

Arena Boards of Management

What We Do

We are 8 Board-managed arenas that offer use of ice (i.e. Hockey, figure skating), programming, and pleasure skating to the community. Some arenas also offer dry floor rentals (i.e. floor hockey) in the summer. These services are complemented with snack bars, pro-shops, and meeting room rentals at some locations.

The Arena Boards of Management have stewardship over 11 ice rinks, including 4 that offer year-round ice rentals.

Why We Do It

Arena Boards of Management provide safe, full and equitable access to high quality indoor ice sport recreation 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.

Our Experience & Success	Key Challenges	Priority Actions
<ul style="list-style-type: none"> • Will H. (Bill) Bolton Arena completed its major renovations that took place from April to October. The Arena was fully operational for the remainder of the season. • Ted Reeve Arena manages and operate the covered outdoor rink that neighbours Ted Reeve Arena. 	<ul style="list-style-type: none"> • Meet rising demand for ice-time in the City of Toronto. • Stay competitive in comparison to newer arenas in neighbouring 905 communities that have modern facilities, more available ice-time, and far better customer amenities to serve arena users. 	<ul style="list-style-type: none"> • Evaluate current state of Toronto arenas and develop a strategy to increase access to ice-time.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$9.8	\$9.7	\$9.8
Revenues	\$9.8	\$10.1	\$10.2
Net Expenditures	\$0.0	\$0.4	\$0.4
Approved Positions	65.5	66.0	66.0

Our Key Service Levels



94.20% Prime Time Ice Utilization and **64.10%** Non-Prime Time Ice Utilization



Snack Bar **100%** staffed and open



Pro Shop **100%** demand for services

Source of Image: www.icons8.com

Refer to [Appendix 3](#) (page 18) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Key Service Deliverables

Provide **24,146** hours of prime time ice and **19,351** hours of non-prime time ice available for rental

Book **22,755** hours of prime time ice and **12,403** hours of non-prime time ice

Complete Bill Bolton Arena major renovations on time and provide programming without delay in October

Manage **12** ice rinks, including 10 large rinks and 2 small rinks

Ongoing delivery of in-house programs such as house leagues, hockey schools, summer camps and learn-to-skate programs

Who We Serve

Community Ice & Facility Booking

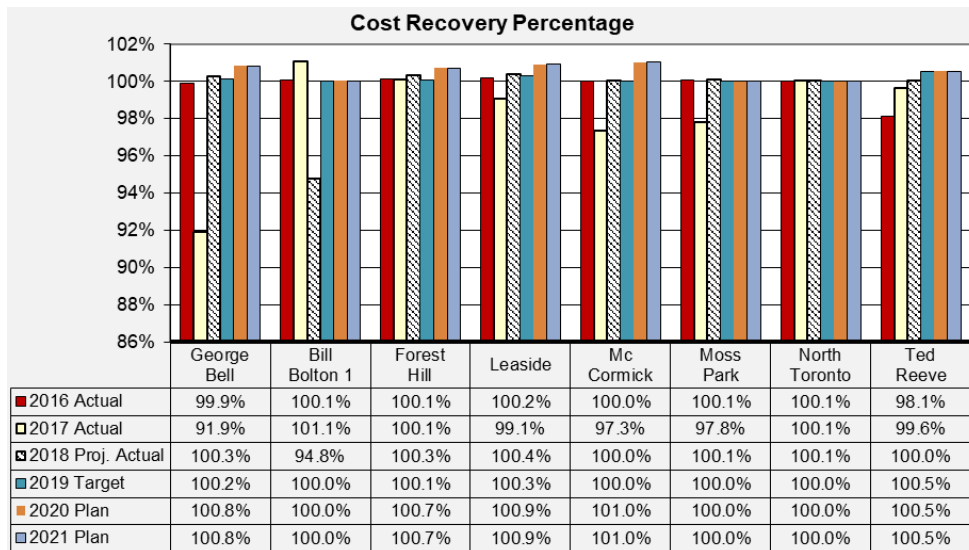
- Charitable Organizations
- Community Leagues / Associations
- Corporations / Businesses
- Individual Ice Users
- Public & Private School Boards
- Agency Staff

