

Toronto's Waterfront Renaissance:



BUILDING COMMUNITY WITH RECREATION



November 15, 2002

Dear Friends,

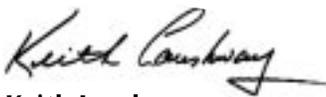
This report has been prepared by the Waterfront Regeneration Trust in collaboration with the Sport Alliance of Ontario and SCORE. The goal of this initiative was to determine the feasibility of integrating brownfield restoration needs and processes with facility design and programming for community recreation in a Toronto waterfront location. We believe that the report places the issues on the public agenda and demonstrates the feasibility of establishing a community recreation facility as an innovative Community Based Funding Partnership.

The project responds to a demonstrated need in the Toronto waterfront community for environmental rehabilitation and community recreation programming. We are convinced that this project will further the environmental, social and economic regeneration agenda on Toronto's waterfront, recognizing the important contributions that sport and recreation programs can make to community building.

The Waterfront Regeneration Trust gratefully acknowledges the financial support of the Ontario Trillium Foundation for this project. The Trillium Foundation is an agency of the Ministry of Tourism, Culture and Recreation, which receives annually \$100 million in government funding generated through Ontario's charity casino initiative.

In addition, we extend our thanks to the many people and organizations who gave of their time and talent to help develop the ideas in this report. In particular, we thank the IBI Group, Bregman + Hamann Architects, Weir & Foulds, Jeff Evenson, Paul Tranquada, Progressive Arena Development, Urban Strategies Inc, City of Toronto Parks and Recreation and the West Don Lands Committee for their input and support.

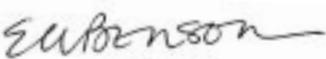
Let's work together to translate this vision into reality. We invite your comments on this exciting project - "Toronto's Waterfront Renaissance - Building Community with Recreation".



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The Waterfront Regeneration Trust has developed a reputation as a leader in urban regeneration, a specialized field that requires an understanding of the complex links among economic, environmental, and community issues. The Trust acts as the catalyst in bringing together ideas, resources, and people for regeneration of waterfronts, and the Lake Ontario Waterfront Trail is its signature project. The Sport Alliance of Ontario (SAO) is a private, non-profit organization representing the sport sector. Its members are Ontario's provincial sport organizations, parks and recreation agencies, scholastic sport groups, and sports and recreation administrators. S.C.O.R.E. is a network of experts and organizations working together to improve the quality and quantity of recreation opportunities for the citizens of Toronto. S.C.O.R.E. was formed to continue the urban recreation legacy developed through the Toronto 2008 Olympic Bid.



Waterfront Regeneration Trust



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1.0 EXECUTIVE SUMMARY

This report demonstrates the need for recreation facilities in existing and planned neighbourhoods on the Toronto Waterfront. The report provides a blueprint for a new approach to funding recreation facilities and a business plan that integrates environmental regeneration and recreational facility design and programming.

To increase the level of physical activity and to create a safer community, it is necessary to invest in new, convenient and accessible community recreation facilities. There is a demonstrated need for an additional supply of multi-purpose floor space (ice, soccer, lacrosse); there are vacant brownfield sites that have been dormant for decades; there is legislation to deal with the remediation of these properties; there is no better time to take these community challenges and turn them into opportunities.

The study examines eight sites in Toronto's central/eastern waterfront - the area south of Front Street between Parliament Street and Leslie Street. It evaluates these sites against four selection criteria for locating community recreation facilities called for in the City of Toronto's Secondary Plan for the Central Waterfront. In addition the study establishes eight additional criteria for evaluation including cost and revenue factors.

The Issues

The study addresses four main issues:

1. The Growing Gap Between Recreation Facilities and Population Growth

The need for community recreation facilities in Toronto is critical. The study shows that the largest gap between need for recreational facilities and supply is in downtown Toronto. To increase the level of physical activity and to create safer communities, it is necessary to invest in new, convenient and accessible community recreation facilities.

While there is a the gap between demand and supply of indoor ice facilities for every district within the City of Toronto, the gap in the South & Central district is two times greater than the city-wide average. When one considers the growing popularity of indoor sports such as indoor soccer and lacrosse that require the use of indoor ice facilities - as well as the growth of female leagues in these sports - the gap is even larger.

The study shows that there is a demonstrated need for an additional supply of multi-purpose floor space (ice, soccer, lacrosse). At the very least there is a need for one or more multi-pad, multi-purpose recreation facilities, to meet the recreation needs of the downtown neighbourhoods of St. Lawrence, Corktown and the new developments at Gooderham & Worts, the communities planned for the West Don lands, the Port Lands and the adjacent communities in Riverdale, Leaside and the Beaches.

2. Community Based Funding Partnership: A New Approach to Funding Recreation Facilities

The public sector does not have the fiscal capacity to build, own and operate community recreational facilities. At the same time the private sector does not appear able to deliver community services in the recreational fields that meet community needs.

To address this challenge, the study develops a self-sustaining funding model for the construction of urban recreation facilities. It is based on the notion of a Community Based Funding Partnership. This model will provide a blueprint for a new approach to funding recreation facilities that can act as a catalyst for urban revitalization and community building.

The study defines a Community Based Funding Partnership as a partnership between the City of Toronto and a community-based partner where assets, risk and accountability are shared to pursue a common goal. The City contributes land leased to the community based partner at no cost for 40 years, a loan guarantee against the capital cost of the recreation facility amortized over 40 years and an exemption from property taxes. The Community Based Partner is responsible for attracting capital and operating funds from investors and tenants to finance the design, construction and on going operations of the recreation facility. The study shows that variants of this model have been successfully implemented in Vaughan, Waterloo, Bucks County, PA, London and Calgary.

3. Provision of Community Based Recreational Services

Life long physical activity is an important part of a healthy lifestyle. Benefits of physical activity include reduction of both physical and psychological ailments. From a social perspective, studies have shown that physical activity and sport play are an important part in social integration and human development. The model presented in the study provides recreation programs for people of all ages in communities where there is currently a lack of facilities for indoor ice hockey, lacrosse and soccer.

The study identifies the following needs in growing downtown communities:

- **Youth recreation leagues:** lacrosse, indoor soccer and hockey;
- **Youth at risk programming:** lacrosse, indoor soccer and hockey as well as pickup basketball, skateboard and fitness;
- **Moms and Tots:** fitness and healthy active living programs;
- **Seniors:** fitness and healthy living programs, lawn bowling etc;
- **Adult recreation leagues:** lacrosse, indoor soccer and hockey
- **Programs for Girls and Women:** special focus is being given to these groups because there are few programs and facilities, and these groups represent the fastest growing segments for most sports.
- **Recreation Centres As Learning Centres:** other communities are installing internet access and computer labs into recreation facilities, providing affordable access to technology in community recreation centres where citizens feel comfortable trying something new and appreciate that help is just a step away.

The model presented in the study provides community sport and recreation programs that meet the need for healthy active living. These programs will address the needs of youth/adult/seniors and provide variety in fitness programming, convenient scheduling, and pleasant physical activity environments. Programs will be designed to offer coaching and referee certification that will provide job training and development of leadership skills for youth and allow cross programming and 'family' participation.

4. Brownfield Regeneration

This feasibility study builds on the environmental and planning work that has been completed by the City of Toronto and Provincial agencies, as well as community groups. It takes advantage of the City's proposed Secondary Plan for the Central Waterfront and the new provincial Brownfield legislation.

Much of the land slated for redevelopment in the south east of downtown Toronto has been degraded by former industrial uses. These lands are known as brownfields and offer significant opportunities for redevelopment under what has come to be known as 'smart growth'. The study notes that all three levels of government now provide more regulatory certainty and clear rules of process for brownfield regeneration. This allows the planning and environmental remediation processes to be integrated and streamlined so that investors, landowners, regulators and the community can proceed with certainty to quantify the costs of managing and improving environmental conditions on these lands.



Conclusions

- ▶ The business case demonstrates that it is feasible to design, build and operate a community recreational facility on the basis of a community based funding partnership.
- ▶ It is time for action. The need is demonstrated and the means to affect change now exist. To increase the level of physical activity and to create a safer community, it is necessary to invest in new convenient and accessible community recreation facilities. There is a demonstrated need for an additional supply of multi-purpose floor space (ice, soccer, lacrosse); there are vacant brownfield sites that have been dormant for decades; there is legislation to deal with the remediation of these properties; there is no better time to take these community challenges and turn them into opportunities. An urban recreation facility combined with a brownfield redevelopment will showcase the principles of Smart Growth and community-based development.
- ▶ This study has identified a proposed short list of sites for the recreational facility:
 - West Don Lands - South Cherry Street
 - The Port Lands - 595 Commissioners Street
 - The Port Lands - 300 Commissioners Street
- ▶ An integrated site remediation and development approval process has been proposed for the shortlist of brownfield sites recommended in this report. This process model builds on the work completed by a variety of agencies and stakeholders, including the Waterfront Regeneration Trust (1997), the Regional Planning Commissioners of Ontario (2000) and the Ontario Ministry of Municipal Affairs and Housing (2000). The approach makes clear the steps that need to be undertaken to move through the city's streamlined development approval process.
- ▶ Flood protection is another environmental and financing priority at all short-listed sites. This project could be a early demonstration of how to integrate brownfield remediation and flood protection into the development process. It is assumed in this business plan that the upfront costs of site preparation, including remediation and flood protection, will be covered by the land owner(s).
- ▶ The report summarizes the minimum requirements for a 2-pad 'neighbourhood' facility on an inner city site (the West Don Lands). The demand exists to expand these requirements to a 4-pad 'regional' facility where space is available (such as the Port Lands), in order to gain economies of scale.

- ▶ The facility will provide community sport and recreation programs that meet the need for healthy active living. Programs will be developed for youth, adults and seniors. Special focus will be given to providing equal opportunities for girls and women.
- ▶ The cost to build a 2-pad multi-purpose facility is estimated to be \$25M. The facility is expected to generate \$1.5M in revenue per year and operate on a breakeven basis. When fully utilized, the facility is expected to have rental agreements in place such that the facility is booked 80% of the time during Prime-time (weekdays from 6pm - 11pm, all day on weekends), 44% during Off-Prime Time (weekdays from 4pm-6pm) and 27% of the time during Non-Prime Time (between the hours of 6am-4pm on weekdays). In order to ensure the success of the facility it is necessary to add additional retail and rental amenities (coffee shop, newsstand, fitness center, learning center), which will integrate the facility into the community while ensuring that the facility has additional revenue sources.
- ▶ The proposed design concept features a range of recreational and retail functions. It offers a first floor lobby/gathering place that looks onto the playing surfaces, as well as out into the community. Community-based retail shops such as newsstands, coffee shops and convenience stores, are located on the first floor facing out to the street and into the facility. Fitness, Active Living exercise, meeting rooms and learning centres will be located on the second floor facing both the street and the playing surfaces.
- ▶ The financial information, design work, brownfield remediation work and stakeholder agreements will all be applicable to other districts and will serve as a blueprint for developing community facilities on former brownfield sites.

Recommendations

The business plan includes 7 recommendations which focus on moving the project forward into detailed design, environmental rehabilitation and protection and construction:

1. A working group should be struck to guide the project forward and to continue the consultative approach initiated in this study. Members of the working group should include senior staff from City of Toronto with interest in the project, TEDCO, Ontario Realty Corporation, Toronto and Region Conservation Authority, Ministry of Environment, the proponent(s) and potential tenants. One of the important responsibilities of the working group would be to ensure that the consultations initiated in this phase of the project are continued throughout the detailed design and construction stages.
2. The short list of three sites should be prioritized on the basis of availability and readiness of the interested parties to move forward.
3. The project team should be established and it should initiate negotiation of terms for a lease.
4. If it proves advantageous, the project team should consider an interim facility and develop a business plan for such an arrangement.
5. Once the preferred site has been identified the landowner should proceed with detailed site assessment and to prepare the remedial work plan, working closely with the facility design team.
6. Concurrent with the detailed design process, the project team should initiate discussion with the Toronto and Region Conservation Authority concerning specific requirements for flood protection measures; including timing of area-wide flood protection plans.
7. Once approvals are in place to construct the recreation facility, the project team should secure the investors and enter into agreements with selected tenants.

2.0 BACKGROUND

2.1 Objectives of this Study

This study assesses the need for recreation facilities in downtown Toronto, and establishes the feasibility of integrating brownfield redevelopment with facility design and programming for a new community recreation centre. The focus for this study is Toronto's central/eastern waterfront – the area south of Front Street between Parliament Street and Leslie Street. The project has six main objectives:

- ▶ To assess the need for community recreation facilities in Toronto.
- ▶ To develop a self-sustaining funding model for the construction of a new community facility, and provide a blueprint for funding of recreation facilities as a catalyst for urban revitalization and community building in other neighbourhoods.
- ▶ To provide recreation programs for people of all ages in communities where there is currently a lack of facilities for indoor ice hockey, lacrosse and soccer, and to service these growing neighbourhoods.
- ▶ To improve existing environmental conditions in the study area by focusing attention on brownfield regeneration.
- ▶ To establish a shared vision for a multipurpose community recreation facility on or near Toronto's waterfront. The facility would serve the downtown neighbourhoods of St. Lawrence, Corktown and the new development at Gooderham & Worts, along with adjacent communities in Riverdale, Leaside and the Beaches.
- ▶ To identify partners who are able to take the project forward into detailed design, environmental protection and construction.



Source: URBAN STRATEGIES INC.

This report demonstrates the need for recreation facilities in existing and planned neighbourhoods on the Toronto Waterfront. The report also provides a business plan that integrates environmental regeneration and recreational facility design and programming.

The project has the potential to be a catalyst for achieving community objectives in the renaissance of Toronto's waterfront. To spark action, this initiative focuses on the gap that now exists in consolidated information about environmental issues, overcoming the real and perceived risks associated with regeneration of derelict land, and the need for community recreation facilities.

This feasibility study builds on the environmental and planning work that has been completed by the City and Provincial agencies, as well as community groups. It takes advantage of the City of Toronto's proposed Secondary Plan for the Central Waterfront and the new provincial Brownfield legislation.

2.2 Assumptions

There are three main assumptions that underpin this feasibility study:

1. The recreational facility will be constructed on land currently owned by the public sector.
2. The site will be provided by the land owner in a condition appropriate for the intended use, or provide the funds needed to carry out remediation and flood protection where necessary.
3. There is a need to find alternative ways to fund construction and operation of community recreation facilities. Other municipalities have developed Community-based Funding Partnerships that are an evolution of Public/Private Partnerships, where recreation facilities are built on municipal land and benefit from public funding but are operated by community based organizations.

2.3 Measuring Feasibility

This report is intended to assess the feasibility of establishing a community recreation facility on or near the Toronto Waterfront. In order to determine if the facility concept is feasible, the project team developed a short list of questions to guide its research, consultations and business plan development. The questions touch on economic, environmental and community concerns:

2.3.1 Economic Concerns

- ▶ Are the assumptions in section 2.2 reasonable?
- ▶ Are expected remediation costs acceptable?
- ▶ Can the recreation facility break even?
- ▶ Are private investors interested in the project?
- ▶ Will a leasehold arrangement work?

2.3.2 Environmental Concerns

- ▶ Is it technically possible to restore environmental conditions for the intended use?
- ▶ Is it affordable?
- ▶ Are present landowners willing to take on their responsibility of remediation?
- ▶ What is needed in terms of flood protection to construct the facility?
- ▶ Does the facility concept improve existing environmental conditions?

2.3.3 Community and Social Concerns

- ▶ Does the community support the project?
- ▶ Is the project consistent with the proposed Secondary Plan for the Central Waterfront?
- ▶ Does the landowner(s) support the initiative?
- ▶ Does the project provide job opportunities for the existing community?
- ▶ Is the project consistent with the City's provisioning strategy for community recreation centres in existing and future neighbourhoods.
- ▶ Is the project consistent with the City of Toronto Parks and Recreation Division "Vision for Physically Active Children and Families"?



Source: Canadian Association for the Advancement of Women and Sport and Physical Activity

2.4 Our Approach: Building Consensus

Meaningful community engagement in planning processes and redevelopment projects is a large determinant of the livability of our city. At the present time, the City of Toronto is engaged in a public review of its proposed Secondary Plan for the Central Waterfront. Over the past decade there have been numerous public forums, consultations and opportunities for debate about the future of Toronto's waterfront.

