

LEASIDE MEMORIAL COMMUNITY GARDENS  
BUSINESS PLAN

FEBRUARY 2009



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## Foreword by Leaside Memorial Community Gardens Board of Management



### INTRODUCTION

#### Leaside Gardens – The Past and Present

Leaside Memorial Community Gardens has been a focal point for the Leaside community and surrounding neighbourhoods for more than 50 years, since the arena opened its doors 1951 at the intersection of Millwood Road and Laird Drive.

That same year, our volunteer Board of Management was created by the Town of Leaside under By-law No. 1374, passed pursuant to Ontario's then *Community Recreation Centres Act*. Successive generations of volunteer Board members have managed the facilities on behalf of the community, reporting first to Leaside Town Council, later to the Borough of East York Council, and now to the City of Toronto Council.

Leaside Gardens had been built through community fundraising efforts, supported by the Leaside Lions and the Rotary Club. Later, in the 1970s when the arena roof required replacement, the community came together again to raise \$500,000 to undertake the project. Later, the community again came through to undertake the replacement of the arena's seating.



LEASIDE ARENA 1951

Throughout its existence, Leaside Gardens has formed an enduring partnership with three main user groups that, today, account for the vast majority of the arena's ice rentals. The Leaside Hockey Association was formed in 1952 and now boasts 1,280 members in house league and select programs. The Leaside Skating Club was founded in 1951 and today provides figure skating instruction to 590 members, primarily girls and young women. The Leaside Girls Hockey League has grown tremendously since its start in 1974, now fielding house league and select teams comprised of 575 girls. In fact, through the involvement of the Skating Club and Girls Hockey league, roughly half of the Leaside Gardens' current users are girls.

In addition to our single-pad rink the facility also includes a banquet room, the William Lea Room, and a pool operated on a cost-recovery basis pursuant to an agreement with the City of Toronto (which is responsible for all programming in the pool).

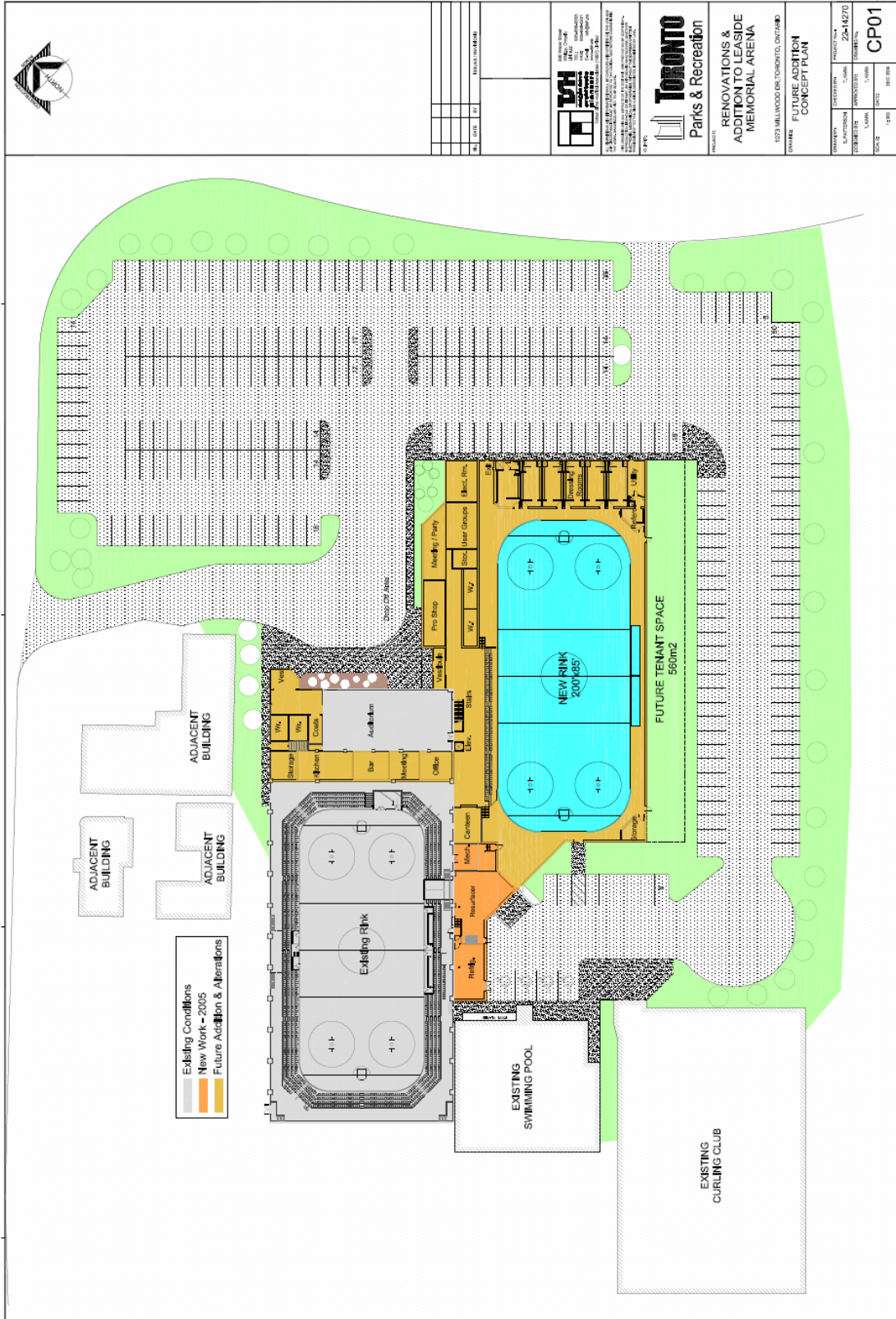
As 2001 and the celebration of Leaside Gardens' 50<sup>th</sup> anniversary approached, the Board's members turned their minds to the next 50 years. For some time, the arena's ice allocation had been static, with all of the available ice rented, save for necessary maintenance time. Even if the Board had wanted to, there was no more ice time to rent. As a result, our main user groups have been forced to rent ice across the GTA at market rates. They cried out for a second pad of ice at Leaside Gardens.



In response, the Board formed an Expansion Committee to consider construction of a second pad of ice. In creating the Expansion Committee, the Board sought out members of the local community with specific backgrounds that would supplement the skills and experience of Board members. The resulting team provides the Board with a broad range of skills to draw upon in undertaking this expansion project. Appendix C provides a list of our Board and Expansion Committee members, with a brief summary of their experiences and their connection to Leaside Gardens.

The Expansion Committee, at its outset, commissioned a Community Needs Assessment and Feasibility Study (Appendix B). That Feasibility Study assessed: i) the recreation needs of Leaside and the surrounding community; and ii) the feasibility of expanding the recreational facilities managed for the City of Toronto by the Board of Management of Leaside Gardens. The resulting consultants' report was approved by the Board in the fall of 2001, and confirmed an overwhelming demand for additional ice time among the current users of the Leaside Gardens arena: if a second pad of ice was available at Leaside Gardens, our existing users' demand would immediately consume all of the prime time ice. The consultants concluded that such overwhelming demand justified the development of a second pad of ice. The authors also identified the need to acquire the property adjacent to Leaside Gardens at 1075 Millwood Road (owned by the Province of Ontario) in order to facilitate construction of a second pad of ice and the requisite parking for visitors to the expanded facility.





NO.	DATE	BY	REVISION

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		PROJECT NO. 22-14270 DRAWN BY L. LYNN CHECKED BY L. LYNN SCALE 1/8" = 1'-0" DATE 12/12/2005
		<b>CP01</b>

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In December 2001, in a meeting at City Hall, members of the Leaside Gardens Board presented the Feasibility Study to Commissioner Joe Halstead, then head of Parks and Recreation for the City. Commissioner Halstead endorsed the City's acquisition of 1075 Millwood Road, and directed City staff to begin negotiating that with the Ontario Realty Corporation.

Most recently, Toronto City Council has approved the acquisition of 1075 Millwood Road from the province, with the City expected to take title to the property in the coming months.

### **Leaside Gardens – The Future**

Pending the City's acquisition of 1075 Millwood Road, the Leaside Gardens Expansion Committee and Board have worked diligently to position ourselves to move forward with plans to expand the existing facilities into a twin-pad arena. Our single-pad rink features an ice surface with dimensions of 179 feet by 79 feet and seating for 1,000 spectators. The proposed second pad of ice would be built with standard NHL dimensions of 200 ft. by 85 ft. The expansion of our current facilities would afford opportunities to build additional meeting room space for community use, together with an enhanced pro shop space with external access and visibility from the parking lot.

As can be seen in the following HLT Advisory report, the financial model demonstrates that the added efficiencies and enhanced revenues to be gained through adding a second ice pad will generate positive cash flows, which may be used to pay back the borrowing costs associated with the arena expansion when the project is financed through the City.

The Leaside Gardens Board of Management has established a track record of retiring debentures issued on its behalf by the former City of East York. The financial model for the expanded facility establishes that the Board can repay the necessary debt to carry out this project, through repayment of either bonds or debentures issued by the City.

The current capital cost projection to construct the second pad of ice, twinned with the existing arena, including both hard and soft costs is \$11,627,299. The costing is based upon a design concept developed by TSH, the firm of professional engineers hired by the City to prepare architectural drawings and design specifications when approximately \$1.8 million of renovation and retrofit work was undertaken to refurbish the existing arena during the summer of 2006. That work itself was designed in contemplation of a possible twinning of the existing arena, so that the ice resurfacer and ice plant rooms (reflected in orange in the drawing on the facing page) were constructed in such a manner that they easily can service a second rink.

Completion of this project would yield environmental benefits, consistent with City policy, by helping to reduce motor vehicle travel among members of our main user groups. Two of our current user groups have combined 48 teams playing at competitive levels within the Greater Toronto Area. Not having a home base for any of the 48 teams results in both home and away games being played in facilities well beyond the catchment area of Leaside. Based on information provided by one of these groups alone there is evidence to show there would be 913,000 less kilometres travelled on Toronto roads per season if they were to be able to play their home games in the new rink.



Picture: Courtesy of Leaside Girls Hockey League

### **SUMMARY OF PRELIMINARY PRO FORMA**

The Board believes the financial projections reflecting the proposed twin-pad arena, have been prepared using a conservative approach yielding a realistic picture of the facility's future viability.

Based on discussions with City staff, our preferred model assumes repayment by the Board of project financing funded through City's borrowing of the required capital costs. This would allow the Board, which lacks the legal capacity to borrow on its own behalf, to benefit from the City's preferred borrowing rates, thereby reducing the overall cost of the project.

The Statement of Projected Operations in the following report demonstrates that the Board could carry the necessary debt required to construct a second pad of ice at Leaside Gardens, with cash available for debt service of over \$620,000 in Year One of operation – even with a built-in operating reserve – followed by successively larger surplus cash flows in each subsequent year of operation. Such surpluses would be accrued in a contingency/principle prepayment reserve, allowing the Board the flexibility to pay down the debt on an accelerated basis, yielding a debt-free facility sooner, or to build the necessary capital reserves to plan for eventual replacement of the original 57-year-old ice pad.

We also have explored an alternate financing model, by which the Board would have formed a not-for-profit corporation with the capacity to borrow the necessary capital dollars to finance the project. This approach would substantially increase the complexity of

the project, entailing potential changes to the arena's governance structure (from the current Board of Management to the not-for-profit model) and leasing of the facilities from the City.

For that reason, the Board seeks to pursue the project through its existing management structure, and to finance the project through repayment of funds borrowed by the City. As noted above, this would be consistent with the Board's longstanding track record of financing capital projects through repayment of debentures issued by the Borough of East York.

## CAPITAL COSTS

Based upon the design concept for the expanded facility, a detailed capital costing was developed by Ellis Don at the request of our Expansion Committee member Bob Smith.<sup>1</sup>

Those costs have been updated to reflect current pricing can be summarized as follows:

### Order of Magnitude Unit Price Estimate

1. New building area @ 43,400 ft <sup>2</sup>	\$ 6,727,000.00
2. Areas of major renovation (existing arena) @ 6,000 ft <sup>2</sup>	\$ 540,000.00
3. Areas of minor upgrades (existing) @ 30,000 ft <sup>2</sup>	\$ 1,350,000.00
4. Site work (lump sum)	\$ 600,000.00
5. Demolition and tie-ins @ 9,900 ft <sup>2</sup>	\$ 69,300.00
6. Contingencies @ 5.5%	\$ 510,747.00
Sub-total	<b>\$ 9,797,047.00</b>
<b>Design Fees &amp; Disbursements, A &amp; E, Total</b>	<b>\$ 640,755.00</b>
<b>Food &amp; Beverage, Interiors, Sound &amp; Security</b>	<b>\$ 118,450.00</b>
<b>Furniture, Fixtures &amp; Equipment</b>	<b>\$ 232,444.00</b>
<b>Contingency</b>	<b>\$ 57,500.00</b>
<b>Interest During Construction</b>	<b>\$ 316,250.00</b>
<b>TOTAL</b>	<b><u>\$11,627,299.00</u></b>

## PROJECTED ANNUAL REVENUES

### Ice Rental

Our Board traditionally has offered ice time to our three main community user groups at below-market rates consistent with hourly rates charged for ice time in the City's other Board-managed arenas and in those run directly by the City's Parks Department.

The financial model incorporates ice rates that range from a non-prime time rate of \$119.05 per hour offered to our community user groups, to a high of \$280.00 per hour for prime-time ice on the new pad at market rates. This would yield an average hourly ice

<sup>1</sup> Mr. Smith has confirmed that Ellis Don does not intend to submit a bid as part of any design-build bidding process in connection with this proposed expansion project.



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rate of \$187.37 (still well below full market rates that can exceed \$350 per hour at some privately-owned arenas).

For Year One of operation with a second pad of ice, this would generate total revenues of \$1,452,842 from ice rentals. The Board believes this estimate adopts a conservative approach to both the pricing of the ice rates and the estimate of the overall demand. These rates are comparable to similar existing facilities, and represent an attempt to balance the need to generate revenue with our traditional efforts to provide community groups with accessible and affordable rates. At the same time, these rates also reflect our attempts to fairly incorporate some premium for use of ice on the new pad, as compared to use of the existing pad, when our users have told us that they are prepared to pay that premium based on the market rates (upwards of \$350 per hour) that they currently pay to rent ice elsewhere.

We have received written commitments from our three main user groups, the Leaside Hockey Association, the Leaside Girls Hockey League and the Leaside Skating Club, with respect to the ice rentals they are prepared to make in the expanded arena. Copies of letters from those organizations, confirming those commitments, are attached to the HLT Advisory report.

The ice rental projections also reflect estimates received from local schools of the daytime ice rentals that they anticipate.

### **Other Revenue**

#### *Snack Bar*

The arena can expect to enjoy enhanced revenues through the added attendance generated by a second pad of ice. Snack bar revenues are projected at \$117,395 in the first year of operation generating net revenues of \$38,740.

#### *Pro Shop*

Leaside Gardens currently features a pro shop space measuring 350 sq. ft., located in the basement of the arena, in a converted dressing room. This generates annual revenue of \$2,878 for the Board.

The design concept for the expanded twin pad facility contemplates a larger space located on the ground floor, along an exterior wall, which would permit both external and internal access to the pro shop but also would afford increased visibility and signage. It is projected that this new pro shop space would generate revenues of \$7,491 in Year One, based upon enhanced rents.

#### *Advertising*

Revenues from rink-board and other interior advertising will receive a boost from the twinning of the arena, with total revenues estimated at \$33,821 in the first year of operation. This also includes revenue from naming/pouring rights from suppliers.

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## **PROJECTED ANNUAL OPERATING EXPENSES**

### **Expenses**

As noted above, the projected financial model for the proposed twin-pad facility is built upon the actual operating statements of the existing facility. Given the Board's status as an agency of the City, and continued ownership of the site by the City, no income or realty taxes are due.

### **Cash Flow Before Debt Service**

As per exhibit 33 attached, Leaside Gardens is projected to generate a positive net cash flow before debt service of \$670,564 in Year One of operation as a twin-pad facility. That figure is arrived at after subtracting operating expenses of \$1,330,968 from total revenues of \$2,001,532.

In subsequent years, that net cash flow is projected to grow steadily, reaching \$769,441 by Year 5 of the twin-pad facility's operation.

### **Cash Flow After Debt Service**

The financial model anticipates that, in addition to funds required to service the debt required to build the twin-pad facility, a debt service reserve will be maintained in each year of operation, to serve as a cushion against unforeseen revenue shortfalls. In Years 1-5, that amount is \$50,000 each year.

A debt-service payment of up to \$620,000 is available starting in the first full year of operation. At present it is anticipated that a fixed amount will be utilized on an annual basis, determined by financing costs at the inception of the project.

Through projected revenue increases in the year's that follow, the facility's annual cash flow would grow in each year, such that by Year 5 of operation, the funds available for debt service would reach \$719,000.

## **CONCLUSION**

The Board is prepared for this undertaking and the Community as a whole is willing to accept its role to see this project become reality.

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**APPENDIX B – COMMUNITY NEEDS ASSESSMENT AND FEASIBILITY STUDY**

**APPENDIX C – MEMBERS OF THE LEASIDE GARDENS BOARD & EXPANSION COMMITTEE**

# 1. Introduction

HLT Advisory Inc. (“HLT”) has been retained by the Board of Directors of Leaside Memorial Community Gardens (“LMCG”), to examine the market opportunity and financial feasibility of adding a second ice pad to their current facility. The current facility contains one ice pad, an indoor pool, a multi-purpose community room as well as a small snack bar and pro shop.

## 1.1 OVERVIEW OF APPROACH

The methodology used to complete the study involved both quantitative and qualitative measures. The techniques used to evaluate market opportunity and financial feasibility have been employed in numerous recreational facility studies conducted throughout Ontario and in the rest of Canada, and have proven to be reliable for business planning purposes. Individual study components include:

- a brief review of recreation participation trends, organized sports association trends and trends in arena development and usage;
- the delineation of a study area in which market investigations are focused;
- an inventory of existing and proposed arena facilities in the study area including facility usage and rate structure;
- an analysis of market feasibility (potential usage analysis) based on an assessment of the existing users of LMCG, new users already identified by LMCG and potential new users; and
- preparation of revenue and expense estimates based on current and projected market conditions.

In any feasibility study considering current and future market conditions, specific assumptions are made at various points in the analysis. These study assumptions are stated throughout the report in appropriate sections. All revenue and expense figures contained in the report reflect 2009 dollar values, unless otherwise stated.

## 1.2 SCOPE OF WORK AND CONDITIONS OF REPORT USE

The market utilization and financial operating estimates contained in this report were prepared based on the current operating results of LMCG, our knowledge of the Toronto area arena market and available benchmark utilization, revenue and cost data, the majority of which have been provided by LMCG and reviewed by HLT. Unanticipated events and circumstances will occur, therefore, the actual results achieved during the five-year period will vary from the estimates presented. We have no responsibility to update the estimates for events and circumstances occurring after the date of the report.

Our report has been prepared for LMCG in accordance with our engagement letter (including the attached Terms and Conditions) dated December 2<sup>nd</sup>, 2008. We understand that LMCG will submit this report to the City of Toronto for development approval. To the extent other parties are provided with a copy of this report by LMCG, third parties are advised to complete their own due diligence on either the merits of an investment in or on any other involvement with the project. HLT does not accept responsibility or liability for



any liabilities, damages, costs or expenses suffered by any third party arising from any claims or actions by such third party relating to the use of or reliance upon our report.

### **1.3 ORGANIZATION OF THE REPORT**

Following this Introduction, the report is organized into five sections.

Section 2: Industry Overview– This section of the report provides an overview of trends in recreation participation, organized sports participation and arena development.

Section 3: Site and Access– The proposed site is introduced and described in terms of its location, surrounding land uses and access characteristics.

Section 4: Inventory Analysis– This section of the report presents an analysis of existing and proposed arena facilities in the study area. Arena utilization, users groups and rental rate structures are documented.

Section 5: Market Opportunity– The market opportunity is estimated in this section of the report.

Section 6: Financial Analysis– A financial analysis of the market opportunity is provided in this section of the report.

## 2. Industry Overview

This section of the report provides an overview of major trends in leisure and sports activities, as well as in arena development and usage. An overview of leisure-time activity participation in Canada is first highlighted, followed by a review of organized sports association participation (youth) levels. Finally, a discussion of arena development trends is presented.

### 2.1 LEISURE TIME PARTICIPATION AND ACTIVITY

The Canadian Fitness and Lifestyle Research Institute is a national research agency concerned with educating Canadians about the importance of leading healthy, active lifestyles. A significant component of their research focus is on monitoring changes in the physical activity and health status of Canadians. In this regard, the institute is a good source of information and data on leisure time participation and activity trends in Canada.

Based on a high level review of the various statistical and research reports published by and/or available at the Institute, it can be said that Canadians of all ages are becoming more active. Exhibit 1 summarizes the results of two surveys conducted in 1994/95 and 2005 that show physical activity trends of adult Canadians.

<b>Exhibit 1</b>			
<b>Physical Activity Among Adults by Region</b>			
	1994/95	2005	Variance
East	33%	44%	11%
Newfoundland	31%	42%	11%
Prince Edward Island	30%	40%	10%
Nova Scotia	32%	46%	14%
New Brunswick	35%	44%	9%
Quebec	33%	45%	12%
Ontario	38%	50%	12%
West	46%	54%	8%
Manitoba	42%	46%	4%
Saskatchewan	39%	52%	13%
Alberta	45%	48%	3%
British Columbia	49%	57%	8%
North	<u>n/a</u>	<u>49%</u>	<u>n/a</u>
Total Canada	38%	49%	11%

*Source: Canadian Fitness and Lifestyle Research Institute*

*Note: Activity for adults is defined as a daily energy expenditure of 1.5 kilocalories/kilogram of body weight per day or more; roughly equivalent to walking one half hour every day or more.*

<b>Exhibit 2</b>							
<b>Sports Participation in Canada by Children (Aged 5 to 14)</b>							
	Rank	2005 Survey			1998 Survey		
		Total	Boys	Girls	Total	Boys	Girls
Participated in At Least One Sport		49.8%	55.4%	44.1%	51.7%	58.8%	44.3%
Soccer	1	44.1%	44.4%	43.7%	32.1%	35.3%	2.7%
Ice Hockey	2	26.1%	33.8%	16.2%	23.4%	36.0%	5.8%
Swimming	3	24.8%	20.5%	30.3%	22.9%	17.9%	29.9%
Basketball	4	18.9%	17.2%	21.0%	13.8%	13.1%	14.8%
Baseball	5	13.6%	15.5%	11.2%	22.1%	25.9%	16.9%
Volleyball	6	10.5%	8.1%	13.5%	5.4%	3.0%	8.7%
Gymnastics	7	6.0%	1.9%	11.1%	2.3%	*	4.5%
Golf	8	5.2%	6.3%	3.8%	2.6%	3.3%	*
Skiing (downhill/alpine)	9	5.0%	5.6%	4.2%	6.7%	6.0%	7.7%
Karate	10	5.0%	6.0%	3.6%	5.4%	6.4%	4.1%
Track and Field - Athletics	11	3.9%	3.7%	4.2%	*	*	*
Figure Skating	12	3.8%	2.1%	6.1%	5.4%	1.8%	10.4%
Tennis	13	3.6%	3.8%	3.3%	1.9%	1.7%	2.2%
Football	14	3.2%	4.3%	*	1.2%	1.9%	*
Equestrian	15	3.1%	*	5.7%	1.0%	*	2.0%
Tae Kwon Do	16	3.0%	3.2%	2.7%	*	*	*
Badminton	17	2.7%	2.5%	2.9%	2.4%	2.4%	2.3%
Lacrosse	18	2.6%	3.4%	*	*	*	*
Cycling	19	2.5%	2.4%	2.6%	3.2%	3.7%	2.6%
Ball Hockey	20	1.9%	2.5%	*	*	*	*
Curling	21	1.8%	1.7%	2.0%	0.6%	0.6%	*
Softball	22	1.7%	*	2.5%	1.6%	1.1%	*
Ringette	23	1.4%	*	2.9%	0.8%	*	2.3%
Field Hockey	24	1.4%	*	*	*	*	*
Snowboarding	25	1.4%	1.6%	*	*	*	*

Source: Statistics Canada General Social Survey 2005

\* Data too unreliable to be published

Note: Participation percentages are calculated over the population in at least one sport - the "Active Population".

The increase in adult activity levels as shown in Exhibit 1 can be partly considered a direct result of well entrenched youth sport activity programs that exist throughout the country. Adults that have participated in youth activity programs when they were young have a greater likelihood of continued participation when they are adults. With this said, generally children as compared to adults participate in more strenuous activities as well as in more team based sports. Exhibit 2 shows the type of activities that Canadian children participated, in 1998 and 2005. Exhibit 3 shows the corresponding data for adult Canadians over the same time period.

<b>Exhibit 3</b>							
<b>Popularity of Physical Recreation - Percentage that Participated at Least Once in Last Three Months</b>							
Adults (Age 20 and Older)							
Activity	Rank	2005 Survey			1998/99 Survey		
		Total	Men	Women	Total	Men	Women
Walking	1	71%	65%	76%	69%	64%	75%
Gardening, Yard Work	2	49%	54%	44%	48%	51%	45%
Home Exercise	3	33%	29%	37%	29%	26%	31%
Swimming	4	22%	21%	22%	24%	24%	24%
Bicycling	5	20%	24%	16%	24%	28%	19%
Social Dancing	6	18%	15%	20%	22%	20%	23%
Weight Training	7	17%	20%	14%	11%	15%	8%
Jogging/Running	8	16%	18%	13%	12%	16%	9%
Golfing	9	11%	17%	6%	13%	18%	7%
Exercise Classes/Aerobics	10	10%	5%	16%	7%	3%	10%
Fishing	11	9%	14%	5%	11%	16%	6%
Bowling	12	8%	9%	8%	8%	9%	8%
Skating	13	0.06	0.07	0.05	0.05	0.06	0.04
Soccer	14	5%	8%	3%	n/a	n/a	n/a
Basketball	15	5%	8%	2%	4%	6%	2%
Hockey	16	0.05	0.09	0.01	0.04	0.07	0.01
In-Line Skating	17	4%	5%	4%	6%	7%	5%
Baseball/Softball	18	4%	7%	2%	7%	10%	4%
Skiing/Snowboarding	19	4%	5%	3%	3%	4%	2%
Volleyball	20	4%	4%	3%	3%	4%	2%
Tennis	21	4%	5%	3%	4%	5%	3%

*Source: Canadian Fitness and Lifestyle Research Institute based on Statistics Canada Health Surveys*

In terms of activities that take place in arenas, ice hockey continues to be the second most popular activity for Canadian youth. While other activities that require ice time such as figure skating and ringette have seen their rankings decreased between 1998 and 2005, other activities that do not require ice, but tend to use arena facilities during summer months (e.g. lacrosse and ball hockey), have seen their rankings improve.

Adults in Canada do not participate in ice related activity (skating and hockey) to the same degree as children. Skating ranks 13<sup>th</sup> and hockey ranks 16<sup>th</sup> as most popular physical activities for Canadian adults. Part of this decrease in adult hockey popularity can be attributed to the strenuous nature of the activity itself, lack of personal free time as well as lack of available arena facility time.

In conclusion, Canadians are becoming more physically active. If Canada wants to continue to increase its physical activity rates into the future, increasing youth participation is a key area in which to focus - active children are more likely to continue to



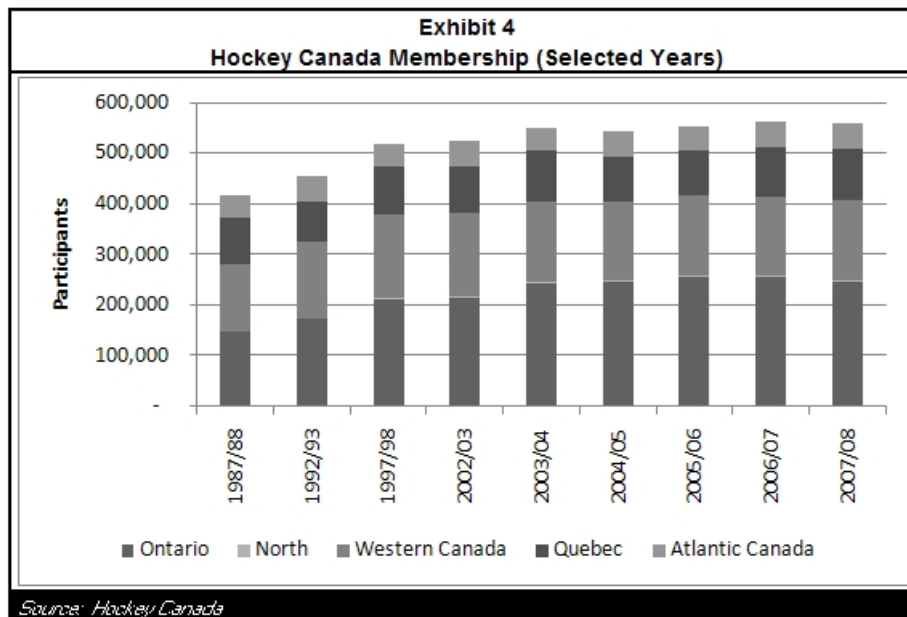
be active when they become adults. The provision of recreation facilities should be seen as necessary base infrastructure required to assist Canadians to increase their physical activity rates.

## 2.2 SPORTS YOUTH PARTICIPATION

There are a wide variety of sport and leisure activities, which utilize arenas. In Canada, the two most popular are hockey and figure skating. Other activities include pleasure skating, ball hockey, ringette, broomball, (box) lacrosse and in-line/roller skating. The following highlights participation trends in youth hockey and figure skating, as well as a discussion of a number of other youth activities which utilize arenas.

### Hockey

Hockey Canada (formerly the Canadian Hockey Association) is the governing body of hockey in Canada. Exhibit 4 illustrates total membership in the Hockey Canada in 1987/88, 1992/93, 1997/98 and from 2002/03 through 2004/05.



In 1987/1988 Hockey Canada membership was 416,388 of which 148,087 or 35.6 percent were located in Ontario. In 2007/2008 total membership had increased by 33.9 percent to 557,667. Over the same period, Ontario membership increased by 66.4 percent to 246,471 (Ontario members now comprise 44.2 percent of the Canadian total). Hockey Canada membership has been relatively constant since 2003/2004 (around 550,000). A significant percentage of the membership is accounted for by minor hockey (beginners through to juvenile) participants.

While total Hockey Canada membership increased by 33.9 percent between 1987/88 and 2007/08, female membership for the same period has increased over 958 percent, from approximately 7,300 members to 77,500 members. This growth is due to a large extent to changes in the ice allocation policies at municipal arenas whereby female hockey groups are allocated more Prime-Time hours. Exhibit 5 illustrates the growth of female hockey membership in Hockey Canada.

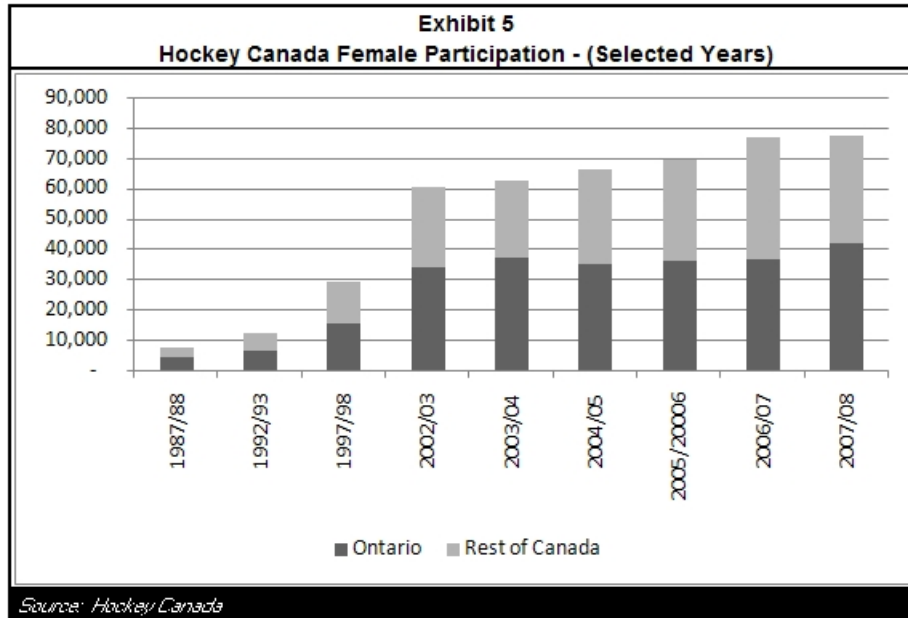


Exhibit 5 shows that Ontario has consistently accounted for the largest share of female membership. As can be seen, female membership in Ontario increased 840 percent between 1987/88 and 2007/08, from approximately 4,400 members to over 41,700. The relatively high amount of minor hockey participants in Ontario should ensure a degree of future stability for female hockey, as a portion of these players will likely continue in organized leagues past the juvenile level. This continued participation will however be influenced by facility time availability.

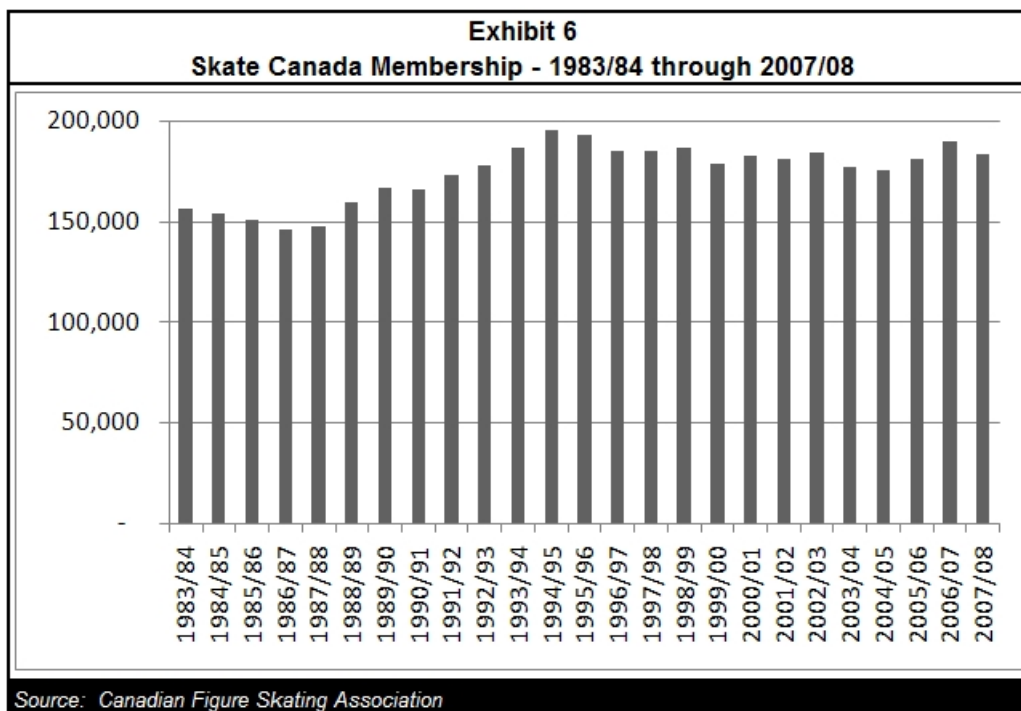
In conclusion, hockey participation is well entrenched in Canadian society. Today, it seems that the biggest impediment for future growth and stability (both male and female) is not lack of interest, but rather the inability to secure appropriate amounts of ice time at local facilities. This situation is also seen as an impediment to the continued growth of adult (both male and female) recreational participation.

**Figure Skating**

The Canadian Figure Skating Association is the governing body of figure skating in Canada. Membership in the Association is nation-wide and includes both recreational and competitive members.

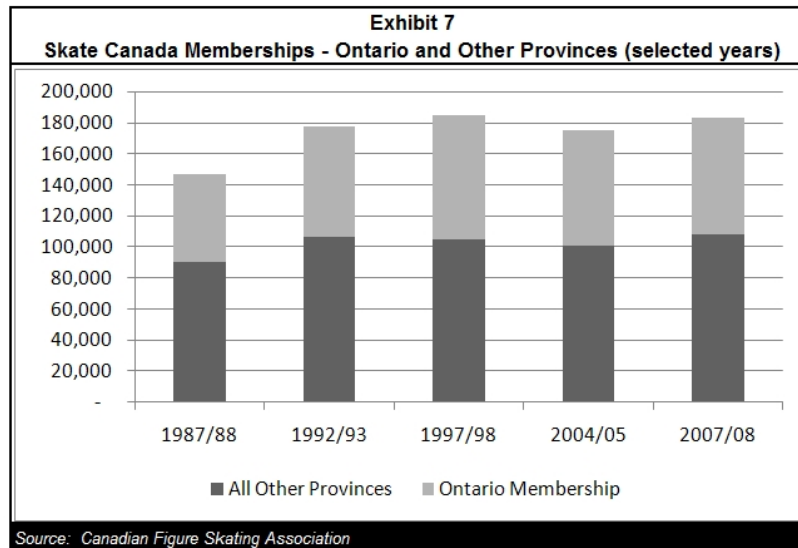
- Recreational members are organized into a number of groups based on age and skating ability. Groups include adults, Canfigureskate (8 to 14 years of age), Canskate (4 to 10 years of age), Icebreakers (seniors), Kidskate (3 to 6 years of age), learn to skate (3 to 6 years of age), and powerskating (all age groups). Recreation groups constitute the bulk of total membership.
- Competitive skaters constitute the smallest portion of total memberships; however, these skaters are the most visible to the general public because of increased media attention to regional, provincial, national, and international competitions.

