

# Recreation Service Plan - Implementation Plan

## RSP Principle 1: Quality

Providing the highest quality programs and services to enhance the health, quality of life, and wellbeing of residents.

Timeline	Directions	Action	Activity
<p><b>Summer 2013 – Fall 2016</b></p>	<p>1. Improve consistency and quality of all recreation programs and services by advancing quality standards, monitoring, and evaluation.</p>	<p>1.1 Expand quality standards to all age groups (youth, adult and senior) and recreation program areas focusing on safety, health and skill-development.</p> <p>1.2 Develop a system to measure and report on the achievements of recreation program standards.</p>	<ul style="list-style-type: none"> <li>▪ Development of consistent standards and curriculum               <ul style="list-style-type: none"> <li>○ Business Transformation process to streamline program offerings, course titles and content</li> <li>○ Program reviews</li> <li>○ Review of provincial and national program standards</li> <li>○ Creation of best practices manuals and guidelines to guide consistent program delivery by staff</li> </ul> </li> <li>▪ Development and administration of regular customer satisfaction surveys to guide program planning</li> <li>▪ Development of enhanced program tools to assist in planning, monitoring and maintaining programs</li> <li>▪ Enhance data collections and analysis of program statistics and utilization to help guide quality improvements</li> <li>▪ Set clear and achievable targets, report on progress allowing public to access better program and service information</li> </ul>
<p><b>Spring 2014 – Fall 2017</b></p>	<p>2. Strengthen the customer service experience as part of the development and implementation of a division-wide Customer Service Improvement Strategy and by improving facility conditions.</p>	<p>2.1 Develop and implement a Customer Improvement Strategy.</p> <p>2.2 Implement and monitor consistent facility cleaning and maintenance standards at all community recreation facilities.</p> <p>2.3 Advance identified State of Good repair facilities projects.</p>	<ul style="list-style-type: none"> <li>▪ Establish standards related to counter service operations, complaint handling, and program registration in alignment with the framework and timelines of the corporate customer service initiative</li> <li>▪ Develop tools for citizen engagement collection of feedback to improve strategies to improve customer service</li> <li>▪ Identifying gaps in maintenance service</li> <li>▪ Develop benchmarks for consistent cleaning standards</li> <li>▪ Develop best practices manual for maintenance staff</li> <li>▪ Inventory and record current training practices and identify training gaps and needs</li> <li>▪ Improve efficiency by merging current information sources on the state of good repair to prioritize and advance projects most in need</li> </ul>

**RSP Principle 2: Capacity Building**

**Providing recreation programs and services of social, economic and physical benefit to all participants and that create a sense of community, belonging, and vitality.**

Timeline	Directions	Action	Activity
<p><b>Fall 2013 – Fall 2015</b></p>	<p>3. Maximize the use of recreation as core community assets.</p>	<p>3.1 Improve the permitting system to enhance facility use and customer service by providing information and access to permits online.</p> <p>3.2 Enhance reporting standards for permits to better understand the use of facilities, and to achieve equity goals through permitting.</p>	<ul style="list-style-type: none"> <li>▪ Enhance website to allow for improved online permitting and access to program information</li> <li>▪ Increase opportunities for participation by allowing participants and organizations to find the space they need</li> <li>▪ Improve permit process to improve permit management and data collection allowing for a better understanding of permit use, permit participant demographics and the nature of permit activities</li> <li>▪ Enhance data collection tools to allow for more accurate tracking of facility usage and participant demographics</li> <li>▪ Enhance reporting standards for permits to better understand the use of facilities and achieve equity goals through permitting</li> </ul>
<p><b>Winter 2014 – Fall 2017</b></p>	<p>4. Enhance engagement and partnerships with local residents, other recreation providers, and schools to enable coordinated recreation service planning in Toronto and address service gaps and overlaps.</p>	<p>4.1 Support the expanded use of community engagement.</p> <p>4.2 Develop local recreation plans with residents and local stakeholders that respond to community needs.</p>	<ul style="list-style-type: none"> <li>▪ Enhance consultation and engagement with residents, partners, and other recreation providers</li> <li>▪ Determine outreach strategies in collaboration with recreation sector providers</li> <li>▪ Establish Recreation Service Plan Advisory Group composed of users and stakeholders, representative of the geographic and demographic diversity of Toronto</li> </ul> <p>NOTE: See additional activities related to the development of the Recreation Service Plan Advisory Group under Council Directed Additional Action Items (CD 17.2)</p> <ul style="list-style-type: none"> <li>▪ Support recreation staff in planning, creating and delivering innovative and well-used programs</li> <li>▪ Develop local programming tools and templates including updated demographic monitoring tools</li> <li>▪ Monitor programs and conduct extensive programming data analysis including utilization rates, waitlist tracking and program evaluations to support local needs assessment</li> </ul>

