

January 23, 2025

Executive Committee  
Toronto City Hall  
100 Queen Street West  
Toronto, ON M5H 2N2

**Re: EX20.5 - Moss Park Arena - Governance and Operational Review**

Dear Mayor Chow and Members of the Executive Committee,

Over the several past months I've had extensive dialogue with city staff, the Mayor and many of you - my council colleagues, and local community members which has broadened my perspective on the pressing issues at the Moss Park Arena. A particularly significant conversation was with April Hodgson, a teacher and resident in my ward, who volunteers with the Moss Park House League and was recently appointed to the Board. She is inspiring and it is community members like her and the families and youth she supports who underscores my motivation behind this governance and operational review.

As Councillors, we do not possess all the answers and must adapt our perspectives and be open to new strategies. I initially focused on one course of action for the Arena's revitalization, however I've come to realize that its issues—management oversight, administrative efficiency, and pressing infrastructure needs—could be addressed through a different, multi-faceted approach which maintains community governance.

I am a strong advocate for building healthy communities through community ownership and governance. The 519 Community Centre in my ward exemplifies effective local community governance, a concept I deeply support.

The success story of Sankofa Square, where we turned things around by restructuring the Board, leadership, and implementing a strategic plan, serves as an encouraging example for us. A similar approach could yield significant improvements for the Moss Park Arena.

There is a significant lack of management oversight and effective administration at the Arena, necessitating strategic and financial expertise on the board. These inadequacies have hindered the arena's ability to function efficiently and adapt to changing circumstances.

Years of deferred maintenance have led to pressing infrastructure issues, exacerbated by the Arena administration's inaction on repairs under \$50,000. This negligence increases costs and risks health and safety, necessitating immediate intervention.

Community programs, including free skating and learn-to-skate, remain insufficient. The introduction of free skating, only after our June 2024 City Council meeting, was a token gesture, scheduled during inaccessible hours (mid-day on Tuesdays and Thursdays), failing to meet community needs with purpose and intention.

There is much work ahead and your support is pivotal. The recommendations contained in this letter, drafted with the assistance of the City Manager's Office and Parks and Recreation staff, ensures there are strategic and capital plans in place, ensures that the board is made up of local residents with professional backgrounds and expertise, and establishes a solid foundation for the work ahead to revitalize the Arena.

Thank you for your consideration and support.

Respectfully Submitted,



Chris Moise  
City Councillor  
Ward 13 - Toronto Centre

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**Recommendations:**

1. City Council amend Schedule 5, Moss Park Arena (140 Sherbourne Street), of the Arena Board of Management Relationship Framework with the City of Toronto by:
  - a. Amending the composition in Section B.2.b. to read as follows:

Nine (9) persons who are appointed by Council at the beginning of each term, two (2) of whom may be nominated for consideration for appointment as follows: one (1) by the Central Toronto Skating Club and one (1) by the Moss Park House League.
2. City Council direct the Moss Park Arena Board of Management to develop a Skills Matrix for future Board appointments and submit it to the City Clerk by the end of the second quarter of 2025.
3. City Council direct the Moss Park Arena Board of Management to develop and implement a multi-year strategic plan and business plan, in consultation with the City Manager, that includes:
  - a. enhanced revenue streams to deliver on the mandate and programming of Moss Park Arena, including dasher board advertising opportunities;
  - b. providing free skating opportunities for the general public on at least one weekend day and one weekday;
  - c. considerations for fundraising campaigns to fund the resourcing of the Arena's revitalization and enhance access for community and not-for-profit organizations;
  - d. considerations for the full reconstruction of the Moss Park Arena;
  - e. outcomes of community engagement on the revitalization of Moss Park Arena;
  - f. facility cleanliness, preventative maintenance, and repairs; and
  - g. performance metrics to measure progress on the plans.
4. City Council direct the Moss Park Arena Board of Management to establish performance objectives and conduct an annual performance evaluation of the Arena's General Manager.

5. City Council authorize the City Manager and the Moss Park Arena Board of Management or their delegates to take any necessary action to give effect to City Council's decision.
6. City Council authorize the City Solicitor to bring forward the necessary bills to give effect to Council's decisions.