The Association's membership hierarchy is made up of local clubs, regional/sub-provincial associations and provincial associations. Exhibit 6 illustrates total Canadian membership levels since 1984/85.



Currently, there are some 183,600 Skate Canada members. Since 1984/84, Canadian membership increased from approximately 156,300 to approximately 183,600 participants or 17.5 percent. Membership peaked at about 196,000 members in 1994/95. This increase was due to many factors such as the increase in media attention by the rise of Canadian figure skating (i.e., Elvis Stojko, Kurt Browning, Josee Choinard, Lloyd Eisler and Isabelle Brasseur), the exposure from two Winter Olympic Games in two years (1992 and 1994) and improved skating programs.

Of the 183,600 Skate Canada members, about 41.1 percent are located in Ontario. Exhibit 7 compares Ontario members to the rest of Canada.



Since 1985/86, total Ontario membership increased 38.8 percent from approximately 54,400 to about 75,500 members. For comparison purposes, total Canadian memberships increased 21.7 percent from approximately 150,900 to about 183,600 members over the same period.

Within Ontario, members are organized into four districts based on geographic location. Exhibit 8 highlights the distribution of Ontario membership for selected years. The majority of members are concentrated in the West and Central districts.

**Exhibit 8**  
**Ontario Figure Skating Association Membership Distribution**

	North	West	Central	East	Total
1985/86	14%	33%	32%	21%	54,428
1990/91	11%	33%	34%	22%	66,701
1994/95	11%	33%	35%	21%	78,657
1999/00	10%	33%	35%	21%	77,041
2004/05	9%	31%	38%	22%	73,884
2007/08	9%	31%	39%	21%	75,533

Source: Ontario Figure Skating Association

The Greater Toronto Area constitutes the largest portion of the Central District, which accounts for 39.0 percent of total Ontario Figure Skating Association memberships, up from 32.0 percent in 1985/1986. While Ontario Figure Skating Association memberships decreased 2.0 percent overall from 79,695 to 75,553 between 1997/1998 and 2007/2008, memberships in the Central District increased by 1,595 or 5.4 percent over the same period.

The growth of figure skating has generated increased demand for ice time across the country and especially in Ontario in regions such as Toronto. The majority of figure skating activity occurs in arenas that have traditionally been used almost exclusively for



hockey. This situation has led to programming (time allocation) problems for municipal arena operators. In many municipalities, future growth in figure skating participation is directly dependent upon ice time availability (allocation).

### **Other Sports**

In addition to figure skating and hockey, there are a number of other sports which are both growing in popularity and rely on arenas to host competitions. Two such sports are (box) lacrosse and in-line/roller hockey. These sports, however, do not rely on ice availability but rather they are played on the (dry) arena floor.

According to the Canadian Lacrosse Association, there are currently over 190,300 Canadians that play all forms of lacrosse throughout the country (over 93,000 in Ontario). There are four versions of the game including box, men's field, women's field and inter-lacrosse. Box lacrosse consists of six persons per team and is played on an arena floor (dry) with three twenty-minute periods of play. It is played traditionally in the summer months when ice is removed from arenas. Since 1982, box lacrosse membership in the Canadian Lacrosse Association more than quadrupled from approximately 9,100 to almost 38,800 members (in 2007).

Box lacrosse uses arena facilities and represents a significant source of summer utilization for some facilities. In Ontario, box lacrosse membership increased from about 1,000 participants in 1982 to just over 9,900 in 2007 (see Exhibit 9).

<b>Exhibit 9</b>					
<b>Canadian Lacrosse Association - Paid Memberships 2007</b>					
	Box Lacrosse	Men's Field	Women's Field	Inter Lacrosse	Total
British Columbia	12,678	2,393	240	30,000	45,311
Alberta	8,628	458	11	25,000	34,097
Saskatchewan	1,730	333	0	5,000	7,063
Manitoba	1,291	330	10	2,000	3,631
Ontario	9,949	2,991	602	80,000	93,542
Quebec	1,283	460	104	256	2,103
Nova Scotia	1,621	263	0	450	2,334
New Brunswick	1,178	65	0	500	1,743
Nunavut	130	0	0	50	180
Can-AM	150	0	0	0	150
Iroquois	<u>129</u>	<u>50</u>	<u>0</u>	<u>0</u>	<u>179</u>
<b>Total</b>	<b>38,767</b>	<b>7,343</b>	<b>967</b>	<b>143,256</b>	<b>190,333</b>

*Source: Canadian Lacrosse Association*

In-line/roller hockey is another sport that utilizes arena facilities, but does not require ice. National Inline Hockey Association, the national body that organizes in-line hockey, had a membership of approximately 17,000 people in 2004 (the most recent year for which data is available). As shown in Exhibit 10, Ontario accounts for the majority of members.

<b>Exhibit 10</b>	
<b>Canada Inline Registration by Province 2004</b>	
Ontario	10,475
Alberta	4,300
British Columbia	600
Saskatchewan	450
Manitoba	400
Quebec	92
Atlantic Canada	<u>450</u>
<b>Total</b>	<b>16,767</b>
<i>Source: Canada Inline</i>	

In conclusion, there are a number of sporting activities, which utilize arena facilities, but do not require ice surfaces. Growth in these sports is not only dependent upon increased participation, but rather facility availability will also play a critical role in future participation levels. Given the entrenched stability of both figure skating and hockey, many of these other activities will find it difficult to access arena facilities, especially during the traditional winter season but also in the summer season as more arenas offer summer ice.

At the local level, increased participation trends translate into increased demand for leisure/recreation facilities including both indoor facilities such as arenas and swimming pools, as well as outdoor facilities such as parks. However, given the fiscal situation of most municipal governments, as well as all other levels of government, the majority of municipalities can no longer afford to build and operate all of the leisure/recreation facilities that their residents demand. Hence, many municipalities have investigated alternative ways of providing additional leisure/recreation facilities, as well as the replacement of existing facilities. Increasingly non-profit and private sector participation in the construction and operation of these facilities is seen as a viable and attractive alternative to the public sector being the lone provider of these services.

### **2.3 ARENA DEVELOPMENT TRENDS – GENERAL**

Traditionally, arenas have been developed and operated by municipalities on behalf of their citizens. The majority of these public facilities operate with a yearly deficit, which varies from municipality to municipality while, in some cases, the facility operating expenses are covered by revenues. A few of these latter facilities even achieve annual operating surpluses; however, this tends to be the exception rather than the norm.

Over the past several years, given the fiscal constraints facing most municipalities and the fact that this situation is unlikely to improve in the foreseeable future, the topic of continued construction and operation of recreation facilities by municipalities has surfaced and is being publicly debated. Some of the issues that have been raised include:

- Should municipalities continue to subsidize the operation of recreation facilities through reduced rental rates or should user groups pay market rates?
- Should the entire community subsidize facilities, which are being used by a limited number of citizens?
- Can the non-profit and/or private sector operate facilities more efficiently than the public sector?

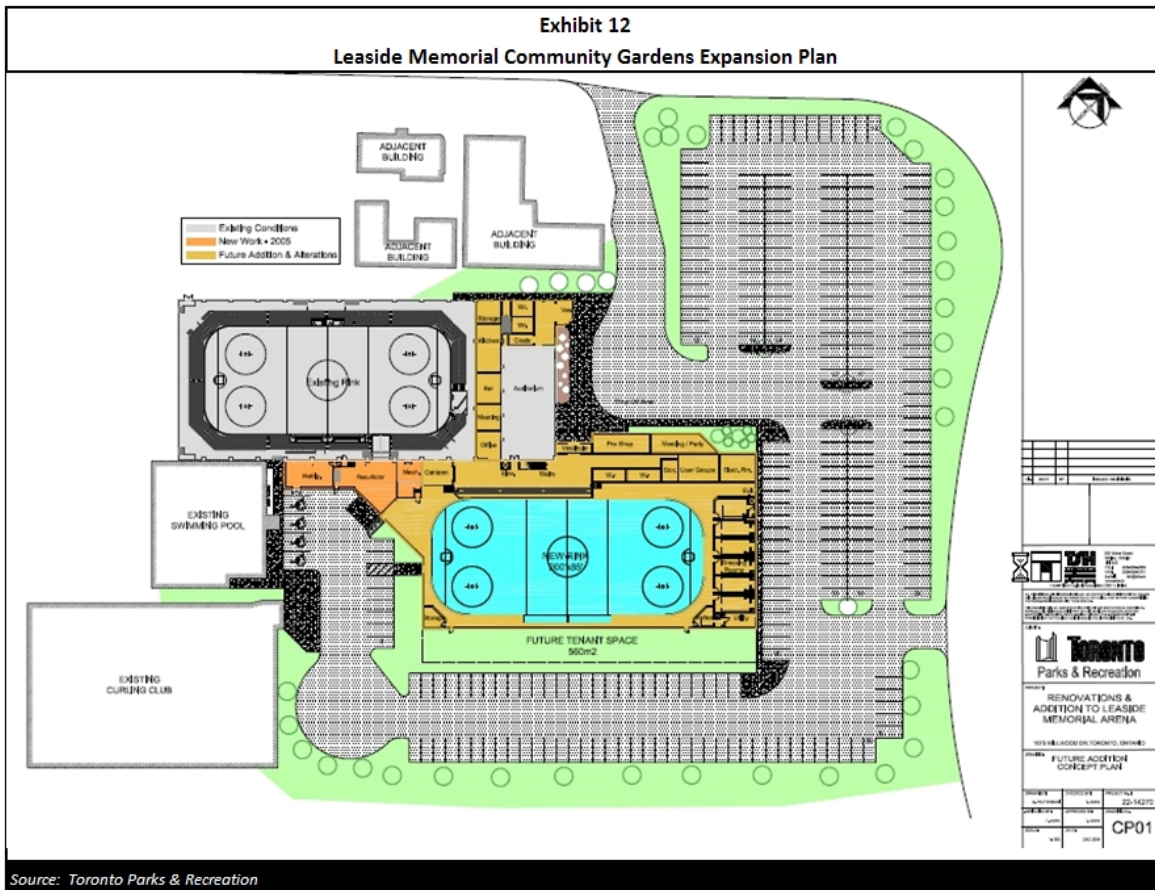
These are fundamental questions, which municipalities must address. Many municipalities have seriously investigated non-profit and/or private sector involvement in new facility development and operation, as well as in existing facilities. Some municipalities have already entered into a variety of partnership agreements. These agreements range from the purchase of ice time at non-profit and privately developed facilities to contracting out management of facilities to non-profit and/or private sector groups. These types of agreements/trends are likely to increase in the near future as municipalities continue to grapple with budget restrictions and increased demand for facilities (new facilities as well as improved existing facilities).

#### **2.4 ARENA DEVELOPMENT TRENDS – DIRECTION OF CITY OF TORONTO**

In a recent report (*A Sport Framework for the City of Toronto, August 2005*), the Toronto Sports Council (a City of Toronto sponsored group) noted that “there is a severe lack of district and regional sport facilities in Toronto”, such as multi-pad arenas. The report classifies the larger private sector arena facilities, such as Etobicoke Ice Sports, Scarborough Ice Sports, Centre Ice Sports, Chesswood Arena, Westwood Arena and The Rinx, as district facilities. From the municipal perspective, district facilities “are the practice and training facilities for elite competitions and ranked athletes” and “the lack of these facilities in Toronto disrupts the sport development continuum and is a constraint on hosting elite events.” The Toronto Sports Council, among other recommendations it made to the City, concluded that:

- Criteria should be established to develop new district facilities;
- Strategic opportunities to develop sport facilities (pilot projects) should be identified; and
- Best practices should be established to fund the construction and operation of new district sport facilities.

LMCG's proposed arena complex is consistent with the development direction put forward by the City sponsored Toronto Sports Council.



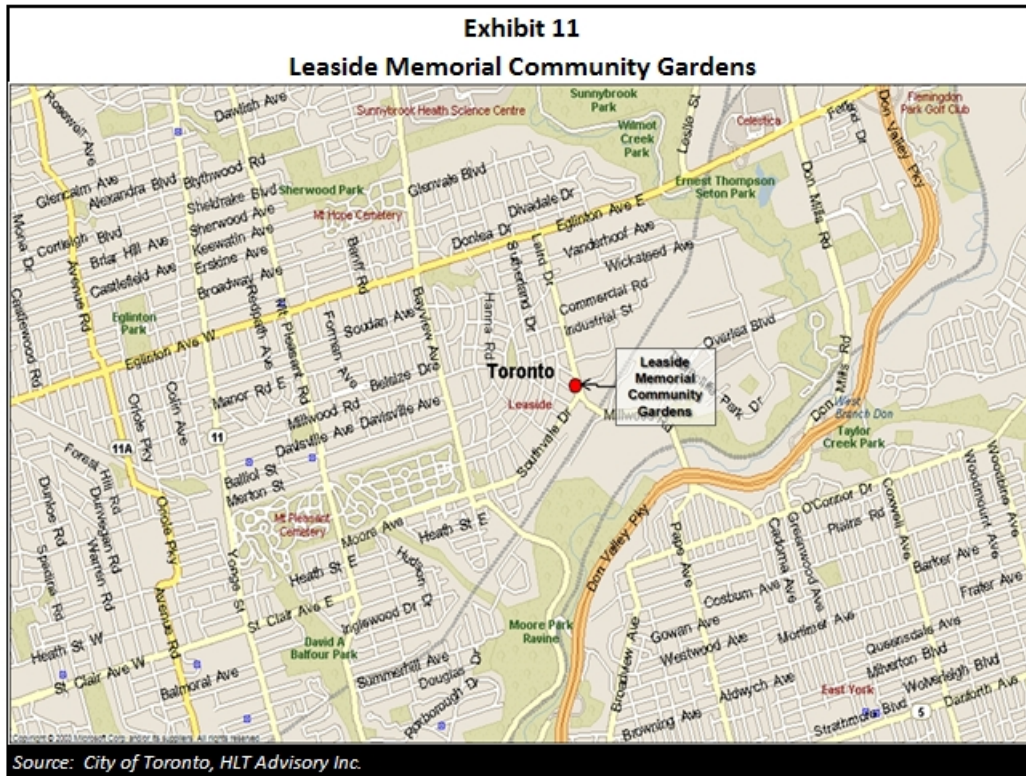
Source: Toronto Parks & Recreation

### 3. Site and Access

This section of the report describes the subject site in the context of surrounding land uses, its location within the broader regional environment and accessibility characteristics. The proposed site plan is also described in terms of site layout and facility components.

#### 3.1 LOCATION AND ACCESS

LMSG is located at 1073 Millwood Road (intersection of Southvale Drive and Laird Road). The entrance to the parking lot is off the south side of Southvale Drive at Millwood Road. The location and site access provides excellent visibility and accessibility to the entire greater Leaside community.



#### 3.2 SITE AND FACILITY

The existing site contains some four acres of land. The facility currently consists of a single ice pad, a 25-metre pool, a 3,192 square foot banquet hall, a snack bar and a small pro shop. The site also contains parking for 171 vehicles. Exhibit 12 shows a concept of the expanded facility and site.

The facility expansion (second ice pad) would be located southeast of the existing ice pad. In order to accommodate the expansion, a 1.1 acre parcel of land abutting the site to the southeast is in the final stages of being purchased by the City of Toronto from the Province of Ontario.

<b>Exhibit 13</b>			
<b>Ice Surfaces by Population: City of Toronto and Province of Ontario</b>			
	Population (2006 Census)	Number of Ice Surfaces	Population per Ice Surface
Toronto (municipally-owned)	2,503,281	62	40,376
Toronto (privately-owned)	2,503,281	<u>28</u>	<u>89,403</u>
Toronto Total	2,503,281	90	27,814
Province of Ontario	12,160,282	668	18,204

*Source: HLT Advisory Inc., Hockey Development Centre for Ontario*

<b>Exhibit 14</b>			
<b>Leaside Memorial Community Gardens - 2007 Utilization (37 Weeks of Ice)</b>			
	Hours		
	Utilized	Available*	Utilization
<u>Prime Ice Time</u>			
Leaside Hockey Association	1,026.0		
Leaside Skating Club	412.5		
Leaside Girls Hockey League	244.0		
Public Skating	74.0		
Other Users	<u>139.5</u>		
Total Prime Ice Time	1,896.0	2,007.5	94.4%
<u>Non-Prime Ice Time</u>			
Leaside Hockey Association	17.0		
Leaside Skating Club	443.0		
Leaside Girls Hockey League	0.0		
Richardson Hockey School	65.0		
Free Skate	45.0		
Shinny	41.0		
Leaside High School	33.5		
Other Users	<u>581.5</u>		
Total Non-Prime Ice Time	1,226.0	2,345.0	52.3%
<u>Total Ice Utilization</u>			
Leaside Hockey Association	1,043.0		
Leaside Skating Club	855.5		
Leaside Girls Hockey League	244.0		
Public Skating	74.0		
Richardson Hockey School	65.0		
Free Skate	45.0		
Shinny	41.0		
Leaside High School	33.5		
Other Users	<u>721.0</u>		
Total Ice Utilization	3,122.0	4,352.5	71.7%

*Source: HLT Advisory Inc. analysis of data provided by Leaside Memorial Community Gardens*

\* Available hours reflect actual days open during 2007.



## 4. Inventory Analysis

This section of the report identifies the competitive environment (study area), in terms of arena facilities, within which the proposed arena complex will operate. Prior to defining an appropriate study area and inventorying existing facility usage within that study area, a city-wide indication of market demand is summarized followed by a review of current LMCG usage. The analysis contained in this section is based mainly on information/data from LMCG, selected discussions with facility operators and owners as well as HLT's experience in the Toronto area arena industry.

### 4.1 CITY-WIDE DEMAND INDICATOR

Exhibit 13 summarizes total ice surfaces in the City of Toronto and develops a ratio of surfaces per population in the study area as well as in the entire Province. This ratio only provides an indication of the level of demand. Actual demand is greatly influenced by the existence of programming (i.e., the presence of sport groups that organize activity that individuals can participate in). It is also significantly influenced by facility time and allocation policies (i.e., the "owner" of the facility dictates what users can use the facility and at what times).

Based on information from the Hockey Development Centre for Ontario, Ontario currently has 668 ice surfaces (used for hockey) resulting in a provincial average of 18,204 persons per ice surface. The provincial average suggests that the City of Toronto, in relative terms, is undersupplied by existing ice surfaces.

### 4.2 LEASIDE MEMORIAL COMMUNITY GARDENS – CURRENT USAGE

Exhibit 14 summarizes LMCG facility ice usage for calendar year 2007. The current facility maintains ice for 37 weeks a year. LMCG defines Prime-Time ice as 6:00pm to 11:00pm on weekdays and 6:30am to 11:00pm on weekend days. Non-Prime Time is before 6:00pm on weekdays and after 11:00pm on all days. In total there were 2,007.5 hours of Prime-Time ice and 2,345.0 hours of Non-Prime Time ice available to rent.

In (calendar year) 2007 LMCG realized a total utilization rate of 71.7 percent. Prime-Time hours were virtually fully utilized at 94.4 percent of available hours while Non-Prime Time hours were utilized 52.3 percent of the time. This Non-Prime Time utilization rate is high compared to a typical arena. Of the 3,122 total hours utilized, 2,142.5 hours or about 69.0 percent were used by Leaside-based community user groups: Leaside Hockey Association ("LHA"), Leaside Skating Club ("LSC") and Leaside Girls Hockey League ("LGHL").





### Exhibit 16 Market Area Arena Inventory - Summary

Facility	Ice Surfaces	Ownership	Summer Ice Availability
Leaside Memorial Community Gardens	1	Municipal (AMB) *	-
Beaches Sports Centre	1	Public-Private Partnership	-
Del La Salle Arena	1	School	Monday - Thursday**
Don Mills Civitan Arena	1	Municipal	-
East York Memorial Arena	1	Municipal	Monday - Thursday
Flemingdon Arena	1	Municipal	-
Larry Grossman Forest Hill Memorial Arena	2	Municipal (AMB) *	Yes**
Moss Park Arena	1	Municipal (AMB) *	Yes
North Toronto Arena	1	Municipal (AMB) *	July and August
William P. Wilder Arena (Upper Canada College)	2	School	Yes
Ted Reeve Arena	1	Municipal (AMB) *	August Only
Varsity Arena	1	School	-
Victoria Village Arena	1	Municipal	-
York Mills Arena	1	Municipal	-
<b>Total</b>	<b>16</b>		

Source: City of Toronto, HLT Advisory Inc.

\* Municipal-owned but operated by an Arena Management Board (AMB)

\*\* Offering summer ice in 2009, summer ice was unavailable in 2008.

All three Leaside-based community user groups have indicated a desire for more ice time at LMCG. These groups currently use a combined 194 hours per week of ice at other arenas in the broader market area:

- LHA uses 125 hours per week of ice time at other municipal and private facilities. LHA indicates that community-based select and Greater Toronto Hockey League (“GTHL”) players are being lost to other clubs (e.g., North Toronto Hockey Association) as these clubs have game and practice ice closer to the Leaside community while the Leaside Select and Leaside GTHL teams play home games and practice at Scarborough facilities.
- LGHL uses 65 hours per week at other municipal and private facilities.
- LSC uses 4 hours per week during the winter and spring seasons at other municipal facilities.

Based on LMCG’s definition of ice times, there are some 58 hours of weekly Prime-Time ice per ice pad available to rent. The Leaside-based community groups have communicated that they would transfer their “usage overflow” to LMCG if LMCG could accommodate their requirements (time and rental rates). This usage would ensure that the second ice pad at LMCG would be virtually fully utilized during the majority of the winter season. Section 5 discusses this market opportunity situation in greater detail.

#### **4.3 STUDY AREA**

Typically, in order to focus market investigations, a study area is first delineated. This area represents the broad market region in which the proposed arena complex will generate user support (utilization), and is delineated based on a number of factors including access and distance to the site and the location of competitive facilities. Since existing LMCG users are willing to transfer existing ice usage at other facilities to the second ice pad, there is limited need to define a study area in order to determine if excess market demand exists to support a second pad at LMCG. With this said, HLT did define a study area for the purposes of investigating appropriate ice rental rates and summer ice time usage. LMCG does not currently offer summer ice time but intends to do so with the second ice pad. The study area delineated for the purposes of this report has been defined generally as Highway 401 to the north, Avenue Road/Queen’s Park to the west, Lake Ontario to the south and Warden Avenue to the east (see Exhibit 15).

#### **4.4 ARENA INVENTORY**

Within the defined study area, 14 arenas containing 16 ice surfaces have been identified (see Exhibit 16). Ten arenas are municipally owned, three are owned by private schools and one is privately owned and operated next to a municipally owned facility (Beaches Sports Centre is located on the site of the Ted Reeve Arena). Of the ten municipally-owned arena facilities, five are operated by individual Arena Management Boards (AMB). AMBs are free to set ice time allocations and ice rental rates.

Of the 14 facilities in the defined study area, six facilities currently offer ice time during some or part of the summer season:

- Del La Salle Arena and East York Memorial Arena offer ice time from Mondays to Thursdays throughout the summer.

- Del La Salle Arena and Larry Grossman Forest Hill Memorial Arena will offer summer ice in 2009, neither facility operated during the summer in 2008. William P. Wilder Arena at Upper Canada College has recently opened, and will offer summer ice in 2009.
- North Toronto Arena removes the ice during the spring, during which a lacrosse league uses the ice. The ice is replaced in early July.
- Ted Reeve Arena removes the ice in late April/early May and replaces the ice surface in August.
- Moss Park Arena offers summer ice.

The recently opened two-pad arena at Upper Canada College will offer summer ice on at least one ice pad.

Generally speaking, private arena facilities in the GTA account for the majority of summer ice time available in the GTA. LMCG will have to compete with study area facilities and private sector facilities in the broader Toronto market area for summer ice usage.

HLT did not contact owners of arena facilities in the defined study area to attempt to collect detailed arena usage statistics.

#### 4.5 ICE RENTAL RATES

The current ice rental rates at LMCG (inclusive of GST) are shown in Exhibit 17.

<b>Exhibit 17</b>	
<b>Leaside Memorial Community Gardens Rental Rates</b>	
(2008/2009 Ice Season)	
Group	Rate (includes GST)
Community Rate (LHA, LGHL, LSC)	\$ 145.78
Prime Time (Market) Rate	\$ 240.00
Non Prime Time (Market) Rate	\$ 125.00
11:00 pm to 12:00 am	\$ 175.00

*Source: Leaside Memorial Community Gardens*

All community groups are allocated specified amounts of ice time at the community rate. If these groups require additional time and if that time is available, they are charged the applicable market rate. The majority of the Prime-Time ice available at LMCG is used by Leaside-based community user groups.

Exhibit 18 provides a breakdown of ice rental revenues<sup>2</sup> for calendar 2007 (exclusive of GST).

<sup>2</sup> In 2007, ice rental rates (inclusive of GST) were \$225/hour for Prime Time ice, \$120 for Non-Prime Time ice (community groups) and \$175 for late night. The community group rate was \$133.52

<b>Exhibit 18</b>			
<b>Leaside Memorial Community Gardens - 2007 Ice Rental Revenues</b>			
	Hours Used	Revenue (net of GST)	Average Rate (net of GST)
Leaside Hockey Association	1,043.0	\$ 183,498	\$ 175.93
Leaside Skating Club	855.5	\$ 122,758	\$ 143.49
Leaside Girls Hockey League	244.0	\$ 38,610	\$ 158.24
Public Skating	74.0	\$ 7,063	\$ 95.44
Richardson Hockey School	65.0	\$ 7,200	\$ 110.78
Free Skate	45.0	\$ -	\$ -
Shinny	41.0	\$ 2,279	\$ 55.59
Leaside High School	33.5	\$ 4,269	\$ 127.43
Other Users	<u>721.0</u>	<u>\$ 60,299</u>	<u>\$ 83.63</u>
<b>Total Ice Utilization</b>	<b>3,122.0</b>	<b>\$ 425,976</b>	<b>\$ 136.44</b>

*Source: HLT Advisory Inc. analysis of data provided by Leaside Memorial Community Gardens*

In total the average rental rate for all ice time was \$136.44 (exclusive of GST) for calendar year 2007.

### **City of Toronto Facilities**

The City of Toronto has an established ice rental rate structure for all municipally-owned and operated arenas. Those facilities operated by AMBs are free to set their own individual ice rental rates. These rates are typically higher than those applicable at other city-owned facilities (HLT has not been able to obtain the rental rate structure for AMB facilities). The City of Toronto defines Prime-Time ice as Monday to Friday 5:00pm to 11:00pm and Saturday and Sunday from 7:00am to 11:00pm. Rental rates vary by facility user. Facility users are segmented as follows:

- Commercial—organizations or teams providing adult activity which do not qualify for “Community Adult”. Commercial programs organized for youth or adult to include instructional schools will be assessed at the commercial rate as will additional ice booked by teams privately, private schools, church groups, birthday parties and family skates.
- Community Adult—organizations or teams providing adult activity operated by volunteers on a not-for-profit basis. Organizations may be required to provide financial statements and prove that 90 percent<sup>3</sup> of their members are residents of the City of Toronto.
- Community Youth—not-for-profit organizations, with an elected volunteer executive, constitution and bylaws that provide youth activities. Groups may be required to provide financial statements and prove they meet the 90 percent residency factor. Youth is defined as a person 13 to 19 years of age inclusive. This category includes house league and recreational participants.
- Competitive Junior Hockey—includes levels A, B and C.

<sup>3</sup> The residency requirement for community ice time increased from 80% to 90% in 2007.

- Competitive Youth—organizations or teams providing youth activity with an 90 percent residency factor but which do not qualify as community youth. Residency for game ice will be based on a combination of all member organization teams.
- Toronto District School Board.

Rental rates (2008/09) applicable for the four municipally operated arenas in the market area are shown in Exhibit 19.

<b>Exhibit 19</b>		
<b>City of Toronto Municipal (Indoor) Arena Rental Rates 2008/09</b>		
(inclusive of GST)		
	Prime Time	Non-Prime Time
Commercial	\$276.15	\$138.60
Community Adult	\$226.80	\$114.45
Community Youth	\$129.15	\$64.05
Competitive Junior Hockey	\$195.30	\$98.70
Competitive Youth	\$166.95	\$84.00
Toronto District School Board	\$135.45	\$68.25

*Source: City of Toronto Parks and Recreation*

The rental rates charged by the City of Toronto are similar to those charged at the LMCG.

### **City of Toronto Private Sector Facilities**

In Toronto seven private sector arenas (not affiliated with a school) offer a total of 30 ice surfaces. None of these facilities are located in the defined study area. These include:

- Westwood Arena (five ice surfaces) – major uses include in-house adult leagues, various GTHL hockey clubs and various outside adult hockey leagues.
- Chesswood Arena (four ice surfaces) – major uses include in-house adult leagues, various GTHL hockey clubs and various outside adult hockey leagues.
- Etobicoke Ice Sports (four ice surfaces) – major uses include in-house adult leagues, various GTHL hockey clubs and various outside adult hockey leagues.
- Scarborough Ice Sports (four ice surfaces) – major uses include in-house adult leagues, various GTHL hockey clubs and various outside adult hockey leagues.
- York Ice Sports (at York University) (six ice surfaces) – major uses include in-house adult leagues, various GTHL hockey clubs and various outside adult hockey leagues.
- Centre Ice Sports (two ice surfaces) – major uses include in-house adult leagues, various GTHL hockey clubs and various outside adult hockey leagues.
- The Rinx (three ice surfaces) – major uses include in-house adult leagues, various GTHL hockey clubs and various outside adult hockey leagues.

Exhibit 20 displays typical rental rates for these private sector arenas.

<b>Exhibit 20</b>				
<b>GTA Private Sector Arenas - 2008/09 Prime Time Rental Rates</b>				
	Westwood	Chesswood	Ice Sports*	The Rinx
Rate Range	\$195 - \$300	\$195 - \$300	\$200 - \$350	\$220 - \$350

*Source: HLT Advisory Inc. estimates.*

*\* Includes Scarborough, Centre, Etobicoke and York Ice Sports facilities.*

Since most of the Prime-Time hours (especially during the winter season) at private sector arenas are used for “in-house” organized leagues, the actual hourly rental rate is hidden in a team fee that is charged. Also, actual rental rates for user groups are influenced by the amount of ice time that is purchased, including actual times used.

#### **4.6 PROPOSED ARENAS**

Other than the proposed expanded LMCG, the only other arena proposed in the study area is a three-pad facility at the southeast corner of Don Mills Road and Highway 401. This facility, proposed by the Don Mills Civitan Service Club, would replace the existing 58-year old single ice pad facility located at Don Mills Road and Lawrence. This project is on hold pending an environmental impact study given the proposed location along the Don River Valley.

As mentioned previous, Upper Canada College is opening (February 2009) a new two pad arena. This facility will replace an existing single pad facility owned by the school.

#### **4.7 SUMMARY**

The following summarizes the findings of the inventory analysis and puts forth conclusions. Based on the information and analysis presented in this Section, the following key points can be put forward:

- The City of Toronto, as a whole, seems to be underserved by arena facilities.
- The existing LMCG facility is virtually fully utilized during winter season Prime-Time hours (about 94 percent).
- The existing LMCG facility has a high winter season Non-Prime Time utilization level of about 52.0 percent.
- Leaside-based community users rent about 194 hours of weekly winter season ice at other facilities. If a second ice pad is added at LMCG, these users would transfer this usage to LMCG.
- The existing rental rate structure at LMCG is slightly higher than at facilities owned and operated by the City of Toronto but lower than those owned and operated by the private sector.

LMCG intends to offer summer ice on the new ice pad. In this regard, LMCG will have to compete with existing facilities that already offer summer ice to attract users.



## 5. Market Opportunity

This section of the report presents the estimated market opportunity for the arena complex. First, an Operations Model is defined. Second, using the defined Operations Model, the market performance of the arena is estimated (utilization and rental rates). Third, the market performance estimate is compared to likely facility usage that is contained in the various user group “commitments” that LMCG has already obtained. These commitments include existing usage of the current arena, as well as new usage currently being accommodated at other facilities.

The average annual business activity level estimated for Year 2 is considered to represent a “stabilized” year of operations. A stabilized year of operation is herein defined as the first full year of operations during which the facility eliminates operational inefficiencies related to start-up. This may occur almost immediately or may take a protracted period of time, depending on factors such as the extent and need for pre-opening publicity, advertising and marketing. All revenues are expressed in 2009 dollars.

HLT has assumed that the second ice pad will be operational for the start of the 2009/2010 winter season.

### 5.1 OPERATIONS MODEL

In order to forecast market opportunity, a facility operations model has been prepared. This model outlines hours of operations, defines ice time periods and sets out a rental rate structure for the proposed facility. It was constructed based on the current LMCG facility and HLT’s past experience. The following outlines the components of the operations model.

#### Hours of Operations and Ice Time Periods

The facility will operate 365 days per year in a two season format (winter and summer). Winter season will last 37 weeks and generally run from Labour Day through to the May long weekend. Daily hours of operations will be 18 hours per day from 6:00am through to midnight. Exhibit 21 shows a typical breakdown of winter weekday and weekend hours of operation by estimated ice time period.

<b>Exhibit 21</b>		
<b>Hours of Operation Breakdown</b>		
	<b>Weekday</b>	<b>Weekend</b>
Prime Time	6:00 pm to 11:00 pm	6:00 am to 11:00 pm
Non-Prime Time	6:00 am to 6:00 pm 11:00 pm to 12:00 am	11:00 pm to 12:00 am

*Source: HLT Advisory Inc.*

The winter season contains some 4,662 total hours per ice surface available to rent. Since the expanded facility will contain two ice surfaces, there will be some 9,324 total hours of ice available to rent during the winter season. Demand from the three Leaside-based community groups, who combined utilize the majority of the available Prime-Time hours in the current facility, exceeds the additional capacity of Prime-Time ice (2,183 hours) being added in the new ice pad.



The summer ice season will last 15 weeks from mid-May through the end of August on the new ice surface only (the current ice pad is not able to offer ice through the summer). Hours of operation are assumed to consist of 18 hours per day from 6:00am through to midnight. Actual hours of operation however, will be based on user demand and may vary per day depending on advanced bookings. Winter season ice time periods (i.e. Prime-Time, Non-Prime Time) are assumed for these purposes to be applicable during the summer season (see Exhibit 21). It is assumed that no ice-pads will be taken out of service for any extended period of time for maintenance.

A total of 1,890 hours of ice time will be available through the summer season. The existing ice pad surface will be rented to non-ice users for the summer season (i.e., box lacrosse, ball hockey, etc.). Exhibit 22 shows winter and summer weekly and total season operating hours by ice time periods.

<b>Exhibit 22</b>				
<b>Ice Hours of Operation by Time Period</b>				
	Weekly (per pad)	Weekly (both pads)	Total Season (per pad)	Total Season (both pads)
<u>Winter Season</u>				
Prime Time	59	118	2,183	4,366
Non-Prime Time	<u>67</u>	<u>134</u>	<u>2,479</u>	<u>4,958</u>
Total	126	252	4,662	9,324
<u>Summer Season*</u>				
Prime Time	59	59	885	885
Non-Prime Time	<u>67</u>	<u>67</u>	<u>1,005</u>	<u>1,005</u>
Total	126	126	1,890	1,890
<i>Source: HLT Advisory Inc.</i>				
<i>* Only one ice pad will offer summer ice.</i>				

In total, there will be some 11,214 hours of ice available for rent through the winter and summer seasons (as well as 1,890 hours of summer floor space available for rent on the existing ice surface for other uses).

### **Rental Rates**

Exhibit 23 presents the proposed rental rate structure (net of GST) for LMCG segmented by ice pad and season.

<b>Exhibit 23</b>				
<b>Proposed Rental Rate Structure (Year 1)</b>				
	Community Prime	Market Rates		
		Prime	Non-Prime Daytime	Non-Prime Late Night
<u>Winter</u>				
Existing Pad	\$ 166.67	\$ 228.57	\$ 119.05	\$ 166.67
New Pad	n/a	\$ 280.00	\$ 119.05	\$ 166.67
<u>Summer</u>				
Existing Pad (floor rental)	n/a	\$ 85.00	\$ 85.00	\$ 75.00
New Pad	n/a	\$ 228.57	\$ 207.55	\$ 195.30
<i>Source: HLT Advisory Inc., Leaside Memorial Community Gardens</i>				
<i>n/a - not applicable</i>				

<b>Exhibit 24</b>						
<b>Existing Pad Utilization Estimate</b>						
	Current	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Winter Season</b>						
Prime Time Weekday	95.2%	95.0%	95.0%	95.0%	95.0%	95.0%
Prime Time Weekend	93.9%	95.0%	95.0%	95.0%	95.0%	95.0%
Non-Prime Time Weekday	52.7%	50.0%	50.0%	50.0%	50.0%	50.0%
Non-Prime Time Weekend	<u>36.8%</u>	<u>35.0%</u>	<u>35.0%</u>	<u>35.0%</u>	<u>35.0%</u>	<u>35.0%</u>
Total Winter Season	71.7%	70.8%	70.8%	70.8%	70.8%	70.8%
<b>Summer Season</b>						
Prime Time Weekday		25.0%	30.0%	30.0%	30.0%	30.0%
Prime Time Weekend		15.0%	20.0%	20.0%	20.0%	20.0%
Non-Prime Time Weekday		10.0%	10.0%	10.0%	10.0%	10.0%
Non-Prime Time Weekend		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
Total Summer Season		14.2%	16.6%	16.6%	16.6%	16.6%
<b>Annually</b>						
Prime Time		73.2%	74.6%	74.6%	74.6%	74.6%
Non-Prime Time		<u>38.1%</u>	<u>25.8%</u>	<u>25.8%</u>	<u>25.8%</u>	<u>25.8%</u>
Total Annual Utilization		54.5%	55.2%	55.2%	55.2%	55.2%
<i>Source: HLT Advisory Inc.</i>						

<b>Exhibit 25</b>						
<b>New Pad Utilization Estimate</b>						
	Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Winter Season</b>						
Prime Time Weekday		95.0%	95.0%	95.0%	95.0%	95.0%
Prime Time Weekend		95.0%	95.0%	95.0%	95.0%	95.0%
Non-Prime Time Weekday		45.0%	50.0%	50.0%	50.0%	50.0%
Non-Prime Time Weekend		<u>30.0%</u>	<u>35.0%</u>	<u>35.0%</u>	<u>35.0%</u>	<u>35.0%</u>
Total Winter Season		68.2%	70.8%	70.8%	70.8%	70.8%
<b>Summer Season</b>						
Prime Time Weekday		55.0%	60.0%	60.0%	60.0%	60.0%
Prime Time Weekend		25.0%	30.0%	30.0%	30.0%	30.0%
Non-Prime Time Weekday		65.0%	70.0%	70.0%	70.0%	70.0%
Non-Prime Time Weekend		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
Total Summer Season		51.2%	56.1%	56.1%	56.1%	56.1%
<b>Annually</b>						
Prime Time		78.5%	78.5%	79.9%	79.9%	79.9%
Non-Prime Time		<u>49.9%</u>	<u>33.8%</u>	<u>37.1%</u>	<u>37.1%</u>	<u>37.1%</u>
Total Annual Utilization		63.3%	63.3%	66.6%	66.6%	66.6%
<i>Source: HLT Advisory Inc.</i>						

The rates vary by season (winter and summer) and are consistent with the range of market rents cited in Section 4. The Prime-Time rate will be higher on the new pad than the existing pad. Late night rates are charged after 11:00pm (weekday and weekend). Rental rates have been increased annually at a rate of 2.0 percent.