**RSP Principle 2: Capacity Building (cont.)**

**Providing recreation programs and services of social, economic and physical benefit to all participants and that create a sense of community, belonging, and vitality.**

Timeline	Directions	Action	Activity
<p><b>Fall 2013 – Fall 2017</b></p>	<p>5. Increase and simplify opportunities to volunteer.</p>	<p>5.1 Develop a centralized volunteer management system.</p> <p>5.2 Leverage the volunteer engagement efforts of the 2012 Ontario Summer Games and the 2015 PanParapan American Games.</p>	<ul style="list-style-type: none"> <li>▪ Increase volunteerism within Community Recreation by simplifying the application process and better advertising opportunities to volunteer</li> <li>▪ Develop tools for improved volunteer management system               <ul style="list-style-type: none"> <li>○ Recruitment, screening, training, support and recognition of volunteers</li> </ul> </li> <li>▪ Improve promotion of volunteer opportunities on our website and FUN Guide</li>   <li>▪ Increase engagement with potential volunteers through FUN Guide and website promotions; engage in targeted outreach through both PF&amp;R Youth Outreach Workers and Community Outreach Workers</li> <li>▪ Using the recreation grant funding stream help participants and communities connect to the Games through community-based sport development projects, the development of volunteer capacity and support skills development training for volunteers</li> </ul>

<b>RSP Principle 3: Inclusion</b>			
<b>Ensuring that everyone has the opportunity to access and participate in programs and services that are planned, delivered, and managed in a way that recognizes diversity and encourages participations of marginalized and racialized people and groups.</b>			
<b>Timeline</b>	<b>Directions</b>	<b>Action</b>	<b>Activity</b>
<b>Summer 2013 – Fall 2015</b>	6. Increase awareness among residents of the City’s recreation services by developing a comprehensive outreach and communications strategy.	<p>6.1 Improve citywide and local promotion of programs and services by implementing a comprehensive communications strategy.</p> <p>6.2 Continue to offer registration and customer service in a variety of ways.</p> <p>6.3 Improve registration and Welcome Policy application processes to make it easier for everyone to register for programs.</p>	<ul style="list-style-type: none"> <li>▪ Enhance corporate website to provide information to residents in more user-friendly formats</li> <li>▪ Improve online content of programs and amenities available at centres/facilities</li> <li>▪ Examine social media opportunities, especially related to youth engagement and outreach</li> <li>▪ Explore opportunities to make web-based content more user friendly</li> <li>▪ Review current methods of registration, making improvement and enhancements to the registration process <ul style="list-style-type: none"> <li>○ Utilize customer service surveys and host focus groups to inform review</li> </ul> </li> <li>▪ Align customer service and registration methods to meet the varied needs of participants including counter service, telephone registration, TTR, TTY and online registration</li> <li>▪ Conduct review of the Welcome Policy program <ul style="list-style-type: none"> <li>○ Review current utilization trends</li> <li>○ Develop strategies to increase awareness of the program: flyers, web-based advertising, community agencies and ethnic media</li> </ul> </li> <li>▪ Explore ongoing opportunities to work with TESS to simplify the Welcome Policy application process including online application</li> </ul>
<b>Summer 2013 – Fall 2016</b>	7. Improve access for underserved residents, including people with a disability.	<p>7.1 Improve outreach to underserved residents.</p> <p>7.2 Create tools and strategies as part of local planning to support work with diverse and newcomer populations.</p> <p>7.3 Strengthen partnerships with service agencies and organizations that work with underserved populations.</p>	<ul style="list-style-type: none"> <li>▪ Review of community development strategies to help improve access to recreation of underserved residents including newcomers <ul style="list-style-type: none"> <li>○ Develop inventory of appropriate agencies and organizations for targeted outreach opportunities</li> <li>○ Outreach to a variety of community agencies and settlement services including workshop presentations on how to access recreation including Welcome Policy</li> <li>○ Provide ongoing support to staff to ensure programming meets the needs of local residents including underserved populations</li> </ul> </li> </ul>

