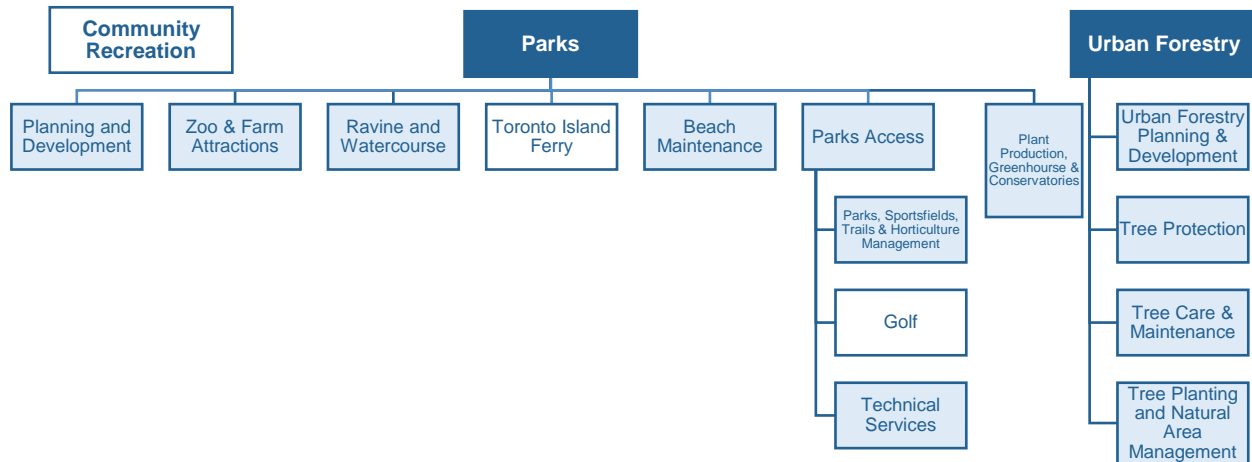


PARKS SERVICES

PROGRAM MAP

Parks, Forestry & Recreation



Shaded boxes reflect the activities covered in this report

Parks Services include the provision of parkland for residents and visitors of all ages to enjoy nature and open green space. Ravines, naturalized areas, watercourses and woodlots are maintained and managed by the Parks and Urban Forestry branches of the Parks, Forestry & Recreation Division. There are parkettes, as well as neighbourhood, regional and destination parks that attract visitors from across the Greater Toronto Area. Many parks include amenities such as benches, drinking fountains, grassy areas, flower and shrub beds, trails and pathways and trees for the passive enjoyment of everyone. Other features can include greenhouses, conservatories, formal gardens, allotment gardens, animal displays and butterfly habitats.

Active pursuits including baseball, cricket, football, soccer, jogging and walking are available in many of the larger parks. Outdoor swimming and skating are provided in every district of the City. There are many resident demands for permits for sport fields, diamonds, stadiums, and parkland for organized play, special events for community celebrations and wedding photographs. Waste reduction and diversion, waterfront development, restoration and naturalization of parkland are examples of initiatives that factor into the costs of providing parks services in Toronto. Toronto provides a wide range of park maintenance activities, which reflect the diverse character of its Parks Services. These activities include the upkeep and care of grasses, athletic fields, pathways, park washrooms, playgrounds, and sports courts – on a year-round basis.

For the purposes of this section, the costs of golf courses, ski hills, marinas and the provision and maintenance of street trees (trees on the road allowance) are not included in order to be more comparable with results from other municipalities, as it is acknowledged that the MBNC municipalities (including Toronto) provide their own unique mix of Parks activities and services as well as various different levels of priority and maintenance.