## 5.2 MARKET OPPORTUNITY ESTIMATES

Based on current usage of the existing arena, “commitment” letters obtained by LMCG for the proposed new ice pad, our review of the ice market in the study area and our specific knowledge of the ice market in the Toronto Area, this subsection summarizes our estimate of the market performance of the expanded LMCG. Appendix A contains copies of the commitment letters obtained by LMCG to date.

Exhibits 24 and 25 show the estimated utilization rates of each arena while Exhibits 26 and 27 show the corresponding number of hours used. Summer rentals for the existing arena represent floor rentals only (i.e., no ice). It is assumed that the expanded LMCG will achieve a stabilized year of operations in Year 2.

<b>Exhibit 26</b>					
<b>Existing Pad Annual Hours Utilized Estimate</b>					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Winter Season</b>					
Prime Time Weekday	879	879	879	879	879
Prime Time Weekend	1,195	1,195	1,195	1,195	1,195
Non-Prime Time Weekday	1,203	1,203	1,203	1,203	1,203
Non-Prime Time Weekend	<u>26</u>	<u>26</u>	<u>26</u>	<u>26</u>	<u>26</u>
<b>Total Winter Season</b>	<b>3,303</b>	<b>3,303</b>	<b>3,303</b>	<b>3,303</b>	<b>3,303</b>
<b>Summer Season</b>					
Prime Time Weekday	94	113	113	113	113
Prime Time Weekend	77	102	102	102	102
Non-Prime Time Weekday	98	98	98	98	98
Non-Prime Time Weekend	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Summer Season</b>	<b>269</b>	<b>313</b>	<b>313</b>	<b>313</b>	<b>313</b>
<b>Annually</b>					
Prime Time	2,245	2,289	2,289	2,289	2,289
Non-Prime Time	<u>1,327</u>	<u>1,327</u>	<u>1,327</u>	<u>1,327</u>	<u>1,327</u>
<b>Total Annual Hours Utilized</b>	<b>3,572</b>	<b>3,616</b>	<b>3,616</b>	<b>3,616</b>	<b>3,616</b>

*Source: HLT Advisory Inc.*

<b>Exhibit 27</b>					
<b>New Pad Annual Hours Utilized Estimate</b>					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Winter Season</b>					
Prime Time Weekday	879	879	879	879	879
Prime Time Weekend	1,195	1,195	1,195	1,195	1,195
Non-Prime Time Weekday	1,082	1,203	1,203	1,203	1,203
Non-Prime Time Weekend	<u>22</u>	<u>26</u>	<u>26</u>	<u>26</u>	<u>26</u>
<b>Total Winter Season</b>	<b>3,178</b>	<b>3,303</b>	<b>3,303</b>	<b>3,303</b>	<b>3,303</b>
<b>Summer Season</b>					
Prime Time Weekday	206	225	225	225	225
Prime Time Weekend	128	153	153	153	153
Non-Prime Time Weekday	634	683	683	683	683
Non-Prime Time Weekend	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Summer Season</b>	<b>968</b>	<b>1,061</b>	<b>1,061</b>	<b>1,061</b>	<b>1,061</b>
<b>Annually</b>					
Prime Time	2,408	2,452	2,452	2,452	2,452
Non-Prime Time	<u>1,738</u>	<u>1,912</u>	<u>1,912</u>	<u>1,912</u>	<u>1,912</u>
<b>Total Annual Hours Utilized</b>	<b>4,146</b>	<b>4,364</b>	<b>4,364</b>	<b>4,364</b>	<b>4,364</b>

*Source: HLT Advisory Inc.*

In total, HLT estimates that the expanded LMCG can achieve a 60.9 percent annual utilization rate (by Year 2) on ice rentals (and dry floor rentals of current pad during the summer season). This equates to some 7,980 hours of facility time being rented by Year 2 (see Exhibit 28).

<b>Exhibit 28</b>					
<b>Total Facility Utilization Estimate</b>					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Utilization Percentage</b>					
Winter Season	69.5%	70.8%	70.8%	70.8%	70.8%
Summer Season	<u>32.7%</u>	<u>36.3%</u>	<u>36.3%</u>	<u>36.3%</u>	<u>36.3%</u>
<b>Total Utilization</b>	<b>58.9%</b>	<b>60.9%</b>	<b>60.9%</b>	<b>60.9%</b>	<b>60.9%</b>
<b>Hours Rented</b>					
Winter Season	6,481	6,606	6,606	6,606	6,606
Summer Season	<u>1,237</u>	<u>1,374</u>	<u>1,374</u>	<u>1,374</u>	<u>1,374</u>
<b>Total Hours Rented</b>	<b>7,718</b>	<b>7,980</b>	<b>7,980</b>	<b>7,980</b>	<b>7,980</b>

*Source: HLT Advisory Inc.*

<b>Exhibit 29</b>					
<b>Rental Rates and Revenue Estimates (Total Facility)</b>					
	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Hours Utilized</u>					
Winter Season					
Community Rate (existing pad)	1,950	1,950	1,950	1,950	1,950
Prime (existing pad)	124	124	124	124	124
Prime (new pad)	2,074	2,074	2,074	2,074	2,074
Non-Prime	<u>2,333</u>	<u>2,458</u>	<u>2,458</u>	<u>2,458</u>	<u>2,458</u>
Total	6,481	6,606	6,606	6,606	6,606
Summer Season					
Prime (existing pad)	171	215	215	215	215
Prime (new pad)	334	378	378	378	378
Non-Prime (existing pad)	98	98	98	98	98
Non-Prime (new pad)	<u>634</u>	<u>683</u>	<u>683</u>	<u>683</u>	<u>683</u>
Total	1,237	1,374	1,374	1,374	1,374
<u>Rental Rates</u>					
Winter Season					
Community Rate (existing pad)	\$ 166.67	\$ 170.00	\$ 173.40	\$ 176.87	\$ 180.41
Prime (existing pad)	\$ 228.57	\$ 233.14	\$ 237.80	\$ 242.56	\$ 247.41
Prime (new pad)	\$ 280.00	\$ 285.60	\$ 291.31	\$ 297.14	\$ 303.08
Non-Prime*	\$ 123.81	\$ 126.29	\$ 128.82	\$ 131.40	\$ 134.03
Summer Season					
Prime (existing pad)	\$ 85.00	\$ 86.70	\$ 88.43	\$ 90.20	\$ 92.00
Prime (new pad)	\$ 228.57	\$ 233.14	\$ 237.80	\$ 242.56	\$ 247.41
Non-Prime (existing pad)	\$ 84.00	\$ 85.68	\$ 87.39	\$ 89.14	\$ 90.92
Non-Prime (new pad)	\$ 206.33	\$ 210.45	\$ 214.66	\$ 218.95	\$ 223.33
<u>Gross Revenue</u>					
Winter Season					
Community Rate (existing pad)	\$ 325,007	\$ 331,500	\$ 338,130	\$ 344,897	\$ 351,800
Prime (existing pad)	\$ 28,343	\$ 28,909	\$ 29,487	\$ 30,077	\$ 30,679
Prime (new pad)	\$ 580,720	\$ 592,334	\$ 604,177	\$ 616,268	\$ 628,588
Non-Prime	<u>\$ 288,853</u>	<u>\$ 310,421</u>	<u>\$ 316,640</u>	<u>\$ 322,981</u>	<u>\$ 329,446</u>
Total Winter Season	\$ 1,222,923	\$ 1,263,165	\$ 1,288,434	\$ 1,314,224	\$ 1,340,512
Summer Season					
Prime (existing pad)	\$ 14,535	\$ 18,641	\$ 19,012	\$ 19,393	\$ 19,780
Prime (new pad)	\$ 76,342	\$ 88,127	\$ 89,888	\$ 91,688	\$ 93,521
Non-Prime (existing pad)	\$ 8,232	\$ 8,397	\$ 8,564	\$ 8,736	\$ 8,910
Non-Prime (new pad)	<u>\$ 130,810</u>	<u>\$ 143,737</u>	<u>\$ 146,613</u>	<u>\$ 149,543</u>	<u>\$ 152,534</u>
Total Summer Season	\$ 229,919	\$ 258,901	\$ 264,078	\$ 269,359	\$ 274,746
<u>Annual Gross Revenue</u>					
Existing Pad	\$ 528,281	\$ 542,657	\$ 553,514	\$ 564,593	\$ 575,891
New Pad	<u>\$ 924,561</u>	<u>\$ 979,409</u>	<u>\$ 998,998</u>	<u>\$ 1,018,989</u>	<u>\$ 1,039,366</u>
Total Annual Gross Revenue	\$ 1,452,842	\$ 1,522,066	\$ 1,552,512	\$ 1,583,583	\$ 1,615,258
Source: HLT Advisory Inc.					
* Note the non-prime ice rate of 123.81 is a blend of the \$119.05 daytime rate and \$166.67 late night rate based on historic hours utilized.					

Exhibit 29 presents the resultant Rental Revenue for the expanded LMCG (both ice pads) when estimated rental rates (see Exhibit 27) are applied to the estimated hours utilized by user group.

In total, the expanded LMCG is estimated to generate approximately \$1.45 million in total rental revenue in Year 1, increasing to approximately \$1.61 million by Year 5.

### 5.3 SOURCES OF ICE RENTAL REVENUE

The estimate of rental revenue will be generated from three main sources of business:

- additional rentals by current users, primarily Leaside-based community groups;
- new users (local schools) that have provided LMCG with “commitments”; and
- future marketing efforts by LMCG.

The following discusses these identified sources of business. Appendix A provides a copy of all “commitment letters” (or correspondence) that HLT has reviewed as part of this report.

#### Current Users

Exhibit 30 presents incremental hours that the Leaside-based community groups would require to fulfill their current needs. In total, these groups require some 3,719 total hours of which 3,053 are Prime Time hours. HLT assumes the second ice pad can accommodate 2,074 hours of winter season Prime Time ice from these user groups. (While 2,183 hours of winter season Prime Time ice is available on the new ice pad, due to scheduling conflicts it is unlikely that LMCG could accommodate all time requests. HLT assumes that LMCG could accommodate about 95 percent of Leaside-based community group ice requests). HLT assumes that LMCG could accommodate all non-prime ice requests from these groups.

<b>Exhibit 30</b>						
<b>Incremental Ice Rental Requests from Community User Groups (hours)</b>						
	Winter			Summer		
	Prime	Non-Prime	Total	Prime	Non-Prime	Total
Leaside Hockey Association	2,109	555	2,664	0	0	0
Leaside Skating Club	148	111	259	0	35	35
Leaside Girls Hockey League	<u>796</u>	<u>0</u>	<u>796</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total</b>	<b>3,053</b>	<b>666</b>	<b>3,719</b>	<b>0</b>	<b>35</b>	<b>35</b>

*Source: HLT Advisory Inc.*

A one-week camp by the LSC represents the only identified requirement by a Leaside community user group for summer ice.

Copies of “commitment letters” from Leaside-based community groups are contained in Appendix A.

#### **New Users (Local Schools)**

Two local schools have expressed an interest in renting winter season ice time at LMCG.

<b>Exhibit 31</b>			
<b>Winter Ice Rental Commitments for Second Pad</b>			
	Prime	Non-Prime	Total
Crescent School	0	437	437
Greenwood College School	<u>0</u>	<u>50</u>	<u>50</u>
<b>Total</b>	0	487	487

*Source: HLT Advisory Inc.*

In total these two schools would use some 487 hours of winter weekday Non-Prime Time ice. HLT has reviewed these “commitment” letters and copies of the same are contained in Appendix A. The following summarizes these “commitments”.

- Crescent School – Requires some 276 hours of Non-Prime Time weekday ice for hockey team practices and games and 161 hours of Non-Prime Time weekday ice for physical education classes during the winter season for a total of 437 hours of Non-Prime Time usage. This does not include ice time required for tournaments that the Crescent School wishes to host.
- Greenwood College School – Requires some 50 hours of Non-Prime Time weekday ice (20 hours/year for games, 30 hours/year for practices) during the winter season.

To date, LMCG has had limited discussions with the two schools with respect to rental rates. However, \$119.05 per hour for weekday Non-Prime Time ice is a competitive rate given that Crescent School currently rents ice from several different facilities and Greenwood College School requires only 50 hours of ice per year.

### **New Users (Future Marketing Efforts)**

Based on HLT’s knowledge of the Toronto area arena market, it is assumed that LMCG would be able to generate additional facility usage above and beyond the existing community groups and local schools. In particular, the arena would be well-positioned to attract summer demand. For example:

- Few arenas in the study area (see Exhibit 16) operate ice during the summer. HLT believes that LMCG would be able to attract organizers of summer hockey leagues to utilize the summer season Prime-Time ice and some of the summer season Non-Prime Time ice.
- The William Lea Room, the pool and potential sports field west of the pool would be attractive for operators of summer hockey camps or instructional programs.

Exhibit 32 provides a breakdown of total estimated facility utilization by user group for the second (stabilized) year of operation.

<b>Exhibit 32</b>								
<b>New Pad Utilization (Hours) Estimate by User - Year 2</b>								
	Winter Season		Summer Season		Annual		Total	
	Prime	Non-Prime	Prime	Non-Prime	Prime	Non-Prime		
Leaside-Based Community Groups	2,074	666	0	35	2,074	701	2,775	
New Users (Schools)	0	487	0	0	0	487	487	
New Users (Future Marketing Efforts)	<u>0</u>	<u>76</u>	<u>378</u>	<u>648</u>	<u>378</u>	<u>724</u>	<u>1,102</u>	
<b>Total</b>	2,074	1,229	378	683	2,452	1,912	4,364	

*Source: HLT Advisory Inc.*



Exhibit 32 indicates in Year 2:

- Leaside-based community groups account for all of the winter Prime-Time hours that are estimated to be utilized and about half of the winter Non-Prime Time hours rented on the new pad. LMCG representatives indicate the Leaside-based community groups have accepted in principle the proposed rate structure for the new ice pad.
- New users (schools) account for about 40 percent of the Non-Prime Time winter hours on the new ice pad.
- None of the 378 summer Prime-Time hours are accounted for by Leaside-based community groups and committed users. These hours (about 25 hours per week) will be marketed to organized and unorganized users including hockey leagues, tournaments and special events.
- About five percent of the estimated utilized summer season Non-Prime Time hours are accounted for by Leaside-based community groups. The remaining 648 hours (or an average of 43 hours per week) will be marketed to organized and unorganized users including hockey and/or skating camps/instructional schools, tournaments and special events.

In total, of the 4,364 hours of estimated total ice utilization for the new pad, approximately 75 percent is accounted for by Leaside-based community groups and local schools.

#### **5.4 SUMMARY**

Based on the information and analysis presented in this section, the following key points can be put forward:

- HLT has estimated that some 178 hours of additional Prime Time ice on the existing ice pad will be utilized by Year 2. This estimate requires LMCG to improve ice allocation to ensure that user groups better utilize available Prime Time hours at the beginning and end of the winter season.
- LMCG will rent time on the new ice pad at "market rates".
- Leaside-based community groups (existing Leaside-based community groups) that currently rent the majority of ice time will continue to rent ice time and will transfer existing usage at other facilities to the new ice pad. All of the winter season Prime-Time hours estimated to be utilized on the new ice pad will be used by these groups.
- LMCG will offer summer ice and will have to market this ice time to new users.

<b>Exhibit 33</b>							
<b>Revenue and Expense Summary</b>							
	Current 2007		Year 1	Year 2	Year 3	Year 4	Year 5
<b>Arena Revenues</b>							
Current Pad Ice Rentals	\$436,659	51.6%	\$528,281	\$542,657	\$553,514	\$564,593	\$575,891
New Pad Ice Rentals	\$0	0.0%	\$924,561	\$979,409	\$998,998	\$1,018,989	\$1,039,366
Signage	\$15,935	1.9%	\$33,821	\$34,498	\$35,188	\$35,892	\$36,609
Pro Shop Revenue	<u>\$2,878</u>	<u>0.3%</u>	<u>\$7,491</u>	<u>\$7,786</u>	<u>\$7,941</u>	<u>\$8,100</u>	<u>\$8,262</u>
Subtotal Arena Revenues	\$455,472	53.8%	\$1,494,155	\$1,564,349	\$1,595,641	\$1,627,574	\$1,660,129
<b>Other Revenues</b>							
Pool Rental	\$221,086	26.1%	\$234,618	\$239,310	\$244,097	\$248,978	\$253,958
Banquet Revenue	\$95,426	11.3%	\$101,267	\$103,292	\$105,358	\$107,465	\$109,614
Snack Bar	\$45,083	5.3%	\$117,395	\$122,008	\$124,448	\$126,937	\$129,476
Miscellaneous Revenue	<u>\$29,122</u>	<u>3.4%</u>	<u>\$54,097</u>	<u>\$55,179</u>	<u>\$56,283</u>	<u>\$57,409</u>	<u>\$58,557</u>
Total Other Revenues	\$390,717	46.2%	\$507,377	\$517,525	\$530,185	\$540,789	\$551,605
<b>Total Revenue</b>	<b><u>\$846,189</u></b>	<b><u>100.0%</u></b>	<b><u>\$2,001,532</u></b>	<b><u>\$2,081,874</u></b>	<b><u>\$2,125,826</u></b>	<b><u>\$2,168,363</u></b>	<b><u>\$2,211,734</u></b>
<b>Operational Expenses</b>							
<b>Arena</b>							
Wages and Salaries	\$153,249	33.6%	\$260,207	\$265,411	\$270,719	\$276,133	\$281,656
Repairs and Maintenance	\$38,400	8.4%	\$81,501	\$83,131	\$84,793	\$86,489	\$88,219
Utilities	\$115,515	25.4%	\$245,171	\$250,074	\$255,076	\$260,177	\$265,381
Other Expenses	<u>\$16,316</u>	<u>3.6%</u>	<u>\$34,629</u>	<u>\$35,321</u>	<u>\$36,028</u>	<u>\$36,748</u>	<u>\$37,483</u>
Subtotal Arena Expenses	\$323,480	71.0%	\$621,507	\$633,937	\$646,616	\$659,548	\$672,739
Pool Expenses	\$148,160	67.0%	\$157,228	\$160,373	\$163,580	\$166,852	\$170,189
Banquet Expenses	\$57,049	59.8%	\$60,541	\$61,751	\$62,986	\$64,246	\$65,531
Snack Bar Expenses	\$37,759	83.8%	\$78,655	\$81,745	\$83,380	\$85,048	\$86,749
Pop Vending Purchases	<u>\$6,284</u>	<u>79.9%</u>	<u>\$15,642</u>	<u>\$15,955</u>	<u>\$16,274</u>	<u>\$16,600</u>	<u>\$16,932</u>
Total Operational Expenses	\$572,731	67.7%	\$933,573	\$953,761	\$972,837	\$992,293	\$1,012,139
<b>Gross Profit</b>	<b><u>\$273,458</u></b>	<b><u>32.3%</u></b>	<b><u>\$1,067,959</u></b>	<b><u>\$1,128,113</u></b>	<b><u>\$1,152,989</u></b>	<b><u>\$1,176,070</u></b>	<b><u>\$1,199,595</u></b>
<b>Undistributed Expenses</b>							
Wages and Salaries	\$238,296	28.2%	\$307,882	\$314,039	\$320,320	\$326,726	\$333,261
Insurance	\$11,657	1.4%	\$24,741	\$25,236	\$25,741	\$26,255	\$26,780
Other Undistributed Expenses	\$42,327	5.0%	\$44,918	\$45,816	\$46,733	\$47,667	\$48,621
Capital Reserve	<u>\$18,710</u>	<u>2.2%</u>	<u>\$19,855</u>	<u>\$20,252</u>	<u>\$20,657</u>	<u>\$21,070</u>	<u>\$21,492</u>
Total Undistributed Expenses	\$310,990	36.8%	\$397,396	\$405,344	\$413,451	\$421,720	\$430,154
<b>Total Expenses</b>	<b>\$883,721</b>		<b>\$1,330,968</b>	<b>\$1,359,105</b>	<b>\$1,386,287</b>	<b>\$1,414,013</b>	<b>\$1,442,293</b>
<b>EBITDA</b>	<b><u>-\$37,533</u></b>	<b><u>-4.4%</u></b>	<b><u>\$670,564</u></b>	<b><u>\$722,769</u></b>	<b><u>\$739,539</u></b>	<b><u>\$754,350</u></b>	<b><u>\$769,441</u></b>
Operating Reserve			<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>
<b>EBITDA After Operating Reserve</b>			<b><u>\$620,564</u></b>	<b><u>\$672,769</u></b>	<b><u>\$689,539</u></b>	<b><u>\$704,350</u></b>	<b><u>\$719,441</u></b>
<b>Cummulative Operating Reserve</b>			<b>\$50,000</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$200,000</b>	<b>\$250,000</b>
<i>Source: HLT Advisory Inc., Leaside Memorial Community Gardens</i>							
<i>EBITDA - Earnings Before Interest, Taxes Depreciation and Amortization</i>							

## 6. Financial Analysis

This section of the report presents the estimates of revenue and expenses for the expanded LMCG over the first five years of operation. All revenues and expenses are stated in constant 2009 dollars. The facility is estimated to open at the beginning of the 2009/2010 winter season. A 2.0 percent inflation factor has been applied to applicable revenue and expense categories.

### 6.1 FINANCIAL OPERATING RESULTS

To complete the financial operating estimate for LMCG, HLT relied on the assessment of the market as contained in Section 5, a review of LMCG's historical operating results, operating estimates prepared by LMCG itself and HLT's knowledge of Toronto area arena facilities' financial operating results.

Exhibit 33 presents the resulting financial estimates for the first five years of operation.

The following assumptions were used to prepare the revenue estimates:

- Existing Pad Ice Rentals—see Exhibit 29
- New Pad Ice Rentals—see Exhibit 29
- Signage—assumed current revenues would double with the addition of a second pad.
- Pro Shop—2007 pro shop revenues were \$2,878 or \$1.52 per Prime Time hour utilized. Year 1 pro shop revenues were estimated at \$1.61 per Prime Time hour utilized or \$7,491.
- Pool Rentals—are estimated by inflating 2007 pool revenues.
- Banquet—are estimated by inflating 2007 banquet revenues.
- Snack Bar—2007 snack bar revenues were \$45,083 or \$23.78 per Prime Time hour utilized. Year 1 snack bar revenues were estimated at \$25.23 per Prime Time hour utilized or \$117,395.
- Miscellaneous Revenues—includes (outdoor) sign rental, pop and other vending, Mediacom sign rental and interest income. The pop and other vending revenues have been increased by a factor of two to reflect the addition of a second pad as well as to reflect summer ice operations.

The following assumptions have been used to estimate expenses:

- Arena Wages and Salaries (non-management)—current total facility wages and salaries have been increased by 60.0 percent. This increase reflects both the addition of a second ice pad as well as operational synergies that can be achieved by operating two ice pads.
- Arena Repairs and Maintenance—current expenses have been doubled to reflect the addition of a second ice pad.
- Arena Utilities—current expenses have been doubled to reflect the addition of a second ice pad.

- Other Arena Expenses—current expenses have been doubled to reflect the addition of a second ice pad.
- Snack Bar Expenses—have been estimated based on Snack Bar Revenues using industry averages. Wages and Salaries have been estimated at 30.0 percent of revenues, cost of goods sold has been estimated at 35.0 percent of revenues and other expenses have been estimated at 2.0 percent of revenues.
- Pop Vending Purchases—have been estimated at 75.0 percent of pop vending revenues.
- Wages and Salaries (Undistributed Expense)—have been increased to reflect the addition of an Assistant General Manager at \$55,000 per year.
- Insurance Expense—current expenses have been doubled to reflect the addition of a second ice pad.
- An operating reserve of \$50,000 annually has been included to provide for potential shortages in operating profit (EBITDA).

LMCG is estimated to generate \$2.0 million of revenue in Year 1, increasing to \$2.2 million by Year 5. Operating and Undistributed Expenses are estimated to total \$1.3 million in Year 1 and increase to \$1.4 million by Year 5. Revenues less expenses including an operating reserve total about \$621,000 in Year 1 and increase to just over \$719,000 by Year 5.

**APPENDIX A**

**USER GROUP COMMITMENT LETTERS/CORRESPONDENCE**

Commitment letters from LHA, LGHA, LSC, Crescent School and Greenwood College School are included in this Appendix. Differences between the requested ice rentals in the commitment letters for LHA, LGHA and LSC and that shown in Exhibit 31 are based on discussions with the organizations. The organizations were contacted by HLT to verify ice requirements.



January 26, 2009

Via e-mail  
Mr. Paul Mercer  
Chairman, Board of Management  
Leaside Memorial Gardens  
1073 Millwood Rd.  
Toronto, Ont. M4G-1X6

Dear Paul:

Re: Proposed Utilization of Second Ice Pad at Leaside Memorial Gardens by the Leaside Hockey Association

Let me begin by stating that the LHA is fully supportive of the second ice rink at Leaside Memorial Gardens. At this point in time, the current ice rink at Leaside Memorial is only supporting 20% of our annual ice requirements. Our combined House league/Select program and GTHL teams represent 1280 players and families, with over 80% being from our community. This past season we again turned away a number of families that we could not accommodate in our house league program due to limited ice and program availability.

Specific to the second pad, the LHA could fully utilize all available hours in the facility with the exclusion of Monday-Friday from 8 a.m. – 5 p.m. Our requirements could be all remaining hours which is estimated at 72 per pad on a weekly basis. The LHA total usage for both ice pads could be as high as 150 hours during September – April peak times at Leaside Memorial Gardens. At this point in time in our development, the second pad would not fully satisfy our ice requirements on an annual basis.

The LHA would be willing to support hourly rates of \$280 for prime time, \$119 non-prime and \$167 late night as proposed inclusive of GST. We would also be willing to utilize ice into the 1<sup>st</sup> week of May for our GTHL try-outs and also in late August to run pre-season camps for our GTHL teams.

Sincerely,

**Leaside Hockey Association**

A handwritten signature in cursive script that reads 'Derek Woods'.

Derek Woods- President

416-399-3948(cell)  
dandbwoods@rogers.com





# LEASIDE GIRLS HOCKEY LEAGUE



2006-2007  
Board of Directors

Directors

Steve Radcliffe  
President

David Huntus  
Executive Vice-President

Mike Sanderson  
VP – Competitive

Ron Baker  
VP – House League

Pat Routledge VP  
– Rules

Wendy MacDonald  
Treasurer

Ingrid Peters  
Secretary

Merv Mascarenhas  
Director

Howard Wise  
Director – OWHA Liaison

Pamela Hollaman  
Registrar

Jordan Grant  
Director – Ice Acquisition

Greg Piasetzki Past-  
President

Officers

Ian Shaw  
Referee-in-Chief

Linda Spremo  
Tournament Chair

Carl Harris  
Equipment Coordinator

George Turrell  
Leaside Arena Equip Mgr

February 22, 2007

Leaside Gardens Arena,  
1073 Millwood Road  
Toronto, Ontario Canada  
M4G 1X6

Attention: Bob Brent  
Chair, Expansion Committee,

Dear Bob,

**Re: Leaside Arena Expansion**

We would like to thank Paul Mercer, Henry Stachelbeck and you, for taking the time to meet with Dave Huntus and Jordan Grant regarding your expansion plans. The proposed layout looks attractive and workable, and Leaside Girls Hockey League is excited by the prospect of being housed in the expanded facility. We appreciate the efforts you have gone to in pursuing the expansion dream.

As promised at the meeting we are writing to formally outline our request for a permanent allotment of ice time at the expanded arena. As discussed, even with the one-pad expansion, we can't expect the Leaside rink to meet all of our needs, which would be along the lines of the following:

	One Pad		Second Pad	
	# of hours	Times	# of hours	Times
Monday	4	6:00 – 10:00 pm	2	7:00 – 9:00 pm
Tuesday	4	6:00 – 10:00 pm	3	7:00 – 10:00 pm
Wednesday	4	6:00 – 10:00 pm	4	7:00 – 11:00 pm
Thursday	4	6:00 – 10:00 pm	4	6:00 – 10:00 pm
Friday	4	6:00 – 10:00 pm	3	7:00 – 10:00 pm
Saturday	11	7:00 am – 6:00 pm	6	7:00 am – 1:00 pm
Sunday	16	7:00 am – 11:00 pm	11	7:00 am – 6:00 pm
Total	47		33	= 80 hours both pads

As we don't expect you to claw back hours from other existing user groups, we have determined that a realistic request would be to concentrate all of our house league activities at Leaside plus some Wildcats skills development sessions. In order to meet our anticipated house league growth needs, following is our requested minimum permanent allotment of ice time once the expansion is complete:

1073 Millwood Road  
Toronto, Ontario Canada  
M4G 1X6  
Phone: 416-429-0494  
Fax: 416-429-9736  
[www.leasidegirlshockey.org](http://www.leasidegirlshockey.org)

	One Pad		Second Pad	
	# of hours	Times	# of hours	Times
Monday (and/or Thursday)	2 or 3	6:00 – 8:00 or 9:00 pm house league skills development	1 or 0 if 3 on other pad	7:00 – 8:00 pm house league skills development
Tuesday	4	6:00 – 10:00 pm competitive skills development	0	
Wednesday	2	8:00 – 10:00 pm women’s league games	2	8:00 – 10:00 pm women’s league games
Thursday	0		0	
Friday	0		0	
Saturday	4	7:00 am – 11:00 am practice/skills	0	
Sunday	8	7:00 am – 3:00 pm house league games	8	7:00 am – 3:00 pm house league games
Total Hours/week	21		10	= 31 hours both pads

We would be interested in taking even more ice if you were prepared to allot more time for our Wildcats competitive programme. Particularly if the proposed Portlands facility does not proceed, we would request an allotment of ice time pro rata to the amount allotted to the LHA based on our total enrollment in comparison to theirs. We would be interested to know what ice time would be available to us if calculated on this basis.

We were delighted to hear that the expansion plans included adding a permanent office for the LGHL as well as space for smaller meetings. Hopefully the equipment storage facilities will be improved. As a major tenant, we would request equal access to all facilities on the same basis as the LHA and LSC, for example, use of the meeting room for our board meetings and equal free access to the William Lee Room. We would also request a stronger LGHL identity in the building through such things as permanent internal/external signage, bulletin board space and liberal space for hanging banners.

As mentioned at our meeting, we are sensitive about the rate to be paid. Other NMGHL girl’s hockey associations, including the Scarborough, North York and Etobicoke, obtain most if not all of their ice at City rinks at City rates averaging \$145 per hour. Because of the grandfathering policies of the rinks run by independent Boards of Management, we have been shut out of most ice time in the former City of Toronto rinks and have had to rely on a mix of City and private ice at substantially higher rates. Consequently our user fees are higher than other similar organizations. One of our objectives is to decrease and certainly to not increase, our average ice cost.

We understand that your business plan calls for half of your prime time ice to be billed at approx. \$150 per hour and half at \$250 per hour. We don’t believe that the fact that the LHA and LSC historically have had a greater allotment of their ice time at Leaside Gardens justifies continuing to charge a lower

average rate than that charged to the LGHL. As a City-owned facility subject to Toronto's equity policy, we believe you have an obligation to eliminate inequities.

We believe that the advent of the expansion presents the opportunity to eliminate historic inequities without clawing back ice time from existing groups. A similar situation existed in the Town of Oakville and they used the expansion of a Town rink as the opportune time to implement their equitable ice allocation policy through the equal allocation of ice time proportionate to demand. We enclose a copy of this policy, which gives a useful example of a carefully-thought-out methodology for determining ice allocations.

Rather than charge the old rate to the users of the old rink based on their historic allotment of hours and a new rate to the users of the new rink based on their expanded allotment of hours, we propose that a blended rate be charged to all community-based programmes. On that basis, in the absence of additional capital grants, we are prepared to pay the blended rate of \$200 per hour for our requested 31 hours of weekly ice time. This is strictly a practical decision to keep the process going, and we will continue to advocate for the principle of public funding for public recreational facilities and a uniform ice rate for all City rinks.

We are interested in trying to help the Leaside Board of Management obtain additional capital grants in order to bring down our average ice rental rate. Could you please advise, based on your financial model, how much capital funding we would have to arrange towards the Leaside Gardens expansion, for each dollar of reduction in our blended rate for the 31 hours requested. If the other user groups would like to join us in a joint capital funding campaign in order to bring down all our rates, we would be pleased to work with them.

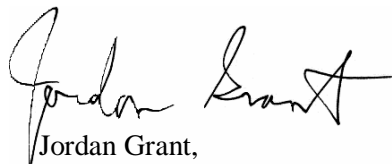
Finally, in order to facilitate communication and understanding between user groups and the management of Leaside Gardens, we hereby request that henceforth, one seat on the Board of Management be formally allocated to a representative from each of the three major community user groups.

We thank you for your consideration of the Leaside Girls Hockey League's needs and look forward to working with you on moving this exciting project forward.

Yours truly,



Steven Radcliffe,  
President



Jordan Grant,  
Director, Ice Acquisition

Please reply c/o Jordan Grant, 54 Fulton Avenue, Toronto, ON, M4K 1X5  
Daytime Tel: 416-486-4680 ext. 232 F: 416-486-9981

Cc: Brenda Librecz, City of Toronto  
Mayor Miller, City of Toronto  
Kathleen Wynne, MPP, Don Valley East

# Leaside Skating Club

PO Box 84  
Station "R"  
Toronto  
Ontario M4G-3Z3

January 19, 2009

The Expansion Committee  
Leaside Community Gardens

Dear Members of the Expansion Committee

For the 2007/2008 season (29 weeks), Leaside skating club is renting ice at the Leaside Arena for 26 hours and 40 minutes per week .

Of these, 4 hours are early morning ice, two hours are daytime and 20 hours 40 minutes are between the hours of 4:00pm and 9:00pm. In addition we alternate (with hockey) an hour of ice on Wednesdays from 9:00pm – 10:00pm.

This ice time is not adequate to meet the needs of the club and we do rent ice elsewhere. During August we ran a week long camp for one of our Synchro teams (using on and off ice facilities) at Scarborough Ice Galaxy. We are also renting three hours of ice per week at the same venue on Sunday evenings throughout the season. In addition we rent one and a half hours per week of early morning ice at North Toronto Arena. We would probably be renting more ice time at other arenas if it had been available at the times we required it. Through out the season we rent ice on an ad hoc basis all over the city

For Spring Skating 2008 we have rented a total of 21 hours of ice per week for a total of 4 weeks. Of these ,3 hours are early morning ice, one hour of daytime ice, 13 hours of evening ice and four hours of weekend ice.

If there was a second pad at Leaside Gardens we would not rent ice else where and LSC would expand its operations to include a summer skating camp.

If you have any questions please do not hesitate to call or write.

Best Regards,

Kathy Mackenzie  
Administrator  
416-962-2937

----- Forwarded by Robert H. Brent/Thomson Rogers on 10/09/2008 11:22 AM -----

"Fraser Bertram" <[fbertram@crecentschool.org](mailto:fbertram@crecentschool.org)>

To <[rbrent@thomsonrogers.com](mailto:rbrent@thomsonrogers.com)>

08/27/2008 02:47 PM

cc

Subject Re: Ice Rental times

Bob,

Having some very good talks here about the proposal.

How specific would you like the ice time requests?

The broad requests would be:

**Hockey teams**

-last week of October Monday through Thursday - 3:30-5:30pm

**November**

Monday-3:30-5:30pm

Tuesday - 3:30-5:30pm

Wednesday - 2:00-5:30pm

Thursday - 2:00-5:30pm

Friday - 6:45-8:00am

**December (for first 2 weeks)**

Monday-3:30-5:30pm

Tuesday - 3:30-5:30pm

Wednesday - 2:00-5:30pm

Thursday - 2:00-5:30pm

Friday - 6:45-8:00am

**January**

Monday-3:30-5:30pm

Tuesday - 3:30-5:30pm

Wednesday - 2:00-5:30pm

Thursday - 2:00-5:30pm

Friday - 6:45-8:00am

**February**

Monday-3:30-5:30pm

Tuesday - 3:30-5:30pm

Wednesday - 2:00-5:30pm  
Thursday - 2:00-5:30pm  
Friday - 6:45-8:00am

**March - first week**

Monday-3:30-5:30pm  
Tuesday - 3:30-5:30pm  
Wednesday - 2:00-5:30pm  
Thursday - 2:00-5:30pm  
Friday - 6:45-8:00am

Throughout the winter at least one other 7:00-8:00am time slot a week.

