

## Appendix 1

### Policy for Outdoor Community Tennis Club Operations – Recommended Changes

Parks, Forestry and Recreation recognizes the benefits of early introduction to sport, fundamental movement skills and opportunities for residents of all ages to participate in active programming in Toronto. Parks, Forestry and Recreation defines a tennis excellence approach as capacity-building in the sport of tennis by making public tennis instruction and play opportunities more accessible.

#### Recommended Policy Changes:

The revised policy in Appendix 6 has been prepared using the Parks, Forestry and Recreation policy template. As such, some section titles have been modified. Key recommended changes to the Policy for Outdoor Community Tennis Club Operations include the following:

Old Policy Section	New Policy Section	Previous Wording	Revised Wording
	Policy - Permits	NEW	Community Tennis Clubs are required to maintain a minimum of 30 adult members per court including an executive. Clubs with fewer than 30 adult members per court will be reviewed by the Division for sustainability before being issued a permit e.g. Thirty (30) people per court at a location with five (5) tennis courts requires a minimum of 150 members.
	Policy – Governance	NEW	Every Community Tennis Club Executive must have an identified Community Liaison representative. This can be an additional board position or it can be served by an existing board member.
Recommended Guidelines for waitlist	Policy – Club Membership and Waiting Lists	Unlighted courts - 50 paid adults per court. Lighted courts - 100 paid adults per court.	A waiting list can only be established when a club has a minimum of 75 adult members per court. Community Tennis Clubs may determine their own membership-per-court standard providing it meets the minimum.
	Policy – Club Membership and Waiting Lists	NEW	When a waiting list has been established, City of Toronto residents will get priority to join the club over non-residents. A non-resident cannot be removed from the wait list to join the club until the list of residents has been exhausted.
Club Membership Fees	Policy – Club Membership and Waiting Lists	Clubs will charge annual membership fees as detailed in Schedule A. Membership fees shall be sufficient only to provide such funds as the members and the executive deem necessary for annual club expenses plus a reserve for capital improvements.	Waiting lists and/or transitional fees are expressly prohibited. Community Tennis Clubs may charge an administrative fee for new members but the combined membership fee and administrative fee cannot exceed the approved maximum for annual memberships.

Public Use of Tennis Courts	Policy – Public Use of Tennis Courts	Non-members shall be entitled to use the courts and practice courts as outlined in Schedule 'A' of this policy.  From Schedule 'A' - A minimum of four (4) regularly scheduled prime time hours per week...	Non-members shall be entitled to use the courts and practice courts for six (6) prime-time hours per week as outlined in the Outdoor Community Tennis Club Procedures and Guidelines.
Public Use of Tennis Courts	Policy – Public Use of Tennis Courts	NEW	Clubs are required to post public hours at the tennis courts, on the tennis club website and provide Parks, Forestry and Recreation staff with annual public hours to be posted on the City's website.
Maintenance of All Facilities	Policy – Tennis Club Responsibilities	NEW	When the re-keying of locks is requested by a Community Tennis Club, the cost of rekeying is the responsibility of the Community Tennis Club.
Maintenance of All Facilities	Policy – Tennis Club Responsibilities	NEW Sub Clause Addition	Storage in electrical and mechanical areas/rooms must comply with applicable legislation.
Facility Changes and Additions	Policy - Facility Changes and Additions	Any tennis club, which undertakes to make any major improvements to the court surface or building, shall request in writing the approval of the District Director, with a copy to the Liaison Committee, prior to obtaining quotations from contractors. A reply in writing from the District Director must be received prior to proceeding. Once approval has been given the costs associated with the project will be the sole responsibility of the submitting club. Supervision of the project is the responsibility of the City of Toronto.	Any Community Tennis Club that wishes to make any major capital improvements to the building or court surface, other than colour coating, shall submit a written request for approval to the Director of Parks Development and Capital Projects with a copy to the Tennis Liaison Committee, before obtaining quotations from City-approved contractors. The Community Tennis Club must provide satisfactory evidence that they have funds to complete the major improvements to the building or court surface. A reply in writing from the Director of Parks Development and Capital Projects (or designate) must be received prior to proceeding...  Repairs and improvements to courts, clubhouses and court assets shall comply with all relevant City policies including but not limited to the Parks Development and Capital Projects process, the Fair Wage Policy and labour trade union contracts where applicable. The Parks, Development and Capital Projects process is summarized in the Outdoor Community Tennis Club Procedures and Guidelines.
Communication / Complaint Handling	Policy – Communication / Complaint Handling  Procedures – Complaint Resolution Process	Where a member of a community tennis club has consulted with its own executive regarding their clubs operational procedure (i.e. constitution, rules and regulations), and where the executive has not settled the dispute with its member, the member may elect to speak to their Tennis Liaison Committee representative regarding the matter. The Tennis Liaison Committee representative will investigate the matter and bring the issues to the Tennis Liaison Committee for a final decision to resolve the issue between the club and the member.	Where a member of a community tennis club has a complaint or dispute they shall consult their executive for resolution. Community tennis clubs must have a formal complaint resolution process. Suspending or banning an individual (member or non-member) from a community tennis club must be done in accordance with the Division's Suspension and Ban Policy: If a suspension of longer than three (3) days is required, the Division must be consulted and appropriate documentation completed in accordance with the policy.

