



**STAFF REPORT  
ACTION REQUIRED**

**Update on the 2015 Pan American / Parapan American Games  
Host City Showcase Program**

<b>Date:</b>	June 17, 2014
<b>To:</b>	Executive Committee
<b>From:</b>	Deputy City Manager, Cluster A
<b>Wards:</b>	All
<b>Reference Number:</b>	

**SUMMARY**

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In July 2013 City Council endorsed an investment of up to \$20 million in a 2015 Pan/Parapan American Games Host City Showcase Program (“Showcase Program”) to enhance the experience of the TORONTO 2015 Games for participants and residents, and to advance the City’s economic development and tourism, sport development and healthy living, and resident engagement and cultural celebration goals.

Final approval and funding for the Showcase Program– including \$2.500 million for a cultural celebration; \$2.700 million to support Games related marketing, communication and enhanced visitor services activities; and \$13.898 million for 28 innovative projects – was confirmed through Council’s adoption of the 2014 Operating and Capital Budgets.

This report supports and advises on the implementation of certain Showcase Program initiatives by (i) seeking additional funding of \$1.000 million for the first phase of the *Prince Edward Viaduct Illumination* project; (ii) requesting authority to proceed with a 150 day Host City Street Banner campaign; (iii) recommending that the \$1.76 million earmarked for the *Pan Am Community Projects* initiative be divided among three complementary grant streams; (iv) describing features of the *Toronto Sports Hall of Honour* initiative; and (v) reporting on, respectively, efforts by City officials to secure sponsorships to offset Showcase Program costs and to ensure that Games related cultural activities are equitably distributed across Toronto.

## RECOMMENDATIONS

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### The Deputy City Manager recommends that City Council:

1. Amend the 2014 Capital Budget for Economic Development & Culture to increase the total project cost for the *Prince Edward Viaduct Illumination* (Phase 1) capital sub-project (i.e. lighting of the five piers and subway undercarriage) by \$1.000 million from \$1.800 million to \$2.800 million, funded from the Public Realm Reserve Fund (XR1410).
2. Delegate to the City Manager authority to accept on the City's behalf any donations or contributions related to the *Prince Edward Viaduct Illumination* project, and enter into any related agreements provided that such agreements are in a form satisfactory to the City Solicitor and compliant with applicable City policies, at any time between August 2014 and January 2015.
3. Approve a temporary exemption from by-law 743-16(10) to support a Host City Street Banner campaign of up to 150 days prior to and during the TORONTO 2015 Games.
4. Distribute the \$1.760 million earmarked for the *Pan Am Community Projects* initiative in 2015 through three grant streams, and authorize the Executive Director of Social Development, Finance and Administration to implement the application process for each grant stream and report on recommended allocations in Q1 2015:
  - (i) \$0.660 million for a "Local Animation Through Collaboration" grant stream to support Games-inspired activities and projects in all parts of Toronto;
  - (ii) \$0.785 million for a "Community Legacy Initiatives" grant stream to support projects which profile and provide longer-term economic and/or social infrastructure benefits for Toronto's Latin American, South American and Caribbean communities; and
  - (iii) \$0.315 million for a "Pan Am Path Arts Animation" grant stream to provide matching seed funding for up to 21 organizations to deliver cultural activities and projects along the route of the Path in neighbourhoods across Toronto.
5. Approve the award categories and criteria for the *Toronto Sports Hall of Honour* outlined in Appendix B, and authorize the General Manager of Parks, Forestry and Recreation to form a selection panel of no less than seven (7) and no more than thirteen (13) members, reflecting the City's diversity objectives and comprised of representatives from the organizations identified in Appendix B.

6. Delegate authority to the City Manager to enter into any agreements - whether involving a partnership, donation, grant, contract service provision or otherwise, and including with respect to the receipt, transfer or expenditure of funds - in order to support the timely implementation of approved and budgeted Host City Showcase Program initiatives, provided that such agreements are in a form satisfactory to the City Solicitor.

## **Financial Impact**

### *Prince Edward Viaduct Illumination*

As part of the Showcase Program, Council approved funding of \$1.800 million for the *Prince Edward Viaduct Illumination* project, including \$0.200 million for detailed cost and engineering studies. The results of these studies indicate that funding of \$4.648 million will be required to complete the project.

If the recommendations in this report are approved, the project will be split into two phases and additional funding of \$1.000 million will be provided from the Public Realm Reserve Fund (XR1410) to proceed with the first phase.

City officials will report back on funding options for the \$1.848 million required for Phase 2 as part of the 2015 Capital Budget process.

Even though the total cost for the two phases of the project is anticipated to be \$4.648 million a request for proposals to confirm final project costs has not yet been issued. The anticipated total of \$4.648 million includes additional funding of \$0.100 million required as a result of splitting the project into two phases as opposed to proceeding with the entire project at once.

### *Host City Street Banner Campaign*

The Host City Banner campaign will require funding of approximately \$0.500 million in 2015. This funding is already approved as part of the \$2.700 million for the *Host City Welcome & Engagement Program* component of the Host City Showcase Program.

### *Pan Am Community Projects*

\$1.760 million has been earmarked for the *Pan Am Community Projects* initiative in 2015. As part of the 2015 Operating Budget submission, this funding will be allocated in three grant streams, namely \$0.660 million for a *Local Animation Through Collaboration* grant stream, \$0.785 million for a *Community Legacy Initiatives* grant stream, and \$0.315 million for a *Pan Am Path Arts Animation* grant stream.

## *Toronto Sports Hall of Honour*

As part of the Showcase Program, Council approved \$97,000 to support the establishment of the *Toronto Sports Hall of Honour* (“TSHH”). Funds for the TSHH initiative will be used for program development, construction of a central display at the Toronto Pan Sports Centre, TSHH plaques and award, and inaugural induction ceremony.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **DECISION HISTORY**

At its meeting on July 16, 2013 City Council approved the creation of a new Major Special Events Reserve Fund and endorsed a Host City Showcase Program valued at up to \$20 million. Through its consideration and adoption of the recommended 2014 Operating and Capital Budgets, City Council approved and confirmed funding for the following Showcase Program components:

- \$2.500 million for a Public Celebration & Cultural Festival in Nathan Phillips Square;
- \$2.700 million for a *Host City Welcome & Engagement Program* to support Games related marketing and communication activities, and enhanced visitor and business services; and
- \$13.898 million for 28 innovative projects to advance City Council endorsed objectives related to (i) economic development and tourism, (ii) sport development and healthy living, and (iii) resident engagement and cultural celebration.

