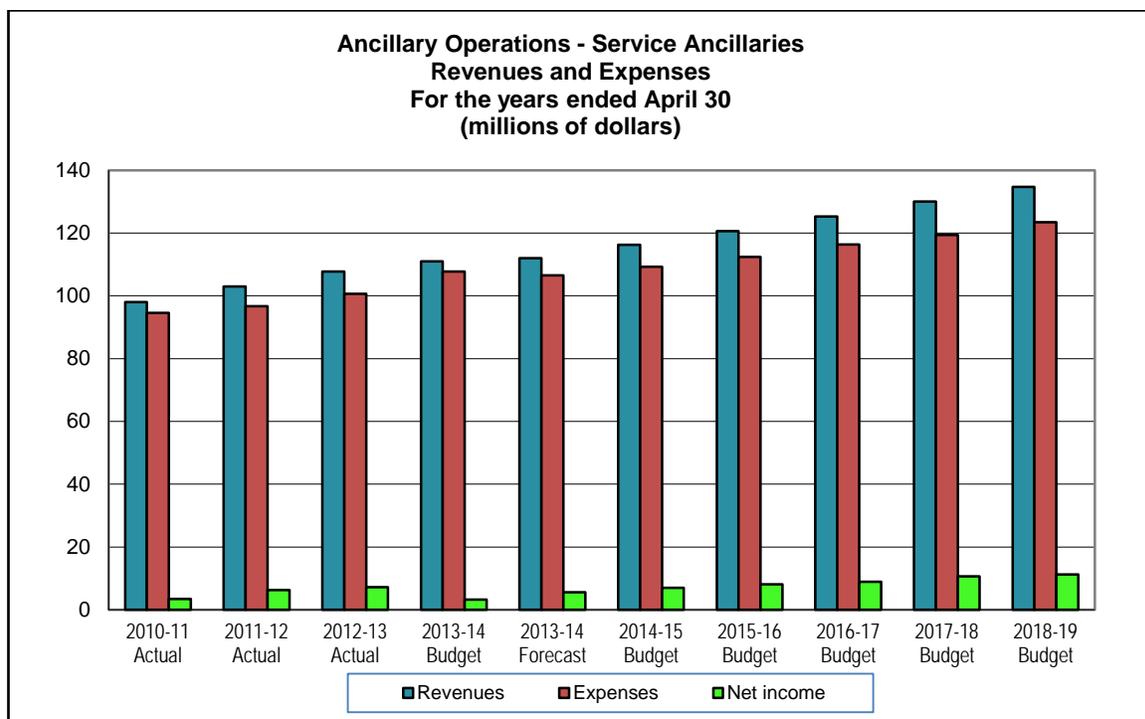
<sup>2</sup> *The four funds are the operating fund, the ancillary operations fund, the capital fund, and the restricted funds.*

## Financial Summary

This report includes the proposed long range plans for the five-year cycle 2014-15 to 2018-19 and summary financial schedules. Projections for the future years (fiscal years 2016 to 2019) 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 regarding the ancillaries' revenues and expenses.

## Budget Highlights

For the 2014-15 budget, the service ancillaries are anticipating a surplus of \$7.0 million on \$116.2 million of revenues and \$109.2 million of expenses. Compared to the 2013-14 forecast, the \$7.0 million surplus represents an increase of \$1.4 million in net income, reflecting an increase of 3.8% in revenues and 2.6% in expenses. The increases in revenues can be attributed to residence and conference services (\$2.5 million), food and beverage services (\$0.4 million), parking/transportation services (\$0.7 million) and Hart House (\$0.6 million).



Revenue	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residences & Conferences	67.5	71.2	73.4	76.4	76.9	79.4	82.5	85.8	89.3	92.7
Food & Beverage	6.3	6.3	7.7	7.6	7.7	8.1	8.3	8.6	9.0	9.3
Parking/Transportation	10.4	10.8	11.2	11.3	11.5	12.2	12.8	13.3	13.7	14.0
Hart House	13.7	14.6	15.5	15.7	15.9	16.5	17.0	17.5	18.1	18.6
Total Revenue	97.9	102.9	107.8	111.0	112.0	116.2	120.6	125.2	130.1	134.6
Total Expense	94.5	96.6	100.7	107.8	106.4	109.2	112.4	116.3	119.5	123.3
Total Net Income	3.4	6.3	7.1	3.2	5.6	7.0	8.2	8.9	10.6	11.3

The long-range plan projects revenues to increase by \$18.4 million (15.8%) from 2014-15 to 2018-19. Of this increase, \$13.3 million will come from residence and conference services, \$1.2 million from food and beverage services, \$1.8 million from parking/transportation services and \$2.1 million from Hart House.

Residence rate increases are the main driver of the overall increase in revenues. The majority of residences are anticipating revenue growth with rental rate increases ranging from 1.8% to 5.0% while maintaining their optimal fall and winter session occupancy rates. Revenues from summer business are challenging and variable, with a significant potential impact on net income.

Food and beverage services have incorporated sales improvements due to projected increases in enrolment, service capacity and meal plan rates. Strong sales growth also resulted from expansion of meal plans for non-residents.

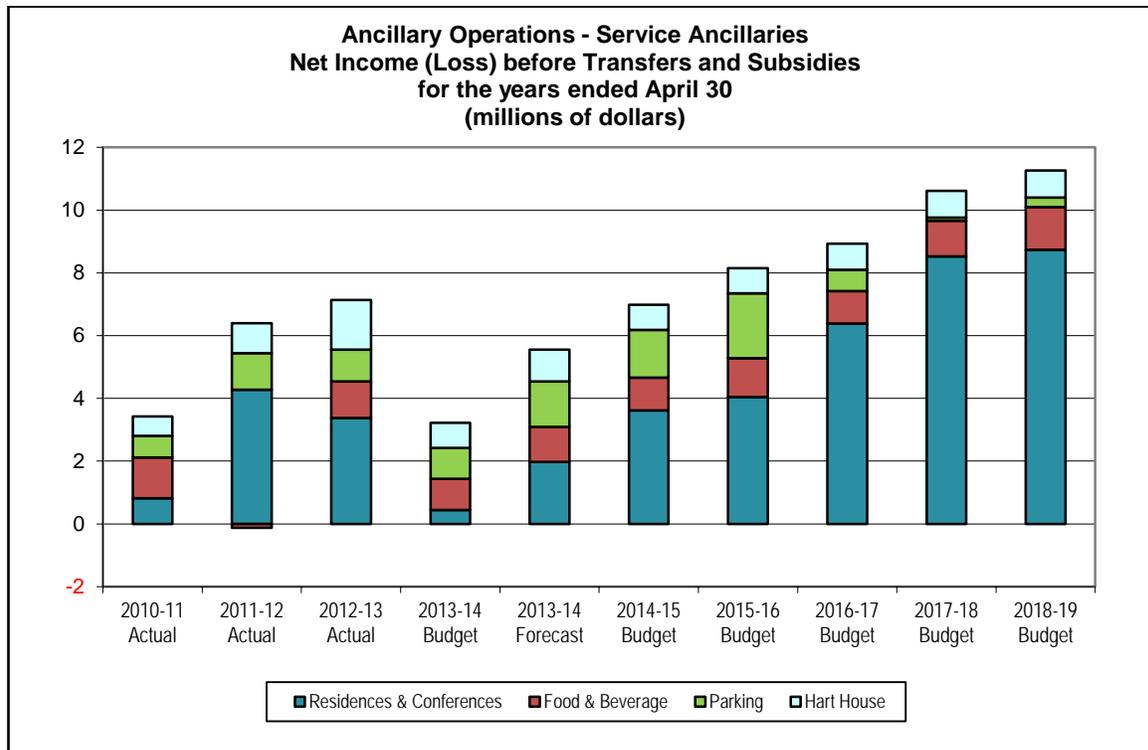
Parking/Transportation Services are projecting some revenue growth with rate increases, enrolment growth, change in the parking enforcement model and temporary revenue increase from Pan Am Games (for UTSC only). Although many initiatives such as discounted TTC metropass program, car sharing programs, UTM shuttle program and UPass (at UTM) have been introduced, there is a continuing pressure from a growing imbalance between parking supply and demand as a result of population growth and campus development.