**RSP Principle 3: Inclusion (cont.)**

**Ensuring that everyone has the opportunity to access and participate in programs and services that are planned, delivered, and managed in a way that recognizes diversity and encourages participations of marginalized and racialized people and groups.**

<b>Timeline</b>	<b>Directions</b>	<b>Action</b>	<b>Activity</b>
<b>Summer 2013 – Fall 2016</b>	7. Improve access for underserved residents, including people with a disability (cont.).	7.4 Ensure continued compliance with disability legislation.	<ul style="list-style-type: none"> <li>▪ Ensure staff compliance with AODA Customer Service training</li> <li>▪ Develop an implementation plan for future components of the AODA legislation including: Information and Communication, Employment, Transportation, and the Built Environment                             <ul style="list-style-type: none"> <li>○ Ensure that capital budget planning incorporates full accessibility compliance with AODA by 2025</li> <li>○ Ensure continued upgrading of facilities to make them more accessible</li> <li>○ Train staff in enhanced communication services including an accessible website</li> </ul> </li> </ul>

**RSP Principle 4: Equitable Access**

**Providing equitable access on a geographic and demographic basis for all residents of Toronto.**

Timeline	Directions	Action	Activity
<p><b>Winter 2014 – Fall 2017</b></p>	<p>8. Develop a service planning system that plans for age groups and recreation program types at both the city-wide and local scales.</p>	<p>8.1 Develop recreation plans for recreation program types and age categories.</p> <p>8.2 Provide supports to recreation staff in planning, creating, and delivering innovative and well-used programs.</p>	<ul style="list-style-type: none"> <li>▪ Conduct environmental scans of neighbourhoods and analysis of current program offerings</li> <li>▪ Analyze programming requirements based on demographic data of neighbourhoods including ages, income and language spoken</li> <li>▪ Develop and implement recreation plans for age categories: children, youth and seniors                             <ul style="list-style-type: none"> <li>○ Align with other City initiatives including the Middle Childhood Strategy, integrated planning for youth, the Toronto Strong Neighbourhoods Strategy 2020 and the Toronto Seniors' Strategy</li> </ul> </li> <li>▪ Adjust programming to reflect age requirements in the neighbourhood</li> <li>▪ Develop framework for programming tools and templates; train staff to use new tools</li> <li>▪ Support staff to ensure consistent approach for coordinated recreation service planning</li> <li>▪ Support staff in the engagement and building of partnerships with local residents, other recreation providers and schools</li> <li>▪ Document existing and newly created partnerships; review key stakeholders</li> </ul> <p>NOTE: Aligns with support and tools listed under Local Recreation Plans (4.2)</p>
<p><b>9.1 Summer 2013 – Fall 2016</b></p> <p><b>9.2 Spring 2013 – Winter 2015</b></p>	<p>9. Enhance the consistency and equity of service delivery across the city.</p>	<p>9.1 Implement the primary program categorization as a tool for planning.</p> <p>9.2 Develop a measure for service equity, focusing on participation rates and residents' ability to access recreation in their community.</p>	<ul style="list-style-type: none"> <li>▪ Assess, by program area, the alignment to the primary program model</li> <li>▪ Identify gaps in primary programming</li> <li>▪ Implement programming changes to ensure that all recreation programs fit the primary program model and are responsive to local needs</li> <li>▪ Conduct an academic literature review tracking access and equity best practices</li> <li>▪ conduct recreation system studies to test equity measurement options</li> <li>▪ Develop new tools to measure equity in recreation provision in conjunction with other partners such as TPH and SDFA</li> </ul>

