



City Budget
2013

Arena Boards of Management
Operating Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Operating Budget pays the day-to-day operating costs for the City.

2013 Operating Budget

2013 OPERATING BUDGET ANALYST NOTES BRIEFING NOTES

BUDGET COMMITTEE, NOVEMBER 29, 2012

TABLE OF CONTENTS

PART I: RECOMMENDATIONS	2
PART II: 2013 SERVICE OVERVIEW AND PLAN	
Program Map and Service Profiles	4
2013 Recommended Service Levels	5
2013 Service Deliverables	6
PART III: 2013 RECOMMENDED BASE BUDGET	
2013 Recommended Base Budget	7
2013 Recommended Service Changes	N/A
2014 and 2015 Outlook	9
PART IV: RECOMMENDED NEW/ENHANCED SERVICE PRIORITY ACTIONS	
2013 Recommended New/Enhanced Service Priority Actions	10
PART V: ISSUES FOR DISCUSSION	
2013 and Future Year Issues	11
Issues Referred to the 2013 Operating Budget Process	N/A
Core Service Review and Efficiency Study Implementation Progress	12
APPENDICES	
Appendix 1: 2012 Performance	13
Appendix 2: 2013 Rec. Operating Budget by Expenditure Category and Key Cost Driver	20
Appendix 3: Summary of 2013 Recommended Service Changes	N/A
Appendix 4: Summary of 2013 Recommended New/Enhanced Service Priority Actions	24
Appendix 5: Inflows / Outflows to/ from Reserves and Reserve Funds	25
Appendix 6: 2013 Recommended User Fee Changes (i, iii, iv).....	26
Appendix 7: 2013 Recommended Operating Budget by Arena Board	31

Contacts: Judy Skinner

Manager, Financial Planning

Tel: (416) 397-4219

Jordana Wong

Financial Planning Analyst

Tel: (416) 395-6429

PART I: RECOMMENDATIONS

2013 Recommended Operating Budget
(In \$000s)

(In \$000s)	2012		2013 Recommended Operating Budget			Change - 2013 Recommended Operating Budget v. 2012 Appvd. Budget		FY Incremental Outlook	
	Approved Budget	Projected Actual	2013 Rec. Base	2013 Rec. New/Enhanced	2013 Rec. Budget	\$	%	2014	2015
	\$	\$	\$	\$	\$	\$	%	\$	\$
GROSS EXP.	6,730.8	6,718.8	7,204.2	0.6	7,204.8	474.1	7.0%	435.1	
REVENUE	6,738.2	6,614.7	7,208.7	0.6	7,209.3	471.1	7.0%	435.1	
NET EXP.	(7.5)	104.1	(4.4)	0.0	(4.4)	3.0	(40.6%)	0.0	
Approved Positions	65.5	64.4	68.2		68.2	2.7	4.1%		

Recommendations

The City Manager and Acting Chief Financial Officer recommend that:

1. City Council approve the 2013 Recommended Operating Budget for the Arena Boards of Management of \$7.205 million gross and \$(0.004) million net, comprised of the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
George Bell Arena	579.9	(1.0)
William H. Bolton Arena	894.0	(0.1)
Larry Grossman Forest Hill Memorial Arena	1,088.6	(1.4)
Leaside Memorial Community Gardens	1,332.4	(0.6)
McCormick Playground Arena	695.9	(0.2)
Moss Park Arena	844.0	(0.4)
North Toronto Memorial Arena	921.3	(0.2)
Ted Reeve Arena	848.8	(0.5)
Total Program Budget	<u>7,204.8</u>	<u>(4.4)</u>

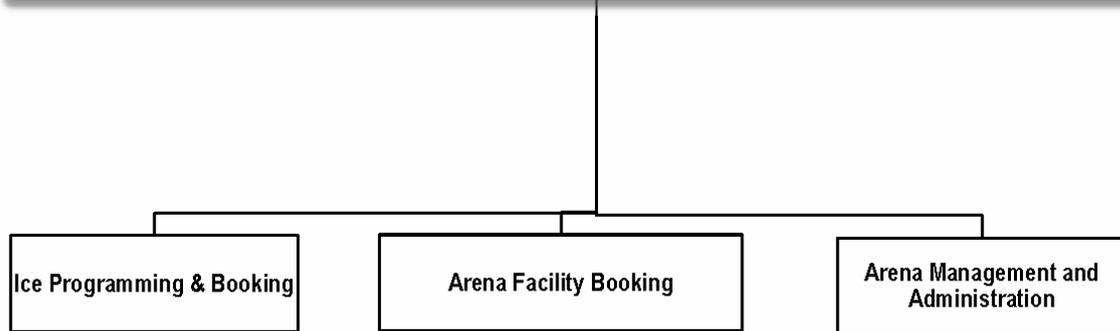
2. Arena Boards of Management's services and 2013 proposed service levels, as outlined on pages 5 and 6 and associated staff complement of 68.2 positions be approved.
3. City Council approve the technical adjustments detailed in Appendix 6 (i) to add existing user fees pertaining to facility space rentals at Ted Reeve Arena that were inadvertently excluded from the Municipal Code Chapter 441, User Fees and Charges, and to provide a

technical change to a user fee at Moss Park Arena resulting from increased hours of one of its ice programs.

4. City Council approve the 2013 recommended market rate user fee changes for the Arena Boards of Management identified in Appendix 6 (iii) – Column D '2013 Recommended Fee' for inclusion in the Municipal Code Chapter 441, User Fees and Charges.
5. City Council approve the 2013 recommended new facility space rental user fee for Bolton Arena identified in Appendix 6 (iv) for inclusion in the Municipal Code Chapter 441, User Fees and Charges.

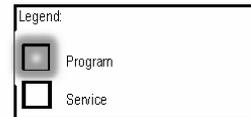
PART II: 2013 SERVICE OVERVIEW AND PLAN

Program Map and Service Profiles



Purpose:
To provide various recreational ice programs that allocates the use of the arena's available ice time, prime time ice and daytime ice, in a fair and equitable manner among neighbourhood citizens and organizations and arena user groups, with particular consideration given to addressing the needs of the local community.

Purpose:
To provide equitable access to high quality indoor and outdoor ice sport recreational at fair and reasonable rates To provide arena facility rental of its facility/space to facility renters (direct), ice users, participants, or attendees (indirect), on request, solicited, or negotiated.



Service Customer

Ice Programming & Booking

- Individual Ice User
 - o Public /Separate/Private School
 - o Community Hockey Associations
 - o Community Figure Skating
 - o Corporations
 - o Charitable Organizations
 - o Private Rental
- Group Users -Leagues / Associations

Arena Facility Booking

- Facility Renter (direct)
- User / Participant / Attendee (indirect)

Arena Management and Administration

- Arena Service Provider (direct)
- Arena Service Partners (direct)

2013 Recommended Service Levels

The 2013 proposed service levels for the Arena Boards of Management activities are summarized in the table below:

Service Types and Service Levels

Service	Activity	Sub-Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels
Arena Facility Booking			Facility Rental:	Arena Floor	100% On Demand	100% On Demand
				Banquet hall	76% utilization / occupancy	76% utilization / occupancy
				Indoor Swimming Pool	100% utilization / occupancy	100% utilization / occupancy
				Meeting / Board Rooms	100% On Demand	100% On Demand
				Parking Lot	100% On Demand	100% On Demand
			Concession / Vending	Advertising / Promotion	100% On Demand	100% On Demand
				Pro Shop	100% On Demand	100% On Demand
				Snack Bar	66% staffed and open - 100% on demand	66% staffed and open - 100% on demand
			Ice Programming & Booking			Ice Booking
Prime Time	100% Utilization	100% Utilization				
Directly Run (Programmed)	Camps	100% of programmes are evaluated to respond to Community needs				100% of programmes are evaluated to respond to Community needs
	Hockey Schools	100% of programmes are evaluated to respond to Community needs				100% of programmes are evaluated to respond to Community needs
	Learn to Skate	100% of programmes are evaluated to respond to Community needs				100% of programmes are evaluated to respond to Community needs
	Recreational Skate / Shiny	100% of programmes are evaluated to respond to Community needs				100% of programmes are evaluated to respond to Community needs
	Summer / Winter Hockey Leagues	100% of programmes are evaluated to respond to Community needs				100% of programmes are evaluated to respond to Community needs
	Women's Education Hockey Programme	100% of programmes are evaluated to respond to Community needs				100% of programmes are evaluated to respond to Community needs
Indirectly 3rd party Coordinated (Booking)	Camps	To review contracts once per year, 100% of the time				To review contracts once per year, 100% of the time
	Hockey Schools	To review contracts once per year, 100% of the time				To review contracts once per year, 100% of the time
	Learn to Skate	To review contracts once per year, 100% of the time				To review contracts once per year, 100% of the time