In this study the project team undertook a series of consultations with community groups, landowners, potential investors and partners. Appendix 8.1 lists the organizations consulted in this study.

The consultations established several points of consensus that guided development of the business plan and the design concepts:

- ▶ There is wide support for a community recreation centre to meet urgent needs for programming and to act as a catalyst for redevelopment of the eastern waterfront/Port Area.
- ▶ Citizens want to see redevelopment that meets social, economic and environmental objectives.
- ▶ Diverse recreation programs are needed and informal outdoor facilities (such as basketball hoops and a skate board park) should be included.
- ▶ The recreation centre should include some leisure activities (e.g. a coffee shop; newsstand).
- ▶ The building design should complement the streetscape using appropriate scale and building materials that work to connect the new building to its surroundings.
- ▶ Streetscape quality is important.
- ▶ The development should contribute to improved environmental conditions.
- ▶ Public transit access is important.
- ▶ Public-private partnerships can work given prior agreement on financial and operational management issues.

3.0 The Need for Community Recreation Facilities

3.1 Health and Safety Risk of Physical Inactivity

The physical inactivity of Canadian children is now a serious health and social development issue.

A tremendous body of research has been completed which links physical inactivity to serious health issues including obesity, heart disease, and diabetes. A sampling of findings from recent reports is cited below:

- ▶ “Childhood obesity is on the rise and research suggests inactivity is to blame.”
Dr. Oded Bar-Or, Director of the Children’s Exercise and Nutrition Centre at McMaster University, and Chair, The Foundation for Active Healthy Kids.

- ▶ “Physical activity is proven to improve quality of life for children and is important in decreasing the risk of obesity, heart disease, depression, and a myriad of other health problems throughout their lives.”
Dr. Andrew Pipe, Honourary Chair of the Foundation for Active Healthy Kids and a doctor at the Ottawa Heart Institute.

- ▶ The percentage of overweight boys increased from 15% in 1981 to 35.4% in 1996
The percentage of overweight girls increased from 15% in 1981 to 29.2% in 1996
The percentage of obesity in children tripled over that period of time, from 5% to 16.6% for boys and from 5% to 14.6% for girls
Source: Tremblay, Mark S. and J. Douglas Willms, 2000, Secular Trends in the Body Mass Index of Canadian Children. Canadian Medical Association Journal. Vol. 163, No. 11, 1429-1433.

- ▶ Physical activity reduces stress, strengthens the heart and lungs, increases energy levels, helps you maintain and achieve a healthy body weight – and it improves your outlook on life.
Source: Health Canada, 2002

- ▶ “Poor lifestyle habits, such as unhealthy eating and physical inactivity, are major contributors to increased adult morbidity and mortality from chronic diseases. Over the past decade there has been an increase in sedentary lifestyle and obesity in children and adolescents, both in North America and worldwide. Physicians need to be aware of the scope of this problem, provide anticipatory guidance to families and promote **healthy active living** in their practices.”¹



Source: IDI

The body of research is extensive. The findings of this research are clear and compelling. We need to develop **healthy active living** programs for children and youth. One of the barriers to increasing physical activity is the lack of facilities. *The Report on Healthy Active Living for Children and Youth* (see footnote 1) recommends that physicians and health care professionals should advocate for the construction of safe recreational facilities, playgrounds, parks, bike paths, sidewalks and roads.

¹ Source: Leblanc, C. *Healthy active living for children and youth*. *Pediatric Child Health* 2002;7(5):339-345. Canadian Pediatric Society.

The Economic Burden of Physical Inactivity in Canada

The crisis in health care has focused attention on the fact that physical inactivity is costing taxpayers billions of dollars:

About \$2.1 billion, or 2.5% of the total direct health care costs in Canada, were attributable to physical inactivity in 1999. A sensitivity analysis (simultaneously varying each of the health care costs and PAF by $\pm 20\%$) indicated that the costs could be as low as \$1.4 billion and as high as \$3.1 billion. About 21 000 lives were lost prematurely in 1995 because of inactivity. A 10% reduction in the prevalence of physical inactivity has the potential to reduce direct health care expenditures by \$150 million a year.²

The Need for Safe Communities

The National Strategy on Community Safety and Crime Prevention encourages the use of public spaces like recreation facilities to reduce crime and increase community safety:

Recreational activities and spaces are important community resources for children and families.... Communities need to advocate for recreational facilities and programming on behalf of children and families. Some communities have helped sponsor facilities and programs through fund-raising initiatives....The impact of recreational initiatives will increase when children and families are given a chance to have input into the selection, design and operation of programs. It is important that programs reflect the needs of the community and that a variety of programs are offered.³

Physical activity and sport can no longer be considered a luxury. Healthy Active Living programs and facilities are important components of community building that will have a direct impact on the health and well-being of current and future communities in Toronto. The evidence suggests that investing in community recreation programs and facilities will reduce the costs of health care and crime prevention.

To increase the level of physical activity and to create a safer community, it is necessary to invest in new convenient and accessible community recreation facilities.



² "Physical inactivity represents an important public health burden in Canada. Even modest reductions in inactivity levels could result in substantial cost savings." ("The Economic Burden of Physical Inactivity in Canada" CMAJ 2000; 163(11):1435-40)

³ National Crime Prevention Council. "Preventing Crime by Investing in Families; *Promoting Positive Outcomes in Children Six to Twelve Years Old*", May 1997

3.2 The Gap Between Recreation Facility Demand and Supply

Existing Demographics

According to 2001 Statistics Canada census data, the City of Toronto had a population of 2,481,494 people. Table 3.2.1 shows the population breakdown by Parks and Recreation operational divisions and age groupings.

Table 3.2.1 Population Totals by Age Grouping (2001 Statistics Canada Census Data)

	AGE GROUP			District Total
	0-19	20-49	50-90+	
South & Central (former Toronto)	185,572	436,686	219,527	841,785
East (former Scarborough)	136,204	272,407	161,126	569,737
West (former Etobicoke and York)	115,806	224,712	136,996	477,514
North (former North York)	143,682	278,804	169,973	592,459
CITY TOTAL	581,263	1,212,609	687,622	2,481,494
% Population	23.4%	48.9%	27.7%	

Future Demographics

Statistics Canada Population data indicate that the population for the City of Toronto grew by 4% between 1996 and 2001. In order to project the population of the City of Toronto for 2006, Table 3.2.2 assumes that the population growth rate between 2001 and 2006 will be 4%, and the age distribution will remain roughly the same as Statistic Canada Population data.

Table 3.2.2: Population Estimate by Age Grouping (2006 Statistics Canada Projection); Population Growth Rate 4%

	AGE GROUP			District Total
	0-19	20-49	50-90+	
South & Central (former Toronto)	192,995	454,153	228,309	875,457
East (former Scarborough)	141,652	283,303	167,571	592,526
West (former Etobicoke and York)	120,438	233,701	142,475	496,614
North (former North York)	149,429	289,956	176,772	616,157
CITY TOTAL	604,513	1,261,114	715,127	2,580,754
% Population	23.4%	48.9%	27.7%	

Future Population Estimates Including New Waterfront Neighbourhoods

The City of Toronto Secondary Plan estimates an additional 40,000 housing units in the new waterfront neighbourhoods (East Bayfront, West Don Lands and the Port Lands). This represents a new population of approximately 65,000 people (assuming an average population of 1.7 people per housing unit).

Adding the population estimates for current and planned neighbourhoods in the South/Central district indicate that a community of approximately 100,000 people will exist on the eastern Toronto waterfront. This estimate represents a community that is equivalent in size to existing communities such as Oakville, Barrie and Kitchener-Waterloo.

The Gap Between Future Recreation Facility Demand and Existing Recreation Facility Supply

In February 2001, the City of Toronto launched its public consultation process. *Making Waves – Principles for Building Toronto's Waterfront* sets out a bold vision for our Waterfront. In particular, the Plan's objectives support the construction of community recreation centres on the waterfront. The City's Secondary Plan for the Central Waterfront provides the following direction to meet the anticipated need for recreation facilities on Toronto's waterfront:

- ▶ 4-6 centres at full build-out
- ▶ size is dependent on demand
- ▶ Good pedestrian and public transit access
- ▶ Highly visible from the street
- ▶ Ready access to outdoor playing fields and playgrounds (preferably a public park)
- ▶ One recreation centre for every 21,000 residents or a comparable combined residential and office worker population

A report submitted to the City of Toronto Parks and Recreation Division, Economic Development Culture and Tourism Department* calls for three or more community recreation centres for the new waterfront neighbourhoods mentioned in the previous section. It is also important to keep in mind that there is significant need for facilities in surrounding existing neighbourhoods as well.

Recreation Centre versus Indoor Ice Pad versus Community Centre?

The community recreation facility envisioned in this report is a hybrid of the current recreation model where recreation programs are offered either in indoor arenas or in community centres. There are a few examples in the City of Toronto where a variety of recreation programs are offered in multi-purpose community recreation centres (for example North Toronto CRC, Trinity CRC and Etobicoke Olympium). There is a growing trend toward 'clustering' recreation programs and facilities such that arenas are adjacent to community centres, parks and schools. The goal of this facility is to be a community 'sports complex', which combines recreation leagues in hockey, indoor soccer and lacrosse with Healthy Active Living and family participation programs such as skateboarding, rollerblading, fitness and learning programs.

Therefore, in order to estimate how many community recreation facilities are required to meet the needs of current and planned neighbourhoods in the South & Central district, it is necessary to assess existing indoor ice facilities as well as the community centres planned for the new waterfront neighbourhoods. The existing indoor ice pads are typically used for indoor recreation programs such as skating, hockey, indoor soccer and lacrosse. It should be noted however that the use of existing indoor ice pads for indoor soccer and lacrosse is limited by the overlap between these sports and the indoor ice season. Appendix 8.2 lists the indoor ice facilities for the City of Toronto.

* "Community and Emergency Services and Facilities Required in Conjunction with Waterfront Redevelopment", Mary Neumann, April 2001.

Existing Indoor Ice Supply

Table 3.2.3 illustrates that the South & Central district has a gap between demand and supply of indoor ice facilities, where there is one indoor ice pad for every 76,526 people, compared to the city-wide average of one pad for every 40,024 people. Some of this demand can be satisfied by existing outdoor artificial ice rinks (AIRs) in South and Central district. However the season for an AIR is restrictively short (Dec 1 - Feb 28), and adverse weather conditions can cause many disruptions to playing time. The current playing season for an AIR is 4 months (2 month hockey season and 2 month lacrosse season). So it could be argued that the 40 AIRs in South & Central district actually represent 13 playing surfaces (40 playing surfaces x 4-month season/12 month year). This reduces the facility deficiency in this district, but it does not eliminate it.



Table 3.2.3 : The Gap Between Existing Recreation Facility Demand and Supply based on 2001 Census Data

	District Total	Supply: Existing Indoor Ice Pads	Provision Level: Population Per Indoor Ice Pad	Supply: Outdoor Pads	Provision Level: Population Per Outdoor Ice Pad
South & Central (former Toronto)	841,785	11	76526	40	21045
East (former Scarborough)	569,737	18	31652	1	569737
West (former Etobicoke and York)	477,514	13	36732	18	26529
North (former North York)	592,459	20	29623	6	98743
CITY TOTAL	2,481,494	62	40024	65	38177

One option to consider in provisioning multi-purpose recreation facilities is to cover existing outdoor artificial ice rinks (AIRs), in order to provide year-round play on these surfaces. Scarborough, for example has converted most of their AIRs to community centres in the past decade. However, this option will be difficult to accomplish and expensive at most facilities in South/Central district, due to space limitations, parking issues and the loss of green space.

Participation data from Toronto sport associations indicate that any recreation facility built in the South/Central district will service 5,000 male and female hockey players, 2,500 male and female lacrosse players and 3,000 male and female indoor soccer players. (Appendix 8.3). This does not include the informal use of outdoor basketball courts, skate board parks etc. Examining the growth of female participation in hockey, and soccer (Appendix 8.4), it is apparent that much of the growth in demand for recreation facilities will come from the growth in female recreation leagues.

At a high level the number of indoor ice pads in the South & Central district is half that of the rest of the city. Which argues that there is a need for more indoor ice facilities in the South & Central district. Although these provision levels should be analyzed with respect to actual demand for ice in these neighbourhoods and the demand for other indoor sports such as indoor soccer and lacrosse, there is a real need now for indoor recreation facilities to meet the needs of existing neighbourhoods and the planned neighbourhoods of the waterfront redevelopment.

Table 3.2.4 shows how the recreation facility gap widens as the population grows. The gross service indicators in Table 3.2.3 and 3.2.4 suggest the need for facilities in South and Central district, in addition to the facilities identified and planned for the waterfront redevelopment. Population growth will generate more demand for ice and indoor playing surfaces in existing neighbourhoods.

Table 3.2.4: The Gap Between Future Recreation Facility Demand and Existing Recreation Facility Supply based on 2006 Population Estimates

	District Total	Supply: Existing Indoor Ice Pads	Provision Level: Population Per Indoor Ice Pad	Supply: Outdoor Pads	Provision Level: Population Per Outdoor Ice Pad
South & Central (former Toronto)	875,457	11	79587	40	21886
East (former Scarborough)	592,526	18	32918	1	592526
West (former Etobicoke and York)	496,614	13	38201	18	27590
North (former North York)	616,157	20	30808	6	102693
CITY TOTAL	2,580,754	62	41625	65	39704

In Summary:

- ▶ **The physical inactivity of Canadian children is now a serious health and social development issue.**

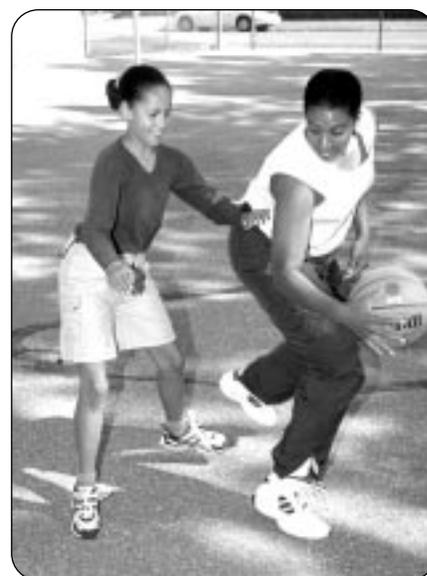
Existing neighbourhoods require recreation facilities and programming to promote Healthy Active Living and reduce the health risks due to physical inactivity.

- ▶ **The National Strategy on Community Safety and Crime Prevention recommends that increased sport & recreation opportunities aid crime prevention.**
- ▶ **There is an immediate need identified for several community recreation facilities to service existing South/Central neighbourhoods as well as planned neighbourhoods in the waterfront redevelopment.**

There is a need for a multi-purpose recreation facility that is consistent with the City’s provisioning strategy for community recreation centres in existing and future neighbourhoods.

- ▶ The community/recreation facilities should offer programs for indoor team sports, healthy active living programs for individuals and families, as well as socialising and learning opportunities.
- ▶ Programs and activities should be planned for males and females, children, teens, adults and seniors.
- ▶ Participation data from Toronto sport associations indicate that any recreation facility built in the south & central district will service 5,000 male and female hockey players, 2,500 male and female lacrosse players and 3,000 indoor male and female soccer players.

It is time for action. To increase the level of physical activity and to create a safer community, it is necessary to invest in new convenient and accessible community recreation facilities. There is a need for an additional supply of multi-purpose floor space (ice, soccer, lacrosse); there is no better time to take these community challenges and turn them into opportunities.



Source: Canadian Association for the Advancement of Women and Sport and Physical Activity

4.0 The Opportunity: Integrate Brownfield Restoration and Community Recreation

Toronto stands at an historic point in its development as a renowned place to live, work and to visit. The city's waterfront is widely recognized as the place where the quality of life for much of its population will be defined in a renaissance that integrates environmental protection, diverse economic opportunity and social harmony and vitality. Toronto now has the opportunity to move ahead with a comprehensive approach to waterfront community building that will set the standard for other urban developments in Toronto and elsewhere.