Hart House also anticipates an increase in revenues as a result of rate increases in student fees and membership fees combined with enrolment increases.

However, surplus and capital renewal reserves are expected to be spent on priority deferred building maintenance.

## Net Income

The 2014-15 budget anticipates net income of \$3.7 million from residence and conference services, \$1.0 million from food and beverage services, \$1.5 million from parking/transportation services and \$0.8 million from Hart House. Parking/transportation services are allocating their annual surplus to the new construction reserve.



	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residences & Conferences	0.8	4.3	3.3	0.4	2.0	3.7	4.1	6.4	8.5	8.7
Food & Beverage	1.3	(0.1)	1.2	1.0	1.1	1.0	1.2	1.0	1.1	1.4
Parking/Transportation	0.7	1.2	1.0	1.0	1.5	1.5	2.1	0.7	0.1	0.3
Hart House	0.6	0.9	1.6	0.8	1.0	0.8	0.8	0.8	0.9	0.9
Net income	3.4	6.3	7.1	3.2	5.6	7.0	8.2	8.9	10.6	11.3

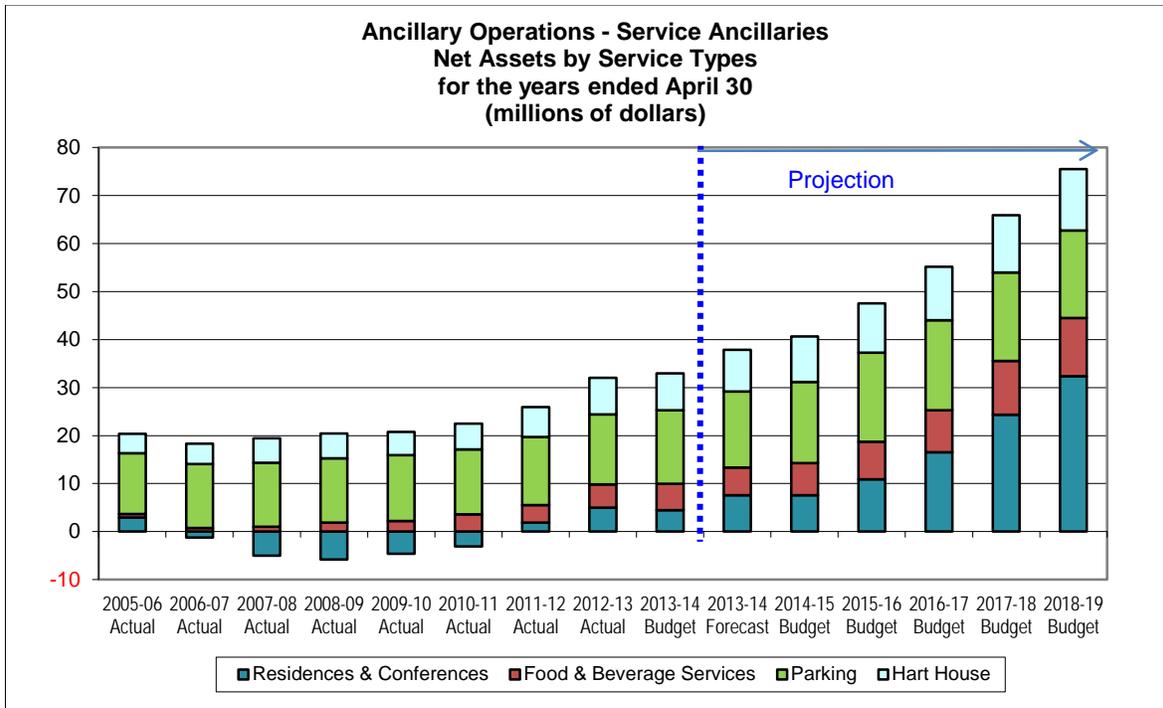
The outlook on net income for the next five years is positive since the plans include some rate increases each year while principal and interest payments on outstanding loans remain constant. The rate increases were part of the original expansion plans, and continue to be needed to restore the ancillaries to a good financial position. The long-range plan is showing an increase of net income from \$7.0 million in 2014-15 to \$11.3 million in 2018-19. This is mainly due to an improvement of \$5.0 million from residence and conference services. Minor improvements in net income are anticipated from food and beverage services (\$0.4 million) and Hart House (\$0.1 million) which are offset by an anticipated loss from parking/transportation services (\$1.2 million). Modest new loan payments are assumed at some locations.

## 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 of the specific purposes listed below.
- Various reserves such as the operating reserve, capital renewal reserve and new construction reserve represent net assets that have been set aside for these specific purposes.
- Investment in capital assets represents university funds that have previously been spent on capital assets. When those funds are spent they result in an increase to this category and an offsetting decrease in unrestricted net assets. Over time, depreciation charges cause a decrease in the investment in capital assets category as the depreciation is funded from future revenues, thus increasing the unrestricted net assets category.

The following chart shows the history of actual net assets for service ancillaries from 2005 to 2013 and projects the net assets in accordance with long-range plans to 2019.



This chart shows the impact of the major expansion of residence beds and other service ancillaries to accommodate the large increases in enrolment and student population that has occurred since 2002.