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**Purpose:** The Parks, Forestry and Recreation Division supports Community Tennis Clubs as partners in the delivery of tennis programming across the City.

The Policy for Outdoor Community Tennis Club Operations governs the establishment, operations and dissolution of Community Tennis Clubs using City of Toronto outdoor tennis courts.

**Policy Statement:** Community Tennis Clubs are positive influences in our communities; they promote an active and healthy lifestyle for all ages and encourage the growth of the sport of tennis through tennis instruction, organized play and social events.

Community Tennis Clubs are our partners in the protection and animation of our parks and City assets.

**Scope:** This policy applies to outdoor Community Tennis Clubs operating on City of Toronto tennis courts.

The Parks, Forestry and Recreation Division will endeavour to ensure the intended outcome of this policy is achieved as this policy and the accompanying procedures and guidelines do not and cannot, cover all situations.

**Definitions:** **Community Tennis Club**  
Community Tennis Clubs are not-for-profit organizations managed by volunteers. They obtain permits to operate on facilities owned by the City.

**Division**  
Defined as the City of Toronto, Parks Forestry and Recreation Division.

**Independent Tennis Club**  
Existing Community Tennis Clubs that do not belong to the associated Regional Tennis Organization are considered "independent" clubs.

**Regional Tennis Organizations**  
Regional Tennis Organizations represent their region at the Ontario Tennis Association (OTA) and regional chairs sit on the OTA board. The three

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Regional Tennis Organizations representing the Toronto area are: North York Tennis Association, Scarborough Tennis Federation and Toronto Tennis.

### **Tennis Liaison Committee**

A committee composed of designated staff of the Division, a maximum of two (2) representatives from each of the Regional Tennis Organizations, and one (1) representative from a group to be formed from existing independent clubs from across the City of Toronto.

### **Not-For-Profit Organization**

For the purpose of this policy a not-for-profit organization provides services, programs and opportunities for residents which support the principle of community building.

Volunteer trustees or a board of directors governs the organization and there is no personal financial gain for members, trustees or directors. Any excess of revenues over expenditures are turned back into the organization and funds can only be used for promoting its organizational purpose.

### **Prime Time Hours**

For the purpose of this policy, Prime Time hours are:

For lighted courts:

4:00 p.m. - 11:00 p.m. on Monday to Friday

8:00 a.m. - 11:00 p.m. on Saturday/Sunday/Holidays

For unlighted courts:

4:00 p.m. - Dark on Monday to Friday

8:00 a.m. - Dark on Saturday/Sunday/Holidays

### **Resident**

Residents are people who live in, own property in or own or operate a business in the City of Toronto.

### **Conditions:**

#### **General Mandate**

Community Tennis Clubs offer tennis programming to meet the identified needs of their members, as well as a junior program. Community Tennis

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Clubs hire tennis professionals and other staff as necessary to delivery programming and operate the club.

### New Club Formation

1. Where a new Community Tennis Club is being formed at an available public court site, the responsibility to assist the new club, if required, will be shared by the Tennis Liaison Committee and the Division. The new Community Tennis Club will operate under the same rules and regulations as all other Community Tennis Clubs as outlined in this policy.
2. Evidence of interest from a minimum of 30 adult residents per court, and the formation of an executive, must be submitted to the Division in writing. Evidence of interest to be submitted to the Division should include the name, postal code, email address and phone number for each adult listed.
3. Community Tennis Club membership fees for the first season must be paid and held in trust by the Community Tennis Club before the Division will issue a new permit.
4. The Division must consult with the local community to ensure Councillor and local support before issuing new permit.

### Proof of Not-for-Profit Status

Community Tennis Clubs must demonstrate not-for-profit status to be eligible to permit tennis courts under this policy.

1. Where the organization's annual budget is less than \$5000.00, the group must submit an application form, provided by the Division's permit office, verifying not-for-profit status.
2. Where the organization's annual budget exceeds \$5000.00, the group must have:
  - a. A volunteer executive elected at an Annual General Meeting;
  - b. A constitution, by-laws and/or letters patent; and
  - c. Financial statements

The City reserves the right to request an audited financial statement, at any time and for any reason, at the Community Tennis Club's expense.

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**Governance**

Community Tennis Clubs are volunteer run organizations. The Community Tennis Clubs must be a member in good standing of the appropriate Regional Tennis Organization or an existing Independent Tennis Club. Community Tennis Clubs hold an annual general meeting, in accordance with its constitution and must have a formal complaint resolution process. Community Tennis Clubs must have an identified Community Liaison representative. This can be an additional executive position or it can be served by an existing member of the executive.