4.1 The Time is Right

There are several conditions that presently exist that work together to favour the planning, construction and operation of cutting edge community redevelopment projects such as a recreation centre, including:

- ▶ The Planning Context – the proposed Secondary Plan for the Central Waterfront
- ▶ Availability of Comprehensive Brownfield Legislation
- ▶ Significant Community Engagement



Source: Waterfront Regeneration Trust

4.1.1 The Planning Context – Toronto's Secondary Plan for the Central Waterfront

Over the past decade several planning and environmental studies have been completed that establish principles to guide decision making and priorities for waterfront redevelopment and the adjacent neighbourhoods. A report prepared by the Waterfront Regeneration Trust, *The West Don Lands* (1995) demonstrated that the goals of economic renewal, community well being and environmental health can be combined to promote redevelopment and job creation. To achieve these goals, a system of green infrastructure was proposed for the West Don Lands as a basic organizing framework that would realize flood protection, recreational, ecological and aesthetic goals. In addition, the Trust advocated for a progressive public policy framework to support environmental restoration and redevelopment of former industrial sites (brownfields). In subsequent publications, the Waterfront Regeneration Trust built on this approach and proposed an area-wide system of green infrastructure that provided a framework to reconnect the post industrial landscapes to the surrounding residential and business neighbourhoods (*Greening the Toronto Port Lands*, 1997). The idea of an area -wide green infrastructure is currently being further developed for inclusion in the proposed Secondary Plan for the Central Waterfront.

In February 2001, the City of Toronto launched its public consultation process with a statement of principles and 23 bold moves to catalyse regeneration of Toronto's Central Waterfront. *Making Waves – Principles for Building Toronto's Waterfront* sets out a bold vision for our Waterfront and suggests practical implementation strategies that would see the waterfront evolve over a period of 30 years. The City's proposed Central Waterfront Plan hinges on four core principles:

- 1.0 Removing barriers/making connections
- 2.0 Building a Network of Spectacular Waterfront Parks and Public Spaces
- 3.0 Promoting a Clean and Green Environment
- 4.0 Creating Dynamic and Diverse New Communities

The Plan expands on these 4 principles by identifying a series of “big moves” that will define the new Central Waterfront and provide needed infrastructure, and setting out policies to bring the vision to life. Each of these principles helps to set the stage for the development of a community recreation centre on the waterfront.

The Plan’s direction concerning new parks and public open space, for a clean and green environment and for dynamic, diverse new communities all support the construction of community recreation centres on the waterfront.

4.1.2 Brownfield Legislation Provides More Certainty

In order to attract private sector partners to the project, it is necessary to identify the site and to develop the business plan to incorporate environmental restoration, site design, capital requirements and expected operation costs. Clarity on the procedures and requirements for environmental site assessment, remediation and development approval will be key to providing the certainty investors require. With proclamation of the new provincial brownfield legislation in November 2001, the time is right to apply the new policy framework for brownfield redevelopment in a project that will showcase the principles of smart growth and community-based development.

The Brownfields Statute Amendment Act, 2001 endorses the application of risk-based decision making for brownfield remediation and provides municipalities and investors with new tools to increase certainty with respect to environmental costs and liabilities. This goes a long way to provide the certainty needed to move ahead with cost-effective brownfield redevelopment on Toronto’s waterfront.

In addition, the Port Lands currently owned and managed by TEDCO are subject to an agreement between the City of Toronto, the Ministry of Environment and TEDCO that implements *the area-wide soil and groundwater management strategy* that was developed by a multi-stakeholder group in the mid-1990’s. In 1998 TEDCO established a groundwater monitoring network on its properties in the Port Lands and has been managing its properties in accordance with the management strategy. Ontario’s new legislation, together with the existing area-wide soil and groundwater management strategy, provides a strong policy framework for moving ahead with cost-effective brownfield regeneration in the Port Lands and provides an important model that could be applied in the West Don Lands as well.

4.1.3 Community Initiatives

Citizens of Toronto have a long-standing interest in the development of their waterfront. More than a dozen community groups are currently involved in the public discussion concerning the future of the waterfront and many more are actively involved in habitat protection and restoration, trail maintenance and public education. The West Don Lands Committee, the St Lawrence Neighbourhood Association (SLNA), and Citizens for the Old Town have been particularly active in the study area, articulating their vision for the future of their neighbourhood and urging investors to protect and preserve the natural and built heritage of the area.

In October 2000 The West Don Lands Committee hosted a design workshop to develop community-based concepts for redevelopment of the West Don Lands. The results of that workshop have informed subsequent design and planning by the City and the team responsible for preparing Toronto’s bid to host the 2008 Olympic Games.

“The vision of the Plan is about creating an attractive and safe city that evokes pride, passion and a sense of belonging – a city where everybody cares about quality of life. A city with:

- vibrant neighborhoods that are part of complete communities;
- affordable housing choices that meet the needs of everyone throughout their life;
- attractive, tree-lined streets with shops and housing that are made for walking;
- a comprehensive and high quality transit system that lets people move around the city quickly and conveniently;
- a strong and competitive economy with a vital downtown;
- clean air, land and water;
- green spaces of all sizes and public squares that bring people together;
- a wealth of recreational opportunities that promote health and wellness;
- a spectacular waterfront that is healthy, diverse, public and beautiful;
- cultural facilities that celebrate the best of city living; and
- beautiful architecture and excellent urban design that astonishes and inspires.”

4.2 Site Location Options

Convenience and accessibility are critical factors in site selection for a community recreation facility. In an urban context, it is important that the facility is within walking distance for teenagers and it must be easily accessible by public transit. The redevelopment of Toronto's Waterfront, located at the foot of the Don Valley Parkway and the Gardiner Expressway with access to the Martin Goodman Recreational Trail provides a unique opportunity to plan for community recreational facilities within the downtown core of the City.

4.2.1 Site Selection Criteria

The City of Toronto's proposed Secondary Plan for the Central Waterfront suggests several selection criteria⁴ for siting community recreation facilities:

- ▶ Good pedestrian and public transit access
- ▶ Highly visible from the street
- ▶ Ready access to outdoor playing fields and playgrounds (preferably a public park)
- ▶ One recreation centre for every 21,000 residents or a comparable combined residential and office worker population

In addition to these criteria, the following criteria have been used to evaluate the proposed sites:

- ▶ Lot size
- ▶ Potential for outdoor fields
- ▶ Land cost/availability
- ▶ Remediation costs
- ▶ Construction costs
- ▶ Possibility of expansion
- ▶ Accessibility (transit/bike path/walking)
- ▶ Other revenue potential



Source: Waterfront Regeneration Trust



Source: Waterfront Regeneration Trust

In addition, potential sites need to be able to service:

- ▶ the residential neighbourhoods of the Beaches, Riverdale, South Rosedale and Leaside, St. Lawrence, Corktown and the new development at Gooderham & Worts
- ▶ the planned neighbourhoods in the West Don Lands and eventually in the Port Lands
- ▶ the residential base of Downtown Toronto .
- ▶ Canada's financial core (over 100 million square feet of office buildings), and the industrial base operating within the core of the City.

⁴ City of Toronto, *Making Waves Principles for Building Toronto's Waterfront. Proposed Secondary Plan for the Central Waterfront*, October 9, 2002

Sites Evaluated

ADDRESS	LOCATION	LAND SIZE	LANDOWNER
1 West Don Lands	Mill & Cherry Street	5 acres	ORC
2 300 Commissioners	N side of Commissioners between Bouchette & Saulter St.	5 acres	TEDCO
3 595 Commissioners	Leslie & Commissioners	12 acres	TEDCO
4 6 Carlaw Ave.	Lakeshore & Carlaw	4 acres	Private
5 281 & 301 Commissioners ST	South side of Commissioner, between Basin St., Bouchette St. & Saulter St.	5 acres	TEDCO
6 101 Commissioners ST	South Side of Commissioners between Don Roadway & Saulter St.	5 acres	TEDCO
7 185 Villiers	185 Villiers Street	Approx. 10 acres	TEDCO
8 50 Booth Ave	Booth between 435 Eastern and Lakeshore		City of Toronto



Site Location Analysis

ADDRESS	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
6 Carlaw Ave.	<ul style="list-style-type: none"> • Frontage 	<ul style="list-style-type: none"> • Lot Size - too small • Private ownership (TEDCO lease) 	<ul style="list-style-type: none"> • Mayfair Tennis Club 	
595 Commissioners	<ul style="list-style-type: none"> • Size of existing building • Proximity to Martin Goodman Trail • Adjacent to Ship Channel • Large site 	<ul style="list-style-type: none"> • Rail siding • Adjacent cement crushing 	<ul style="list-style-type: none"> • Program expansion - Outdoor soccer • Link to bike trail, Commissioners street and Ship Channel • Gateway to Lake Ontario Park • Showcase environmental remediation 	<ul style="list-style-type: none"> • Film Studios • Relocation of Port
300 Commissioners	<ul style="list-style-type: none"> • Retail frontage on 2 sides • “Clean site” • Proximity to Martin Goodman Trail 		<ul style="list-style-type: none"> • McCleary Park 	<ul style="list-style-type: none"> • Possible film studio site
281 & 301 Commissioners	<ul style="list-style-type: none"> • Retail Frontage 	<ul style="list-style-type: none"> • Sever for Municipal Parking? 		<ul style="list-style-type: none"> • Possible film studio site
101 Commissioners	<ul style="list-style-type: none"> • Retail Frontage 	<ul style="list-style-type: none"> • Rail siding through site 	<ul style="list-style-type: none"> • Existing concrete pad 	<ul style="list-style-type: none"> • Possible film studio site
185 Villiers	<ul style="list-style-type: none"> • Size • Retail frontage on 2 sides 			<ul style="list-style-type: none"> • Possible film studio site
West Don Lands	<ul style="list-style-type: none"> • Synergies with neighbourhoods and public schools • Site identified as parks and open space in the proposed Secondary Plan • Community support • Proximity to Martin Goodman Trail 	<ul style="list-style-type: none"> • Size - no room for expansion 	<ul style="list-style-type: none"> • Synergy with new neighbourhood and high school • Tie into rail line theme • Kick start remediation and parks in neglected area • Increase potential value of proposed residential development 	<ul style="list-style-type: none"> • Potential for delays caused by construction of the berm (flood proofing)
50 Booth Ave	<ul style="list-style-type: none"> • Location 	<ul style="list-style-type: none"> • Currently in use by the City of Toronto 		

4.2.2 Proposed Short List of Sites

Analysis of the strengths and limitations of the potential sites resulted in the following short listed sites.

1. **West Don Lands – South Cherry Street**
2. **The Port Lands – 595 Commissioners Street**
3. **The Port Lands – 300 Commissioners Street**



Source: URBAN STRATEGIES INC.

4.3 Environmental Priorities at Short Listed Sites

West Don Lands

A number of studies were completed by the City of Toronto during 1988-91 as part of its project for residential redevelopment of the West Don Lands (formerly Ataritari). This work included assessment of soil and groundwater quality, air quality, noise and vibration, flood protection and health risk assessment. These early assessments indicated that the area is not constrained by soil and groundwater conditions at all locations. The Trust carried out further work that used the available data to update the assessment of soil and groundwater conditions and to identify environmental management priorities. The results of this work indicated that, on the basis of available data, the South Cherry Street site is likely not highly constrained by soil and groundwater conditions.

4.3.1 West Don Lands - South Cherry Street

South Cherry Street site is located at Mill and Cherry Street and extends south to the rail berm. It comprises 2.8 ha (6.8 acres).

While additional site assessment is needed in advance of preparing a remedial work plan, the South Cherry Street site is expected to meet MOE criteria for commercial/industrial use, with some limited areas of heavy metal (predominately lead) and organic contamination (poly aromatic hydrocarbons) that might require removal or treatment as part of a redevelopment project. The site design for



this project will include paved areas and/or green space; so there exists the opportunity to integrate site design with remedial strategies to ensure protection of health and safety in the most cost-effective manner.

The next step would be to carry out additional soil and groundwater testing and to implement an area-wide groundwater monitoring program at the West Don Lands. This work would also meet one of the City's requirements in lifting the Holding Designation on the zoning for the West Don Lands. Coupled with site testing, it will be necessary to integrate the detailed design work with flood protection measures as part of the overall site preparation for the West Don Lands redevelopment initiative. Flood protection measures and soil and groundwater assessment would be the first step in an innovative area-wide environmental management plan (EMP) for the whole West Don Lands property, and the South Cherry Street site would be an early part of this EMP.

The Port Lands

The legacy of the industrial and port-related uses that predominated in the Port Lands until the 1970's is reflected in the presence of soil contamination (usually in the shallow zone of fill) and localized zones of groundwater contamination. Over the past decade there have been numerous studies to determine the nature and extent of soil and groundwater contamination in the Port Lands. In total, some 90 properties have been assessed and several have been cleaned up to allow for reuse and/or property transactions.

While environmental conditions vary from site to site, enough is known to be able to say that properties in the area are likely contaminated with one or more of the following:

- ▶ Heavy metals (copper, lead, zinc and arsenic)
- ▶ Sodium and other chemicals associated with salt storage and use
- ▶ Petroleum hydrocarbons (constituents of gasoline, diesel and heavy oil)
- ▶ Volatile organic compounds
- ▶ Semi volatile polycyclic aromatic hydrocarbons (associated mainly with coal and coal by-products)

Like the West Don Lands property, the Port Lands lie in the floodplain of the Don River. Prior to construction it may be necessary to ensure that the recreation centre is protected from flood waters as part of the area-wide flood protection scheme now under consideration by the Toronto and Region Conservation Authority.

4.3.2 The Port Lands - 595 Commissioners Street

The corner of Leslie Street and Commissioners Street is a place in the Port Lands where public uses are already emerging. The Lake Ontario Trail makes its way to Tommy Thompson Park on the west side of Leslie Street along the edge of the existing community gardens. 595 Commissioners Street is a 5 ha site owned by TEDCO. It was leased for metal recycling before its more recent use by the film industry. Available site information indicate that 60% of the site is affected to an average depth of 1metre with inorganic and petroleum hydrocarbon contamination. Levels of contamination exceed MOE guidelines for industrial/commercial use as well as residential/parkland use. The site is overlain by a heterogeneous layer of debris including asphalt, rubble glass, clinker, etc. In addition, a large fuel storage tank was reported on site as well as 2 drums of light ballasts with greater than 1,000 ppm PCB. There were no groundwater data available for this review.



In July 2002, TEDCO leased the property to a movie production company for a period of 4 months. (i.e. until November 2002). The building was brought up to standards needed by the tenant. No environmental site assessment or remedial work was carried out.

4.3.3 The Port Lands - 300 Commissioners Street

Suncor carried out a site remediation project at 300 Commissioners Street in 1996-97. An engineered bioremediation cell was constructed to restore soil quality to industrial/commercial criteria. A barrier was placed to a depth of 3.5m around the west, south and east walls of the excavation to separate treated solid from untreated material at the boundary. Within the perimeter of the site the test results indicated the soil quality meets MOE guidelines for Industrial/commercial use. Table B Residential/parkland criteria were exceeded for TPH heavy oil at some locations, and for benzo(a) pyrene at one location.



4.4 Remedial Strategies

When contamination is known or suspected at a property and a land transaction or change in land use is being considered, it is common practice for a landowner to carry out a site assessment and site restoration process. The site restoration process commonly used in Ontario is described in the *Guideline for Use at Contaminated Sites in Ontario* (MOE, 1997). It has 4 basic steps:

1. Initial Site assessment (Phase 1 Environmental Site Assessment)
2. Detailed Site Assessment (Phase 2 Environmental Site Assessment)
3. Preparation of a Remedial Work Plan
4. Completion (confirmation of restoration/verification).

Step 3 in the site restoration process involves preparation and implementation of a remedial work plan to remove, treat or otherwise manage the contamination found on the site. Once the remedial work plan has been implemented site conditions will have been restored so that it is suitable for the intended use. The remedial work plan typically includes six components:

- ▶ a decision on the site restoration approach to be used (Background, Generic, Stratified or Site Specific Risk Assessment) assessment of the options for removal, storage and/or treatment of contaminated material
- ▶ detailed design and implementation plans
- ▶ integration of community considerations
- ▶ treatability studies/assessment of technologies
- ▶ Certificates of Approval or permits where needed
- ▶ monitoring and verification sampling methods to be implemented

Remedial methods can be grouped into three basic categories: Excavation and off-site disposal; Destruction; and Isolation/Containment. In order to identify the site restoration methods that could be appropriate for use at a given site, it is important to have detailed information about the physical nature of the site as well as the nature and extent of contamination. Experience to date in redevelopment in the Port Lands indicates that excavation and off-site disposal remains the most cost-effective solution in most cases. Bioremediation and thermal desorption methods have also been used successfully. Experience also shows that there is not a “one size fits all” approach to remedial methods. What matters is a rigorous technical evaluation of remedial options for a specific redevelopment proposal, and the opportunity for public input into decisions that affect community health and well-being.

