
2026 OPERATING BUDGET BRIEFING NOTE

Arena Boards of Management

Issue/Background:

This briefing note summarizes the 2026 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, 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 2026 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 and Recreation division.

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 2026 Operating Budget for Arena Boards of Management is \$12.1 million gross, \$10.6 million revenue, and \$1.5 million net expenditure, with total staff complement of 67.0 operating positions for the following arenas:

Arena Boards of Management	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
George Bell	860.0	360.0	500.0
William H. Bolton	1,831.6	1,851.6	(20.0)
Larry Grossman Forest Hill Memorial	1,599.5	1,616.0	(16.5)
Leaside Memorial Community Garden	2,850.7	2,909.5	(58.8)
McCormick Playground	919.2	463.0	456.2
Moss Park	1,129.8	473.5	656.3
Ted Reeve Community	1,652.8	1,659.7	(6.9)
North Toronto Memorial	1,267.3	1,267.4	(0.1)
Total Program Budget	12,110.9	10,600.7	1,510.2

Table 1 below, provides further details of the 2026 Operating Budget for Arena Boards of Management.

Table 1: 2026 Operating Budget by Service

(In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Base Budget	2026 New/Enhanced	2026 Budget	Change vs. 2025 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
George Bell Arena Boards of Management	854.2	98.3	254.8	360.0		360.0	261.7	266.2%
William H. Bolton Arena Boards of Management	1,736.3	1,713.2	1,710.0	1,851.6		1,851.6	138.4	8.1%
Forest Hill Memorial Arena Boards of Management	1,707.6	1,533.0	1,626.0	1,616.0		1,616.0	83.0	5.4%
Leaside Arena Boards of Management	2,731.4	2,250.2	2,180.0	2,909.5		2,909.5	659.3	29.3%
McCormick Arena Boards of Management	945.4	957.0	957.0	463.0		463.0	(494.0)	(51.6%)
Moss Park Arena Boards of Management	706.4	831.0	831.0	473.5		473.5	(357.5)	(43.0%)
Ted Reeve Arena Boards of Management	1,495.6	1,528.9	1,540.0	1,659.7		1,659.7	130.8	8.6%
North Toronto Memorial Arena Boards of Management	1,123.1	1,152.9	1,273.5	1,267.4		1,267.4	114.5	9.9%
Total Revenues	11,300.1	10,064.5	10,372.3	10,600.7		10,600.7	536.2	5.3%
Gross Expenditures								
George Bell Arena Boards of Management	1,003.3	759.3	914.8	860.0		860.0	100.7	13.3%
William H. Bolton Arena Boards of Management	1,884.8	1,734.7	1,713.5	1,831.6		1,831.6	96.9	5.6%
Forest Hill Memorial Arena Boards of Management	1,694.8	1,536.9	1,625.0	1,599.5		1,599.5	62.6	4.1%
Leaside Arena Boards of Management	2,459.9	2,712.5	2,642.7	2,850.7		2,850.7	138.2	5.1%
McCormick Arena Boards of Management	952.7	956.8	956.8	919.2		919.2	(37.6)	(3.9%)
Moss Park Arena Boards of Management	1,034.6	1,143.5	1,143.5	1,129.8		1,129.8	(13.6)	(1.2%)
Ted Reeve Arena Boards of Management	1,487.8	1,525.9	1,535.8	1,652.8		1,652.8	126.9	8.3%
North Toronto Memorial Arena Boards of Management	1,282.2	1,153.6	1,272.9	1,267.3		1,267.3	113.7	9.9%
Total Gross Expenditures	11,800.1	11,523.2	11,804.9	12,110.9		12,110.9	587.7	5.1%
Net Expenditures	500.1	1,458.7	1,432.6	1,510.2		1,510.2	51.5	3.5%
Approved Positions**	68.0	68.0	N/A	67.0		67.0	(1.0)	1.5%

*2025 Projection based on 9-Month Variance

**Year-over-year comparison based on approved positions

Total 2026 budget expenditures of \$12.1 million gross reflect an increase of \$0.6 million or 5.1% in spending above 2025 budget, predominantly arising from:

- Inflationary increases to salaries and benefits for existing positions.
- Increases to utilities, materials and supplies, repairs and maintenance, and service costs.

The 2026 Operating Budget for Arena Boards of Management of \$1.5 million net expenditure is \$0.1 million or 3.5% higher than the 2025 Budget. Table 2 below summarizes the key cost drivers for the 2026 Budget for Arena Boards.

Table 2: 2026 Key Cost Drivers

(In \$000s)	2026				2027 Annualized Impact (Net)
	Revenues	Gross Expenditures	Net Expenditures	Positions**	
2025 Projection*	10,372.3	11,804.9	1,432.6	N/A	N/A
2025 Budget	10,064.5	11,523.2	1,458.7	68.0	N/A
Key Cost Drivers:					
<i>Salaries and Benefits</i>		192.1	192.1	(1.0)	169.0
<i>Non-Salary Inflation</i>		420.2	420.2		122.3
<i>Revenue Changes</i>	536.2	25.4	(510.8)		(1,140.9)
<i>Other Changes</i>		(50.0)	(50.0)		
Sub Total Key Cost Drivers	536.2	587.7	51.5	(1.0)	(849.7)
Affordability Measures					
Total 2026 Base Budget	10,600.7	12,110.9	1,510.2	67.0	(849.7)
2026 New/Enhanced					
2026 Budget	10,600.7	12,110.9	1,510.2	67.0	(849.7)
Change from 2025 Budget (\$)	536.2	587.7	51.5	(0.0)	N/A
Change from 2025 Budget (%)	5.3%	5.1%	3.5%	(1.5%)	N/A

*Based on 9-Month Variance

**Year-over-year comparison based on approved positions

Key base drivers include:

- Salary and benefit adjustment of \$0.2 million net for contractual obligations, as well as the reduction of one support position replaced with part-time staff.
- Non-salary inflation adjustments of \$0.4 million net for utilities, materials and supplies, repairs and maintenance, and increased cost of services.
- Revenue increase of \$0.5 million net as a result of:
 - User fee increase of \$0.5 million for registration fees, ice permits and service charges.
 - Revenue increase of \$0.8 million net from the re-opening of George Bell Arena and Leaside Memorial Community Garden Arena following the completion of scheduled renovations and SOGR work.
 - Revenue decrease of \$0.8 million net due to closures for scheduled major renovations and rehabilitation SOGR work at McCormick Arena (June 2026 – June 2027) as well as Moss Park Arena (August 2026 – December 2026).
- Other changes of (\$0.1) million net for adjustments to reserve contributions and loan payments.

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

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