**Capital Reserve Funds**

Community Tennis Clubs that have capital obligations and new capital projects for their courts (e.g. colour/top coat or club house enhancements) will establish a capital reserve appropriate to the life-cycle of the assets they are required to repair and/or maintain. Capital repairs and improvements shall comply with all relevant City policies relating to the work including Fair Wage Policy and labour trade union contracts where applicable.

**Club Dissolution**

Clubs must notify the Division and the Tennis Liaison Committee when they intend to dissolve and again upon dissolution.

Upon dissolution of a Community Tennis Club, any remaining funds and equipment, after provision has been made for any outstanding liabilities, should be addressed in accordance with the policies of the existing executive or the Community Tennis Club constitution.

**Cancellation or Denial of Permit**

The General Manager of Parks, Forestry and Recreation may deny or cancel a permit where:

- The Community Tennis Club is not operating in accordance with the policy
- The Community Tennis Club breaches any permit requirements
- The Community Tennis Clubs are in not in compliance with the City of Toronto Municipal Code

The decision of the General Manager is final.

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**Process:**
**Club Occupancy of Public Tennis Courts**

1. The Division will grant permits to Community Tennis Clubs in accordance with relevant permit policies including this policy and accompanying procedures and guidelines.
2. The length of the Community Tennis Club playing season shall be jointly determined by the Division and Community Tennis Club. The season is normally April to October and depends on the weather, court conditions and resources for seasonal operations and maintenance requirements.
3. The Community Tennis Club recognizes that any repairs considered necessary by the City, either to the courts or other municipal assets, might necessitate temporary closing of the courts. Every effort will be made by the Division to temporarily relocate the club to other courts until the repairs have been completed and the Division reopens the courts.

**Permits**

The Divisions' Permit Allocation Policy applies to the issuance of permits to Community Tennis Clubs. Permits are granted seasonally and are not guaranteed for future years. Additionally:

1. Community Tennis Clubs must annually submit the following with their permit application:
  - a) Membership list
  - b) Financial statements including evidence of capital reserve fund
  - c) Copy of the current constitution.
  - d) Sustainability plan when requested by the City
2. Community Tennis Clubs are required to maintain a minimum of 30 adult members per court including an executive. Community Tennis Clubs with fewer than 30 adult members per court will be reviewed by the Division for sustainability before being issued a permit.
3. Community Tennis Clubs may not use the courts or enter the club house outside of permitted dates and times without express permission from the Division. Tampering with City property including; plumbing, electrical or mechanical systems or lighting may result in the immediate revocation of Community Tennis Club permits or charge-backs to the Community Tennis Club for damages incurred.

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### Permit Fees

1. Permit fees will be charged in accordance with the Council approved permit rates, for each full season of operation by any Community Tennis Club operating on City of Toronto courts. The Division reserves the right to increase permit fees according to inflationary costs.
2. Fees are to be paid in full by May 31 of each year. Failure to pay permit fees in full may result in the cancellation of the Community Tennis Club permit.
3. Any special event must comply with the City of Toronto Non-Profit / Charitable Special Event Guidelines for City Parklands. An event involving noise amplification, installation of a tent/stage or where liquor will be served is considered a special event and requires an additional permit.

### Categories for Community Tennis Club Membership

Community Tennis Clubs should have a minimum of two categories of membership:

1. Adult membership for those aged 18 and over as of January 1<sup>st</sup> of the current year
2. Junior membership for those aged under 18 as of January 1<sup>st</sup> of the current year

### Community Tennis Club Membership Fees

Community Tennis Clubs will charge annual membership fees to sustain Community Tennis Club operations. Membership fees shall be sufficient only to provide such funds as the members and the executive deem necessary for annual Community Tennis Club expenses and the capital reserve fund. An administrative fee may be charged for processing new members but the combined membership fee and administration fee cannot exceed the Division-approved maximum fees for annual membership. Maximum membership fee rates will be reviewed annually by the Division and the Tennis Liaison Committee and communicated to all clubs.

### Community Tennis Club Membership and Waiting Lists

1. A Community Tennis Club shall receive applications for membership from any Resident provided that the applicant complies with the rules and regulations as established by the Community Tennis Club.