The site restoration options that might be used for a particular site can be evaluated after:

- ▶ the nature and extent of contamination is known
- ▶ the physical/spatial/technical constraints are understood
- ▶ clean up goals and site specific remediation criteria are established
- ▶ building and site design for the proposed redevelopment have been considered in light of the environmental priorities

A remedial work plan evaluates the various contaminant management approaches that could be used at a site given the conditions and the intended land use. Technical, financial and administrative criteria to select the contaminant management alternatives are ranked to determine their importance for a particular project. Involvement of all stakeholders in the ranking of the criteria can be an important part of the consensus-building process.

In most cases, a specialist in consultation with the proponent's team and other interested stakeholder groups develop the screening questions and a ranking matrix that makes sense for a given project. The result of applying the matrix is usually a short list of preferred remedial management options (i.e. proposals for how the site might be restored). The remedial methods or contaminant management scenarios would be evaluated by answering key questions such as those listed below and then ranking the scenarios according to the answers.

EVALUATION CRITERIA	KEY QUESTIONS
Technical Effectiveness	<ul style="list-style-type: none"> • Can the method reduce the contamination to levels acceptable to human health? Are there proven case studies? • What is the status of development of the remedial method? At what scale have the technologies been applied? • Can the remedial method effectively address the contaminants of concern? • Can costs be predicted with sufficient certainty? • Is there potential for disruption of recreational, business, transportation or other activities during or after the remedial activity? • Can the remedial method address the projected volume of impacted material? • Do physical limitations of the site render any options ineffective?
Long Term Performance	<ul style="list-style-type: none"> • Will the method provide long-term control of the contaminant levels? • Is on-going monitoring required? If so, can this be carried out in a cost-effective manner?
Health & Environmental Risk	<ul style="list-style-type: none"> • Does the remedial method comply with applicable guidelines and legislative requirements? • Does application of the method protect health and safety of workers, the general public and the environment? Does it work with the contaminant of concern to achieve the clean up levels required? • Does the remedial method present any other human and ecological health risks during restoration? Can these risks be mitigated?
Regulatory Approvals	<ul style="list-style-type: none"> • What approvals are required, what is required for approval and how long will approvals take to obtain?
Environmental Assessment Requirements	<ul style="list-style-type: none"> • Will environmental assessment (EA) requirements be triggered?
Practical Application	<ul style="list-style-type: none"> • How complicated will the design be considering site-specific data? Is the remedial contractor available locally? • Does the restoration method require a specialist contractor?
Community Views	<ul style="list-style-type: none"> • How will the restoration plan affect the neighborhood? Can community concerns be adequately addressed?
Implementation Period	<ul style="list-style-type: none"> • How long will the restoration take?
Passive/Active Care	<ul style="list-style-type: none"> • How much maintenance will the option require?
Capital Cost	<ul style="list-style-type: none"> • What is the capital cost for full implementation of the option?
Long Term Operation & Maintenance Cost	<ul style="list-style-type: none"> • What is the projected cost of operating and maintaining the environmental management system?

4.5 An Integrated Review and Approval Process

The redevelopment of post-industrial lands can be a complex, time-consuming and expensive process. Successful brownfield redevelopment projects have several features in common, including:

- ▶ Certainty about environmental management/cleanup requirements and associated costs
- ▶ Active engagement of local authorities in making requirements clear and timely review and approvals
- ▶ Engagement of all stakeholders, including the local residents and business owners, in decisions that affect their community
- ▶ Sharing of best practice and precedents concerning design, partnership models and policies that work
- ▶ Achievement of several community objectives concerning environmental, social and economic regeneration
- ▶ A high standard of landscape and built form design and function.

Over the past decade a diverse group of stakeholders interested in redevelopment of former industrial sites have worked together to develop innovative approaches to brownfield redevelopment to stimulate investment in innovative design, environmental technology development and information sharing. In the 1990's the Waterfront Regeneration Trust worked with TEDCO, port areas users and the Ministry of Environment to develop an area-wide approach to soil and groundwater management in the Port Lands. This initiative resulted in a 1997 memorandum of understanding between TEDCO, the City and MOE to implement the area-wide approach. The key idea in this work was to use the fact that much of the land in the study area is under the ownership/management of one entity. Consolidation of property offers important opportunities to monitor environmental conditions, and to manage environmental restoration and protection priorities at a scale that is cost-effective.

Over the past decade there have been important changes to provincial and municipal planning and approval processes to ensure protection of health and safety while achieving the City's social and economic objectives. The proposed Secondary Plan for the Central Waterfront calls for development of further refinements to make the development approval process better integrated with the environmental site assessment and restoration processes. In particular, the City is giving consideration to designating the central waterfront as a *development permit area*. Under Section 70.2 of the Planning Act a municipality may establish a Development Permit System to control development. This system allows a streamlined municipal approval system by consolidating the current zoning, site plan control and minor variance processes into one process. It also offers a more flexible approach to zoning by allowing a broader range of uses, incentives or alternative requirements if certain performance standards can be satisfied. Development Permit by laws would apply to development precincts and would include environmental conditions and requirements, including those related to water and sewers, flood protection, soil cleanup, groundwater protection, storm water management, natural heritage features and functions, and construction-phase environmental impacts, (*Making Waves*, pg 50).

Next Steps

There is now an opportunity to integrate the planning and environmental remediation processes to streamline and clarify the process so that more certainty can be provided to investors, landowners, regulators and the community. Figure 4.5.1 illustrates an integrated site remediation and development approval process that makes clear the steps that need to be undertaken to move through the city's streamlined development approval process. This process model builds on the work completed by a variety of agencies and stakeholders, including the Waterfront Regeneration Trust, the Regional Planning Commissioners of Ontario, the City of Toronto, and the Ontario Ministry of Municipal Affairs and Housing.

TASK	LEAD RESPONSIBILITY
Complete detailed site assessment on soil and groundwater conditions	Landowner (TEDCO/ORC)
Prepare remedial work plan based on risk assessment – consistent with details on facility footprint and design	Landowner (TEDCO/ORC) and Project Proponents
Advertise and hold public meeting	Proponent
Carry out Peer review of proposed remedial work plan	Landowner (TEDCO/ORC)
MOE reviews risk assessment and proposed environmental mgt plan; City receives MOE comments	MOE, City, Proponents
Approvals issued by City (e.g. zoning, building permit)	City
Implementation: Remedial Work Plan (RWP) and construction	Landowner (TEDCO/ORC) +proponents

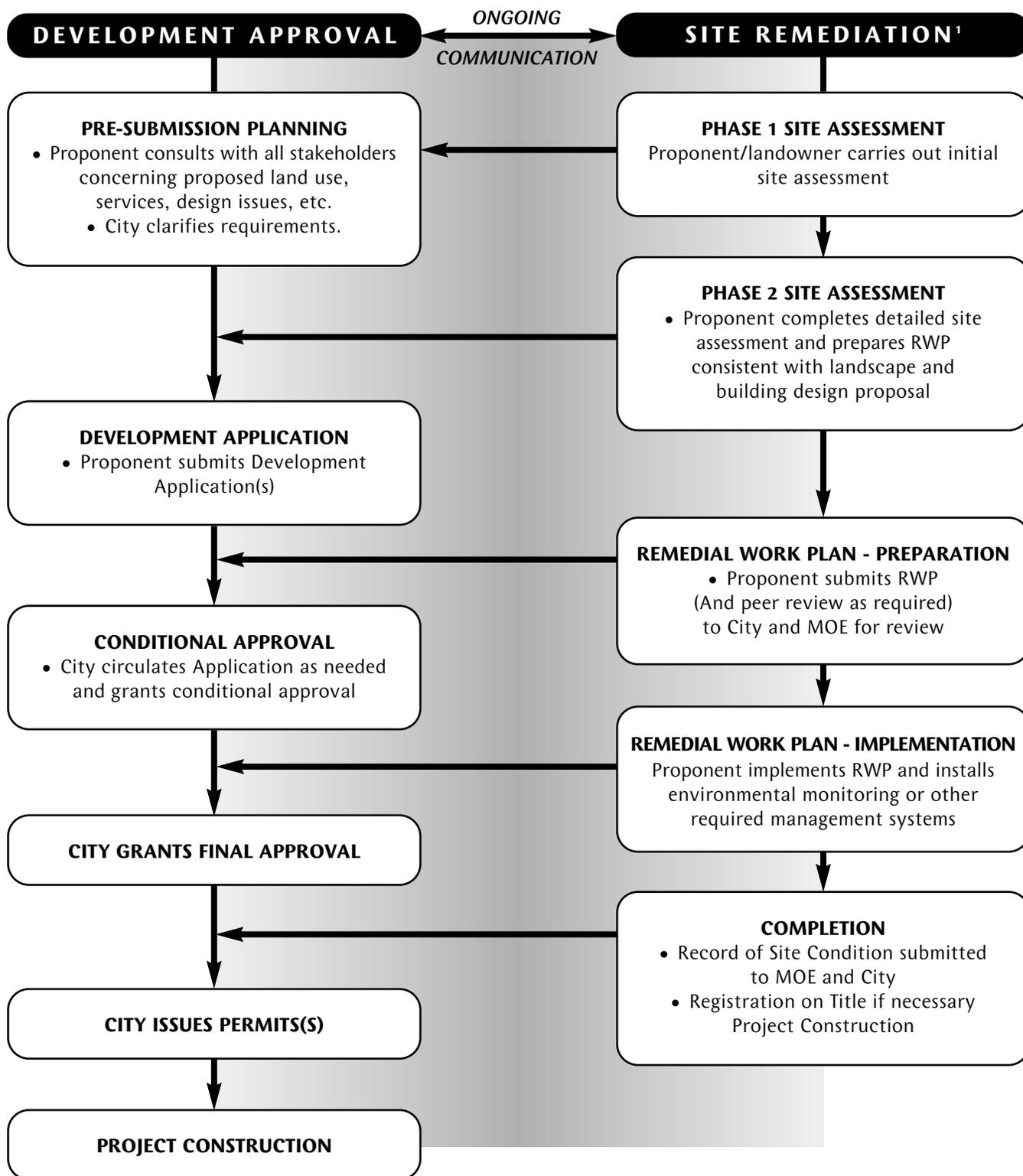


Source: Waterfront Regeneration Trust



Source: Waterfront Regeneration Trust

Figure 4.5.1: An Integrated Approach to Brownfield Redevelopment



¹ For additional information see Guidelines for Use at Contaminated Sites in Ontario, Ministry of Environment, 1997.

5.0 BUSINESS CASE

In preparing this business case the study team consulted with community groups, recreation industry experts, facility managers, as well as potential investors and tenants. The business case is the result of input and industry knowledge received from these groups.

Mission Statement for the Recreation Facility

“Our mission is to enhance the quality of life in our city by providing Sport and Recreation Programs for Everyone. Our aim is to link Community Building, Youth Development and Healthy Active Living through participation in sport and recreation programs.”



Source: sk8picks.com

GOALS:

- ▶ Design/Build/Operate a multipurpose recreation facility to provide programs for Healthy Active Living for youth, adults and seniors.
- ▶ Develop a self-sustaining Community-Based Funding Partnership for urban recreation facilities. The vision is to partner with the City to fund a recreation facility where the facility is built on public land, funded by both public and private contributions, and operated by a community based organization.
- ▶ Develop a blueprint for funding recreation facilities as a catalyst for urban revitalization and community building in other communities.

What is a Community-Based Funding Partnership?

At a high level a Community Based Funding Partnership is defined as a partnership between the City and a community-based partner where assets, risk and accountability are shared to pursue a common goal. As the lead partner the City would contribute land (in this case a remediated brownfield site), financial backing and tax exemptions. The community-based partner would provide capital and operating funds – from contributions by the community and investors – in order to design, build and operate the recreation facility. The community partner would be responsible for attracting investors and tenants.

The ultimate goal of the partnership is to build a self-sustaining, self-sufficient recreation facility that offers Healthy Active recreation programs for the benefit of all members of the community.

5.1 Assumptions: Requirements for Self-sufficiency

In order build a self-sufficient financial model for a recreation facility the following assumptions were made:

- ▶ Land: the City – acting as landowner – would contribute a brownfield site that is to be remediated as described in section 4.
- ▶ Landowner leases land to building owner/manager at no cost for 40 years. In 10 year renewable agreements.
- ▶ Buildings: loan guarantee from the City, amortized over 40 years
- ▶ Fixtures: financed at commercial rates over 10 years
- ▶ Equipment: financed at commercial rates over 5 years
- ▶ All financial calculations are based on a 2 pad multi-purpose facility. We assume that the economics should improve slightly for a 4 pad multi-purpose facility due to efficiencies from economies of scale.
- ▶ Property Tax: The facility will be property tax exempt.
- ▶ Construction Costs: are based on \$170/sq ft for the actual arena space, \$100/sq ft for all other space. Construction cost estimates are included in Appendix 8.5

5.2 Program Priorities: Healthy Active Programming for Youth/Adult/Seniors

The facility will provide community sport and recreation programs that meet the need for healthy active living as follows:

- ▶ address the needs of youth/adult/seniors;
- ▶ provide variety in fitness programming, convenient scheduling, and pleasant physical activity environments.
- ▶ offer coaching and referee certification that will provide job training and development of leadership skills for youth.
- ▶ allow cross programming and ‘family’ participation;

The facility will take advantage of its central location and proximity to downtown in order to offer a variety of recreation programs at different parts of the day. Where most single use facilities are quiet during non-prime time (between the hours of 9am-4pm on weekdays), this facility will offer specialized programs for Moms and Tots and seniors. This facility will also offer specialized programs for School groups and the downtown workforce during off-prime time hours (6am-9am and 4pm-6pm on weekdays).

PROGRAMMING FEATURES :

Programs will be developed to service “at risk” kids in the inner city and allow them to participate in sports not currently serviced in the downtown area. Coaching and referee training will also be available for this group, which offers ideal job training opportunities as well as leadership development.

Also, special focus will be given to providing equal opportunities for girls and women.

Identified needs are as follows:

- ▶ YOUTH RECREATION LEAGUES: Lacrosse, Indoor Soccer and Hockey
- ▶ YOUTH AT RISK PROGRAMMING: Lacrosse, Indoor Soccer and Hockey as well as pickup basketball, skateboard and fitness
- ▶ MOMS AND TOTS: fitness and healthy active living programs
- ▶ SENIORS: fitness and healthy living programs, lawn bowling etc
- ▶ ADULT RECREATION LEAGUES; Lacrosse, Indoor Soccer and Hockey

5.3 Precedents in Other Communities

While preparing this feasibility study the team toured and/or researched several new recreation centers, in order to study the facility design, the management structure and the funding model. From this research several trends were noted:

Trends in Recreational Facilities

- ▶ High Quality, Multi-purpose facilities: used as a catalyst for community building and urban revitalization. ‘Neighbourhood’ and ‘Regional’ facilities.
- ▶ Healthy Active Programming: cross programming and ‘family’ participation.
- ▶ Convenience/Accessibility: Walking distance for teens and accessible by public transit
- ▶ Board of Management: Community Involvement in Facility Management
- ▶ Recreation Master Plans: several cities have conducted recreation master plans in order to set recreation standards and garner public input and support.
- ▶ Community-Based Funding Partnership(CBFP): facilities built on municipal land and benefit from public funding, operated by community-based organizations.
- ▶ Programs for Girls and Women; special focus is being given to these groups because they have less access to programs and facilities and this group represent the fastest growing segments for most sports.
- ▶ Recreation Centres Become Learning Centres: other communities are installing internet access and computer labs into recreation facilities, providing affordable access to technology in community recreation centres where citizens feel comfortable trying something new and appreciate that help is just a step away.