City Council subsequently adopted two motions requesting information about the Showcase Program, namely a motion considered in January 2014, moved by Mayor Rob Ford, requesting City staff to “continue exploring corporate sponsors and other options to eliminate the \$19.1 million cost of the Showcase Program and to report back to the July 2014 meeting of City Council”; and a motion considered in April 2014, moved by Councillor Fillion, requesting that TO2015, Government of Ontario and City of Toronto officials responsible for Games-related cultural activities ensure an equitable distribution of such activities across Toronto, and directing that a report back on the status of this request be made available by June 2014.

For details, see:

- <http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-59687.pdf>
- <http://www.toronto.ca/legdocs/mmis/2014/bu/bgrd/backgroundfile-65481.pdf>
- <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX37.1>
- <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.MM50.8>

## ISSUE BACKGROUND

The TORONTO 2015 Pan/Parapan American Games are expected to draw 10,000 athletes and officials and up to 250,000 visitors to the Toronto region. Training and competition venues for the 51 sports that will be featured at the Games will be located in more than a dozen municipalities across the Greater Golden Horseshoe.

A not-for-profit organization called the Toronto Organizing Committee for the 2015 Pan American and Parapan American Games ("TO2015") has the mandate to plan, organize, promote, finance, and stage the TORONTO 2015 Games.

The Pan Am Games Multi-Party Agreement ("MPA") defines the rights and responsibilities of TO2015, the Canadian Olympic and Paralympic Committees, the Provincial and Federal governments, and the City of Toronto and other Games partners with respect to the governance, funding and delivery of the Games. As per the MPA and corresponding Council approvals, Toronto is committed to:

- *Infrastructure:* Funding a share (typically 44%) of the cost of ten (10) capital projects in Toronto, up to a maximum total City contribution of \$96.5 million.
- *Operations:* Providing, at the City's cost, normal levels of municipal services (e.g. emergency medical services, garbage and recycling collection, police, etc.) and allocating normal levels of staff resources in a way which best meets Games requirements, with the proviso that if additional services are deemed to be required by TO2015 such services shall be subject to the approval of both parties and include a specific mechanism for payment in compensation.

While the MPA sets out clear roles and funding commitments for the infrastructure (i.e. training, competition, and festival venues) and operations which are needed for the Games, it does not directly address the (non-sport infrastructure) legacy, public celebration, cultural festival or promotion activities which are typically undertaken by host communities of major international multi-sport events. As a result, it is effectively up to each Games partner and host jurisdiction to decide what level and type of additional investment it wishes to make to further enhance the quality of the Pan/Parapan Am Games experience or to leverage the Games to advance its own strategic objectives and priorities.

Acknowledging the importance of its role as the official Host City of the Games and the broader opportunity which they offer to advance Toronto's strategic goals related to sport, cultural, economic and social development, City Council endorsed an investment of up to \$20 million in a Host City Showcase Program in July 2013 and confirmed funding for it through the adoption of the 2014 Operating and Capital Budgets. A detailed update on the status of each Showcase Program component is beyond the scope of this report. Instead, this report provides information and updates on those elements of the Showcase Program which require further Council authority or funding to

proceed, are responsive to a recent Council request for information, and/or which require broader public profile at this time to support implementation goals.

## COMMENTS

### Objectives and Components of the Showcase Program

The primary objectives of the Host City Showcase Program are to:

- (i) increase the type, quantity and geographic distribution of Games-related benefits for Toronto residents and businesses – with a focus on advancing the City’s economic development and tourism; sport development and healthy living; and cultural celebration and resident engagement objectives – in order to complement and diversify the benefits associated with the Games beyond the core infrastructure investment in new sport and housing facilities;
- (ii) increase public awareness of, engagement with, and support for the Games; and communicate City business related to the event;
- (iii) enhance elements of the Games for which the City is responsible in order to augment the overall Games experience, thereby protecting and strengthening Toronto’s international brand and reputation and its ability to attract future events; and
- (iv) leverage additional funding from Games partners, sponsors and other public, private and community based organizations, and/or strengthen partnership opportunities with such entities (e.g. leverage the goodwill, profile and accelerated deadlines associated with the event to advance City priorities).

To achieve these objectives, the Showcase Program includes funding in the amounts indicated in the tables below for a Public Celebration & Cultural Festival in Nathan Phillips Square; a *Host City Welcome & Engagement* Program to support Games related marketing and communication activities, and enhanced visitor and business services; and for 28 innovative projects to advance City goals related to economic development and tourism, sport development and healthy living, and resident engagement and cultural celebration.

Host City Showcase Program Element	Funding (\$ million)
Public Celebration and Cultural Festival in Nathan Phillips Square	\$2.500
Host City Welcome and Engagement Program	\$2.700
28 Showcase Program Initiatives (see details below)	\$13.898
<b>Total</b>	<b>\$19.098</b>

<b>28 Showcase Program Initiatives</b>	<b>Lead City Division / Agency</b>	<b>Funding (\$ million)</b>
Pan Am Path	PFR	\$1.900**
Wayfinding Strategy Pilot	Trans. Svs.	\$0.800**
Rio De Janeiro Friendship City	EDC	\$0.138
Export Development to Latin America	EDC	\$0.195
Toronto Global Forum	EDC	\$0.190
Youth Sport Incubator (YSI)	SDFA	\$0.201
Let's Get Coaching	PFR	\$0.255
Sport Literacy Development Program	PFR	\$0.205
Pan Am/Parapan Am Sport Development Fund – <i>“Game on Toronto!”</i>	PFR / SDFA	\$0.610
ParaSport First Contact Program -- <i>“Play On! PARASPORT”</i>	PFR	\$0.085
Exhibition Place (Pan Am Park) Splash Pad	Exhibition Place	\$0.500
Tobacco Free Games	TPH	\$0.086
Bixi Program Expansion	Trans. Svs.	\$0.667
Pan Am Poetry Slam	TPL	\$0.178
Pan Am Spectator Jam	TPL	\$0.158
Outdoor Viewing Sites in Tower Neighbourhoods	SDFA	\$0.060
Prince Edward Viaduct Illumination	EDC	\$1.800**
Salsa on St. Clair Expansion	EDC	\$0.500
People Powered Music Festival	EDC	\$0.125
Enhanced Protocol Services & Dignitary Hosting Program	EDC / Protocol	\$0.997
Event Hosting Strategy & Test Event Support	EDC	\$0.286
Speakers Series at the Toronto Global Forum	EDC	\$0.700
PrideHouse TO	The 519	\$0.291
Torch Relay	TOP	\$0.400
Toronto Sports Hall of Honour	PFR	\$0.097
Discovery Walks Program	PFR	\$0.200
Horticultural Services & Landscaping Enhancements	PFR	\$0.514
Pan Am Community Projects Fund	SDFA	\$1.760
<b>Total</b>		<b>\$13.898</b>
** As per Council direction and corresponding in-year adjustments to 2013 approved Budgets, a portion of the funds for this project were authorized to be spent in 2013.		