Beneficiaries

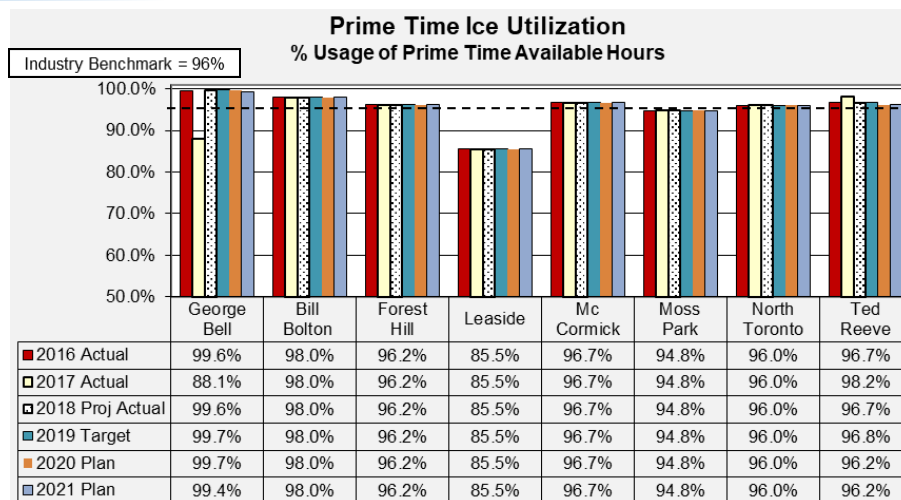
- Residents & Visitors

How Well We Are Doing

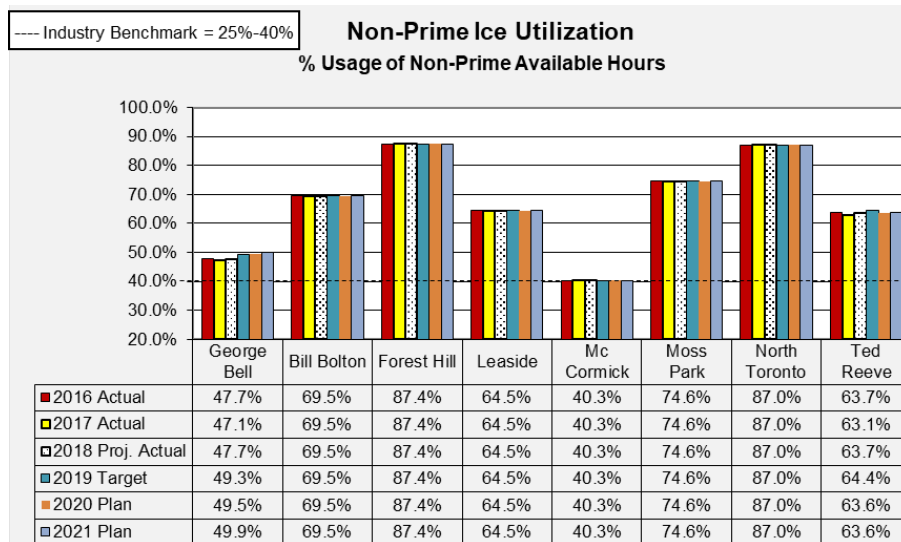
Performance Measures



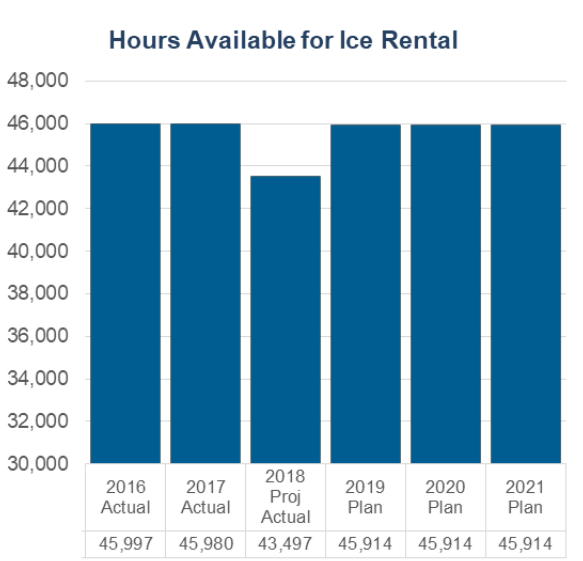
- A key mandate of the Arena Boards is to manage and operate the arenas (a City-owned asset) effectively and efficiently at minimal to no cost to the City. The Cost Recovery Percentage indicates how an arena is performing and whether it is meeting its mandate.
- Fluctuations can be caused by unanticipated demand changes for ice rentals, revenues from accessory operations, advertising, one-time revenues, and the cost of repairs and maintenance projects.
- Six of the Arena Boards expect to break even or produce a small net surplus in 2018, while Bill Bolton is 5.2% from breakeven due to major renovations and Ted Reeve is 5.4% from breakeven due to not receiving payment from a 3rd party. The 2019 Staff Recommended Operating Budget for the Arena Boards indicates that all 8 Arenas plan to breakeven or generate a net surplus for the year.



- Prime Time Ice Utilization reflects the percentage of available prime time hours that are booked and used. The industry Benchmark for prime time ice utilization is 96% booked for a standard ice season. Six arenas expect to surpass the industry benchmark for prime time ice utilization in 2019.
- Currently, five of eight arenas offer year-round ice operations (George Bell, William H. Bolton, Forest Hill, McCormick, and Moss Park). Their prime time ice utilization reflects year-round ice seasons' prime time hours sold versus availability. Leaside Gardens is still recovering from lower utilization experienced in 2013 due to the construction of the second ice pad, efforts continue to be underway to restore booking levels.



- Non-prime time ice time is generally defined as daytime and late night ice times during weekdays (Mondays to Fridays 7:00am to 4:00pm 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.
- All eight arenas have been meeting or surpassing the industry benchmark of 25-40% for non-prime time ice utilization, and expect to continue to do so in the near future. All eight Arena Boards actively market daytime ice to the local community.
- McCormick Arena has difficulty renting its small rink during the day as there is little demand for the small ice surface except for shinny and practices.



- The 2019 Staff Recommended Operating Budget will fund a total of 45,914 hours of available ice time, comprising of 25,376 hours of prime-time ice and 20,538 hours of non-prime time ice, across the eight Arenas.
- All Arenas will be operating at full capacity.

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3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. Reserve and Reserve Fund Review

Corporate:

Judy Skinner

Manager, Financial Planning

Tel: (416) 392-4219

Email: Judy.Skinner@toronto.ca



RECOMMENDATIONS

RECOMMENDATIONS

The City Manager and Chief Financial Officer & Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for the Arena Boards of Management of \$9.782 million gross, (\$0.018) million net for the following Arenas:

Service:	Gross (\$000s)	Net (\$000s)
George Bell	762.6	(1.2)
William H.(Bill) Bolton	1,227.6	(0.1)
Larry Grossman Forest Hill Memorial	1,330.2	(1.3)
Leaside Memorial Community Gardens	2,257.0	(7.3)
McCormick Playground	840.3	(0.4)
Moss Park	977.1	(0.1)
North Toronto Memorial	1,070.2	(0.1)
Ted Reeve Community	1,317.5	(7.1)
Total Program Budget	9,782.4	(17.7)

