

A photograph of a Toronto baseball field in the foreground, with a dense line of trees in the middle ground, and the city skyline in the background under a clear blue sky. The skyline includes the CN Tower and several other skyscrapers.

# CITY OF TORONTO

## Arena Boards of Management

### 2010 Operating Budget

March 5, 2010

# Agenda

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1. Mission
2. Key Strategic Directions
3. Accomplishments
4. 2010 Recommended Budget vs. 2009 Approved Budget and Target
5. 2010 Recommended Operating Budget by Arena
6. 2010 Recommended Approved Positions by Arena
7. Future Issues and Implications

# Mission

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The Arena Boards of Management provide safe, full and equitable access to high quality indoor ice sport recreational facilities that are managed effectively and efficiently to provide opportunities for physical fitness and sport skill development through individual and team activities in response to local community needs.

# Key Strategic Directions

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The eight Arena Boards of Management are mandated to do the following:

- Provide equitable access to high quality indoor ice sport recreational opportunities by:
  - maintaining physical facilities at a high standard;
  - Maintaining a high level of responsiveness to community needs;
  - Providing a high standard of public service to the community; and,
  - Ensuring that program offerings reflect present and emerging community interests and requirements.

## Key Strategic Directions (cont'd)

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- Efficiently and effectively manage operations without imposing operating costs on the taxpayer by:
  - minimizing operating expenditures by using the best management practices available;
  - pursuing present and emerging revenue opportunities to minimize support from the taxpayer;
  - Pursuing opportunities to provide new or improved programs or services in response to emerging community needs; and,
  - Maximizing opportunities to generate supplementary revenues from accessory operations to support arena operations.

## 2009 Accomplishments

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- All eight arenas operated at full capacity, delivering a combined total of nearly 40,000 hours of available ice time and scheduled in-house programs, to the community.
- All eight arenas maintained a high service level to the local community and maintained overall customer satisfaction levels.
- The arenas maintained a sustainable revenue stream in support of ice programming and bookings, despite challenging economic times. Five of the Arena Boards projected to break even or produce a small surplus in 2009.
- Two arenas (Leaside Gardens, Moss Park Arena) purchased and took delivery of new ice resurfacers.

# 2010 Recommended Operating Budget versus 2009 Council Approved Budget and Target

	2009		2010 Recommended Operating Budget			Change - 2010 Recommended Operating Budget v. 2009 Appvd. Budget		FY Incremental Outlook	
	2009 Appvd. Budget	2009 Projected Actual	2010 Rec. Base	2010 Rec. New/Enhanced	2010 Rec. Budget			2011	2012
	\$	\$	\$	\$	\$	\$	%	\$	\$
(In \$000s)									
GROSS EXP.	6,272.6	6,333.9	6,395.7	0.0	6,395.7	123.1	2.0	0.0	0.0
REVENUE	6,262.5	6,291.7	6,401.7	0.0	6,401.7	139.2	2.2	0.0	0.0
NET EXP.	10.1	42.2	(6.0)	0.0	(6.0)	(16.1)	(159.9)	0.0	0.0
Approved Positions	65.5	66.8	65.5	0.0	65.5	0.0	0.0	0.0	0.0

TARGET COMPARISON	2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target
NET BUDGET	9.6	(6.0)	(15.6)	9.1
PROGRAM REDUCTION (\$)	(0.5)	(16.1)	(15.6)	(0.5)
PROGRAM REDUCTION (%)	(5.0)	(159.9)	(154.9)	(5.0)