For 2013-14, the service ancillaries are forecasting total net assets of

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

	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
UTM	(1.7)	(2.4)	(1.3)	(2.0)	(0.5)	1.3	3.6	6.3
UTSC	2.7	2.7	2.9	3.2	3.8	4.6	6.0	7.4
Innis	3.3	3.4	3.5	2.1	2.2	2.4	2.7	3.1
New College	(6.2)	(6.1)	(6.1)	(5.9)	(5.6)	(5.3)	(4.8)	(4.3)
University College	4.9	4.7	5.0	4.8	4.8	4.9	5.0	5.4
Graduate House	2.7	2.7	3.0	3.3	3.4	3.5	3.7	4.0
Family Housing	4.3	3.3	4.6	4.7	4.7	4.9	5.1	5.4
Chestnut Residence	(10.8)	(9.3)	(9.5)	(8.3)	(7.5)	(5.5)	(3.1)	(1.3)
Woodworth	5.6	5.4	5.6	5.6	5.7	5.9	6.1	6.4
<b>Residences &amp; Conferences</b>	5.0	4.4	7.6	7.5	10.9	16.5	24.3	32.4
Food & Beverage	4.8	5.5	5.8	6.7	7.8	8.8	11.2	12.1
Parking/Transportation	14.6	15.3	15.8	16.9	18.5	18.8	18.4	18.2
Hart House	7.6	7.7	8.7	9.5	10.3	11.1	11.9	12.8
<b>Total Net Assets</b>	32.0	33.0	37.9	40.6	47.5	55.2	65.9	75.5

\$37.9 million. The St. George Family Housing ancillary also has a trust fund of \$0.6 million, which is reserved for major capital improvements based on the purchase agreement with the Ontario Housing Corporation (OHC). The 2014-15 operating plans project total net assets of \$40.6 million.

Net assets are expected to grow to \$75.5 million by 2018-19 reflecting an increase of \$34.9 million from 2014-15. This increase consists of a growth of \$24.9 million from residence and conference services, \$5.4 million from food and beverage, \$1.3 million from parking/transportation services, and \$3.3 million from Hart House.

The anticipated total net assets of \$40.6 million for 2014-15 are the sum of \$31.5 million investment in capital assets, \$14.1 million commitments to capital renewal, \$9.2 million in operating reserves, \$10.6 million in new construction reserves partially offset by \$24.8 million in unrestricted deficit (see schedules II and III on page 20 and 21 for details). All parking/transportation services are setting aside new construction reserves as they anticipate that new parking structures will be needed.

**Ancillary Operations - Service Ancillaries  
Net Assets (Deficit) by Category  
for the budget year 2014-15  
(millions of dollars)**

	Unrestricted Surplus/(Deficit)	Investment in capital assets	Capital Renewal Reserve	Operating Reserve	New Construction Reserve	Total Net Assets
Residences & Conferences	(26.1)	18.7	8.0	6.0	0.9	7.6
Food & Beverage	0.9	2.6	2.2	0.6	0.4	6.7
Parking/ Transportation	0.0	5.4	1.3	0.9	9.3	16.9
Hart House	0.3	4.9	2.6	1.6	0.0	9.5
	<u>(24.8)</u>	<u>31.5</u>	<u>14.1</u>	<u>9.2</u>	<u>10.6</u>	<u>40.6</u>

As depreciation is charged and funded from future revenues, the \$31.5 million investment in capital assets will decrease with a corresponding decrease in unrestricted deficit. Residences with accumulated deficits are charged interest on their deficits and must absorb any changes in interest rates on this short-term financing of deficits (long-term loans are all at fixed rates).

It should be noted that this report assumes that debt which has been internally financed with funds sourced from outside ancillary operations is treated as external financing. In the University's financial statements such internal debt is recorded as a \$59.3 million increase in both the investment in capital assets and unrestricted deficits with no overall change in net assets.

## Ancillary Debt

For 2014-15, the service ancillaries are projecting a total outstanding debt of \$206.6 million (on original loans issued of \$305.3 million), of which \$184.1 million is for residence services and \$22.5 million for parking/transportation services. The estimated principal and interest repayment on the debt for residence services is projected to be \$21.8 million, representing 28.1% of revenues. The estimated interest costs on debt will be \$12.5 million or 17.4% of revenues or 18.2% of expenses. However, on an individual residence basis, principal and interest costs

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

	2012-13 Actual	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
<b>Residence &amp; Conference</b>							
UTM	46.6	44.6	42.4	40.1	37.7	35.1	32.3
UTSC	14.8	14.0	13.1	12.1	11.1	10.4	9.6
Innis	2.7	2.3	1.9	1.5	1.0	.6	0.1
New College	21.3	20.3	19.3	18.2	17.0	15.8	14.4
University College	13.3	12.8	12.3	11.8	11.2	10.6	10.0
Graduate House	12.4	11.7	10.9	10.1	9.2	8.3	7.3
Family Housing	13.4	12.6	11.6	10.6	9.6	8.5	7.2
Chestnut Residence	58.3	56.0	53.6	51.0	48.2	45.3	42.1
Woodsworth	20.5	19.8	19.0	18.1	17.2	16.2	15.2
Sub-total	203.3	194.1	184.1	173.5	162.2	150.8	138.2
<b>Parking/Transportation:</b>							
UTM	9.9	9.5	9.0	8.6	8.1	7.5	7.0
UTM Parking Deck (new loan)					4.2	3.6	3.1
UTSC	6.4	6.2	5.9	5.6	5.3	5.0	4.7
UTSC Parking (new loan)					8.9	8.8	8.6
St. George	8.4	8.0	7.6	7.2	6.8	6.3	5.8
Sub-total	24.7	23.7	22.5	21.4	33.4	31.2	29.2
<b>Total Loan Balance</b>	<b>228.0</b>	<b>217.8</b>	<b>206.6</b>	<b>194.9</b>	<b>195.6</b>	<b>182.0</b>	<b>167.4</b>

can be as high as 49.8% of revenues. The majority of this debt is allocated to the residence ancillaries and the high cost of debt prevented many of the residence ancillaries from breaking even in the past. Subsidies were provided to some ancillaries from the University's operating budget and from existing operations with a

plan that they would break even annually in year five and cumulatively in year eight from inception of the building.

Factors such as enrolment growth, the first year residence guarantee program and demand from upper year students to return to residence has continued to sustain the optimal fall and winter session occupancy rate for residence services. The building expansion on all three campuses to increase residence spaces has put a strain on the financial viability of most residence operations. Minimal down payments for new residence buildings resulted in substantial debt resulting in large annual principal and interest costs. This debt-financing resulted in financial strain in some of the newly constructed residences and continues to impact their long-range budget plans. More recently new buildings have been supported by larger down payments, donations or operating fund subsidies, and are more financially sound. Increasing repairs and maintenance costs for older buildings have led to increased operating costs for some residence operations.

## Capital Expenditures

Individual capital projects are approved in accordance with the Policy on Capital Projects. The service ancillary 2014-15 capital budgets are summarized in schedule V (page 25). Major capital projects included in this operating plan are:

- New roofs for Roy Ivor Hall and Putnam Place at UTM
- Continuation of the multi-year elevator refurbishment project at Chestnut Residence

In this long-range plan, UTM included a \$8.6 million parking deck (approximately 300 parking spaces) for 2016 and UTSC included a \$12.0 million parking structure (approximately 500 parking spaces) for 2017. Although the annual parking surplus has been allocated to the new construction reserve, the accumulated amount will not be sufficient to cover the entire estimated cost.