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2. Existing Community Tennis Clubs are required to offer membership renewal to previous year's members in good standing in the subsequent year, prior to accepting new members. In the case of new memberships, applications from Residents must be given priority over any applications from non-residents.
3. A Community Tennis Club shall accept applications for membership until the membership has been closed. At such a time, a waiting list will be established.
4. A waiting list can only be established when a Community Tennis Club has a minimum of 75 adult members per court. Community Tennis Clubs may determine their own membership court standard providing it meets the minimum.
5. When a waiting list has been established, Residents will get priority to join the Community Tennis Club over non-residents. A non-resident cannot be removed from a wait list to join the Community Tennis Club until the list of Residents has been exhausted.
6. When a Community Tennis Club has started a waiting list, it shall be kept in strict sequence by the date the membership application is received and shall be available to the Division upon request.
7. Waiting list and/or transitional fees are expressly prohibited. Community Tennis Clubs may charge an administrative fee for new members but the combined administrative fee and membership fee cannot exceed the Division-approved maximum fee for annual memberships.
8. Waiting lists are to be generated annually once membership is closed.
9. Returning members shall be given a deadline to register for the following year. If membership is still open after the deadline has passed, interested participants on the wait list should be considered in order (i.e. spots should not be "held" for potential members or team players who have not yet joined to prevent wait-listed participants from joining.)
10. Junior membership must be in addition to the above minimums.

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Community Tennis Clubs may elect to keep junior membership open to encourage participation.

11. Each Community Tennis Club shall have a guest policy, which allows members' guests to play at a rate not to exceed the annual rate established by the Division. Annual rates will be amended and distributed to Community Tennis Clubs each year.
12. In the event a member is deemed not to be in good standing, the Community Tennis Club must inform the member as soon as possible and prior to the end of the season.

### Community Tennis Club Programs

Each Community Tennis Club shall provide equitable tennis programming, including a junior program, to meet the identified needs of its members and community.

### Facility Changes and Additions

Any Community Tennis Club that wishes to make any capital improvements to the building or court surface, other than colour coat, shall submit a written request for approval to the Director of Parks Development and Capital Projects with a copy to the Tennis Liaison Committee, before obtaining quotations from City-approved contractors. The Community Tennis Club must provide satisfactory evidence that they have funds to complete the major improvements to the building or court surface. A reply in writing from the Director of Parks Development and Capital Projects (or designate) must be received prior to proceeding. Once approval has been given, all the costs, scheduling and supervision by a qualified professional associated with the project shall be the sole responsibility of the Community Tennis Club. The City will inspect the progress of the project at appropriate milestones for compliance with the Ontario Building Code, standard building practices and the agreed-upon scope of work.

Any Community Tennis Club that wishes to colour coat courts, exclusive of a major capital re-build, shall submit a written request for approval to the Director of Parks (or designate) with a copy to the Tennis Liaison Committee. If approved, Community Tennis Clubs will work with Divisional staff to have the work completed in accordance with applicable policies and procedures at the Community Tennis Club's expense. Colour coating must be acrylic-based. All maintenance costs to be covered by Community

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### Tennis Clubs.

Repairs and improvements to courts, clubhouses and court assets (beyond the minimum to be maintained by City) shall comply with all relevant City policies including but not limited to the Parks Development and Capital Projects process, Fair Wage Policy and labour trade union contracts where applicable. The Parks, Development and Capital Projects process is summarized in the Outdoor Community Tennis Club Procedures and Guidelines.

### Public Use of Tennis Courts

1. Non-members shall be entitled to use the courts and practice courts for six (6) prime-time hours per week as outlined in the Outdoor Community Tennis Club Procedures and Guidelines document.
2. The Division will provide the initial public hours sign. New signage required as a result of Community Tennis Club schedule changes must be paid by the Community Tennis Club.
3. Community Tennis Clubs are required to post public hours at the tennis courts, on the Community Tennis Club website and provide Division staff with annual public hours to be posted on the City's website.

### Communication/Complaint Handling

1. Whenever an item directly affecting community tennis in the City is on the agenda of a committee of Council, the Division will advise the Tennis Liaison Committee who will be invited to have an official representative in attendance.
2. The Community Tennis Clubs will communicate directly with the Tennis Liaison Committee and the Division on matters regarding operations, major maintenance and development of its programs and facilities.
3. Repairs requiring Division involvement should be communicated from the Community Tennis Club directly to the Division (refer to the Outdoor Community Tennis Club Procedures and Guidelines.)
4. Where a member of a Community Tennis Club has a complaint or dispute they shall consult their executive for resolution. Community Tennis Clubs must have a formal complaint resolution process.

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5. Suspending or banning an individual (member or non-member) from a Community Tennis Club must be done in accordance with the Divisions Suspension and Ban Policy. If a suspension of longer than three (3) days is required, the Division must be consulted and appropriate documentation completed in accordance with the policy.

### Roles and Responsibilities:

The Division requires that all facilities be maintained to acceptable City standards and legislative requirements. The standard level of tennis court service provided by the Division is outlined in the Outdoor Community Tennis Club Procedures and Guidelines.