**Phys. Ed. Classes**

This would be new for us so we do not have a schedule to fall back to but we would hope for:  
A few weeks using ice 2 or 3 hours each day between 10:00am and 2:00pm in November,  
January and February.

As I said these are broad stroke times/dates and I can get more specific if needed. This also does not include tournaments that I hope we could host.

Thank you,

Fraser

Fraser Bertram  
Director of Athletics  
Crescent School  
416-449-2556 (233)  
[fbertram@crescentschool.org](mailto:fbertram@crescentschool.org)

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October 24, 2008

Mr. Paul Mercer  
Mercer Myers Insurance Adjusters  
4 Lansing Square, Suite #207  
Toronto, ON M2J 5A2

Dear Paul,

Thank you for taking the time to meet with Allan, Alison & me, and for considering Greenwood as you move forward with your exciting project at Leaside Memorial Community Gardens. It will have a very positive impact on the community, and we are eager to be part of the new arena's line-up.

I have checked with our Athletic Director in regards to our ice time needs. We estimate that we will require approximately 50 hours per year in the following time slots:

Games	20 hours/year	3:00 – 6:00 pm
Practices	30 hours/year	6:30 – 7:30 am/4:00 - 5:00 pm
		(combination of above—split to be determined)

I look forward to hearing from you as you progress to the next stage.

Regards,

A handwritten signature in cursive script, appearing to read "Kelly Giannoccaro".

Kelly Giannoccaro  
Vice-Principal, Finance & Administration



**APPENDIX B**  
**COMMUNITY NEEDS ASSESSMENT AND FEASIBILITY STUDY**

# Phase One Report

Leaside Memorial Community Gardens  
Needs Assessment and Feasibility Study

*Prepared by:*

Olmstead Consulting Services

*In association with:*

dma Planning & Management Services  
James Hettlinger Architect

May 2001

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Appendix A – Community Consultation

Appendix B – People Contacted During the Study

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## 1.0 INTRODUCTION

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### 1.1 Purpose

The Board of Management of Leaside Memorial Community Gardens has undertaken a needs assessment and feasibility study to explore the future recreation needs of facility users and community residents and determine how these needs can best be addressed.

In the past, community support for an additional ice pad has been expressed. The first phase of this study, *The Needs Assessment Report*, will formally assess this need, as well as the need for other recreation facilities, through public consultation, socio-demographic analysis, a market area assessment and trends in recreation facility provision.

The second phase of the study *The Feasibility Study Report* to be conducted if new facility development is recommended, will assess the facility site, develop a facility concept, business plan and marketing strategy for a facility expansion.

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### 1.2 Process

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The information included in this report was gathered through:

- ◆ A review of background documents;
- ◆ Interviews with facility and City staff, representatives of major user groups, community representatives, local Councillor, and past and present LMG Board members;
- ◆ Meetings held with user groups and the general public;
- ◆ Surveys of facility users; and
- ◆ A review of the Consultant's database from similar facilities and operations.

---

### 1.3 Report Structure

---

The first five sections of this report establish the planning context, providing background information on the Leaside community trends in recreation, the Leaside Gardens' facility and the public consultation undertaken in this study. Based on the information provided in the proceeding sections, section five undertakes an analysis of the need for additional recreation facilities, and incorporates relevant financial data.

An integral part of the study is the user group surveys, as this step reveals the extent of unmet demand for facilities by current user groups. The results of these surveys are incorporated into the public consultation section, while the full results, as well as results of the user group and public meetings and public meeting comment forms, are given as Appendix A to this report.

The report is structured as follows:

- 1.0 Introduction
- 2.0 Community Profile
- 3.0 Trends
- 4.0 The LMG Organization
- 5.0 Public Consultation
- 6.0 Facility Needs Analysis
- 7.0 Discussion and Recommendations

Appendix A – Community Consultation

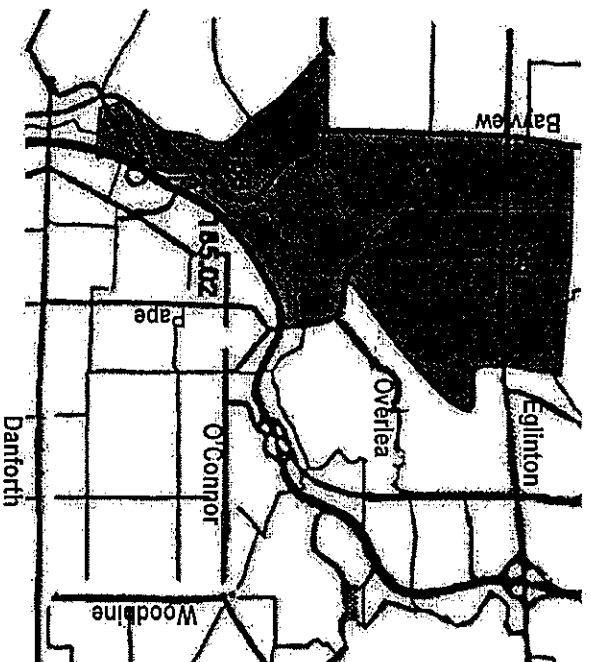
Appendix B – People Consulted During the Study

## 2.0 COMMUNITY PROFILE

The following section presents the socio-demographic characteristics of the study community.

The boundaries of the former Town of Leaside, approximately Bayview Avenue in the West Glenvale Boulevard to the North and the Don Valley to the East and South, are not consistent with the boundaries used to gather Census information (Census Tracts). For the purposes of our analysis we have approximated the boundaries of the former Town of Leaside with Census Tract (CT) information from CT's 195, 196, 186 and 185.02. Census Tracts 195, 196 and 186 are wholly within the Leaside/Northwest portion of the former Borough of East York, that includes the Bennington Heights neighbourhood, while CT 185.02 overlaps into a portion of East York's west end community. The shaded area in the following figure represents the Leaside/Northeast area. Thin lines show the labeled CT boundaries. The unlabeled shaded area southeast of CT 195 is an industrial non-residential area and is not considered a CT.

Figure 2.1 Leaside Study Area



The information available for our analysis is based on 1991 and 1996 Statistics Canada Information. The population projection information for the Leaside area is available only by Traffic Zone and the boundaries are slightly different than the Census Tract boundaries used for other areas of analysis. A traffic zone map of the area is given in section 2.1.1.



## 2.1 Socio-Demographic Considerations

### 2.1.1 Population Projections

Table 2.1 shows the projected population changes for Leaside, East York and the City of Toronto. Major growth is expected in both East York (outside the “Leaside” community) and Toronto until 2011 and is then expected to slow until 2026. Projections for the Leaside area were available to 2011. The population in Leaside is expected to remain relatively stable with a slight decline expected between 2001 and 2011. While this study will focus on the traditional Leaside area, it is important to note that many facility users are drawn from outside these boundaries and growth in East York and Toronto will have an impact on the need for facilities in Leaside.

**Table 2.1. Leaside, East York and Toronto Population Forecasts -1996-2026**

Year	Leaside		East York		Toronto*	
	Population	% Change	Population	% Change	Population	% Change
1996	20,290		107,850		2,385,470	
2001	20,523	1.1	112,705	4.5	2,512,060	5.3
2011	20,373	-0.7	122,040	8.3	2,764,680	10.1
2021	n/a		124,100	1.7	2,822,375	2.0
2026	n/a		125,890	1.4	2,863,730	1.5

\* Projections do not include the Census undercount.

Sources: Urban Development Services, Research and Information, 2001.

Figure 2.2 shows the traffic zone for which population projection information was available. As mentioned previously, these boundaries are slightly different than those in Figure 2.1. (i.e., the area immediately east of Laird Drive is included in the census tracts, but not in the City’s traffic zone maps.)

**Figure 2.2 Leaside Traffic Zone**



**2.1.2 Socio-Demographic Indicators**

Table 2.3 presents a number of socio-demographic indicators for Leaside and for the City of Toronto.

**Table 2.3 Selected Socio-Demographic Indicators – Toronto and Leaside 1991-1996**

	1991		1996		Ontario (%)
	Leaside (%)	Toronto (%)	Leaside (%)	Toronto (%)	
<b>AGE COMPOSITION</b>					
Preschool (aged 0-4)	5.9	6.1	6.6	6.6	7.0
Children (aged 5-9)	5.5	5.4	6.1	5.8	6.8
Youth (aged 10-19)	9.3	11.0	9.4	11.2	13.3
Adults (aged 20-64)	61.3	65.3	61.5	63.6	61.2
Seniors (aged 65+)	18.6	12.1	16.6	12.7	11.7
<b>HOUSEHOLD COMPOSITION</b>					
Husband-Wife Families	88.0	83.7	88.5	81.1	
Single Parent Families	12.0	16.3	11.5	18.9	
Average Household Size	2.2	2.6	2.2	2.6	
<b>MOTHER TONGUE</b>					
English	82.7	60.1	80.4	55.6	
Chinese	1.6	6.8	1.8	8.3	
Greek	2.8	1.8	3.0	1.6	
French	1.8	1.4	1.7	0.5	
Other	11.1	20.6	13.1	26.6	
<b>ANNUAL HOUSEHOLD INCOME</b>					
Less than \$39,999	36.6	45.9	35.6	49.2	
More than \$40,000	63.3	54.1	64.2	50.8	
Average Income	\$ 69,588	\$ 54,601	\$ 77,469	\$ 53,869	
<b>EDUCATION</b>					
Population 15 years +					
Trades Certificate, diploma or other non-University	20.2	22.1	19.8	23.1	
University	43.2	28.7	50.6	31.8	
<b>LABOUR FORCE PARTICIPATION</b>					
Population 15+ years					
Employed	92.9	90.0	95.8	89.6	
Unemployed	7.1	9.6	4.2	10.7	
Male participation rate	74.8	75.5	72.3	69.9	
Female participation rate	59.5	62.1	61.8	57.7	

Source: City of Toronto, Urban Development Services, 2001

*Age Composition*

Table 2.3 indicates that in the 1996 census Leaside has an equal proportion of preschoolers, and a higher proportion of children and seniors than Toronto as a whole. More importantly between 1991 and 1996, the proportion of young children grew faster in Leaside than in Toronto as a whole. During the same time the relative percent of seniors fell in Leaside and grew slightly in Toronto. The school age population in Leaside and Toronto is considerably smaller than the Province as a whole, and the senior's population larger. The absence of more current census tract data is a limitation to our analysis, and 2001 census information will not be available until 2002/2003. However, discussion with a Toronto District School Board Planner indicates that Leaside area school enrolments are stable and are predicted to remain this way for the next five years. Considerable school population growth is however, occurring in the communities immediately east of Leaside.

**Table 2.4 Change in Age Structure for Leaside – 1991-1996**

Age Category	Leaside		% Change	Toronto	
	1991 - Percent of Population	1996 - Percent of Population		1991 - Percent of Population	1996 - Percent of Population
0-4	5.9	6.6	1.7	6.1	6.5
5-9	5.1	6.1		5.4	5.8
10-14	4.5	4.9	0	5.2	5.5
15-19	4.8	4.4		5.9	5.7
20-24	5.4	4.8	-1.6	8.3	6.9
25-34	16.8	15.7		20.4	18.8
35-44	18.2	18.3		15.6	16.4
45-54	12.0	14.4	1.7	10.9	12.2
55-64	9.0	8.3		10.1	9.2
65+	18.6	16.6	-2.0	12.1	12.7

Source: City of Toronto, Urban Development Services, 2001.

**Table 2.5 Projected Change in Age Structure for Toronto – 2001- 2011**

Age Category	2001 Toronto Population %	2011 Toronto Population %	% Change 2001 – 2011
0-14	18.2	16.9	-1.3
15-24	12.8	13.9	+1.1
25-44	35.6	33.8	-1.8
45-64	21.0	23.4	+2.4
65+	13.6	13.2	-0.4

Source: City of Toronto, Urban Development Services, 2001

*Household Composition*

The proportion of husband-wife families increased in Leaside by 0.5% and decreased in Toronto by 2.6%, between 1991 and 1996. The average household size remained stable in both areas, with an average of 2.2 and 2.6 respectively.

*Mother Tongue*

The proportion of residents' whose mother tongue is English dropped more rapidly in Toronto, from 60.1% to 55.6% (by 4.5%) than it did in the Leaside area from 82.7% to 80.4% (by 2.3%). Although, consistent with the general demographic trends Leaside is becoming slightly more multicultural. Other language groups represented in the study area are Greek (3.0% in 1996), Chinese (1.8% in 1996) and French (1.7% in 1996). The majority of Greek (77.4%) and Chinese (65.2%) speaking people live in the southeastern portion of the study area: CT 185.02.

*Annual Household Income*

The average household income grew in Leaside by 11.3% between 1991 and 1996 and fell in Toronto by 1.3%. The proportion of residents with annual household incomes of less than \$39,999 decreased between 1991 and 1996 in Leaside by 1.0% and increased in Toronto by 3.3%. The average annual household income in the Leaside area is 43.8% higher than in Toronto.

*Education and Employment Patterns*

Consistent with Provincial trends the proportion of residents with some post-secondary education increased between 1991 and 1996 in both Leaside (7.4%) and Toronto (3.1%). In 1996, the proportion of residents with University education was 18.8% higher in Leaside than in Toronto and the proportion of residents with trades certificates or other non-university post-secondary education was 3.3% higher in Toronto than Leaside.

The number of males and females aged 15 years and over participating in the labour force (either employed or unemployed) decreased in Toronto between 1991 and 1996. Reflecting the increase in retired persons in Leaside the female participation rate rose 2.3% and the male participation rate fell 2.5%. The participation rate in Leaside was 4.1% higher for females and 2.4% higher for males in 1996 than in Toronto. The relative expense of housing in Leaside reflects the need for, or attraction of the community, to "two person employed" households.

### 2.1.3 Leaside Socio-Demographic Summary

Leaside is an established community with a stable population. There are larger proportions of older adults and young children in Leaside than in Toronto. The young child population is growing relative to the senior population suggesting a community in transition. The majority of households are husband-wife, English speaking, families with higher levels of education and income than Toronto as a whole.

## 2.2 Local Community Recreation Facilities

Several publicly owned facilities in addition to the facilities at IMG, are within the vicinity of Leaside Gardens. The use, age, facility type and future development plans for these facilities have been identified in this section of the report.

### 2.2.1 Community Centres

The draft Phase One of the City of Toronto Community Centres Study report identifies functions of a Community Centre as:

- ◆ A place where residents can take part in programming;
- ◆ A focal point for drop in activities;
- ◆ A home for community organizations.

**Trace Manes Centennial Building**, built in 1967, consists of a senior's lounge, tennis lounge, meeting rooms and change rooms. The Parks and Recreation Department hosts fitness and wellness, older adult and preschool programs, at this facility. The facility is at capacity during the evenings and under capacity on weekends and during the day.

**Jenner Jean-Marie Community Centre**, was built in 1997 and consists of one gymnasium, three small program rooms and a branch of the Toronto Public Library. The gymnasium and the library operate at capacity while the program rooms are near capacity. Major user groups include seniors and church groups, and the Health Department library. Major development plans for the facility within the next ten years are the addition of a fitness centre, a pool and underground parking.

**The East York Community Centre**, was built in 1961 and renovated in 1997. The facility contains a pool, a large gymnasium, a fitness centre, a preschool room, two small program rooms and a gallery. All facilities are operating at capacity, other than the pool, which is near capacity.

## **2.2.2 Pools**

In addition to pools at East York Community Centre and LMG there are two Board of Education Pools, **D.A. Morrison Pool** and **G.A. Brown Pool** that serve as community facilities on weekends and on weekdays after 5 p.m. Recreational swimming, lane swimming, aquafit and a variety of lessons of offered by the Parks and Recreation Department at these facilities.

## **2.2.3 Ice Rinks**

**East York Arena** was built in 1950 and renovated in 1997. The facility is used by the East York Hockey Association and East York Figure Skating and is operating near capacity. The facility consists of one ice surface and a lobby and snack area. Ice rates, standard for all City owned and operated facilities, are between \$77 - \$92 per hour for community youth and up to \$166 per hour for commercial groups during prime time. Semi-prime time and non-prime time rates are calculated at 85% and 50% of prime time rates, respectively.

**North Toronto Memorial Arena** is a 35-year-old facility located in the "old City of Toronto" and is operated by a Board of Management. The facility is adjacent to a community centre and two artificial outdoor rinks programmed by the City's Parks & Recreation Department. Hockey and Figure Skating groups use this facility. The North Toronto Hockey Association has 9 AA teams, 11 house league teams and a select program, however no women's hockey is played here due to lack of available ice time. Many of these teams must practice or play at other rinks including Upper Canada College and Forest Hill. The facility manager could not estimate was percentage of users of this facility are from Leaside, but acknowledged that there is some cross-over of participants to their house league program and some participants who play "AA" hockey, as this program is not offered at Leaside. The facility's Board of Management sets ice rental rates. Prime Time rental rates are \$170 per hour however approximately 95% of prime time is rented to community groups who are charged \$120 per hour. The non-prime time night rate is \$130 per hour and \$90 per hour for day use. Future development plans include a new rink floor in the coming year.

**Dieppe Park A.I.R.** is an outdoor artificial ice rink, free to the public, operated by the City of Toronto, and is scheduled for public skating and shinny.

## **2.2.4 Schools**

In addition to City operated facilities, the East District Parks and Recreation Division offers a variety of programs at local community schools.

## 3.0 TRENDS

Trends in the way in which services are provided are important considerations in determining the type of facilities or services to provide. Trends are not fads, which come and go within reasonably short periods of time. Trends often reflect major socio-demographic developments. For example, the trend to declining participation in sport is related to the fact that overall our population is aging and in general the older one gets the less likely you are to participate in active team sports. As people age i.e., from teenagers and early adulthood to middle adult years they are more likely to have more financial resources, less intense family commitments and less interest in team sports. In response both the means and interest in arts and culture grows.

The following trends are important considerations therefore in determining community recreation needs. They are however, only one consideration. The specific socio-demographic and population pressures of the community, the resources available and the supply of other opportunities are also relevant determinants of need and feasibility.

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### 3.1 Trends Related to Age of Participant

#### 3.1.1 Older Adults

Older adults cover a range of ages, abilities and interests. Many older adults, particularly those in their late 50's, 60's and early 70's, are in good to excellent health, continue to work on a contractual or part-time basis well into and past their 60's and have reasonable disposable incomes. In a change from past years many *younger* older adult females have spent numerous years in the work force and have interests and resources beyond those of family and spouse.

The trend to continue working at least on a part-time basis has implications for the time older adults designate for leisure, their availability for volunteer activities, their interests, and resources. Health clubs report that senior adults are the fastest growing group of members. There are strong indications that seniors engage in regular physical exercise at a rate that is double the national average for younger adults.

Because technology will play a wider role for older adults in the 21<sup>st</sup> century, there may be increased potential for isolation increasing the need for services fostering human interaction.

Older seniors are more likely to experience health concerns and, for some time to come will have more limited financial resources than their younger counterparts. For example, many women currently in their late 70's, 80's and 90's will not have participated in the paid workforce,



resulting in more fixed pension income and fewer options for interaction. This group may continue to rely on service agencies for support and intervention. The traditional seniors centre will continue to attract the older, less active seniors for more passive activities such as drop-ins, card parties, arts and crafts programs, etc., at least for the time being. Many currently “younger seniors” indicate a preference to participate in integrated rather than segregated seniors activities, that are designed by interest and ability rather than age.

### 3.1.2 Youth

In recent years considerable attention has been paid to youth, particularly those at risk due to lack of employment opportunities, family issues, etc. Youth have strong desire for self-actualization and when socially acceptable forms for self-expression are not present teens may seek to create their own. Participation in recreation, sport, arts/cultural activities have been shown to reduce negative anti-social behaviors in youth. Structural constraints, e.g., finances; transportation; scheduling and availability (limited hours or restrictions on facility use, etc.) influence the ease with which youth participate in positive leisure experiences. The issue of transportation and access to appropriate opportunities is a particular concern for youth in rural communities. Lack of access may increase reliance on less structured activities or activities less likely to have adult supervision.

Youth often indicate that they feel stereotyped by adults as “wanting to hang out” or “waiting to cause trouble”, a conclusion disputed by these youth who indicate they would like access to inexpensive, drop-in programs. Unlike other segments of the population there are significant differences in interests of younger versus older youth and programs should be sensitive to these differences.

Increased school and work responsibilities, fewer “recreational” (as opposed to competitive) opportunities for team activities, increased interest in technology based activities and other competing interests, and increased sensitivity and body awareness contribute to reduced involvement by older youth in physical activities. The resulting more sedentary lifestyle may result in long-term health concerns.

## 3.2 Trends Related to Facility Design and Provision

### 3.2.1 Community Centres

There are a number of trends in community centre development including, (1) centralization of a number of facility components within one building (2) capital and operating partnerships with public, not-for-profit agencies, or private sector partners (3) incorporating a wellness and health

focus into the facility, and (4) incorporating revenue generating ancillary space. The community centres in older communities tend to be decentralized, single purpose facilities, operated by one organization and limited in revenue generating options beyond traditional fees and charges. For communities wishing to redevelop older centres determining service areas is an important issue and may involve consideration to decommissioning a number of facilities.

The trend toward incorporating a wellness component, perhaps with the health sector as a partner, is consistent with general interest in maximizing health and preventing illness.

Non-traditional facility management is being pursued by a number of communities with most at least asking whether another sector could operate the centre more cost efficiently. Management by someone other than the public authority must address issues of accessibility – both perceived and real, capital maintenance, and service direction. Where management of a facility remains with the public sector there is a strong trend to incorporating a private sector component particularly for food and beverage service and other small commercial uses i.e., pro shop.

### **3.2.2 Gymnasiums:**

Indoor programs i.e., basketball, volleyball, drop-in programs, and dances/socials that encourage socialization are popular with teens and young adults. As flexible space, gymnasiums can accommodate structured and unstructured team sports, aerobic and fitness activities, gymnastics and dance, instructional activities such as golf, dryland training activities and any number of non-active activities such as meetings, trade shows, special events, banquets and general children's and adult programming. Changes in the Education Act Funding Regulations now make it more difficult to provide minimum cost community access to gymnasium space through traditional arrangements with School Boards. In response gymnasiums, once rarely provided in community centres (as schools were largely used) are provided as components of multi-purpose community centres.

### **3.2.3 Arenas**

The trend in arena development is toward twinning or multiple ice pads. Such development provides significantly lower per hour ice costs and can accommodate increased tournament activities. Where summer ice is provided it is most cost effective if there is a reasonable market for summer hockey and figure skating schools. For these activities access to such things as food service, meeting and multi-purpose space, fitness and weight training rooms etc., enhances the opportunities and therefore the market potential. Storage space and appropriate seating are more important considerations than they were in the past. A number of communities are considering special figure skating ice to create specialized areas for that sport. If summer ice is not included,

and the arena floor will be used by other sports and events during the summer, there is a trend toward incorporating large ceiling fans and special temporary floors.

### 3.2.4 Aquatic Facilities

Swimming and participation in aquatic activities continues to be one of the most popular recreation activities for all ages. Preschool programs, especially those involving a parent, are in growing demand in young communities, as are comfortable water-based fitness programs especially for adults (aged 35-55), disabled persons and older adults. Aquatic programs designed specifically with the elderly in mind are increasing in response to the needs of the emerging active older adult population.

There is increasing demand for indoor pools with graduated depths and warmer temperatures to serve the health and recreational interests of older adults, individuals with conditions such as arthritis, injuries, heart conditions etc., families and young children. In keeping with this trend new aquatic facilities are providing family and unisex change rooms that accommodate the needs of families and caregivers and save space and therefore capital costs.

Operations that gear their programming to the health and wellness market are better able to maximize use of facilities during day-time hours and such leisure/therapeutic pools are an important trend in the development of so-called wellness facilities. Non-traditional leisure pools are appropriate for learn to swim, aquafit and other light fitness programs such as post-cardiac exercise. *Some* leisure pool designs are less appropriate for advanced swim instruction, competitive swimming and more intense fitness swimming, although there are modified leisure pools designed to accommodate a wider variety of uses.

Traditional Rectangular pools are more appropriate for competitive aquatic activities, providing the water depth and configuration most conducive to their needs. Competitive programs prefer facilities with viewing and seating areas, larger change rooms, time clocks and starting blocks. Competitive clubs experience scheduling conflicts with the after school hours being prime hours for clubs and swim lessons. Clubs note difficulty in producing championship swimmers in the absence of appropriate facilities.

### 3.2.5 Racquet Sport Facilities:

The 1995 Physical Activity Monitor of Canada reported low levels of participation in racquet sports such as racquetball and squash. According to industry data and trends, participation in racquetball across Ontario has been declining in the past fifteen years, whereas participation in squash has remained fairly stable.<sup>1</sup> Only 4 percent of the population over the age of 18

<sup>1</sup> Source: Canadian Fitness and Lifestyle Research Institute, 1996.

participated in squash, according to the 1995 Physical Activity Monitor. Squash Ontario has initiated two programs, School Squash and Squish Squash, to help schools introduce the sport of squash into their curriculum. Both programs can be initiated in a gym or playground setting, as activities include basic strokes, strategy, drills, fitness, social interaction, concentration, and exposure to a new sport in a safe and fun environment.<sup>2</sup>

### **3.3 Trends in Sport Participation**

Provincial and national trends suggest that overall interest in traditional team sports is declining. Value shifts towards personal growth, improved quality of life and individualism, are contributing to a personal wellness trend supportive of activities that promote an active lifestyle. For adults this active lifestyle often focuses on individual rather than team activities, and activities that are less structured and therefore more easily fit into busy and less predictable schedules. The rise in fitness walking is an indication of this trend.

While there has been an increase in adults (30+) participating longer in team sports, recent evidence suggests a significant increase in sport-related injuries and death among older players, clearly an issue for those who sponsor and promote these activities. The need to provide relevant information and perhaps conditioning support is an important consideration to service providers. The decline in active team sports may be partially offset in the short term by the growing participation by women and girls in sports that have traditionally been dominated by males. The decline in team sport participation does not reflect a loss of interest but rather a reduction in the proportion of the population that is most likely to participate in team activities – children and youth. In those communities where children, youth and young adults continue to represent a large percentage of the local population strong interest in team based activities and facilities will continue to exist.

Where sport facilities are designed to attract adult participants the ancillary amenities such as licensed bars and restaurants provide an opportunity for enhanced revenue generation. There is some interest in elite, community-based, sport training venues, an interest that tends to grow with events such as the Olympics – either in response to a poor showing, a good showing, or in anticipation of a high profile sport event. Some communities have developed partnerships with Provincial Sport Organizations to develop sport training centres.

<sup>2</sup> Source: Squash Ontario, 1999.

### 3.3.1 Arena Based Sports

In the long term, participation in traditional arena activities in Ontario (e.g. hockey and skating) is predicted to decline due to general aging of the population and the cost of participation. In some cases the decrease can be accounted for by a rise in other sports. The growth of girl and women's participation in ice sports, and an increasing number of older adults remaining active, will support the maintenance of ice use over the short term. In the future, such sports as inline hockey, recreational inline skating, indoor soccer and lacrosse will increase demand and opportunity to expand use of arenas during the off season, helping to generate revenues.

**Ice Hockey:** The Ontario Hockey Federation and the Canadian Hockey Association reported decreases between the 1997/98 and 1998/99 seasons. Female registration in hockey has increased by over 200% in the past ten years.

**Figure Skating:** The Canadian Figure Skating Association experienced a small decrease in the number of registrants during the 1997/98 and 1998/99 seasons. Membership numbers dropped for both recreational and competitive skaters, from 137,192 in 97/98 to 135,783 in 98/99, a slight decrease of 1.03%. Some associate this drop in membership with the increased popularity of girl and women's hockey.

**Ringette:** The Ontario Ringette Association experienced a small decrease of 0.8% between the 1998 and 1999 seasons. In 1999 the association had 9,375 members. Decreases can be attributed to the growing popularity of women's hockey, lack of available ice times, and large start up fees. Conversations with association staff indicated that decreases occurred in the 13-18 year old range. Little equipment is required for the gymnasium version of Ringette and it is becoming increasingly popular.

**Broomball:** Participation in this sport by children has increased over the past few years, while adult participation has decreased.

**Sledge Hockey:** Participation in this activity, designed for individuals with physical disabilities and sensory impairments, is increasing. This team sport incorporates the same rules as hockey. Players sit on specially designed sleds mounted onto skate blades and use two hand held sticks for passing, stick handling and shooting, and maneuvering their sleds.

**Inline hockey:** Participation in this sport continues to experience increases in the number of registered and non-registered leagues in Ontario. This activity benefits from a temporary multi-purpose floor that can be placed on top of the arena floor and used for a variety of activities much the same as a gymnasium floor.

### **3.3.3 Fitness Activities**

Fitness participation has changed significantly in recent years and while there is still a strong market for equipment based fitness facilities there is a more significant growing trend for opportunities to participate in unstructured lifestyle based fitness i.e., fitness walking, roller blading, biking etc. The recent interest in scooters as both recreational and transportation “equipment” is evidence of this trend. The need to fit fitness into busy schedules, longer commuting times and work and family responsibilities, as well as increased awareness of the importance of daily fitness activities, has created demand for walking and cycling trails.

**Weight Training and Specialized Fitness Equipment:** The 1995 Physical Activity Monitor of the Canadian Fitness and Lifestyle Research institute reported that 23% of the survey population over the age of 18 participated in weight training activities at least once in the last 12 months prior to the survey. This represented a significant increase over the 1988 Campbell Survey of Well-Being in Canada, in which 12% of the survey population over the age of 18 participated. Much of this increase can be attributed to a relative increase in the number of females participating in weight training activities (7% in 1988 to 18% in 1995). In the future, participation in weight training is expected to remain stable since it has many of the characteristics of those activities that will continue to remain popular: it is an individual, unstructured activity that fits into one’s daily scheduled and can take place in one’s home or on a drop-in basis.

## **4.0 THE LEASIDE MEMORIAL GARDENS ORGANIZATION**

### **4.1 Overview of Facilities and Services**

The Leaside Memorial Community Gardens consists of:

- ◆ a single pad 1000 seat arena
- ◆ a snack bar
- ◆ five dressing rooms
- ◆ two offices for major user groups
- ◆ a 25 yard pool
- ◆ the William Lea Banquet Hall that holds 300 people seated and has a large kitchen, and separate bar
- ◆ an administrative office.

The facility is owned by the City of Toronto. The City also owns 3.3 acres of land surrounding the facility used for a 171-car parking lot and grass, dog walking area. This parking area has been used over the past 12 years for dog shows, parade marshalling area, and car and yard sales. Adjacent to the Facility is the Leaside Curling Club owned and run by the City. The Curling Club has an advisory board.

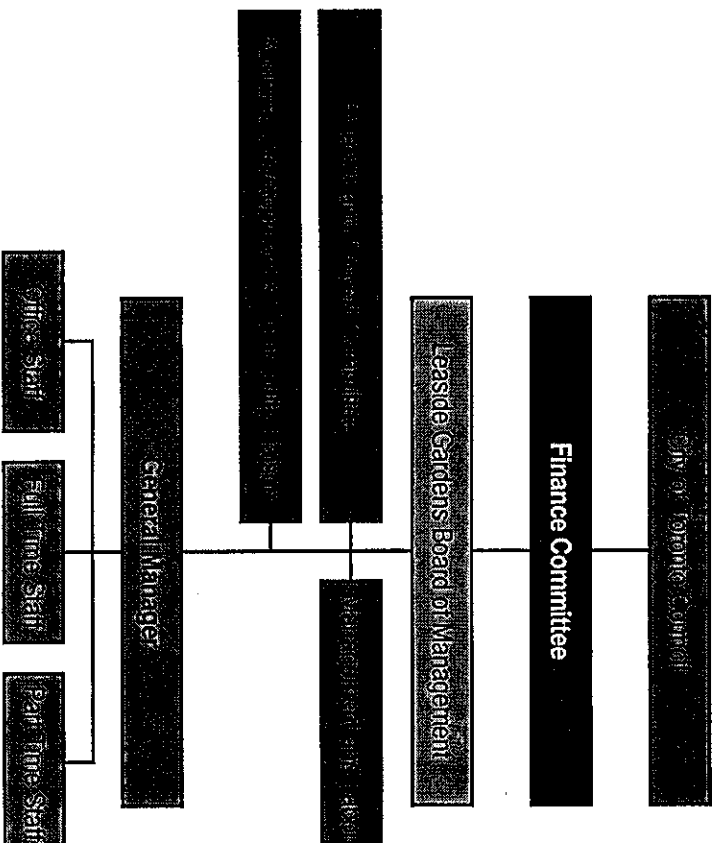
Leaside Gardens' arena is used during the off-season by a ball hockey league four nights a week for 19 weeks, and as a pavilion during Toronto's multicultural festival Carabana. Three weeks of the off-season are used for maintenance.

The Parks and Recreation Department offers swimming lessons, pool rentals and country line dancing at the Leaside Gardens' pool and banquet hall. The LMG Board operates the arena and Banquet Hall and also is responsible for pool maintenance and capital retrofit.

Figure 4.1 outlines the organizational structure of Leaside Gardens.



Figure 4.1 Leaside Memorial Community Gardens Organizational Structure



A Board of Management, reporting directly to the City of Toronto's Council Finance Committee, operates the Leaside Memorial Community Gardens. The Board is responsible for facility policy development (includes setting ice rates) and planning. The Board has three sub-committees dealing with facility operations:

- ◆ Finance and Property Committee;
- ◆ Management and Labour Relations Committee; and
- ◆ Business Development and Community Liaison.

The IMG Board was first established by By-Law in 1951 by the Town of Leaside to oversee the management of the facility. This by-law was updated in 1980. New authorizing legislation has not been passed since amalgamation of the Borough of East York with the City of Toronto. The role of Boards of Management within the new City of Toronto is under review as part of the Mayor's Agencies, Boards and Commissions Reduction Task Force.

Reporting to the board is one facility manager responsible for the day-to-day management and administrative functions of the facility. One full time Banquet Coordinator/Administrative Assistant, four full-time facility operators, one full-time seasonal labourer and 15 part time staff including a bookkeeper, maintenance staff, public skating staff, pool maintenance person, snack bar attendants, and banquet hall operators report to the General Manager. At present time all staff with the exception of the General Manager are unionized.

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#### **4.2 Facility and Site Audit**

A preliminary inspection of the facility was held on February 13,2001, to formulate and visualize potential design and development options for the existing facility. Our inspection did not include a detailed investigation of the mechanical and electrical systems currently in use, nor their capacity to handle increased service. In addition, a more thorough assessment of the structural capacity of the facility would have to be conducted to ascertain the potential for adding any community and/or ancillary spaces on top of existing spaces, such as on top of the William Lea Banquet Hall location. On a walk-around of the facility's exterior, it was observed to be in good and serviceable condition for its age. This is, in part due to a rigorous maintenance program conducted by the staff and Management Board.

The site is zoned "O" - Open space (i.e. recreational use) and is approximately 1.8 hectares in area. This zoning designation is consistent with both the Official Plan and the Municipal Zoning Bylaw as they currently stand. It should be noted that the City of Toronto intends to review the Official Plan as it applies to the newly amalgamated city. Zoning Bylaw 1916 applies to the site, and requires all buildings and structures to be setback 9m from the site boundaries. A maximum 10.7m building height is permitted. The parking requirement is 1 space per 7.5m<sup>2</sup> GFA. With new arena space in the order of 2,300 to 2,500 square metres an additional 300 parking spaces would be required for the twinned arena alone.

Generally the site is well located next to major thoroughfares, although site access is limited to a single location. The site borders the Canadian Pacific Railway and the Ontario Censor Board facility to the southeast. The southwest and northwest boundaries have single-family homes and are zoned R1A and R2A. The buildings include the arena with the attached William Lea Banquet Hall, the curling Club and the community indoor swimming pool. The site has been added to without the benefit of a master plan and consequently portions of the site are difficult to access (i.e. the area behind the Arena and Pool). A preliminary assessment indicates that the 170 existing parking spaces (including handicapped) are adequate for all but two annual events that exceed the parking provided of site. The parking lot has a major sewer line passing below grade

and although easements were found on the Censor Board site, no permanent easements were found on the community centre site. The site also enjoys a fine history as the location of the original Lea family home for whom Leaside was named and as an arena that has produced many NHL players.

The site would suggest that three distinct schemes (options) are available for consideration. The schemes (options) could be characterized as *perpendicular*, *parallel* and *campus* form, in relation to the existing grouping of facilities. The first scheme could be accomplished on residual lands situated behind the existing arena, while, the other two would require the acquisition of adjoining land to the southeast, where the Censor Board currently resides. Additional space would be required to accommodate new parking requirements.

The **perpendicular form** would involve the construction of a second ice surface in the area behind the existing arena. The existing facility would require considerable infrastructure modifications to accommodate user access. While the scheme would encounter difficult construction access, the site is developable. In the second scheme, the **parallel form**, the ice surface would be situated to the side where the existing parking turnabout is located. In this scheme interior modification would occur, however, not to the same extent as the previous option. Finally, the third scheme, the **campus form**, the ice surface and associated ancillary spaces would be situated as a stand-alone facility. This form would consist of unifying the separate facilities with a connecting pergola forming an enclosed exterior courtyard. Interior modifications would have to take place with each of the separate facilities having to have their entrances modified. Extensive regrading of the existing site topography would have to occur to accommodate this concept.