SUMMARY OF PERFORMANCE MEASUREMENT RESULTS

Question	Indicator/Measure	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	Chart & Page Ref.
How much total parkland of all types did Toronto have?	Hectares of all (Maintained and Natural) Parkland per 100,000 Population (Service Level Indicator)	Stable Total amount of all parkland was relatively stable in 2017 (Service Level Indicator)	4 Lower rate of hectares of all parkland in relation to population, compared to others (Service Level Indicator) <small>(urban form leads to result)</small>	23.1 23.2 pg. 5/6
How much maintained parkland did Toronto have?	Hectares of Maintained Parkland in Municipality per 100,000 Population (Service Level Indicator)	Stable Total amount of maintained parkland was relatively stable in 2017 (Service Level Indicator)	4 Lower rate of hectares of maintained parkland in relation to population, compared to others (Service Level Indicator) <small>(urban form leads to result)</small>	23.1 23.2 pg. 5/6
How much natural parkland did Toronto have?	Hectares of Natural Parkland in Municipality per 100,000 Population (Service Level Indicator)	Stable Amount of natural parkland was relatively stable in 2017 (Service Level Indicator)	4 Lower rate of hectares of natural parkland in relation to population, compared to others (Service Level Indicator) <small>(urban form leads to result)</small>	23.1 23.2 pg. 5/6
What was the length of Toronto's recreational trail system?	Km of Maintained Recreational Trails per 1,000 Persons (Service Level Indicator)	Stable Amount of maintained trails was relatively stable in 2017 (Service Level Indicator) (no graph)	4 Lowest rate of kilometres of trails in relation to population compared to others (Service Level Indicator) <small>(urban form leads to result)</small>	23.4 pg. 8
What proportion of the municipality's area was maintained parkland?	Maintained Parkland in Municipality as a Percentage of Total Area of Municipality (Community Impact)	Stable Maintained parkland as proportion of city area was consistent in 2017 (no graph) (Community Impact)	1 Higher percentage of maintained parkland (in relation to area) compared to others (Community Impact)	23.3 pg. 7

Question	Indicator/Measure	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	Chart & Page Ref.
What proportion of the municipality's area was natural parkland?	Natural Parkland in Municipality as a Percentage of Total Area of Municipality (Community Impact)	Stable Natural parkland as proportion of city area was consistent in 2017 (no graph) (Community Impact)	1 Highest percentage of natural parkland (in relation to area) compared to others (Community Impact)	23.3 pg. 7
What proportion of the municipality's area was parkland (all types)?	All Parkland in Municipality as a Percentage of Total Area of Municipality (Community Impact)	Stable Total parkland as proportion of city area was consistent in 2017 (no graph) (Community Impact)	1 Highest percentage of all parkland (in relation to area) compared to others (Community Impact)	23.3 pg. 7
What did it cost to operate a hectare of parkland?	Operating Cost of Parks per Hectare - Maintained and Natural Parkland (Efficiency)	Increase Operating cost of parks per hectare increased (Efficiency)	4 Higher operating cost of parks per hectare compared to others (Efficiency)	23.5 23.6 pg. 9/10
What is Toronto's Service Quality Rating for Municipal parks and campgrounds?	Citizens First Survey Service Quality Score for Municipal parks and campgrounds (Customer Service)	Increase The CF8 (2018) Service Quality Score increased compared to CF7 (2014) (Customer Service)	N/A	23.7 pg.11

SUMMARY OF OVERALL RESULTS

Internal Comparison of Toronto's 2017 vs. 2016 Results	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	External Comparison to Other Municipalities (MBNC) By Quartile for 2017
Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)
0 - Increased	1 - Favourable	0- 1st quartile	3- 1st quartile
4 - Stable	3 - Stable	0 - 2nd quartile	0 - 2nd quartile
0 - Decreased	1 - Unfavourable	0 - 3rd quartile	0 - 3rd quartile
		4 - 4th quartile	1 - 4th quartile
100% increased or stable	80% favourable or stable	0% in 1st and 2nd quartiles	75% in 1st and 2nd quartiles

For an explanation of how to interpret this summary and the supporting charts, please see the Guide to Toronto's Performance Results. These quartile results are based on a maximum sample size of 11 municipalities.