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY**  
**PROJECTED OPERATING RESULTS FOR THE YEAR ENDING APRIL 30, 2015**  
(with comparative projected surplus for the year ending April 30, 2014)  
(thousands of dollars)

**SCHEDULE I**

	Revenues	Expenditures	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers 2015	2014
<b>RESIDENCE SERVICES</b>						
UTM	12,603	11,796	807	(1,300)	(493)	483
UTSC	6,129	5,909	220	-	220	23
Innis College	3,226	3,020	207	(1,625)	(1,418)	168
New College	9,277	9,063	214	-	214	32
University College	6,436	6,448	(12)	(150)	(162)	84
Graduate House	4,319	4,026	292	14	306	262
Family Housing	8,614	8,031	583	(471)	113	270
Chestnut Residence	22,680	21,443	1,237	-	1,237	1,230
Woodsworth College	4,377	4,366	11	-	11	66
Total Residence Services	<u>77,662</u>	<u>74,103</u>	<u>3,559</u>	<u>(3,532)</u>	<u>27</u>	<u>2,618</u>
<b>CONFERENCE SERVICES</b>						
UTM	799	859	(60)	(100)	(160)	(118)
UTSC	942	821	121	-	121	106
Total Conference Services	<u>1,741</u>	<u>1,680</u>	<u>61</u>	<u>(100)</u>	<u>(39)</u>	<u>(11)</u>
<b>FOOD &amp; BEVERAGE SERVICES</b>						
UTM	1,810	1,701	109	-	109	194
UTSC	734	591	143	-	143	43
St. George	2,455	2,181	275	42	317	201
New College	870	622	247	-	247	269
University College	2,245	1,977	268	(150)	118	220
Total Food & Beverage Services	<u>8,114</u>	<u>7,072</u>	<u>1,042</u>	<u>(108)</u>	<u>934</u>	<u>926</u>
<b>PARKING/ TRANSPORTATION SERVICES</b>						
UTM	3,370	2,548	822		822	788
UTSC	2,900	2,272	628	(235)	392	492
St. George	5,972	5,904	67	(204)	(136)	(34)
Total Parking/ Transportation Services	<u>12,241</u>	<u>10,725</u>	<u>1,517</u>	<u>(439)</u>	<u>1,078</u>	<u>1,245</u>
<b>HART HOUSE</b>	<u>16,472</u>	<u>15,671</u>	<u>802</u>	<u>-</u>	<u>802</u>	<u>1,019</u>
<b>TOTAL</b>	<u><b>116,230</b></u>	<u><b>109,250</b></u>	<u><b>6,980</b></u>	<u><b>(4,179)</b></u>	<u><b>2,801</b></u>	<u><b>5,797</b></u>

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

**SCHEDULE II**

(thousands of dollars)

Service Ancillaries	Objectives to be met within the 2014-15 Budget:				2014 - 2015					2014 - 2015	2016-2017	2018-2019
	1	2	3	4	Surplus/(Deficit)	Projected	Projected	Projected	Net	Net	Net	
					Unrestricted	investment in	Commitments	operating				new constr.
					Surplus/(Deficit)	capital assets	to	reserve	reserve			
					(Schedule III)							
					(Schedule III.1)							
<b>Residence Services</b>												
UTM	yes	yes	yes	no	(5,818)	2,219	527	916	-	(2,156)	1,168	6,119
UTSC	yes	yes	yes	no	(1,389)	1,854	742	622	-	1,829	2,992	5,716
Innis College	yes	yes	yes	yes	177	283	1,386	241	-	2,087	2,408	3,114
				1,625								-
New College	yes	yes	no	no	(9,402)	2,867	600	-	-	(5,935)	(5,286)	(4,277)
University College	no	yes	yes	yes	629	2,225	1,490	506	-	4,850	4,852	5,390
				150								-
Graduate House	yes	no	yes	no	59	2,649	-	550	-	3,257	3,497	4,010
												-
Family Housing **	yes	yes	yes	no	2,639	233	1,250	589	-	4,710	4,875	5,384
Chestnut Residence	yes	no	no	no	(13,130)	4,824	-	-	-	(8,306)	(5,542)	(1,339)
Woodsworth College	yes	yes	yes	no	-	1,556	2,000	2,085	-	5,641	5,872	6,382
<b>Total Residence Services</b>					<b>(26,236)</b>	<b>18,710</b>	<b>7,995</b>	<b>5,510</b>	<b>-</b>	<b>5,978</b>	<b>14,837</b>	<b>30,498</b>
<b>Conference Services</b>												
UTM	no	n/a	yes	yes	160		-	41	-	201	131	140
				100								-
UTSC	yes	yes	yes	no	-	13	1	471	901	1,386	1,567	1,726
<b>Total Conferece Services</b>					<b>160</b>	<b>13</b>	<b>1</b>	<b>512</b>	<b>901</b>	<b>1,587</b>	<b>1,699</b>	<b>1,866</b>
<b>Food &amp; Beverage Services</b>												
UTM	yes	yes	yes	no		1,012	50	111	362	1,534	1,681	2,820
UTSC	yes	yes	yes	no	-	381	7	142	78	608	776	999
St. George	yes	yes	yes	no	626	159	1,000	167	-	1,952	2,841	3,752
New College	yes	yes	no	no	(180)	969	38	-	-	827	1,344	1,927
University College	yes	yes	yes	yes	447	39	1,112	186	-	1,784	2,122	2,605
				150								
<b>Total Food &amp; Beverage Services</b>					<b>893</b>	<b>2559.092</b>	<b>2206.354</b>	<b>606.407</b>	<b>439.85</b>	<b>6704.508</b>	<b>8763.463</b>	<b>12,103</b>
<b>Parking/ Transportation Services</b>												
UTM	yes	no	yes	no		1	-	226	3,237	3,464	4,614	4,448
UTSC	yes	yes	yes	no		647	327	248	2,663	3,883	4,696	4,264
St. George	yes	yes	yes	no		4,710	1,000	445	3,408	9,563	9,454	9,537
<b>Total Parking/Transportation Services</b>						<b>5,358</b>	<b>1,327</b>	<b>919</b>	<b>9,307</b>	<b>16,910</b>	<b>18,764</b>	<b>18,248</b>
<b>Hart House</b>	yes	yes	yes	no	345	4,895	2,580	1,647	-	9,467	11,098	12,812
<b>TOTAL</b>				<b>2,025</b>	<b>(24,839)</b>	<b>31,535</b>	<b>14,109</b>	<b>9,194</b>	<b>10,648</b>	<b>40,646</b>	<b>55,161</b>	<b>75,526</b>

**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.

\*\* 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 FUNDS TO BE COMMITTED FOR CAPITAL RENEWAL**  
**FOR THE YEARS ENDED APRIL 30**  
**(thousands of dollars)**