**RSP Principle 4: Equitable Access (cont.)**

**Providing equitable access on a geographic and demographic basis for all residents of Toronto.**

<b>Timeline</b>	<b>Directions</b>	<b>Action</b>	<b>Activity</b>
<b>9.3 Fall 2013 – Fall 2015</b>	9. Enhance the consistency and equity of service delivery across the city (cont.).	9.3 Develop a 20-year Parks, Forestry and Recreation facilities plan to guide facility planning and required investments.	<ul style="list-style-type: none"> <li>▪ Inventory of facilities and assets encompassing assessment of building condition and state of good repair</li> <li>▪ Assessment of distribution and types of recreation facilities across the city</li> <li>▪ Engage external resources and conduct consultations with community members, stakeholders and staff</li> <li>▪ Identify geographic gaps in service delivery and make plans and targets to address over the next 20 years</li> </ul>
<b>Fall 2013 – Spring 2014</b>	10. Refocus subsidy investments to reduce barriers and increase participation in recreation.	<p>10.1 Continue Welcome Policy provision.</p> <p>10.2 Implement the equitable distribution of free programs at designated recreation centres (currently called "Priority Centres") based on the revised method for identifying Priority Centre locations.</p>	<ul style="list-style-type: none"> <li>▪ Continue Welcome Policy provision to provide access to low-income residents outside the revised Priority Centre boundaries</li> <li>▪ Monitor conversion of the Welcome Policy and implement strategies to improve access, particularly for newcomer and underserved populations</li> <li>▪ Review and analysis of 2011 Census data</li> <li>▪ Review Priority Centre locations</li> <li>▪ Make recommendation on the replacement of "Priority Centre" term with new name</li> <li>▪ Develop framework for evaluating Priority Centre designation</li> </ul> <p>NOTE: This will be the subject of a report back to Council in fall 2013</p>
<b>Fall 2013 – Fall 2015</b>	11. Increase participation in recreation by developing two citywide programs for children and youth.	11.1 Expand the current Swim to Survive program.	<ul style="list-style-type: none"> <li>▪ Renew partnership with TDSB, TCDSB and Lifesaving Society</li> <li>▪ Meet with both TBSD and TCDSB to work through details of renewed partnership</li> <li>▪ Expand Swim to Survive program to ensure all grade four students have the opportunity to learn basic swim survival skills, regardless of income</li> <li>▪ Remove barriers to full enrollment including pool availability, transportation, scheduling and coordination of program</li> </ul> <p>NOTE: Phased in implementation with some minor expansion anticipated in 2014 and full implementation in 2016</p>

**RSP Principle 4: Equitable Access (cont.)**

**Providing equitable access on a geographic and demographic basis for all residents of Toronto.**

<b>Timeline</b>	<b>Directions</b>	<b>Action</b>	<b>Activity</b>
<b>Fall 2013 – Fall 2015</b>	11. Increase participation in recreation by developing two citywide programs for children and youth (cont.).	11.2 Develop a Youth Leadership Program model.	<ul style="list-style-type: none"> <li>▪ Develop Youth Leadership model that is a) universal; b) citywide; c) free of charge; d) promotes civic engagement; and e) develops employment skills</li> <li>▪ Program will serve 50% of all grade nine students in Toronto</li> <li>▪ Identify partners (YMCA, schools boards and non-profit orgs, etc.)</li> <li>▪ Establish partnerships for program delivery with other service providers including school boards and community partners</li> <li>▪ Develop steering committee                             <ul style="list-style-type: none"> <li>○ Youth engagement</li> <li>○ Research for best practices</li> </ul> </li> </ul> <p>NOTE: Develop program model by fall 2014. Report back to Council including full program costs to be submitted before budget 2015 process. Program implementation in fall 2015</p>



**Council Directed Additional Action Items**

<b>Timeline</b>	<b>Directions</b>	<b>Action</b>	<b>Activity</b>
<b>Fall 2013</b>	CD 17.2	Establishment of a Youth Engagement Strategy.	<ul style="list-style-type: none"> <li>▪ Review status of current programming for youth within the City</li> <li>▪ Identify opportunities to increase youth drop-in programs</li> <li>▪ Develop Youth Engagement Strategy with the support of youth, Youth Outreach Workers and Youth Advisory Councils, Toronto Youth Cabinet and community stakeholders</li> </ul> <p>NOTE: This will be the subject of a report back to Council in fall 2013</p>
<b>Summer 2013 – Summer 2014</b>	CD 17.2	Establishment of a Recreation Advisory Committee.	<ul style="list-style-type: none"> <li>▪ Research best practices with attention to existing advisory groups within the various City Divisions</li> <li>▪ Develop Terms of Reference, identify stakeholders and develop selection process for the recruitment of team members</li> <li>▪ Facilitate implementation of the Recreation Service Plan</li> <li>▪ Schedule first meeting for winter 2014</li> </ul>