SERVICE LEVELS

The number of hectares of parkland in a municipality is one way of examining service levels. Parkland includes maintained parkland (such as sports fields, recreational trails, picnic areas, and playgrounds); and natural parkland (such as ravines, watercourses, and woodlots), which is an integral component of a municipality's green space. Parks can vary in size and can include a variety of features such as field houses, sports fields, baseball diamonds, flower and shrub beds, fountains, playgrounds, natural habitats, paved areas and benches.

23.1 – HOW MUCH PARKLAND IS THERE IN TORONTO?

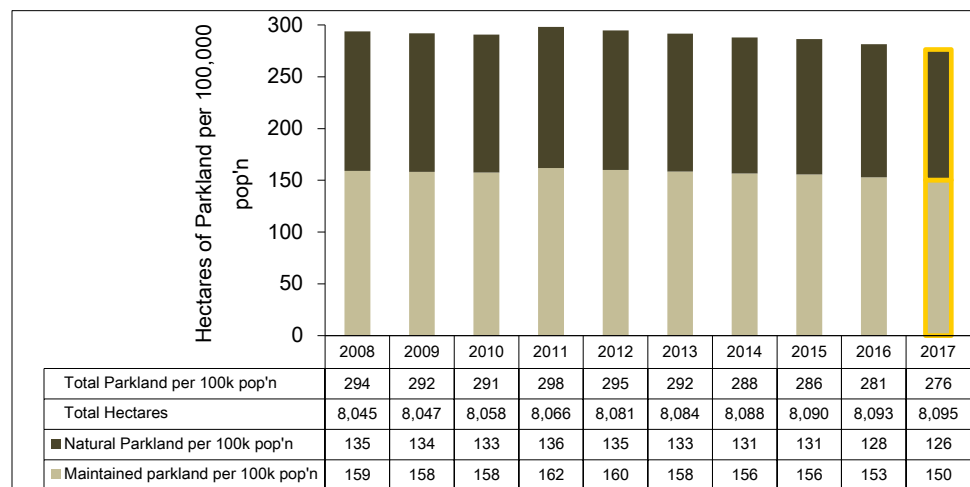


Chart 23.1 provides the total hectares of parkland in Toronto as well as the breakdown between maintained and natural parkland components, expressed on a per 100,000 population basis.

Chart 23.1 (City of Toronto) Natural and Maintained Parkland per 100,000 Population

The area of parkland in Toronto has been stable over the past year and is reflective of Toronto's fully developed urban form.

23.2 – HOW DO THE HECTARES OF PARKLAND IN TORONTO COMPARE TO OTHER MUNICIPALITIES?

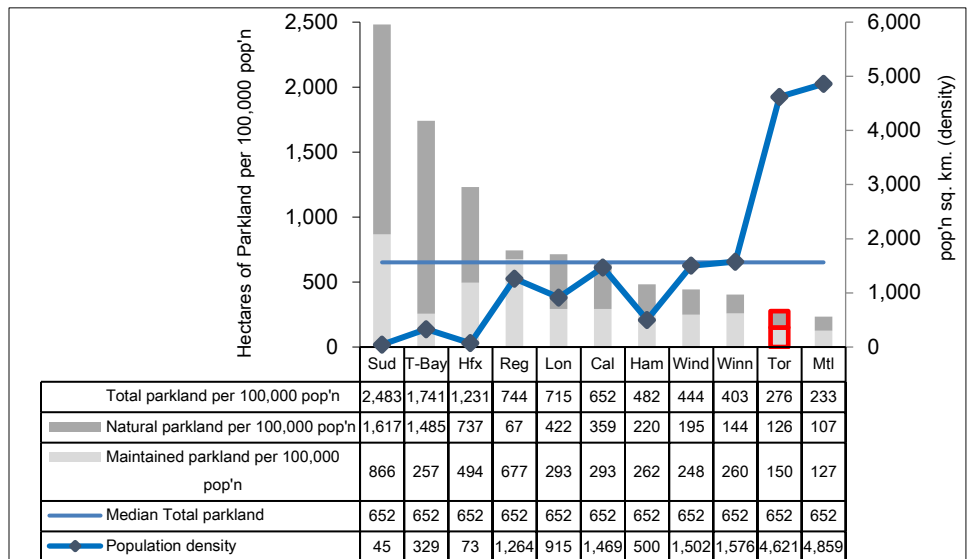


Chart 23.2 compares Toronto's 2017 results to other municipalities for the hectares of parkland per 100,000 population, which are reflected as bars relative to the left axis.

