
2025 OPERATING BUDGET BRIEFING NOTE

Arena Boards of Management

Issue/Background:

This briefing note summarizes the 2025 Operating Budget for the eight Arena Boards of Management including: George Bell, William H. Bolton, Larry Grossman Forest Hill Memorial, Leaside Memorial Community Garden, McCormick Playground, Moss Park, North Toronto Memorial and Ted Reeve Community.

- The Arena Boards of Management are eight Board-managed arenas that provide safe, well-maintained, and equitable access to indoor ice sport facilities and other recreational spaces such as community rooms and banquet halls for use by the local community, neighbourhood organizations and others. Programs offered includes hockey, figure skating, and leisure skating. Some arenas offer dry floor rentals in the summer. These services are complemented with snack bars, pro-shops, and meeting room rentals at certain locations.
- These eight Arena Boards of Management operate and manage ice arenas on behalf of the City of Toronto in accordance with the former Chapter 25 of the Toronto Municipal Code, [Community and Recreation Centres](#). A Council-approved [Relationship Framework](#) further defines the relationship between the City and the Arena Boards and sets out matters requiring City Council's approval including the annual operating budgets for the Arenas.
- The 2025 Operating Budgets for Arena Boards are included as part of the Corporate Non-Program Budget.
- The capital funding requirements of state of good repair (SOGR) for the Arena Boards of Management are embedded within the 10-Year Capital Plan for Parks, Forestry and Recreation.

Key Points:

The Arena Boards of Management are required to operate in a manner that balances meeting the needs of the local community with the objective of generating sufficient revenue to operate the facilities at the lowest reasonable cost to the City of Toronto and residents.

The 2025 Operating Budget for Arena Boards of Management is \$11.523 million gross, \$10.065 million revenue, and \$1.459 million net expenditure, with total staff complement of 68.0 operating positions for the following arenas:

Arena Boards of Management	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
George Bell	759.3	98.3	661.0
William H. Bolton	1,734.7	1,713.2	21.5
Larry Grossman Forest Hill Memorial	1,536.9	1,533.0	3.9
Leaside Memorial Community Garden	2,712.5	2,250.2	462.3
McCormick Playground	956.8	957.0	(0.2)
Moss Park	1,143.5	831.0	312.5
North Toronto Memorial	1,153.6	1,152.9	0.7
Ted Reeve Community	1,525.9	1,528.9	(3.0)
Total Program Budget	11,523.2	10,064.5	1,458.7

Table 1 below, provides further details of the 2025 Operating Budget for Arena Boards of Management.

Table 1: 2025 Operating Budget by Service

(In \$000s)	2023 Actual	2024 Budget	2024 Projection*	2025 Base Budget	2025 New / Enhanced	2025 Budget	Change v. 2024 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
George Bell Arena Boards of Management	428.5	300.0	913.4	98.3		98.3	(201.7)	(67.2%)
Bill Bolton Arena Boards of Management	1,657.8	1,218.9	1,822.6	1,713.2		1,713.2	494.3	40.5%
Foerst Hill Arena Boards of Management	1,625.1	1,287.0	1,582.0	1,533.0		1,533.0	246.0	19.1%
Leaside Arena Boards of Management	2,590.0	2,748.8	2,748.5	2,250.2		2,250.2	(498.7)	(18.1%)
McCormick Arena Boards of Management	878.8	926.0	926.0	957.0		957.0	31.0	3.3%
Moss Park Arena Boards of Management	679.0	1,021.0	665.0	831.0		831.0	(190.0)	(18.6%)
North Toronto Arena Boards of Management	1,062.0	1,114.5	1,110.5	1,152.9		1,152.9	38.4	3.4%
Ted Reeve Arena Boards of Management	653.4	1,414.6	1,414.0	1,528.9		1,528.9	114.3	8.1%
Total Revenues	9,574.6	10,030.9	11,182.0	10,064.5		10,064.5	33.7	0.3%
Expenditures								
George Bell Arena Boards of Management	751.1	750.0	953.8	759.3		759.3	9.3	1.2%
Bill Bolton Arena Boards of Management	1,638.1	1,463.5	1,502.6	1,734.7		1,734.7	271.2	18.5%
Foerst Hill Arena Boards of Management	1,614.9	1,310.0	1,580.9	1,536.9		1,536.9	227.0	17.3%
Leaside Arena Boards of Management	2,379.5	2,741.7	2,547.5	2,712.5		2,712.5	(29.2)	(1.1%)
McCormick Arena Boards of Management	915.1	931.3	931.3	956.8		956.8	25.5	2.7%
Moss Park Arena Boards of Management	956.2	1,039.4	1,039.4	1,143.5		1,143.5	104.1	10.0%
North Toronto Arena Boards of Management	1,075.0	1,146.0	1,141.0	1,153.6		1,153.6	7.5	0.7%
Ted Reeve Arena Boards of Management	793.8	1,410.7	1,410.8	1,525.9		1,525.9	115.3	8.2%
Total Gross Expenditures	10,123.7	10,792.6	11,107.2	11,523.2		11,523.2	730.7	6.8%
Net Expenditures	549.0	761.7	(74.9)	1,458.7		1,458.7	697.0	91.5%
Approved Positions**	68.0	68.0	N/A	68.0		68.0	N/A	N/A