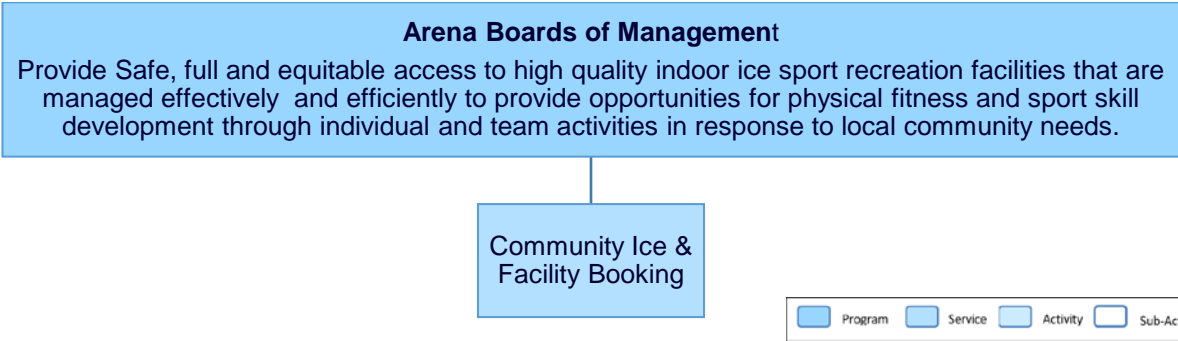
2. City Council approve the 2019 service levels for Arena Boards of Management as outlined in Appendix 3 of this report, and associated staff complement of 65.5 positions, entirely comprised of operating delivery positions.

3. City Council approve the 2019 market rate user fee changes for Arena Boards of Management identified in Appendix 6, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".



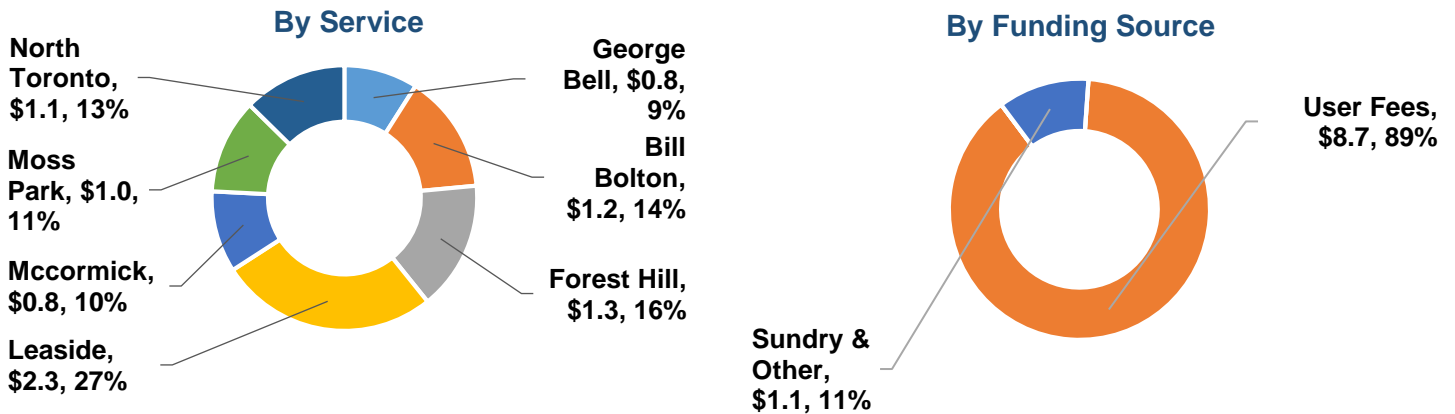
2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$9.8M



- **157.8%** Budget decrease over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **2020/2021** Decreases due to projected revenue increases from market rate user fee changes as well as additional attendance in programming.

2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
George Bell									
Gross Expenditures	791.8	755.8	762.6		762.6	(29.3)	(3.7%)	14.7	13.1
Revenue	791.9	757.9	763.8		763.8	(28.1)	(3.5%)	20.0	0.0
Net Expenditures	(0.0)	(2.1)	(1.2)		(1.2)	(1.2)	2506.0%	(5.3)	13.1
Bill Bolton									
Gross Expenditures	898.6	898.6	1,227.6		1,227.6	329.0	36.6%	30.7	(10.0)
Revenue	851.9	851.9	1,227.7		1,227.7	375.8	44.1%	31.0	0.0
Net Expenditures	46.7	46.7	(0.1)		(0.1)	(46.8)	(100.2%)	(0.3)	(10.0)
Forest Hill									
Gross Expenditures	1,285.6	1,285.6	1,330.2		1,330.2	44.6	3.5%	(4.9)	0.0
Revenue	1,289.9	1,289.9	1,331.5		1,331.5	41.6	3.2%	43.3	45.0
Net Expenditures	(4.3)	(4.3)	(1.3)		(1.3)	2.9	(69.0%)	(48.2)	(45.0)
Leaside									
Gross Expenditures	2,169.6	2,060.7	2,257.0		2,257.0	87.5	4.0%	0.0	0.0
Revenue	2,180.5	2,068.6	2,264.3		2,264.3	83.8	3.8%	43.8	0.0
Net Expenditures	(10.9)	(7.9)	(7.3)		(7.3)	3.7	(33.5%)	(43.8)	0.0
Mccormick									
Gross Expenditures	816.7	816.7	840.3		840.3	23.6	2.9%	24.1	8.5
Revenue	817.6	817.6	840.7		840.7	23.1	2.8%	32.4	33.7
Net Expenditures	(0.9)	(0.9)	(0.4)		(0.4)	0.5	(54.1%)	(8.3)	(25.2)
Moss Park									
Gross Expenditures	946.6	946.6	977.1		977.1	30.4	3.2%	18.5	0.0
Revenue	946.7	946.7	977.2		977.2	30.5	3.2%	31.5	0.0
Net Expenditures	(0.1)	(0.1)	(0.1)		(0.1)	(0.1)	140.5%	(13.0)	0.0
North Toronto									
Gross Expenditures	1,046.7	1,046.7	1,070.2		1,070.2	23.5	2.2%	(2.4)	13.2
Revenue	1,047.2	1,047.2	1,070.4		1,070.4	23.2	2.2%	49.0	26.3
Net Expenditures	(0.5)	(0.5)	(0.1)		(0.1)	0.4	(72.3%)	(51.4)	(13.1)
Ted Reeve									
Gross Expenditures	1,089.1	1,311.0	1,317.5		1,317.5	228.4	21.0%	(179.1)	0.0
Revenue	1,088.5	1,240.0	1,324.6		1,324.6	236.1	21.7%	12.1	0.0
Net Expenditures	0.6	71.0	(7.1)		(7.1)	(7.7)	(1386.9%)	(191.2)	0.0
Total									
Gross Expenditures	9,044.7	9,121.7	9,782.4		9,782.4	737.8	8.2%	(98.4)	24.7
Revenue	9,014.1	9,019.7	9,800.1		9,800.1	786.0	8.7%	263.1	105.1
Total Net Expenditures	30.6	102.0	(17.7)		(17.7)	(48.3)	(157.8%)	(361.5)	(80.3)
Approved Positions	65.6	65.6	65.5	0.0	65.5	(0.1)	(0.1%)	0.5	0.0