The study team chose six recreation facilities that are summarized in Table 5.3.1, which demonstrate some or all of the trends in recreation facilities. Facility descriptions are provided in Appendix 8.6

Table 5.3.1: Precedents in Other Communities

NAME	LAND SIZE	LANDOWNER	COST	STRENGTH	WEAKNESS
Coffee Time Soccer Centre – Vaughan Ontario	25 acres	ORC/City of Vaughan	\$15M	size	Single use
Downsview Hangers – Downsview Ontario	N/a	Canada Lands	N/a	Multit-pad Multi-purpose	Single use
Grundy Recreation Center – Bucks County, PA	7.2 acres	Grundy Foundation	N/a	Remediated Brownfield Site	Single use
Rim Park – Waterloo, Ontario	500 acres	City of Waterloo	\$56M	Multi-purpose	Cost
Sports Village – Vaughan, Ontario	32 acres	City of Vaughan	\$25M	sportpark	Single use
Western Fair Sports Arena – London, Ontario	6 acres	Western Fair Association	\$17.5M	Design Olympic ice	Single use
Westside Recreation Centre - Calgary	Approx. 10 acres	Westside Regional Recreation Society	\$30M	Healthy active living	Shortage of team sports; limited to local members

5.4 Space Requirements

Based on discussions with facility managers and industry experts, the study team has summarized the minimum requirements for a 2-pad facility on an inner city site (the West Don Lands) in Table 5.4. The demand exists to expand these requirements to a 4-pad facility where space is available (such as the Port Lands), in order to gain economies of scale. In addition, in order to ensure the success of the facility it is necessary to add additional amenities, which will integrate the facility into the community while ensuring that the facility has additional revenue sources.

Facility Features

- ▶ 83,000 square foot Sports Complex located in the heart of Toronto's Waterfront redevelopment.
- ▶ 2 NHL sized (85 ft by 200 ft) multi purpose playing surfaces with ice-making capabilities.
- ▶ 8 extra large dressing rooms (over 750 square feet each) and 2 officials rooms,
- ▶ Sports Medicine Clinic, Offices and Fitness Studios on the second floor
- ▶ First floor Retail space to serve both the sports complex and the immediate neighbourhood
- ▶ Meeting rooms, fully equipped with state of the art audio video equipment
- ▶ Laundry facility
- ▶ Storage Facilities

Table 5.4: Space Requirements

BUILDING SPACE TYPE	DIMENSIONS	AREA (sq ft)	QUANTITY	RENTABLE SPACE	COMMON SPACE	NET SPACE
Offices - enclosed	25' x 30'	750	5	3750		3750
Office - open plan	25' x 25'	625		0		0
Meeting/ Multipurpose room	25' x 25'	625	3	1875		1875
Training Room/Clinic	150' x 30'	4500	3	13500		13500
Lobby	100' x 30'	3000	1	3000		3000
Retail Store(s)	25' x 30'	750	8	6000		6000
Storage	25' x 30'	750	7	5250		5250
Retail/Office				33375		33375
Sports Arena (2) - Hockey	85' x 200'	17000	2	34000		34000
Dressing Rooms	25' x 25'	625	10	6250		6250
Public Restrooms	20' x 15'	300	10	3000		3000
Audience Seating Area	30' x 200'	6000	1	6000		6000
Arena				49250		49250
Corridor/Stairs/Elevator		% Rentable Space	40%		33050	33050
Mechanical/Electrical Rooms		% Rentable Space	60%		49575	49575
Gross Building Area				82625	82625	165250

5.5 Design Concepts

Exhibits 2-6 are renderings for two multi-purpose recreation facility design concepts. The first drawing in **Exhibit 2** displays a 2-pad 'neighbourhood' facility at the **South Cherry Street** site, located at Mill and Cherry Street in the West Don Lands. The drawing shows the facility viewed from the south-eastern border of the property looking west to the Gooderham & Worts developments. This drawing depicts how a derelict brownfield site can be developed into an aesthetically pleasing community facility where residents meet to socialise, exercise, shop and learn.

Exhibit 3 displays the **South Cherry Street** site viewed from the northwest of the Mill and Cherry Street.

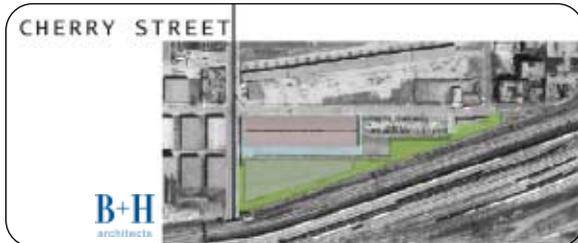


Exhibit 2



CONCEPT DESIGN CREATED BY MARCELLA ROMITA

Exhibit 3



CONCEPT DESIGN CREATED BY MARCELLA ROMITA

The architecture of the exterior of this building is designed to suit the neighbourhood. The building is located at the street corner with the community-based retail facing the street, so that walk-in traffic enters from the street. The building buffers the neighbourhood from the parking lot and the railway line, south of the building. The Sport Park is located in the foreground of the picture and is designed to offer skateboarding, BMX bikes and rollerblading. A playground for younger children can be located west of the Sport Park.

Exhibits 4 and 5 are drawings of facilities at **595 Commissioners Street** and **300 Commissioners Street** respectively. These facilities could be either 2-pad or 4-pad facilities. A 4-pad facility on either of these sites would qualify as a Regional Centre, which would offer better economies of scale, as well as the ability to host tournaments and large conventions and tradeshow.



Exhibit 4

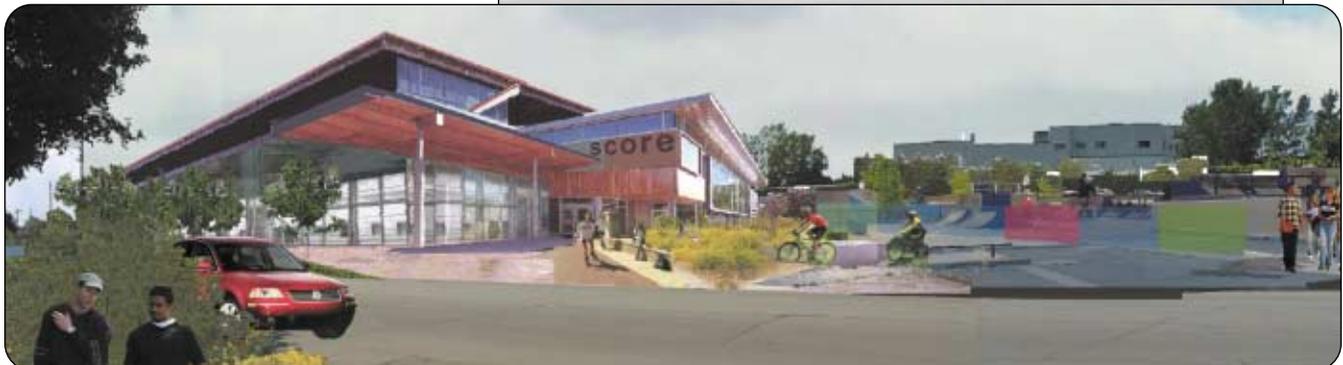


CONCEPT DESIGN CREATED BY MARCELLA ROMITA

The **595 Commissioners Street** facility in **Exhibit 4** shows the existing bike path along Leslie Street, which highlights the excellent accessibility of this facility - by bike path and public transit - from both downtown and eastern communities. The **300 Commissioners Street** facility in **Exhibit 5** is viewed from McCleary Park looking west across Bouchette Street, which highlights the connection between the recreation facility, the Sport Park and the outdoor open space at McCleary Park.



Exhibit 5



CONCEPT DESIGN CREATED BY MARCELLA ROMITA

Exhibit 6 shows the interior view for any of the three short listed sites. The concept envisioned offers a pleasant first floor lobby/gathering place that looks onto the playing surfaces, as well as out into the community. Community-based retail shops - such as newsstands, coffee shops and convenience stores are located on the first floor facing out to the street and into the facility. Fitness, Active Living exercise, meeting rooms and learning centres will be located on the second floor facing both the street and the playing surfaces.

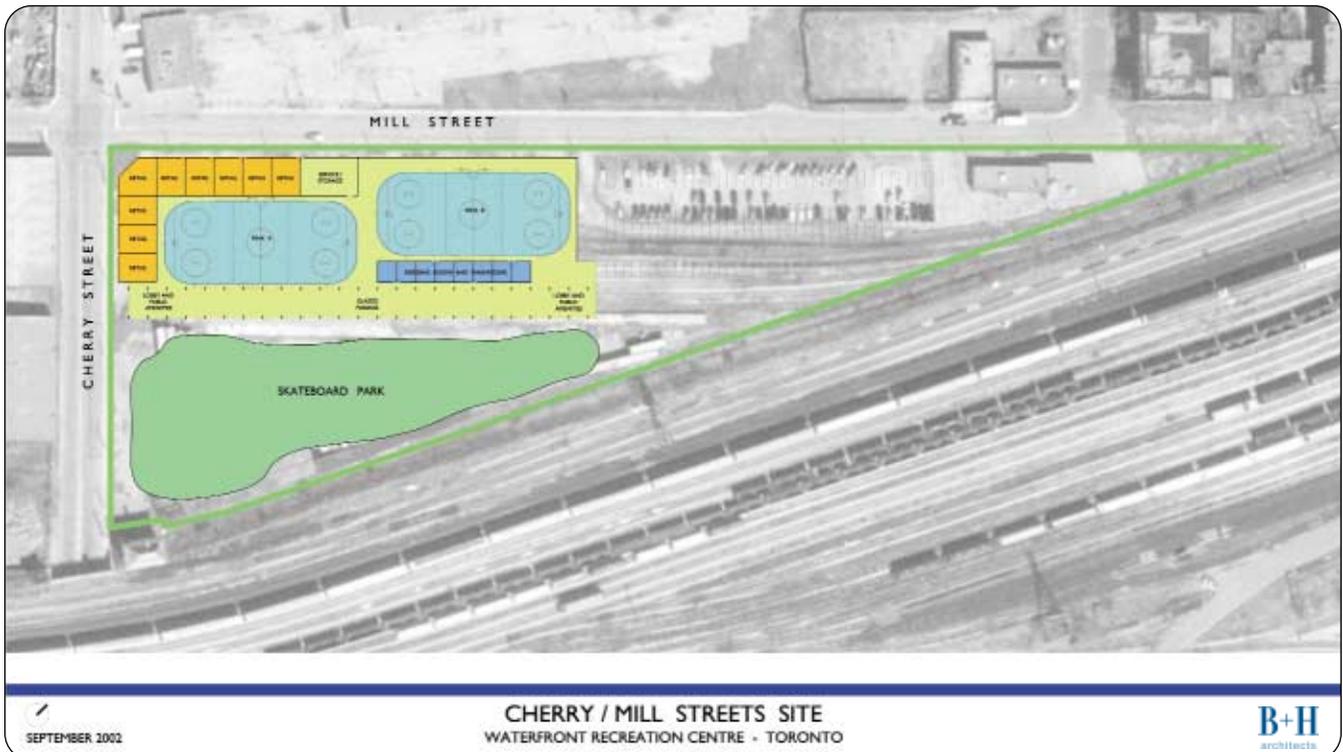
Exhibit 6



CONCEPT DESIGN CREATED BY MARCELLA ROMITA

Exhibits 7, 8 and 9 are preliminary site layouts for the shortlisted sites.

Exhibit 7



SEPTEMBER 2002

CHERRY / MILL STREETS SITE
WATERFRONT RECREATION CENTRE - TORONTO

B+H
architects

Exhibit 8

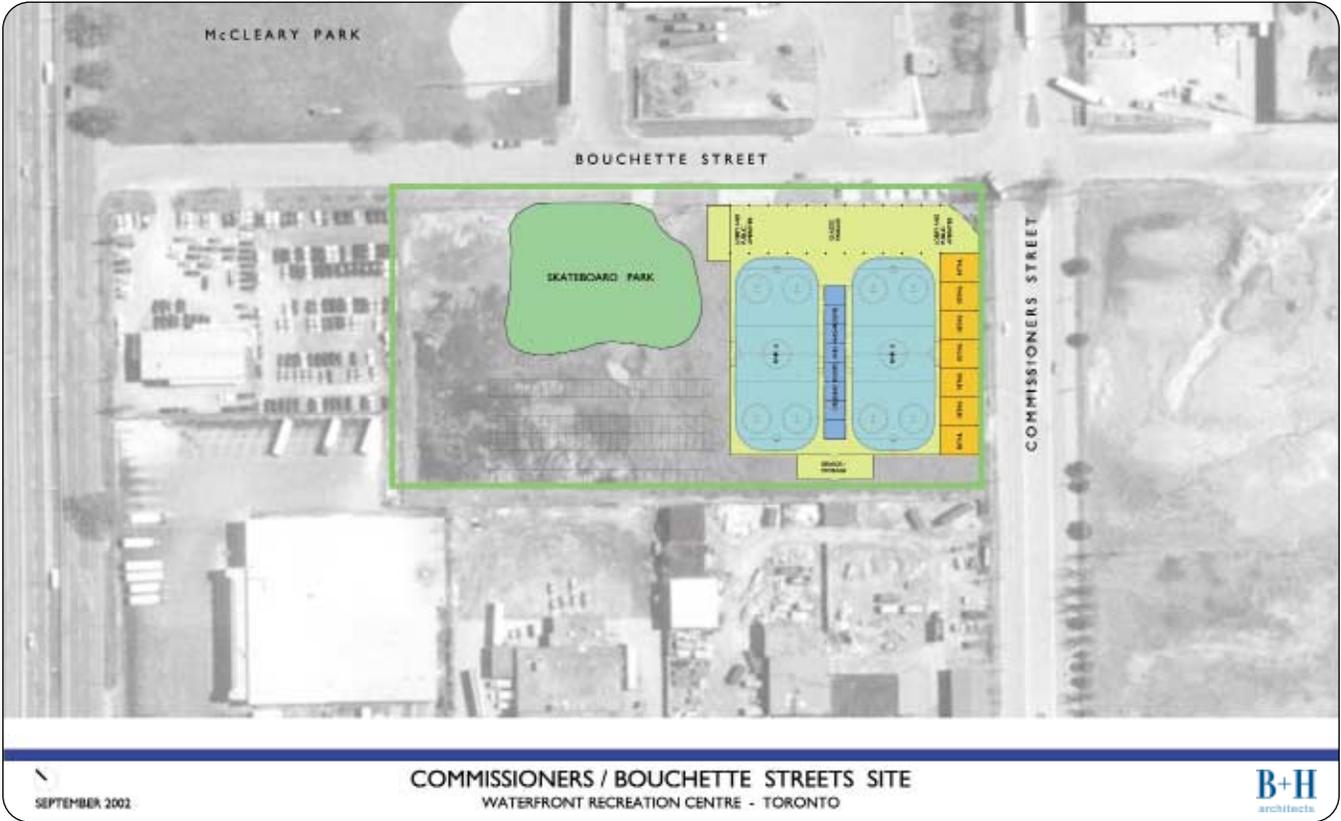


Exhibit 9



5.6 Preliminary Capital Costs

All financial information in this report is based on consultation with industry experts at existing recreation facilities, construction design and project management firms and arena development consultants. The numbers are intended to provide a 'high-level' indication regarding the costs to design, build and operate a self-sufficient 2-pad multi-purpose recreation facility, based on the assumptions made in section 5.1. Table 5.6 outlines capital costs to design and build the facility, financed over 40 years. Table 5.7 provides an operating summary showing annual revenues and expenses. Table 5.8 provides a revenue summary for the 2-pad playing surface rental. Details regarding total hours rented are in *Appendix 8.7*.