* 2024 Projection based on 9 Month Variance

**YoY comparison based on approved positions

Total 2025 budget expenditure of \$11.523 million gross reflects an increase of \$0.731 million or 6.8% in spending above 2024 budget, predominantly arising from:

- Inflationary increases to salaries and benefits for existing positions.
- Utility, maintenance, and repair expenditure increases as well as increased cost of services.

The 2025 Operating Budget for Arena Boards of Management of \$1.459 million net expenditure is \$0.697 million or 91.5% higher than the 2024 Budget. Table 2 below summarizes the key cost drivers for the 2025 Budget for Arena Boards.

Table 2: 2025 Key Cost Drivers

(In \$000s)	2025				2026
	Revenues	Gross	Net	Positions**	Annualized impact (Net)
2024 Projection*	11,182.0	11,107.2	(74.9)	N/A	N/A
2024 Budget	10,030.9	10,792.6	761.7	68.0	N/A
Key Cost Drivers:					
<i>Salary & Benefits</i>		389.0	389.0		214.4
<i>Non-Salary Inflation</i>		76.9	76.9		89.3
<i>Revenue Changes</i>	33.7		(33.7)		(1,601.9)
<i>Other Changes</i>		264.8	264.8		268.4
Sub-Total - Key Cost Drivers	33.7	730.7	697.0		(1,029.7)
Affordability Measures					
Sub-Total - Base Budget	10,064.5	11,523.2	1,458.7	68.0	(1,029.7)
2025 New / Enhanced					
2025 Budget	10,064.5	11,523.2	1,458.7	68.0	(1,029.7)
Change from 2024 Budget (\$)	33.7	730.7	697.0		N/A
Change from 2024 Budget (%)	0.3%	6.8%	91.5%		N/A

*Based on 9 Month Variance

**YoY comparison based on approved positions

Key base drivers include:

- Salary and benefit adjustment of \$0.389 million net for contractual obligations.
- Non-salary inflation adjustments of \$0.076 million net for utilities.
- Other changes of \$0.265 million net include materials, supplies, repairs, maintenance, and increased cost of services.
- Revenue increase of \$0.034 million as a result of user fee and other revenues increase partially offset by a reduction in revenues specifically from:
 - Closures for scheduled renovations and SOGR work to the existing ice rink pad, refrigeration system, roof, and upgrade of the mechanical and electrical system at George Bell Arena (April 2025 – April 2026) as well as Leaside Memorial Community Garden Arena (April 2025 – December 2025).
 - Reduced volume at Moss Park Arena due to impacts of Ontario Line construction and increased safety issue in the neighbourhood.

Capital SOGR of all Arena Board facilities is delivered through the 10-Year Capital Budget and Plan for Parks, Forestry and Recreation.

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