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes

(\$0.018M Net Revenue)

- Bill Bolton Arena will be fully operational for 2019 after being closed for 6 months due to renovations.
- Ted Reeve Arena has expanded its jurisdiction over the Covered Outdoor Arena and has included incremental revenues and expenses from its operations.
- Increased contributions to Insurance Reserves and the Ice Resurfacers Reserve
- Inflationary increases in salaries and benefits, utilities which are offset by market based increases to user fees.

Future Year Plan

- Inflationary increases in salaries and benefits, and utilities.
- Projected revenue increases from market rate user fee changes as well as additional attendance in programming to offset the above pressures.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Arena Board of Management's 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Arena Boards of Management is \$0.018 million net revenue or 157.8% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

(In \$000s)	Services								Total	
	George Bell	Bill Bolton	Forest Hill	Leaside	Mccormick	Moss Park	North Toronto	Ted Reeve	\$	Position
	\$	\$	\$	\$	\$	\$	\$	\$	\$	
2018 Council Approved Operating Budget (Net)	(0.0)	46.7	(4.3)	(10.9)	(0.9)	(0.1)	(0.5)	0.6	30.6	65.6
Base Expenditure Changes										
Economic Factors										
Inflationary Increases to Utilities	7.7	45.1	12.7	34.2	13.3	8.8	20.6	10.5	152.9	
Salaries and Benefits										
Inflationary Increases to Salaries and Benefits	4.5	56.5	31.9	52.3	10.3	24.1	1.6	56.7	238.1	
Staffing Savings for Cancelled Summer Programming	(41.5)								(41.5)	(1.1)
Staffing Costs for Resuming Regular Programming		116.6							116.6	1.0
Other Base Expenditure Changes										
Contributions to Reserves		0.5		1.0		(2.6)	1.2	12.3	12.5	
Administrative and Programming expenses from Resuming Regular Programming		110.2							110.2	
Increased Maintenance Costs to support the the Ted Reeve Bubble Arena								149.0	149.0	
Sub-Total Base Expenditure Changes	(29.3)	329.0	44.6	87.5	23.6	30.4	23.5	228.4	737.7	(0.1)
Base Revenue Changes										
Base User Fee Changes (Market Rate)	8.1	(46.8)	(41.6)	(83.8)	(23.1)	(30.5)	(23.2)	(26.1)	(267.0)	
Increased Revenues from inclusion of the Ted Reeve Bubble Arena in operations								(210.0)	(210.0)	
Increased Revenues from Resuming Regular Programming		(329.0)							(329.0)	
Removal of Summer Programming	20.0								20.0	
Sub-Total Base Revenue Changes	28.1	(375.8)	(41.6)	(83.8)	(23.1)	(30.5)	(23.2)	(236.1)	(786.0)	
Total 2019 Staff Recommended Operating Budget (Net)	(1.2)	(0.1)	(1.3)	(7.3)	(0.4)	(0.1)	(0.1)	(7.1)	(17.7)	65.5

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Completed the Bill Bolton Arena Renovations project as schedule for October, the Arena is operating at full capacity.
- With exception of Bill Bolton, all Arenas operated at full capacity, delivering offering 24,136 hours of prime time ice and 19,351 non-prime ice.

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017	2018	2018	2019	2019 Change from	
	Actual	Budget	Projected Actual *	Total Staff Recommended Budget	2018 Approved Budget	%
	\$	\$	\$	\$	\$	%
Salaries and Benefits	4,692.0	4,776.7	4,776.7	5,091.2	314.6	6.6%
Materials & Supplies	2,149.2	2,382.8	2,459.7	2,558.0	175.2	7.4%
Equipment	70.9	69.4	69.4	55.5	(13.9)	(20.0%)
Service and Rent	907.1	1,015.6	1,015.6	1,266.1	250.5	24.7%
Contribution To Capital	525.0	525.0	525.0	525.0		
Contribution To Reserves/Reserve Funds	271.0	275.3	275.3	286.7	11.4	4.1%
Other Expenditures						
Inter-Divisional Charges						
Total Gross Expenditures	8,615.2	9,044.7	9,121.7	9,782.4	737.8	8.2%
Inter-Divisional Recoveries						
Provincial Subsidies						
Federal Subsidies						
Other Subsidies						
User Fees & Donations	7,433.2	7,931.2	7,936.8	8,690.5	759.3	9.6%
Licences & Permits Revenue						
Transfers From Capital						
Contribution From Reserves/Reserve Funds						
Sundry and Other Revenues	1,062.0	1,082.9	1,082.9	1,109.7	26.8	2.5%
Total Revenues	8,495.2	9,014.1	9,019.7	9,800.1	786.0	8.7%
Total Net Expenditures	120.0	30.6	102.0	(17.7)	(48.3)	(157.8%)
Approved Positions	67.7	65.6	65.6	65.5	(0.1)	(0.1%)

