

SPORTS AND RECREATION SERVICES

PROGRAM MAP

Parks, Forestry & Recreation



Shaded boxes reflect the activities covered in this report

Sports and recreation services provide physical and social activities that contribute positively to the well-being of its participants. Municipally managed sports and recreation facilities and programming play a key role in supporting a healthy quality of life for Toronto's residents. Sports and recreation activities are provided at Parks, Forestry and Recreation facilities such as community centres; indoor and outdoor swimming pools; indoor and outdoor artificial ice rinks; community schools; sports fields; diamonds; gymnasias; fitness centres and weight rooms, and tennis courts.

Programming may be provided and managed either directly by municipal staff, or indirectly through other groups, such as community sport and recreation associations that are supported by the municipality through access to facilities, and/or operating grants. The three main types of recreation programming offered are:

- Registered programs – where residents enrol to participate in structured activities such as swimming lessons, dance or fitness classes or day camps.
- Drop-in programs – where residents participate in unstructured sport and recreation activities such as leisure swimming or skating, fitness centres or gym sports.
- Facility bookings– where residents and/or community organizations obtain permits or short-term rental of sports and recreation facilities such as sports fields, meeting rooms and arenas (e.g., a hockey league renting an ice pad)

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 many indoor pools were available?	Number of Operational Indoor Pool Locations (with Municipal Influence) per 100,000 Population (Service Level)	Decrease Number of indoor pool locations decreased (Service Level)	2 Higher rate of indoor pool locations compared to others (Service Level)	31.1 31.2 pg. 5
How many indoor ice pads (rinks) were available?	Number of Operational Indoor Ice Pads (with Municipal Influence) per 100,000 Population (Service Level)	Stable Number of indoor ice rinks/pads was relatively stable in 2017 (Service Level)	4 Lower rate of indoor ice rinks/pads compared to others <small>(population density is a factor)</small> (Service Level)	31.3 31.4 pg. 6/7
What was the overall participant capacity per capita for directly provided registered programs?	Overall Participant Capacity per Capita – for Directly Provided Registered Programs (Service Level)	Decreased Participant capacity offered per capita decreased in 2017 (Service Level)	1 Higher rate of participant capacity compared to others (Service Level)	31.5 31.6 pg. 8/9
What was the number of participant visits per capita for directly provided registered programs?	Number of Participant Visits per Capita – for Directly Provided Registered Programs (Community Impact)	Decreased Participant visits for registered programs per capita decreased in 2017 (Community Impact)	1 Higher rate of participant visits for registered programs per capital compared to others (Community Impact)	31.5 31.6 pg. 8/9
What percentage of residents registered for at least one sports and recreation program?	Annual Number of Unique Users for Directly Provided Registered Programs as a Percentage of Population (Community Impact)	Stable Percentage of population using registered programs was stable in 2017 (Community Impact)	3 Percentage of population using registered programs are lower compared to others (Community Impact)	31.7 31.8 pg. 10

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 percentage of the capacity of registered programs was used?	Utilization Rate of Available Capacity for Directly Provided Registered Programs (Customer Service)	Increase Percentage of capacity utilized for registered programs increased in 2017 (Customer Service)	1 Higher rate of capacity utilized for registered sports and recreation programs compared to others (Customer Service)	31.9 31.10 pg. 11/12
What did it cost for Recreation Programs and Recreation Facilities per Participant Visit Based on Usage?	Total cost for Recreation Programs and Recreation Facilities per Participant Visit Based on Usage (Efficiency)	Increase Total cost for Recreation Programs and Recreation Facilities per Participant Visit Based on Usage increased in 2017 (Efficiency)	1 Lowest Total cost for Recreation Programs and Recreation Facilities per Participant Visit Based on Usage compared to others (Efficiency)	31.11 31.12 pg. 13/14
What is Toronto's Citizen First (CF) Service Quality Score for Municipal recreation centres?	Citizens First Survey Service Quality Score for Municipal recreation centres (Customer Service)	Increase The CF8 (2018) Service Quality Score increased compared to CF7 (2014) (Customer Service)	N/A	31.13 pg.15

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 - Stable 2 - Decreased	2-Favourable 1 - Stable 2 - Unfavourable	1- 1st quartile 1 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile	3- 1st quartile 0 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile
33% increased or stable	60% favourable or stable	67% 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 9 municipalities.

SERVICE/ACTIVITY LEVELS

The comparison of the number of sports and recreation facilities between municipalities can provide an indication of service levels.