Chart 23.2 (MBNC 2017) Hectares of Parkland per 100,000 Population & Population Density

Toronto's urban form and population density plays a significant role in this result. Population density (population per square kilometre) is plotted as a line graph relative to the right axis in Chart 23.2 and it is a significant factor in these results. Toronto is one of the most densely populated cities compared to all other Canadian cities. As such, Toronto's ranking for this measure will remain unfavourable compared to other (less densely populated) municipalities. In the developed urban core area of municipalities, it is more difficult to establish new parks in terms of the availability, size, demand and cost of land and/or parkland.

COMMUNITY IMPACT

Toronto has over 1,600 parks and 8,100 hectares of parkland (both maintained and natural areas such as ravines). Toronto ranks first when this quantity (area) of parkland is measured as a proportion of the geographic area of the city.

From an environmental perspective, parkland helps control air pollution, returns oxygen to the atmosphere, helps cool the city (shade), controls storm water runoff, provides habitat for wildlife, and aids biodiversity.

23.3 – HOW DOES THE PROPORTION OF TORONTO'S GEOGRAPHIC AREA THAT IS PARKLAND COMPARE TO OTHER MUNICIPALITIES?

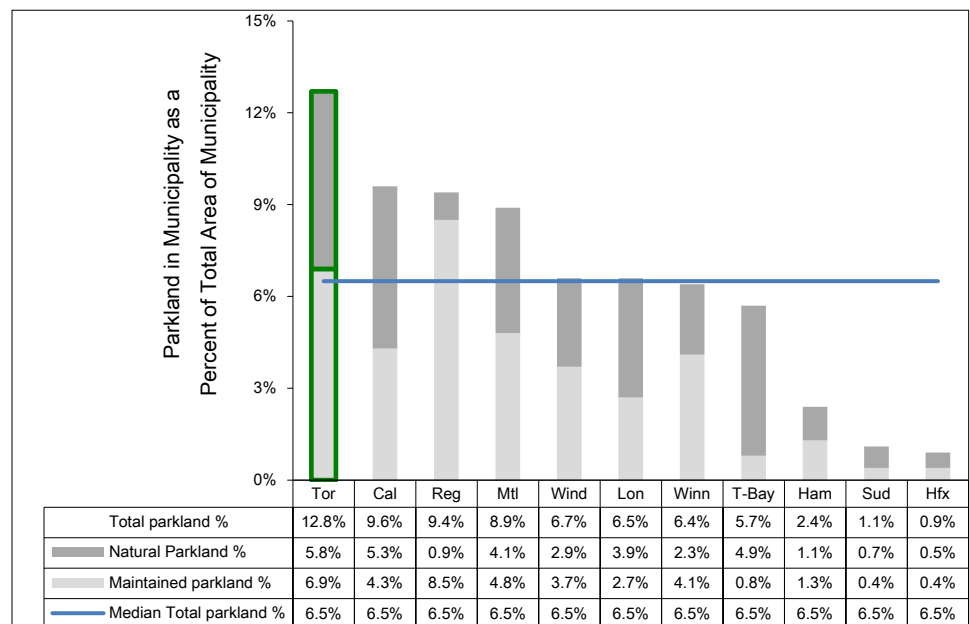


Chart 23.3 compares Toronto's 2017 results to other municipalities for the hectares of parkland measured as a percentage of total geographic area.

Chart 23.3 (MBNC 2017) Hectares of Parkland as a % of Municipal Geographic Area

In terms of Toronto change from the previous year, in 2017 maintained parkland, natural parkland, and all parkland remained stable.