Of the three schemes the campus form offers very limited operating economies of scale, and along with the extensive regarding and interior modifications is not a realistic approach. Both *scheme one* and *two* will provide the desired operating economies, while only *scheme one* can be accommodated on existing land. The additional parking required by a second ice pad will be in the order of 300 spaces.

### 4.3 Financial Overview

Table 4.1 shows financial summaries for Leaside Memorial Gardens between 1996 and 2001. These figures include annual debt repayment of between \$48,836 and \$75,075.

Pool revenues accrue to the Parks and Recreation Department of the City of Toronto (or pre 1997 to the Borough of East York). In 1996 a pool agreement between the Board of Management and the Borough of East York was signed by which the Borough agreed to pay "rent" each year to Leaside Gardens' Board equal to the pool capital and operating expenditures. As a result, pool surplus/deficit is shown as zero. The City, as the owner of the facility pays all programming and LMG staff handle facility maintenance. More detailed pool and arena accounts are given in sections 6.1 and 6.2.

	Table 4.1 Leaside Memorial Community Gardens Net Actuals 1996 – 2000, Budget 2001					
	Actual 1996	Actual 1997	Actual 1998	Actual 1999	Actual 2000	Budget 2001
Arena	(166,730)	(142,797)	(130,010)	(94,702)	(97,812)	(140,792)
Pool	0	0	0	0	0	0
Auditorium	25,022	4,811	20,727	11,263	9,914	26,047
Snack bar	12,488	16,265	12,199	14,594	15,635	17,324
Vending machine	17,436	11,326	18,336	20,548	17,116	24,000
Surplus (Deficit)	(111,784)	(110,395)	(78,748)	(48,297)	(55,147)	(129,321)

Table 4.2 presents the projected capital expenses at Leaside Gardens between 2001 and 2005.

Project	Table 4.2 Projected Capital Expenditures 2001 - 2005	
	Year	Cost
Pool tile completion	2001	\$375,000
Roof replacement (arena lower roof, banquet hall, pool, lower office roof)	2002	\$90,000
Arena board replacement glass	2003	\$350,000
Arena compressor replacement	2003	\$55,000
Dressing room shower and washroom replacement	2004	\$175,000
Arena roof replacement	2004	\$350,000
Parking lot rehabilitation	2005	\$250,000
Insulation and dehumidification	2005	\$150,000
Banquet hall lobby renovation	2005	\$200,000

## 5.0 PUBLIC CONSULTATION

Community consultation involved interviews with key informants, user groups, and public meeting comment forms. Detailed accounts of these results are given in Appendix A. The following are main points or themes from the consultation activities.

*Please note that the comments from the public meeting, key informants and user group participants are not comments from the consultants. It may be that the comments don't represent fact, or that they don't reflect the full story. They do however represent accurately the perceptions of those individuals who participated in these activities.*

### 5.1 General Comments From the Public Meeting

- ◆ need for an additional ice pad at Leaside Gardens
- ◆ year round ice or better use of the facility during the off-season
- ◆ the need for greater balance of facility availability for males and females
- ◆ lower ice rates
- ◆ increased public skating times
- ◆ the board should review its current policy regarding the subsidization of ice rates and its breakeven policy
- ◆ the proposed land cited by many as expansion room for an additional ice pad is Provincial Government Censor Board property, unoccupied land zoned Recreational/Open Space, adjacent to the property. Proponents of an additional ice pad would like to purchase/receive the property from the Province, however no assessment of the market value of the land has been undertaken.
- ◆ some felt that the Municipality has more pressing budget demands than an expansion of Leaside Gardens
- ◆ the need for general interior upgrades at the pool was noted including better internal traffic flow, brighter lights, cleaner change rooms and showers, hot water for showers, barrier free access, expanded lockers, more pool features (starting blocks and diving board), and consistent water temperature of between 84 and 86 degrees
- ◆ it was suggested that the pool does not need to be refilled, only repainted
- ◆ the need for multi-purpose space of dry classes and pool parties was expressed
- ◆ the lack of pool availability for local school use was noted
- ◆ the need for better wheelchair accessibility and the problem of rink snow taking up parking spots for the physically challenged was identified
- ◆ of concern was pool staff taking premium pool parking spots at the front door
- ◆ complaints were expressed about the running of the pool and in particular the number of pool supervisors available

**5.2 Key Informant Interviews**

Much of the information obtained from the key informant interviews with City and facility staff, past and Present Leaside Board Members, user group representatives etc. dealt with facility operations and have been incorporated into other sections of the report. Other general comments received were as follows:

**Needs**

- ◆ Need for additional ice facilities, including ice for unstructured use, meeting rooms, coaches room, fitness room, multi-purpose space and storage;
- ◆ Need additional programs such as dance, aerobics, fitness;
- ◆ Present facility needs much retrofitting i.e. brighter lights, get rid of mildew, need new sound system, make accessible for parents with baby strollers and the physically challenged;
- ◆ Traditional use by boys hockey is greater than that of girls in terms of scheduling, need greater access for women;
- ◆ Indoor rinks were not identified as a high priority in the City of Toronto community centre needs study;

**Relationship with Other Organizations**

- ◆ The Leaside Curling Club does not feel there is a need for joint meetings or ventures between themselves and LMG, unless they were beneficial to the club;
- ◆ Long term tenants should be found for the auditorium.
- ◆ Board should remain autonomous from the City of Toronto and not act as an advisory board;
- ◆ Greater liaison should be developed between the Board and Municipal Councillors for awareness reasons;
- ◆ The City should govern the cost and allocation of ice;

**Fundraising**

- ◆ Fundraising could be successful relative to the project at hand;
- ◆ Fundraising must start soon as possible as people are leaving Leaside for other facilities;
- ◆ Fundraising may be difficult because Leaside is small;
- ◆ Select teams could have a surcharge to fund development;

**Other**

- ◆ Positive atmosphere in LMG with responsive staff, less bureaucracy than with the City, and quick response with respect to facility bookings;
- ◆ Leaside's decision to charge commercial rates to the GTHL, resulted in GTHL no longer using LMG;
- ◆ The City does not currently have policies for ice rate harmonization or ice use allocation.

### **5.3 User Group Surveys and Meeting**

The following points summarize the relevant results of the user group surveys:

- ◆ Between 1997 and 2000, participation rose or remained stable in all arena based programs at Leaside;
- ◆ All organizations anticipate increases or stability in their organization over the next five years;
- ◆ Sixty seven percent of user group participants live within the boundaries of the traditional Leaside neighbourhood.
- ◆ Groups, who gave unavailability of Leaside as the sole reason for use of other rinks, use a total of 1,268 hours per season of ice time at other arenas. Over a 33 week season, this equates to over 38 hours per week.
- ◆ Eleven of the fifteen responding organizations said that they could not adequately accommodate all interested participants in their programs with the facilities available at Leaside;
- ◆ Respondents specified at least an additional 66 hours of ice time required to meet their existing demand and 27.5 hours per week to provide additional programs;
- ◆ Another ice pad was the most frequently mentioned needed facility improvement;
- ◆ All but one ice user group said that they would be willing to pay increased fees for new or improved facilities;
- ◆ Six of the 13 responding ice user groups said that they would be willing to fundraise for new or improved facilities at Leaside.
- ◆ One of the two responding pool user groups would be willing to pay additional fees and fundraise for improved facilities.
- ◆ Participants at the user group meeting suggested the need for children's programming available at an affordable cost in an indoor play area.

## 6.0 FACILITY NEEDS ANALYSIS

Section 6 examines the existing and additional facility needs at Leaside Gardens. The needs analysis is based on financial analysis, discussions with study key informants, user group and public consultations, and current recreation trends. Assessment has been undertaken for existing Leaside facilities as well as facility additions suggested throughout the community consultation process.

### 6.1 Arena Needs Assessment

The Arena was built as part of the original Leaside community centre in 1951. Over the past eight years improvements to the arena, i.e., a low e-ceiling, new seats, chiller, header, compressor electrical panel and flooring have been made. As shown in section 4.3, projected improvements to the arena in the next four years include arena boards, compressor replacement, roof replacement and improved insulation and dehumidification, totaling approximately \$2m.

#### 6.1.1 Service Level Comparisons

Leaside Gardens is the only indoor arena within our study area. With a 1996 population of 20,290, the service level of 1:20,290 as shown below in Table 6.1, is considerably better than the service levels in former East York and better than those of Toronto's East District (includes Scarborough and East York) and that of Toronto.

**Table 6.1 Provision of Indoor Arenas**

Service Area	Population	Number of indoor pads	Current Service Level (pop. per facility)
Leaside	20,290	1	1: 20,290
East York	107,824	2	1: 53,912
East District	666,785	20	1: 33,339
Toronto	2,385,420	63	1: 37,863

Although service level comparisons are a good starting point to examine future facility needs, many other variables, such as trends in leisure activities, the socio-demographic make-up of the community and the current user group demand for facilities must also be considered.

As discussed in section three of this report, recreation trends predict a decline in traditional arena activities such as male hockey and ice-skating, however increases are expected in participation of females in hockey. The predicted decline in traditional arena activities is based on rising costs of participation, the rise in popularity of other sports such as soccer, and the general aging of the



population. For the Leaside facility factors such as, the relative affluence of the community, the importance of this facility to the immediate community, the slight increase in younger children in the community, the growing communities immediately to the east and the lower service levels in communities surrounding Leaside contribute to continued high demand and will mitigate the anticipated decline in ice usage, at least over the short term.

The demand indicated by current user groups for additional ice time in the public consultation process was strong. As summarized in section 5.3 of this report, respondents to the user group survey indicated a need for an additional 93.5 hours of ice time to meet the demand for existing and new programs. As well, current Leaside users, use a total of 1,268 hours per season of ice time at other facilities due to unavailability of Leaside.

Eleven ice user groups serve primarily males while only two serve primarily females (Girls Hockey and Figure Skating). When we look at the number of participants by sex, this translates into 59% male and 41% female participation. The Leaside Girls' Hockey League (L.G.H.L.) would like to consolidate their activities at Leaside Memorial Gardens.

### 6.1.2 Financial Analysis

Table 6.2 outlines arena revenues and expenditures. Between 1996 and 2000 the annual deficit decreased from \$166,730 to \$77,135 due to increased ice and dasher board rental and skate sharpening revenues. The 2001 Budget anticipates an increase in expenditures in wages, utilities and allocated expenses<sup>3</sup> and a slight decrease in dasher board rental revenue, with a projected deficit increase to \$140,792. (Note: this is much higher than we would find in similar facilities).

Debuture costs (should that be required) of the approximately \$2m in arena retrofit will increase the annual operating cost of the arena to between \$200,000 and \$250,000 annually.

The 2000 prime time rate for major community youth user groups was 102.39/hr and adult user group was 180.00/hr. These rates are higher than municipally operated Toronto rinks, which are approximately \$80.00/hr for youth and \$150.00/hr for adults.

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<sup>3</sup> Allocated expenses include office salaries, employee benefits, office supplies, insurance, communications, supervision, office and general advertising and promotion, training and uniforms, professional fees, security, bank charges and interest and capital reserve. Expenses are allocated to each of the area components as follows: 69% arena, 23% pool, and 8% auditorium and catering.

Table 6.2 Arena Revenues and Expenditures Actual 1996-2000, Budget 2001

	Actual 1996	Actual 1997	Actual 1998	Actual 1999	Actual 2000	Budget 2001
<b>Revenue</b>						
Ice rental	277,872	309,308	298,490	310,252	325,029	310,000
Dasher board rental	4,316	5,029	6,408	9,945	11,778	6,500
Skate Sharpening	970	1,308	1,449	935	2,687	-
<b>Total</b>	<b>283,158</b>	<b>315,645</b>	<b>306,347</b>	<b>321,132</b>	<b>339,494</b>	<b>316,500</b>
<b>Expenses</b>						
Wages	143,597	146,501	144,161	142,326	147,938	155,254
Utilities	59,904	57,244	59,015	59,015	52,173	71,065
Bldg. repairs and maintenance	37,190	49,775	46,744	17,913	24,719	25,240
Equip. repairs and maintenance	13,500	9,975	12,548	14,847	9,476	13,300
Ice resurfacing and shop supplies	11,972	7,713	9,216	4,443	8,344	5,570
Allocated expenses	149,368	149,306	144,956	147,376	173,979	167,701
Debiture debt	34,357	37,928	19,717	25,967	--	19,162
<b>Total</b>	<b>449,888</b>	<b>458,442</b>	<b>436,357</b>	<b>411,887</b>	<b>416,629</b>	<b>457,292</b>
<b>Deficiency</b>	<b>(166,730)</b>	<b>(142,797)</b>	<b>(130,010)</b>	<b>(94,702)</b>	<b>(77,135)</b>	<b>(140,792)</b>

Based on a 33-week season, a 90-hour week and the annual expenses noted above the "cost" of an hour of ice is approximately \$140/hr. It is understood that higher usage in prime time would make those hours more expensive (more staff required etc.) and true costs of an hour of ice during prime time would be higher than \$140, and non prime time lower. A majority of prime time ice use is by community youth (approximately 2/3 of the prime time hours) and with these rates are well below cost is an important factor in the arena's ability to increase revenue. This results in the rink operating at a significant deficit. An implication of these figures is that a second ice pad oriented predominantly to adult use would create surpluses well able to support the number of youth using the existing facility.

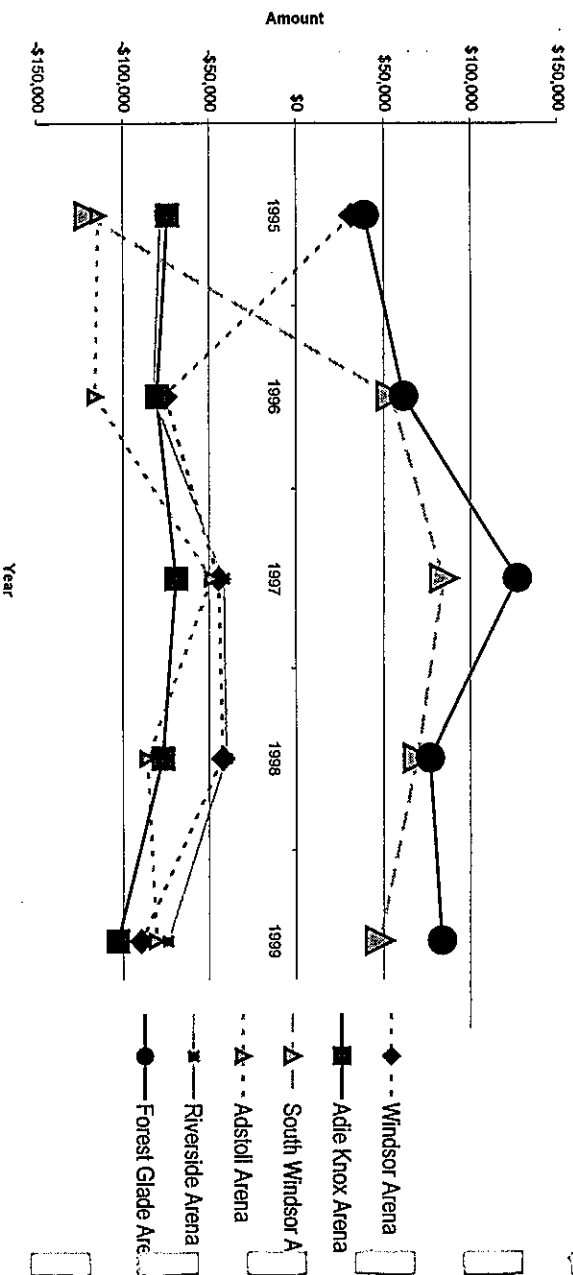
The majority of those consulted in the study process expressed a need for an additional ice pad at Leaside. Twin pad arenas are more cost efficient than single pad facilities due to significant economies of scale related to staffing costs.

A study undertaken to assess arena twinning in Windsor, Ontario illustrated the following cost savings<sup>4</sup> of twinned facilities: Prior to 1996, all arenas shown below were single pad arenas, the majority of which were operating at a deficit. In 1996, the South Windsor and Forest Glade arenas were twinned. Prior to twinning, South Windsor operated at a deficit of \$119,807.

<sup>4</sup> d|MA Planning & Management Services, City of Windsor Arena Twinning Feasibility Study and Strategy, October, 2000.

Subsequent to the twinning, a surplus of \$54,097 was achieved. Prior to twinning Forest Glade operated with a surplus of almost \$40,000 annually. Subsequent to twinning the surplus increased to between \$61,000 and \$126,000 over the next four years.

Figure 6.1 Comparison of Windsor Arena Surplus/Deficit



Current operating costs of Leaside's single pad are much higher than those expected from a twin pad. From a cost perspective, Leaside would achieve operating cost efficiencies with the twinning of the arena in terms of staff costs. We note that the twinned arenas shown above were not operating at deficits as large as the one at Leaside, and therefore operating surpluses, as shown above, would not necessarily result. Leaside's use of Toronto union rates for operating staff, contribute to the current deficit. Other operational items, beyond the scope of this study i.e., staff allocation, operating policies etc., may also influence the higher that average operating costs. While twinning will respond to user needs, operating costs should be addressed from the perspective of an overall operational audit to create greater cost efficiencies.

## **6.2 Pool**

The Leaside Pool is a City owned facility with the facility's maintenance operations managed by the LMGB staff. The City's Recreation Department programs the pool, and revenues from aquatics programs and public swimming is directed to the City. The City in turn pays for the cost of maintenance and capital.

### **6.2.1 Service Level Comparisons**

**Table 6.3 Provision of Indoor Pools**

Service Area	Population	Number of indoor pools	Current Service Level (pop. per facility)
Leaside	20,290	1	1: 20,290
East York	107,824	3	1: 35,942
East District	666,785	7	1: 95,255
Toronto	2,385,420	64	1: 37,272

As in the case of indoor rinks, Leaside enjoys a level of service greater than the east district of Toronto, East York and Toronto. It is noted however, that there is a considerable number of School Board owned pools in the East District of Toronto, not factored into this analysis, that may somewhat mitigate this disparity.

Information provided by Leaside Garden staff indicates that the pool is currently operating near capacity. The survey of user groups found an interest in leisure and wading pools and a need for an additional 3-5 hours per week to offer existing and additional programs. During the public consultation process, a few complaints were heard with respect to pool supervision, however the major concerns were for improvements to the pool's interior i.e. improved change room facilities and warmer water temperature.

### 6.2.2 Financial Analysis

Table 6.4 shows the Board of Management's revenues and expenditures for the Leaside Pool between 1996 and 2001. As mentioned previously, the Parks and Recreation Department covers the cost of pool operations and the revenues shown in the following table reflect the Board's cost of operating the pool.

	Table 6.4 Pool Revenues and Expenditures Actual 1996-2000, Budget 2001					
	Actual 1996	Actual 1997	Actual 1998	Actual 1999	Actual 2000	Budget 2001
Revenue	170,705	149,023	172,706	172,793	206,306	199,305
Operating Expenses						
Wages	38,002	39,399	37,536	39,371	40,792	41,470
Utilities	32,397	31,078	34,661	41,630	39,091	45,336
Bldg. repairs and maintenance	14,128	15,323	13,380	9,800	11,877	41,870
Equip. repairs and maintenance	4,177	2,434	5,048	3,749	4,924	7,750
Shop Expenses	-	-	4,643	-	-	-
Allocated expenses	49,789	49,769	48,319	49,124	56,526	55,900
Debtenture debt	32,212	11,020	29,119	29,119	53,096	6,979
Total	170,705	149,023	172,706	172,793	206,306	199,305
Deficiency	0	0	0	0	0	0

Table 6.4 shows maintenance operating costs only, and does not include program costs or revenues. The operating deficit of 206,306 (including equipment and building repair and maintenance, utilities, maintenance staff wages and allocated expenses for Leaside's office staff and supplies) is paid for by the City of Toronto. The separate program costs of the Parks & Recreation Department (including lifeguard wages and registration office supplies) approximately break even.

The pool deficit is within the range of other similar Ontario pools. By way of comparison, Table 6.5 shows revenue and expenses for pools in Uxbridge and Burlington. The Leaside pool is most similar to Burlington's Aldershot pool with respect to configuration, depth and ancillary amenities, and operating costs are similar. We expect the lower revenue figures at Leaside reflect the City of Toronto's policy not to charge for swimming lessons for children under 12 years of age, traditionally high revenue programs in other communities. The figures below do not include vending, and miscellaneous revenue and revenue from the sale of materials. The Leaside pool revenues and expenditures listed below include programming costs and revenues not included in Table 6.4.

6.5 Revenues and Expenditures for Uxbridge and Burlington Pools					
Leaside Pool 2000	Uxbridge Uxpool 1998	Burlington Centennial Pool 2000	Burlington Angela Coughlan Pool 2000	Burlington Aldershot Pool 2000	
Pool Revenue	106,700	325,058	183,079	133,494	159,645
Expenses	319,600	377,449	411,754	340,952	295,504
Total	-212,900	-52,391	-228,675	-207,458	-135,859

### 6.3 Other Facilities

#### 6.3.1 Multipurpose Space

The William Lea Room, Leaside Garden's banquet hall operates at a surplus, as shown previously in Table 4.1. The room is rented for weddings, banquets and fundraisers and is available without cost for one major event and two meeting per season for major user groups. The facility however operates under capacity. The Parks and Recreation community programs provided in this facility are country line dancing and yoga each once a week. The hall's availability provides an opportunity to host a wide range of activities such as aerobic and fitness activities trade shows, and special events such as weddings and banquets. As well, the marketing of this facility should be reviewed with the goal of increasing its use. Facility marketing will further be discussed in the feasibility component of this study.

Meetings at Leaside Gardens are held in the William Lea Room. The banquet hall is far larger than necessary for the majority of meetings, and incorporating a smaller multipurpose space into the facility would allow the banquet hall to be used for larger events.

A number of comments received during the public participation process suggested incorporating facility components that could be accommodated in multipurpose space, such as a small meeting/programming room. Multipurpose space to host dry-land classes for swimming groups was mentioned previously in the pool section of this report. As well, participants at the user group meeting suggested the need for children's programming available at an affordable cost in an indoor play area. The East District Parks and Recreation Program Supervisor also identified the possible need for pre-school space in Leaside.

Information provided by the Parks and Recreation Department staff indicated that surrounding community centres including Trace Manes Centennial Building, Jenner Jean-Marie Community Centre and the East York Community Centre, provide multi-purpose facilities that are operating either at or near capacity.

**6.3.2 Fitness Facilities**

There are currently no fitness facilities at Leaside Gardens. Participants at the user group meeting as well as the facility manager suggested the addition of a fitness facility. Information provided by Parks and Recreation Department staff indicates that the fitness facility at the neighbouring community centre East York Community Centre is at capacity.

An investigation of area privately owned fitness facilities was not undertaken as part of this study. To assess the market for fitness facilities, the number of privately owned facilities, their level of use and their membership fees must be investigated.

Trends indicate an increase in the popularity of weight training particularly among females. Many community centres offer these facilities in conjunction with arena, pool, and gymnasiums and can be used by both community user groups and individual residents.

**6.3.3 Office/Storage Space**

User groups complained of a lack of office and storage space at the facility. One group is currently building their own storage closet in space offered by the Gardens.

Two offices are provided below deck for major user groups. One group commented that the offices are unhealthy and should be removed.

**6.3.4 Outdoor Facilities**

Outdoor facilities such as basketball hoops, baseball and soccer fields were suggested additions to Leaside Gardens. Discussion with the East District Parks and Recreation Department Program Supervisor revealed a general lack of outdoor playing space in the Leaside area. While baseball and soccer fields are too large for addition at the current Leaside property, basketball hoops could be made available in the facility's back yard currently used as a grassed dog walking area. Leaside's facility manager classified this area as under capacity use.

## 7.0 DISCUSSION AND RECOMMENDATIONS

This needs assessment explored recreation needs of the local community and how these could be addressed in Leaside Memorial Gardens. Specifically, the study looked at needs related to the arena, the pool, multi-purpose space, and fitness space.

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### 7.1 Arena

The assessment provides a number of indicators related to additional ice facilities including:

- ◆ The use of a high number of hours of ice at other communities by local ice organizations;
- ◆ The relatively low service level for ice provision across Toronto as a whole;
- ◆ The potential to reduce annual operating costs of the facility if the arena is twinned.

With respect to funding additional ice facilities there were mixed responses from public consultation activities. A number of ice user groups expressed a willingness to fundraise for and contribute to a new pad including payment of increased fees. On the other hand some who attended the public meeting expressed concern with the current rates (considering them high), and the feeling that the City has more pressing demands.

Although IMG is managed by a community board, it receives capital and operating support from the Municipality. The relationship between the Board and the City with respect to the pool is clear. The financial relationship regarding the arena is less clear. Table 6-2 shows a net annual deficit of approximately \$98,000. The high use of the facility by youth during prime time (approximately 2/3 of the prime time hours) at a subsidized rate, is the major reason for the deficit, and a twinned arena, particularly if more time was allocated to the higher adult user should eliminate this deficit.

The capital costs of an additional pad are not insignificant and if these are to be covered to any sizeable degree by the municipality, there are issues beyond the scope of the needs assessment that need to be addressed. No background information used in this study<sup>5</sup> indicated a net deficit in ice facilities in Toronto generally. While we have received some anecdotal information from staff responsible for scheduling rinks across Toronto indicating more demand than can be accommodated, City policy and planning staff (not former East York Staff) do not see the provision of future ice as an immediate priority. Over time the City will conduct rationalization studies for all facilities, but indoor ice facilities are not currently a priority.

<sup>5</sup> This information would generally come from a Master Plan or a much larger, area facility assessment.



In response to the City's current financial situation we understand a number of high priority capital projects, that had formerly received budget approval and were at the tender stage, have been put on hold. If the City were a major funding partner for development at LMG it would be reasonable to have a better understanding of how this facility will affect other public ice facilities that currently accommodate the 40+/-week hours that would prefer to use Leaside Memorial Gardens.

The purpose of the preceding discussion does not reduce the apparent need and cost benefit opportunity related to the twinning of the ice pad. The activities of this study indicate that if the arena is twinned all prime time hours will be used immediately. Twinning the arena will create a more cost efficient operation and, based on the experience of most twin pad arenas will break even on its annual operating costs and will generate some additional funds that can be directed toward capital debt. The twinning of the ice pad, with respect to demand and operating costs savings is supported by the needs assessment.

The issue that the LMG Board must address next is the degree to which they will require capital support from the City to purchase the adjacent land, should it come available, and pay for the capital development. Given the City's current budget dilemma, and the priority we believe this project will receive relative to other capital projects, the less capital commitment required from the City the more feasible this project is. If it is intended that the City will be a major capital contributor to the project there is definitely merit to getting this project into the budget process, recognizing that the City is unlikely to be in a position to commit capital funds for some years to come.

With this in mind the identification of a strong business plan with an emphasis on how the capital funding will be generated, is the most critical component of the next phase of the study.

The preliminary site assessment indicates that additional land will be required to accommodate any new development on the site. While the so-called *perpendicular scheme* provides sufficient land for the twinning of the arena, additional new land will be required to accommodate new parking requirements. Even the ice facility in the *perpendicular scheme* cannot easily be accommodated on existing land, indicating that prior to redevelopment of the space the Board with the City should address the issue of land acquisition.

**Recommendation:** The feasibility study should assess the potential to develop a twin pad facility on the existing land i.e. the opportunity and cost to develop underground and/or tiered parking.

**Recommendation:** Based on the findings of the above recommendation, the Leaside Memorial Garden Board, along with the City should confirm the availability and cost of the adjacent lands, currently owned by the Ontario Realty Corporation. Further a determination should be made regarding the purchase of this land prior to redevelopment of the site for additional recreation space.

**Recommendation:** The second phase of the Feasibility Study for Leaside Memorial Gardens should focus on the manner in which the capital funding of the facility and land acquisition will be accomplished.

**Recommendation:** The second phase of the Feasibility Study for Leaside Memorial Gardens should develop a clear business plan for the facility, including an accurate cost of producing prime-time and non-prime time ice and a recommendation for user fees based on these costs

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## **7.2 Pool**

The assessment identified desired upgrades for the pool including better internal traffic flow, barrier free access, more locker space, enhanced pool features, consistent water temperature and better parking access. As with the arena, Leaside on its own, has a better aquatic service level than does the former Borough of East York, the current East District (East York and Scarborough) and the City of Toronto as a whole. This study did not assess demand for the pool relative to the overall supply in the City. It also did not review the program mix or the manner in which the programs are offered i.e., time, cost etc., as these are the responsibility of the City and not the LMG Board. The higher number of seniors in the community does indicate that daytime, therapeutic and wellness use of the pool would be popular service directions. The enhancements noted by public consultation participants are consistent with this type of usage.

**Recommendation:** Development of the desired upgrades to support use of the pool by a wider variety of users, particularly older adults, and those with disabilities be considered as essential upgrades for the pool.

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## **7.3 Multipurpose Space**

Public consultation participants identified an interest in additional small meeting room space, as well as space for dryland training. The addition of sliding doors enabling the banquet room to be divided into smaller rooms would extend its potential. While the room is well used for wedding receptions and other social events during the evening and on weekends it is underused during other times of the week.

**Recommendation:** The opportunity to provide movable/sliding doors to create up to three small meeting rooms in the William Lea room should be considered. Provision of audio visual equipment, upgraded meeting room tables and chairs, suitable for day-time business meetings should be investigated.

**Recommendation:** Increased emphasis on marketing the banquet room for use by dryland training, trade shows, aerobics groups and business meetings should be undertaken.

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#### **7.4 Fitness Space**

While there was interest expressed by some participants at the public meeting for a fitness facility and the East York Community Centre's fitness facility is at capacity, this study did not incorporate the degree of assessment that would be needed to identify the need for such an operation. This greater assessment would include determining the number of private and agency fitness operations in the area, areas of latent demand, fee tolerance etc. Trends do support increasing interest among older adults for strength training and fitness equipment, particularly when associated with aquatic facilities, and with an overall wellness facility focus. As with the pool, the larger number of seniors in the area may provide a strong market for a publicly operated facility, even if there are a number of private facilities in the area. This assessment did not undertake any tasks that would assess fee tolerance for fitness facilities.

**Recommendation:** Additional assessment would be needed to assess the need and feasibility of a fitness center as part of the Leaside Memorial Gardens redevelopment.

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Appendix A

COMMUNITY CONSULTATION

## **Appendix A – Community Consultation**

The following Appendix A provides the results of the community consultation process. It presents summaries of the public meeting held with Leaside residents, comment forms filled out by attendees, user group meeting and user groups survey results.

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### **A-1 Public Meeting**

A public meeting was held on January 23<sup>rd</sup> to obtain public input into the future of the Leaside Memorial Community Gardens' facilities and services. Among the sixty-four residents that attended were those affiliated with programs or organizations such as Cityscape, Activities Inc., Leaside Curling Club, Leaside Gardens Board of Management, Leaside Skating Club, Local Riding Association, swimmers, aquafit participants, figure skaters and hockey players, Leaside house league participants, City Council, Toronto Parks and recreation staff (pool) and concerned residents.

A large number of meeting attendees were swimming groups. Concern was raised over programs cut backs due to lack of lifeguards. As well, this year's expected temporary closure of the pool refilling, and escalating costs estimates (from \$170K to \$350K) for the work, has begun rumours of permanent closure. Those in attendance were told that the closure would be temporary and that pool programming is the responsibility of the Parks & Recreation Department.

#### **Facility and Program Needs**

Participants raised the following recreation facility and program needs:

- ice surfaces—a minimum of two more;
- 12 month (year round) ice ;
- improve present rink facility e.g. sound system, showers, heated areas for spectators, more exterior lighting, and clean comfortable change rooms;
- barrier free design (pool and rink);
- multi-purpose facility e.g. Mississauga, Markham;
- more programming for teens and seniors;
- increase parking and improve traffic flow;
- pool improvements such as starting blocks, longer pool, diving board, expanded lockers, café (refreshment areas);
- flexible meeting rooms;
- outdoor facilities e.g. basketball hoops.

#### Facility and Program Improvements

Participants suggested means of improving the facility and its programs. These included:

- relocate to a new, bigger site;
- integrate present facilities -bring all under one roof;
- acquire land for expansion, such as Provincial land adjacent to property;
- maintain continuity of programs;
- evaluate present facilities to ascertain their life expectancy.

#### Priority Projects

Participants were asked to name the most pressing facility improvements required. The following priorities were identified:

- multipurpose facility with ice, locally centered , meeting many of the needs identified
- must be barrier free
- good internal traffic flow
- integrate management of all facilities
- keep what we have (Leaside concept)

#### Project Funding

Participants suggested the following funding opportunities:

- corporate sponsorships;
- grants such as SuperBuild, Trillium Foundation;
- development fees;
- direct Leaside property tax re-distribution;
- increase user fees;
- City of Toronto;
- private dollars through re-development (sell land to developer who would develop facilities);
- partnerships with developers;
- fundraising campaign.

### Facility Marketing

The following were suggested as marketing instruments for Leaside Gardens:

- local newspapers - Town Crier, North Toronto Post;
- Internet web page;
- Toronto Parks and Recreation Fun Guide;
- Flyers through schools, libraries, political newsletters;
- Direct mail to Leaside;
- Cable TV;
- Leaside Property Owners Association;
- Real estate promotions;
- word of mouth;
- Local churches;
- Notices on bulletin boards in facilities;
- Read-o-graph signs;
- Direct to users;
- Stores on Bayview.

### A-2 Community Comment Sheets

- Leaside has served the community well for 50 years and the size of the community has not grown. Other than minor maintenance to the pool the facility does not need to be expanded. Public money should not be spent on improved recreational facilities for a "well-to do" community when the City/Province/Country has so many pressing concerns. Few who were requesting improvements at public meeting are willing to fundraise or pay through increase taxes and user fees.
- There is room for improvement in hours of operation and staffing.
- Pool is nice compared with others because of all the windows.
- One ice pad has never been enough;
- Aqua fit is a wonderful activity but understaffed much of the time;
- Encompassing all three facilities under one roof would make it more user friendly;
- Would like exercise and stretching areas and a restaurant;
- Running of the pool is appalling;
- Do not rattle the pool it is fine, instead tidy the change rooms and paint the pool;
- No ice or pool time available for local schools;
- Need facilities/programs for teens (basketball etc.) and for older adults;
- Need more public skating time and a Learn-to-skate program;
- Better sound system;
- Warm area for ice spectators;
- Brighter more appealing entrance to William Lea Room and door that don't swing out
- Year round ice or more efficient off-season use;
- Need barrier free access to pool;

- Get rid of below deck offices;
- Bigger change room and shower areas;
- Improve pool signage and outdoor lighting and add pool viewing area;
- multi-purpose space for dry classes and pool parties.

### A-3 User Group Meeting

Thirty-two organizations that use the Leaside Memorial Community Gardens were sent invitations to a user group meeting held on January 22<sup>nd</sup> to discuss current issues and future facility needs. Nine people attended the focus groups meeting, representing the following seven<sup>1</sup> organizations:

- Leaside Hockey Association;
- Toronto Parks and Recreation Department;
- Activities Inc.;
- YCBH;
- Leaside Girls Hockey League;
- Leaside Flames;
- Leaside High School.

User groups identified the following facility needs:

- a multi-pad ice facility to include adult programs and resident use;
- more ice time: local hockey teams must travel outside Leaside therefore loss of potential revenue;
- General improvement of existing facilities -insulation of present building and upgrade of all infrastructure;
- Baseball and soccer fields;
- Fitness center;
- Pool -alternative style (leisure, zero entry) wading pool;
- Children's programming (programming space, affordable costs, indoor play area);
- Multi-use recreation facility.

#### Current Concerns

When asked about their current concerns, participants indicated that the Board of Management is looked upon as the elected representatives of the people for the gardens and that they should achieve a resolve to the needs of the study. Some groups mentioned that the Board should review its position on the breakeven and /or subsidization policy /practice of ice programs.

<sup>1</sup> Some organization representatives, which were unable to attend this meeting, attended the public meeting discussed in section A-1.



Participants were asked to name the number one action that the Board of Management should take to improve the facilities and services at Leaside. Participants discussed acquiring more land (in particular the adjacent Provincial land), providing more ice surfaces and retrofitting the existing building. Suggested financing of these proposals were capital funding from the municipality, partnerships with the Park and Recreation Department, private partnerships, corporate identity sales, private funding, capital fundraising and grants.

Discussion took place around the type of relationship the facility should have with the City. Users indicated that from a customer service perspective, the Board of Management works better and that the City should have the same level of involvement as at present or less. It was also suggested that the level of City involvement should be proportionate to their facility funding.

Participants were asked to give the best way to market Leaside Gardens' services. The following responses were received:

- Internet web page;
- Read-o-graph sign worked well;
- Flyers through school re registration of sports clubs;
- City of Toronto Park and Recreation Fun Guide;
- Direct mail;
- Telemarketing firm;
- Doctors' offices.

#### A-4 User Group Surveys

Surveys were sent to 32 Leaside Memorial Community Garden user groups to identify key issues regarding facility use, fees, program participation, and required improvements. 15 surveys were returned for a response rate of 47%.