31.1 - HOW MANY INDOOR POOLS WERE THERE IN TORONTO?

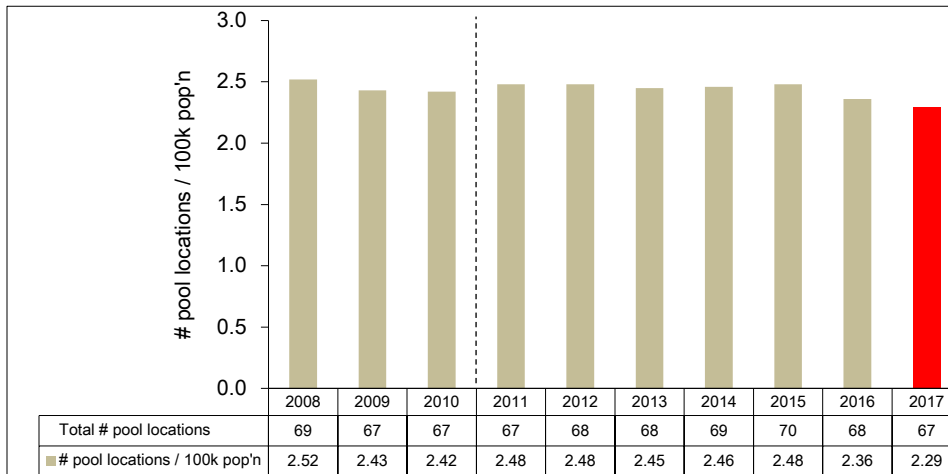


Chart 31.1 provides Toronto's total number and rate of owned and/or operated indoor pool locations per 100,000 population. The results for 2010 and prior years are not based on the revised population estimates.

Chart 31.1 (City of Toronto) Number of Indoor Pool Locations per 100,000 Population

This result includes four (4) pool locations that are operated by partnership organizations in addition to the indoor pool sites directly operated by Parks, Forestry & Recreation Division. In 2017, the number of pools per 100,000 population decreased due to several TDSB pool locations no longer being used for programming. In 2017, Don Mills Collegiate indoor pool was closed.

31.2 - HOW DOES THE NUMBER OF INDOOR POOLS IN TORONTO COMPARE TO OTHER MUNICIPALITIES?

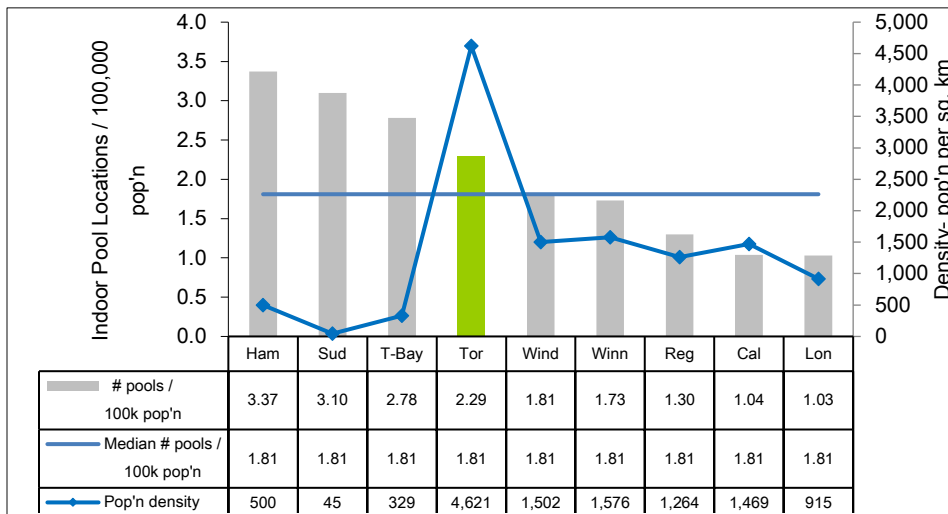


Chart 31.2 compares Toronto's 2017 results to other municipalities for the number of (owned and/or managed) indoor pool locations per 100,000 population, plotted as bars relative to the left axis.

Chart 31.2 (MBNC 2017) Number of Indoor Pool Locations per 100,000 Population and Population Density

Toronto ranks fourth of nine municipalities (second quartile) in terms of providing the highest number of indoor pool locations per 100,000 population. Population density (residents per square kilometre) is plotted as a line graph relative to the right axis on Chart 31.2, confirming that Toronto is far more densely populated than any other municipality.