* Year-End Projection Based on Q3 2018 Variance Report

Arena Boards of Management are projecting to be over spent by \$0.102 million at year-end, primarily due Bill Bolton being closed for renovations and unpaid receivables to Ted Reeve.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- The unfavourable 2018 year-end variance is not anticipated to continue into 2019, with Bill Bolton Arena being fully operational and Ted Reeve including additional revenue from the covered outdoor Arena in its operations.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

2019 Operating Budget:

- On March 26th 2018, City Council approved the amendment of Chapter 25 of the former City of Toronto Municipal Code to expand the jurisdiction of the Ted Reeve Community Arena Board to include the operations and management of the covered outdoor ice rink located on the same City-owned property as the Arena, for the duration of the current lifespan of the vinyl membrane covering the structure, with extensions subject to available capital maintenance funding within the Parks, Forestry and Recreation Capital Budget and Plan. The report entitled "CD26.4 Expansion of the Ted Reeve Community Arena Board Jurisdiction over Covered Outdoor Arena" can be accessed via the following link:
<https://www.toronto.ca/legdocs/mmis/2018/cd/bgrd/backgroundfile-112765.pdf>
 - Before this amendment, Ted Reeve Arena had a cost recovery agreement with a Third Party who would manage the covered outdoor ice rink. Ted Reeve would supply staffing and share utilities with the Third Party.
 - With this amendment, Ted Reeve Arena takes full management of the outdoor ice rink and this would provide Ted Reeve with an estimated \$0.055 million in additional net revenue. These revenues will offset any additional costs as a result of assuming full responsibility for the facility. It is noted that the vinyl membrane is nearing the end of its life span and with all capital maintenance for the Arena Boards being the responsibility of Parks, Forestry and Recreation, the replacement of the vinyl is contingent on capital funding being available within the Parks, Forestry and Recreation Capital Budget and Plan.
- In 2018, Bill Bolton Arena underwent significant renovations that involved the replacement of the sand slab, mechanical works associated with refrigeration, roofing, melt pit corrections, and miscellaneous state-of-good repair work.
 - Funding for the renovation project totalling \$1.330 million was included in the 2018 Capital Budget for Parks, Forestry & Recreation.
 - From April to September, Bill Bolton Arena ceased operations for construction and reopened in October of 2018. As a result, Bill Bolton Arena projected a deficit of \$0.046 million for year-ended 2018 in the Operating Variance Report for the nine-month period ended September 30, 2018.
 - Entering 2019, Bill Bolton projects that the arena will resume operations at pre-2018 levels with \$1.228 million gross and (\$0.001) million net.
 - The 2019 Staff Recommended Operating for Arena Boards of Management is \$9.782 million gross and (\$0.018) million net through user fee revenues to achieve a self-sustaining business model. All Arena Boards of Management are expecting to be fully operational and will maintain the same services and service levels for 2019.
- In the 2018 Operating Budget, George Bell had budgeted for additional summer programming. In the 2019 Staff Recommended Operating Budget, George Bell does not include the summer programming, thus showing a decrease of \$0.045 million in revenue and \$0.041 million in expenses. Excluding this change, George Bell will maintain the same level of programming as 2018.
- The 2019 Staff Recommended Operating Budget for the Arenas Boards of management indicates that Forest Hill, Leaside Gardens, McCormick, Moss Park, and North Toronto all project to generate a net surplus for the year while maintaining the same service delivery from the 2018 Council Approved Budget.

ISSUES IMPACTING FUTURE YEARS

Reviewing the City's Inventory of Arenas:

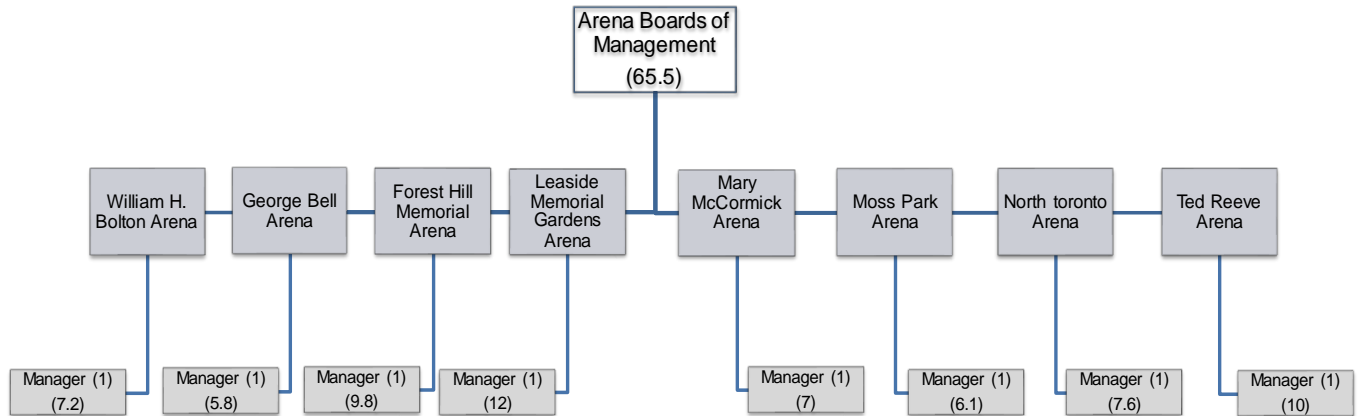
- At its meeting on July 12, 2018, City Council adopted a report (MM44.27) entitled "Reviewing Our Inventory of Arenas". In this Notice of Motion, City Council directed the City Manager to report back with an overview of the current state of Toronto arenas and a strategy to increase access to ice-time. The Notice of Motion can be accessed at the following link: <https://www.toronto.ca/legdocs/mmis/2018/mm/bgrd/backgroundfile-118986.pdf>
- In light of the demand for ice-time in the City, it is important that a review of the City's inventory of arenas be conducted to seek ways to improve access and the experience for Toronto residents accessing these spaces.
- The City Manager will be reporting back the outcomes of the review in the context of user experience, possible changes to current operational models, and opportunities to create new indoor and outdoor rinks in the City of Toronto as well as financial implications to the Arena Boards of Management.



APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement includes the Managers of the Arenas and staff for a total of 65.5 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent		8.0	29.8	6.5	44.3
	Temporary			16.7	4.5	21.2
	Total Operating			46.5	11.0	65.5
Capital	Permanent					
	Temporary					
	Total Capital					
Grand Total				46.5	11.0	65.5

Appendix 3

2019 Service Levels

Community Ice and Facility Booking

Activity	Sub-Type	Service Level Description	Status	2016	2017	2018	2019
Ice Booking	Prime Time Ice	% of Utilization	Approved	100%	100%	N/A	100%
			Actual	94.10%	94.10%	94.20%	
	Non-Prime Time Ice	% of Utilization	Approved	60%	60%	N/A	60%
			Actual	64.80%	64.90%	64.10%	
	Banquet Hall/	% of Utilization	Approved	76%	76%	N/A	76%
			Actual	100%	100%	100%	
	Arena Floor	% of Demand	Approved	100%	100%	N/A	100%
			Actual	100%	100%	100%	
	Indoor Swimming Pool	% of Utilization	Approved	100%	100%	N/A	100%
			Actual	100%	100%	100%	
Facility Rental	Indirectly 3rd Party Coordinated (Booking)	Maintain annual contracts for 3rd party groups	Approved	Maintain annual contracts for 3rd party groups	Maintain annual contracts for 3rd party groups	N/A	Maintain annual contracts for 3rd party groups
			Actual	Maintain annual contracts for 3rd party groups	Maintain annual contracts for 3rd party groups	Maintain annual contracts for 3rd party groups	
Concession / Vending	Snack Bar	% staffed and open	Approved	66%	66%	N/A	66%
			Actual	100%	100%	100%	
	Pro Shop	% of Demand	Approved	100%	100%	N/A	100%
			Actual	100%	100%	100%	
	Recreational Skate / Shiny	% of programming evaluated to respond to community needs	Approved	100%	100%	N/A	100%
			Actual	100%	100%	100%	
	Camps	% of programming evaluated to respond to community needs	Approved	100%	100%	N/A	100%
			Actual	100%	100%	100%	
Facility Rental	Hockey Schools	% of programming evaluated to respond to community needs	Approved	100%	100%	N/A	100%
			Actual	100%	100%	100%	
	Summer / Winter Hockey Leagues	% of programming evaluated to respond to community needs	Approved	100%	100%	N/A	100%
			Actual	100%	100%	100%	
	Learn to Skate	% of programming evaluated to respond to community needs	Approved	100%	100%	N/A	100%
			Actual	100%	100%	100%	

The 2019 Service Levels are all consistent from the approved 2017 Service Levels. The Arena Boards of Management did not report Approved Service Levels in 2018.

Appendix 6

2019 User Fee Rate Changes

Table 6a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
Fall/Winter Ice Season: Ice Time Rental: Adult Prime Time:	George Bell Arena	Market Based	Per Hour	\$300.80		\$9.02	\$309.82	\$309.82	\$309.82
Fall/Winter Ice Season: Ice Time Rental: Youth Prime Time:	George Bell Arena	Market Based	Per Hour	\$236.99		\$7.11	\$244.10	\$244.10	\$244.10
Fall/Winter Ice Season: Ice Time Rental: Weekday Non-Prime	George Bell Arena	Market Based	Per Hour	\$132.17		\$3.97	\$136.14	\$136.14	\$136.14
Fall/Winter Ice Season: Ice Time Rental: Weekday/Weekend N	George Bell Arena	Market Based	Per Hour	\$236.99		\$7.11	\$244.10	\$244.10	\$244.10
Ice Time Rental - Girls Hockey: Prime Time	George Bell Arena	Market Based	Per Hour	\$186.86		\$5.61	\$192.47	\$192.47	\$192.47
Ice Time Rental: School Games Non-Prime	George Bell Arena	Market Based	Per Hour	\$420.00		(\$14.00)	\$406.00	\$406.00	\$406.00
Summer Ice Rental	George Bell Arena	Market Based	Per Hour	\$143.00		\$4.50	\$147.50	\$147.50	\$147.50
Program: Adult Leagues	Bill Bolton Arena	Market Based	Per Person	\$117.00		\$3.50	\$120.50	\$120.50	\$120.50
Program: Learn to Skate	Bill Bolton Arena	Market Based	Per Person	\$346.00		\$10.50	\$356.50	\$356.50	\$356.50
Program : Learn To Skate (Children - Beginners): Teaching C	Bill Bolton Arena	Market Based	Per Person	\$140.00		\$4.00	\$144.00	\$144.00	\$144.00
Program: Boys and Girls House League Hockey	Bill Bolton Arena	Market Based	Per Person	\$120.00		\$4.00	\$124.00	\$124.00	\$124.00
Program: Women's Education: Teaching Hockey Skills (for a	Bill Bolton Arena	Market Based	Per Person	\$170.00		\$5.00	\$175.00	\$175.00	\$175.00
Fall/Winter Ice Season: Ice Time Rental: Daytime ice	Bill Bolton Arena	Market Based	Per Hour	\$230.00		\$7.00	\$237.00	\$237.00	\$237.00
Fall/Winter Ice Season: Non-prime time ice rental: 4:00 pm	Bill Bolton Arena	Market Based	Per Hour	\$217.50		\$28.50	\$246.00	\$246.00	\$246.00
Fall/Winter Ice Season: Ice Time Rental: Prime time ice	Bill Bolton Arena	Market Based	Per Hour	\$129.03		(\$2.58)	\$132.90	\$132.90	\$132.90
Program: Boys and Girls Hockey Skills	Bill Bolton Arena	Market Based	Per Person	\$89.76		(\$1.85)	\$92.40	\$92.40	\$92.40