Table 5.6: Estimated Facility Start Up Cost

ITEM	TOTAL ORIGINAL COST	ESTIMATED CASH REQUIRED ANNUALLY
1. Land 40 yr lease payments @ \$0/sqft/yr, 10 yr renewable agreement	\$ -	\$ -
2. Buildings:	20,798,750	519,969
Design & Construction Contingency 20%	4,159,750	103,994
Inflation	1,000,000	25,000
3. Improvements:		
i. Mechanical - a/c	100,000	10,378
ii. Electrical - lights	125,000	12,972
iii. Construction - Bleachers	50,000	5,189
4. Machinery and Equipment	25,000	6,043
5. Installation of Equipment	25,000	6,043
6. Shop Tools and Supplies	5,000	5,000
7. Office Equipment and Supplies	5,000	5,000
8. Vehicles	25,000	6,043
9. Starting Inventory	5,000	5,000
10. Utility Hookup Fees and Installation	5,000	5,000
11. Licenses and Permits	5,000	5,000
12. Pre-opening Promotion	1,000	1,000
13. Accounts Payables		
14. Cash for Unexpected Expenses	5,000	5,000
15. Refrigeration & Pipes	600,000	62,265
16. Board Systems	250,000	25,944
17. Soccer Surface	250,000	25,944
18. Ice Surfacing Equipment	100,000	24,171
19. Sports Park	150,000	15,566
20. Legal Fees	50,000	12,085
21. Computers, Cabling & Networking	50,000	12,085
TOTAL ESTIMATED ONE-TIME CASH REQUIREMENTS	\$ 27,789,500	\$ 904,689

5.7 Preliminary Operating Summary

Table 5.7: Preliminary Operating Summary of Revenues and Expenses

DESCRIPTION	ANNUAL BUDGET	
REVENUE		
Rentals, Instruction & Leagues	\$	591,380
Retail Rental & Revenue Share		309,150
Office Space Rental and Parking		526,132
Naming, Advertising & Sponsorship		150,000
Other		100,000
Total Revenues	\$	1,676,662
EXPENSES		
Salary-Full Time	\$	276,595
Wages-Part Time		110,638
Benefits		65,830
Telephone		1,500
Insurance-Facility		5,180
Recycling Projects		20,000
Car Allowance		-
Copy		500
Postage		500
Courier		1,040
Office Supplies		1,040
Advertising-Other		2,070
Utilities-Electricity & Water		130,410
Utilities-Natural Gas		102,510
Maintenance-Building		12,420
Mechanical Equipment		3,110
Maintenance Contracts		1,550
Program Services		3,110
Concessions		510
Dept Overhead Charges		1,250
Debt & Lease Payments (Equipment & Fixtures)		255,727
Lease Payments for Buildings		648,963
Total Expenses -	\$	1,644,452
	NET	\$
		32,210

5.8 High Level Revenue Summary

Table 5.8: Potential Facility Rental Revenue Summary

	Available Hours	Rented Hours	Utilization	Revenue Potential (\$)	Average Annual Hourly Rate (\$)
Prime	5,730	4,606	80%	489,510	106*
Non-Prime (weekdays 6AM to 4PM)	5,220	1,392	27%	69,600	50*
Off-Prime (weekdays 4PM to 6PM)	1,044	461	44%	32,270	70*
TOTAL	11,994	6,459	54%	591,380	92*

* Blended Rental Rate for hockey, lacrosse and soccer

Table 5.8 is a breakdown of projected rented revenue during Prime Time (weekdays from 6pm - 11pm, all day on week-ends), Non-Prime Time (weekdays from 6am-4pm) and Off-Prime Time (weekdays from 4pm-6pm). Total Annual Rental and Instruction Revenue in Table 5.7 is projected to be \$591,380. The facility will take advantage of its central location and proximity to downtown in order to offer a variety of recreation programs at different parts of the day. Where most single use facilities are quiet during non-prime time (between the hours of 9am-4pm on weekdays), this facility will offer specialized programs for Moms and Tots and seniors. This facility will also offer specialized programs for School groups and the downtown workforce during off-prime time hours (6am-9am and 4pm-6pm on weekdays).

The community partner will be responsible for designing recreation programs that provide recreation benefit to the local community (youth, adults and seniors) and attracting tenants to rent the facility on fixed-term contracts. The first priority will be to attract tenants for Prime Time - preferably minor community recreation leagues offering hockey, soccer and lacrosse to boys and girls. The second priority will be to attract tenants for Off-Prime Time - i.e. downtown men's and women's recreation leagues. And the third priority will be to design community based active living programs that attract revenue at reduced rates during Non-Prime Time. In Table 5.8 the revenue summary assumes that the facility will be rented 80% of the time during Prime Time, 44% during Off-Prime Time and 27% of the time during Non-Prime Time (3 hours per day).

Prime Time Revenue

The Prime-Time revenue calculation is based on the following hourly rental rates:

- ▶ Winter: One surface for Ice Hockey, one surface for Indoor Lacrosse and Soccer
 - Ice Rental: \$185/hour
 - Lacrosse and Soccer: \$85/hour
- ▶ Summer: Two surfaces for Indoor Lacrosse and Soccer
 - Lacrosse and Soccer: \$85/hour



Source: Canadian Association for the Advancement of Women and Sport and Physical Activity

Non-Prime Time Revenue

- ▶ The Non-Prime time potential revenue was calculated using the following assumptions:
- ▶ Winter:
 - 75% of available Non-Prime- time winter hours would be rented at a rate of \$175 per hour for hockey and \$85 for lacrosse and soccer;
- ▶ Summer:
 - 30% of available Non-Prime- time summer hours would be rented at a rate of \$85 per hour.

Structuring the Non-Prime Time Rental will allow for the opportunity to offer community building, youth development and Healthy Active Living Programs.

Non-Prime Time hours provide a significant opportunity to offer development programs to school groups, seniors groups, local community groups and 'moms and tots'. Programs in other sports such as basketball, lawn bowling and fitness classes could also be offered.

Off-Prime Time Revenue

Due to the downtown location of the facility, there is an opportunity to offer adult recreation programs and leagues geared to local professionals. Charging market rates for these programs will subsidize the community-based, development programs.

The above assumptions are based on our assessment of potential market demand, rates charged at competitive facilities and industry rules of thumb.

Revenue Breakdown

The following revenue sources have been identified and estimated in Table 5.7:

- ▶ **Community Driven Retail Revenue** – the facility will be designed to provide retail space, which offers valued services to both the members of the community and the users of the facility. The study team estimates that there will be 300,000 visitors to the facility per year. If the average visitor spends \$5 the revenue generated is \$1.5 million. We've assumed that the facility will split this revenue with facility tenants. Services that would be valued by the community include a coffee shop, a newsstand, Pro Shop, fitness facility, etc.
- ▶ **Office/Classroom Space Rental** – several Prime-Tenant prospects have expressed an interest in having office and/or classroom space in the facility. There will be a requirement to arrange short, medium and long-term rental/lease agreements for this space.
- ▶ **Parking Fees** – offer a significant revenue source and will be a key component of the Community-Based Funding Partnership model. At the South Cherry Street facility in particular, a fee structure will be required to discourage people from using the facility as a discount parking lot. The fee structure contemplated would charge a small fee for the first one or two hours, and then market rates for anything over two hours. Community members and regular members of the facility will be offered parking discounts.
- ▶ **Advertising and Promotion Opportunities** – several of the newer facilities visited indicated that advertising and promotion offer significant revenue opportunity. The community partner will be required to pursue these revenue sources.
- ▶ **Other Revenue** – includes Video Arcade, Sport Park, Automated Banking Machines, Internet Café, Computer Skills, and Learning Centers.

5.9 Other Programming Options

5.9.1 Waterpark

Waterparks do not offer additional revenue opportunity other than to draw more community members to the facility. Factors to consider in subsequent planning would be space available, cost, and interest in the community.

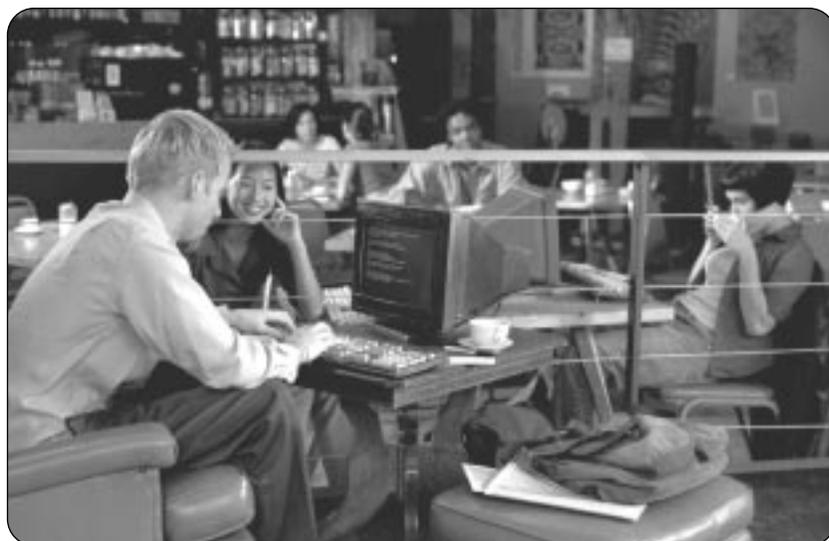


Source: Waterfront Regeneration Trust

5.9.2 Internet/Computer Skills Café

An exciting trend in other communities is the addition of internet and computer learning centres in recreation facilities. Computer labs can be resourced with experienced staff who offer assistance and instruction. A fee structure can be developed for members of the facility who can afford it, and fees can be waived for members of the community who require access, but can't afford it. These learning centres feature several significant benefits:

- ▶ They are providing a safe, affordable, and comfortable environment for residents of all ages to gain a basic understanding of computer technology and software applications.
- ▶ Youth, adults, and seniors have access to formal computer and internet classes.
- ▶ In addition to seeing adults exercising and girls and boys taking part in recreation programs, you will see a teen doing homework sitting next to a senior sending an e-mail to a grandchild, next to a new immigrant looking at photographs from home.
- ▶ The computer learning centre provides an excellent opportunity for teens - who are naturally more computer literate than other age groups - to offer assistance to adults and seniors.
- ▶ Providing affordable access to technology in community recreation centres where citizens feel comfortable trying something new and appreciate that help is just a step away.



5.10 Benefits to Stakeholders

BENEFITS	STAKEHOLDERS				
	Neighbourhood	Extended Community	Sports Groups/ Schools	City of Toronto	Province Ontario
Additional community services at minimum or no added cost	X	X	X	X	X
Successful CBFP; brings Financial benefits	X			X	X
Clean-up of derelict land acts as a catalyst for Community Building and urban revitalization	X			X	X
Healthy Active Living: Health benefits of recreation programs for boys and girls, men and women	X	X	X	X	X
Local Access from bike paths and public transit	X	X	X	X	
Improved transportation services	X	X		X	
Improved business development area	X			X	X
YOUTH DEVELOPMENT: Encourage positive activities amongst youth through sport & recreation which reduces health risks and crime	X	X	X	X	X
Job creation through coaching and referee certification	X			X	X
Better facilities for athletes & community	X	X	X	X	X
Successful Model provides a blueprint to be replicated in other districts		X	X	X	X

6.0 Next Steps

Is it feasible to locate, design, build and operate a community recreation facility on or near the Toronto Waterfront? We believe the answer is found in understanding that a project of this size is developed over several phases and that feasibility will be demonstrated at each phase with increasing certainty, based on the feasibility measures described in section 2.3. There are at least three phases in the development of the community recreation facility:

Phase 1: Feasibility/consensus:

establish need and agreement in principle with key stakeholders

Phase 2: Public Sector Partnership:

Refine design concept, prepare and implement remedial workplan, establish partnership and funding relationships with public sector

Phase 3: Private Sector Partnership:

Confirm private sector partners; initiate detailed design, financial and engineering.

At this first phase, it is evident that the project concept is feasible because it has established need and “buy in” from diverse stakeholders.

In Phase 1 the study team has demonstrated that;

- there is a need for sport and recreation programming and facilities in the South & Central district,
- there is an opportunity to satisfy this need by integrating the remediation of a brownfield site to meet community recreation facility requirements,
- there are brownfield sites available,
- building a recreation facility on a remediated brownfield site is consistent with the proposed use,
- the business model works based on the assumptions.



The next steps for this project are to satisfy the feasibility criteria noted in Section 2.3 as we progress to Phase 2 and 3 of the project. It is important to note that Phase 2 and 3 must take place at the same time because they support each other. For example private investors will not commit to this project until they are convinced that the City is a partner. Likewise, the City is not going to commit to the project until they see that investors and tenants are committed. The criteria to be addressed in Phase 2 and 3 are described in Table 6.1:

Table 6.1: Feasibility Criteria

FEASIBILITY CRITERIA	PHASE 1 Feasibility & Buy-in	PHASE 2 Public Sector Partnership	PHASE 3 Private Sector Partnership
ECONOMIC CONCERNS			
Are the assumptions in Section 2.2 reasonable?		X	X
Are expected remediation costs acceptable?		X	
Can the recreation facility break even?		X	
Are private investors interested in the project?	X		
Is a leasehold arrangement feasible?	X	X	X
ENVIRONMENTAL CONCERNS			
Does the project concept improve environmental conditions?	X	X	
Is remediation technically possible?	X		
Is it affordable?	X	X	X
Are present landowners willing to take on their responsibility of remediation?	X	X	X
Can the facility be constructed in the flood plain or is it necessary to build flood protection works prior to construction of the facility?	X	X	
COMMUNITY/SOCIAL CONCERNS			
Does the project meet the need for recreation facilities in Toronto?	X		
Does the community support the project?	X	X	
Is the project consistent with the City's proposed Secondary Plan for the Waterfront?	X	X	
Does the initiative support the TWRC's Business Plan?	X		
Do all regulatory agencies agree that the project is an appropriate land use in the study area?	X	X	X
Does the project provide job opportunities for the existing community?		X	
Is the project consistent with the City's provisioning strategy for community recreation centres in existing and future neighbourhoods?		X	
Is the project consistent with the City of Toronto Parks and Recreation Division "Vision for Physically Active Children and Families"?		X	

Phase 2 and 3 would included the following steps:

Public financing arrangements.

- ▶ Present the proposal to the City (Planning, Parks & Rec officials). Seek assistance of City to either secure the site from either ORC/ TEDCO or transfer the land to the City or ask the City to assume the lease from ORC or TEDCO.
- ▶ Work with officials to prepare the Report to Council and negotiate Community-Based Funding Partnership Agreement.
- ▶ Environmental Remediation Plan, Work plan and Project Schedule
- ▶ Get commitment from the landowner to clean the site.
- ▶ Brief key City Councillors regarding the proposal.
- ▶ Seek the support of Council.

Once Phase 2 is under way Phase 3 can be initiated to secure private investors for the difference between cash required in the business plan and cash provided by the public sector.

- ▶ Put together the consortium required to manage & finance the project, including founding corporate partners.
- ▶ Perform detailed design and engineering drawings and specifications.
- ▶ Complete detailed Pro Forma Financial Statements.
- ▶ Finalize negotiations between partners, investors and tenants.
- ▶ Complete regulatory approvals; zoning, and requirements permits.

7.0 Conclusions & Recommendations

Conclusions

- ▶ The business case demonstrates that it is feasible to design, build and operate a community recreational facility on the basis of a community based funding partnership.
- ▶ It is time for action. The need is demonstrated and the means to affect change now exist. To increase the level of physical activity and to create a safer community, it is necessary to invest in new convenient and accessible community recreation facilities. There is a demonstrated need for an additional supply of multi-purpose floor space (ice, soccer, lacrosse); there are vacant brownfield sites that have been dormant for decades; there is legislation to deal with the remediation of these properties; there is no better time to take these community challenges and turn them into opportunities. An urban recreation facility combined with a brownfield redevelopment will showcase the principles of Smart Growth and community-based development.
- ▶ This study has identified a proposed short list of sites for the recreational facility:
 - **West Don Lands – South Cherry Street**
 - **The Port Lands – 595 Commissioners Street**
 - **The Port Lands – 300 Commissioners Street**
- ▶ An integrated site remediation and development approval process has been proposed for the shortlist of brownfield sites recommended in this report. This process model builds on the work completed by a variety of agencies and stakeholders, including the Waterfront Regeneration Trust (1997), the Regional Planning Commissioners of Ontario (2000) and the Ontario Ministry of Municipal Affairs and Housing (2000). The approach makes clear the steps that need to be undertaken to move through the city's streamlined development approval process.
- ▶ Flood protection is another environmental and financing priority at all short-listed sites. This project could be an early demonstration of how to integrate brownfield remediation and flood protection into the development process. It is assumed in this business plan that the upfront costs of site preparation, including remediation and flood protection, will be covered by the land owner(s).
- ▶ The report summarizes the minimum requirements for a 2-pad 'neighbourhood' facility on an inner city site (the West Don Lands). The demand exists to expand these requirements to a 4-pad 'regional' facility where space is available (such as the Port Lands), in order to gain economies of scale.
- ▶ The facility will provide community sport and recreation programs that meet the need for healthy active living. Programs will be developed for youth, adults and seniors. Special focus will be given to providing equal opportunities for girls and women.
- ▶ The cost to build a 2-pad multi-purpose facility is estimated to be \$25M. The facility is expected to generate \$1.5M in revenue per year and operate on a breakeven basis. When fully utilized, the facility is expected to have rental agreements in place such that the facility is booked during 80% of the time during Prime-Time (weekdays from 6pm - 11pm, all day on weekends), 44% during Off-Prime Time (weekdays from 6am-4pm) and 27% of the time during Non-Prime Time (between the hours of 9am-4pm on weekdays). In order to ensure the success of the facility it is necessary to add additional retail and rental amenities (coffee shop, newsstand, fitness center, learning center), which will integrate the facility into the community while ensuring that the facility has additional revenue sources.