The discussion which follows provides recommendations and information about elements of the Showcase Program which City officials know at this time require Council authority or funding to proceed, are responsive to Council request for information, and/or require broader public profile to support effective implementation.

In view of the fact that Council will not be in session between September and December 2014 when enabling agreements and supporting activities may need to be finalized, this report recommends that City Council delegate authority to the City Manager to enter into

any agreements to support the timely implementation of approved and budgeted Host City Showcase Program initiatives, provided that such agreements are in a form satisfactory to the City Solicitor. Such agreements may concern partnerships, donations, grants, contract service provision, or related matters, and may include provisions with respect to the receipt, transfer or expenditure of funds. This delegated authority will ensure timely and accountable implementation of Showcase Program initiatives during this critical period of Games readiness activity by the City and its partners.

For example, City officials recently submitted an application to the Trans Canada Trail for \$0.555 million to support enhancements to the Pan Am Path. As a condition of receiving such funds the City may in turn need to flow \$0.115 million to the non-profit entity Friends of the Pan Am Path to better support this group's ability to contribute to improved wayfinding and cultural animation on the Path. Should this application be successful, the delegated authority recommended in this report would enable the City to quickly and effectively receive and flow these funds, thereby enhancing the impact and long-term community benefit of this high profile Showcase Program initiative.

## **Prince Edward Viaduct Illumination**

### *Background*

The Prince Edward Viaduct is one of the most important heritage structures and infrastructure assets in Toronto. The construction of the Viaduct in 1919 was a major achievement in city building, connecting the central city on the west side of the Don River to the vibrant community developing along Danforth Avenue.

In 2003, a safety barrier known as the "Luminous Veil" designed by Dereck Revington Studio was added to the bridge following a national design competition. The original design for the Luminous Veil included a lighting scheme that was not realized in 2003 due to budget constraints. Nevertheless, the project designer and the local community continued to work on the lighting concept in the hope that it could be finished at some future date. With advances in LED programmable lighting technology in recent years there has been renewed effort and interest to complete the project.

In 2013, a visual impact study indicated that the illuminated bridge and veil would have no negative impact on traffic or the local natural environment, and an engineering firm provided a rough budget estimate of \$1.800 million for the project. This estimate was based on the Dereck Revington Studio concept proposal and other bridge lighting projects; it was not based on detailed design drawings or schematics or informed by an assessment of actual conditions on the bridge.

The Prince Edward Viaduct Illumination project was added to the list of proposed Showcase Program initiatives -- by motion -- during Executive Committee's consideration of the Host City Showcase Program staff report at its meeting in July 2013. Through adoption of the motion, an initial allocation of \$0.200 million was approved to fund the detailed design, schematic drawings, and cost analysis required to substantiate



the project's cost and feasibility of implementation by the summer of 2015. The motion also provided that additional funding of up to \$1.600 million (for a total of \$1.800 million) be recommended to Council as part of the 2014 Budget process provided that the project could be substantially completed before the Games. Funding for the project in this amount was approved by Council as part of the 2014 Capital Budget.

### *Design Characteristics and Impact*

The veil structure is transparent, open, functional and secure. Its design preserves the aesthetic appeal and heritage integrity of the Viaduct, while achieving an important public safety purpose (i.e. reducing the incidence of attempted suicides).

The illuminated bridge and veil will follow a recurring cycle, changing in hue and intensity in response to wind velocity, temperature and the passage of trains below the deck. See Appendix A for a rendering of the lighting design concept.

Lighting the veil and bridge will respectfully transform a place historically marked by sorrow and loss for some into one of beauty, possibility, and contemplation for everyone. Indeed, a bridge which tens of thousands of residents and commuters rush to cross over, under or past every day is anticipated to become a destination unto itself, as one of Toronto's most celebrated public works from last century becomes one of Canada's most important works of public art for the next 100 years.

### *Current Status and Revised Project Budget*

The Prince Edward Viaduct Illumination project is being managed by the City of Toronto's Economic Development and Culture division as a public art project. Dereck Revington Studio added the engineering firm of Mulvey and Banani to its team to undertake the detailed project design and costing.

The detailed design and costing exercise was completed in early 2014. These studies indicate that the total cost to execute this project at one time (i.e. in a single phase) would be \$4.548 million. While higher than the original estimate, this figure is lower than the \$8 million cost of the recently installed – and highly acclaimed – San Francisco-Oakland Bay Bridge, which uses 25,000 LED white lights.

The revised \$4.548 million budget accounts for design and implementation complications presented by the TTC track (i.e. which allows for limited access) and includes funding for the following project elements:

- illumination of above-bridge elements, i.e. the veil itself
- illumination of below-bridge elements, i.e. the TTC track (“Chronometer”), underdeck and the piers
- site servicing
- lighting controls
- design and engineering

The design team estimates that splitting the project into two phases as opposed to proceeding with the entire project at once would require additional funding of approximately \$0.100 million, increasing total project costs to \$4.648 million.

### *Project Phasing & Recommendations*

Because the revised project cost of \$4.648 million (which is based on the detailed design, construction drawings and engineering studies) is more than twice the available \$1.800 million budget, it is now recommended that the work be divided into two phases, namely:

- (i) Phase 1, projected to cost \$2.800 million, would include the three below bridge elements (i.e. TTC Chronometer; underdeck and piers) as well as the control mechanisms.
- (ii) Phase 2, estimated to cost \$1.848 million, would include the above bridge lighting of the veil structure itself.

The Phase 2 estimate includes additional funding of \$0.100 million required as a result of splitting the project into two phases.

To complete Phase 1 before the start of the TORONTO 2015 Games work would need to begin this autumn. To enable this initial component of the project to proceed (pending the results of an RFP / tender process that will confirm final costs), it is recommended that Council approve additional funding in the amount of \$1.000 million from the Public Realm Reserve Fund (XR1410), increasing the total project cost for the Prince Edward Viaduct Illumination (Phase 1) from \$1.800 million to \$2.800 million.