Appendix 6 Continued

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
Large Ice Surface: Non-Prime Time Ice Rental: Daytime: 7:00	Forest Hill Arena	Market Based	Per Hour	\$123.89		\$4.43	\$128.32	\$128.32	\$128.32
Large Ice Surface: Prime Time Ice Rental: Primetime: 4:00	Forest Hill Arena	Market Based	Per Hour	\$230.09		\$4.42	\$234.51	\$234.51	\$234.51
Large Ice Surface: Ice Time Rental: Weekend: 7:00 am to 1:	Forest Hill Arena	Market Based	Per Hour	\$230.09		\$4.42	\$234.51	\$234.51	\$234.51
Small Ice Surface: Ice Time Rental: Primetime: 4:00 pm to	Forest Hill Arena	Market Based	Per Hour	\$176.99		\$4.43	\$181.42	\$181.42	\$181.42
Small Ice Surface: Ice Time Rental: Weekend: 7:00 am to 1:	Forest Hill Arena	Market Based	Per Hour	\$176.99		\$4.43	\$181.42	\$181.42	\$181.42
Prime Time Ice Rental	Leaside Gardens Arena	Market Based	Per Hour	\$362.66		(\$27.00)	\$335.66	\$335.66	\$335.66
Day Time Ice Rental	Leaside Gardens Arena	Market Based	Per Hour	\$295.96		(\$22.00)	\$273.96	\$273.96	\$273.96
Non-prime: 11 pm - 12 midnight	Leaside Gardens Arena	Market Based	Per Hour	\$205.00		(\$15.00)	\$190.00	\$190.00	\$190.00
Banquet Hall Rental: Jan, Feb, Mar, Apr, Oct, Nov: Saturda	Leaside Gardens Arena	Market Based	Per Day	\$825.00		(\$95.00)	\$730.00	\$730.00	\$730.00
Banquet Hall Rental: Jan, Feb, Mar, Apr, Oct, Nov: Fridays	Leaside Gardens Arena	Market Based	Per Day	\$575.00		(\$66.00)	\$509.00	\$509.00	\$509.00
Banquet Hall Rental: Jan, Feb, Mar, Apr, Oct, Nov: Mondays	Leaside Gardens Arena	Market Based	Per Day	\$500.00		(\$58.00)	\$442.00	\$442.00	\$442.00
Meeting Room Rental: Monday to Thursday (1 to 4 hours)	Leaside Gardens Arena	Market Based	Per Day	\$100.00		(\$25.00)	\$75.00	\$75.00	\$75.00
Large Ice Pad: Prime time: After 4:00 pm; Mon - Fri	Mary McCormick Arena	Market Based	Per Hour	\$212.39		\$4.42	\$216.81	\$216.81	\$216.81
Large Ice Pad: Primetime: Weekends (Sat & Sun); all hours	Mary McCormick Arena	Market Based	Per Hour	\$212.39		\$4.42	\$216.81	\$216.81	\$216.81
Small Ice Pad: Prime time: After 4:00 pm; Mon - Fri	Mary McCormick Arena	Market Based	Per Hour	\$146.02		\$4.42	\$150.44	\$150.44	\$150.44
Small Ice Pad: Primetime: Weekends (Sat & Sun); all hours	Mary McCormick Arena	Market Based	Per Hour	\$146.02		\$4.42	\$150.44	\$150.44	\$150.44

Appendix 6 Continued

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
Large Ice Pad: Daytime: 7:00 am to 4:00 pm; Mon - Fri	Mary McCormick Arena	Market Based	Per Hour	\$115.04		\$13.28	\$128.32	\$128.32	\$128.32
Small Ice Pad: Daytime: 7:00 am to 4:00 pm; Mon - Fri	Mary McCormick Arena	Market Based	Per Hour	\$97.35		\$8.84	\$106.19	\$106.19	\$106.19
Large Ice Pad: McCormick Home based youth community groups	Mary McCormick Arena	Market Based	Per Hour	\$161.06		\$8.85	\$169.91	\$169.91	\$169.91
Small Ice Pad: McCormick Home based youth community groups	Mary McCormick Arena	Market Based	Per Hour	\$62.00		\$57.47	\$119.47	\$119.47	\$119.47
Non-prime time ice rental: Daytime: 7:00am to 4:00pm Mon- Fr	Moss Park Arena	Market Based	Per Hour	\$150.44		\$8.85	\$159.29	\$159.29	\$159.29
Prime time ice rental: 4pm to 12am Mon-Fri	Moss Park Arena	Market Based	Per Hour	\$243.36		\$17.70	\$261.06	\$261.06	\$261.06
Adult Hockey School: Mon 7pm to 8:30pm or 8:30pm to 10pm 9x1	Moss Park Arena	Market Based	Per Person	\$157.18		(\$15.58)	\$141.60	\$141.60	\$141.60
Adult Hockey School: Mon 7pm to 8:30pm or 8:30pm to 10pm M	Moss Park Arena	Market Based	Per Person	\$142.00		(\$0.40)	\$141.60	\$141.60	\$141.60
Youth Camps	Moss Park Arena	Market Based	Per Person	\$300.00		\$25.00	\$325.00	\$325.00	\$325.00
March Camp: Mon to Fri 8:30 to 4:30	Moss Park Arena	Market Based	Per Person	\$300.00		\$25.00	\$325.00	\$325.00	\$325.00
Skating Club Ice Rental: 7am to 11pm Mon-Sun	Moss Park Arena	Market Based	Per Hour	\$150.44		\$13.27	\$163.71	\$163.71	\$163.71
Prime time ice rental: Mon - Fri: 5:00 pm to 12:00 midnight	North Toronto Arena	Market Based	Per Hour	\$266.74		\$2.16	\$268.90	\$268.90	\$268.90
Prime time ice rental: Sat & Sun: 6:00 am to 12:00 midnight	North Toronto Arena	Market Based	Per Hour	\$266.74		\$2.16	\$268.90	\$268.90	\$268.90
Non-prime time ice rental: Mon - Fri: 12:00 midnight to 6:0	North Toronto Arena	Market Based	Per Hour	\$226.27		\$6.77	\$233.04	\$233.04	\$233.04
Non-prime time ice rental: Mon - Fri: 4:00 pm to 5:00 pm (R	North Toronto Arena	Market Based	Per Hour	\$202.52		\$6.05	\$208.57	\$208.57	\$208.57
Non-prime time ice rental: Daytime: Mon - Fri: 6:00 am to 8	North Toronto Arena	Market Based	Per Hour	\$187.43		(\$3.01)	\$184.42	\$184.42	\$184.42
Non-prime time ice rental: Daytime: Mon - Fri: 8:00 am to 4:	North Toronto Arena	Market Based	Per Hour	\$137.81		\$42.37	\$180.18	\$180.18	\$180.18
Non-prime time ice rental: Private Ice: Mon - Fri: 8:00 am	North Toronto Arena	Market Based	Per Hour	\$62.00		\$17.65	\$79.65	\$79.65	\$79.65