**SCHEDULE III**

	Balance May 1, 2014	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2015	Balance April 30, 2019
<b>RESIDENCE SERVICES</b>				
UTM	527	-	527	527
UTSC	782	(40)	742	556
Innis College	2,383	(997)	1,386	2,322
New College	600	-	600	600
University College	1,411	78	1,490	1,411
Graduate House	-	-	-	520
Family Housing *	1,250	-	1,250	1,250
Chestnut Residence	-	-	-	-
Woodsworth College	1,500	500	2,000	2,500
Total Residence Services	<u>8,453</u>	<u>(458)</u>	<u>7,995</u>	<u>9,686</u>
<b>CONFERENCE SERVICES</b>				
UTM	-	-	-	-
UTSC	0	0	1	0
Total Conference Services	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>
<b>FOOD &amp; BEVERAGE SERVICES</b>				
UTM	194	(144)	50	50
UTSC	7	-	7	7
St. George	900	100	1,000	2,500
New College	38	-	38	38
University College	1,000	112	1,112	1,000
Total Food & Beverage Services	<u>2,138</u>	<u>68</u>	<u>2,206</u>	<u>3,595</u>
<b>PARKING/ TRANSPORTATION SERVICES</b>				
UTM	-	-	-	-
UTSC	333	(5)	327	821
St. George	500	500	1,000	1,000
Total Parking/ Transportation Services	<u>833</u>	<u>495</u>	<u>1,327</u>	<u>1,821</u>
<b>HART HOUSE</b>	<u>3,033</u>	<u>(454)</u>	<u>2,580</u>	<u>184</u>
<b>TOTAL</b>	<u><b>14,458</b></u>	<u><b>(349)</b></u>	<u><b>14,109</b></u>	<u><b>15,286</b></u>

\* 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, 2014 is expected to be \$140,222 and \$41,661 in 2018-19.

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

	OPERATING RESERVE				NEW CONSTRUCTION RESERVE			
	Balance May 1, 2014	Increase or (decrease) in operating reserve	Balance operating reserve April 30, 2015	Balance operating reserve April 30, 2019	Balance May 1, 2014	Increase or (decrease) in construction reserve	Balance new construction reserve April 30, 2015	Balance new construction reserve April 30, 2019
<b>RESIDENCE SERVICES</b>								
UTM	884	32	917	977	-	-	-	-
UTSC	594	28	622	721	-	-	-	2,910
Innis College	232	9	241	269	-	-	-	-
New College	-	-	-	-	-	-	-	-
University College	491	15	506	559	-	-	-	-
Graduate House	250	300	550	708	-	-	-	-
Family Housing	567	22	589	640	-	-	-	-
Chestnut Residence	-	-	-	-	-	-	-	-
Woodsworth College	2,460	(375)	2,085	2,781	-	-	-	-
Total Residence Services	5,478	32	5,510	6,655	-	-	-	2,910
<b>CONFERENCE SERVICES</b>								
UTM	31	10	41	50	-	-	-	-
UTSC	434	37	471	504	813	89	901	1,217
Total Conference Services	465	47	512	554	813	89	901	1,217
<b>FOOD &amp; BEVERAGE SERVICES</b>								
UTM	97	14	111	130	337	25	362	-
UTSC	125	18	142	169	122	(44)	78	666
St. George	163	4	167	184	-	-	-	-
New College	-	-	-	-	-	-	-	-
University College	172	15	186	203	-	-	-	-
Total Food & Beverage Services	556	50	606	685	459	(19)	440	666
<b>PARKING/ TRANSPORTATION SERVICES</b>								
UTM	221	5	226	387	2,420	816	3,237	-
UTSC	240	8	248	296	2,466	196	2,663	54
St. George	423	22	445	473	-	3,408	3,408	6,112
Total Parking/ Transportation Services	884	35	919	1,155	4,887	4,420	9,307	6,166
<b>HART HOUSE</b>	1,575	72	1,647	1,862	-	-	-	-
<b>TOTAL</b>	<b>8,958</b>	<b>236</b>	<b>9,194</b>	<b>10,912</b>	<b>6,158</b>	<b>4,490</b>	<b>10,648</b>	<b>10,960</b>

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

	2013-2014 (Forecast)			2014 - 2015			2015-2016		
	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers
<b>RESIDENCE SERVICES</b>									
UTM	(817)	1,300	483	807	(1,300)	(493)	1,490	-	1,490
UTSC	23	-	23	220	-	220	498	-	498
Innis College	293	(125)	168	207	(1,625)	(1,418)	240	(125)	115
New College	32	-	32	214	-	214	285	-	285
University College	84	-	84	(12)	(150.00)	(162)	76	(150)	(74)
Graduate House	236	26	262	292	14	306	86	14	99
Family Housing	741	(471)	270	583	(471)	113	412	(465)	(54)
Chestnut Residence	1,230	-	1,230	1,237	-	1,237	825	-	825
Woodsworth College	66	-	66	11	-	11	78	-	78
Total Residence Services	1,888	730	2,618	3,559	(3,532)	27	3,990	(727)	3,263
<b>CONFERENCE SERVICES</b>									
UTM	(18)	(100)	(118)	(60)	(100)	(160)	(44)	-	(44)
UTSC	106	-	106	121	-	121	95	-	95
Total Conference Services	89	(100)	(11)	61	(100)	(39)	51	-	51
<b>FOOD &amp; BEVERAGE SERVICES</b>									
UTM	194	-	194	109	-	109	113	-	113
UTSC	120	(78)	43	143	-	143	77	-	77
St. George	159	42	201	275	42	317	496	42	538
New College	269	-	269	247	-	247	253	-	253
University College	370	(150)	220	268	(150.00)	118	301	(150)	151
Total Food & Beverage Services	1,112	(186)	926	1,042	(108)	934	1,240	(108)	1,132
<b>PARKING/ TRANSPORTATION SERVICES</b>									
UTM	788	-	788	822	-	822	879	-	879
UTSC	720	(228)	492	628	(235)	392	1,058	(242)	815
St. George	(61)	26	(34)	67	(204)	(136)	131	(204)	(72)
Total Parking/ Transportation Services	1,447	(202)	1,245	1,517	(439)	1,078	2,068	(446)	1,622
<b>HART HOUSE</b>	1,019	-	1,019	802	-	802	802	-	802
<b>TOTAL</b>	<b>5,555</b>	<b>242</b>	<b>5,797</b>	<b>6,980</b>	<b>(4,179)</b>	<b>2,801</b>	<b>8,151</b>	<b>(1,281)</b>	<b>6,870</b>