Because the installation of lighting components above the bridge deck for Phase 2 is less complicated than the Phase 1 installation work below the bridge deck, the entire project could be completed before the Games begin if adequate funding for Phase 2 is confirmed in early 2015.

Funding options for Phase 2 will be considered as part of the 2015 Capital Budget process.

Given the potential for the Prince Edward Viaduct Illumination project to attract financial support from third parties, and since Council will recess between September 2014 and January 2015, it is recommended that authority be delegated to the City Manager during this period to accept any donations or contributions for this project on the City's behalf, and enter into any related agreements provided they are in a form satisfactory to the City Solicitor and compliant with applicable City policies.

## **Host City Street Banner Campaign**

The *Host City Welcome and Engagement Program* pillar of the Showcase Program consists of a series of marketing, communications and business outreach activities which will work in tandem to create a festive Games atmosphere throughout the city, reinforce Toronto's Host City status, and extend the reach of messages to ensure residents, businesses and visitors city-wide are engaged, informed and welcomed. A key component of this effort is the Host City Street Banner campaign.

A partnership between the City of Toronto and Toronto Hydro (which has agreed to waive otherwise applicable permitting, inspection, and installation fees), the Host City Street Banner campaign will see approximately 5,000 vertical banners hoisted on utility poles along major thoroughfares across all parts of Toronto. The final number of banners will be determined by location feasibility assessments, campaign impact and final assessed costs.

The City is working with the Toronto Association of Business Improvement Areas (“TABIA”) and individual BIAs to raise and fly Host City banners in as many neighbourhoods as possible without negatively impacting other banner programs that may be scheduled for the same time period. To date, over 1,000 BIA banner locations have been identified.

To maximize the campaign’s impact, the banners will be installed over several weeks beginning in early 2015 until full roll-out is achieved approximately three months prior to the Games. The banners will be taken down almost immediately after the Games end on August 15, 2015.

Toronto Municipal Code Chapter 743-16(10) specifies that street banners can remain up for no more than 60 days after the date of their installation. To build greater awareness for the Games themselves and Toronto’s role as Host City, and to maximize the benefit of the City’s investment in this initiative, the Host City banners should be flown for up to 150 days. It is therefore recommended that Council approve a temporary exemption from by-law 743-16(10) to support a Host City Street Banner campaign of up to 150 days prior to and during the TORONTO 2015 Pan Am / Parapan Am Games in Toronto.

## **Pan Am Community Projects Initiative**

Council approved \$1.76 million (all cash flow in 2015) for the *Pan Am Community Projects* initiative to support community based Games related activations and projects which “reflect the broad objectives of the Showcase Program”. To better achieve this objective, it is recommended that the \$1.76 million funding envelop be allocated to support worthwhile projects through three complementary funding streams administered by the City of Toronto’s Social Development, Finance and Administration (“SDFA”) division and that the Executive Director of SDFA be authorized to implement the application process for each grant stream and report on recommended allocations in Q1 2015.

*Grant Stream 1: Local Community Animation through Collaboration - \$660,000*

Leveraging the existing infrastructure of the City of Toronto's Community Festivals and Special Events Program, this grant stream will support community and neighborhood based activities across the city. Investments will be made in collaborative initiatives that celebrate the 2015 Games involving multi-stakeholders including residents, business and community agencies. This grant program will be launched in the later summer or fall of 2014, with final funding decisions expected to be confirmed by City Council in early 2015. Applications for funding will be assessed using criteria which Council previously established for evaluation of Host City Showcase Program initiatives, including:

- Cost effectiveness and fit with City priorities
- Impact
- Visibility
- Track record
- Feasibility of implementation
- Ability to attract and leverage partner / community investment
- Ability to enhance public interest in and/or engagement with the Games
- Geographic distribution of activities and benefits
- Balance/distribution of initiatives across a range of City Council approved policy/program areas

Applications for funding will be encouraged to incorporate and foster effective collaboration between community organizations, residents and partners.

*Grant Stream 2: Legacy Initiatives Showcasing Toronto's Latin American, South American and Caribbean Communities - \$785,000*

The Legacy Initiatives grant stream will likely invest in four or five initiatives that are broad in scope, carry on the spirit of the TORONTO 2015 Games, make a lasting difference, support the social and/or economic infrastructure of Toronto's Latin American, South American and Caribbean communities, and are relevant and responsive to community needs and opportunities.

Priority will be given to collaborative initiatives that engage a diverse range of community stakeholders including non-profit organizations, local businesses, residents and other community institutions, along with consideration of the above-referenced Showcase Program evaluation criteria.

This grant program will be launched in the late summer or fall of 2014, with final funding decisions expected to be confirmed by City Council in early 2015.

*Grant Stream 3: Pan Am Path Community (Arts) Activation -- \$315,000*

Through the third grant stream, seed funding will be provided to up to 21 organizations selected by Friends of the Pan Am Path (FPAP) to activate arts projects and public participation initiatives along the 84 kilometre Pan Am Path. This \$315,000 funding

stream will have a "dollar for dollar" matching requirement to ensure that the City's investment triggers an equivalent degree of financial or in-kind support from other partners in order to help the Pan Am Path activations achieve critical mass and geographic distribution.

The 21 initiatives/organizations which would be eligible to receive funding support through this grant stream were selected from a group of over 230 submissions by a panel formed by the Friends of the Pan Am Path. The selection criteria used by the panel included (but was not limited to): artistic leadership from South American, Central American and Caribbean artists; artistic excellence; accessibility to the public; sensitivity to the natural setting of the path; promoting opportunities for local economic development; and celebrating the seven Neighbourhood Improvement Areas along the route of the Path, newcomer communities and youth leadership.

Funds will be released to each organization in early 2015, once eligibility for City funding is confirmed and any other applicable program requirements are met.

### **Toronto Sports Hall of Honour**

As part of the Showcase Program, Council approved \$97,000 to support the establishment of the *Toronto Sports Hall of Honour* ("TSHH") to recognize individuals and teams for outstanding achievement or contributions to sport in Toronto.

Funds for the TSHH initiative are being used to pay for program development, construction of a central display at the Toronto Pan Am Sports Centre ("TPASC"), TSHH plaques and awards, and an inaugural induction ceremony.