Service Types and Service Levels

Service	Activity	Sub-Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels
				Recreational Skate / Shinny	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time
				School Programmes	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time
				Senior's Drop-in	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time
				Summer / Winter Hockey Leagues	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time
				Women's Education Hockey Programme	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time
				Pro Shop	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time
				Swimming Pools (LMCG)	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time
				Small Pads (2 – FHMA & McC)	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time
				Large Pads (8)	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time
			Contracted Services	3rd Party (TR, LMCG)	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time
				Parks, Forestry & Recreations (NT)	To review contracts once per year, 100% of the time	To review contracts once per year, 100% of the time

2013 Service Deliverables

The 2013 Recommended Operating Budget of \$7.205 million gross provides funding to:

- Deliver a total of 42,302 hours of available ice time, comprising of 23,178 hours of prime time ice and 19,125 hours of daytime ice, to the community across the eight Arena Boards.
- Support the ongoing delivery of in-house programs such as house leagues, hockey schools and summer camps, skating programs, and the provision of accessory services such as snack bar/vending, pro shop, skate sharpening, and meeting/banquet hall facility rental to the local community and users.
- Enable all eight arenas to operate at full capacity (prime time ice usage) and expect to continue to do so in the foreseeable future.

PART III: RECOMMENDED BASE BUDGET

2013 Recommended Base Budget
(In \$000s)

(In \$000s)	2012 Approved Budget	2013 Rec'd Base	Change		FY Incremental Outlook	
			2013 Recommended Base vs. 2012 Appvd. Budget		2014	2015
	\$	\$	\$	%	\$	\$
GROSS EXP.	6,730.8	7,204.2	473.5	7.0%	435.1	
REVENUE	6,738.2	7,208.7	470.5	7.0%	435.1	
NET EXP.	(7.5)	(4.4)	3.0	(40.6%)		
Approved Positions	65.5	68.2	2.7	4.1%		

2013 Recommended Base Budget

The 2013 Recommended Base Budget of \$7.204 million gross and \$(0.004) million net is a \$0.003 million or 41% smaller surplus than the 2012 Approved Budget of \$(0.008) million net revenue.

- There are no service changes recommended for 2013.
- The 2013 Recommended Operating Budget includes base revenue increases of \$0.206 million from user fee rate and volume changes, \$0.047 million from other ice rental and programming revenue increases, and a small \$0.004 million decrease in ancillary revenues, resulting in \$0.249 million in overall revenue increases.
- This will offset expenditure increases of \$0.058 million from anticipated increases to overall operating costs from purchasing supplies, services, equipment, and increased contributions to reserves and reserve funds, excluding changes resulting directly from the additional ice pad at Leaside Arena, which are addressed below.
- The Leaside Arena Expansion capital project will build Leaside Arena's second ice pad which is currently scheduled to become operational in September 2013. Construction work has already started which has resulted in the closure of the Arena's Banquet Hall until August 2013. The operating impact from this project will result in the following 2013 base budget changes:
 - Debt repayments, increased contributions to the Ice Resurfacers Replacement Reserve, increased staffing and other operating costs, partially offset by operating cost savings from the closure of the Banquet Hall, result in an overall increase in expenditures of \$0.237 million.
 - Increased ice rental revenues from the additional ice pad starting up in September, partially offset by reduced Banquet Hall rental revenues, result in an overall increase in revenues of \$0.221 million.

- The total operating impact from the Leaside Expansion Project is \$0.017 million in net expenditure increases in 2013. There are no net incremental impacts forecasted for 2014, as the reversal of operating impacts on the banquet hall, and annualized revenue increases from the second ice pad, will be fully offset from increased loan repayments.

Approval of the 2013 Recommended Base Budget will result in a staff complement increase for the Arena Boards Program from 65.5 to 68.2 positions as highlighted in the table below:

**2013 Recommended Staff Complement
Base Budget Summary**

Changes	Staff Complement
2012 Approved Complement	65.5
- 2012 In-year Adjustments	
2012 Approved Staff Complement	65.5
2013 Recommended Staff Complement Changes	
- 2013 Temporary Complement - Capital Project Delivery	
- 2013 Operating Impacts of Completed Capital Projects	2.0
- 2013 Minor Changes to Part-Time Staffing	0.7
Total 2013 Recommended Complement	68.2

- The increase of 2.7 positions for the Arena Boards of Management results from:
 - Leaside Arena's new pad will require 3 permanent full-time rink operator positions. One of these positions has already been provided for in the 2012 Operating Budget and is currently vacant; the remaining 2 positions planned to begin in June 2013 will lead to a cost increase of \$0.052 million. All 3 positions will be filled in 2013 in time for the start-up of the new ice pad.
 - Moss Park Arena will increase its staffing level by 0.7 positions to reflect a minor technical increase to reflect actual temporary part-time hours.
 - Bill Bolton Arena will increase its staffing level by 0.3 positions to reflect an additional part-time bookkeeper, and a minor increase in snack bar hours to complement the high level of interest in summer programming.
 - George Bell Arena will decrease its staffing level by 0.3 positions to reflect fewer part-time hours as a result of reduced activity in 2013.

2014 and 2015 Outlook (In \$000s)

Description	2014 - Incremental Increase					2015 - Incremental Increase					Total Net % Change from 2013
	Gross Expense	Revenue	Net Expense	% Net Change from 2013	# Positions	Gross Expense	Revenue	Net Expense	% Net Change from 2014	# Positions	
Known Impacts											
Leaside: Prior-Year Impact on Banquet Hall	32.0	51.5	(19.5)	440.7%							
Leaside: Annualized Impact of New Pad	242.4	428.1	(185.7)	4193.3%							
Leaside: Loan Repayments	205.2		205.2	(4634.0%)							
Moss Park: Prior-Year Sick Bank Payout	(44.5)	(44.5)	0.0	0.0%							
Sub-Total Known Impacts	435.1	435.1	0.0	0.0%	0.0	0.0	0.0	0.0		0.0	
Anticipated Impacts											
Sub-Total - Anticipated Additional Impacts	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0		0.0	
Total Incremental Impacts	435.1	435.1	0.0	0.0%	0.0	0.0	0.0	0.0		0.0	

Approval of the 2013 Recommended Base Budget for the Arena Boards of Management will result in a 2014 incremental cost increase of \$0.435 million, fully offset with additional revenues, resulting in a zero net incremental impact.

These future year incremental costs are:

Known Impacts

- Reversal of prior-year operating impacts of Leaside's Banquet Hall closure, resulting in \$0.052 million in additional rental revenues, offset by \$0.032 in additional operating expenditures, resulting in a net revenue increase of \$0.020 million.
- Annualization of operating costs and revenues from the operation of Leaside Arena's new ice pad par way through 2013 of \$0.428 million in incremental ice rental and programming revenues, offset by \$0.242 million in additional operating expenditures, resulting in a net revenue increase of \$0.186 million.
- The Leaside Arena Expansion capital project is partly funded from loans from Infrastructure Ontario and the City of Toronto, and the exact amount of the loans, interest rates, and the resulting repayment schedule is expected to be determined by November 2013. The 2013 Recommended Operating Budget provides for an estimated 2013 loan repayment amount of \$0.150 million. The 2014 estimated loan repayment incremental increase is projected to be \$0.205 million, totaling \$0.355 million for the year and bringing the total incremental net impact to zero due to projected offsetting revenue increases. The exact loan repayment amount will be determined once the final cost of the capital project is known.
- Reversal of prior-year sick bank payout of \$0.044 million for Moss Park Arena's retiring staff and associated reduction in funding from the Sick Leave Reserve Fund, for a zero net impact in 2014.

Changes to compensation levels and user fees are not included in the 2014 and 2015 Outlooks, as Arena Boards adjust these from year to year with the objective of achieving balanced budgets.

