

January 7, 2011

TO: Community Development and Recreation Committee Members

FROM: Giorgio Mammoliti, Chair

RE: Ice Rink Infrastructure Task Force

Increasingly, Toronto residents have faced difficulties in accessing the city's public assets for a range of social and recreational activities. The City has made numerous efforts to try to match the growing demand for quality time and facility space for such activities while financially constrained to meet the needs of its diverse citizens, and community organizations and associations.

Exploring options for expanding public-private sector partnerships is a priority for the new Toronto Council. The development of new approaches and business models that generate both financial and social returns may provide a new way forward in addressing mounting program and capital backlogs.

Nowhere is this more pertinent than with access to prime-time ice at indoor arena facilities. As a first candidate activity for consideration, I recommend we direct staff to pursue new public-private sector partnerships to increase the amount of ice rink infrastructure in the City of Toronto.

The City of Toronto owns and operates through its Parks, Forestry and Recreation division 40 indoor arenas with 48 ice surfaces. Another eight arenas, with ten ice surfaces, are City-owned, but operated by Arena Boards of Management. In some areas of the city, specifically within the city's downtown core, demand for primetime ice continues to grow, as does friction between various user groups competing for access.

The City of Toronto has limited options in the 10 year capital plan to develop new arena infrastructure due to the significant capital cost involved. As a benchmark, the cost of constructing a two-pad arena facility is estimated at \$20 million.

The Canadian Task Force on Social Finance (CTFSF) recently produced a series of recommendations designed to ignite the development of an investment marketplace dedicated to addressing Canada's social challenges. The social financing model suggested in the CTFSF report should be one of the models considered within the Toronto context as an alternative means of securing private sector expertise and investment in the development of a variety of social and

recreational infrastructure. The City of Toronto has established Public-Private Partnership (P3) investment guidelines, which should be used to evaluate the potential for addressing the City's arena facility capital investment needs.

To support the development of appropriate social financing opportunities, I recommend that the Community Development and Recreation Committee request Toronto City Council:

1. Establish a Task Force to develop Social Finance models to report through the Community Development and Recreation Committee effective upon terms of reference approved by Council.
2. Include in the composition of the task force the Chair of the Community Development and Recreation Committee by right of office (Councillor Mammoliti) or his or her designate.
3. Charge the Task Force with identifying and assessing options for new approaches to develop needed infrastructure, including any recommended changes to the City's policy on P3 investment agreements.
4. Direct staff to pursue as a first candidate activity for consideration Social Finance public-private sector partnerships to increase the amount of arena infrastructure in the City of Toronto.
5. Include in the membership of the Task Force representation from key stakeholders such as, but not limited to, government, business, organized labour, appropriate community funding organizations, relevant research centres and advisory bodies and users in the development of Social Finance approaches.
6. Direct the Deputy City Managers, Cluster A and Cluster C to jointly develop the Terms of Reference for the Task Force to be submitted to City Council for approval.

I believe that the City of Toronto should explore the social finance marketplace and move beyond the traditional P3 investment model to pursue social and recreational infrastructure. Mobilizing new sources of capital with a multi-sector approach will contribute to the new Toronto Council's capacity to address the City's social and recreational infrastructure needs, while simultaneously enhancing Toronto's global profile as a centre for innovation and investment.

Regards,

A handwritten signature in black ink, reading "Giorgio Mammoliti". The signature is written in a cursive style with a large initial 'G'.

Councillor Giorgio Mammoliti
Ward 7, York West