# 2010 Recommended Operating Budget by Arena

Arena  (In \$000s)	2009 Approved Budget	2009 Projected Actual	2010 Recommended Budget	Change 2010 Recommended Budget vs. 2009 Approved Budget		FY Incremental Outlook	
	\$	\$	\$	\$	%	2011 \$	2012 \$
<b>GROSS EXP.</b>							
George Bell	544.7	539.3	550.1	5.4	1.0		
Wm H. (Bill) Bolton	776.7	782.9	825.6	48.9	6.3		
Forest Hill	978.8	977.3	1,011.6	32.8	3.4		
Leaside	962.0	962.0	961.5	(0.5)	(0.0)		
McCormick	677.5	677.8	678.5	1.0	0.1		
Moss Park	723.0	758.6	726.4	3.4	0.5		
North Toronto	813.2	797.6	831.5	18.3	2.3		
Ted Reeve	796.8	838.5	810.5	13.7	1.7		
<b>Total Expenditures</b>	6,272.6	6,333.9	6,395.7	123.1	2.0	0.0	0.0
<b>REVENUES</b>							
George Bell	545.2	527.9	551.1	6.0	1.1		
Wm H. (Bill) Bolton	777.0	781.4	826.0	49.0	6.3		
Forest Hill	979.1	979.0	1,014.3	35.2	3.6		
Leaside	950.7	950.7	961.5	10.8	1.1		
McCormick	677.7	677.7	678.7	1.0	0.1		
Moss Park	723.2	763.2	726.8	3.6	0.5		
North Toronto	813.7	798.8	832.5	18.8	2.3		
Ted Reeve	796.0	813.0	810.8	14.8	1.9		
<b>Total Revenues</b>	6,262.5	6,291.7	6,401.7	139.2	2.2	0.0	0.0
<b>NET EXP.</b>							
George Bell	(0.5)	11.4	(1.0)	(0.5)	105.7		
Wm H. (Bill) Bolton	(0.3)	1.5	(0.4)	(0.1)	19.6		
Forest Hill	(0.3)	(1.7)	(2.7)	(2.4)	722.9		
Leaside	11.3	11.3	0.0	(11.3)	(100.0)		
McCormick	(0.2)	0.1	(0.2)	0.0	(14.3)		
Moss Park	(0.2)	(4.6)	(0.5)	(0.2)	116.7		
North Toronto	(0.4)	(1.2)	(0.9)	(0.5)	109.7		
Ted Reeve	0.8	25.5	(0.3)	(1.1)	(136.4)		
<b>Total Net Expend.</b>	<b>10.1</b>	<b>42.2</b>	<b>(6.0)</b>	<b>(16.1)</b>	<b>(159.9)</b>	<b>0.0</b>	<b>0.0</b>



# 2010 Rec'd Approved Positions by Arena

Arena  (In \$000s)	2009 Approved Budget  \$	2009 Projected Actual  \$	2010 Recommended Budget  \$	Change 2010 Recommended Budget vs. 2009 Approved Budget		FY Incremental Outlook	
				\$	%	2011 \$	2012 \$
<b>APPROVED POSITIONS</b>							
George Bell	7.2	7.2	6.8	(0.4)	(5.6)		
Wm H. (Bill) Bolton	8.0	8.0	8.0	0.0	0.0		
Forest Hill	10.5	10.5	9.5	(1.0)	(9.5)		
Leaside	10.1	10.9	11.0	0.9	8.9		
McCormick	7.0	7.0	7.0	0.0	0.0		
Moss Park	6.0	6.0	6.0	0.0	0.0		
North Toronto	7.7	7.7	7.7	0.0	0.0		
Ted Reeve	9.0	9.5	9.5	0.5	5.6		
<b>Approved Positions</b>	<b>65.5</b>	<b>66.8</b>	<b>65.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## Future Issues / Implications

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- The Arena Boards of Management's Operating Budget may be impacted by City Council's direction that Arena Boards of Management develop their proposed 2010/ 2011 ice time allocations in consultation with the General Manager of Parks, Forestry and Recreation and in a manner consistent with the City's Ice Allocation Policy.
- Any adjustments to the current ice allocation mix for the 2010/2011 ice season may result in some of the Arena Boards not meeting budgeted revenue expectations for the last quarter of 2010, as the 2010 Recommended Operating Budget is based on the current allocation mix. It is unknown at this time what the financial impact, if any, will be for 2010.
- Potential changes to the Arena Boards' ice allocation process and procedures in the future may impact the 2011/2012 season and thereafter, and the financial self-sustainability model of the arenas could be in question. Increased net budget support from the City may be required in 2011 and future years.