PART IV: RECOMMENDED NEW/ENHANCED SERVICE PRIORITY ACTIONS

**2013 Recommended New/Enhanced Service Priority Actions
(In \$000s)**

Description	2013 Recommended			Net Incremental Impact			
	Gross Expense	Net Expenditures	New Positions	2014		2015	
				Net Expenditures	# Positions	Net Expenditures	# Positions
Enhanced Service Priorities							
Sub-Total - Enhanced Service Priorities							
New Service Priority Actions							
Bolton Arena New Room Rental User Fee	0.6	0.0					
Sub-Total New Service Priorities	0.6	0.0					
Total New / Enhanced Service Priorities	0.6	0.0					

2013 Recommended New / Enhanced Service Priority Actions

New Fees

Bolton Arena New Room Rental User Fee

- Many Arena Boards offer facility/space rentals to ice users on request. Facility space rental such as banquet hall, meeting/boardrooms or community rooms is available year-round at daily or hourly rates.
- Bolton Arena, which previously did not offer room rentals, is now implementing a new user fee of \$40 per hour for the use of its meeting room. This additional service to the public is expected to begin in 2013 and will increase revenues by \$0.001 million (\$600) annually to offset associated staffing costs of the same amount, leading to a net zero impact.

PART V: ISSUES FOR DISCUSSION

2013 and Future Year Issues**2013 Issues***Leaside Arena Expansion Project Operating Impacts*

- Leaside Arena's new ice pad, which is scheduled to become operational by September 2013, will lead to a 2013 net expenditure increase of \$0.017 million including debt repayment, the new ice pad's operating costs and revenues, and decreased banquet hall activity due to construction. It is critical for construction to be completed on time and on budget, so that regular operations, including banquet hall rentals, can resume before the 2013 ice season. The Arena will also need to break even or generate net revenue for its loan agreement to remain in good standing.
- Financial impacts related to the new ice pad will be provided through the quarterly variance reporting process as the project progresses.

Harmonization of Sick Leave Plans for Management and Non-Union Employees of the Arena Boards:

- A staff member from Moss Park Arena had initially planned to retire in 2012, and as a result, the 2012 Operating Budget included a sick bank payout funded from the City's Sick Leave Reserve Fund. As the individual has postponed retirement to 2013, there is an increase of \$0.001 million (\$872) to the size of the payout, bringing the total payment amount to \$0.044 million to be funded from the Sick Leave Reserve Fund with a net zero impact on the Arena's Operating Budget. Moss Park Arena's accumulated contributions to the reserve fund in 2013 totals \$0.035 million, and the Arena will continue to make annual contributions of \$0.005 million to the City's Sick Leave Reserve Fund in future years to repay the reserve fund.

George Bell Arena Client Change

- One of George Bell Arena's major clients of Prime Time and Non-Prime Time ice left permanently as of September 2012. Due to the Ice Allocation Policy, this Prime Time ice has been filled with youth users at lower ice rates, which will lead to lower revenues in 2012 and future years. The Non-Prime Time ice is also expected to be filled at lower ice rates, which will have a further impact on revenues.
- The financial impact of this change has been reflected in the 2013 Recommended Operating Budget adjustments, including a reduction of 0.3 temporary positions.

2013 Recommended User Fee Changes

- This report includes a recommendation for the Chapter 441 listing to be corrected for technical adjustments pertaining to Moss Park Arena's Adult Hockey program which has increased its class hours and requires a technical increase to the associated use fee. Ted Reeve Arena also requires a technical adjustment to reflect an existing meeting room rental fee that was previously omitted in the Chapter 441 user fee listing. The fee has been in place, with associated revenues included in prior year City Council Approved Operating Budgets. Revenues associated with these activities have been included in the user fee and donations category.
- Arena Boards of Management user fees are market-based and not subject to inflationary increases. The Arenas Boards are also authorized to adjust their market-based user fees without returning to City Council for approval prior to the fee adjustments. See Comprehensive User Fee Review, Recommendation #12 adopted by City Council on January 17, 2012. From time to time, each individual arena board examines its user fee levels and determines whether it is appropriate to increase some or all user fees according to market conditions at that time and also to achieve full cost-recovery. Most fee adjustments start in September of the year, following the hockey season. For example, 2013 user fees generally reflect user fee prices from September 2012 onward.
- Five of eight arenas are posting user fee increases for 2013; these are George Bell, Bolton, Forest Hill, Moss Park, and North Toronto Arena. Please see Appendix 6 (iii) for these market-based user fee increases.
- This report also recommends a new user fee for Bolton Arena. This arena previously did not offer room rentals, and is now implementing a new user fee for the use of its meeting room.

Core Service Review and Efficiency Study Implementation

- At the Special City Council Meeting of September 26 and 27, 2011, City Council adopted the following recommendation emanating from the Core Service Review:

"City Council referred the following Recommendation 8(o) of the report (September 9, 2011) from the City Manager back to the City Manager for inclusion in broader service, and organizational studies to be reported to Standing Committees, and City Council as required:

8(o). Arenas (Directly Operated and Board Operated): Consider examining the existing business and governance models currently in place at all arenas (internally operated arenas and all 8 arena boards)."
- This study will be undertaken in 2013 and 2014 and outcomes will be reported to City Council through Standing Committee.

Appendix 1

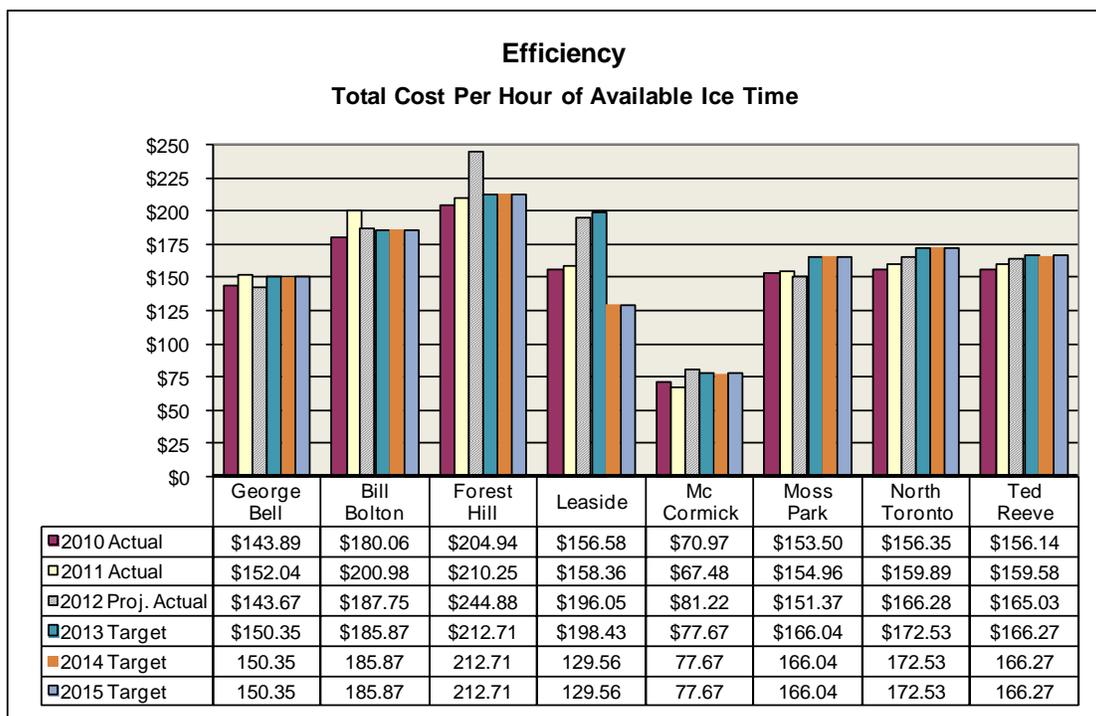
2012 Performance

2012 Key Accomplishments

In 2012, the Arena Boards of Management achieved the following results:

