



# Ice Allocation Practices

*Review of Ice Allocation  
Practices in City Arenas  
Operated by Arena Boards  
of Management*



Community Development &  
Recreation Committee  
February 3, 2010

# City-owned Arenas

- **40 City-owned & operated arenas with 48 ice pads:**
  - Ice is allocated consistently through a Council-approved Ice Allocation Policy
  - Consistent fees, standards and operations.
- **8 Board-operated arenas with 10 ice pads:**
  - City-owned assets
  - Established pre-amalgamation
  - Operated by volunteer boards that tend to prioritize needs of their local communities above those of other residents
  - Governed by a Relationship Framework
  - Stand-alone facilities with their own operating standards, fee schedules and policies
  - Allocate their own ice, resulting in 9 separate application/allocation process for City-owned assets.

# Council Direction

1. Data on allocation & usage
2. Proposed 2010/2011 allocation plans developed in consultation with the General Manager, consistent with the City Allocation Policy
3. 2010/2011 allocation plans approved by the General Manager
4. Information meeting
5. Report back to CD&R
6. City Manager report to Executive Ctte on any necessary changes req'd to the relationship framework to achieve equitable access
7. Update on proposed expansion at Leaside Memorial
8. Further policy review as part of the Recreation Service Plan; to include a review of Toronto Council's decisions of 1995.

# Data Request

December 15, 2009: Letter to Arena Boards requested:

1. Current Ice Allocation Policy
2. Actual 2009/2010 ice allocation with completed Account Information Form for each group
3. A list of all applications/requests for ice time for the 2009/2010 that were not accommodated
4. Draft 2010/2011 Ice Allocation Policy
5. Proposed 2010/2011 ice allocation
6. Copies of all requests/applications for ice time for the 2010/11 season
7. A copy of the rate sheet.

# Data Request

- January 6, 2010 meeting with Arena Board representatives:
  - Discuss Council's direction
  - Review & confirm data submission from each Board
  - Ask questions & identify issues.



# City Ice Allocation Policy

- Council approved
- Consistent application
- Proportionate allocation principles
- Not based on gender but proportionate use formula achieves equity for both boys and girls
- Allocations evaluated annually.





# City Ice Allocation Policy

Percentage targets in priority order:

- 60% Community Youth  
(not-for-profit 90% resident children & youth)
- 25% Competitive Youth  
(not-for-profit non-resident children & youth)
- 1% Competitive Junior Hockey
- 13% Community Adult  
(not-for-profit resident adult & older adult)
- 1% Commercial  
(private/commercial).



# City Ice Allocation Policy

Two conditions for Boards to be in compliance:

1. Must meet percentage allocation targets
2. Must allocate to all Community/Youth applicants proportionately based on participant numbers.





# Analysis

- Based on data available, only one Board-operated Arena is compliant with the City Ice Allocation Policy.



# Issues & Challenges

- As stand-alone facilities, difficult to allocate ice proportionately and to achieve percentage targets
- Ratio of house league participants to available ice
- Consideration for physical attributes of each location
- Catchment areas
- Potential for groups to 'double-dip'



# Recommendations

1. Prior to implementation of the 2010/2011 ice allocations, all Arena Boards of Management must receive approval by the General Manager, Parks, Forestry and Recreation; such approval to be given when, subject to sufficient applications, the allocation conforms with the priorities for ice allocation outlined in the Ice Allocation Policy, attached as Appendix A;

# Recommendations

2. Applications for all ice at both City-operated and Arena Boards of Management operated arenas for the 2011/2012 season, and from this time forward, be submitted to and allocated by the City;

# Benefits

- Effectively utilizes all of the City's ice surfaces
- Achieves equity goals:
  - All residents should have equitable access to City-owned arenas regardless of location or management model
- No loss of ice time for community groups or house leagues
- Consolidated league operations at a 'home-base'



# Benefits

- Consideration for physical attributes of each location
- Allocations evaluated annually
- More cost effective
- Public accountability & oversight for City assets
- More consistent business practices - applications, formal permits, annual review, cash handling
- Better tracking & reporting
- Transparency
- Utilize City technologies
- Easier for the public and user groups.





# Recommendations

3. The General Manager of Parks, Forestry and Recreation consult with the Arena Boards of Management, and user groups, existing, new and emerging, with respect to a centralized application process and report back in May 2010 on the implementation plan for a City-wide application process;

# Implementation

- Guiding principles
- Phased approach
- 2010/2011 Arena Boards meet percentage targets
- Centralized system developed in consultation with Boards & user groups
- 2011/2012 centralized application/allocation system utilized
- Report back: May 2010.



# Recommendations

4. The Arena Boards of Management receive the approval of the General Manager, Parks, Forestry and Recreation prior to implementing any new Board-operated programs, including house leagues or learn to play programs, for the 2010/2011 season, and thereafter, prior to being initiated;

# Direct Programs

- Direct programs are allocated ice on a priority basis ahead of applicants
- To ensure fair treatment for applicants, further review is required
- Access for existing and new groups needs to be considered
- Better understanding of who these direct programs are intended to serve.



# Recommendations

5. Staff continue negotiations and develop a business plan with the Leaside Board of Management on the 'twinning' of the existing ice pad which includes financial impact and community benefits of the project; and if suitable terms can be reached, staff will report on the business requirements and necessary approvals for the 2011 Capital Budget.

# Financial Impacts

- Varying rate schedules at Board-operated Arenas
- Some Boards charge similar user groups different rates
- A centralized system will have minimal revenue impacts
- Minor adjustments to rate schedules.





# Conclusion

- All groups should be provided with opportunity to gain their proportionate share of the City's ice
- City-operated arenas follow a Council-approved Allocation Policy that ensures equitable access to ice
- A centralized approach will achieve equity goals, lead to improved business practices, more transparency
- Phased-in implementation is reasonable and consistent with past practice
- There will be no loss of ice time for community groups or house leagues.

# Questions & Answers



# “Unsold” Prime-time Ice at City Arenas

- A total of 81 hours/week at 48 pads is available (1.75 hours per pad)
- 90% of “unsold” ice is either Saturday night or 5 to 6 p.m. Monday to Friday, at smaller rinks
- Additionally, ice is available during Christmas and March Break & in between sessions of City-operated learn to skate programs
- Spring tryouts for GTHL, SHA and girls’ competitive leagues are booked at the end of league play and therefore appear as “unsold.”