The development of the TSHH addresses the request made by the Community Development and Recreation Committee in June 2013 to (a) create a protocol and procedure whereby residents and organizations are able to nominate outstanding local athletes to be honoured in their respective local Community Centres or City spaces and (b) explore opportunities for public private partnerships to fund "honour display exhibits."

For details, see:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD22.10#>

Other local community-based sport recognition programs have been in operation since the early 1990's such as the Etobicoke Sports Hall of Fame, the Leaside Sports Hall of Fame and the Scarborough Honour Roll. City staff will continue to reach out to these organizations to raise awareness of the TSHH, invite their participation in the program, and discuss opportunities for cross-promotion.

The nomination process for the inaugural cohort of inductees is expected to open in January 2015. The winners will be announced at the inaugural TSHH Induction Ceremony, a reception style event to be held at the TPASC, in May 2015.

Appendix B provides details on the mandate, recognition features, nomination and selection process, and award categories and criteria for the TSHH. These program characteristics were developed with advice and support from a TSHH Steering Committee comprised of community representatives and City staff.

It is recommended that City Council approve the TSHH award categories and selection criteria detailed in Appendix B, and authorize the General Manager of Parks, Forestry and Recreation to form a selection panel of no less than seven (7) and no more than thirteen (13) members, reflecting the City's diversity objectives and comprised of representatives from the organizations identified in the Appendix. A review will be undertaken after the first year of the program to determine whether any changes to the number or type of awards are warranted.

### **Update on Efforts to Secure Corporate Sponsorship to Cover Host City Showcase Program Costs**

As noted earlier, by adopting the 2014 Operating and Capital Budget, City Council confirmed funding for \$19.1 million of the up to \$20 million notionally available for investment through the Host City Showcase Program. At the same time, Council approved a motion requesting staff to "continue pursuing corporate sponsors and other options for the 2015 Pan Am Games Celebrations to eliminate the \$19.1 million cost of the Host City Showcase Program and to report back to the July 2014 Executive Committee meeting." The following discussion responds to this directive.

The July 2013 report considered by Council indicated that "there is potential for 3rd party and sponsorship support to reduce the total net City financial impact of certain Host City Showcase Program initiatives." In short, while some components of the Showcase Program have potential to attract or leverage significant sums of third party funding, the majority of them do not for the various reasons outlined below. This is why core public funding for the Showcase Program was recommended to and approved by City Council in the first place.

Efforts by City officials to secure corporate sponsorship to cover Showcase Program costs are constrained by several legal, market, competitive and administrative factors.

#### *Legal Considerations*

The City and TO2015 have entered into a Non-Commercial Use & Trademark License Agreement ("NCLA"). This agreement requires TO2015 to recognize Toronto as the "Host City" of the Games and permits the City to use TO2015's intellectual property (e.g. Host City logo) to promote its role and association with the Games, subject to various restrictions and requirements, including:

- refraining from doing anything (or omitting to do anything) that might impair or depreciate TO2015's "Designated Marks" or their value

- using the Designated Marks in any commercial manner or in any way that would undermine the rights and benefits enjoyed by any current or potential sponsor of TO2015

At the same time, to better meet its \$100+ million sponsorship fundraising target to support core Games operations, TO2015 has provided a wide range of sponsors (e.g. CIBC, Chevrolet, Cisco, etc.) with exclusive rights to use the Games logo and associated trademarks. This is a normal business practice used by the organizing committees of major multi-sport events.

A key consequence of these legal agreements is that the City is limited to approaching TO2015's existing or future corporate sponsors if it wishes to solicit sponsorship for Showcase Program initiatives that have a direct connection to the Pan Am Games. In turn, the chance of securing funding from such corporations is negligible since they have already committed to TO2015 substantial sums of money for the right to associate their company/brand with the Games.

#### *Market and Competitive Considerations*

Since TO2015 has its own significant sponsorship target to meet, it is fully engaged in the market to raise funds and in-kind contributions from private companies. TO2015's fundraising efforts represent very significant competition for all other organizations, including the City of Toronto, which might seek to raise money from sponsors for recreation or cultural projects tied in any way to the Games. In fact, the scale of TO2015's own sponsorship effort constitutes a competitive force in its own right for corporate philanthropy and sponsorship in Toronto and Ontario in the period leading up to and during the Games.

Of equal importance, Toronto's experience over the last several years suggests that, in the Canadian context, corporate support tends to follow and enhance core City funding, not lead or replace it. In other words, corporations want City funding included before they will commit funds. This is partially a result of private firms viewing many if not most municipal government initiatives as being normal tax-supported services or programs, with the result that they are only willing to supplement government funding when there is a clear commercial advantage or if the project in question closely fits the company's philanthropic mission.

#### *Administrative and Staffing Considerations*

TO2015 has several full-time professional staff focused on raising money from and managing its relationship with potential and confirmed sponsors, and has been actively engaged in the sponsorship field for more than three years. In contrast, no single staff person at the City of Toronto has full-time responsibility to raise corporate sponsorship funds for Showcase Program projects, and the City's efforts to raise funds did not begin in earnest until Council approved these initiatives in January 2014. While certain City

staff with sponsorship expertise are supporting fundraising efforts for Showcase Program projects, assigning them to this task on a full-time basis would jeopardize the City's ability to secure funding for other City initiatives, which in many instances have greater potential to secure higher amounts of corporate support.

### *Sponsorship and Third Party Support for Showcase Program Initiatives*

Despite these constraints, fundraising efforts for those Showcase Program initiatives which have potential to attract modest to significant amounts of corporate sponsorship are now underway and starting to produce results. For example:

- Toronto Public Library has secured \$36,000 for the Pan Am Spectator Jam and Pan Am Poetry Slam initiatives.
- Private partners are contributing \$200,000 to support the Wayfinding Strategy Pilot initiative.
- The City's investment in Pride HouseTO has positioned this initiative to secure almost \$700,000 in additional funding from other government partners and supporters.
- Staff are engaged in active discussions with potential sponsors (including major lighting, sport, food and entertainment companies) who may be interested in providing funding to support the Prince Edward Viaduct Illumination, Outdoor Viewing Sites in Tower Neighbourhoods, and Toronto Sports Hall of Honour projects. Additionally some sponsors have expressed potential interest in enhancing and/or extending certain Showcase Program programs beyond 2015 such as Let's Get Coaching, Play On PARASPORT and Pan Am Path (cultural programming).