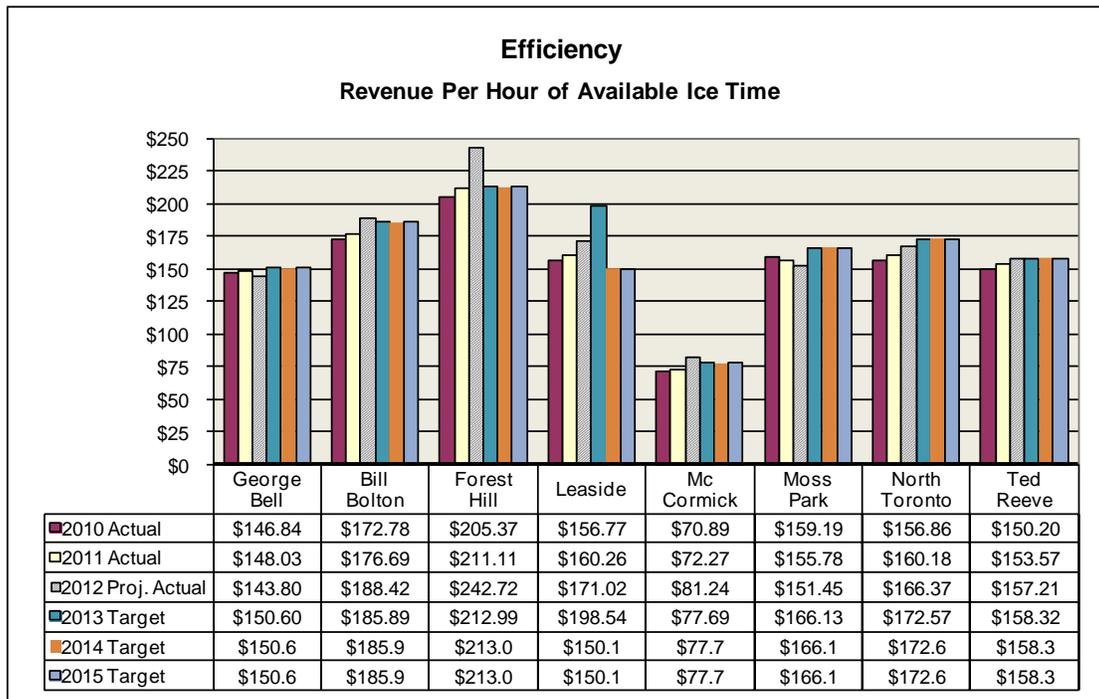
- ✓ All eight arenas operated at full capacity, delivering a combined total of 40,058 hours of available ice time and scheduled in-house programs, to the local community.
- ✓ All eight arenas' 2011/2012 Fall/Winter Ice Season prime time ice allocations were in compliance with the City's Ice Allocation Policy.
- ✓ The Arena Boards maintained a sustainable revenue stream in support of arena operations; 2012 projected revenues from ancillary operations of \$0.995 million account for 15% of total earned revenue of \$6.615 million.
- ✓ McCormick Arena will receive a new ice resurfacer in December 2012. Capital purchases of ice resurfacer replacements are funded from the arenas' pooled annual contributions to an Arena Boards of Management Vehicle & Equipment Replacement Reserve, held by the City.
- ✓ Construction for Leaside Arena's new ice pad began in June 2012, and the new rink is on schedule to begin operations in September 2013.
- ✓ Six out of eight Arena Boards expect to generate a small surplus in 2012.

Efficiency Measure – Costs per Hour of Available Ice Time



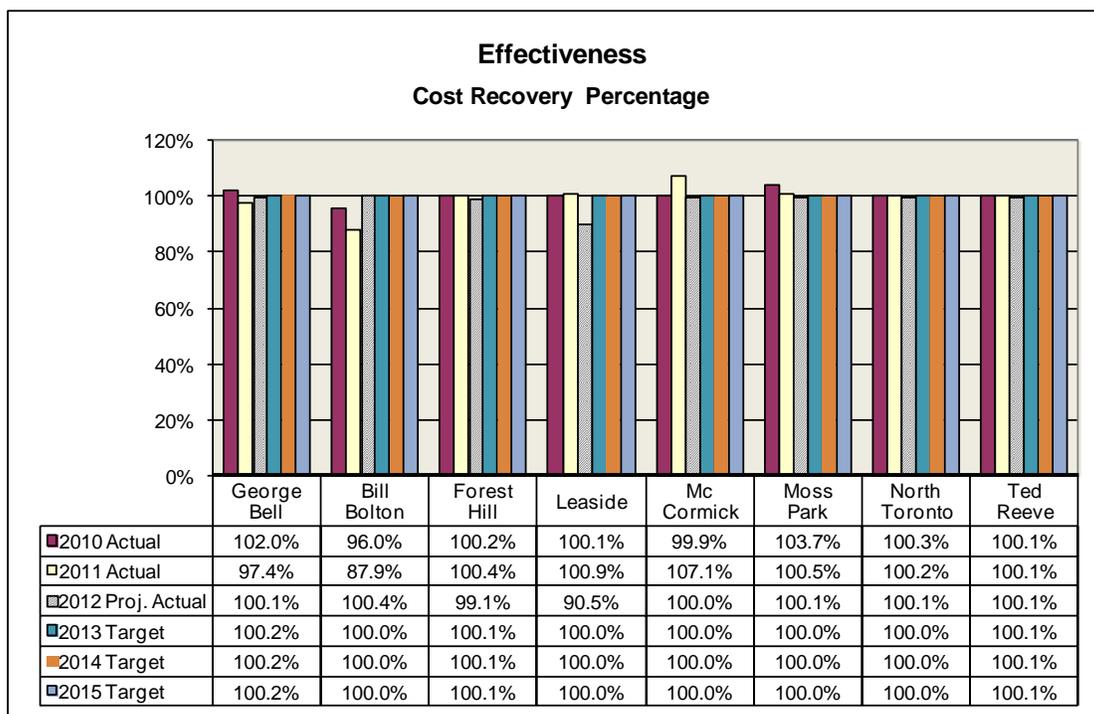
- The efficiency measure “Total Cost per Hour of Available Ice Time” takes the total operating costs of an arena divided by the hours of ice time available to be booked.
- The cost per hour of ice time generally increases every year due to inflation and labour cost increases while the amount of available ice time remains static. Other fluctuations can be caused by arena closures for renovations, emergency shutdown due to emergency repairs, or quantity and dollar values of the small repairs and maintenance projects undertaken by an Arena Board.
- McCormick Arena has significantly lower cost per hour, as it has one large and one small ice pad, both of which operate year-round and are used to calculate hours of available ice.
- Leaside Arena’s 2012 costs have increased as a result of an emergency repair expense for its refrigeration equipment. Additional costs associated with operating a second ice pad will also increase its costs in 2013.
- Forest Hill Arena’s costs and hours were both reduced in 2012 as it was closed from May to August to allow for capital renovation work. These renovations delayed its September reopening by 12 days. As certain fixed costs continued to be incurred while available ice time was reduced, total cost per hour of ice time has increased in 2012.

Efficiency Measure – Revenue per Hour of Available Ice Time



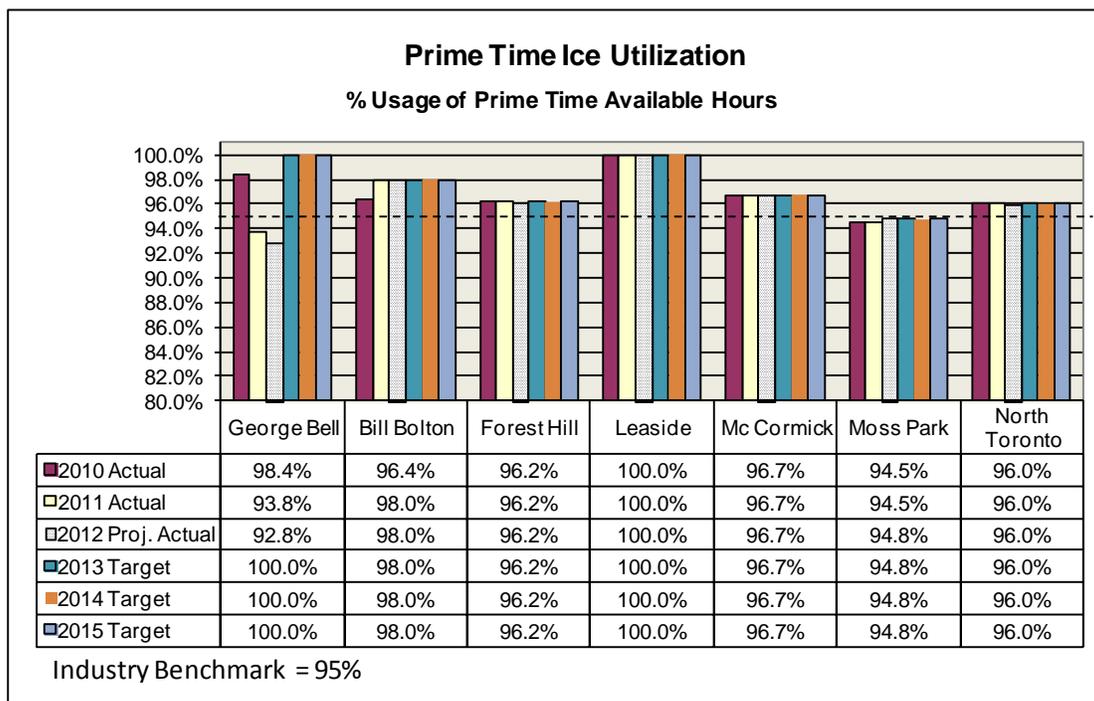
- This Efficiency measure takes the total revenue of an arena divided by the hours of ice time available for booking. Fluctuations in revenues could be due to arena closures for renovations, variable sales revenues from ancillary operations, and one-time revenues from film shoots.
- McCormick Arena, which has one large and one small ice pad, shows significantly lower revenues per hour, as the small ice rink generates less revenues but is still included in the calculation of ice time.
- There is a minor decrease in George Bell Arena’s revenues in 2012, as one of its major users has left permanently, resulting in ice time being filled with other users at lower ice rates.
- Leaside arena is expecting significant revenue increases in 2013 from its current ice pad, its new ice pad, and ancillary operations.