- ▶ The proposed design concept features a range of recreational and retail functions. It offers a first floor lobby/gathering place that looks onto the playing surfaces, as well as out into the community. Community-based retail shops such as newsstands, coffee shops and convenience stores are located on the first floor facing out to the street and into the facility. Fitness, Active Living exercise, meeting rooms and learning centres will be located on the second floor facing both the street and the playing surfaces.
- ▶ The financial information, design work, brownfield remediation work and stakeholder agreements will all be applicable to other districts and will serve as a blueprint for developing community facilities on former brownfield sites.

Recommendations

The project team recommends proceeding with Phase 2 and 3 (described in section 6) to seek approval from City Council and other stakeholders in order to move this project to the next step of developing detailed financial information, detailed design, an environmental remediation plan, project schedule and Community-Based Funding Partnership agreements.

The financial information, design work, brownfield remediation work and stakeholder agreements will all be applicable to other districts and will serve as a blueprint for developing community facilities on former brownfield sites.



The business plan includes seven recommendations, which focus on moving the project forward into detailed design, environmental rehabilitation and protection and construction:

1. A working group should be struck to guide the project forward and to continue the consultative approach initiated in this study. Members of the working group should include senior staff from City of Toronto with interest in the project, TEDCO, Ontario Realty Corporation, Toronto and Region Conservation Authority, Ministry of Environment, the proponent(s) and potential tenants. One of the important responsibilities of the working group would be to ensure that the consultations initiated in this phase of the project are continued throughout the detailed design and construction stages.
2. The short list of three sites should be prioritized on the basis of availability and readiness of the interested parties to move forward.
3. The project team should be established and it should initiate negotiation to determine the terms of the lease.
4. If it proves advantageous, the project team should consider an interim facility and develop a business plan for such an arrangement.
5. Once the preferred site has been identified the landowner should proceed with detailed site assessment and to prepare the remedial work plan, working closely with the facility design team.
6. Concurrent with the detailed design process, the project team should initiate discussion with the Toronto and Region Conservation Authority concerning specific requirements for flood protection measures; including timing of area-wide flood protection plans.
7. Once approvals are in place to construct the recreation facility, the project team should secure the investors and enter into agreements with selected tenants.



Appendix 8.1: Consultations Undertaken to Prepare the Business Plan

Residents' and Business Associations

- ▶ West Don Lands Committee
- ▶ Citizens for the Old Town
- ▶ St. Lawrence Neighbourhood Association
- ▶ South East Downtown Economic Development Initiative (SEDERI)

Not for Profit Organizations

- ▶ Canadian Urban Institute
- ▶ Parks & Trees Foundation
- ▶ Canadian Parks & Recreation Association - Intercity Youth Services
- ▶ Canadian Association for the Advancement of Women and Sport and Physical Activity
- ▶ Parks & Recreation Ontario
- ▶ Toronto Waterfront Revitalization Corporation
- ▶ Ontario Sport Alliance
- ▶ Waterfront Regeneration Trust
- ▶ Toronto Sport Council

Government and Public Agencies

- ▶ City of Toronto (Planning, Parks & Recreation)
- ▶ Toronto Region Conversation Authority
- ▶ Toronto Public Health
- ▶ Toronto Economic Development Corporation
- ▶ Counselor Jack Layton
- ▶ Counselor Pam McConnell
- ▶ Ontario Realty Corporation
- ▶ Smart Growth Secretariat
- ▶ SuperBuild

Private Organizations

- ▶ Toronto Rock Lacrosse Club
- ▶ Toronto Maple Leafs
- ▶ Hockey Tech
- ▶ Soft Tissue Institute
- ▶ The Gem Group

Minor Sports Organizations

- ▶ Local lacrosse clubs
- ▶ Local soccer clubs
- ▶ Local basketball clubs
- ▶ Local field hockey clubs
- ▶ Toronto Beaches Jr A
- ▶ Toronto Central Sport & Social Club
- ▶ Ontario Soccer Association
- ▶ Ontario Lacrosse Association
- ▶ Ontario Minor Hockey Association



Source: Canadian Association for the Advancement of Women and Sport and Physical Activity

Appendix 8.2: List of Indoor Ice Facilities

Source: Toronto Economic Development, Culture and Tourism; Parks and Recreation Department

District	Municipality	Facility	Location	# Pads	Notes on Availability
East	Scarborough	Agincourt CC, Pool, Arena	Scarborough	2	Owned/operated by City
East	Scarborough	Centennial RC & Ice Galaxy	Scarborough	2	Owned/operated by City
East	Scarborough	Commander CC, Arena	Scarborough	2	Owned/operated by City
East	Scarborough	Heron Park Pool & Arena	Scarborough	2	Owned/operated by City
East	Scarborough	Malvern CC, Arena, Park	Scarborough	2	Owned/operated by City
East	Scarborough	McGregor Park - Pool, Arena	Scarborough	2	Owned/operated by City
East	Scarborough	Mid-Scarborough	Scarborough	2	Owned/operated by City
East	Scarborough	Scarborough Arena Gardens	Scarborough	1	Owned/operated by City
East	Scarborough	Scarborough Village	Scarborough	1	Owned/operated by City
East	Scarborough	Stephen Leacock Park Arena	Scarborough	2	Owned/operated by City
East Total				18	
North	North York	Amesbury	North York	1	Owned/operated by City
North	North York	Baycrest	North York	1	Owned/operated by City
North	North York	Bayview	North York	1	Owned/operated by City
North	North York	Cummer Park	North York	1	Owned/operated by City
North	North York	Don Mills Civitan	North York	1	Owned/operated by City
North	North York	Downsview Arena	North York	1	Owned/operated by City
North	North York	Fenside Park	North York	1	Owned/operated by City
North	North York	Flemingdon Arena	North York	1	Owned/operated by City
North	North York	Gord & Irene Risk	North York	1	Owned/operated by City
North	North York	Goulding	North York	1	Owned/operated by City
North	North York	Grandravine	North York	1	Owned/operated by City
North	North York	Habitant Arena	North York	1	Owned/operated by City
North	North York	Herbert H. Carnegie Centennial Arena	North York	1	Owned/operated by City
North	North York	John Booth	North York	1	Owned/operated by City
North	North York	Mitchell Field Complex	North York	1	Owned/operated by City
North	North York	Oriole Park	North York	1	Owned/operated by City
North	North York	Pleasant View	North York	1	Owned/operated by City
North	North York	Roding Park	North York	1	Owned/operated by City
North	North York	Victoria Village Arena	North York	1	Owned/operated by City
North	North York	York Mills Arena	North York	1	Owned/operated by City
North Total				20	
South/Central	Toronto	East York Memorial	East York	1	Owned/operated by City
South/Central	East York	Leaside Memorial Gardens	East York	1	Owned by City, run by Boards
South/Central	Toronto	Forest Hill Memorial Arena	Toronto	2	Owned by City, run by Boards
South/Central	Toronto	George Bell Arena	Toronto	1	Owned by City, run by Boards
South/Central	Toronto	McCormick Arena	Toronto	2	Owned by City, run by Boards
South/Central	Toronto	Moss Park Arena	Toronto	1	Owned by City, run by Boards
South/Central	Toronto	North Toronto Memorial Arena	Toronto	1	Owned by City, run by Boards
South/Central	Toronto	Ted Reeve Arena	Toronto	1	Owned by City, run by Boards
South/Central	Toronto	William H. Bolton Arena	Toronto	1	Owned by City, run by Boards
South/Central Total				11	
West	Etobicoke	Albion Arena	Albion	1	Owned/operated by City
West	Etobicoke	Centennial	Etobicoke	2	Owned/operated by City
West	Etobicoke	Lakeshore Lions Arena	Etobicoke	1	Owned by City, run by Boards
West	Etobicoke	Parklawn Bubble	Etobicoke	1	Owned/operated by City
West	Etobicoke	Pine Point Arena	Etobicoke	1	Owned by City, run by Boards
West	Etobicoke	Tom Riley	Etobicoke	1	Owned/operated by City
West	Etobicoke	Long Branch Arena	Long Branch	1	Owned/operated by City
West	Etobicoke	Mimico	Mimico	1	Owned/operated by City
West	York	Chris Tonks Arena	York	1	Owned/operated by City
West	York	Lambton Park	York	1	Owned/operated by City
West	York	Phil Whyte	York	1	Owned/operated by City
West	York	Weston Lion's Arena	York	1	Owned by City, run by Boards
West Total				13	
GRAND TOTAL				62	

Appendix 8.3: Participation Rates

Ontario Lacrosse Association

YEAR	GTA REGISTRATION	GTA GROWTH RATE	PROVINCIAL GROWTH RATE
2002	8,889	11.0%	14.0%
2001	7,997	26.0%	14.0%
2000	6331	97.0%	18.0%
1999	3213	13.0%	10.0%
1998	2849	8.0%	0.2%

(Source: Ontario Lacrosse Association)

Ontario Soccer Association - Indoor Soccer Participation

YEAR	GTA REGISTRATION	GTA GROWTH RATE	PROVINCIAL GROWTH RATE
2002			
2001	6052	-17%	9%
2000	7327	18%	6%
1999	6208	77%	30%
1998	3504	-49%	5%
1997	6928		

(Source: Ontario Soccer Association)

Ontario Soccer Association - Outdoor Soccer Participation

YEAR	GTA REGISTRATION	GTA GROWTH RATE	PROVINCIAL GROWTH RATE
2002			
2001	34220	3%	5%
2000	33318	3%	2%
1999	32318	35%	31%
1998	23941	-18%	-5%
1997	29261		

(Source: Ontario Soccer Association)

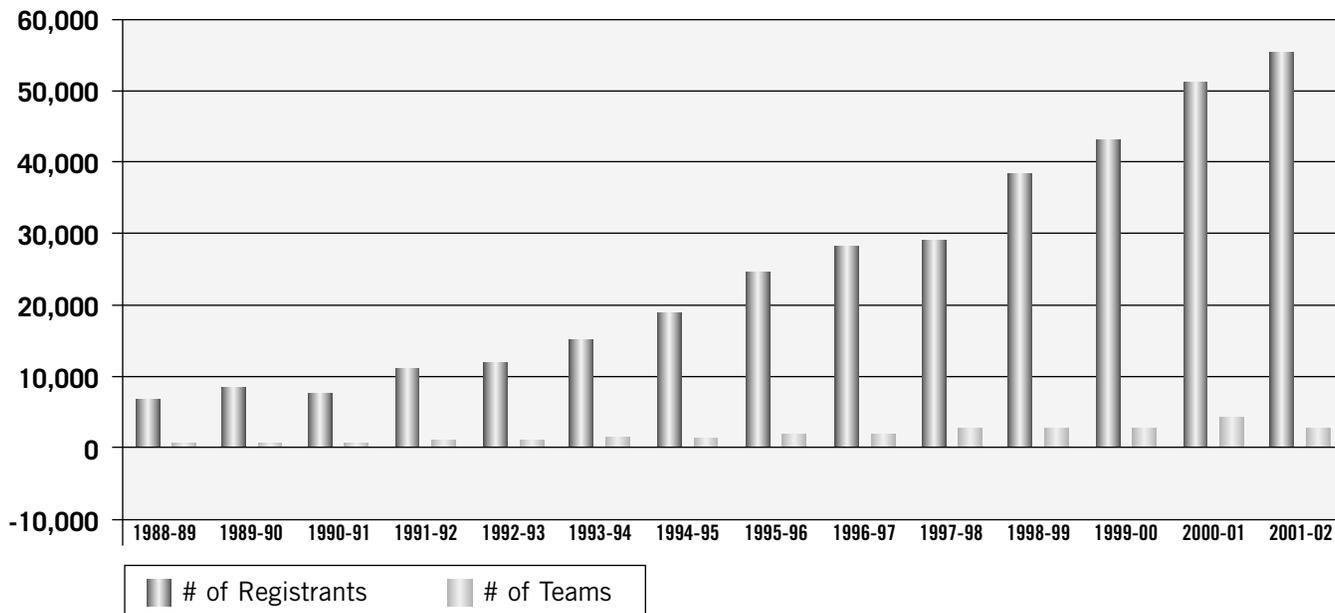
Ontario Hockey Federation Participation

YEAR	GTA REGISTRATION	PROVINCIAL REGISTRATION	GTA GROWTH RATE	PROVINCIAL GROWTH RATE
2002				
2001	34,304	193426	1%	8%
2000	33,844	178728	3%	2%
1999	32,998	175848	5%	-4%
1998	31,499	183875	12%	7%
1997	28,000	172557		

(Source: Canadian Hockey Association and Greater Toronto Hockey League)

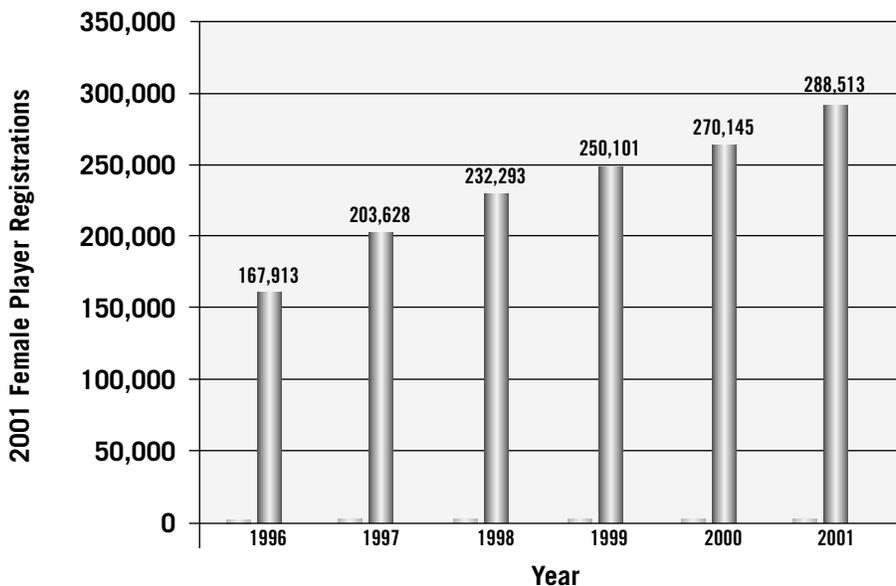
Appendix 8.4: Growth of Female Hockey and Soccer in Canada

1988-2002 Female Hockey Registration Growth (Source: Canadian Hockey Association)



Growth of Female Soccer in Canada (Source: Canadian Soccer Association)

YEAR	FEMALE REGISTRATION	INCREASE	PERCENTAGE	% OF YEAR TOTAL
1996	167,913			31%
1997	203,628	35,715	21%	35%
1998	232,293	28,665	14%	36%
1999	250,101	17,808	8%	36%
2000	270,145	20,044	8%	37%
2001	288,513	18,368	7%	38%