### Tennis Club Responsibilities

1. Be a member in good standing of the appropriate Regional Tennis Organization or an existing Independent Tennis Club.  
All new Community Tennis Clubs must become members of the existing Regional Tennis Organization.
2. Hold an annual general meeting, in accordance with its constitution.
3. Report any vandalism or theft to the Division.
4. Nets and Posts:
  - a. Nets must be provided on all courts during normal Community Tennis Club playing hours and all public hours.
  - b. All costs relating to installation, removal, repair, replacement or storage of nets and posts are the Community Tennis Club's responsibility.
5. Maintain any existing clubhouse in good state of repair, satisfactory to the General Manager of Parks, Forestry and Recreation, and to safe operational standards.
6. Daily maintenance of the notice boards and general appearance and cleanliness of the courts and surrounding area (including picking up trash generated by the club), plus weekly inspection of benches, picnic tables, windscreens and signs inside court area. Additional amenities such as buildings, furnishings, improved surfaces, additional lighting,

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windscreens, notice and player boards, etc., shall be supplied and maintained by the Community Tennis Club at its own expense.

7. Provide the Division notice of what repairs (broken and damaged amenities) and changes are required to benches, picnic tables and/or garbage totes at the end of the season.
8. Post public access hours at the tennis court, on the Community Tennis Clubs website and provide the Division staff with public hours to be posted on the Division's website for the duration of the season.
9. Where Community Tennis Clubs have capital responsibilities to maintain or upgrade facilities (e.g. colour coating or clubhouse upgrades) they shall establish a capital reserve fund appropriate to the life-cycle of the asset. The reserve shall be held separately from the Community Tennis Club's general funds and shall be reflected in the Community Tennis Club's financial records as a capital improvement reserve. All improvements and upgrades made by Community Tennis Clubs shall belong to the City.
10. Community Tennis Clubs are responsible for the maintenance and replacement of all improvements, and for all costs associated with the tennis courts and clubhouse that are not the City's responsibility as set out in the Divisional responsibilities below and in the Outdoor Community Tennis Club Procedures and Guidelines.
11. When the rekeying of locks is requested by a Community Tennis Club, the cost of rekeying is the responsibility of the Community Tennis Club.
12. Community Tennis Clubs may install wind screening on City owned tennis courts. Any damage caused by or to windscreens is the responsibility of the Community Tennis Club.
13. Where the use of a propane tank is required, Community Tennis Clubs must follow provincial propane storage and handling regulations. Storage of propane tanks on City property is strictly prohibited.
14. Storage of items is prohibited in electrical and mechanical areas/rooms in accordance with legislative requirements including the Ontario Building Code and the Ontario Electric Safety Code.

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### Divisional Responsibilities

The Division shall be responsible for the basic recreation level of services of all tennis courts, as outlined in the Outdoor Community Tennis Procedures and Guidelines.

Additional Responsibilities of the Division as below and highlighted in the procedures:

- Existing lighting – supply and installation of new bulbs, aiming and cleaning, setting and maintenance/replacement of timing devices.
- Existing fencing – including repairing holes in the fence, leaning or falling fences, gaps between fence and ground, gates and locks unless damage is caused by windscreens.
- Building or re-building of tennis courts and fencing of facilities to basic recreation standards as outlined in the Outdoor Community Tennis Club Procedures and Guidelines.
- Supplying trash totes as deemed required by the Division.
- Supplying benches and one picnic table each year for the Community Tennis Club's use. Delivery of such items will be completed by May 1 of the tennis season.

### Information Management:

Corporate Access and Privacy guidelines must be adhered to. All related reports, forms and personal information are to be maintained in a secure location at all times and made available only to executive members/staff who require access to the information. Please refer to the following links for more details:

- [Municipal Freedom of Information and Protection of Privacy Act](#)

### Authority:

- Council approval

### Related Policies:

- [Advertising Policy](#)
- [City of Toronto Non-Profit/Charitable Special Event Guidelines for City Parklands](#)
- [Donations Policy](#)

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- [Fair Wage Policy](#)
- [Human Rights and Anti-Harassment/Discrimination Legislation & City Policy](#)
- [Municipal Alcohol Policy](#)
- [Special Event Guidelines for City Parklands](#)
- [Sponsorship Policy](#)
- [Video Surveillance Policy](#)

**Related Information:**

- [Ontario Tennis Association](#)
- Outdoor Community Tennis Club Procedures and Guidelines
- [Parks Service Plan](#)
- [Recreation Service Plan](#)
- [Tennis Canada](#)

**Forms:**

- [Application for a Special Event in a City Park or Facility](#)
- [Permit Application Form](#)
- [Step-by-Step Fundraising Guide](#)