Effectiveness Measure – Cost Recovery Percentage



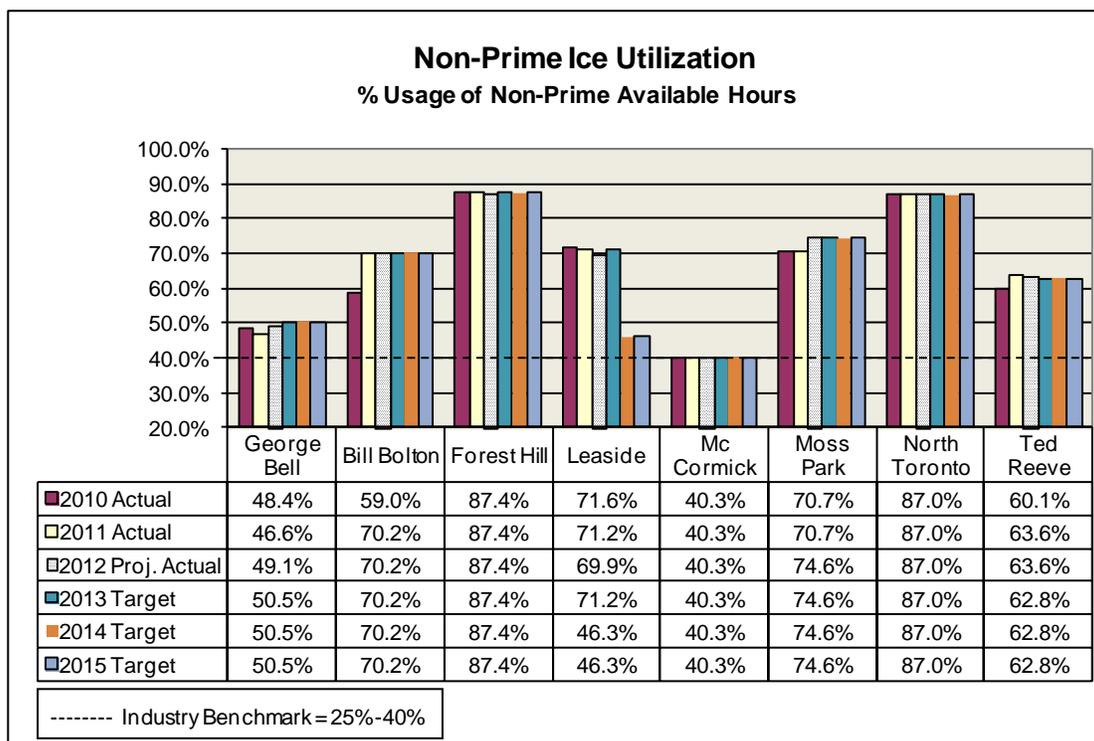
- A key mandate of the Arena Boards is to manage and operate the arena (a City-owned asset) effectively and efficiently at no cost to the City. The goal is to have a neutral impact on City finances by generating sufficient revenue to fund operations.
- The effectiveness measure "Cost Recovery Percentage" takes the total revenue of an arena divided by its total expenditure, and indicates how each arena is performing and whether it is meeting its mandate. Arenas that break even or generate net surpluses are not costing taxpayers; net operating surpluses become part of the City's general revenues. Arenas that incur net operating deficits require funding from the City.
- Fluctuations can be caused by unanticipated demand changes in ice rentals or in-house programs, revenues from accessory operations (changes in snack bar/vending and pro shop sales and facility space rental revenue), advertising, one-time revenues, and the quantity and dollar value of repairs and maintenance projects.
- For example, Bill Bolton Arena did not achieve cost recovery in 2010 and 2011 due to unexpected maintenance and repair costs for its ice resurfacers. Leaside Arena required a large emergency repair on its refrigeration equipment in 2012, and is also not expecting to achieve cost recovery for the year.
- Six out of eight Arena Boards expect to break even or produce a small net surplus in 2012, for 100% or higher cost recovery percentages. The 2013 Recommended Operating Budget for the Arena Boards indicates that they all plan to break even or generate a net surplus for the year.

Utilization Measure – Prime Time (Evening and Weekend) Ice Utilization



- Prime Time Ice Utilization reflects the percentage of available prime time hours that is booked and used. The industry benchmark for prime time ice utilization is 95% booked for a standard ice season.
- All eight Arena Boards are operating at or near 100% full capacity for prime time ice in 2012.
- This measure varies from year to year based on market demand. All eight arenas expect to be close to or surpass the industry benchmark of 95% for prime time ice utilization in 2013.
- Four arenas have year-round ice operations (William H. Bolton, Forest Hill, McCormick, and Moss Park). Their prime time ice utilizations reflect the total of the standard Fall/Winter Ice Season plus the Spring and Summer ice seasons' prime time hours sold versus availability.

Utilization Measure – Non-Prime Time (Daytime and Late Night) Ice Utilization



- Non-prime time ice time is generally defined as daytime and late night ice times during weekdays (Mondays to Fridays 7:00 a.m. to 4:00 p.m. and 11:00pm to 1:00am).
- The industry benchmark for non-prime ice utilization ranges from 25% to 40% average rental for the standard ice season for a good arena.
- All eight arenas have met or surpassed the industry benchmark of 25-40% for non-prime time ice utilization in the past, and expect to continue to do so in the near future.
- McCormick Arena's 40% utilization of non-prime ice time represents a composite figure for the two ice surfaces combined, one large and one small ice rink, and meets the industry benchmark. The small rink is difficult to rent out at the best of times, and during the day there is little demand for the small ice surface except for shinny and practices and these services do not generate much revenue per hour.
- Leaside Arena’s non-prime ice utilization rate drops in 2014 and 2015. While the new ice pad will increase available non-prime ice time for these years, this type of ice is difficult to sell and is expected to gradually fill to improved levels after several years.
- All eight Arena Boards actively market daytime ice to the local community.

2012 Budget Variance Analysis

2012 Budget Variance Review (In \$000s)

(In \$000s)	2010	2011	2012	2012	2012 Approved Budget vs Projected Actual Variance	
	Actuals	Actuals	Approved Budget	Projected Actuals*	\$	%
	\$	\$	\$	\$	\$	%
Gross Expenditures	6,379.4	6,557.7	6,730.8	6,718.8	(11.9)	(0.2)
Revenues	6,390.1	6,487.0	6,738.2	6,614.7	(123.5)	(1.8)
Net Expenditures	(10.8)	70.6	(7.5)	104.1	111.6	(1,496.2)
Approved Positions	65.5	64.3	65.5	64.4	(1.1)	(1.7)

* Based on the 3rd Quarter Operating Budget Variance Report and updated information from Bolton Arena received November 12, 2012.

2012 Experience

- The Arena Boards of Management Program as a whole is projecting actual expenditures of \$0.104 million net at 2012 year-end, which represents a \$0.112 million unfavourable variance against the 2012 Approved Operating Budget of \$(0.008) million net.
- Six of the eight Arena Boards expect to break even or generate a small net operating surplus by 2012 year-end. Please refer to Appendix 7 on page 31 for detailed individual arena performances.
- Leaside Arena is forecasting an unfavourable variance of \$0.101 million due to an unforeseen emergency repair of its refrigeration equipment.
- Forest Hill Arena is forecasting an unfavourable variance of \$0.011 million due to delayed capital renovation work that led to a late arena reopening for the 2012 fall ice season and associated lost revenues.