23.4 – HOW DOES THE KM OF RECREATIONAL TRAILS IN TORONTO COMPARE TO OTHER MUNICIPALITIES?

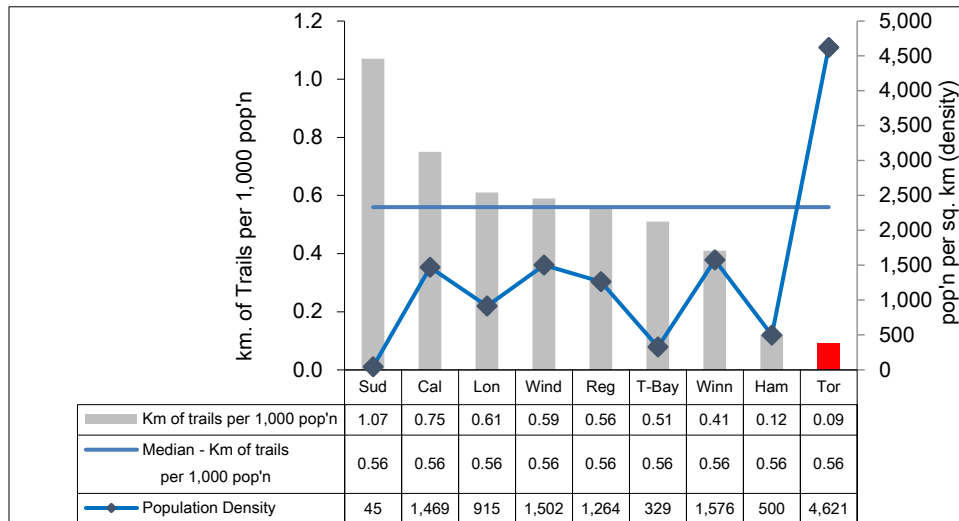


Chart 23.4 shows 2017 information for Toronto and other municipalities on the number of kilometres of all maintained recreational trails per 1,000 population, which are plotted as bars relative to the left axis.

Chart 23.4 (MBNC 2017) Km of Recreation Trails per 1,000 Population & Population Density

These trails have signage and are mapped, and they can be either owned or leased by the municipality. They support a range of non-motorized recreational uses such as walking, hiking, bicycling and riding/equestrian. The City of Toronto trails do not allow motorized uses. The measure excludes the length of bicycle lanes on streets.

Toronto ranks ninth of nine (fourth quartile) with the smallest length of trails per 1,000 persons. The primary factor behind this ranking is Toronto’s densely populated urban form, which makes it more difficult to establish new trails. Population density (persons per square kilometre) in each municipality is plotted as a line graph relative to the left axis and shows Toronto’s density is much higher than other municipalities. Toronto’s maintained recreational trail system amounted to a length of approximately 265 km, this was relatively stable with a slight increase from 2016 of 259.7 km.

It should be noted that Toronto has an extensive network of more than 300 kilometers of informal natural surface (dirt) trails within ravines and natural areas as well. Visit the City’s Parks Plan for [detailed information about trails and city-wide parks](#), as well as the [City’s webpage about Toronto’s trails](#).

EFFICIENCY

23.5 – WHAT DOES IT COST TO OPERATE A HECTARE OF PARKLAND IN TORONTO?