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

	2016-2017			2017-2018			2018-2019		
	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers
<b>RESIDENCE SERVICES</b>									
UTM	1,834	-	1,834	2,257	-	2,257	2,694	-	2,694
UTSC	665	-	665	1,400	-	1,400	1,323	-	1,323
Innis College	330	(125)	205	442	(125)	317	514	(125)	389
New College	363	-	363	447	-	447	562	-	562
University College	226	(150)	76	339	(150)	189	499	(150)	349
Graduate House	127	14	141	163	14	177	322	14	336
Family Housing	682	(463)	219	704	(461)	243	724	(459)	266
Chestnut Residence	1,940	-	1,940	2,469	-	2,469	1,734	-	1,734
Woodsworth College	154	-	154	228	-	228	282	-	282
Total Residence Services	6,321	(725)	5,597	8,449	(722)	7,727	8,654	(720)	7,934
<b>CONFERENCE SERVICES</b>									
UTM	(26)	-	(26)	(5)	-	(5)	14	-	14
UTSC	87	-	87	81	-	81	77	-	77
Total Conference Services	61		61	76		76	91		91
<b>FOOD &amp; BEVERAGE SERVICES</b>									
UTM	34	-	34	74	1,440	1,514	(5)	(370)	(375)
UTSC	91	-	91	100	-	100	122	-	122
St. George	309	42	351	307	42	349	520	42	562
New College	264	-	264	281	-	281	302	-	302
University College	336	(150)	186	373	(150)	223	411	(150)	261
Total Food & Beverage Services	1,035	(108)	927	1,135	1,332	2,467	1,351	(478)	873
<b>PARKING/ TRANSPORTATION SERVICES</b>									
UTM	271	-	271	(125)	-	(125)	(42)	-	(42)
UTSC	246	(250)	(4)	10	(257)	(247)	79	(265)	(186)
St. George	167	(204)	(37)	221	(204)	17	269	(204)	65
Total Parking/ Transportation Services	684	(453)	231	107	(461)	(354)	306	(468)	(162)
<b>HART HOUSE</b>	829	-	829	852	-	852	862	-	862
<b>TOTAL</b>	<b>8,930</b>	<b>(1,286)</b>	<b>7,644</b>	<b>10,618</b>	<b>149</b>	<b>10,767</b>	<b>11,264</b>	<b>(1,666)</b>	<b>9,597</b>

**UNIVERSITY OF TORONTO**  
**SERVICE ANCILLARY OPERATIONS**  
**SUMMARY OF 2014-2015 CAPITAL BUDGETS**  
 (with comparative figures for 2013-2014)  
 (thousands of dollars)

	2014 - 2015	2013-2014
<b>RESIDENCE SERVICES</b>		
Innis College	-	-
New College	290	140
UTM	1,399	60
UTSC	387	321
University College	347	347
Chestnut Residence	1,228	1,214
Family Housing	-	-
Graduate House	37	37
Woodsworth College	-	-
Total Residence Services	<u>3,689</u>	<u>2,119</u>
<b>CONFERENCE SERVICES</b>		
UTSC	-	-
Total Conference Services	<u>-</u>	<u>-</u>
<b>FOOD &amp; BEVERAGE SERVICES</b>		
UTM	350	-
UTSC	237	58
New College	200	200
University College	25	21
St. George	87	40
Total Food & Beverage Services	<u>899</u>	<u>319</u>
<b>PARKING/ TRANSPORTATION SERVICES</b>		
UTM	-	30
UTSC	246	45
St. George	55	20
Total Parking/ Transportation Services	<u>301</u>	<u>95</u>
<b>HART HOUSE</b>	<u>1,770</u>	<u>2,000</u>
<b>TOTAL</b>	<u><b>6,659</b></u>	<u><b>4,533</b></u>

**SCHEDULE OF 2014-2015 ANCILLARY RATES**

	2013/14 RATE	2014/15 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%

**RESIDENCE SERVICES**

**UTM**

Undergraduate Students

Townhouses(Schreiberwood,McLuhan, Putnam, Leacock)	7,070	7,424	354	5.0%	5.0%
Premium townhouses (Leacock)	7,887	8,281	394	5.0%	5.0%
Suites (Roy Ivor Hall & Erindale Hall)	7,887	8,281	394	5.0%	5.0%
Dormitory (Oscar Peterson Hall)	7,070	7,424	354	5.0%	5.0%
Premium Townhouse MaGrath Valley	7,887	8,281	394	5.0%	5.0%

Family & Graduate Housing:

Schreiberwood:

2 bedroom townhouses/ month					
May to Aug	1,160	1,325	165	14.2%	5.9%
Sep to Apr	1,325	1,391	66	5.0%	14.2%
3 bedroom townhouses/ month					
May to Aug	1,199	1,365	166	13.8%	5.8%
Sep to Apr	1,365	1,433	68	5.0%	13.8%
4 bedroom townhouses/ month					
May to Aug	1,222	1,415	193	15.8%	5.8%
Sep to Apr	1,415	1,486	71	5.0%	15.8%
Bachelors (Small)					
May to Aug	779	818	39	5.0%	5.9%
Sep to Apr	818	859	41	5.0%	5.0%
Bachelors (Large)/ Shared Bachelors					
May to Aug	818	859	41	5.0%	5.9%
Sep to Apr	859	902	43	5.0%	5.0%

MaGrath Valley:

2 bedroom Townhouses					
May to Aug	1,160		-1,160	-100.0%	5.9%
Sep to Apr	1,325		-1,325	-100.0%	14.2%
Bachelors(Shared)					
May to Jul	818				
Aug to Apr	859				

**UTSC**

Winter

Phase I - III single	6,938	7,285	347	5.0%	2.5%
Phase IV single	7,581	7,960	379	5.0%	2.5%
Phase I - III shared	5,138	5,394	256	5.0%	2.5%
Phase I - III shared basement	0	4,855	0	0.0%	0.0%

Summer

Phase I - III (May - August)	3,318	3,484	166	5.0%	2.5%
Visitor Weekly Rate	207	218	11	5.3%	2.5%
Phase IV Foley Hall (May - August)	3,556	3,734	178	5.0%	2.5%
Visitor Weekly Rate	222	233	11	5.0%	2.3%

**SCHEDULE OF 2014-2015 ANCILLARY RATES**

	2013/14 RATE	2014/15 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%

**RESIDENCE SERVICES**

**St. George Campus**

**Innis College**

Innis College - Winter	7,549	7,925	377	4.99%	4.99%
Innis College - Summer	2,700	2,800	100	3.7%	5.9%

**New College**

Winter

Residence Room - Wilson Hall & Wetmore Hall

Double room (per bed)	6,800	6,925	125	1.8%	2.9%
Single room	7,925	8,200	275	3.5%	3.1%
Bed-over-desk double room (per bed)	5,625	5,725	100	1.8%	1.4%

Residence Room - 45 Willcocks

Double room (per bed)	7,225	7,425	200	2.8%	3.1%
Single room	8,350	8,700	350	4.2%	3.3%