Impact of 2012 Operating Variance on the 2013 Recommended Budget

- The factors causing 2012 operating variances are not expected to continue in 2013.

Appendix 2

2013 Recommended Operating Budget by Expenditure Category and Key Cost Driver

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2010	2011	2012	2012	2013	2013 Change from		2014	2015
	Actual	Actual	Budget	Projected	Recommended	2012 Approved Budget		Outlook	Outlook
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	3,674.3	3,859.3	3,956.7	3,913.1	4,086.9	130.2	3.3%	4,115.0	4,115.0
Materials and Supplies	1,658.0	1,669.1	1,812.3	1,799.0	1,832.7	20.4	1.1%	1,919.9	1,919.9
Equipment	62.9	12.7	47.2	92.2	30.0	(17.2)	(36.4%)	30.0	30.0
Services & Rents	816.6	828.0	727.7	727.7	905.0	177.4	24.4%	1,019.7	1,019.7
Contributions to Capital	6.4	15.7	15.7	15.7	165.7	150.0	958.3%	370.9	370.9
Contributions to Reserve/Res Funds	161.2	172.8	171.2	171.2	184.5	13.4	7.8%	184.5	184.5
Other Expenditures						0.0	n/a		
Interdivisional Charges						0.0	n/a		
TOTAL GROSS EXPENDITURES	6,379.4	6,557.7	6,730.8	6,718.8	7,204.8	474.1	7.0%	7,640.0	7,640.0
Interdivisional Recoveries						0.0	n/a		
Provincial Subsidies						0.0	n/a		
Federal Subsidies						0.0	n/a		
Other Subsidies						0.0	n/a		
User Fees & Donations	5,470.9	5,525.4	5,699.7	5,619.8	6,173.6	473.8	8.3%	6,653.2	6,653.2
Transfers from Capital Fund						0.0	n/a		
Contribution from Reserve Funds						0.0	n/a		
Contribution from Reserve			43.6		44.5	0.9	2.0%		
Sundry Revenues	919.3	961.7	994.9	994.9	991.2	(3.6)	(0.4%)	991.2	991.2
TOTAL REVENUE	6,390.2	6,487.0	6,738.2	6,614.7	7,209.3	471.1	7.0%	7,644.4	7,644.4
TOTAL NET EXPENDITURES	(10.8)	70.6	(7.5)	104.1	(4.4)	3.0	(40.6%)	(4.4)	(4.4)
APPROVED POSITIONS	65.5	64.3	65.5	64.4	68.2	2.7	4.1%	68.2	68.2

2013 Key Cost Drivers

- Salaries and benefits is the largest driver of costs and accounts for 56.7% of total expenditures in 2013, followed by materials and supplies at 25.4% and services and rents at 12.6%. The remaining 5.3% arises from contributions to capital and reserves/reserve funds as well as equipment.
- User fees provide 85.6% of total revenues, with the remaining 14.4% coming from sundry revenues and contributions from reserves.
- Salaries and benefits have increased 5%, 1.4%, and 4.4% in 2011, 2012 (based on forecast), and 2013 respectively.
 - Salary costs increase every year based on progression pay and adjustments for cost of living, while benefit costs may fluctuate as a result of one-time payouts to retiring

employees, overlapping benefit payouts during employee transition periods, or other changing conditions related to employees.

- Incremental increases of \$0.099 million in salaries and benefits are attributable to progression pay and cost of living adjustments to salaries, as well as expected changes to employee benefits; this includes post-retirement benefits for one retiring employee from Moss Park Arena.
- In 2013, Leaside Arena's second ice pad will require \$0.052 million in additional staffing costs, offset with salary savings of \$0.022 million from the closing of the Banquet Hall due to construction, resulting in a \$0.030 million net expenditure increase. Salaries and benefits are expected to further increase in 2014 to include the reversal of the Banquet Hall salary savings, and annualization of wage costs associated with the second ice pad.
- The cost of materials and supplies, which include snack bar, vending, and pro-shop re-sale goods, has increased over the years and grows 1.9% in 2013 compared to the 2012 forecast.
 - \$0.062 million of the material and supplies cost increases reflect inflationary cost increases.
 - Most of these cost increases have been offset from savings of \$0.060 million realized from a review of past actual usage and efficiencies that could be achieved.
 - Materials and supplies costs of \$0.019 million arise from increased utilities costs associated with Leaside Arena's second ice pad.
- Equipment, services, and rents jointly account for repairs and maintenance costs, which rise 14.0% in 2013 compared to the 2012 forecast.
 - Inflationary impacts contribute to increases of \$0.016 million.
 - Aging facilities and equipment require more costly and frequent repairs and maintenance. Facility and equipment repairs and replacements that cost less than \$0.050 million are provided for through the arenas' operating budgets. A review of anticipated repair and maintenance needs in 2013 has led to an increase in costs of 0.115 million.
 - \$0.028 million of services and rents costs arise from maintenance costs associated with Leaside Arena's new ice pad.
- Contributions to capital will increase by \$0.150 million in 2013 to include Leaside Arena's first loan repayment installment for its capital expansion project, which will be offset from the Arena's operating revenues. Capital contributions also include annual contributions toward Energy Retrofit Loan repayments at George Bell Arena, which are expected to remain constant in the near future.
- Total contributions to reserve/reserve funds vary from year to year and grow in the long run.
 - All eight Arena Boards are required to make annual contributions of at least \$0.010 million per arena from operating revenues to the Arena Boards of Management Vehicle & Equipment Replacement Reserve, held by the City, for future ice resurfacer replacements. Leaside Arena's second ice pad will cause its current ice resurfacer to be

used more frequently and will reduce the useful life of the machine. In anticipation of more frequent ice resurfacers replacements, Leaside Arena has increased its 2013 contribution, bringing the 2013 total Arena Board contributions from \$0.082 million in 2012 to \$0.090 in 2013.

- Each arena also contributes to the City's Insurance Reserve Fund at a rate that grows marginally every year as the City adjusts contributions to the fund.
- Approval of the 2013 Recommended Operating Budget will increase position levels by 2.7 positions (2 permanent, 0.7 temporary) and is primarily driven from additional staffing at Leaside Arena to operate its second ice pad for part of the 2013 calendar year.
- User fees and donations increase 1.0%, 1.7%, and 9.9% in 2011, 2012 (based on forecast), and 2013 respectively. From time to time, individual Arena Boards determine whether they will increase fees to help meet individual cost recovery objectives, and based on market conditions at that time. Most fee adjustments start from September onward, following the hockey season. In 2013, five of eight arena boards will increase user fees.
 - Increases of \$0.253 million result from an adjustment to reflect anticipated ice rental and programming rate/volume increases, excluding those associated with Leaside Arena's second ice pad.
 - Leaside Arena's second ice pad is expected to increase revenues by \$0.221 million from volume increases.
- Sundry revenues have increased historically from snack bar/vending and pro shop operations, facility space rental and advertising, but is expected to remain constant in 2013 largely due to decreased activity at George Bell Arena resulting in decreased snack bar and pro-shop revenues at this arena.

The 2013 Recommended Base Budget provides funding for the following:

Previously Approved Capital

- Operating needs associated from the Leaside Arena Expansion capital project including operating costs and revenues from an additional ice pad as well as closure of the Banquet Hall during construction. The 2013 Recommended Operating Budget will provide for expenditure increases of \$0.237 million, offset with revenue increases of \$0.221 million, resulting in a net expenditure increase of \$0.017 million.

Economic Factors

- Progression pay, cost of living adjustments to wages, and anticipated cost increases of benefits, that are expected to cost \$0.099 million in 2013.
- Inflationary pressures on materials, supplies, equipment, utilities, services, and cost of repairs and maintenance that total \$0.079 million in cost increases.

Other Base Changes

- Maintenance and repair services for aging buildings, facilities, and equipment that total \$0.058 million.

Revenue Changes

- The Arena Boards will continue to provide ice booking, ice programming, and arena facility rental services to the community. Volume and rate increases will result in revenue increases of \$0.253 million.

