

21 January 2011

**TO:** Mayor Rob Ford and Members of Council

**FROM:** Brenda Patterson, General Manager, Parks, Forestry and Recreation

**CC:** Councillor Giorgio Mammoliti, Chair, Community Development and Recreation  
Joe Pennachetti, City Manager  
Sue Corke, Deputy City Manager

**RE:** City-wide Ice Allocation - Update

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I would like to take this opportunity to update you on the status of the new City-wide ice application and allocation process that we are implementing for the first time for the 2011/2012 ice season across all City-owned arenas.

### **Background**

In 2010, Council directed the City's Arena Board of Management facilities to come into compliance using a phased approach with the City's Ice Allocation Policy, which successfully achieves equitable access on a percentage and a proportionate basis at City-operated arenas. In addition, Parks, Forestry and Recreation (PFR) was directed to implement a City-wide ice application and allocation process to effectively utilize all of the City's arena facilities to achieve fair and equitable outcomes for residents.

### **Overview: City - wide process**

After consultation with representatives from the Arena Boards of Management and other user groups, PFR staff has developed a transparent City-wide ice application and allocation process. The new process successfully leverages all of the City's arena assets and offers many benefits to both new and emerging groups, and existing user groups. Benefits include a streamlined process with consistent business processes, accurate and transparent documentation of allocations, equitable access for new and emerging groups, consideration for existing users, and opportunity for skating groups and house leagues to consolidate operations at one specific arena or within one area of the city.

The new City-wide process also allows groups to confirm their seasonal ice allocation four months earlier than ever before - this is a significant benefit to user groups with respect to reducing or eliminating their need to secure private ice time at considerably higher costs.

Significantly, while increasing equitable access, the City-wide system ensures that there is no loss of ice time for community use and consolidates the nine separate and inconsistent ice application and allocation systems that were previously used into one cohesive process.

### **Work Plan and implementation**

To guide the implementation of the City-wide application/allocation system staff prepared a detailed work plan and critical path. The plan was reviewed in detail with the Arena Boards of Management. In response to feedback, some of the dates were adjusted to accommodate the needs of the Arena Boards.

The agreed-upon timeline required that all groups and organizations including the City's Board of Management arenas to submit all ice applications to the City by November 30, 2010. However, there were multiple groups who failed to meet the deadline, and submitted their ice applications late; in some cases not until the end of December. These late submissions included several from the Arena Boards of Management, whose information was either late or incomplete or both. Permit staff contacted these groups and the Boards to follow up and coordinate re-submissions. This was a time consuming process that caused some delays to the work plan. As a result, a decision was made to extend the deadline and include the applicants who made their submissions after the target date had passed, rather than excluding these groups from the allocation process.

#### **Current status**

As a result of the late applications, the allocation process has been delayed and staff has had to make adjustments to the target dates in the work plan. The Board of Management facilities were informed on January 18, 2011 of the delay. They were also advised that they will be provided with all applications received by the City for their individual arenas as well as the City-wide entitlement for each of those applicants on Friday, January 21, 2011.

The date by which the Board of Management facilities have to return their 2011-2012 allocation schedules for their arenas to PFR staff has also been adjusted to Friday February 4 from the originally scheduled date, January 21, 2011.

#### **Next steps**

Staff has reviewed the work plan and will be making the necessary changes to the target dates to ensure that the remainder of the allocation process proceeds smoothly and fairly. The revised work plan with the updated target dates and responsibilities will be forwarded to the City's Board of Management facilities as soon as possible.

While it has been necessary to make some minor adjustments to the work plan, generally the process has been working very well. We will continue to refine and enhance the process as we proceed.

I would like to acknowledge the positive participation that we have received from many of the Board facilities. I recognize that change can be difficult but the benefits of this process - and the four month advance to the usual timeframe - are significant service improvements for our user groups. I am confident that the new City-wide process will ensure that all Torontonians have equitable access to these valued community facilities in a transparent and accountable way.

Please contact me at any time if you have any further questions.

Yours truly,



Brenda Patterson  
General Manager  
Parks, Forestry and Recreation