New College - Summer/Single

Continuing New College Students

W/W Sessional	2,185	2,242.50	58	2.6%	1.5%
45W Sessional	2,385	2,442.50			

Registered Students

W/W Sessional	2,240	2,296	56	2.5%	-1.0%
45W Sessional	2,440	2,496			

Others

W/W Sessional	2,352	2,408	56	2.4%	1.8%
45W Sessional	2,552	2,608			

New College - Summer/Double

Continuing New College Students

W/W Sessional	1,725	1,840	115	6.7%	6.3%
45W Sessional	1,850	1,965			

Registered Students

W/W Sessional	1,680	1,792	112	6.7%	1.6%
45W Sessional	1,805	1,917			

Others

W/W Sessional	1,792	1,904	112	6.3%	3.4%
45W Sessional	1,917	2,029			

**SCHEDULE OF 2014-2015 ANCILLARY RATES**

	2013/14 RATE	2014/15 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b>RESIDENCE SERVICES</b>					
<b>ST. GEROGE</b>					
<b><u>University College</u></b>					
SDW	7,035	7,352	317	4.5%	4.6%
DW Standard Doubles	6,934	7,142	208	3.0%	3.1%
SDW Super Doubles	7,035	7,352	317	4.5%	4.6%
WH Standard Singles	7,035	7,352	317	4.5%	4.6%
WH Alcove Singles	6,934	7,142	208	3.0%	3.1%
WH Doubles	6,934	7,142	208	3.0%	3.1%
MH Singles	7,035	7,457	422	6.0%	4.6%
<b><u>Graduate House</u></b>					
Grad. House Res/month - Single - premium	997	1,032	35	3.5%	3.6%
Grad. House Res/month - Single - regular	894	925	31	3.5%	3.4%
Grad. House Res/month - Singles in suite 970	792	820	28	3.5%	3.5%
Grad. House Res/month - Singles in suite 670	862	892	30	3.5%	3.5%
Grad. House Res/month - Regular Double	682	706	24	3.5%	3.5%
<b><u>Family Housing</u></b>					
Bachelor	697	711	14	2.0%	2.5%
1 bedroom (standard)	864	881	17	2.0%	2.4%
1 bedroom (20) 'B'	877	895	18	2.0%	2.5%
1 bedroom (large) 'A'	915	933	18	2.0%	2.5%
1 bedroom (19/23) 'C'	938	957	19	2.0%	2.5%
2 bedroom (standard)	1,142	1,165	23	2.0%	2.5%
<b><u>Chestnut Residence</u></b>					
Single	10,349	10,866	517	5.0%	5.0%
Super Single	11,940	12,536	596	5.0%	5.0%
Double	8,522	8,948	426	5.0%	5.0%
<b><u>Meal Plan</u></b>					
Regular Meal Plan	4,675	4,816	141	3.0%	3.0%
Carte Blanche Meals	4,940	5,089	149	3.0%	3.0%
<b><u>Summer Rates per month</u></b>					
Single	1,194	1,190	-4	-0.3%	0.0%
Super Single	1,194	1,190	-4	-0.3%	0.0%
Double	910	897	-13	-1.4%	0.0%
Breakfast and Dinner (mandatory)	360	411	51	14.2%	0.0%
<b><u>Summer Rates full summer</u></b>					
Single	3,724	3,724	0	0.0%	0.0%
Super Single	3,724	3,724	0	0.0%	0.0%
Double	2,351	2,351	0	0.0%	0.0%
Breakfast and Dinner (mandatory)	1,344	1,384	40	3.0%	0.0%
<b><u>Summer Rates full summer with discount</u></b>					
Single	2,979	3,116	137	4.6%	0.0%
Super Single	2,979	3,116	137	4.6%	0.0%
Double	1,880	1,975	95	5.1%	0.0%
Breakfast and Dinner (mandatory)	1,344	1,384	40	3.0%	0.0%

**SCHEDULE OF 2014-2015 ANCILLARY RATES**

	2013/14 RATE	2014/15 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b><u>RESIDENCE SERVICES</u></b>					
<b>ST. GEROGE</b>					
<b><u>Woodsworth College</u></b>					
Woodsworth College - Winter	8,466	8,762	296	3.5%	3.5%
<b><u>HART HOUSE</u></b>					
St. George Full Time	79	81	1	1.4%	5.2%
St. George Part Time	16	16	0	1.4%	5.2%
Scarborough & Mississauga (Full time )	2	2	0	1.2%	5.2%
Scarborough & Mississauga (Part time )	0	1	0	2.0%	4.3%

**SCHEDULE OF 2014-2015 ANCILLARY RATES**

	2013/14 RATE	2014/15 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b>FOOD &amp; BEVERAGE SERVICES</b>					
<b>UTM</b>					
Group A					
Plus	4,499	4,699	200	4.4%	2.3%
Regular	4,199	4,349	150	3.6%	2.4%
Light	3,949	3,999	50	1.3%	2.6%
Minimum	3,639	3,649	10	0.3%	2.5%
Group B					
Regular	2,399	2,499	100	4.2%	4.5%
Light	2,149	2,199	50	2.3%	2.6%
Minimum	1,849	1,899	50	2.7%	2.8%
<b>ST. GEORGE</b>					
<b>New College</b>					
15 Meal Plan (\$250 Flex)	4,443	4,588	145	3.3%	3.0%
330 Meal Plan (\$450 Flex)	4,488	4,629	141	3.1%	3.0%
Carte Blanche Meal plan	4,698	4,862	164	3.5%	3.0%
<b>Summer Rates</b>					
Breakfast	7.11	7.36	0.25	3.5%	-0.1%
Lunch	10.48	10.85	0.37	3.5%	0.0%
Dinner	11.70	12.11	0.41	3.5%	-0.1%
Brunch (weekends)	10.48	10.85	0.37	3.5%	0.1%
Per diem rate	28.12	29.10	0.98	3.5%	0.0%
<b>University College</b>					
Plan A	4,437	4,526	89	1.9%	1.9%
Plan B	3,917	3,995	78	2.0%	2.0%

**SCHEDULE OF 2014-2015 ANCILLARY RATES**

	2013/14 RATE	2014/15 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b><u>PARKING/ TRANSPORTATION SERVICES</u></b>					
<b>UTM</b>					
Reserved - annual	933.94	961.96	28.02	3.0%	3.0%
Premium Unreserved (Lots 9, 8 & 4 )-Annual	666.53	686.53	20.00	3.0%	3.0%
Unreserved (Lots 4 & 8 only) - Annual	644.92	664.27	19.35	3.0%	3.0%
Student Unreserved (Lots 4 & 8 only) (Sessional )	268.71	276.77	8.06	3.0%	3.0%
Unreserved - afternoon - (after 3:30pm) - Annual	540.24	180.00	(360.24)	-66.7%	3.0%
Commercial (Lots 4, 8 & 9) - Annual	1,080.49	1,112.90	32.41	3.0%	3.0%
Pay & Display					
Pay & Display (daily maximum) (6:30 am - 8:00 a.m. next day)	13.00	13.00	-	0.0%	0.0%
Pay & Display (evening/weekend) (5:00 pm - 8:00 a.m. next day)	6.00	6.00	-	0.0%	0.0%
Pay & Display per half hour	2.50	2.50	-	0.0%	0.0%
<b>UTSC</b>					
<b><u>South(Inner) Lot:</u></b>					
Annual	1,055.05	1,086.70	31.65	3.0%	3.0%
South Lot Employee Reserved Annual, Lot E employee	1,403.22	1,445.32	42.10	3.0%	0.0%
Summer	949.54	978.04	28.50		
Residence Fall/ Winter	211.02	217.35	6.33	3.0%	3.0%
Residence - Summer	746.94	769.35	22.41	3.0%	3.0%
Evening - Annual	186.74	192.35	5.61	3.0%	3.0%
Motorcycle, Fall/Winter	486.98	501.59	14.61	3.0%	3.0%
Daily - short tem and visitors			-		
Evening - flat rate			-		
Athletics members - flat rate	20.40		-	0.0%	-4.9%
Athletics Sunday Leagues	36.55		-	0.0%	3.0%
Summer conference - daily rate			-		
Summer conference - youth bed rate			-		
<b><u>North(Outer) Lot:</u></b>					
Annual North Lot Payroll, Employee (Premium Lot H)	892.75	919.53	26.78	3.0%	3.0%
Annual North Lot Payroll, Employee	811.59	835.94	24.35	3.0%	3.0%
Student, Fall/ Winter	648.80	668.26	19.46	3.0%	3.0%
Fall or Winter Term	363.33	374.23	10.90	3.0%	3.0%
Annual Evening			-		
Summer	162.79	167.67	4.88	3.0%	3.0%
Centennial Permit (Sep - May)			-		
Centennial Summer Permit	684.78	719.02	34.24	5.0%	5.0%
	342.39	359.51	17.12	5.0%	5.0%
Cash Parking:			-		