Appendix 4

**Summary of 2013 Recommended New
/Enhanced Service Priority Actions**



2013 Operating Budget - New and Enhanced Services Summary of Administrative Review

TYPE	PRIORITY	AGENCIES Arena Boards of Management	Recommended Adjustments				2014 Net Incremental Outlook (\$000s)	2015 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
N5	1	Bolton Arena New User Fee for Room Rental Service / Activity: Arena Boards of Management / N/A Description: Bolton Arena is creating a new user fee for 2013 for meeting room rentals at \$40 per hour. Room rentals are expected to increase revenues by \$0.001 million, offset with salaries/wages costs of the same amount, resulting in zero net impact. Service Level Change: Bolton Arena will offer a new meeting room rental service to its ice rental/programming clients. ADMIN:	0.6	0.6	0.0	0.0	0.0	0.0
Total Recommended New/Enhanced:			0.6	0.6	0.0	0.0	0.0	0.0

Category Legend - Type

- N1 - Enhanced Services - Operating Impact of 2013 Capital
- N2 - Enhanced Services - Service Expansion
- N3 - New Service - Operating Impact of 2013 Capital
- N4 - New Services
- N5 - New Revenues
- N6 - New User Fee Revenue

Appendix 5

Inflows / Outflows to / from Reserves & Reserve Funds
(In \$000s)

Program Specific Reserve/Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	Projected Balance as of December 31, 2012*	2014	2015
			\$	\$	\$
Arena Boards of Management Ice Resurfacer Replacement Reserve	XQ1705	Projected Beginning Balance	121.3		
		Proposed			
		Withdrawals (-)	(200.0)		
		Contributions (+)	90.0		
Balance at Year-End			11.3	-	-

*Projected Balance as of December 31, 2012

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of December 31, 2012 *	Proposed Withdrawals (-) / Contributions (+)		
			2013	2014	2015
		\$	\$	\$	\$
Insurance Reserve Fund	XR1010	21,156.0	89.5		
Sick Leave Reserve Fund	XR1007	20,700.7	5.0		
Sick Leave Reserve Fund	XR1007	20,700.7	(44.5)		
Total Reserve / Reserve Fund Draws / Contributions			50.1	-	-

* Based on 3rd Quarter Variance Report

Appendix 6 (i)
2013 Operating Budget
Technical Adjustments to User Fees

Ref. No.	SAP Activity	Activity (FPARS)	Fee Description	Fee Category	Fee Basis	2012 Fee Price	2013 Recommended Fee	Reason for Adjustments
Arena Boards of Management - Ted Reeve Arena								
N/A	Facility Space Rental	Arena Facility Booking (Public Service) (n/a)	Meeting Room Rental: Monday to Thursday (excl. Holidays) Hourly	Market Based	per hour	\$ 75.00	\$ 75.00	Existing fee previously not included
N/A	Facility Space Rental	Arena Facility Booking (Public Service) (n/a)	Meeting Room Rental: Friday, Saturday, Sunday and Holidays 4- or 8- Hour Block	Market Based	per hour	\$ 62.50	\$ 62.50	Existing fee previously not included
N/A	Facility Space Rental	Arena Facility Booking (Public Service) (n/a)	Meeting Room Rental: Monday to Thursday (excl. Holidays) 8-Hour Block	Market Based	per hour	\$ 50.00	\$ 50.00	Existing fee previously not included
Arena Boards of Management - Moss Park Arena								
14	Ice Programming	Ice Programming & Booking (Public Service) (n/a)	Adult Hockey School: Thurs 7pm to 8:30pm or 8:30pm to 10pm Sept-Oct	Market Based	per Adult student	\$ 88.50	\$ 132.75	This ice program changed its hours. Old Fee Description was: "Adult Hockey School: Thurs 7pm to 8pm or 8pm to 9pm Sept-Oct"

Appendix 6 (iii)
2013 Recommended User Fee Rate Changes
Other Adjustments

Ref #	User Fee Description	Fee Category	Fee Unit/Basis	2012 Fee (A)	Inflationary Adjusted Fee (B)	Other Adjustments (C)	2013 Recommended Fee (D)	2013 Incremental Revenue
	ARENA BOARDS							
	Forest Hill Memorial							
1	Large Ice Surface: Non-Prime Time Ice Rental: Daytime: 7:00 am to 4:00 pm; Mon - Fri	Market Based	Per Hour	\$101.77	N/A	\$4.43	\$106.20	\$34,197
2	Large Ice Surface: Prime Time Ice Rental: Primetime: 4:00 pm to 1:00 am; Mon - Fri	Market Based	Per Hour	\$176.99	N/A	\$8.85	\$185.84	
3	Large Ice Surface: Ice Time Rental: Weekend: 7:00 am to 1:00 am; Sat - Sun	Market Based	Per Hour	\$176.99	N/A	\$8.85	\$185.84	
4	Large Ice Surface: Non-Prime Time Ice Rental: 8:00 am to 4 pm Mon - Fri. for 3 Skaters + a Coach	Market Based	Per Hour	\$48.67	N/A	\$1.77	\$50.44	
5	Small Ice Surface: Non-Prime Time Ice Rental: Daytime: 7:00 am to 4:00 pm; Mon - Fri	Market Based	Per Hour	\$97.35	N/A	\$4.42	\$101.77	
6	Small Ice Surface: Ice Time Rental: Primetime: 4:00 pm to 1:00 am; Mon - Fri	Market Based	Per Hour	\$141.59	N/A	\$4.43	\$146.02	
7	Small Ice Surface: Ice Time Rental: Weekend: 7:00 am to 1:00 am; Sat - Sun	Market Based	Per Hour	\$141.59	N/A	\$4.43	\$146.02	
8	Small Ice Surface: Ice Time Rental: 8:00 am to 4 pm Mon - Fri. for 3 Skaters + a Coach	Market Based	Per Hour	\$48.67	N/A	\$1.77	\$50.44	
	George Bell Arena							
1	Fall/Winter Ice Season: Ice Time Rental: Adult Prime Time: 5pm to 11pm weekdays; 7am to 11pm weekends	Market Based	Per Hour	\$246.53	N/A	\$7.40	\$253.93	\$15,404
2	Fall/Winter Ice Season: Ice Time Rental: Youth Prime Time: 5pm to 11pm weekdays; 7am to 11pm weekends	Market Based	Per Hour	\$191.97	N/A	\$5.76	\$197.73	
3	Fall/Winter Ice Season: Ice Time Rental: Weekday Non-Prime Time Morning: 7am to 5pm Weekdays	Market Based	Per Hour	\$108.10	N/A	\$3.40	\$111.50	
4	Fall/Winter Ice Season: Ice Time Rental: Weekday/Weekend Non-Prime Time Evening: after 11pm	Market Based	Per Hour	\$209.70	N/A	\$6.20	\$215.90	

Appendix 6 (iii) (Continued)
2013 Recommended User Fee Rate Changes
Other Adjustments

Ref #	User Fee Description	Fee Category	Fee Unit/Basis	2012 Fee (A)	Inflationary Adjusted Fee (B)	Other Adjustments (C)	2013 Recommended Fee (D)	2013 Incremental Revenue
Moss Park Arena								
1	Non-prime time ice rental: Daytime: 7:00am to 4:00pm Mon-Fri	Market Based	Per Hour	\$97.35	N/A	\$8.84	\$106.19	\$33,411
2	Prime time ice rental: 4pm to 12am Mon-Fri	Market Based	Per Hour	\$154.87	N/A	\$13.27	\$168.14	
3	Weekend Prime time: 8am to 12am Sat-Sun	Market Based	Per Hour	\$154.87	N/A	\$13.27	\$168.14	
4	Non-prime time: 12am to 8am Mon-Sun	Market Based	Per Hour	\$115.05	N/A	\$13.27	\$128.32	
14	Adult Hockey School: Thurs 7pm to 8:30pm or 8:30pm to 10pm Sept-Oct	Market Based	Per Adult	\$88.50	N/A	\$44.25	\$132.75	
North Toronto Memorial Arena								
1	Prime time ice rental: Mon - Fri: 5:00 pm to 12:00 midnight (Regular Rate)	Market Based	Per Hour	\$221.24	N/A	\$8.84	\$230.08	\$16,402
2	Prime time ice rental: Sat & Sun: 6:00 am to 12:00 midnight (Regular Rate)	Market Based	Per Hour	\$221.24	N/A	\$8.84	\$230.08	
7	Non-prime time ice rental: Mon - Fri: 4:00 pm to 5:00 pm (Regular Rate)	Market Based	Per Hour	\$169.60	N/A	\$2.96	\$172.56	
9	Non-prime time ice rental: Daytime: Mon - Fri: 6:00 am to 8:00 am (Regular Rate)	Market Based	Per Hour	\$144.97	N/A	\$1.04	\$146.01	
13	Non-prime time ice rental: Daytime: Mon - Fri: 8:00 am to 4:00 pm (Regular Rate)	Market Based	Per Hour	\$134.73	N/A	\$6.86	\$141.59	
20	Non-prime time ice rental: Private Ice: Mon - Fri: 8:00 am to 4:00 pm (Private Ice - max. 6 skaters; excludes holidays and PD days)	Market Based	Per Hour	\$50.00	N/A	\$7.52	\$57.52	