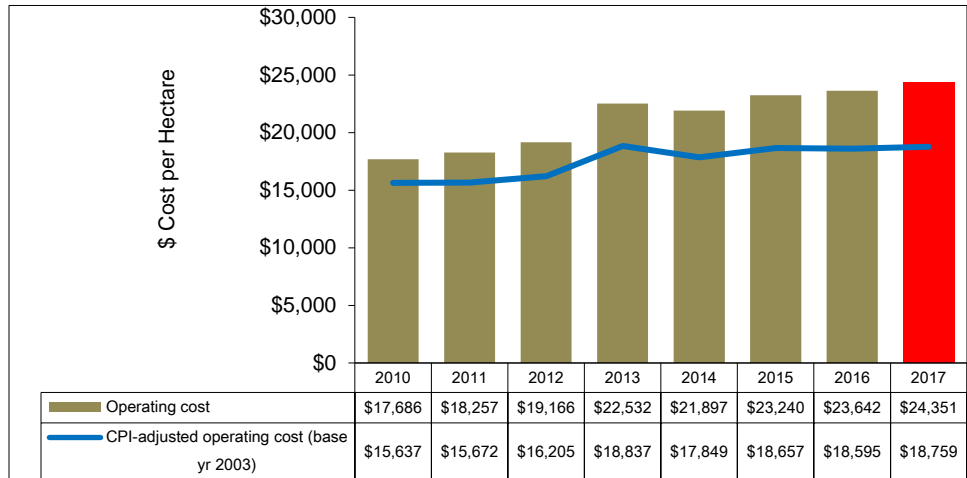


Chart 23.5 reflects the operating cost per hectare of all parkland in Toronto. To reflect the impact of inflation, the Consumer Price Index (CPI) adjusted operating cost results is also plotted as a line graph.

Chart 23.5 (City of Toronto) Cost of Maintaining All Parkland per Hectare

These costs exclude the portions related to boulevard tree maintenance (which are considered as roads expenditure for benchmarking purposes), as well as costs for ski hills, marinas and golf courses, to allow for better comparability with other municipalities.

Compared to 2016, Toronto's 2017 operating cost per hectare increased by 3.0%. The increase can be attributed to operating budget pressures resulting from opening new parks, salary and benefit increases and inflationary pressures.

23.6 – HOW DOES TORONTO'S PARKLAND OPERATING COSTS COMPARE TO OTHER MUNICIPALITIES?

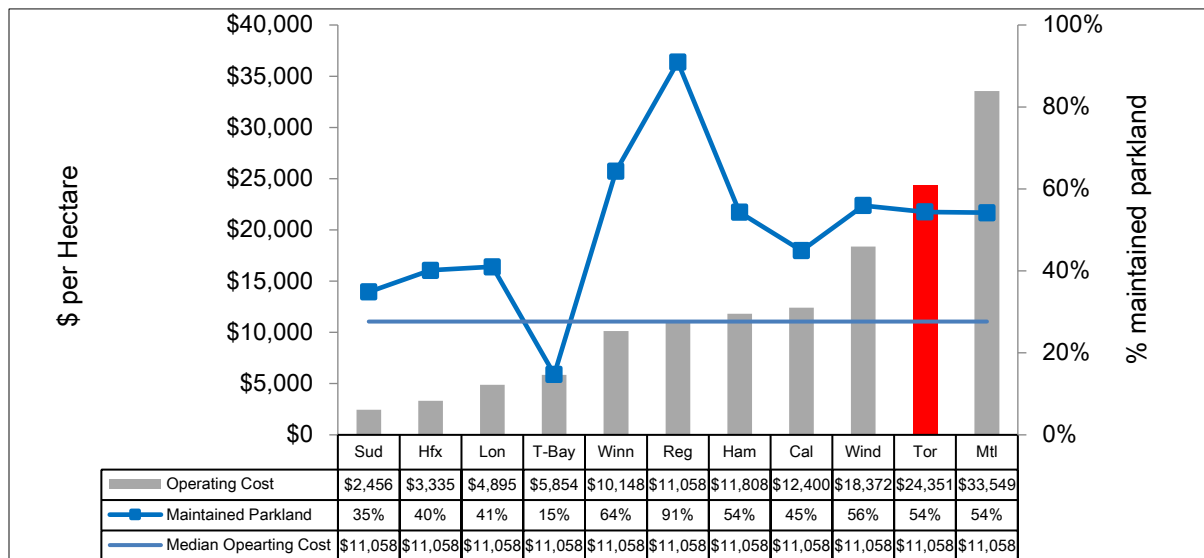


Chart 23.6 (MBNC 2017) Cost per Hectare of Parkland and % of All Parks that are maintained

Chart 23.6 compares Toronto's 2017 result to other municipalities for the cost per hectare of operating or servicing all parkland (both maintained and natural areas), which are shown as bars relative to the left axis.