2001 Demographics Report

Appendix 8.5: Building Costs

BUILDING SPACE TYPE	DIMENSIONS FOR EACH	AREA FOR EACH SPACE	QTY	RENTABLE SPACE	COMMON SPACE	NET SPACE	BUILDING COSTS
Offices - enclosed	25' x 30'	750	5	3750		3750	
Office - open plan	25' x 25'	625		0		0	
Meeting/ Multipurpose room	25' x 25'	625	3	1875		1875	
Training Room/Clinic	150' x 30'	4500	3	13500		13500	
Lobby	100' x 30'	3000	1	3000		3000	
Retail Store(s)	25' x 30'	750	8	6000		6000	
Storage	25' x 30'	750	7	5250		5250	
Retail/Office				33375		33375	\$ 3,337,500
Sports Arena (2) - Hockey	85' x 200'	17000	2	34000		34000	
Dressing Rooms	25' x 25'	625	10	6250		6250	
Public Restrooms	20' x 15'	300	10	3000		3000	
Audience Seating Area	30' x 200'	6000	1	6000		6000	
Arena				49250		49250	\$ 8,372,500
Corridor/Stairs/Elevator		% Rentable Space	40%		33050	33050	
Mechanical/ Electrical Rooms		% Rentable Space	60%		49575	49575	
Gross Building Area				82625	82625	165250	\$ 8,262,500
Parking							\$ 826,250
TOTAL							\$20,798,750

Appendix 8.6: List of Recreation Sites Researched and/or Visited

NAME	LAND SIZE	LANDOWNER	COST	STRENGTH	WEAKNESS
Coffee Time Soccer Centre – Vaughan Ontario	25 acres	ORC/City of Vaughan	\$15M	size	Single use
Downsview Hangers – Downsview Ontario	N/a	Canada Lands	N/a	Mult-pad Multi-purpose	Single use
Grundy Recreation Center – Bucks County, PA	7.2 acres	Grundy Foundation	N/a	Remediated Brownfield Site	Single use
Rim Park – Waterloo, Ontario	500 acres	City of Waterloo	\$56M	Multi-purpose	Cost
Sports Village – Vaughan, Ontario	32 acres	City of Vaughan	\$25M	sportpark	Single use
Western Fair Sports Arena – London, Ontario	6 acres	Western Fair Association	\$17.5M	Design Olympic ice	Single use
Westside Recreation Centre - Calgary	Approx. 10 acres	Westside Regional Recreation Society	\$30M	Healthy active living	Shortage of team sports; limited to local members

Coffee Time Soccer Centre - Vaughan, Ontario

The Coffee Time Soccer Centre is managed by the Ontario Soccer Association. The centre is located on a 25-acre site that is leased for 50 years from Ontario Realty Corporation by the City of Vaughan. It features a 130,000 square foot field house that can accommodate three indoor soccer fields or one full size 11-a-side game, as well as three international size outdoor fields. Tenants include The Ontario Soccer Association, The Canadian Soccer Association, The Soccer Hall of Fame and Museum, and most Provincial Leagues, as well as a retail tenants such as Coffee Time, a sports therapy clinic, a restaurant and lounge.

In addition to soccer, the facility has played host to several sports, including field hockey, lawn bowling, lacrosse, football, rugby, and aerobics. The Centre can also be made available for events such as rallies, company outings, and tradeshow.

Annual revenues are approximately \$1M, and the facility operates on breakeven basis.

Downsview Hangers - Downsview Ontario

The Hangar is Canada's largest indoor soccer facility. It is located at the former Downsview Air Base. It is owned by Canada Lands and operated by the Ontario Soccer Association (OSA). The OSA receives a management fee for ensuring that the facility is rented to full capacity. It is available for a variety of sports which include touch football, ultimate Frisbee, field hockey, aerobics, and impact training.

The facility offers:

- ▶ Five indoor 105' x 165' Astroturf fields without boards
- ▶ Locker Rooms and Showers
- ▶ Bleacher Seating
- ▶ Cafeteria and Games Arcade

Grundy Recreation Center - Bucks County, PA

Land recycling doesn't have a more direct positive impact on a community than it has at the new Grundy Recreation Center. What was once an abandoned lot has become a new place for the residents of Bristol Borough to hold meetings, exercise and socialize.

Once home to the Grundy Carpet Mill, this 7.2-acre lot has lain vacant since 1992. In 1996, the Grundy Foundation donated the land to the Bristol Borough Recreation Authority to replace the previous Grundy Recreation Center, which had burned down in 1995. As the Bristol Borough Recreation Authority began soil excavation for construction of a skating rink, the crew discovered what appeared to be a petroleum product contaminating the site. The contaminated soil was treated as a hazardous waste, removed from the site and properly disposed of. Fortunately, tests showed that the area groundwater was not contaminated.

The new Grundy Recreation Center includes a full-size ice skating rink, locker rooms, a game room, a snack bar, a pro shop, a community meeting room and a community recreation room with televisions, pool tables and ping-pong tables. In addition to being a tremendous social asset to the community, the project created approximately 20 full and part-time jobs.

Rim Park - Waterloo, Ontario

RIM Park is the City of Waterloo's premier 500-acre park and recreation facility located in the Northeast corner of the City. With 18 outdoor sports fields, a multi-purpose recreation building, trails, park land, golf course, heritage and art, RIM Park provides endless opportunities for the community's recreation needs.

- ▶ Outdoor Sports Fields – 12 outdoor multi-purpose fields and 6 ball diamonds
- ▶ Grey Silo Golf Course – The 18 hole Links style Championship course
- ▶ Multi-Use Recreation Facility – 4 ice pads, 2 double gymnasiums, field house & more
- ▶ Park House – banquet/reception rooms, pro shop, patio...
- ▶ Trails – 15 km of paved trails, including the Walter Bean...
- ▶ Other Activities – passive park lands, the Grand River, and more...
- ▶ Facility Booking Info – events, rentals, special programs...

The Manulife Financial Sportsplex and Healthy Living Centre is RIM Park's multi-use recreation facility. Key features include:

- ▶ 4 Olympic Size Ice Rinks for hockey and skating, as well as 36 large dressing rooms and 6 officials rooms.
- ▶ Indoor Field House; one 41,000 sq ft indoor grass-like field that can be divided into 3 fields.
- ▶ Gymnasiums ; 2 NBA size Gymnasiums that divide into 4 singles
- ▶ Meeting and Program Rooms, Stage and Forbes Family Hall
- ▶ RIM Park Food Services ; including licensed lounge, full catering services and coffee pub

The total project cost was approximately \$56 million, with donations from the public of approximately \$7 million, and the balance to be financed over 31 years. The park has not completed a full year of operation and is not expected to be fully utilized until 2005.

Sports Village - Vaughan, Ontario

The Sports Village is the first recreational facility in Vaughan, which was developed, built and operated as a public/private partnership. The Mentana group will own and operate the Sports Village under a 40 year agreement with the City of Vaughan. The Mentana Group, a consortium of prominent locally based companies, including Royal Building Products, was established to pursue the development of a new state of the art Arena and Sports Park. Brisbin Brook Beynon designed the Sports Village. The main arena facility was built using an innovative construction technology known as the Royal Building Systems (tm) that uses concrete and modular polymer panels. Maystar General Contracting Inc, a local contractor with extensive experience in recreational and public assembly structures constructed the building. Development management and project co-ordination services were provided by Mentana Corporation. Mentana Sports Management Inc is currently operating the facility. The facility is controlled by a Board of Management consisting of members from Mentana Sports Management and the City.

The Sports Village is located on a 32-acre site within the community of Maple and consists of four indoor skating rinks in a 165,000sq ft building, baseball diamonds, a 30,000sq ft SportsPark and parking for 500 cars. Also included in the facility are a full service restaurant, food concessions, sports retail outlet and a full service pro-shop, meeting and party rooms, interactive sports skills area and offices.

The facility cost approximately \$20M and is financed over 40 years with loan guarantees from the City of Vaughan. The City is the prime tenant, using all prime time for local minor hockey at a subsidised rate of \$150/hr. Off-prime time is used by other adult and youth hockey programs, where rates are in excess of \$200/hr. The indoor ice surfaces are used primarily for hockey. Two of the surfaces are concrete and can have other uses (tradeshows etc). The other two surfaces were built on sand, to reduce costs, and remain as ice all year. The facility was expected to break-even after three years of operation, however it is felt to be close to breakeven in its second year of operation.

Western Fair Sports Arena - London, Ontario

Western Fair Sports Centre is a joint venture management agreement between the Western Fair Association (WFA) and the City of London. WFA contributed land (including parking) and staff. The City contributed capital and financing to build the facility. The 175,000 sq ft centre cost \$17.5M and is financed over 20 years. Annual revenues for the first full year of operation are expected to be approximately \$3M and the centre expects to breakeven (after operating expenses and financing costs) in the first year. Budgeted expenses are \$2.1M before debt financing. The centre is operated by a staff of 64.

The City of London has a three year Prime Tenant Agreement for 240 hrs/wk of ice time for six months per year at an average ice rental of \$229/hr.

The centre features:

- ▶ 3 NHL Ice Surfaces – 85' x 200' Seating for 150 in each NHL Rink
- ▶ 1 Olympic Ice Surface – 100' x 200' Seating for 1500 in Olympic Rink
- ▶ Food and Beverage Service
- ▶ 24 Dressing rooms; each with a washroom and showers
- ▶ Office and Meeting Rooms / Banquet Rooms
- ▶ Pro Shop/Retail Store/Skate Sharpening
- ▶ Interactive Games Area
- ▶ Uses – Hockey, Ringette, Figure Skating, Sledge Hockey, Agriculture, Equestrian and Livestock Shows
- ▶ Other Potential Uses – Trade Shows and Banquets, Arena Football, Concerts, Boxing and Wrestling, etc.
- ▶ General Contractors are Ball Construction Inc., headquartered in Kitchener, and John Hayman & Sons of London. Project Managers are Jason Ball and Peter Hayman
- ▶ The design is a split-level facility highlighting the spectator arena from the main lobby
- ▶ The facility is handicapped accessible and one ice pad is designed to accommodate Sledge Hockey Players

Westside Recreation Centre - Calgary

The Westside Recreation Centre in Calgary describes itself as “ A Lifestyle and Wellness Centre” that caters to the health and wellness needs of residents of southwest Calgary.

The Centre houses the largest indoor leisure ice facility in North America, a full-size hockey rink, a climbing wall, a full-sized gym, an aquatic complex, one of the longest running tracks of its kind in Canada, a 15,000 square-foot cardio fitness facility with the latest in strength training equipment and an outside skateboard park.

The Facility cost \$30M. It was funded partly with Public money and partly by private sponsorship (\$4M) and ongoing memberships. The centre is operated as a not-for-profit “society” – The Westside Regional Recreation Society – that is dedicated to managing and maintaining Westside as a cost-effective and self-sustaining facility.

Annual revenues are approximately \$3.5M and include facility rentals, food and beverage, leased space to retail tenants, and membership fees (20,000 members).

Appendix 8.7: High Level Demand Analysis and Rental Revenue Summary

1. Total Rental Hours Available

Exhibit 7: Available Rental Hours

	Prime-Winter (6PM - 11PM)	Prime-Summer (6PM - 11PM)	Total Prime	Off-Prime Annual (4PM - 6PM)	Non-Prime Annual (6A.M.- 4PM)	Total
Weekdays	1740	870	2610	1044	5220	8874
Weekends*	2040*	1080*	3120	0	0	3120
TOTAL	3780	1950	5730	1044	5220	11994

* Both prime winter and prime summer hours include all weekend hours between 8:00 a.m. and 12:00 a.m.

2. Demand for Prime-Time Rental

a) Prime-Tenant Hockey, Lacrosse and Soccer Leagues

Exhibit 8: Prime-Tenant Usage

	Prime-Winter (6PM - 11PM)	Prime-Summer (6PM - 11PM)	Total Prime
Weekdays	1,550	690	2,240
Weekends	540	720	1,260
TOTAL	2,090	1,410	3,500

b) Other Potential Prime-Time Users

Exhibit 9: Non Prime-Tenant-contracted Prime Time Hours

	Prime-Winter (6PM - 11PM)	Prime-Summer (6PM - 11PM)	Total Prime
Weekdays	190	180	370
Weekends	1,050	810	1,860
TOTAL	1,240	990	2,230

c) Potential Prime Time Revenue

Exhibit 10: Potential Prime-Time Rental Revenue

	Number of Prime Hours Available	Number of Prime Hours Rented	Prime Utilization	Potential Revenue (\$)	Annual Average Hourly Rate (\$)
Prime-Tenant	3,500	3,500	100%	395,500	113*
Non-Prime-Tenant	2,230	1,106	50%	94,010	85
TOTAL	5,730	4,606	80%	489,510	106

* Blended Rental Rate for hockey, lacrosse and soccer

Exhibit 11: Potential Rental Revenue Summary

	Available Hours	Rented Hours	Utilization	Revenue Potential (\$)	Average Annual Hourly Rate (\$)
Prime	5,730	4,606	80%	489,510	106*
Non-Prime (weekdays 6AM to 4PM)	5,220	1,392	27%	69,600	50*
Off-Prime (weekdays 4PM to 6PM)	1,044	461	44%	32,270	70*
TOTAL	11,994	6,459	54%	591,380	92*

* Blended Rental Rate for hockey, lacrosse and soccer

The Prime-Tenant revenue calculation is based on the following hourly rental rates:

- ▶ Winter: One surface for Ice Hockey, one surface for Indoor Lacrosse and Soccer
 - Ice Rental: \$185/hour
 - Lacrosse and Soccer: \$85/hour

- ▶ Summer: Two surfaces for Indoor Lacrosse and Soccer
 - Lacrosse and Soccer: \$85/hour
 - The Non-Prime-Tenant prime time potential revenue was calculated using the following assumptions:
 - 75% of available Non-Prime-Tenant winter hours would be rented at a rate of \$175 per hour for hockey and \$85 for lacrosse and soccer;
 - 30% of available Non-Prime-Tenant summer hours would be rented at a rate of \$85 per hour.

The above assumptions are based on our assessment of potential market demand, rates charged at competitive facilities and industry rules of thumb.

3. Demand for Non-Prime Time Rental; The Opportunity to Offer Community Building, Youth Development and Healthy Active Living Programs.

a) Non-Prime Time

Non-Prime Time hours provide a significant opportunity to offer development programs to school groups, seniors groups, local community groups and ‘moms and tots’. Programs in other sports such as basketball, lawn bowling and fitness classes could also be offered.

b) Off-Prime Time

Due to the downtown location of the facility, there is an opportunity to offer adult recreation programs and leagues geared to local professionals. Charging market rates for these programs will subsidize the community-based, development programs.

S u m m a r y

- ▶ Sufficient demand exists to generate a utilization level of 80% for prime time usage (i.e., between the hours of 6:00 p.m. and 11:00 p.m. weekdays, 8:00 a.m. to 12:00 a.m. on weekends) for hockey, as well as indoor lacrosse and soccer. About 60% of prime time ice usage will be rented on a long-term, contractual basis to a Prime Tenant (indoor minor lacrosse and soccer). The remainder of prime time usage is anticipated to be rented to other league users in the downtown and central Toronto area.
- ▶ Assuming an average prime-tenant rate of \$85/hour for indoor lacrosse and soccer, and \$185/hour for hockey, and an average rate of \$70/hour and \$170 respectively for the balance of prime time usage, some \$489,000 of gross revenue will be generated from prime time rental for a combined average hourly rate of approximately \$106/hour.
- ▶ Demand for non-prime time rental will generate at least 30% utilization during these periods. We have conservatively assumed a utilization rate of roughly 25% for non-prime (e.g., weekdays from 6:00 a.m. to 4:00 p.m.) and 45% for off-prime hours (e.g., weekdays between 4:00 p.m. and 6:00 p.m.). Combined non-prime and off-prime rental revenue will supplement prime time revenue and has been estimated at approximately \$100,000, yielding an average rate of approximately \$55/hour.
- ▶ Non-prime time and off-prime hours will be used to fulfill the mission statement to provide “Sport and Recreation programs for everyone.” After consultation with community groups, sport and recreation programs will be developed for toddlers, children, youth, adults and seniors.
- ▶ In addition to the revenues estimates provided herein, there are opportunities to enhance gross revenue at the facility via ancillary services (e.g., pro-shop, concessions), the hosting of special events (e.g., tournaments), and the securing of other rental agreements (e.g., camps and schools), particularly for non-prime time. Other revenues will be generated through rental of retail and office space, as well as parking lot fees.