The following organizations responded to the survey:

- |                                 |                                |
|---------------------------------|--------------------------------|
| ▪ Scott Clements' hockey team   | ▪ Mike Thompson (ice user)     |
| ▪ Tremco Ltd. (ice user)        | ▪ York Central Ball Hockey     |
| ▪ The Junior Academy (ice user) | ▪ Tuesday Night Hockey         |
| ▪ Shimmy                        | ▪ Toronto Parks and Recreation |
| ▪ Coca-Cola (ice user)          | ▪ Leaside Hockey Association   |
| ▪ Leaside Girls Hockey League   | ▪ Leaside Skating Club         |
| ▪ Activities Inc. (pool user)   | ▪ Pleasure Hockey              |
| ▪ Adult Recreational Hockey     |                                |

Membership Information

Table A.1 shows the number of participants in organizations that use facilities at Leaside Gardens. Between 1997 and 2000, the number of participants rose or remained stable in all organizations, except the Leaside Skating Club, which saw a decrease of 10% in membership in the last year. The most significant increase was with York Central Ball Hockey, which saw membership rise by 54%. Other significant increases shown were with Tuesday Night Hockey (40% increase), The Junior Academy (20% increase), Leaside Girls Hockey (19% increase) and the Leaside Hockey Association (10% increase).

Table A.1 Number of Program Participants 1997-2000

Organization	# participants 2000	# participants 1999	# participants 1998	# participants 1997
Scott Clements Hockey team	15	15	15	-
Terenco Ltd.	30	30	30	30
The Junior Academy	60	55	52	50
Shiny	18	15	14	15
Coca-Cola	24	24	24	24
Leaside Girls Hockey League	475	460	420	400
Adult Recreational Hockey	25	25	25	25
Mike Thompson	29	29	29	29
Activities Inc.	40	40	40	40
Leaside Skating Club	450	500	500	500
York Central Ball Hockey	10,000	8,000	7,000	6,500
Tuesday Night Hockey	35	30	25	-
Toronto Park and Recreation	23,966	23,000	23,000	23,000
Pleasure Hockey	20-25	20-25	20-30	20-30
Leaside Hockey Association	839	793	739	764

Organizations were asked to give the proportion of residents in their programs that live within the former Town of Leaside, within other parts of the former Borough of East York and other areas. Table A.2 below shows the estimated proportion of participants in the 14 organizations that responded by location and by facilities they use (12 ice users and 2 pool users).

Table A.2 Proportion of participants by facility and location of residence

Users	% Leaside	% East York	% Other
Ice Users	36%	25%	39%
Pool Users	69%	20%	11%
All Responding Users	67%	20%	12%

Organizations were asked to list the age groups that their programs primarily serve. Four organizations serve participants aged 0-5 years; 6 serve those aged 6-12 years; 4 serve those 13-18 years; 5 serve those 19-25 years; 12 serve those 25-54 years; and 5 serve participants 54 years and older.

Organizations were asked to give the proportion of their participants that are male and female. Table A.3 shows the proportion of responding organization’s participants that use each the pool, the ice rink, and arena in the summer by sex.

**Table A.3 Proportion of Participants by Facility and Sex**

	% Male		% Female	
Users				
Ice Users	59%		41%	
Pool Users	50%		50%	
Arena Summer Use	100%		0%	
All Responding Users	64%		36%	

Organizations were asked to state whether their organization increased, decreased remained stable or fluctuated in the number of participants over the past three to five years. Table A.4 lists the organizations in each category.

**Table A.4 Membership Participation Over Past Three to Five Years**

Increased	Decreased	Remained Stable	Fluctuated
Tuesday Night Hockey		Leaside Skating Club	Pleasure Hockey
York Central Ball Hockey		Mike Thompson	Toronto Parks and Recreation
Activities Inc.		Adult Rec. Hockey	
Leaside Girl's Hockey League		Coca-Cola	
Shiny		Tremco Ltd.	
Leaside Hockey Association		Leaside Flames	
The Junior Academy			

Organizations were also asked to predict whether participation in their organization would increase, decrease or remain stable over the next five years. Table A.5 shows the organizations in each category.

**Table A.5 Expected Membership Participation Over Next Five Years**

Increase	Decrease	Remain Stable
York Central Ball Hockey		Pleasure Hockey
Activities Inc.		Toronto Parks and Recreation
Leaside Girl's Hockey League		Tuesday Night Hockey
Shiny		Leaside Skating Club
The Junior Academy		Mike Thompson
Tremco Ltd.		Adult Rec. Hockey
Leaside Hockey Association		Coca-Cola
		Leaside Flames

Hours Used at Leaside by Responding Organizations

Responding organizations account for a total of 2,587 hours of arena time; 3,616 hours of pool time and ten hours of banquet hall time per season at Leaside Gardens. Of the 14 organizations that responded to this question, 9 use facilities two or fewer hours per week, one organization uses the facility 7.5 hours per week and 4 organizations use facilities more than 20 hours per week.

Table A.6 shows the number of weeks per season and the total hours per season used by each arena user. Note that York Central Ball hockey uses the facility in the hockey off-season. The largest ice user of the responding organization is the Leaside Hockey Association who uses 42% of the reported ice time per season (does not include off season hours used by ball hockey), followed by the Leaside Skating Club who uses 37% of the reported ice time per season.

Table A.6 Arena Hours Used at Leaside

Organization	# of Hours per week	#Weeks/Season	Total Hours/ Season
Scott Clements Hockey Team	1	32	32
Tremco Ltd.	1	30	30
The Junior Academy	1.5	1	1.5
Shimmy	1	30-35	30-35*
Coca-Cola	1	32	32
Leaside Girls Hockey League	7.5	28	210
Adult Recreational Hockey	1	32	32
Mike Thompson	1	32	32
Leaside Skating Club	29	29	841
York Central Ball Hockey (off season user)	20	16	320
Tuesday Night Hockey	2	32	64
Pleasure Hockey	no response	no response	no response
Leaside Hockey Association	32	30	960
<b>TOTAL</b>	<b>98</b>		<b>2,587</b>

\* Calculations are based on average 32.5 weeks per season.

Hours Used at Other Locations by Responding Organizations

Five organizations use ice facilities at locations other than Leaside Gardens. Table A.7 shows the number of hours per week and per season used by these groups. Five of these organizations responded that they regularly use other facilities than Leaside Gardens due to unavailability of time at Leaside Gardens. Three of these organization added that Leaside Gardens is not available at the times they need. York Central Ball Hockey also gave location as a reason, as they use facilities throughout the G.T.A.

Table A.7 Arena Hours Used at Other Facilities

Organization	# of Hours per week	#Weeks/Season	Total Hours/ Season	Reason
Leaside Hockey Association	18	30	540	Unavailability of Leaside
Scott Clements Team	4	32	128	Unavailability of Leaside
Mike Thompson	2	30-32	62	Unavailability of Leaside
Leaside Girls Hockey League	26.75	24-31	538	Unavailability of Leaside
York Central Ball Hockey (off-season user)	290	16-52	6,712*	Location and Unavailability of Leaside
<b>Total</b>	<b>340.75</b>		<b>7,980</b>	

\* Does not include all facilities used by the league.

In addition to the arena users that use facilities other than Leaside, Toronto Parks and Recreation, which uses the Leaside pool, uses classrooms at other facilities to teach their higher leadership classes.

Table A.9 lists other facilities used by responding organizations and the number of hours and weeks per season used by these groups. A total of 7,980 hours per season are used by these organizations at locations other than Leaside Gardens. If we include only organizations that gave solely unavailability of Leaside as their reason for using other locations, the total per season is 1,268 hours. The York Central Ball Hockey League uses the balance of the hours at other facilities. It is noted that this league gave unavailability as well as location as the reasons.

Table A.9 Ice Time Used at Other Facilities

Facility	# of Hours	#Weeks/Season	Total Hours/Season
Centre Ice	1.5, 14.5	32, 30	483
Vaughan Iceplex	1.5	30	45
Various North York Arenas (North District)	2.5	32	80
East York Arena (East York)	3	27	81
Ted Reeve Arena (Old Toronto)	2	29	58
Moss Park Arena (Old Toronto)	3	31	93
Baycrest (North District)	1.75	24	42
Grove Arena	3	24	72
The Rinx Arena	5, 42	28, 52	2,324
Gord & Irene Risk (North District)	1	24	24
De La Salle	1	28	28
St. Mikes Arena	1	32	32
Forest Hill Arena (Old Toronto)	1, 1	30, 30	60
Phil White (West District)	1	30	30
Ciatworthy Arena	30	16	480
Milliken Mills Arena	28	16	448
Garnet Awitallamp Arena	10	16	160
Summer Park Arena (North District)	20	16	320
Bond Lake Arena	20	16	320
Pine Point Arena (West District)	20	20	400
Albion Arena (West District)	20	20	400
Central Arena (West District)	20	20	400
Long Branch Arena (West District)	20	20	400
Amesbury Arena (North District)	20	20	400
Orlode Arena (North District)	20	20	400
Iroquois Park	20	20	400
<b>TOTAL</b>			<b>7,980</b>

Additional Facility Hours

Of the 15 organizations that responded, eleven organizations (73%) said that they could not adequately accommodate all interested participants in their programs. Of these organizations, five kept waiting lists of between 5 and 50 people.

Table A.10 shows the number of additional hours required for each organization. As shown 66 additional hours of ice time per week and 2 hours of pool time were requested by user groups to meet the existing demand for facilities.

**Table A.10 Additional Hours Requested to Meet Existing Demand by Current User Groups**

Organization	Facility	Number of Hours/Week	Days of Week	Block of time	Times of Day
Leaside Skating Club	Ice	5	Saturday	2 hrs	10 a.m.-12 p.m.
Leaside Girls Hockey League	Ice	20	Sunday	3 hrs	5 p.m.-8p.m.
Shiny	Ice	4	Weekdays	4 hrs	7 p.m.- 11 p.m.
Mike Thompson	Ice	3	Saturday	1 hr	7 a.m.-11 a.m.
Coca-Cola	Ice	Unspecified	Weeknight	4 hrs	6- 11 p.m.
Scott Clements hockey team	Ice	3	Weekday mornings other than Wednesday	1.5 hrs	5- 8 p.m.
Pleasure Hockey	Ice	1	Any day, Weekend	1.5 hrs	7 a.m.- 8 p.m.
Activities Inc.	Pool	2	Saturday	1.5- 2 hrs	12 a.m.- 2 a.m.
Leaside Hockey Association	Ice	30+	Tuesday & Thursday	1 hr	6:20 - 7:10 a.m.
					9:30 -10:30 a.m.
					early hours for younger players

Five of the 15 responding organization said that they would like to offer additional programs but are unable to do so due to lack of facilities at Leaside. Respondents specified an at least an additional 27.5 hours of ice time required, 2 to 4 hours of pool time and 8.5 hours at a work out/training facility. Table A.11 lists these organizations, the programs they would like to offer, the facilities needed and the number of hours per week required.

**Table A.11 Days and Time Required for Additional Programs**

Organization	Program	Facility Needed	Additional Hours Per Week
Leaside Skating Club	Competitive Skating	Ice	4 hrs
York Central Ball Hockey	Adult Ice Hockey League	Fitness Studio	2 hrs
Coca-Cola	unspecified	Ice	20+
Activities Inc.	Aquatics	Work out facility	5 hrs
Scott Clements hockey team	Power skating	Pool	2 to 4 hrs
	Game	Ice	1 hr
	Practice	Ice	1 hr
	Off ice Training	Training facility	1.5 hrs

**Facility Improvements**

Ten of the 15 responding organizations felt that improvements are required to Leaside Gardens. Table A.12 shows the facility component and the improvement suggestions received.

**Table A.12 Suggested Facility Improvements**

Facility	Improvements
Arena	another ice pad (3), hot beverage vending machine, sound system
Showers/Change rooms	general improvements (2), consistent hot water (2), more showers (2), more mirrors (2), clean floors (2), a little larger, need for lockers
Ice	Permit summer usage, harder surface
Pool	Warmer water (84 to 86 degrees) required
Bar/Restaurant	Greater flexibility
Staff change rooms	Warmer temperature
Storage	need storage facilities (2)
Office/coaches room	Need separate rooms, office need to be a healthy environment at ground level (not below ground)
Timekeeper booth	Need permanent power for heaters, microphone jack

**Usage Fees**

All of the responding organizations are charged for the facilities they use. Eleven organizations feel that the fees they are charged are reasonable. All three organizations that did not feel that prices were reasonable were ice users. Reasons given were lower costs at other arenas and poor facilities relative to the cost.

All but two organizations, Toronto Parks and Recreation and Mike Thompson would be willing to pay increased fees for new or improved facilities at Leaside. Of the ten organizations that specified the increase they would be willing to pay, 40% said a 0-5% increase, 10% a 6-10% increase and 30% an 11-15% increase. One organization specified a 25% increase and another a 50% increase. Fifty percent of responding organizations said that they would and 50% said that they would not be willing to fundraise for new or improved facilities at Leaside Gardens.

If it were necessary to increase fees for the use of facilities, the majority of respondents said that they would increase participant's fees. 33% of responding organizations said that this would not impact their organization. One organization felt a raise in participant fees would put the program beyond the reach of many families. Two organizations predicted a resulting decline in participants. Three organizations felt that a justified nominal increase would be acceptable. Toronto Parks and Recreation noted increased budget pressure due to the citywide user fee policy that will not allow them to pass the added expense on to the public.

Additional Comments:

Responding organizations made the following additional comments (If the comment was given by more than one respondent, the number of time mentioned is included after the statement):

*Ice Pad*

- Need one more ice pad (4);
- Leaside Girls Hockey League would like to consolidate operations at Leaside Gardens;
- Stands heating is erratic
- Other facility improvements should not increase costs so as to endanger implementation of additional ice pad;
- Leaside residents must use other facilities due to limited space at Leaside;

*Pool*

- Need consistent water temperatures in pool (84 – 86 degrees)
- More hot water storage for showers (2);
- Sand and salt from winter streets get into change room floors;

*General*

- Facility is clean and well maintained;
- Office facilities below ground are unhealthy;
- Corridors at dressing room level do not allow safe traffic flow;
- Rink staff provides very good service (2);
- Leaside facilities and services no longer compare to other facilities in the GTA. Complete overhaul well overdue and would increase local facility enrollment;
- Provide a hot beverage vending machine.

*Parking/accessibility*

- Staff should not take up premium pool parking at front door;
- Ice rink snow takes up spots for physically challenged;
- Need better wheelchair accessibility;



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Appendix B

People Confidential Document

## **Appendix B – People Contacted During the Study**

Appendix B lists those people consulted during the course of this study. Sign in sheets from the user group public meeting are included and list those in attendance.

### **City of Toronto**

- ◆ Heather Atherton, Toronto Parks and Recreation East District Program Supervisor
- ◆ Janet Ellis, Toronto Parks and Recreation East District Recreation Manager
- ◆ John Elvridge, Senior Corporate Management and Policy Consultant
- ◆ Brian Rutherford, Manager of recreation Policy and Development
- ◆ Jane Pitfield, Councillor

### **Other Key Informants**


- ◆ Henry Stachelbeck, General Manager of Leaside Community Memorial Gardens
- ◆ Dr. Tom Pashby, Past Board Member
- ◆ Peter Oyler, Past Board Member
- ◆ Kathy Mackenzie, Administrator and Johanna Lowman, President of Leaside Skating Club
- ◆ Jim Lutz, President of Leaside Hockey Association
- ◆ Brian Spencer, Treasurer of Leaside Hockey Association
- ◆ Glen Meshino, Leaside Girls Hockey League
- ◆ Warren Ferguson, President of Leaside Curling Club
- ◆ Agnes Vermes, President of the Leaside Property Association
- ◆ Rob McCrea, Architect
- ◆ John Gardner, President of G.T.H.L.
- ◆ Andrew Gowdy, Toronto District School Board

Organizations Invited to Respond to the User Group Questionnaire (those that responded are italicized)

- ◆ *Leaside Skating Club,*
- ◆ *Manor Montessori School,*
- ◆ *Leaside Flames Select Minor Novice Hockey,*
- ◆ *Canadian Tire,*
- ◆ *General Sports,*
- ◆ *Doug King and Len Raicioppo,*
- ◆ *The Junior Academy,*
- ◆ *Magnetta Group,*
- ◆ *Leaside High School,*
- ◆ *Leaside Hockey Association,*
- ◆ *Coca Cola,*
- ◆ *Leaside Wildcats Pee Wee,*
- ◆ *Glenayr,*
- ◆ *Adult Recreational Hockey,*
- ◆ *Leaside Girl's Hockey League,*
- ◆ *Pleasure Hockey,*
- ◆ *Original's Spaghetti Western,*
- ◆ *Mr. Wallace Quan,*
- ◆ *Mr. Greg Tedesco,*
- ◆ *Tremco Ltd.,*
- ◆ *Tuesday Night Hockey,*
- ◆ *Toronto French School,*
- ◆ *Roy Schoichet M.D.,*
- ◆ *Shimmy,*
- ◆ *Bill Richardson Hockey School,*
- ◆ *Mr. Richard Woods,*
- ◆ *York Central Ball Hockey League,*
- ◆ *Rolph Road Home and School,*
- ◆ *Mr. Tony Tsakits,*
- ◆ *City of Toronto Parks and Recreation,*
- ◆ *Activities Inc.,*
- ◆ *Mr. Mike Thompson*

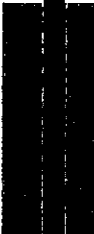
Community Members That Returned Comment Forms

- ◆ L. Strain and S. Swift,
- ◆ Sandra Hubley,
- ◆ S. Spofford,
- ◆ Cindy Barron



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# Leaside Memorial Community Gardens



Feasibility Study and Business Plan  
Final Report

*Prepared by:*

Olmstead Consulting Services

*In association with:*  
d|mA Planning & Management Services  
James Heltinger Architect



October 2001

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October 26, 2001

Mr Bob Brent  
Chairman, Leaside Memorial Gardens Board  
1073 Millwood Road  
East York, Ontario  
M4G 1X6

Dear Mr Brent;

**Re: Leaside Memorial Community Gardens Final Report**

On behalf of the consulting team I am pleased to submit the final report for the above named study. It has been our pleasure to work with you, other members of the Leaside Memorial Community Gardens Board of Directors, and Staff. It is our hope that this study and business plan will support the implementation of your plans and aspirations for Leaside Gardens. We know that this facility has been an important part of your community for many years and we wish you all the very best.

If we can be of support in the future please do not hesitate to contact me or other members of the consulting team.

Sincerely,

James Olmstead  
President

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## Executive Summary

The Leaside Memorial Community Gardens Feasibility Study reviewed the recreation needs and interests of the local community and the users of the community centre, to assess requirements for additional or adapted recreation facilities. The study was undertaken in two phases. Phase One, reviewed current usage patterns, consulted with user groups and the general public to identify needs and issues, and assessed current opportunities within the context of leisure and social trends, and community growth and demographics. Phase Two, developed a concept for future development, identified order of magnitude capital and operating cost estimates, and outlined an implementation plan. The implementation plan highlights next steps, assigns responsibilities for carrying out these steps, and suggests timing for each step.

The final study report outlines in detail the tasks undertaken to carry out this assessment and the findings and recommendations of each stage.

Activities of Phase One incorporated surveys of current user groups, key informant interviews with staff, board members, the local Councillor, a public meeting, growth and socio-demographic analysis and identification of relevant trends. Key findings of Phase One included:

- Development of a community profile for the local Leaside community, and within the context of the former Borough of East York, the new City of Toronto and relative to the Province as a whole. This community profile identifies a generally stable and established population, with perhaps a small decline for Leaside. The local area is characterized by larger than average number of older adults and young children.
- An assessment of facilities that considered the expressed needs of the current user groups, trends in ice and multi-purpose and aquatic facility use, an comparisons to other communities, indicates that while the Leaside area specifically, is relatively well served, there are facility deficits in the surrounding communities.
- Provision of recreation facilities using a centralized approach, where ice facilities are twinned, and multiple services are provided in one location, is considered both efficient and effective.

### **Recommendations arising from Phase One activities:**

**Recommendation:** The feasibility study should assess the potential to develop a twin pad facility on the existing land i.e. the opportunity and cost to develop underground and/or tiered parking.

**Recommendation:** Based on the findings of the above recommendation, the Leaside Memorial Garden Board, along with the City should confirm the availability and cost of the adjacent lands, currently owned by the Ontario Realty Corporation. Further a determination should be made regarding the purchase of this land prior to redevelopment of the site for additional recreation space.

**Recommendation:** The second phase of the Feasibility Study for Leaside Memorial Gardens should focus on the manner in which the capital funding of the facility and land acquisition will be accomplished.

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**Recommendation:** The second phase of the Feasibility Study for Leaside Memorial Gardens should develop a clear business plan for the facility, including an accurate cost of producing prime-time and non-prime time ice and a recommendation for user fees based on these costs

**Recommendation:** Development of the desired upgrades to support use of the pool by a wider variety of users, particularly older adults, and those with disabilities be considered as essential upgrades for the pool.

**Recommendation:** The opportunity to provide movable/sliding doors to create up to three small meeting rooms in the William Lea room should be considered. Provision of audiovisual equipment, upgraded meeting room tables and chairs, suitable for daytime business meetings should be investigated.

**Recommendation:** Increased emphasis on marketing the banquet room for use by dryland training, trade shows, aerobics groups and business meetings should be undertaken.

**Recommendation:** Additional assessment would be needed to assess the need and feasibility of a fitness centre as part of the Leaside Memorial Gardens redevelopment.

Following review of Phase One findings and recommendations, the Leaside Memorial Gardens Board of Directors adopted a long-term view of the site that would eliminate the existing arena (and potentially other facilities on the property) and create a new complex including a twinned arena. While further assessment is required to confirm the viability of this option, including confirmation of site availability, support for the concept by the City of Toronto, and available capital finances, the preliminary facility and site concepts in Phase Two, and the business plan, are based on the redevelopment of the existing site and facilities, and adjacent lands, to create a new multi-purpose recreation complex.

This option will require a phase building and implementation program. The initial phase, following acceptance by the City and purchase of the adjacent lands, currently owned by the Ontario Realty Corporation (ORC), would see the construction of a new single pad arena and parking structure on the ORC lands. In phase two, the existing arena would be eliminated and a second ice pad added to the "new" stand-alone arena. The ability or desirability to connect other structures on the site i.e., curling rink, indoor pool, would be discussed with appropriate stakeholders as part of the overall development plan.

The projected capital costs of building the first (phase one) arena, at costs identified in the fall of 2001, are anticipated to be in the order of \$6,000,000. This does not include the cost of the land base.

Increased revenue opportunities from the new arena, and relatively limited additional staff costs, would result in an annual profit in the order of \$140,000 on the second rink (this reflects limited staff costs, with most staff costs continuing to be applied to the existing facility). Leaside Gardens operates under a cost recovery basis with any deficit covered by the City of Toronto. The Board reviews City policy regarding subsidies and adheres to those policies, which assist youth sports. The existing annual operating deficit of approximately \$120,000 is covered by the City of Toronto. The addition of a second ice pad would result in a projected annual net profit of approximately \$20,000. This projection assumes that the existing manager will operate both facilities, and that there will be some



crossover of current maintenance and office staff. The eventual twinning of the ice facility should further increase annual profit margins.

To ensure that revenue targets are met this report recommends a marketing approach that develops summer hockey and skating camps, markets the new facility to a higher percentage (70%) of adult users and aggressively promotes and develops non-prime time markets.

**Implementation Strategies**

1. Approve the Feasibility Study: Approval by the Leaside Memorial Gardens Board is required to facilitate the next step of the project.

**Timeframe:** Fall 2001

2. Forward Report to City Council and Dialogue with the City on Key Issues: As a municipal facility all future developments, we assume will need approval by municipal staff. In the case of this facility there are quite a number of issues to be addressed.

- a. **The purchase the adjoining property** must happen before any further development of this project. Confirmation of its availability for purchase, determination of cost, availability of funding for this purchase and the timing of funding, are critical factors that need to be discussed and confirmed. When forwarding this report to Council the Leaside Memorial Gardens Board should include a list of implementation steps, using this section as an outline, for discussion with Members of Council and senior municipal staff.

- b. **Confirmation of Future Operations of Site Facilities** must be discussed with the legal owners of the facility – the City of Toronto. The agreement of the City to plan the demolition of the existing facility and eventual twinning of the planned facility, plans for the redevelopment of the indoor pool, impact on the existing curling facility etc., are among the issues that need to be addressed by future discussions. We expect that the City will also want to consider the development of a new facility within the overall context of its arena and other facilities.

- c. **Future Management Directions of the City:** The current operation and management was developed within the context of a different time and legal structure. We understand that the City is currently reviewing the role of the various Boards and Commissions that provided services under former municipalities. The City's future plans for the management of its facilities, along with the City's intent to rationalize its facility services, needs to be addressed. While the discussion of potential implications of change to current operations is well outside the scope of this study, recognition that the management directions of the City will have a significant impact on the directions of the Board is important to this discussion.

**Timeframe:** Fall 2001 through 2002

3. Purchase of Adjacent Land: Once the Board and the City have discussed and approved purchase of the adjacent property, and have allocated funds to its purchase, the acquisition of this property is the next step.

**Timeframe:** Contingent on successful dialogue and decision to purchase land.

4. Development Initiatives: With the purchase of the property there are a number of initiatives that will follow. If these are not managed by full time municipal staff (the following points assume that the development of this project remains a responsibility of the Leaside Memorial Gardens Board), they will need to be guided by the Board through a variety of sub-committees, to be established by the Board and who will report directly to the Board.

**Finance Committee:** A formal finance committee composed of well positioned and experienced community leaders from the business sector and the community at large should be established with a mandate to develop a fundraising strategy and a targeted amount.

**Communications Committee:** Communication of the status of the project, its objectives, who is involved etc., should be an ongoing part of the process. This committee must be an integral part of the Fundraising Committee and be well apprised of all aspects of the project. Representation from the local media and staff and community should be included on this committee.

**Design and Construction Committee:** It is assumed that, as a municipally owned facility, the City will manage the design, tender and construction of the project using municipal resources. However, it is appropriate to have a design and construction committee (this could be the LMG Board) to work with the City to review and comment on design and construction documents.

**Timeframe:** Contingent on land purchase

5. Prepare Detailed Design and Documentation: This stage involves the preparation of the Terms of Reference and the hiring of an architect staff to design of the facility. There are a number of approaches including construction management, design/build, and the traditional approach (involving consultant design, tender process, general contract award). As a municipal facility it is anticipated that the City would take a lead role in this part of the development process. In this step construction ready documents will be prepared from which exact costing of the construction will be developed (cost estimates in this study are based on a conceptual building only). Design and documentation will take approximately 6 to 8 months, including negotiation for various approvals required by local authorities.

**Timeframe:** Contingent on approval of previous stages.

Construction: Site development and building construction are estimated to take 12 - 18 months. This will allow adequate time for the preparation of the site in advance of the facility construction. A fully detailed site and building development schedule should be developed during the preparation of the construction drawings. The schedule will outline the specific tasks required in each step of the development process from ground breaking to door opening.

Timeframe: Timing contingent on previous steps

6. Facility Staffing and Operations: It is assumed that the current staffing structure will remain in place. However, in preparation of the new facility's opening there is a need to hire additional full time operational staff, part time staff, and to discuss with existing staff what role they will have with respect to the new facility.

Timeframe: Timing contingent on previous steps

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## 1.0 Introduction

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### 1.1 Purpose of the Study

The Leaside Memorial Community Gardens Feasibility Study reviewed the recreation needs and interests of the local community, and assessed how those could be provided if the community center were renovated and/or enlarged.

The study was undertaken in two phases. Phase One, completed in the spring of 2001, assessed need through a review of opportunities and facility use within the local community, interviews with key community representatives including Board Members, the local Councillor, municipal and centre staff, and a socio-demographic and trend analysis. The main findings of Phase One are outlined below in section 1.3.

Following completion of Phase One, in which unmet recreation needs were identified, the LMG Board approved completion of Phase Two – development of a concept plan, capital and operating cost estimates, staffing requirements and operating options, and an implementation plan for study recommendations.

The Final Report of the Feasibility Study summarizes the key findings of the initial study phase, discusses the implications of the development option chosen, and provides directions for implementation of the recommendations.

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### 1.2 Organization of Report

The final report is organized in four sections.

- Section 1.0 Summarizes the study purpose and key findings and recommendations from Phase One;
- Section 2.0 Provides a space program, facility concept and site plan, and estimated capital costs;
- Section 3.0 Provides a financial and staffing plan;
- Section 4.0 Outlines the implementation steps that should be taken to following the completion of this study.

## 1.3 Key Findings and Recommendations from Phase One

### 1.3.1 Community Profile

Traditionally LMG has served the Leaside community – historically the area bounded by Bayview Avenue on the west, Glenvale Boulevard to the north, and the Don Valley to the east and south. Formerly the Town of Leaside, this area was part of the Borough of East York until the amalgamation of the Borough and the other Cities of Metropolitan Toronto to form the new City of Toronto, in 1997. Population growth projections provided by the City of Toronto indicate that Leaside's population is anticipated to decline slightly over the next 10 years, while communities of the former East York, to the immediate east and south of Leaside, are projected to increase by over 8% during that same time period. Socio-demographic indicators show that Leaside is an established community with a stable population. It is home to both, more older adults, and young children, than Toronto as a whole, which may suggest a community in transition, as older adults move out of the community and homes are bought by younger families.

The former Borough of East York provided several multi-purpose community centres including the Trace Manes Centennial Building – with a senior's lounge, tennis lounge and meeting rooms; the Jenner Jean-Marie Community Centre – one gymnasium, small program rooms and a branch library; the East York Community Centre – indoor pool, gymnasium, fitness centre, pre-school room and program rooms; and the East York Arena. Several other facilities serve the general area including the North Toronto Memorial Arena, an outdoor artificial ice rink and two Board of Education indoor pools.

Leaside Memorial Community Gardens is a single pad ice facility and large social room/banquet facility owned by the City of Toronto (formerly the Borough of East York) and operated and staffed by a community Board of Management. The LMCG is sited on property adjacent to a City owned and co-operated (between the City and the LMCG Board) 25 yard indoor pool, and a municipal curling club. The single pad ice facility does not support summer ice. During the non-ice season it is used by ball hockey leagues, and for community events i.e., a pavilion during Carabana.

The LMCG Board of Management reports directly to the City of Toronto's Council through the City's Finance Committee, and is responsible for facility policy development, staff management, facility fundraising and long term planning, including all capital works programs funded through the yearly operating budget and debentures.

The facility is located next to major thoroughfares with site access limited to a single access point. The 3.3 acres surrounding the facility includes a 171-car parking lot. A preliminary assessment indicated that the current parking allotment was sufficient for all but two annual events. A major sewer line passes below grade under the parking lot.

Leaside Gardens operates under a cost recovery basis with any deficit covered by the City of Toronto. The Board reviews City policy regarding subsidies and adheres to those policies that assist youth sports. Hence any operating deficit is covered by the City of Toronto.

### **1.3.2 Facility Needs Assessment Findings**

#### **Ice Facilities**

Comparison of the level of arena ice services in this part of Toronto indicate that the Leaside community enjoys a higher level of service for indoor ice than does the City as a whole, the east district, or the former Borough of East York. Respondents to the ice user group survey however, indicated an immediate need for an additional 93 hours of ice time for existing and new programs. The ice user survey also noted that current Leaside ice users rent approximately 1,268 hours of ice per season (average 45 – 50 hours per week during the ice season). It is somewhat unclear whether these hours are in addition to, or the same as, the 93 hours of ice per week that the ice users would like at Leaside. Based on our best understanding, the assumption is made that current users of Leaside would like to transfer their 45-50 hours per week at other facilities to a Leaside facility. Therefore, while the Leaside community currently has a favourable allocation of ice, relative to other communities, there is clearly an ice deficit in the former East York and surrounding area. Provision of additional ice should, where possible, be provided in conjunction with an existing facility – preferably through a twinning of an existing facility to provide economies of scale and operating cost savings.

#### **Other Facility Needs**

LMCG staff provides operating maintenance and capital requirements for the indoor pool, while all programming is provided by the City of Toronto. This is conducted under the rental agreement between the City of Toronto and the Leaside Board of Management. The City pays the cost of maintenance and capital retrofit of the pool. Concerns expressed during the public meeting included the need for improvements to the pools interior and desire for warmer water temperature.

The William Lea Room – the Facility's banquet hall operates at a surplus. It is rented for weddings and receptions, fundraisers etc. It was noted that the banquet room is far larger than necessary for many of the events held in the room e.g., meetings, and smaller multi-purpose space would be desirable.

User groups noted a lack of office and storage space at the facility. Interest in a fitness facility in the area was also noted.

#### **1.3.3 Recommendations from Phase One:**

**Recommendation:** The feasibility study should assess the potential to develop a twin pad facility on the existing land i.e. the opportunity and cost to develop underground and/or tiered parking.

**Recommendation:** Based on the findings of the above recommendation, the Leaside Memorial Garden Board, along with the City should confirm the availability and cost of the adjacent lands, currently owned by the Ontario Realty Corporation. Further, a determination should be made regarding the purchase of this land prior to redevelopment of the site for additional recreation space.

**Recommendation:** The second phase of the Feasibility Study for Leaside Memorial Gardens should focus on the manner in which the capital funding of the facility and land acquisition will be accomplished.

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**Recommendation:** The second phase of the Feasibility Study for Leaside Memorial Gardens should develop a clear business plan for the facility, including an accurate cost of producing prime-time and non-prime time ice and a recommendation for user fees based on these costs

**Recommendation:** Development of the desired upgrades to support use of the pool by a wider variety of users, particularly older adults, and those with disabilities be considered as essential upgrades for the pool.

**Recommendation:** The opportunity to provide movable/sliding doors to create up to three small meeting rooms in the William Lea room should be considered. Provision of audiovisual equipment, upgraded meeting room tables and chairs, suitable for daytime business meetings should be investigated.

**Recommendation:** Increased emphasis on marketing the banquet room for use by dryland training, trade shows, aerobics groups and business meetings should be undertaken.

**Recommendation:** Additional assessment would be needed to assess the need and feasibility of a fitness centre as part of the Leaside Memorial Gardens redevelopment.

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#### 1.4 Direction of the Leaside Memorial Gardens Board

Two of the key recommendations of Phase One were to "assess the potential to develop a twin pad facility on the existing land", and "along with the City...confirm the availability and cost of the adjacent lands...prior to redevelopment of the site for additional recreation space". On review, the LMG Board has identified its preference to develop a new single pad arena on the adjacent lands. The long-term view is to eliminate the existing arena (and potentially other facilities on the property) to create a new complex including a twinned arena.

The assessment of this option is beyond the scope of the current study. We are not aware of any municipal plans to redevelop the indoor pool. No assessment was done on the need or option to redevelop the curling facility. No cost assessment related to demolition of the current arena, or implications of demolition and reconstruction of the current hall, or ability to retain the current hall within a future complex, was undertaken. Finally, while some informal discussions have occurred between senior City Staff and the local Councilor regarding interest in purchasing the adjacent land from the Ontario Realty Corporation, we are not aware of a formal decision to proceed with that purchase.

It is clearly most efficient -- financially and from a service perspective, to twin arenas, and to develop facilities within a multi-purpose complex. The existing facility is almost 50 years old and it is felt that within the next 10 to 15 years it will need to be replaced. On this basis it is reasonable to proceed to develop a new facility with the capability of being twinned.

The site plan and business plan within this report only address those items within the scope of the study, and for which a reasonable amount of information is available.

The business plan in Chapter 3.0 is developed for a new single pad ice facility to be built on adjacent land currently owned by the Ontario Realty Corporation. Further, it assumes that for the time being, the existing arena will operate as a single pad ice facility with the attached hall. This business plan assumes that the other facilities on the site will also, for the time being at least, operate as they currently do. Finally, this study did not include an operational review of the existing staffing structure to assess staff allocation efficiencies. The Facility's Manager was consulted regarding the adequacy of the current staffing structure and the comments of the Manager, and information regarding imminent staffing changes, were considered when developing the proposed staffing structure.

Section 4.0 – Implementation, discusses the steps the City and Board will need to take to move toward the long-term plan for this site.



## 2.0 Development Concept and Capital Costs

Section 2.0 of the report provides a space program designed to accommodate to the extent possible, the facility needs identified in Phase One. This section of the report outlines a building space program, provides a concept footprint located on the site and a conceptual plan for the proposed facility. Finally, this section outlines the projected capital costs of the planned addition.

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### 2.1 Design Concept and Space Program

#### 2.1.1 Site Development Concept

Using the information gathered in Phase One, and during a secondary inspection of the existing facility held in August, a conceptual design was formulated to accommodate a phased building and implementation program. In our previous report, we suggested three distinct schemes (options) for consideration. Now, this proposed scheme would seem to reverse our previous recommendations. This phase considered and developed the campus form. In this scheme the ice surface and associated ancillary spaces would be situated as a stand-alone facility. It became evident that developing a scheme that integrated and shared common elements (such as lobbies, entrances and other support spaces) would not work because of the lack of a cohesive master plan that situated the existing buildings to allow for expansion and/or integration and the irregular topography of the site. Allowing for partial or total internal connectivity between the various facilities while maintaining the sense of autonomy could not be achieved when situating the new addition(s) near or next to the existing buildings. Our proposal is to consider a phased concept. This concept is presented in two phases graphically, however, in reality there would be several phases to replace the existing facilities and subsequently integrate the new elements within a cohesive master plan. This scheme requires the acquisition of the adjoining land to the southeast, where the Censor Board currently resides, and extensive regrading of the existing site topography to accommodate this concept. In addition, the cost of relocating the existing site services and the construction of a multi-story parking facility would also have to be considered.

The site development concept is illustrated in Figure 2.1-2.3. Figure 2.1 is the existing site plan. Figure 2.2 and Figure 2.3 show phase one and two, respectively, of the site development. In phase one, a new stand-alone arena and parking structure would be developed. In phase two, the existing arena would be eliminated and a second ice pad added to the new stand-alone arena. Additional parking is also provided.