The proportion of maintained parkland is a significant factor in these results and has been plotted as a line graph on Chart 23.6 relative to the right axis. Maintained parkland is more costly to take care of than forests and other natural parkland due to the higher standards for turf maintenance and the maintenance requirements for varying ranges of amenities such as greenhouses, washroom structures, playgrounds, sports fields, and splash pads. Toronto's sports fields are also permitted at lower user fee rates than other municipalities. Toronto ranks tenth of eleven municipalities (fourth quartile) in terms of the lowest operating cost per hectare.

The mix of maintained and natural parkland can influence this results. Maintained parks can include a number of amenities and usually involve turf maintenance programs, all of which typically are more costly on a per hectare basis than the cost of maintaining forests or other natural areas.

Toronto has many small parks spread over a large geographic area. The City's high population density creates pressure for more frequent park maintenance and rehabilitation and Toronto's special destination features and tourism create additional costs not borne by other MBNC cities. Toronto's traffic congestion makes access to parks for maintenance more expensive.

CUSTOMER SATISFACTION: CITIZENS FIRST (CF) SERVICE QUALITY SURVEY RESULTS

One way to measure satisfaction of a public service is to through the use of surveys. The Citizens First surveys, conducted every 2 to 3 years by the [Institute for Citizen-Centred Services](#), provides a comprehensive overview at how citizens view their government services.

Citizens First 8 (CF8) is the most recent survey and was conducted between December 2017 – February 2018. A total of 401 Toronto residents were surveyed in CF8. The final data are weighted for Toronto by age and gender. Based on this sample size, Toronto's results have a margin of error of $\pm 4.9\%$ for a result of 50% at the 95% confidence interval. However, data based on sub-groups is subject to a greater margin of error.

The Service Quality Score (SQR) relates to how Toronto residents rate their municipal services. Respondents were requested to provide a score on a 5-point scale where 1 means 'very poor' and 5 means 'very good'. In order to remain consistent with results from previous years, all the results are scaled from 0 to 100.

Rating	Very Poor 1	2	3	4	Very Good 5
Score	0	25	50	75	100

The survey respondents were asked the following question: Please rate the quality of [*Municipal parks and campgrounds*]. If you did not use this service in the past 12 months, select 'Does Not Apply'.

23.7 – WHAT IS TORONTO'S SERVICE QUALITY SCORE FOR WHAT IS TORONTO'S SERVICE QUALITY RATING FOR MUNICIPAL PARKS AND CAMPGROUNDS?

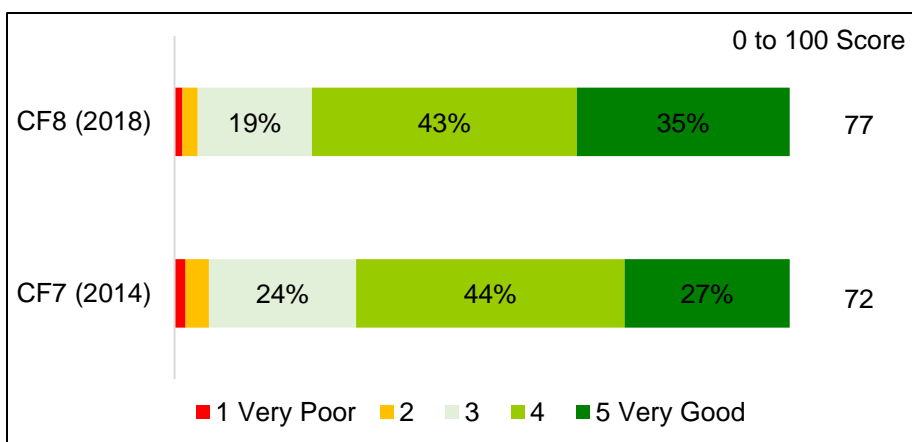


Chart 23.7 displays the Service Quality Score for Toronto's Municipal parks and campgrounds. In CF8 (2018), Toronto's Municipal parks and campgrounds scored 77 out of 100, an improvement from 72 in 2014 results.