**SCHEDULE OF 2014-2015 ANCILLARY RATES**

	2013/14 RATE	2014/15 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%
<b><u>PARKING/ TRANSPORTATION SERVICES</u></b>					
<b>UTSC</b>					
<u>South(Inner)Lots</u>					
Daily Maximum Rate - Short-term and visitors	12.00	12.00	-	0.0%	0.0%
Evening- Flat rate	6.00	6.00	-	0.0%	0.0%
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>Instructional Center Lot G</u>					
Hourly Rate, day	3.00	3.00	-	0.0%	0.0%
Flat Rate, Evening	6.00	6.00	-	0.0%	0.0%
Flat Rate, Weekend	5.00	5.00	-	0.0%	0.0%
<u>Instructional Center Lot H</u>					
Flat Rate, Day	10.00	10.00	-	0.0%	0.0%
Flat Rate, Evening	5.00	5.00	-	0.0%	0.0%
Flat Rate, Weekend	4.00	4.00	-	0.0%	0.0%
<u>Lots 4 and 5 (North Lots)</u>					
Daily - flat rate	7.50	7.50	-	0.0%	0.0%
Evening - flat rate	4.00	4.00	-	0.0%	0.0%
Weekend - flat rate	2.00	2.00	-	0.0%	0.0%
<u>Daily Visitor Event Rate (Various Locations)</u>					
Event Parking Rate, Minimum	2.00	2.00	-	0.0%	0.0%
Event Parking Rate, Maximum	20.00	20.00	-	0.0%	0.0%
<u>South(Inner) Lots</u>					
Daily Maximum rate-short term and visitors	12.00	12.00	-	0.0%	0.0%
Flat Rate, Evening	6.00	6.00	-	0.0%	0.0%
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%
<b>ST. GEORGE</b>					
<b>Permit</b>					
Faculty of Education	105.00	109.00	4.00	3.8%	4.0%
School of Continuing Ed.	226.75	248.00	21.25	9.4%	4.0%
42 Harbord Street	105.00	109.00	4.00	3.8%	4.0%
Graduate Garage	122.00	135.00	13.00	10.7%	4.3%
OISE	125.00	130.00	5.00	4.0%	4.2%
Bedford	159.00	170.00	11.00	6.9%	4.3%
St. George Garage	123.00	135.00	12.00	9.8%	5.1%
Faculty of Law	187.00	194.00	7.00	3.7%	3.9%
Spadina Crescent (west side)	105.00	105.00	-	0.0%	4.0%
Spadina Crescent (east side)	105.00	105.00	-	0.0%	4.0%
BCIT	155.00	170.00	15.00	9.7%	5.4%
McLennan Physics	182.00	200.00	18.00	9.9%	4.0%
E/S Hart House Circle	153.00	159.00	6.00	3.9%	4.1%
Triangle	187.00	210.00	23.00	12.3%	3.9%
Front Campus (KCC & HHC)	187.00	210.00	23.00	12.3%	3.9%
Simcoe Hall	155.00	175.00	20.00	12.9%	5.4%
Galbraith	187.00	210.00	23.00	12.3%	3.9%

**SCHEDULE OF 2014-2015 ANCILLARY RATES**

	2013/14 RATE	2014/15 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%

**PARKING/ TRANSPORTATION SERVICES**

**ST. GEORGE**

**Permit**

200 College St (Rear) I.S.C	187.00	210.00	23.00	12.3%	3.9%
Tower Road - Unreserved	105.00	109.00	4.00	3.8%	4.0%
Tower Road - Reserved	187.00	210.00	23.00	12.3%	3.9%
256 McCaul Street-Reserved	196.50	216.00	19.50	9.9%	4.0%
155 College Street - Garage	203.00	225.00	22.00	10.8%	4.1%
155 College Street - Surface	196.50	216.00	19.50	9.9%	4.0%
100 College Street - Banting	105.00	109.00	4.00	3.8%	4.0%
112 College Street - Best	154.50	161.00	6.50	4.2%	4.0%
88 College Street - Women's college	154.50	161.00	6.50	4.2%	4.0%
Dentistry - Garage	187.00	200.00	13.00	7.0%	3.9%
Dentistry - Surface	182.00	189.00	7.00	3.8%	4.0%
6 King's College Road	182.00	210.00	28.00	15.4%	4.0%

**Permit Misc**

Commercial monthly	187.00	210.00	23.00	12.3%	3.9%
Commercial weekly	56.75	64.00	7.25	12.8%	4.1%
After 4pm parking	62.50	65.00	2.50	4.0%	4.2%
Summer Conference monthly	190.00	198.00	8.00	4.2%	4.1%
Summer Conference weekly	66.60	69.00	2.40	3.6%	4.1%
UTM/UTSC designated lot	41.60	43.26	1.66	4.0%	4.0%
UTM/UTSC hunting permit	67.81	70.52	2.71	4.0%	4.0%
24-Hour Reserve	226.75	248.00	21.25	9.4%	4.0%
24-Hour Reserve (256 McCaul)	238.75	248.00	9.25	3.9%	4.0%
Z-Permit (unrestricted)	187.00	210.00	23.00	12.3%	3.9%
Motorcycle	27.30	28.50	1.20	4.4%	4.0%

## **Appendix 1**

### **Budget Preparation Review and Consultation Process**

The ancillary budgets were prepared after thorough consultation with College constituents and with input from Facilities and Services. Revenues were based on a rate increase from 1.8% (bed-over-desk double room at New College) to 5% per year assuming optimal occupancy level for Fall and Winter. Salaries, wages and benefit projections have been budgeted in accordance with the terms of the collective agreements, as well as the compensation package for Professionals and Managers. Proposed major maintenance and capital expenditure budgets have been assembled in conjunction, with both the Facilities and Services department and the previously commissioned Capital Replacement Study.

The service ancillaries' annual budgets for 2014-15 and long-range plans for 2015-16 to 2018-19 were reviewed by a number of local committees and councils. Membership in these committees and councils include students who play an integral part in the overall consultation process.

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

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