Appendix 6 Continued

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
Prime Time Ice Rental: Mon. - Fri. 6:00 pm to 11:00 pm; Sat	Ted Reeve Arena	Market Based	Per Hour	\$251.90		\$39.25	\$291.15	\$291.15	\$291.15
Non-prime time: Saturday Nights, after 9 pm	Ted Reeve Arena	Market Based	Per Hour	\$183.01		(\$3.36)	\$179.65	\$179.65	\$179.65
Non-prime time: Weekdays: prior to 8:00 am; Mon - Fri	Ted Reeve Arena	Market Based	Per Hour	\$128.30		(\$0.87)	\$127.43	\$127.43	\$127.43
Non-prime time: Weekdays: 8:00 am to 2:00 pm; Mon - Fri	Ted Reeve Arena	Market Based	Per Hour	\$105.65		\$0.54	\$106.19	\$106.19	\$106.19
Non-prime time: Weekdays: 2:00 pm to 5:00 pm; Mon - Fri	Ted Reeve Arena	Market Based	Per Hour	\$150.00		\$0.44	\$150.44	\$150.44	\$150.44
Non-prime time: Weekdays: 5:00 pm to 6:00 pm; Mon - Fri	Ted Reeve Arena	Market Based	Per Hour	\$186.78		\$0.83	\$187.61	\$187.61	\$187.61
Prime time: Sunday to Friday after 11 pm	Ted Reeve Arena	Market Based	Per Hour	\$199.99		(\$4.41)	\$195.58	\$195.58	\$195.58
Ice time rental: Pre- Season Prime time (Summer July - August	Ted Reeve Arena	Market Based	Per Hour	\$229.48		(\$2.04)	\$227.44	\$227.44	\$227.44
Ice time rental: Tryout Ice (at end of ice season)	Ted Reeve Arena	Market Based	Per Hour	\$229.48		(\$2.04)	\$227.44	\$227.44	\$227.44

The 2019 Users fees are adjusted throughout the year to respond to market conditions. Each individual Arena Board examines their user fee levels in relation to fees at other comparable facilities, consult with key user groups, and determine appropriate user fee adjustments.

Appendix 7

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Arena Boards of Management Ice Resurfacers Replacement Reserve	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		258.1	258.1	264.1	158.1
Arena Boards of Management Ice Resurfacers Replacement Reserve	XQ1705				
<i>Withdrawals (-)</i>					
<i>Withdrawals from Fund</i>			(108.0)	(222.0)	(229.0)
<i>Contributions (+)</i>					
<i>Contributions to Fund</i>			114.0	116.0	116.0
Total Reserve / Reserve Fund Draws / Contributions		258.1	264.1	158.1	45.1
Balance at Year-End		258.1	264.1	158.1	45.1

* Based on 9-month 2018 Reserve Fund Variance Report

Leaside Memorial Community Gardens Arena Debt Service	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		561.7	561.7	644.7	727.7
Leaside Memorial Community Gardens Arena Debt Service Reserve Fund	XR3126				
<i>Withdrawals (-)</i>					
<i>Withdrawals from Fund</i>					
<i>Contributions (+)</i>					
<i>Contributions to Fund</i>			83.0	83.0	83.0
Total Reserve / Reserve Fund Draws / Contributions		561.7	644.7	727.7	810.7
Balance at Year-End		561.7	644.7	727.7	810.7

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Insurance Reserve (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		31,921.8	31,921.8	32,011.5	32,101.1
Insurance Reserve	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
<i>Contributions to fund</i>			89.7	89.6	89.6
Total Reserve / Reserve Fund Draws / Contributions		31,921.8	32,011.5	32,101.1	32,190.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		31,921.8	32,011.5	32,101.1	32,190.7

* Based on 9-month 2018 Reserve Fund Variance Report

Sick Leave Reserve Fund (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		25,869.7	25,869.7	25,869.7	25,874.7
Sick Leave Reserve Fund	XR1007				
<i>Withdrawals (-)</i>					
<i>Withdrawals from fund</i>					
<i>Contributions (+)</i>					
<i>Contributions to fund</i>				5.0	5.0
Total Reserve / Reserve Fund Draws / Contributions		25,869.7	25,869.7	25,874.7	25,879.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		25,869.7	25,869.7	25,874.7	25,879.7

* Based on 9-month 2018 Reserve Fund Variance Report