Additionally, the City's commitment of \$2.500 million for the Public Celebration and Cultural Festival in Nathan Phillips Square has been matched by TO2015, and the City has applied to the Government of Ontario for \$2.000 million and to the Government of Canada for \$1.400 million to further enhance the Celebration. Assuming these applications are successful, Toronto's investment of \$2.500 million will represent less than 30% of the costs for the Public Celebration and Cultural Festival.

### **Ensuring an Equitable Distribution of Games Related Cultural Activities Across Toronto**

At its meeting in April 2014, Council adopted a motion requesting that TO2015, Government of Ontario and City of Toronto officials responsible for Games-related cultural activities ensure an equitable distribution of such activities across Toronto.

This request has been forwarded to relevant provincial and TO2015 staff, and City officials will continue to emphasize to Games partners the importance and benefits of



making best efforts to engage Toronto's full geography and diversity in Games related celebrations and cultural activities.

Consistent with the objective of increasing the type, quantity and geographic distribution of Games-related benefits for Toronto residents and businesses, the Showcase Program itself is the City's primary vehicle through which it will ensure that neighbourhoods in all parts of Toronto, not just downtown, have an opportunity to host and experience Games related cultural activities. In addition to Public Celebration and Cultural Festival in Nathan Phillips Square that will be free and accessible to all Toronto residents, ten (10) of the twenty eight (28) individual Showcase Program initiatives approved and funded by Council involve cultural activations of some kind, and nearly all of these will have a physical presence in or benefit Toronto residents from communities and neighbourhoods across the city.

#### *Pan Am Path Cultural Activation*

Current plans for the Pan Am Path anticipate cultural activations taking place in 14 locations along the 84 km trail which extends through 21 wards from one end of Toronto to the other. Plans for the cultural animation of the Path are fully developed with artist commissions, logistics, and scheduling well under way. The exact locations and extent of cultural programming on the Path in the summer of 2015, however, will depend on the amount of funding which the non-profit entity Friends of the Pan Am Path ("FOPAP") is able to secure. The Toronto Arts Council has already committed \$100,000 towards the cultural program, the Ontario Trillium Foundation has committed \$430,000 over two years towards this project, and this report recommends that Council allocate \$315,000 – on a matching basis – from the \$1.76 million earmarked for the Pan Am Community Projects initiative to help attract additional government and corporate support for the 21 arts organizations/artists identified by FOPAP to bring the Path to life next summer through art installations and cultural activation.

#### *Pan Am Poetry Slam*

The Pan Am Poetry Slam is a spoken word, poetry competition which is slated to take place in 8 different Toronto Public Library branches across the city: Malvern (Ward 42), Cedarbrae (Ward 43), Albion (Ward 1), Eatonville (Ward 5), Parkdale (Ward 14), Parliament (Ward 28), either York Woods (Ward 8) or Jane/Sheppard (Ward 9), either Mount Dennis (Ward 11) or Oakwood Village (Ward 15) or Maria A. Shchuka (Ward 15).

#### *Pan Am Spectator Jam*

Toronto Public Library's Pan Am Spectator Jam initiative will combine live viewing of Games competitions with local cultural programming. Spectator Jams will be held in library branches in Malvern, York Woods, Jane/Sheppard and two other (still TBD) locations.

### *Torch Relay Community Celebrations*

The 2015 Torch Relay Community Celebration initiative will provide opportunities to promote resident engagement and cultural celebration in neighbourhoods across Toronto just before the Games begin. Torch relay community celebrations are expected to be held in the Danforth/Pape neighbourhood (in conjunction with the illumination of the Prince Edward Viaduct), near the Toronto Pan Am Sports Centre in Scarborough, at Mel Lastman Square in North York, in the Rexdale community in Etobicoke, and at Nathan Phillips Square.

### *Outdoor Viewing Sites in Tower Neighbourhoods*

This initiative will involve the construction of outdoor viewing sites in (at least) three of Toronto's tower neighbourhoods. These sites will provide a place for Toronto residents to view televised coverage of the Games in 2015 and serve afterwards as locations for community events, recreation and relaxation. Anticipated locations include the North Kipling, Oriole and Lawrence Heights community centres.

### *Pan Am Community Projects*

See earlier comments and recommendations in this report for details on the proposed allocation of the \$1.760 million earmarked for the Pan Am Community Projects initiative through three complementary grant programs, and note that "geographic distribution of benefits and activities" is one of the criteria that will be used to inform the selection of grant recipients.

### *Pride House TO*

Pride House TO's community hub and Village Festival programming will be focused in the Church Wellesley area (Ward 27), but will be completed by outreach and ambassador programming that reaches city-wide.

### *Salsa on St. Clair*

In 2014, Salsa on St. Clair celebrates its 10<sup>th</sup> year. This annual street festival takes place on St. Clair Avenue West between Christie Street and Winona Ave (Ward 21- St. Paul's). It is the largest celebration of Latin American dance and music in Canada. As a festival that already attracts over 100,000 participants from across Toronto, other parts of Ontario and beyond, the City has invested \$500,000 over two years in this event through the Showcase Program to support efforts to build Salsa's profile, attract additional visitors to Toronto, and further showcase the talent and diversity of Toronto's Latin American communities.

### *Prince Edward Viaduct Illumination*

The Prince Edward Viaduct spans the Don River valley along the Bloor/Danforth corridor and is among the most visible city landmarks for anyone travelling along the Don Valley Parkway. Thousands of residents from neighbourhoods across Toronto pass by the bridge every day and evening, ensuring that any significant improvements to this iconic structure are enjoyed by Torontonians from all parts of the city.

### *Celebration Live at Nathan Phillips Square*

The Public Celebration and Cultural Festival component of the Showcase Program will be known as *Panamania Celebration Live at Nathan Phillips Square* or “Celebration Live”. This music-focussed event will feature daily and nightly performances from July 10 – 26 and August 7 – 12, 2015, and will serve as the cornerstone of free public cultural programming during the Games period. Accessible to all Toronto residents and visitors Celebration Live will feature local, provincial, national and international talent.

### **Conclusion**

The Host City Showcase Program will enable Toronto to enhance the experience and benefits the TORONTO 2015 Games for participants and residents alike, and advance City goals related to economic development and tourism, sport development and healthy living, and resident engagement and cultural celebration. Council’s approval of this report’s recommendations will support the timely and effective implementation of key Showcase Program initiatives and projects, generate increased awareness of and excitement about the Games, and help ensure that residents from all parts of Toronto benefit from the Games experience and its legacy.