Population density can be a factor in determining the number of sports and recreation facilities that may be required to meet municipal service needs. Fewer sports and recreation facilities may be required in densely populated areas because of proximity and ease of access, while other less densely populated municipalities may require proportionately more facilities based on a reasonable travel distance for their residents.

In addition to indoor pools, Toronto also has 59 outdoor pools.

31.3 –HOW MANY INDOOR ICE PADS (ICE SKATING RINKS) WERE AVAILABLE IN TORONTO?

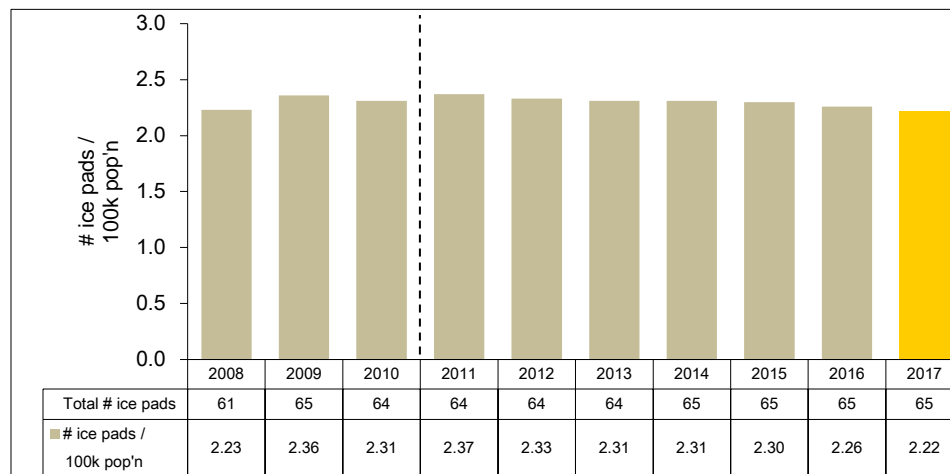


Chart 31.3 shows the total number of indoor ice skating pads and number of indoor ice skating pads in Toronto per 100,000 population. The results for 2010 and prior years are not based on the revised population estimates.

Chart 31.3 (City of Toronto) Number of Indoor Ice Pads per 100,000 Population

There was no change to the number of City-owned indoor ice pads (ice skating pads) in 2017 (65 pads). This result includes 17 indoor ice pads that are operated by partnership organizations, in arenas, with Boards of Management that are operationally self-sufficient.

31.4 –HOW DOES THE NUMBER OF INDOOR ICE PADS (RINKS) IN TORONTO COMPARE TO OTHER MUNICIPALITIES?

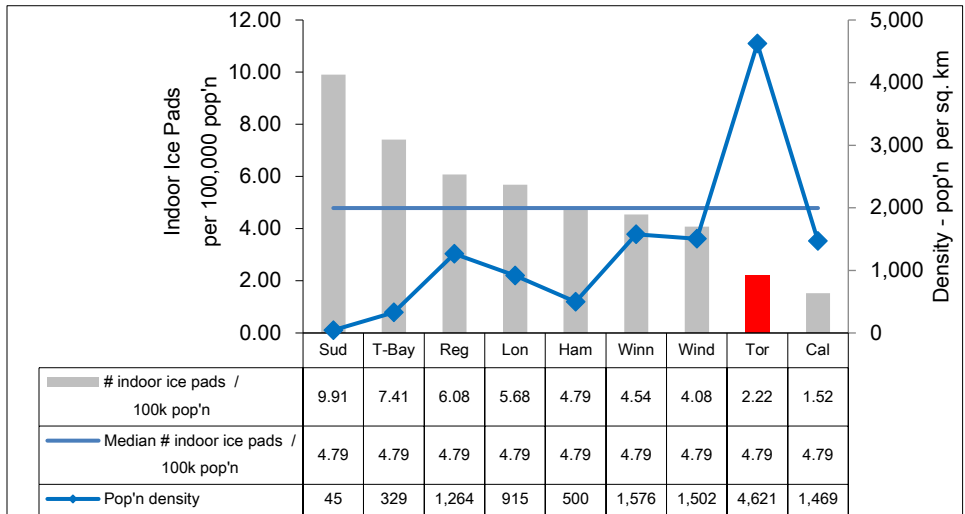


Chart 31.4 compares Toronto's 2017 data to other municipalities on the number of indoor ice pads/rinks (owned and/or managed) per 100,000 persons. These are plotted as bars relative to the left axis.