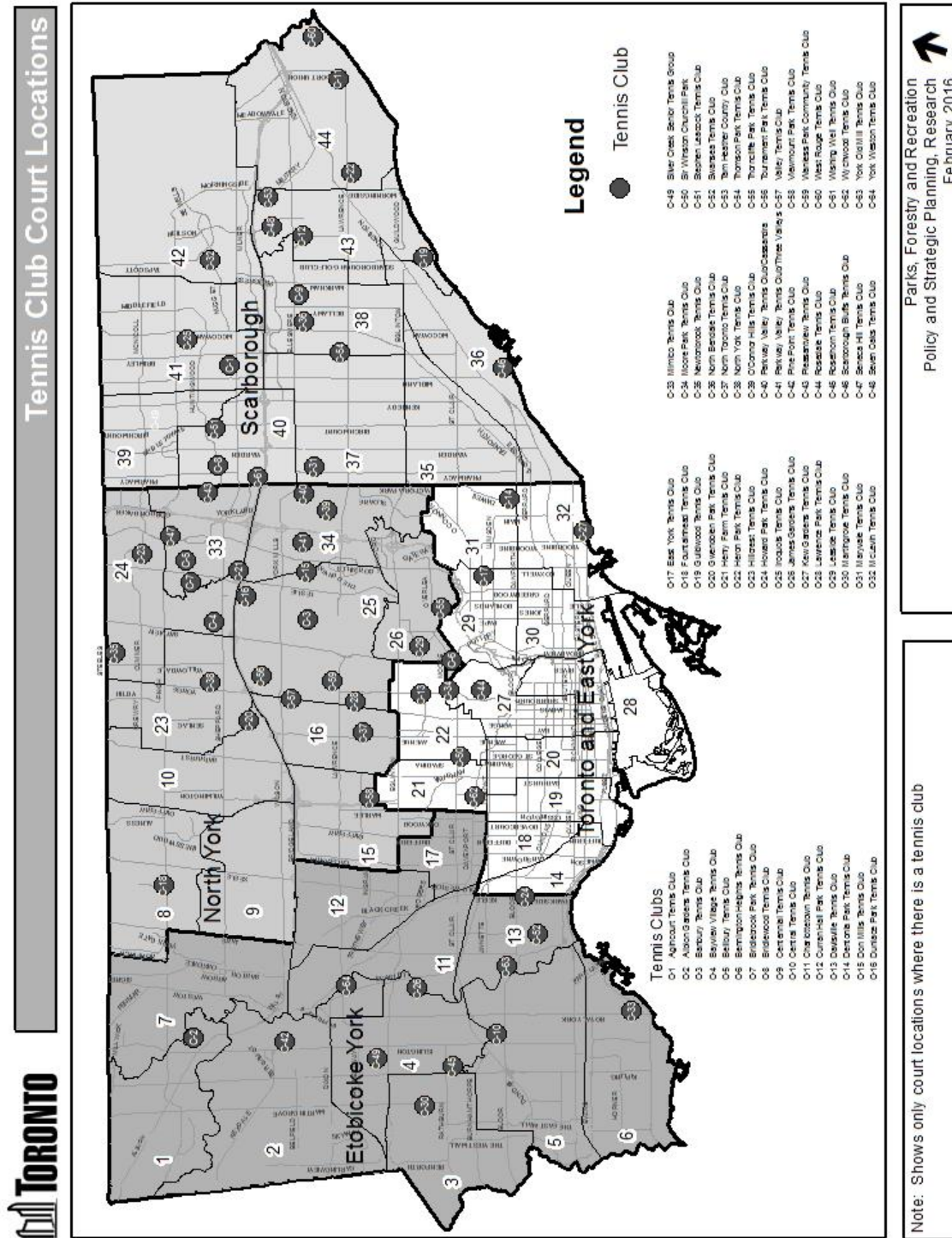
**Contact:**

Questions about this policy can be directed to:

Director of Policy and Strategic Planning  
Parks, Forestry and Recreation  
City Hall  
100 Queen Street West, 4<sup>th</sup> Floor West Tower  
Toronto, Ontario

## Appendix 3

### Community Tennis Club and Public Court Locations





## Public Tennis Court Locations



### **Public Tennis Court Permit Pilot Project Criteria**

Parks, Forestry and Recreation is requesting permission to develop a pilot permit project to permit select public courts outside the community tennis club model. Presently, only community tennis clubs can permit public courts.

#### Permit Pilot Criteria

- Public locations with high public use will not be considered
- No more than ten locations across the city will be considered for the pilot
- Locations will be identified with staff, community and local Councillor input
- At least one court at every pilot location must remain available for drop-in play at all times
- Minimum one (1) hour bookings
- Courts will be permitted for a limited number of hours per day. Maximum hours to be determined by the General Manager of Parks, Forestry and Recreation
- Permit allocation policy applies (including residency requirements) for all bookings
- Permits will be subject to applicable insurance requirements
- Repeat bookings will be considered at the discretion of the General Manager of Parks, Forestry and Recreation and will be coordinated with Parks, Forestry and Recreation Customer Service staff well in advance of their start dates

### **Consultation Overview – What We Heard**

Parks, Forestry and Recreation (PFR) was directed by Council to conduct a comprehensive review of the 2004 Council-approved Policy for Outdoor Community Tennis Club Operations including consideration to assist community tennis clubs with colour/top coating of courts and to report back on the development of a Tennis Excellence Framework. The Tennis Excellence Framework would include programming opportunities to expand lessons, allow private groups or individuals to permit public tennis courts, introduce new programs for youth, and reach out to Tennis Canada and Ontario Tennis as partners.