Figure 2.1 – Existing Site Plan

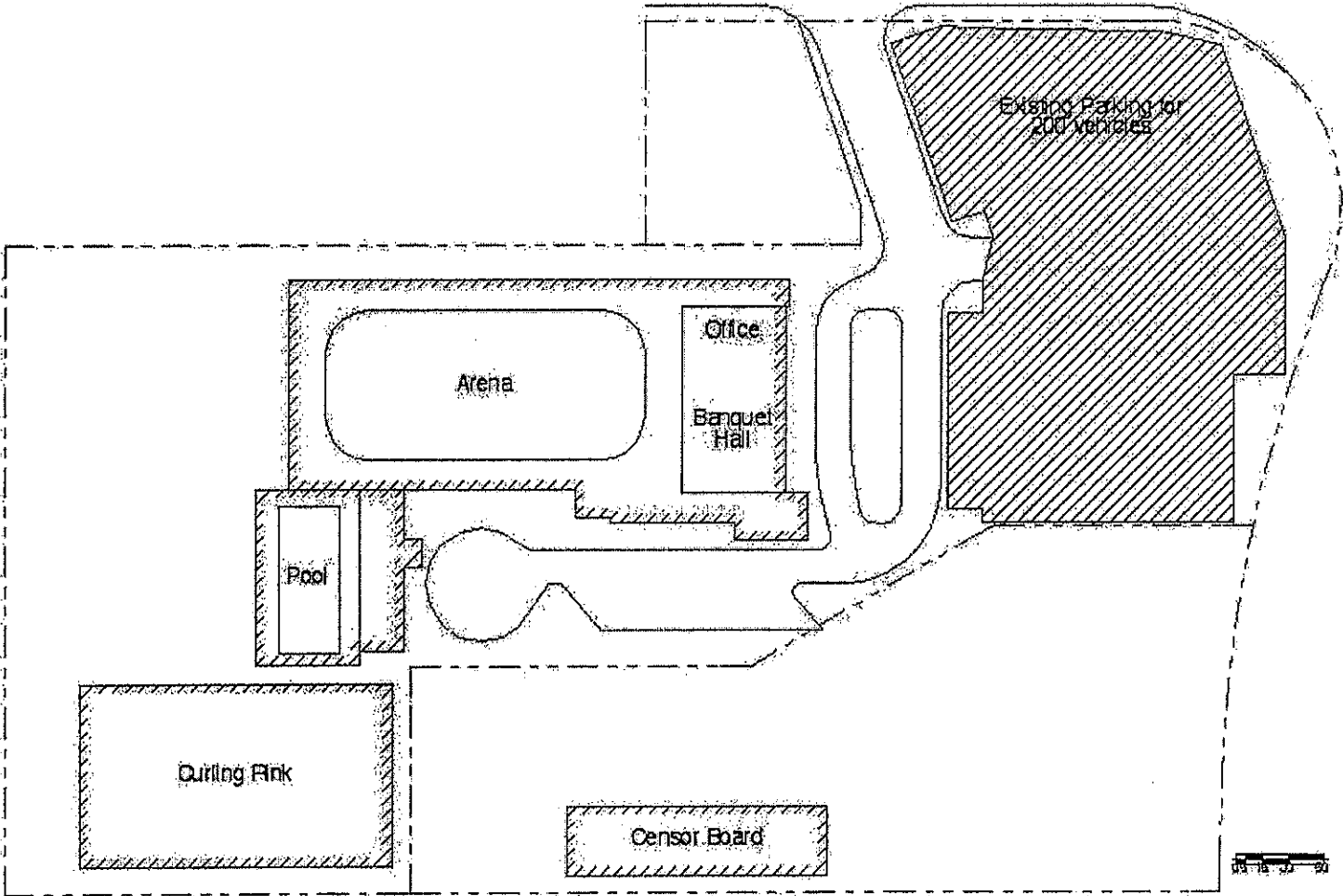


Figure 2.2 – Site Development Concept –Phase One

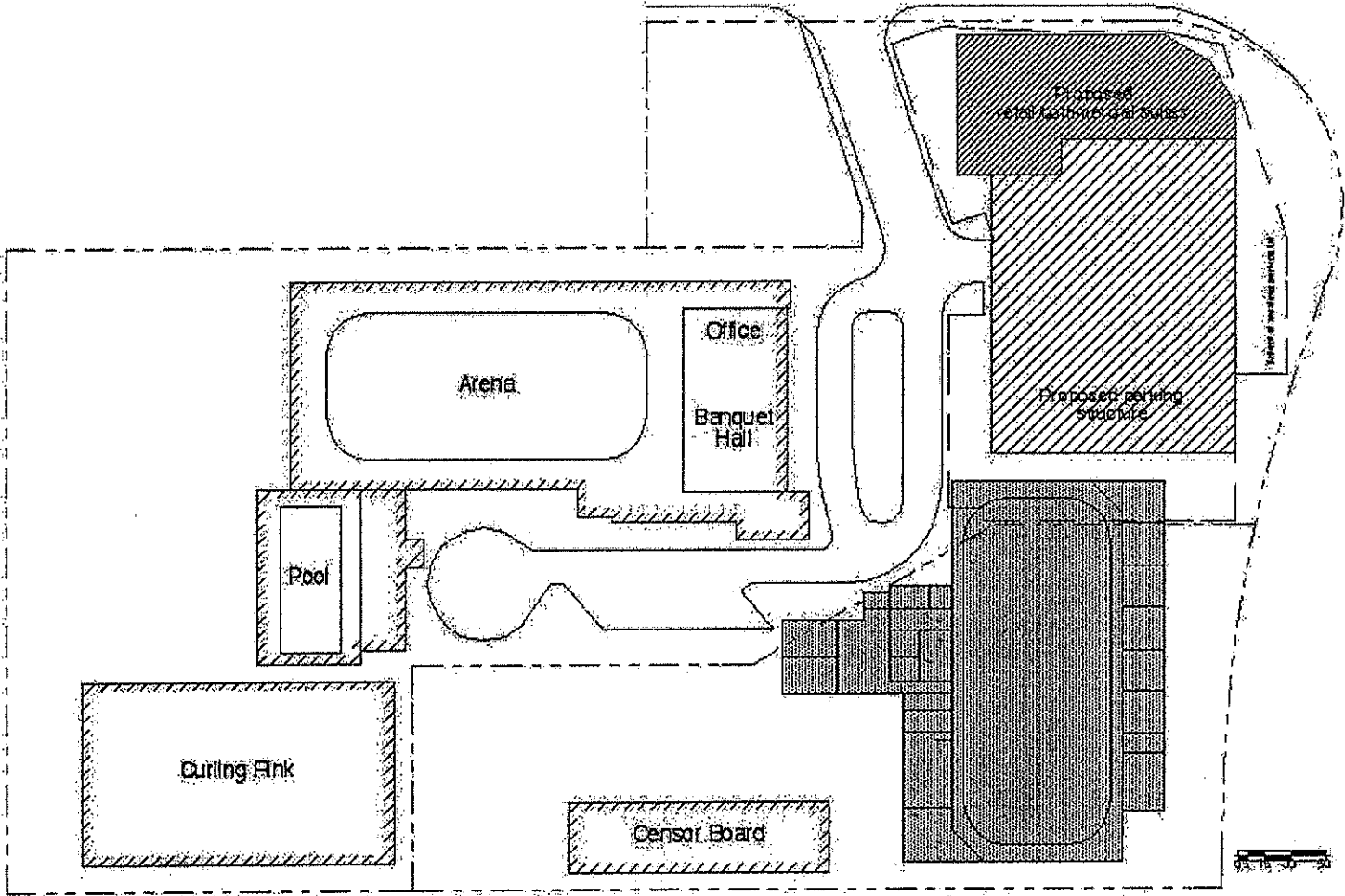
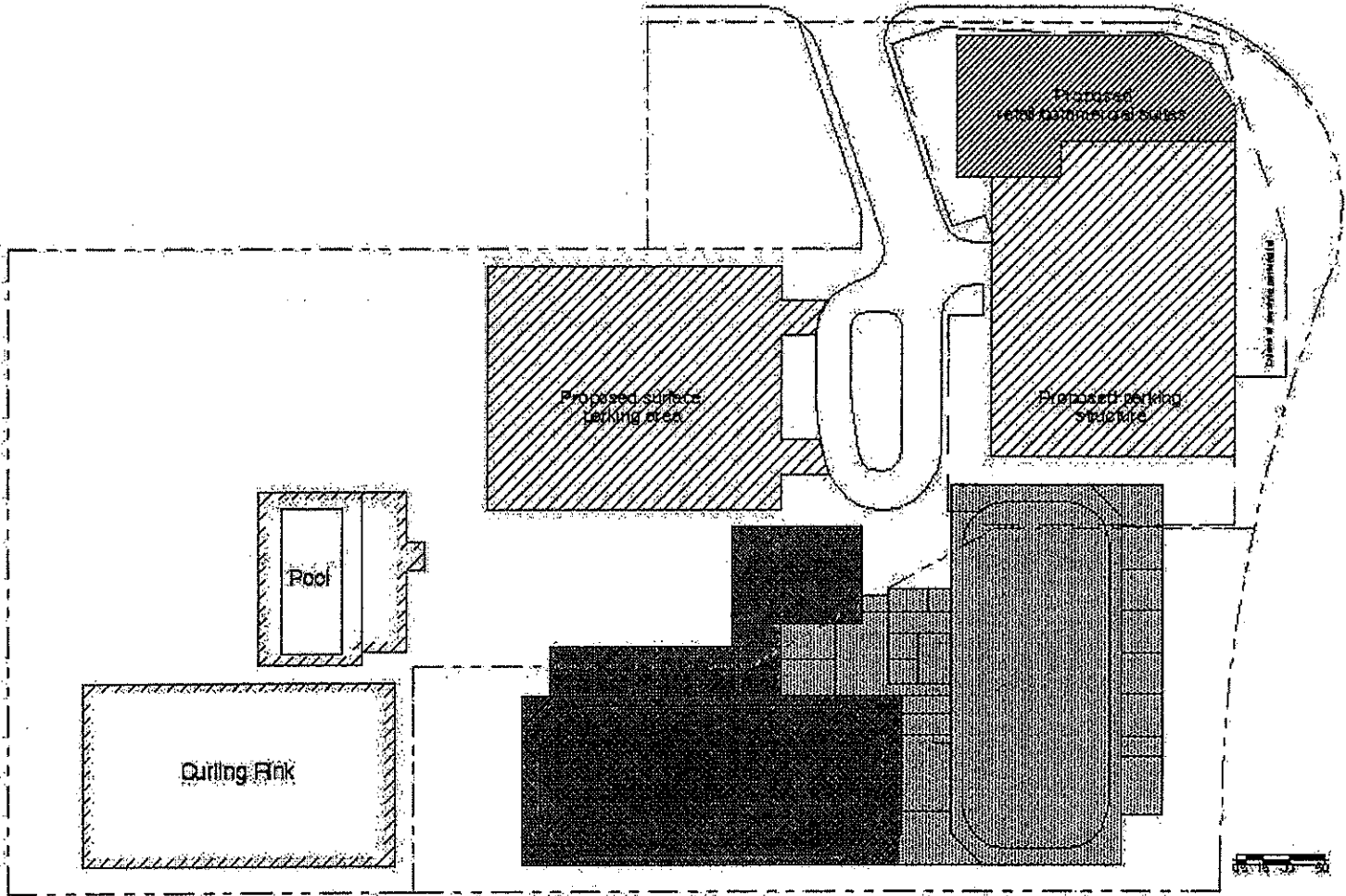


Figure 2.3 – Site Development Concept –Phase Two



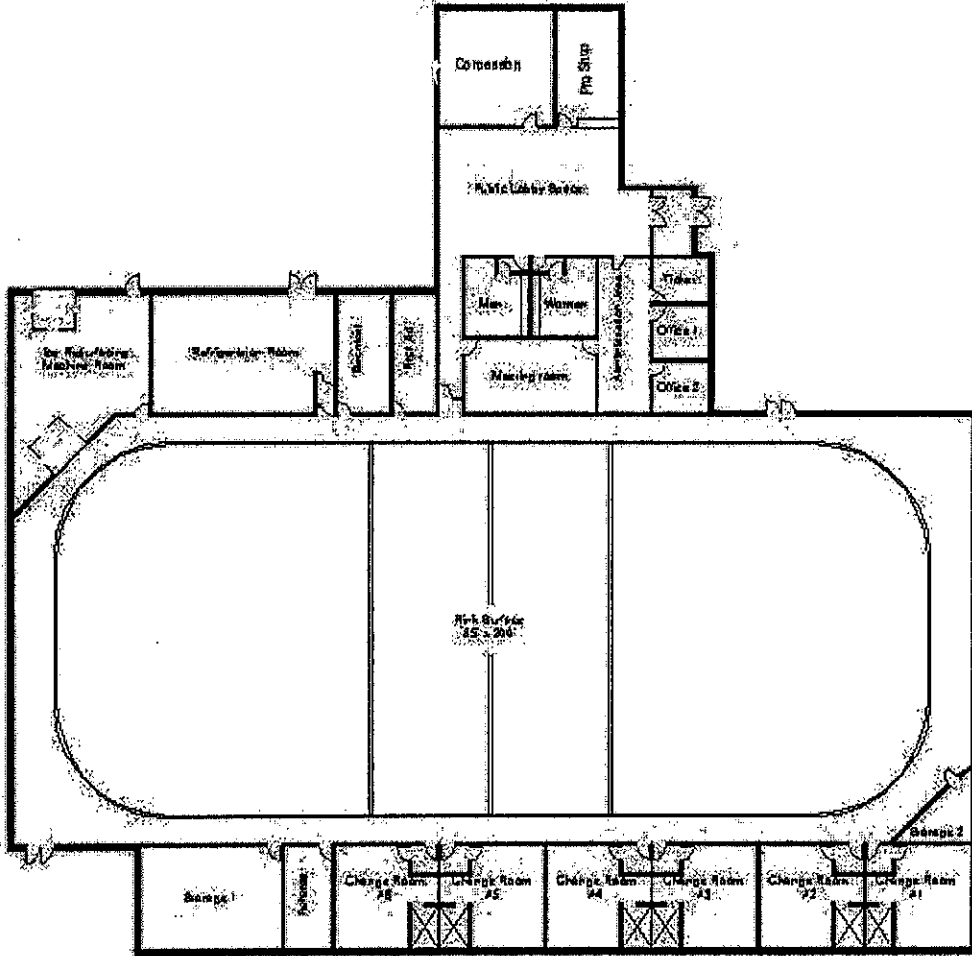
## 2.1.2 The Facility

The size of the proposed facility would be approximately 36,000 gross square feet (See Table 2.1 for facility components and sizes). The main frame of the building would be a pre-engineered steel structure with the supporting ancillary spaces of insulated load bearing masonry walls. The ceiling over the ice surface would be an insulated prefinished metal roof with an insulated built-up roof over the ancillary spaces. All interior partitions would be masonry with a paint finish. Interior graphics and way finding signage will provide a colourful background and a quick method to orient visitors within the facility. Flooring will be combinations of rubber, exposed concrete and carpet. The surface of the ice rink will be 85 x 200 feet at interior dimensions. All plumbing fixtures utilizing water saving mechanisms will be strictly adhered to. Figure 2.4 is the Floor Plan Concept for the arena.

Table 2.1: Space Program

▪ Concession	700
▪ Proshop	350
▪ Public Lobby	1300
▪ Entrance	130
▪ Ticket area	135
▪ Office 1	200
▪ Office 2	150
▪ Meeting Room	500
▪ Men's washroom	264
▪ Women's washroom	264
▪ First Aid	277
▪ Electrical	332
▪ Refrigeration	1123
▪ Ice Resurfacing Machine	600
▪ Storage 1	1000
▪ Storage 2	154
▪ Referee (2 separate rooms for adults/minors)	350
▪ Change Room 1	550
▪ Change Room 2	550
▪ Change Room 3	550
▪ Change Room 4	550
▪ Change Room 5	550
▪ Change Room 6	550
▪ Rink (85' x 200')	17,000
▪ Players Benches, Penalty Box, Timekeeper, seating for 250	2,000
<b>Total Net Square Feet (80%)</b>	<b>30,129 sf</b>
<b>Total Gross Square Feet (100%)</b>	<b>36,255 sf</b>

Figure 2.4 - Floor Plan Concept



### 2.1.3 Parking

The site is located next to major thoroughfares with limited vehicular access to a single location. The site borders the Canadian Pacific Railway and lands owned by the Ontario Censor Board facility to the southeast. This property is approximately 3 acres in size. There are 170 existing parking spaces including handicapped stalls located within the site boundaries. Parking seems to be adequate for existing usage and purposes, save special annual events that predicate a situation where the demand exceeds existing parking provided on site. Any future development and reorganization of the existing site as indicated in the preliminary report to the Leaside Memorial Gardens Community Centre Board of Management would indicate a need for approximately 300 more vehicular spaces. These calculations are based upon facility recalculation in respect to relevant City of Toronto bylaw requirements.

To address the Board's concern of how to incorporate these vehicles onto the existing site, the following strategies are suggested:

- Acquire the Censor Board's property and develop a phased methodology of incorporating surface and a multistory parking structure. On one hand this property acquisition will provide a second access point to the recreation complex; and on the other hand, considering setbacks and other regulatory restrictions these may limit the number of accommodated vehicle stalls and responsible traffic patterns.
- Consideration of incorporating a multistory parking structure along Millwood Road and Southvale Drive may also have merit. With a strong urban context and exposure, the building is well situated to take advantage of opportunities to incorporate retail and commercial components into the structure at ground level. These could be seen as revenue generating and softening the parking facility's edge. A study should be done to assess the potential for this. The study would look at both locations. Having the parking structure 'reach' beyond the immediate site and work in concert with the City of Toronto's parking system. Incorporating elements that are in scale and harmony with the existing urban fabric will produce a win-win situation for the recreation complex and the community as a whole.

In the first scenario, in addition to the cost of land acquisition, site remedy and preparation should be considered. Land costs are not immediately known, however, it is suggested, for discussion purposes only, that these costs could be in the range of \$.25M per acre, thus site acquisition could be \$.75M. Actual costs could be lower depending upon previous discussions and arrangements. Because the topography is varied over the width and length of the site, construction costs are anticipated to be incrementally higher than a similar site that is flat and accessible.

The second scenario, in contrast, there will not be any associated site acquisition costs, and the site topography is relatively regular with a constant slope. It is estimated that on this location one would expect to accommodate 100 to 125 vehicles on each level of a multistory facility. This would translate into a parking facility of 4 to 4 1/2 levels. If the entire frontage along the thoroughfares constitutes lower level retail and/or commercial components, this may translate into one more additional level. At this point, it is suggested that a unit cost of ten to thirteen thousand per stall or \$4M to \$5.2M building cost.

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**2.1.4 Summary**

There are two prime parking strategies that will accommodate the requirements associated with facility development and reorganization. The Board may wish to pursue either of these suggestions in whole or in partnership with others. A Public-Private Partnership may be the vehicle that warrants consideration by a study in collaboration with the facility's Management Board. In summary, there are options through intense utilization of existing infrastructure, that offer potential for expanded recreational and community use.

**2.2 Capital Cost Estimate**

The capital cost estimate is indicated in Table 2.2. The order of magnitude capital cost, exclusive of GST, furniture, fitment and equipment, administrative and legal fees and land purchase is \$5,757,250. This capital amount also does not include escalation costs. In spring of 2001 escalation was estimated to be .5% per month, assuming stable market conditions. There are a number of pending situations that make it difficult to assess the future stability of the construction market including the impact of significant construction stemming from SuperBuild initiatives (currently not announced), and availability of construction and other materials related to cross-border shipping issues. At the time of construction these costs should be reevaluated based on the date of construction.

**Table 2.2: Capital Cost Summary**

	Net s.f.	Gross s.f.	Costs./f.	Total
1. Capital Cost New Arena	30,129	36,255	\$130/gross sf	\$4,713,150
2. Capital Cost – Site Development Landscaping, parking, etc. (6% allowance)				\$283,000
3. Contingencies Design (5% allowance on arena and site development) Construction (3% allowance on arena and site development)				\$235,700 \$141,400
4. Cash Allowances Building Permit Building Control Connections Construction Testing & Inspections Building Systems Commissioning Signage (Interior & Exterior) Administrative Costs (Printing, etc.) Interior Landscape				\$3,000 \$24,500 \$5,000 \$7,500 \$4,000 \$10,000
5. Professional Fees & Disbursements @ 7% (on construction costs)				\$330,000
<b>TOTAL PROJECT COST</b>				<b>\$5,757,250</b>



## 3.0 Business Plan

This chapter documents operating cost projections for the new single pad facility to be located on the site currently owned by the Ontario Reality Corporation. Costs provided assume that the existing single pad facility will continue to operate as it currently does. The business plan includes a staffing structure that builds on current staffing allocation and the incremental requirements of an additional, but not twinned, arena.

### 3.1 Staffing Structure

Current staffing for the arena includes a full time manager, not within the City's collective bargaining unit, a Banquet Co-ordinator/Administrative Assistant, a part-time Bookkeeper, 4 full-time operators (within the collective bargaining unit), and a full time maintenance person. Additionally, part time staff, equivalent to 4.2 full time equivalents (FTE) are in place for 32 weeks annually and .4 for the summer. Of the 4.2 FTE's hired throughout the 32 week winter season, approximately ½ FTE is allocated to the public skating program.

The following staff positions are recommended for the operation of the site with the existing facilities and with the addition of a new single pad facility. In some cases these staff positions reflect existing positions, and these are noted as "(current and future position)". Where additional positions are noted these are identified as "(new position)".

**Facility Manager (current and future position)** – The Facility Manager is responsible for the overall administration and management of the ice facilities and the Hall and, as per the ongoing agreement with the City, the maintenance and capital works of the indoor aquatic facility. The existing Facility Manager will be responsible for both buildings, a situation that will add responsibilities to this position, particularly while the facilities remain separate physical plants. To reflect these added responsibilities additional support to manage the new facility has been identified in several of the positions reporting to the Facility Manager. The additional responsibilities, including staff supervised, have implications for the salary of this position (please see the list of assumptions in section 3.2).

**Banquet Coordinator/Administrative Assistant (current and future position)** – This position is responsible for the coordination of banquet schedules, catering arrangements etc., connected with use of the Hall. Additionally, this position is responsible for word processing, ice booking, and other administrative tasks related to the facility's operation.

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**Bookkeeper (Part-time)** (current and future position) – This position is responsible for maintaining the accounts for the facility. The position is currently funded at 10 hours per week for 52 weeks per year. It is anticipated that additional hours will be required with the addition of a new facility and this has been accommodated in the projected operating budget. (See assumptions in section 3.2).

**Operators** (current and future positions) – Currently 4 full time Operators are responsible for maintenance of the ice plant, the indoor pool and the hall.

**Operators (new positions)** – The new facility, for the time being, will not be a twinned facility, limiting the opportunity to conveniently share staff with the existing facility. Of the 4 existing operators it is assumed that at least one and a half of the existing operational staff complement can be attributed to the operation of the indoor pool the William Lea Room. The current staff complement is not large for a full time arena operation and it is not anticipated that there will be a great deal of opportunity to share operations staff with the new facility, particularly while the facilities are not twinned. It is also assumed that the new facility will accommodate summer ice. Therefore, two and a half additional operators are identified for the new facility.

**Maintenance Staff** (current full time) – The individual in this full time position will retire at the end of the current year and Facility Management Staff indicate that this position will be converted to a part-time position (full time on a seasonal basis) of approximately .7 FTE.

**Maintenance Staff (new position)** – With the addition of a second ice facility it is assumed there will be requirements for 5 FTE's for the new building.

**Part-time Seasonal (winter) Facility Staff** (current and future) – These staff work in the concession, assist operational staff, ticket sales and skating monitors. They equal approximately 4.2 FTE's, for 32 weeks annually.

**Part-time Seasonal (summer) Facility Staff** (current and future) – These staff work in the concession, assist operational staff, ticket sales etc. They equal approximately .4 FTE's, for approximately 10 weeks annually.

**Part-time Seasonal (winter) Facility Staff (new positions)** – These staff will work in the concession, assist operational staff, ticket sales and skating monitors. Current management staff note that only one of the facilities will schedule public skating and the .5 FTE assigned to public skating will not duplicated. The new facility will however accommodate summer ice. Therefore, an allocation of 4 FTE's, for 45 weeks annually, has been made for the new ice facility.

### **3.2 Projected Operating Costs of New Facility**

The projected operating costs are based on the incremental increase from current operations, and includes the following assumptions:

- Salary rates are based on current rates as noted by Facility Staff. Benefits are based on 25% for full time positions and 8% for part time positions.
- To reflect the additional facility responsibilities including additional staffing, the Salary of the Facility Manager (who will be responsible for the operation of the new ice facility as well as that individuals current responsibilities) is increased by 10% of current salary.
- To accommodate the needs of additional bookkeeping responsibilities the hours of the current bookkeeper are increased by 50% to 15 hours per week for 52 weeks, at the current salary rate of \$18.80/hour.
- Two and a half additional full time operation staff @ \$38,000 annually will be required by the new facility.
- In addition to the staffing allocation change related to the maintenance position a half maintenance position at a salary rate of \$38,000 annually has been added for the new facility.
- There will be annual requirements for various part-time positions roughly equivalent to 4 FTE for 45 weeks annually at an average salary rate of \$9/hour, or approximately \$16,500 per FTE.
- It is assumed that the same ice rates as currently apply to the existing facility will be used for the new facility. The adult ice rates will be \$180/hour, minor ice rates will be \$102.30/hour.
- It is assumed that of the approximate 90 hours weekly of primetime ice in the new facility, adults will use 50% and 50% by minor groups. This is a slightly higher percent of adult ice users than is reflected in the current rink.
- During the winter season it is assumed that approximately 25% of the non prime time ice (approximately 60 hours) will be used. Of this we have allocated 5 hours weekly to adult ice at a rental rate of \$130/hour and 12 hours to minor groups and individuals at a cost of \$80/hour.
- It is assumed that during the summer season the summer ice will be used 100% of the time by minor hockey schools etc., during the summer prime time of Monday through Friday 9:00 am to 3:30 pm, for 8 weeks. The annual weekly rental rate for the ice by hockey schools is set at \$4,000 weekly.
- Use by adult ice users during the summer is assumed to be 5 hours per week at \$180/hour for 10 weeks.
- Occupancy costs are assessed at 2.50 per net square foot of new arena space.
- It is assumed that administrative costs are largely covered in the existing operation budget although an annual allocation for additional phones, administrative supplies, and promotional materials, of \$7,000 has been made. An allocation for insurance is made.
- Allocations for equipment repair, building repair, ice resurfacing and shop supplies are based on current costs but are altered to reflect a newer building and a longer ice season.
- Expenses have been increased annually at a rate of 2.5%. Revenues have been increased at 3% annually.

Table 3.1 Leaside Memorial Gardens – Incremental Staffing Cost Increases

Full Time Staff	Increased Salary and Benefits*
◆ Facility Supervisor (10 % wage increase)	\$7,394
◆ Operations Staff (2.5)	\$118,750
◆ Maintenance Staff (.5)	\$23,750
<b>Part Time Staff</b>	
◆ Bookkeeper (5 hours/week)	\$5,282
◆ Other Staff (4 FTE for 45 weeks)	\$71,280
<b>Total Staffing Costs During First Year of Operation</b>	<b>\$226,456</b>

\*As noted previously these costs reflect incremental increases. Where positions reflect current staff the costs above reflect the incremental difference not entire salary costs.

Using the revenue assumptions noted on the preceding page Table 3.2 summarizes the anticipated revenues for the new facility.

Table 3.2 Projected New Revenues

Rental Revenues - Winter	Revenues
◆ Winter prime time adult rental revenue (45 hrs/week @ \$180/hour for 32 weeks))	\$259,200
◆ Winter prime time minor rental revenue (45 hrs/week @ \$102.30/hour for 32 weeks))	\$147,312
◆ Winter non prime time adult rental revenue (5 hrs/week @ \$130/hour for 32 weeks)	\$20,800
◆ Winter non prime time minor rental revenue (12 hrs/week @ \$80/hour for 32 weeks)	\$30,720
◆ Concession Revenue (net)	\$ 8,000
<b>Rental Revenues - Summer</b>	
◆ Summer "hockey school" rental revenue (8 weeks at \$4,000/week)	\$32,000
◆ Summer Adult rental revenue (5 hrs/week @ \$180/hour for 10 weeks)	\$9,000
◆ Concession Revenue (net)	\$4,000
<b>Total Annual Revenue – First Year of Operation</b>	<b>\$511,032</b>

Table 3.3 Five-Year Composite Budget for New Single Pad Facility

Salaries	Year One TOTAL	Year Two TOTAL	Year Three TOTAL	Year Four TOTAL	Year Five TOTAL
<b>Full Time Staff</b>					
Facility manager	\$7,394.38	\$7,579	\$7,769	\$7,963	\$8,162
Operations Staff	\$118,750.00	\$121,719	\$124,762	\$127,881	\$131,078
Maintenance Staff	\$23,750.00	\$24,344	\$24,952	\$25,576	\$26,216
<b>Part Time/Permanent Staff</b>					
Bookkeeper	\$5,281.74	\$5,414	\$5,549	\$5,688	\$5,830
Part time staff	\$71,280.00	\$73,062	\$74,889	\$76,761	\$78,680
<b>JOEL Staff/COSTS</b>	<b>\$226,456</b>	<b>\$232,148</b>	<b>\$237,920</b>	<b>\$243,868</b>	<b>\$249,965</b>
<b>General Office/Occupancy Costs</b>					
Administration	\$7,000	\$7,210	\$7,426	\$7,649	\$7,879
Insurance	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255
Occupancy Costs	\$87,500	\$90,125	\$92,829	\$95,614	\$98,482
<b>Total Administration/General Office/Occupancy Costs</b>	<b>\$104,500</b>	<b>\$107,635</b>	<b>\$110,864</b>	<b>\$114,190</b>	<b>\$117,616</b>
<b>Maintenance Costs</b>					
Small Equip. Repair	\$7,500	\$7,725	\$7,957	\$8,195	\$8,441
Minor Building Repair	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255
Ice Resurfacing and Shop Supplies	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510
<b>Total Maintenance Costs</b>	<b>\$37,500</b>	<b>\$38,625</b>	<b>\$39,784</b>	<b>\$40,977</b>	<b>\$42,207</b>
<b>TOTAL EXPENDITURES</b>	<b>\$368,456</b>	<b>\$378,378</b>	<b>\$388,568</b>	<b>\$399,036</b>	<b>\$409,787</b>
<b>TOTAL REVENUES</b>	<b>\$511,032</b>	<b>\$526,363</b>	<b>\$542,154</b>	<b>\$558,418</b>	<b>\$575,171</b>
<b>CAPITAL DEBENTURES</b>	<b>?</b>	<b>?</b>	<b>?</b>	<b>?</b>	<b>?</b>
<b>NET Profit / (Deficit)</b>	<b>\$142,576</b>	<b>\$147,985</b>	<b>\$153,586</b>	<b>\$159,382</b>	<b>\$165,384</b>

3.2.1 Operating Budget Summary

Table 3.3 above shows a net operating profit for the new ice facility. The costs do not reflect an assessment for capital debentures for either the facility or major equipment requirements. Full time staffing costs, particularly for operating staff are minimal and anticipate that to some degree operational staff in the current facility can provide support to the new ice facility. It is important to note that these operating costs do not reflect the full costs of operating the facility as considerable management costs are covered in the existing staffing complement.

If the current operation's 2001 budget is used, and eliminating the allocation of approximately \$20,000 for debt repayment, the combined budgets of the new and existing facilities would result in a net profit of \$20,000 - \$25,000. If the facility is twinned, additional profits, resulting from lower operating costs would be expected to show a net profit of

\$60,000 to \$100,000. While the cost savings of the planned construction approach are not of the same order as a twinned facility, the close proximity of the facilities and the sharing of key staff including the Facility Manager and administrative staff, and some operational staff certainly reduces net cost over two very separate operations.

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### 3.3 Service and Marketing Directions

The decision to construct the new ice facility as a single facility with future twinning plans, limits, at least in the short term, the ability to maximize operating efficiencies and to most efficiently use the various facilities on the property. That said, the development of a facility with summer ice, on a site with an indoor pool and the William Lea Memorial Hall provides the Board and Management with a number of marketing opportunities. These are discussed below.

1. **Summer Hockey, Skating Camps:** The availability of summer ice provides the Board with an opportunity to attract summer users, most notably skating and hockey schools. The proximity to the indoor pool and the availability of the hall provide a number of on-site venues for such an opportunity. These camps are not generally run by facility staff, e.g., the Town of Kawatha Lakes (formerly Lindsey) has for a number of years been the home of the Roger Neilson Hockey School. It would be the responsibility of the Board and Staff to recruit an operator of such a program and to provide facility management, marketing and registration support for these programs.
2. **Promotion of new prime time winter ice to adult users:** The higher the number of minor users, the lower the revenues. The current facility has approximately 70% minor team use. If the new facility increased its marketing to adult users the net revenue picture is considerably better. In the projected budget a 50/50 split of adult and minor teams is assumed.
3. **Development of non-prime time markets:** Some communities have aggressively marketed their non-prime ice to such groups as industrial teams and shift workers, young figure skaters enrolled in special high school programs that enable them to practice during part of the school day, special senior only programs, pre-school groups for learn to skate etc. The assessment in Phase One indicates there will be little difficulty to fill 100% of the prime time slots. The active development of programs to fill and attract non-prime time users represents an opportunity for new revenue.

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### 3.4 Summary

The addition of a second ice facility on adjacent land, while not as efficient as a twinned facility, provides opportunities to increase the number of adult users and to enhance programming through the availability of summer ice. The former requires a decision to maximize adult use in the new facility (without significantly reducing it further in the existing facility). The later requires the developing of new marketing and promotion activities by staff, including the bundling of facility service opportunities such as the William Lea Room and the indoor pool.

## 4.0 Implementation Strategy

### 4.1 Implementation Activities

The following list of activities represents the next step activities to be undertaken in the implementation of this project. They are generic and may be subject to revision based on the Board's specific implementation process.

1. Approve the Feasibility Study: Approval by the Leaside Memorial Gardens Board is required to facilitate the next step of the project.  
**Timeframe:** Fall 2001
2. Forward Report to City Council and Dialogue with the City on Key Issues: As a municipal facility all future developments, we assume will need approval by municipal staff. In the case of this facility there are quite a number of issues to be addressed.
  - a. **The purchase the adjoining property must happen before any further development of this project.** Confirmation of its availability for purchase, determination of cost, availability of funding for this purchase and the timing of funding, are critical factors that need to be discussed and confirmed. When forwarding this report to Council the Leaside Memorial Gardens Board should include a list of implementation steps, using this section as an outline, for discussion with Members of Council and senior municipal staff.
  - b. **Confirmation of Future Operations of Site Facilities** must be discussed with the legal owners of the facility – the City of Toronto. The agreement of the City to plan the demolition of the existing facility and eventual twinning of the planned facility, plans for the redevelopment of the indoor pool, impact on the existing curling facility etc., are among the issues that need to be addressed by future discussions. We expect that the City will also want to consider the development of a new facility within the overall context of its arena and other facilities.
  - c. **Future Management Directions of the City:** The current operation and management was developed within the context of a different time and legal structure. We understand that the City is currently reviewing the role of the various Boards and Commissions that provided services under former municipalities. The City's future plans for the management of its facilities, along with the City's intent to rationalize its facility services, needs to be addressed. While the discussion of potential implications of change to current operations is well outside the scope of this study, recognition that the management directions of the City will have a significant impact on the directions of the Board is important to this discussion.  
**Timeframe:** Fall 2001 through 2002
3. Purchase of Adjacent Land: Once the Board and the City have discussed and approved purchase of the adjacent property, and have allocated funds to its purchase, the acquisition of this property is the next step.  
**Timeframe:** Contingent on successful dialogue and decision to purchase land.

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4. Development Initiatives: With the purchase of the property there are a number of initiatives that will follow. If these are not managed by full time municipal staff (the following points assume that the development of this project remains a responsibility of the Leaside Memorial Gardens Board), they will need to be guided by the Board through a variety of sub-committees, to be established by the Board and who will report directly to the Board.
- Finance Committee:** A formal finance committee composed of well positioned and experienced community leaders from the business sector and the community at large should be established with a mandate to develop a fundraising strategy and a targeted amount.
- Communications Committee:** Communication of the status of the project, its objectives, who is involved etc., should be an ongoing part of the process. This committee must be an integral part of the Fundraising Committee and be well apprised of all aspects of the project. Representation from the local media and staff and community should be included on this committee.
- Design and Construction Committee:** It is assumed that, as a municipally owned facility, the City will manage the design, tender and construction of the project using municipal resources. However, it is appropriate to have a design and construction committee (this could be the LMG Board) to work with the City to review and comment on design and construction documents.

5. Prepare Detailed Design and Documentation: This stage involves the preparation of the Terms of Reference and the hiring of an architect staff to design of the facility. There are a number of approaches including construction management, design/build, and the traditional approach (involving consultant design, tender process, general contract award). As a municipal facility it is anticipated that the City would take a lead role in this part of the development process. In this step construction ready documents will be prepared from which exact costing of the construction will be developed (cost estimates in this study are based on a conceptual building only). Design and documentation will take approximately 6 to 8 months, including negotiation for various approvals required by local authorities.

**Timeframe:** Contingent on approval of previous stages.

6. Construction: Site development and building construction are estimated to take 12 -18 months. This will allow adequate time for the preparation of the site in advance of the facility construction. A fully detailed site and building development schedule should be developed during the preparation of the construction drawings. The schedule will outline the specific tasks required in each step of the development process from ground breaking to door opening.