### **CONTACT**

Tobias Novogrodsky, Director, Strategic Planning & Implementation, 2015 Pan/Parapan Am Games, City Manager’s Office, Tel. (416) 392-9688, Email: [tnovogr@toronto.ca](mailto:tnovogr@toronto.ca)

### **SIGNATURE**

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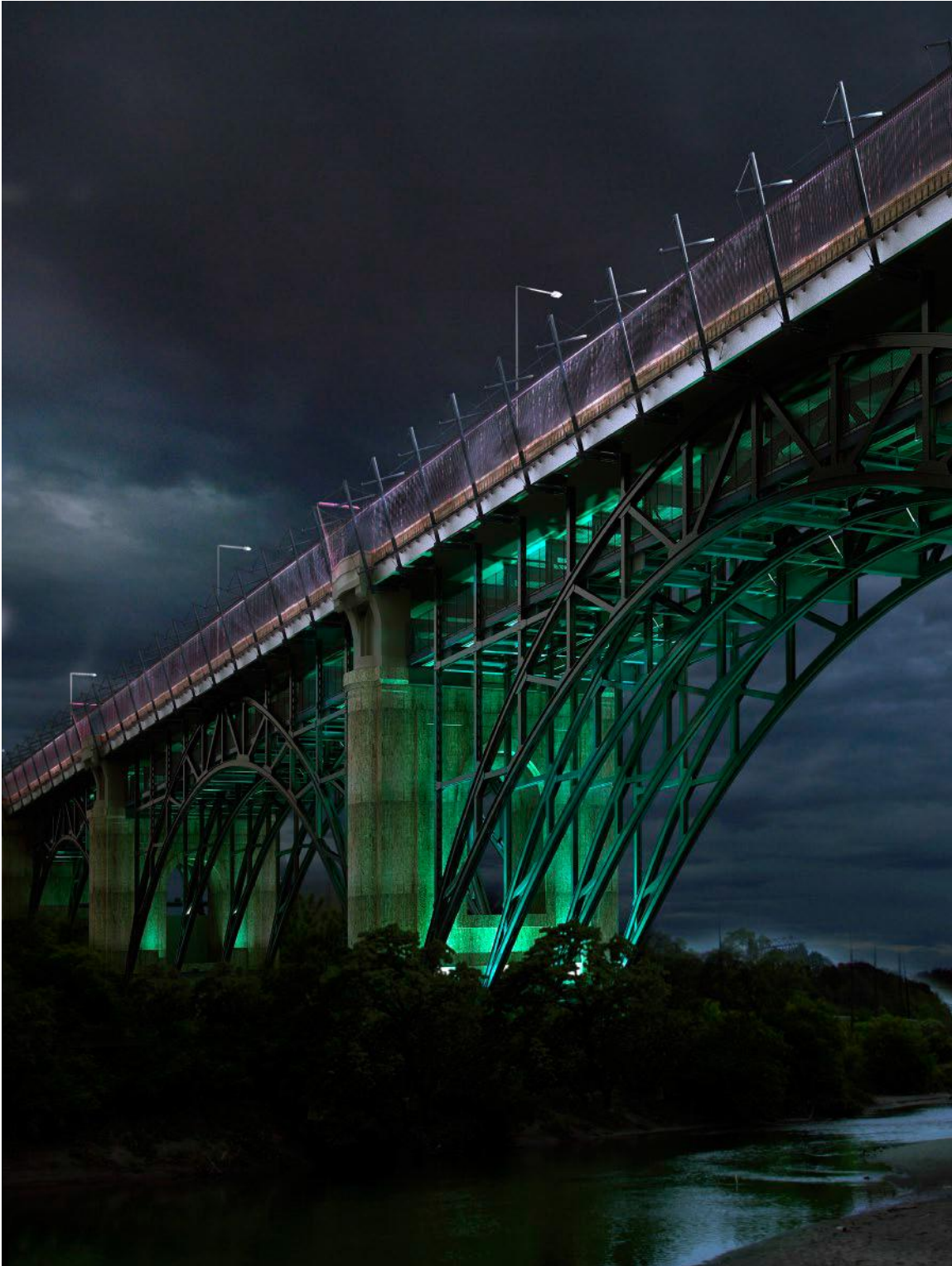
Brenda Patterson  
Deputy City Manager

### **ATTACHMENTS**

Appendix A: Prince Edward Viaduct Illumination – Lighting Design Concept  
Appendix B: Toronto Sports Hall of Honour – Mandate, Program Features, Award Categories & Selection Criteria

## Appendix A

### Prince Edward Viaduct Illumination – Lighting Design Concept



## **Appendix B**

### **Toronto Sports Hall of Honour Mandate, Program Features, Award Categories & Selection Criteria**

#### *Mandate*

The mandate of the TSHH is to celebrate and promote the exceptional sport contributions and accomplishments of individuals and teams which have served as inspirational role models and brought recognition and honour to the City of Toronto.

#### *Recognition*

A central recognition wall for the TSHH will be located at the Toronto Pan Am Sports Centre ("TPASC"). Recognition plaques will be created for all TSHH inductees and will hang on the TPASC recognition wall for one year. At a subsequent Induction Ceremony, inductee plaques from the previous year will be removed and placed in a City of Toronto Community Recreation Centre of the inductee's choice. All TSHH inductees will continue to be recognized on the central wall at the TPASC after their original plaque is relocated. A virtual version of the TSHH will be created on the City of Toronto website with links to and from the websites of the Toronto Sports Council and other sport organizations for promotional purposes.

#### *Nominations and Selection*

The TSHH will welcome nominations from all levels of sport and ability. Nomination information will be promoted online and nominations will be submitted electronically.

City staff will screen nominations to ensure they meet TSHH eligibility criteria. Screened nominations will subsequently be reviewed and scored by the TSHH Selection Panel which will include representative(s) from the City, a well recognized Toronto athlete, and pending confirmation of their interest organizations such as the Toronto Sports Council, Canadian Sport Institute Ontario, Toronto Region Board of Trade, OutSport Toronto, Special Olympics Ontario or Canada, Toronto Youth Cabinet, Toronto District School Board, Toronto Catholic District School Board, TSHH Corporate Partner, and a media professional.

The TSHH Steering Committee is assessing the possibility of asking an independent entity or third party auditing firm to provide services in-kind to audit the Selection Panel's scoring and confirm the final results.