A variety of consultations, surveys, direct email and phone communications were recorded and analyzed.

Between June and September 2015 PFR conducted extensive consultation including four (4) public meetings (one in each district); three (3) executive community tennis club meetings, staff and stakeholder consultations, an online public survey and a questionnaire provided to all community tennis club executives. In total, in-person consultation reached 179 people, and staff received a number of comments directly through email and phone feedback. Over 130 participants attended the public consultations and an additional 49 individuals representing 28 community tennis clubs attended the executive community club meetings. The online survey opened May 30 and closed August 4, 2015 with over 1500 completed surveys submitted.

In total, over 2,000 people provided input through these efforts, including community tennis club members, public, staff, stakeholders and partners. Respondents were representative of the whole City and all Wards

The following outlines the consultation process that was undertaken and what was heard.

#### **Consultation Communication Strategy**

A strategic communication plan was developed and implemented for the outdoor tennis review. To maximize exposure, laminated posters advertising the community consultations and the online survey were posted at all 180 outdoor tennis court locations. Flyers were also posted in Parks, Forestry and Recreation community centres across the city. A social media and direct email campaign was also employed to engage Business Improvement Area associations, resident associations and over 500 Parks, Forestry and Recreation tennis program registrants. Communication regarding the consultations were also distributed to the Mayor's Office and Councillors

#### **Public Tennis Consultations**

Parks, Forestry and Recreation hosted four public tennis consultations in June 2015 (one in each district of the city). Over 130 participants respond to five questions in small groups, facilitated

by City staff. Each question asked the group to respond considering both community tennis club locations and public tennis courts:

1. What benefits do you see with the community tennis club and public tennis court operations?
2. What challenges do you see with the community tennis club and public tennis court operations?
3. Based on the above challenges, prioritize your top 3 issues.
4. Based on the top challenges identified what solutions would you suggest?
5. What are your thoughts on how we currently operate public tennis courts?
  - a) Should we permit public courts, if so how?
  - b) What are your thoughts on sponsorship and partnership opportunities?

**Key Themes and Findings:**

- Community tennis clubs build a sense of community
- Community tennis clubs provide better upkeep of the club courts
- Community tennis clubs monitor courts and players to ensure proper etiquette and equitable play rotation
- Provide partners and skill development
- Permit pilot with limitations

**Challenges included:**

- Communications between public, City divisions and community tennis clubs needs to improve
- Balancing of needs of members and the public is very challenging
- Governance and transparency of boards, long standing board members however volunteers do not always step up to replace board members
- Complaint process

**Policy Change Recommendations:**

- Clarification of complaint dispute process

**Community Tennis Club Executive Consultations**

Parks, Forestry and Recreation hosted an additional three (3) consultations with community tennis club executives in July 2015. These consultations allowed the community tennis clubs an opportunity to review and provide feedback on specific areas of the current policy.

Representatives from over 28 community tennis clubs attended. The executive consultations were conducted in a "global café" style allowing participants to provide their own written feedback without influence or pressure from staff and/or other participants.

Community tennis clubs were asked to:

1. Identify community tennis club interests and concerns around operating permits, partnerships and sponsorships.
2. Identify benefits and challenges to establishing parameters regarding community tennis club board structure and governance.
3. Comment on the role of the Tennis Liaison Committee as it relates to members and community tennis club complaints (an excerpt from the current policy was provided).
4. Comment on what they thought are or should be the roles and responsibilities of community tennis clubs as it relates to tennis excellence in the City.
5. Comment on what they thought are or should be the roles and responsibilities of Parks, Forestry and Recreation as it relates to tennis excellence in the City.
6. Comment on what other resources or supports do you feel community tennis clubs require from the City.

**Key themes and findings:**

- Increase opportunities for donations and fundraising to support small and capital repairs
- Partnership for junior development through schools, Ontario Tennis Association and local tennis associations
- Community tennis clubs to share best practices and better networking opportunities
- Ability to communicate through Parks, Forestry and Recreation e.g. website

**Challenges:**

- Communication between the community tennis club and the community
- Education to members and public around city policies and procedures
- Lack of volunteers and new board member interest

**Policy Change Recommendation:**

- Governance term with flexibility if no interest
- Training/workshop opportunities to increase knowledge e.g. governance, complaint handling
- Community Liaison Board Member to work with membership and community
- Partnership support from the City

**Online Surveys**

The online tennis survey was created to provide the most holistic representation of respondents. The survey asked respondents to identify themselves as belonging to one of four tennis groups including:

- Members of community tennis clubs
- Non-members who use community tennis club courts and/or public courts
- Non-members who only use public courts
- Community members who use the courts for non-tennis activities

Subsequent survey questions were based on the self-identified groupings above. Questions were developed to obtain information based on these groupings. Percentages referenced are the number of respondents to a particular question.