Appendix 6 (iii) (Continued)
2013 Recommended User Fee Rate Changes
Other Adjustments

Ref #	User Fee Description	Fee Category	Fee Unit/Basis	2012 Fee (A)	Inflationary Adjusted Fee (B)	Other Adjustments ('C)	2013 Recommended Fee (D)	2013 Incremental Revenue
	Bolton Arena							
3	Program: House League Hockey: Women's Adult Hockey	Market Based	Per Participant	\$400.00	N/A	\$25.00	\$425.00	\$97,929
4	Program: House League Hockey: Men's 35+ Adult Hockey	Market Based	Per Participant	\$400.00	N/A	\$25.00	\$425.00	
5	Program: House League Hockey: Men's 45+ Adult Hockey	Market Based	Per Participant	\$400.00	N/A	\$25.00	\$425.00	
6	Program: House League Hockey: Mens 19+ Adult Hockey	Market Based	Per Participant	\$400.00	N/A	\$25.00	\$425.00	
7	Program: Learn To Skate (Adults): Teaching adults to skate	Market Based	Per Participant	\$100.00	N/A	\$10.00	\$110.00	
8	Program: Learn To Skate (Children - Beginners): Teaching Children (Beginners) to skate	Market Based	Per Participant	\$80.00	N/A	\$10.00	\$90.00	
9	Program: Learn To Skate (Children): Teaching children to skate; 1 hour class	Market Based	Per Participant	\$90.00	N/A	\$20.00	\$110.00	
10	Program: House League Hockey: 16 - 18 year olds House League	Market Based	Per Participant	\$210.00	N/A	\$65.00	\$275.00	
11	Program: House League Hockey: 13 - 15 year olds House League	Market Based	Per Participant	\$210.00	N/A	\$65.00	\$275.00	
12	Program: House League Hockey: 7 - 8 year olds House League	Market Based	Per Participant	\$210.00	N/A	\$65.00	\$275.00	
13	Program: House League Hockey: 9 - 10 year olds House League	Market Based	Per Participant	\$210.00	N/A	\$65.00	\$275.00	
14	Program: House League Hockey: 11 - 12 year olds House League	Market Based	Per Participant	\$210.00	N/A	\$65.00	\$275.00	
15	Program: 5 - 6 year olds House League: Learn the skills of hockey	Market Based	Per Participant	\$210.00	N/A	\$65.00	\$275.00	
16	Program: House League Hockey: 9 - 12 year olds House League - Girls Hockey	Market Based	Per Participant	\$210.00	N/A	\$65.00	\$275.00	
17	Program: House League Hockey: 13 - 18 year olds House League - Girls Hockey	Market Based	Per Participant	\$210.00	N/A	\$65.00	\$275.00	
19	Fall/Winter Ice Season: Ice Time Rental: Daytime ice: 7:00 a.m. to 4:00 p.m.	Market Based	Per Hour	\$100.00	N/A	\$10.00	\$110.00	
22	Fall/Winter Ice Season: Non-prime time ice rental: 4:00 pm to 5:00 pm	Market Based	Per Hour	\$140.00	N/A	\$10.00	\$150.00	
28	Fall/Winter Ice Season: Ice Time Rental: Prime time ice: 5:00 pm to 10:30 pm Mon. - Fri.; and Weekends: Sat. and Sun. all day.	Market Based	Per Hour	\$205.00	N/A	\$10.00	\$215.00	
	ARENA BOARDS - TOTAL							\$197,343

Appendix 6 (iv)
2013 Operating Budget
New User Fees

Program/Agency (By Activity)	User Fee Description	Fee Category	Fee Unit/Basis	2013 Recommended Fee	2013 Incremental Revenue
Arena Boards of Management - William Bolton Arena					
Ice Programming & Booking	Board room rental	Market Based	Per Hour	\$40.00	\$600
Total Revenue - William Bolton Arena					\$600

Appendix 7

2013 Recommended Operating Budget by Arena Board

(in \$000s)

(In \$000s)	2010	2011	2012	2012	2013	Change		FY Incremental	
	Actual	Actual	Approved	Projected	Recommended	2013 Recommended Budget vs. 2012 Approved Budget		Outlook	
	\$	\$	\$	\$	\$	\$	%	2014	2015
GROSS EXP.									
George Bell	555.7	586.6	597.6	554.1	579.9	(17.7)	(3.0)		
Wm H. (Bill) Bolton	863.9	966.7	836.6	903.1	894.0	57.4	6.9		
Forest Hill	1,048.9	1076.1	1,036.8	980.5	1,088.6	51.9	5.0		
Leaside	866.6	859.2	1,012.1	1,057.1	1,332.4	320.3	31.6	479.6	
McCormick	635.9	604.6	707.7	727.7	695.9	(11.8)	(1.7)		
Moss Park	780.3	787.7	813.0	769.4	844.0	31.0	3.8	(44.5)	
North Toronto	832.2	853.1	887.2	887.2	921.3	34.1	3.8		
Ted Reeve	795.8	823.7	839.8	839.8	848.8	9.0	1.1		
Total Expenditures	6,379.4	6,557.7	6,730.7	6,718.8	7,204.8	474.1	7.0	435.1	0.0
REVENUES									
George Bell	567.1	571.1	597.6	554.6	580.9	(16.8)	(2.8)		
Wm H. (Bill) Bolton	829.0	849.9	840.3	906.3	894.1	53.9	6.4		
Forest Hill	1,051.1	1080.5	1,038.8	971.9	1,090.1	51.3	4.9		
Leaside	867.4	867.1	1,012.2	956.2	1,332.9	320.8	31.7	479.6	
McCormick	635.2	647.5	707.9	727.9	696.1	(11.8)	(1.7)		
Moss Park	809.2	791.9	813.4	769.8	844.4	31.0	3.8	(44.5)	
North Toronto	834.7	854.6	887.7	887.7	921.5	33.8	3.8		
Ted Reeve	796.4	824.6	840.4	840.4	849.3	8.9	1.1		
Total Revenues	6,390.1	6,487.0	6,738.2	6,614.7	7,209.3	471.1	7.0	435.1	0.0
NET EXP.									
George Bell	(11.4)	15.5	0.0	(0.5)	(1.0)	(1.0)	NA		
Wm H. (Bill) Bolton	34.9	116.8	(3.7)	(3.2)	(0.1)	3.6	(96.4)		
Forest Hill	(2.2)	(4.4)	(2.0)	8.6	(1.4)	0.6	(27.8)		
Leaside	(0.8)	(7.9)	(0.1)	100.9	(0.6)	(0.5)	478.8		
McCormick	0.7	(42.9)	(0.2)	(0.2)	(0.2)	0.0	(0.0)		
Moss Park	(28.9)	(4.2)	(0.4)	(0.4)	(0.4)	(0.0)	0.3		
North Toronto	(2.5)	(1.5)	(0.5)	(0.5)	(0.2)	0.3	(53.5)		
Ted Reeve	(0.6)	(0.9)	(0.6)	(0.6)	(0.5)	0.1	(19.5)		
Total Net Expend.	(10.8)	70.6	(7.5)	104.1	(4.4)	3.0	(40.6)	0.0	0.0
APPROVED POSITIONS									
George Bell	6.8	6.4	6.5	6.5	6.2	(0.3)	(4.6)		
Wm H. (Bill) Bolton	8.0	8.0	8.0	8.0	8.3	0.3	3.8		
Forest Hill	9.5	9.8	9.8	9.8	9.8	0.0	0.0		
Leaside	11.0	9.9	11.0	9.9	13.0	2.0	18.2		
McCormick	7.0	7.0	7.0	7.0	7.0	0.0	0.0		
Moss Park	6.0	6.0	6.0	6.0	6.7	0.7	11.7		
North Toronto	7.7	7.7	7.7	7.7	7.7	0.0	0.0		
Ted Reeve	9.5	9.5	9.5	9.5	9.5	0.0	0.0		
Approved Positions	65.5	64.3	65.5	64.4	68.2	2.7	4.1	0.0	0.0

*Based on 3rd Quarter Variance Report forecasts, and Bolton Arena's forecast update on November 12, 2012.