**Timeframe:** Timing contingent on previous steps



7. Facility Staffing and Operations: It is assumed that the current staffing structure will remain in place. However, in preparation of the new facility's opening there is a need to hire additional full time operational staff, part time staff, and to discuss with existing staff what role they will have with respect to the new facility.

Timeframe: Timing contingent on previous steps

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*Appendix A*

## **Appendix A – Community Consultation**

The following Appendix A provides the results of the community consultation process. It presents summaries of the public meeting held with Leaside residents, comment forms filled out by attendees, user group meeting and user groups survey results.

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### **A-1 Public Meeting**

A public meeting was held on January 23<sup>rd</sup> to obtain public input into the future of the Leaside Memorial Community Gardens' facilities and services. Among the sixty-four residents that attended were those affiliated with programs or organizations such as Cityscape, Activities Inc., Leaside Curling Club, Leaside Gardens Board of Management, Leaside Skating Club, Local Riding Association, swimmers, aquafit participants, figure skaters and hockey players, Leaside house league participants, City Council, Toronto Parks and recreation staff (pool) and concerned residents.

A large number of meeting attendees were swimming groups. Concern was raised over programs cut backs due to lack of lifeguards. As well, this year's expected temporary closure of the pool retiling, and escalating costs estimates (from \$170K to \$350K) for the work, has begun rumours of permanent closure. Those in attendance were told that the closure would be temporary and that pool programming is the responsibility of the Parks & Recreation Department.

#### **Facility and Program Needs**

Participants raised the following recreation facility and program needs:

- ice surfaces—a minimum of two more;
- 12 month (year round) ice;
- improve present rink facility e.g. sound system, showers, heated areas for spectators, more exterior lighting, and clean comfortable change rooms;
- barrier free design (pool and rink);
- multi-purpose facility e.g. Mississauga, Markham;
- more programming for teens and seniors;
- increase parking and improve traffic flow;
- pool improvements such as starting blocks, longer pool, diving board, expanded lockers, café (refreshment areas);
- flexible meeting rooms;
- outdoor facilities e.g. basketball hoops.

Appendix 2

Facility and Program Improvements

Participants suggested means of improving the facility and its programs. These included:

- relocate to a new, bigger site;
- integrate present facilities- bring all under one roof;
- acquire land for expansion, such as Provincial land adjacent to property;
- maintain continuity of programs;
- evaluate present facilities to ascertain their life expectancy.

Priority Projects

Participants were asked to name the most pressing facility improvements required. The following priorities were identified:

- multipurpose facility with ice, locally centered, meeting many of the needs identified
- must be barrier free
- good internal traffic flow
- integrate management of all facilities
- keep what we have (Leaside concept)

Project Funding

Participants suggested the following funding opportunities:

- corporate sponsorships;
- grants such as SuperBuild, Trillium Foundation;
- development fees;
- direct Leaside property tax re-distribution;
- increase user fees;
- City of Toronto;
- private dollars through re-development (sell land to developer who would develop facilities);
- partnerships with developers;
- fundraising campaign.

### Facility Marketing

The following were suggested as marketing instruments for Leaside Gardens:

- local newspapers - Town Crier, North Toronto Post;
- Internet web page;
- Toronto Parks and Recreation Fun Guide;
- Flyers through schools, libraries, political newsletters;
- Direct mail to Leaside;
- Cable TV;
- Leaside Property Owners Association;
- Real estate promotions;
- word of mouth;
- Local churches;
- Notices on bulletin boards in facilities;
- Read-o-graph signs;
- Direct to users;
- Stores on Bayview.

### A-2 Community Comment Sheets

- Leaside has served the community well for 50 years and the size of the community has not grown. Other than minor maintenance to the pool, the facility does not need to be expanded. Public money should not be spent on improved recreational facilities for a "well-to do" community when the City/Province/Country has so many pressing concerns. Few who were requesting improvements at public meeting are willing to fundraise or pay through increase taxes and user fees.
- There is room for improvement in hours of operation and staffing.
- Pool is nice compared with others because of all the windows.
- One ice pad has never been enough;
- Aqua fit is a wonderful activity but understaffed much of the time;
- Encompassing all three facilities under one roof would make it more user friendly;
- Would like exercise and stretching areas and a restaurant;
- Running of the pool is appalling;
- Do not relife the pool it is fine, instead tidy the change rooms and paint the pool;
- No ice or pool time available for local schools;
- Need facilities/programs for teens (basketball etc.) and for older adults;
- Need more public skating time and a Learn-to-skate program;
- Better sound system;
- Warm area for ice spectators;
- Brighter more appealing entrance to William Lea Room and door that don't swing out
- Year round ice or more efficient off-season use;
- Need barrier free access to pool;

- Get rid of below deck offices;
- Bigger change room and shower areas;
- Improve pool signage and outdoor lighting and add pool viewing area;
- multi-purpose space for dry classes and pool parties.

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### A-3 User Group Meeting

Thirty-two organizations that use the Leaside Memorial Community Gardens were sent invitations to a user group meeting held on January 22<sup>nd</sup> to discuss current issues and future facility needs. Nine people attended the focus groups meeting, representing the following seven<sup>1</sup> organizations:

- Leaside Hockey Association;
- Toronto Parks and Recreation Department;
- Activities Inc.;
- YCBH;
- Leaside Girls Hockey League;
- Leaside Flames;
- Leaside High School.

User groups identified the following facility needs:

- a multi-pad ice facility to include adult programs and resident use;
- more ice time: local hockey teams must travel outside Leaside therefore loss of potential revenue;
- General improvement of existing facilities - insulation of present building and upgrade of all infrastructure;
- Baseball and soccer fields;
- Fitness center;
- Pool -alternative style (leisure, zero entry) wading pool;
- Children's programming (programming space, affordable costs, indoor play area);
- Multi-use recreation facility.

#### Current Concerns

When asked about their current concerns, participants indicated that the Board of Management is looked upon as the elected representatives of the people for the gardens and that they should achieve a resolve to the needs of the study. Some groups mentioned that the Board should review its position on the breakeven and for subsidization policy/practice of ice programs.

Participants were asked to name the number one action that the Board of Management should take to improve the facilities and services at Leaside. Participants discussed acquiring more land (in particular the

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<sup>1</sup> Some organization representatives, which were unable to attend this meeting, attended the public meeting discussed in section A-1.

adjacent Provincial land), providing more ice surfaces and retrofitting the existing building. Suggested financing of these proposals were capital funding from the municipality, partnerships with the Park and Recreation Department, private partnerships, corporate identity sales, private funding, capital fundraising and grants.

Discussion took place around the type of relationship the facility should have with the City. Users indicated that from a customer service perspective, the Board of Management works better and that the City should have the same level of involvement as at present or less. It was also suggested that the level of City involvement should be proportionate to their facility funding.

Participants were asked to give the best way to market Leaside Gardens' services. The following responses were received:

- Internet web page;
- Read-o-graph sign worked well;
- Flyers through school regarding registration of sports clubs;
- City of Toronto Park and Recreation Fun Guide;
- Direct mail;
- Telemarketing firm;
- Doctors' offices.

#### A-4 User Group Surveys

Surveys were sent to 32 Leaside Memorial Community Garden user groups to identify key issues regarding facility use, fees, program participation, and required improvements. 15 surveys were returned for a response rate of 47%.

The following organizations responded to the survey:

- |                                 |                                |
|---------------------------------|--------------------------------|
| ▪ Scott Clements' hockey team   | ▪ Mike Thompson (ice user)     |
| ▪ Tremco Ltd. (ice user)        | ▪ York Central Ball Hockey     |
| ▪ The Junior Academy (ice user) | ▪ Tuesday Night Hockey         |
| ▪ Shiny                         | ▪ Toronto Parks and Recreation |
| ▪ Coca-Cola (ice user)          | ▪ Leaside Hockey Association   |
| ▪ Leaside Girls Hockey League   | ▪ Leaside Skating Club         |
| ▪ Activities Inc. (pool user)   | ▪ Pleasure Hockey              |
| ▪ Adult Recreational Hockey     |                                |

Membership Information

Table A.1 shows the number of participants in organizations that use facilities at Leaside Gardens. Between 1997 and 2000, the number of participants rose or remained stable in all organizations, except the Leaside Skating Club, which saw a decrease of 10% in membership in the last year. The most significant increase was with York Central Ball Hockey, which saw membership rise by 54%. Other significant increases shown were with Tuesday Night Hockey (40% increase), The Junior Academy (20% increase), Leaside Girls Hockey (19% increase) and the Leaside Hockey Association (10% increase).

**Table A.1 Number of Program Participants 1997-2000**

Organization	# participants 2000	# participants 1999	# participants 1998	# participants 1997
Scott Clements Hockey team	15	15	15	-
Tremco Ltd.	30	30	30	30
The Junior Academy	60	55	52	50
Shiny	18	15	14	15
Coca-Cola	24	24	24	24
Leaside Girls Hockey League	475	460	420	400
Adult Recreational Hockey	25	25	25	25
Mike Thompson	29	29	29	25
Activities Inc.	40	40	40	40
Leaside Skating Club	450	500	500	500
York Central Ball Hockey	10,000	8,000	7,000	6,500
Tuesday Night Hockey	35	30	25	-
Toronto Park and Recreation	23,966	23,000	23,000	23,000
Pleasure Hockey	20-25	20-25	20-30	20-30
Leaside Hockey Association	839	793	739	764

Organizations were asked to give the proportion of residents in their programs that live within the former Town of Leaside, within other parts of the former Borough of East York and other areas. Table A.2 below shows the estimated proportion of participants in the 14 organizations that responded by location and by facilities they use (12 ice users and 2 pool users).

**Table A.2 Proportion of participants by facility and location of residence**

Users	% Leaside	% East York	% Other
Ice Users	36%	25%	39%
Pool Users	69%	20%	11%
All Responding Users	67%	20%	12%

Organizations were asked to list the age groups that their programs primarily serve. Four organizations serve participants aged 0-5 years; 6 serve those aged 6-12 years; 4 serve those 13-18 years; 5 serve those 19-25 years; 12 serve those 25-54 years; and 5 serve participants 54 years and older.

Organizations were asked to give the proportion of their participants that are male and female. Table A.3 shows the proportion of responding organization's participants that use each the pool, the ice rink, and arena in the summer by sex.



**Table A.3 Proportion of Participants by Facility and Sex**

	% Male	% Female
Users		
Ice Users	59%	41%
Pool Users	50%	50%
Arena Summer Use	100%	0%
All Responding Users	64%	36%

Organizations were asked to state whether their organization increased, decreased remained stable or fluctuated in the number of participants over the past three to five years. Table A.4 lists the organizations in each category.

**Table A.4 Membership Participation Over Past Three to Five Years**

Increased	Decreased	Remained Stable	Fluctuated
Tuesday Night Hockey		Leaside Skating Club	Pleasure Hockey
York Central Ball Hockey		Mike Thompson	Toronto Parks and Recreation
Activities Inc.		Adult Rec. Hockey	
Leaside Girl's Hockey League		Coca-Cola	
Shiny		Tremco Ltd.	
Leaside Hockey Association		Leaside Flames	
The Junior Academy			

Organizations were also asked to predict whether participation in their organization would increase, decrease or remain stable over the next five years. Table A.5 shows the organizations in each category.

**Table A.5 Expected Membership Participation Over Next Five Years**

Increase	Decrease	Remain Stable
York Central Ball Hockey		Pleasure Hockey
Activities Inc.		Toronto Parks and Recreation
Leaside Girl's Hockey League		Tuesday Night Hockey
Shiny		Leaside Skating Club
The Junior Academy		Mike Thompson
Tremco Ltd.		Adult Rec. Hockey
Leaside Hockey Association		Coca-Cola
		Leaside Flames

Hours Used at Leaside by Responding Organizations

Responding organizations account for a total of 2,587 hours of arena time; 3,616 hours of pool time and ten hours of banquet hall time per season at Leaside Gardens. Of the 14 organizations that responded to this question, 9 use facilities two or fewer hours per week, one organization uses the facility 7.5 hours per week and 4 organizations use facilities more than 20 hours per week.

Table A.6 shows the number of weeks per season and the total hours per season used by each arena user. Note that York Central Ball hockey uses the facility in the hockey off-season. The largest ice user of the responding organization is the Leaside Hockey Association who uses 42% of the reported ice time per season (does not include off season hours used by ball hockey), followed by the Leaside Skating Club who uses 37% of the reported ice time per season.

Table A.6 Arena Hours Used at Leaside

Organization	# of Hours per week	#Weeks/Season	Total Hours/Season
Scott Clements Hockey Team	1	32	32
Tiempo Ltd.	1	30	30
The Junior Academy	1.5	1	1.5
Shiny	1	30-35	30-35*
Coca-Cola	1	32	32
Leaside Girls Hockey League	7.5	28	210
Adult Recreational Hockey	1	32	32
Mike Thompson	1	32	32
Leaside Skating Club	29	29	841
York Central Ball Hockey (off season user)	20	16	320
Tuesday Night Hockey	2	32	64
Pleasure Hockey	no response	no response	no response
Leaside Hockey Association	32	30	960
<b>TOTAL</b>		98	<b>2,587</b>

\* Calculations are based on average 32.5 weeks per season.

Hours Used at Other Locations by Responding Organizations

Five organizations use ice facilities at locations other than Leaside Gardens. Table A.7 shows the number of hours per week and per season used by these groups. Five of these organizations responded that they regularly use facilities other than Leaside Gardens due to unavailability of time at Leaside Gardens. Three of these organization added that Leaside Gardens is not available at the times they need. York Central Ball Hockey also gave location as a reason, as they use facilities throughout the G.T.A.

Table A.7 Arena Hours Used at Other Facilities

Organization	# of Hours per week	#Weeks/Season	Total Hours/Season	Reason
Leaside Hockey Association	18	30	540	Unavailability of Leaside
Scott Clements Team	4	32	128	Unavailability of Leaside
Mike Thompson	2	30-32	62	Unavailability of Leaside
Leaside Girls Hockey League	26.75	24-31	538	Unavailability of Leaside
York Central Ball Hockey (off-season user)	290	16-52	6,712*	Location and Unavailability of Leaside
<b>Total</b>	<b>340.75</b>		<b>7,980</b>	

\* Does not include all facilities used by the league.

In addition to the arena users that use facilities other than Leaside, Toronto Parks and Recreation, which uses the Leaside pool, uses classrooms at other facilities to teach their higher leadership classes.

Table A.9 lists other facilities used by responding organizations and the number of hours and weeks per season used by these groups. A total of 7,980 hours per season are used by these organizations at locations other than Leaside Gardens. If we include only organizations that gave solely unavailability of Leaside as their reason for using other locations, the total per season is 1,268 hours. The York Central Ball Hockey League uses the balance of the hours at other facilities. It is noted that this league gave unavailability as well as location as the reasons.

**Table A.9 Ice Time Used at Other Facilities**

Facility	# of Hours	#Weeks/Season	Total Hours/Season
Centre Ice	1.5, 14.5	32, 30	483
Vaughan Iceplex	1.5	30	45
Various North York Arenas (North District)	2.5	32	80
East York Arena (East York)	3	27	81
Ted Reeve Arena (Old Toronto)	2	29	58
Moss Park Arena (Old Toronto)	3	31	93
Baycrest (North District)	1.75	24	42
Grove Arena	3	24	72
The Rinx Arena	5.42	28, 52	2,324
Gord & Irene Risk (North District)	1	24	24
De La Salle	1	28	28
St. Mikes Arena	1	32	32
Forest Hill Arena (Old Toronto)	1, 1	30, 30	60
Phil White (West District)	1	30	30
Clatworthy Arena	30	16	480
Milliken Mills Arena	28	16	448
Garnet Awwallamp Arena	10	16	160
Cummer Park Arena (North District)	20	16	320
Bond Lake Arena	20	16	320
Pine Point Arena (West District)	20	20	400
Albion Arena (West District)	20	20	400
Central Arena (West District)	20	20	400
Long Branch Arena (West District)	20	20	400
Amesbury Arena (North District)	20	20	400
Orilde Arena (North District)	20	20	400
Iroquois Park	20	20	400
<b>TOTAL</b>			<b>7,980</b>

**Additional Facility Hours**

Of the 15 organizations that responded, eleven organizations (73%) said that they could not adequately accommodate all interested participants in their programs. Of these organizations, five kept waiting lists of between 5 and 50 people.

Table A.10 shows the number of additional hours required for each organization. As shown 66 additional hours of ice time per week and 2 hours of pool time were requested by user groups to meet the existing demand for facilities.

**Table A.10 Additional Hours Requested to Meet Existing Demand by Current User Groups**

Organization	Facility	Number of Hours/Week	Days of Week	Block of time	Times of Day
Leaside Skating Club	Ice	5	Saturday	2 hrs	10 a.m.-12 p.m.
Leaside Girls Hockey League	Ice	20	Sunday	3 hrs	5 p.m. – 8p.m.
Shiny	Ice	4	Weekdays	4 hrs	7 p.m. – 11 p.m.
Mike Thompson	Ice	3	Saturday	1 hr	7 a.m. - 11 a.m.
Coca-Cola	Ice	Unspecified	Weeknight	4 hrs	6 - 11 p.m.
Scott Clements hockey team	Ice	3	Wednesday mornings other than Wednesday	1.5 hrs	5 - 8 p.m.
Pleasure Hockey	Ice	1	Any day, Weekend	1.5 hrs	7 a.m. – 8 p.m.
Activities Inc.	Pool	2	Saturday	1.5 – 2 hrs	12 a.m. – 2 a.m.
Leaside Hockey Association	Ice	30+	Tuesday & Thursday	1 hr	6:20 - 7:10 a.m.
			unspecified	1.5 hrs	9:30 -10:30 a.m.
					early hours for younger players

Five of the 15 responding organization said that they would like to offer additional programs but are unable to do so due to lack of facilities at Leaside. Respondents specified at least an additional 27.5 hours of ice time required, 2 to 4 hours of pool time and 8.5 hours at a work out/training facility. Table A.11 lists these organizations, the programs they would like to offer, the facilities needed and the number of hours per week required.

**Table A.11 Days and Time Required for Additional Programs**

Organization	Program	Facility Needed	Additional Hours Per Week
Leaside Skating Club	Competitive Skating	Ice	4 hrs
York Central Ball Hockey	Adult Ice Hockey League	Fitness Studio	2 hrs
Coca-Cola	unspecified	Ice	20+
Activities Inc.	Aquatics	Work out facility	5 hrs
Scott Clements hockey team	Power skating	Pool	2 to 4 hrs
	Game	Ice	1 hr
	Practice	Ice	1 hr
	Off ice Training	Training facility	1.5 hrs

Facility Improvements

Ten of the 15 responding organizations felt that improvements are required to Leaside Gardens. Table A.12 shows the facility component and the improvement suggestions received.

**Table A.12 Suggested Facility Improvements**

Facility	Improvements
Arena	another ice pad (3), hot beverage vending machine, sound system
Showers/Change rooms	general improvements (2), consistent hot water (2), more showers (2), more mirrors (2), clean floors (2), a little larger, need for lockers
Ice	Permit summer usage, harder surface
Pool	Warmer water (84 to 86 degrees) required
Bar/Restaurant	Greater flexibility
Staff change rooms	Warmer temperature
Storage	need storage facilities (2)
Office/coaches room	Need separate rooms, office need to be a healthy environment at ground level (not below ground)
Timekeeper booth	Need permanent power for heaters, microphone jack

Usage Fees

All of the responding organizations are charged for the facilities they use. Eleven organizations feel that the fees they are charged are reasonable. All three organizations that did not feel that prices were reasonable were ice users. Reasons given were lower costs at other arenas and poor facilities relative to the cost.

All but two organizations, Toronto Parks and Recreation and Mike Thompson would be willing to pay increased fees for new or improved facilities at Leaside. Of the ten organizations that specified the increase they would be willing to pay, 40% said a 0-5% increase, 10% a 6-10% increase and 30% an 11-15% increase. One organization specified a 25% increase and another a 50% increase. Fifty percent of responding organizations said that they would and 50% said that they would not be willing to fundraise for new or improved facilities at Leaside Gardens.

If it were necessary to increase fees for the use of facilities, the majority of respondents said that they would increase participant's fees. 33% of responding organizations said that this would not impact their organization. One organization felt a raise in participant fees would put the program beyond the reach of many families. Two organizations predicted a resulting decline in participants. Three organizations felt that a justified nominal increase would be acceptable. Toronto Parks and Recreation noted increased budget pressure due to the citywide user fee policy that will not allow them to pass the added expense on to the public.

Additional Comments:

Responding organizations made the following additional comments (if the comment was given by more than one respondent, the number of time mentioned is included after the statement):

*Ice Pad*

- Need one more ice pad (4);
- Leaside Girls Hockey League would like to consolidate operations at Leaside Gardens;
- Stands heating is erratic
- Other facility improvements should not increase costs so as to endanger implementation of additional ice pad;
- Leaside residents must use other facilities due to limited space at Leaside;

*Pool*

- Need consistent water temperatures in pool (84 – 86 degrees)
- More hot water storage for showers (2);
- Sand and salt from winter streets get into change room floors;

*General*

- Facility is clean and well maintained;
- Office facilities below ground are unhealthy;
- Corridors at dressing room level do not allow safe traffic flow;
- Rink staff provides very good service (2);
- Leaside facilities and services no longer compare to other facilities in the GTA. Complete overhaul well overdue and would increase local facility enrollment;
- Provide a hot beverage vending machine.

*Parking/accessibility*

- Staff should not take up premium pool parking at front door;
- Ice rink snow takes up spots for physically challenged;
- Need better wheelchair accessibility;

Leaside Memorial Community Gardens  
Feasibility Study & Business Plan  
Phase One Report

*Appendix B*

## Appendix B – People Contacted During the Study

Appendix B lists those people consulted during the course of this study. Sign in sheets from the user group public meeting are included and list those in attendance.

### City of Toronto

- ◆ Heather Atherton, Toronto Parks and Recreation East District Program Supervisor
- ◆ Janet Ellis, Toronto Parks and Recreation East District Recreation Manager
- ◆ John Eivridge, Senior Corporate Management and Policy Consultant
- ◆ Brian Rutherford, Manager of Recreation Policy and Development
- ◆ Jane Pittfield, Councillor

### Other Key Informants

- ◆ Henry Stachelbeck, General Manager of Leaside Community Memorial Gardens
- ◆ Dr. Tom Pashby, Past Board Member
- ◆ Peter Oyler, Past Board Member
- ◆ Kathy Mackenzie, Administrator and Johanna Lowman, President of Leaside Skating Club
- ◆ Jim Lutz, President of Leaside Hockey Association
- ◆ Brian Spencer, Treasurer of Leaside Hockey Association
- ◆ Glen Meshino, Leaside Girls Hockey League
- ◆ Warren Ferguson, President of Leaside Curling Club
- ◆ Agnes Vermes, President of the Leaside Property Association
- ◆ Rob McCrea, Architect
- ◆ John Gardner, President of G.T.H.L.
- ◆ Andrew Gowdy, Toronto District School Board



Organizations Invited to Respond to the User Group Questionnaire (those that responded are italicized)

- |  |  |
|--|--|
| ◆ <i>Leaside Skating Club,</i>               | ◆ <i>Pleasure Hockey,</i>                      |
| ◆ <i>Manor Montessori School,</i>            | ◆ <i>Original's Spaghetti Western,</i>         |
| ◆ <i>Leaside Flames Select Minor Hockey,</i> | ◆ <i>Mr. Wallace Quan,</i>                     |
| ◆ <i>Canadian Tire,</i>                      | ◆ <i>Mr. Greg Tedesco,</i>                     |
| ◆ <i>General Sports,</i>                     | ◆ <i>Tremco Ltd.,</i>                          |
| ◆ <i>Doug King and Len Racioppo,</i>         | ◆ <i>Tuesday Night Hockey,</i>                 |
| ◆ <i>The Junior Academy,</i>                 | ◆ <i>Toronto French School,</i>                |
| ◆ <i>Magnetta Group,</i>                     | ◆ <i>Roy Scholichet M.D.,</i>                  |
| ◆ <i>Leaside High School,</i>                | ◆ <i>Shimmy,</i>                               |
| ◆ <i>Leaside Hockey Association,</i>         | ◆ <i>Bill Richardson Hockey School,</i>        |
| ◆ <i>Coca Cola,</i>                          | ◆ <i>Mr. Richard Woods,</i>                    |
| ◆ <i>Leaside Wildcats Pee Wee,</i>           | ◆ <i>York Central Ball Hockey League,</i>      |
| ◆ <i>Glenayr,</i>                            | ◆ <i>Rolph Road Home and School,</i>           |
| ◆ <i>Adult Recreational Hockey,</i>          | ◆ <i>Mr. Tony Tsakiris,</i>                    |
| ◆ <i>Leaside Girl's Hockey League,</i>       | ◆ <i>City of Toronto Parks and Recreation,</i> |
|  | ◆ <i>Activities Inc.,</i>                      |
|  | ◆ <i>Mr. Mike Thompson</i>                     |

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Community Members That Returned Comment Forms

- |                                  |                       |
|----------------------------------|-----------------------|
| ◆ <i>L. Strain and S. Swift,</i> | ◆ <i>S. Spoffork,</i> |
| ◆ <i>Sandra Hubley,</i>          | ◆ <i>Cindy Barron</i> |

**APPENDIX C**

**MEMBERS OF THE LEASIDE GARDENS BOARD & EXPANSION COMMITTEE**

## Members of the Leaside Gardens Board and Expansion Committee

### BOARD OF MANAGEMENT

**Paul Mercer (Chair)** is a licensed independent insurance adjuster and has been the co-owner of Mercer Myers & Associates Insurance Adjusters Ltd. since 1984. For over 32 years, Paul has been involved in the investigation, negotiation and settlement of claims involving personal injury, liability and property. Volunteer work has always been a high priority. Paul spent five years as Vice President of the Leaside Hockey Association and six years as a director of the Canadian Independent Adjusters Association. He is still a member of the examining panel for the Financial Services Commission of Ontario. His family members are regular users of the arena and the William Lea Room.

**Brooke Biscoe** is director of business development for Fundata Canada, which is a Canadian leader in collecting and distributing data on Mutual Funds in Canada. Previously, he worked for Canada Life and Royal Bank. Brooke currently is Treasurer of Leaside Gardens Board and Chair of the Board's Management & Finance committee. He has lived in Leaside for the past 20 years, having coached his son in the Leaside Hockey Association league for four years. In addition, his daughter skates at the Leaside Figure Skating Club and has participated on synchronized skating teams for six years.

**Paul Burns** is currently Vice President of Public Affairs with the Canadian Gaming Association, a national association representing Canada's gaming entertainment industry. A seasoned public affairs practitioner with more than 15 years' experience in the private and public sectors, as a political advisor, Paul most recently served as Senior Advisor to Toronto Mayor David Miller. Prior to joining the Mayor's Office, Paul served as the Director of Organization for Mr. Miller's campaign for Mayor and as National Operations Director for Peter MacKay's successful campaign for Leader of the PC Party of Canada. Paul was a consultant with one of Canada's leading public affairs firms, where he counselled clients on a range of public policy and procurement issues with the Government of Ontario. Previously Paul has served Party Leaders and Cabinet Ministers at the Provincial and Federal levels.

**Charlotte Gibson** has made it her mission in life to help improve the health and quality of life for people in Ontario. As President and Chief Executive Officer of The Easter Seal Society, Ontario, from 1998 to 2005, Ms. Gibson was committed to helping children, youth and young adults with physical disabilities live independent and rewarding lives. She came to Easter Seals from The Heart and Stroke Foundation of Ontario where she held a variety of positions of increasing responsibility from 1985 to 1998. An honours graduate from Wilfrid Laurier University in Waterloo, Ontario, Ms. Gibson has a B.A. in Psychology and a M.A. in Social Community Psychology. Ms. Gibson has been a past member of a number of professional boards including the Folic Acid Alliance (1998-2002), Ontario Friends of Schizophrenics (1996), the Waterloo District Health Council (1985-1991) and Wilfrid Laurier University Board of Governors (1998 – 2004). Current membership includes CanChild Advisory Board Institute for Applied Health Sciences, McMaster University (2003)

along with volunteer work with the Leaside Garden Club, Bendale Acres Longterm Care Facility, and the Longest Yard Children's Fund (Chair).

**John L. Parker** is a Lawyer, currently serving as City Councillor for Toronto Ward 26 (Don valley West). He is a Graduate of University of Toronto and Osgoode Hall law School and a Leaside resident where he resides with his five children and his wife, Beth Parker, a communications consultant. John is a member of the Toronto Works Committee and Audit Committee, as well as the Toronto and Region Conservation Authority. He also serves as Director of the Toronto Symphony Orchestra, the Canadian Churchill Society and the Ontario Association of Former Parliamentarians. In his spare time he coaches hockey, soccer and baseball.

**Barry H. Samuel**, CEO Peak Potential Ltd and founder, insideout Health & Fitness, is a practicing coach, educator and accredited presenter. He is regularly featured in mainstream media as an industry expert and writer. Samuel's credits include developing an excellence program to facilitate surpass goals and realize potential. Also, Samuel has been recognized for original programming distinction by City of Toronto and Province of Ontario. He received accolades for spearheading and consulting on many programs toward betterment in the community.

**Elaine Snider** is a retired high school Vice Principal with the Toronto District School Board. She still works occasionally in this role at high schools throughout the city. Elaine holds an M Ed from OISE/U of T. Before she was a Vice Principal, Elaine taught at East York Collegiate Institute. She raised four children – all of whom attended Leaside High School. Elaine is the Chair of Deacons at her church. She grew up in Moore Park and as a child she and her siblings attended public skating at the Gardens on Friday evenings and Sunday afternoons. Her two boys played house league hockey at Leaside Gardens and her two girls belonged to the Leaside Skating Club and were members of Synchronized Skating. For two years during that time, Elaine was on the Board of the Leaside Skating Club. All four children took swimming lessons at the pool. Elaine's grandchildren attend swimming lessons at the pool and her grandson is enrolled this year in hockey school.

**Bruce Thornton** is currently the fourth generation to operate a family printing firm located in Leaside industrial park. Bruce is a life long resident of Leaside; he currently resides in North Leaside with his wife and three children. Bruce is committed to community service and currently is a Hockey coach in the GTHL. Bruce also coaches a baseball team with the Leaside Atom Baseball Association. Bruce enjoyed playing for the Leaside Hockey Association as a child and his daughter currently plays with the Leaside Girls Hockey association. Bruce and his family continue to utilize the Arena and swimming pool.

**Ray White** is the Director of Finance with Canadian Feed the Children and brings over 32 years experience working in government and not-for-profit organizations, including positions such as Director of Revenue and Director of Communications with the former Borough of East York, Corporate Controller for the Law Society of Upper Canada and Secretary Treasurer for the East York Foundation and Law Society Foundation. As a volunteer, Ray has served as President of the Leaside Hockey Association and Chair of the Board East York Foundation. Ray also has coached for the past 15 years for the Leaside Flames GTHL Hockey Club. His education background includes a Commerce degree from

University of Toronto, Public Administration with distinction from St. Lawrence College and Certified General Accountants of Ontario.

**Allan Williams** is a writer and communication consultant who specializes in helping organizations communicate more effectively with the members, donors and volunteers who support their activities. From 1995 to 2003 Allan served in stakeholder relations, communication and policy advisory positions within the offices of the Premier, the Minister of Economic Development and the Minister of Public Safety for the Government of Ontario. Allan is a long-time resident of East York and volunteers with several local associations. For the past ten years Allan has organized a group that plays shinny hockey at Leaside Arena every Tuesday night. Allan joined the Leaside Arena Board of Management in 2008.

### **EXPANSION COMMITTEE**

**David Allen** has been part of the Leaside Gardens scene for over twenty years as the father and sometime hockey coach/team manager of his five sons' teams. All enjoyed lengthy careers playing minor hockey with the Leaside Hockey Association. From a career perspective, David has for a large part been involved in sports marketing and its ability to create relevant connections between product and or service brands and their respective consumer target audiences. David is a past Chair of the Leaside Gardens Board of Management.

**Bob Brent (Chair, Expansion Committee)** is a lawyer with the Government of Ontario whose practice focuses on Aboriginal and Constitutional law, with emphasis on disputes involving education, employment and defamation. In addition to his law degree, Bob holds Bachelor's and Master's degrees in journalism from Northwestern University in Evanston, IL. Before pursuing a career in law, he was a staff reporter with the *Toronto Star* covering municipal politics. Bob belongs to The Advocates' Society and The Canadian Bar Association, and is Chair of the OBA's Education Law Section. Bob is a past Chair of the Leaside Gardens Board of Management. Bob grew up playing hockey at Leaside Gardens, and still plays shinny there on Tuesday nights. His two sons are part of the third generation of his family to use the arena.

**Bob Dale** is a former East York Councillor; for all nine years as a Councillor Mr. Dale chaired the Parks and Recreation committee. Bob has sat on the Gardens Board various times from 1985 – 2004. Currently Bob is working as a consultant in Municipal Affairs as well as a Marketing and Advertising Consultant. Also, Bob is a Director of the Community Police Liaison committee at 41 Division, a Board of Director for the Crescent Town Centre and the Chair of the Accessibility Committee.

**Lorna Krawchuk** has lived in the Leaside community since 1970. She has been active as a community volunteer and leader. Two examples: with Girl Guides of Canada for over 35 years and with the Anglican Church for nearly 30 years - on various boards and committees with the Diocese of Toronto and in leadership roles at her church in Leaside. She was on the Board of Leaside Memorial Community Gardens for some of her 9 years as an elected Councillor in the Borough of East York, and has served on the Expansion Committee since its inception. Her daughters grew up figure skating and playing hockey at Leaside Gardens.

**John Masterson** has been a Leaside resident since 1992. His son Andrew played hockey with the boy's hockey association for 12 years, and his three children were staff members at Leaside Gardens during their High School years. John's 35 year business career in automobile sales and leasing includes 22 years in sales management. As a member of the Leaside Gardens Board of Management from 1996 to 2004, John held the positions of Board Secretary, Board Treasurer, and Chair of the Finance & Property Committee, and is currently a member of the Expansion Committee. During his tenure on the Board, John initiated and completed the installation of the new Arena seating in 1997. He is generally credited for inaugurating the second Arena Project in 1998. John is in his 17<sup>th</sup> year as a volunteer adult leader with Scouts Canada. His group, the 132<sup>nd</sup> Toronto Scout Group, is sponsored by the Leaside Presbyterian Church, where he is a member of the congregation. John is presently in a senior management role as a Deputy Council Commissioner of the Scouts Canada - Greater Toronto Council, which has about 10,000 members. His role includes developing and managing adult training, providing support to the 150 Scout Groups in Toronto, and the organization of several large annual events. John is a member of the East York Canada Day Committee, the E.Y. Agnes Macphail Committee and the East York Kiwanis Club.

**Bill Pashby** is a partner in Borden Ladner Gervais LLP, a major Canadian law firm. The focus of his practice is acting for not-for-profit organizations, charities, multinational corporations and entrepreneurs. He holds a JD and a B.Com from the University of Toronto. He is a director and officer of several charities including Vice Chair of Thorncliffe Neighbourhood Office, Chair of Dr. Tom Pashby Sports Safety Fund and Secretary of Toronto East General Hospital Foundation. Bill is Chair of the Ontario Bar Association Not-for-Profit Section and serves on the Investment Advisory Committee of The Salvation Army. He serves on the boards of several business corporations and is currently Secretary of Borden Ladner Gervais LLP. Bill has lived his whole life in Leaside and has been involved with Leaside Gardens in one way or another, for over 50 years. He played hockey there as boy, coached there as an adult and was Vice Chair of the Leaside Gardens board many years ago. His father, Dr. Tom Pashby, was a well respected physician, coach and volunteer in Leaside for many years. Bill raised three children in Leaside, all of whom skated and swam at the Leaside Gardens.

**Peter Simmie** is a founding director of Bristol Gate Capital Partners Inc. in Toronto, where he manages a US stock dividend growth fund. A senior executive in the investment industry for twenty-five years, he was educated at the University of Manitoba and holds the MBA and a graduate degree in managerial economics from the Kellogg School of Management at Northwestern University. For several years he taught economics at the University of Toronto and has extensive experience helping charitable, voluntary and public sector organizations. Peter is a past Chair of the Leaside Gardens Board of Management and a resident of Leaside for 30 years. His three daughters were extensively involved in skating, hockey and swimming programs offered at the arena and pool in their public school days.

**Bob Smith** is the Senior Vice President Design Build with EllisDon Corporation. EllisDon is the largest construction company in Ontario and second largest in Canada with extensive experience in all facets of the industry including recreational facilities of all size and nature. Bob has responsibility on many of these projects as they are often completed on a

design build basis, often times including the operation and financing aspects of new facility development. Bob brings this specific expertise to the Leaside Arena Expansion Committee. Mr. Smith lived in Leaside and his two sons and daughter all participated in Leaside Arena activities with Bob acting as assistant coach on his son's house league hockey team. Bob still lives in the immediate neighbourhood.

**Jeff Weller** is financial consultant. After graduating college with diploma in business administration, Jeff spent the first thirteen years of his career with two Canadian banks and a Trust Company. Jeff's experience includes term finance and leasing of industrial equipment and computers, together with real estate. Jeff has operated a financial consulting practice as a principal since 1985. His daughter is a former member of the Leaside Figure Skating Club, his son learned to play hockey at the Bill Richardson hockey school which operates as part of the Leaside Hockey Association at Leaside arena. His son has played for the Leaside Flames for the past several years.