## *Award Categories and Criteria*

### **ATHLETE OF THE YEAR**

Any individual amateur athlete who has achieved outstanding & extraordinary success, demonstrates exemplary values and/or personal characteristics, and makes a defining contribution to his/her sport and/or community. Includes athlete and athlete with a disability. Nominations will be considered for accomplishments within the previous calendar year. The nominee's sport must have a corresponding Canadian (Provincial or National) Governing Sport Body.

#### **Residency**

- Must have been born in or lived in, or trained in, or represented and brought honour to Toronto
- Nominee must have lived in Toronto for a minimum of two (2) years or;
- Trained in Toronto for two (2) consecutive seasons

#### **Award Criteria**

- Actively involved in his/her sport at the time of nomination
- Demonstrated an outstanding level of achievement or a single remarkable achievement of note
- Has been outstanding in his/her field even if not reaching the top level in any one sport
- Exemplary display of sporting behaviour will be considered with athletic endeavours
- Demonstrated significant competitive accomplishments
- Recognized for Local, Provincial, National or International achievement(s)
- Demonstrated off the field of play contributions to community

### **TEAM OF THE YEAR**

Any two or more individuals competing as a single entry in amateur sport who have achieved outstanding & extraordinary success, demonstrated exemplary values and/or admirable characteristics, and made a defining contribution to their sport and/or community. Nominations will be considered for accomplishments within the previous calendar year. The nominee's sport must have a corresponding Canadian (Provincial or National) Governing Sport Body.

#### **Residency**

- Must have been born in or lived in, or trained in, or represented and brought honour to Toronto
- Trained in Toronto for two (2) consecutive seasons

#### **Award Criteria**

- Actively involved in his/her sport at the time of nomination
- Demonstrated an outstanding level of achievement or a single remarkable achievement of note
- Has been outstanding in his/her field even if not reaching the top level in any one sport
- Exemplary display of sporting behaviour will be considered with athletic endeavours
- Demonstrated significant competitive accomplishments
- Recognized for Local, Provincial, National or International achievement(s)
- Demonstrated off the field of play contributions to community

## **COACH OF THE YEAR**

Any coach in amateur sport who has achieved outstanding & extraordinary success, demonstrates exemplary values and/or personal characteristics, and has made a defining contribution to his/her sport and/or community. This person possesses the qualities associated with performance excellence and sport achievement. Nominations will be considered for accomplishments within the previous calendar year. The nominee's sport must have a corresponding Canadian (Provincial or National) Governing Sport Body.

### **Residency**

- Must have been born in or lived in, or coached in, or represented and brought honour to Toronto
- Nominee must have lived in Toronto for a minimum of two (2) years or
- Coached in Toronto for 2 consecutive seasons

### **Award Criteria**

- Actively involved in his/her sport at the time of nomination
- Demonstrated an outstanding level of achievement or a single remarkable achievement of note
- Has been outstanding in his/her field even if not reaching the top level in any one sport
- Exemplary display of sporting behaviour will be considered with coaching endeavours
- Demonstrated significant coaching accomplishments
- Recognized for Local, Provincial, National or International achievement(s)
- Demonstrated off the field of play contributions to community

## **BUILDER**

Any individual or organization who has made a meaningful contribution to amateur sport as a leader, advocate, change agent or builder. May be an organization, administrator, executive, corporate partner, member of the media, sport volunteer or a grassroots supporter.

### **Residency**

- Must have been born in or lived in, or developed sport in, or represented and brought honour to Toronto
- Nominee must have lived in Toronto for a minimum of two (2) years

### **Award Criteria**

- Shows commitment of leadership to sport development
- Demonstrated contributions to the establishment of sport from its infancy to mature state
- Kept sport alive within the community
- Enhanced or improved sport development
- Contributed to the development of infrastructure within sport
- Demonstrated commitment to sport over a period of time
- Recognized for Local, Provincial, National or International achievement(s)
- Can be awarded posthumously
- Can be presented only once in a lifetime

## **LIFETIME ACHIEVEMENT**

This lifetime achievement award recognizes the outstanding contribution of a sport leader or organization who exemplifies sport values as demonstrated by ground breaking organizational leadership, innovative practices, influential communications, cutting edge sport marketing or positioning of the sport sector. This award is not intended to be given annually but to be granted, at the selection panel's discretion, for a performance that is very special and destined to be of extraordinary significance for Toronto, Ontario or Canada.

**Residency**

- Must have been born in or lived in, or trained in, or represented and brought honour to Toronto
- Nominee must have lived in Toronto for a minimum of two (2) years or

**Award Criteria**

- Recognizes a person who made significant contributions to sport beyond athletic endeavours over a minimum of ten years
- Recognized for Local, Provincial, National, International or Professional achievement(s)
- Can be awarded posthumously
- Can be presented only once in a lifetime

**SPORT LEGEND**

Awarded to an individual who, by their achievement and example are considered to have had the capacity to inspire Torontonians. An individual, who through extraordinary sporting accomplishments, has left an indelible mark on the fabric of sport in Toronto. This award is not intended to be given annually but to be granted, at the selection panel's discretion, for a performance that is very special and destined to be of extraordinary significance for Toronto, Ontario or Canada.

**Residency**

- Must have been born in or lived in, or trained in, coached in or represented and brought honour to Toronto
- Nominee must have lived, trained in or coached in Toronto for a minimum of two (2) years

**Award Criteria**

- Recognizes a person who achieved extraordinary accomplishments in sport over a number of years
- Is noted for significant career highlights
- Recognized for Local, Provincial, National, International or Professional achievement(s)
- Can be awarded posthumously
- Can be presented only once a lifetime

**SPIRIT OF SPORT**

The Spirit of Sport award commends the commitment and humanitarian spirit of a Toronto hero(s) whose project(s) exhibit(s) the values of true sport while making a meaningful and/or significant contribution to using sport as a vehicle for positive social change. This award is not intended to be given annually but to be granted, at the selection panel's discretion, for a performance that is very special and destined to be of extraordinary significance for Toronto, Ontario or Canada.

**Residency**

- Must have been born in or lived in, or trained in, or represented and brought honour to Toronto
- Nominee must have lived in Toronto for a minimum of two (2) years

**Award Criteria**

- Demonstrated exemplary sporting behaviour, perseverance, dedication, and respect for others
- Individual(s) or project(s) that impact a person, organization, or community

Note: Number of award categories subject to change at the discretion of the TSHH Steering Committee pending interest and first year review.