Two-thirds of the survey respondents were community tennis club members and one third were not members of a community tennis club.

Seventy-two percent (72%) of community tennis club members are 45+ and 39% of non-community club tennis members are age 45+.

How often do you play tennis on City courts?

- Members of community tennis clubs tend to play more frequently than non-members (51% play 2 to 4 times a week and 14% play 4 or more times a week and 15% play once a week)
- Non-members tend to play more infrequently than community tennis club members (31% play 2-4 times a week, 23% play once a week and 20% play a couple of times a month)

What time of day do you play?

- Both respondent groups played most often during weekday early evenings (about 25%) weekend mornings (around 20%) and weekend afternoons (average of 19%) followed by weekends evenings
- Community tennis club members like weekday mornings more than non-members

Hours available to play tennis

- Majority of community tennis club members and non-members feel that there is sufficient hours available to play tennis
- Community tennis club members feel more strongly that there is sufficient hours to play tennis than non-members (84.4% vs. 63.7%)

Increasing court use hours of operation

- Community tennis club members (28%) and non-members (an additional 28%) feel that availability hours should be increased for weekday evenings
- Community tennis club members (18%) and non-members feel (15%) that availability hours should be increased for weekend afternoons and weekend evenings
- Community tennis club members (15%) and non-members (15%) feel that availability hours should be increased for weekday mornings

#### Sufficiency of court hours available

- Thirty-five percent (35%) of non-members reported that the current public court hours and community tennis club courts available for play were not sufficient compared to just 16% percent of club members.

#### How could your tennis playing experience, at this location, be improved?

- Both community tennis club members and non-members chose better court surface, better maintenance, improved lighting, and access to washrooms in their top 4 responses.
- Non-members want better maintenance
- Community tennis club members want more parking

#### Would you be interested in obtaining tennis court permits?

- Neither community tennis club members nor non-members opposed obtaining tennis court permits in some locations and with limitations

#### Distances travelled to community tennis club courts

- Seventy-five percent (75%) of community tennis club member respondents travel less than 4.27 km to their tennis club with an average travel distance of 3.83 km

#### What is your age?

- Community tennis club member survey respondents were predominately aged 55+
- Non-member respondents tended to be predominately 35 years of age or younger

#### Key Themes and Findings

- Respondents felt the community tennis clubs offered fair hours and access equally respondents felt we should improve public access hours to club courts.
- Respondents felt the city and community tennis clubs need to improve communication and outreach
- Respondents felt that the Policy on Outdoor Community Tennis Club Operations was fair and equitable

#### Challenges

- Improve advertising and communicate information better (both community clubs and the City)
- Some community tennis clubs have long wait lists
- Access by both members and non-members is not always equitable
- Fifty percent (50%) of the non-member respondents were not aware of the Policy on Outdoor Community Tennis Club Operations

#### Related Policy Change Recommendations

- Increase public access hours from four (4) hours to six (6) hours per week, prime time.
- A waiting list can only be established when community tennis clubs have a minimum of 75 adult members per court, rolling waiting lists are to be eliminated.
- Available permit start time of 7 a.m. on weekdays

### **Independent phone calls and emails**

Since June, 2015 over 100 direct emails regarding tennis have been tracked identifying concerns or ideas for both community tennis clubs and public courts. Approximately 50% of the emails were about court deficiencies or state of good repair. Approximately 20% of the messages were complaints about the public and their lack of court etiquette. An additional 30% of comments and complaints were related to community tennis club board governance and community tennis club complaint management transparency.

### **Sport Organizations and Community Partners**

Parks, Forestry and Recreation staff met with representatives from Doug Philpott Children's Tennis Fund, Wilmington Tennis, the Ontario Tennis Association and Tennis Canada to discuss tennis operations in the City of Toronto and identify potential program collaboration opportunities in building tennis excellence in the city. All community partners are interested in further program collaborations to improve tennis programming across the city.



### City of Toronto Tennis Excellence Framework

The growth and sustainment of community tennis in our growing, changing and diverse city will be achieved through this Tennis Excellence Framework focusing on capacity-building opportunities in various areas of tennis provision.

Framework Diagram



## Appendix 7

### Toronto Outdoor Community Tennis Membership and Guest Club Fee Chart 2016

#### Membership and Guest Fees

Membership fees will be reviewed annually by Parks, Forestry and Recreation and the Tennis Liaison Committee.

Clubs may charge an administrative fee for new members. An administrative fee may be charged for processing new members but the combined membership fee and administration fee cannot exceed the Division-approved maximum fees for annual membership.

2016 Maximum Membership and Guest Fees:

<b>Fee Category</b>	<b>Maximum Rate</b>
General Adult Membership	\$200
Guest Fee	\$10/day
Non-Member Fee	\$20/day