Chart 23.7 (Citizen's First 7 and 8) Service Quality Score for Municipal parks and campgrounds

The vast majority (78%) of all CF8

survey respondents who have used Municipal parks and campgrounds in the past 12 months rated Toronto's Municipal parks and campgrounds at a "4" or "5" on the 5-point scale.

2017 ACHIEVEMENTS AND 2018 PLANNED INITIATIVES

The following achievements / initiatives have improved or will help to further enhance the effectiveness of Toronto's Parks Services:

2017 Initiatives Completed/Achievements

- Continued implementation of the Parks Plan including social gathering spaces (Sheppard East Park and Antibes Park), additional bench and seating amenities (Gamble Park and Royalcrest Park), improved lighting through conversions to energy efficient equipment (Wenderley Park, Allan Gardens and Viewmount Park) and increased accessibility through accessible connections with new and existing pathways (Rainbow Park and Smithfield Park) and the implementation of first accessible bench fit circuit in Canada at Morningside Park.
- Developed Draft Organic Horticulture Guidelines for implementation with pilot sites across the City
- Completed the Toronto Ravine Strategy to guide use and management of the over 300 km of city ravines
- Worked with TRCA and other City Programs to mitigate the high lake effect across the City's waterfront
- Opened and maintained 14 new parks by acquisition, transfer of management and developer delivered

2018 Initiatives Planned

- Deliver instructional and drop-in recreation programs for all ages that teach a new skill or improve the competency level in a variety of activities including swimming, skating, summer and holiday camps, fitness, sports and arts.
- Provide self-directed recreational opportunities through permits for recreational facilities such as ice rinks, facilities, parks and sports fields to individuals and community groups.
- Provide clean, safe and well-maintained green space, park amenities and beaches including the management of natural areas through restoration and preservation activities.
- Operate two animal attractions.
- Provide transportation services to the Toronto Island Park through Ferry Operations.
- Enhance the urban forest asset through investment in new trees, protection and maintenance of the existing asset, and planning for the future.
- Participate in the development of key policies to guide parks and recreation system enhancement, including the TOcore study with City Planning, Parkland Strategy, and Parks and Recreation Facilities Master Plan.
- Modernize and transform business processes by leveraging technology solutions including the replacement of the Recreation Registration and Permitting system, a new work order management system and an effective on-line self-serve channel for customers.

Factors Influencing the Results of Municipalities

The results of each municipality can be influenced to varying degrees by factors such as:

- **Demographics and Community Use:** Community/Resident demand for parks usage has increased in recent years particularly for large, social gatherings and various cultural activities (i.e. specialty fields, cultural gardens, community gardens, dogs-off-leash areas, special events etc.). While these activities increase park usage, they also translate into higher maintenance and signage costs, as well as increased staff training requirements. Operating costs related to these contemporary activities varies across municipalities and are not captured separately.
- **Geography:** Varying topography affects the number of hectares, e.g. size of escarpment, number of lakes, transportation networks.
- **Maintenance Levels:** Level of management applied to natural areas in parks, e.g. ecological restoration projects, community naturalization projects.
- **Mix of Maintained and Natural Parkland:** Maintained parks can include a number of amenities and usually involve turf maintenance programs, all of which typically are more costly on a per hectare basis than the cost of maintaining forests or other natural areas.
- **Service Standards:** Differences between municipalities in the amenities available (greenhouses, washrooms, playgrounds), as well as the standards to which those parks are maintained, such as the frequency of grass cutting. There can also be differences in the costs of maintaining certain sports fields i.e. Class A, B, C and D class fields. (soccer, football, baseball).
- **Weather Conditions:** Weather conditions and length of growing seasons affect all municipalities differently, however as we continue to experience more frequent and intense weather changes, operating costs are impacted.