Chart 31.4 (MBNC 2017) Number of Indoor Ice Pads per 100,000 Population and Population Density

Toronto ranks eighth of nine municipalities (fourth quartile), with the second lowest number of indoor ice pads per 100,000 population. As noted, population density plays a significant role in the number of sports and recreation facilities, such as ice pads, in each municipalities. Population density has been plotted as a line graph relative to the right axis in Chart 31.4.

Fewer ice pads may be required in densely populated areas because of proximity and ease of access, while other less densely populated municipalities may require proportionately more ice pads based on reasonable travel distances for their residents. The diversity of a municipality's population can also impact the demand for different types of ice use such as learning to skate or playing hockey.

In addition, Toronto has 69 outdoor artificial (refrigerated) ice rinks which are not included in this report.

COMMUNITY IMPACT

Registered sports and recreation programming provided directly by the municipality is the most comparable area of programming between municipalities. The number of registered participant spaces offered (spaces available in each class multiplied by the number of classes in each session) is one indicator of service levels. Complementing this indicator is the rate by which residents 'participate' in the program offers, also known as utilization levels.

The charts below provide an indication of overall participant capacity for directly provided registered programs, as well as the rate of participant visits for those programs.

31.5 –WHAT WAS THE OVERALL PARTICIPANT CAPACITY AND WHAT WAS THE UTILIZATION RATE FOR DIRECTLY PROVIDED REGISTERED PROGRAMS IN TORONTO?

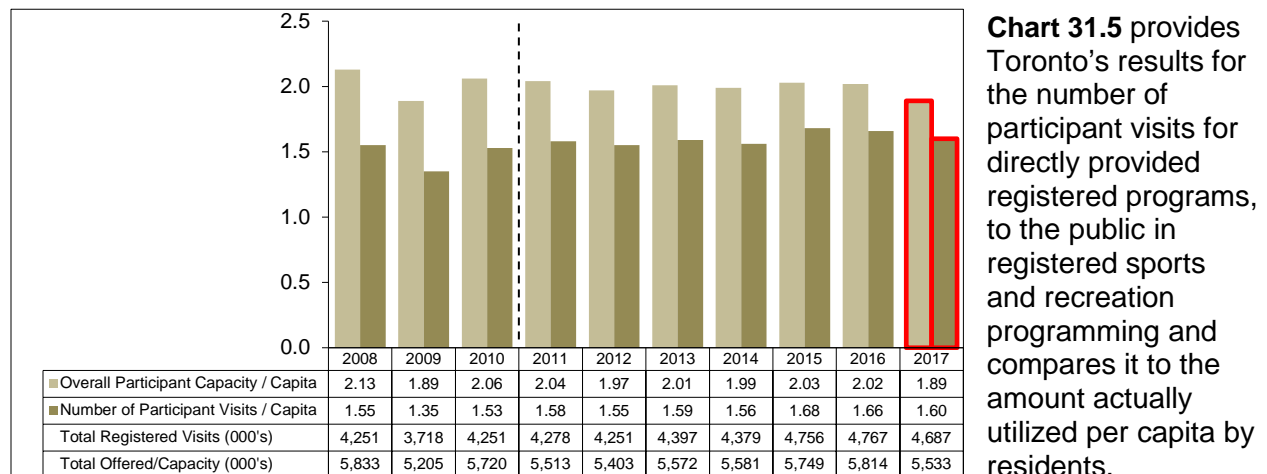


Chart 31.5 provides Toronto's results for the number of participant visits for directly provided registered programs, to the public in registered sports and recreation programming and compares it to the amount actually utilized per capita by residents.

Chart 31.5 (City of Toronto) Overall Participant Capacity Offered (Service Level) and Number of Participant Visits for Directly Provided Registered Programs Utilized (Community Impact)

Both Participant Capacity, as well as Participant Visits for Directly Provided Registered Programs decreased in 2017. The decrease was due to inclement summer weather including the closure of Toronto Island Park (decrease in summer camp offerings) and the closure of recreation facilities for major capital projects. This was an exception to long-term trends.

Note the 2009 values were impacted by a labour disruption. The results for 2010 and prior years are not based on the revised population estimates.

31.6 –HOW DID TORONTO'S LEVEL OF REGISTERED SPORTS AND RECREATION PROGRAMMING COMPARE TO OTHER MUNICIPALITIES?

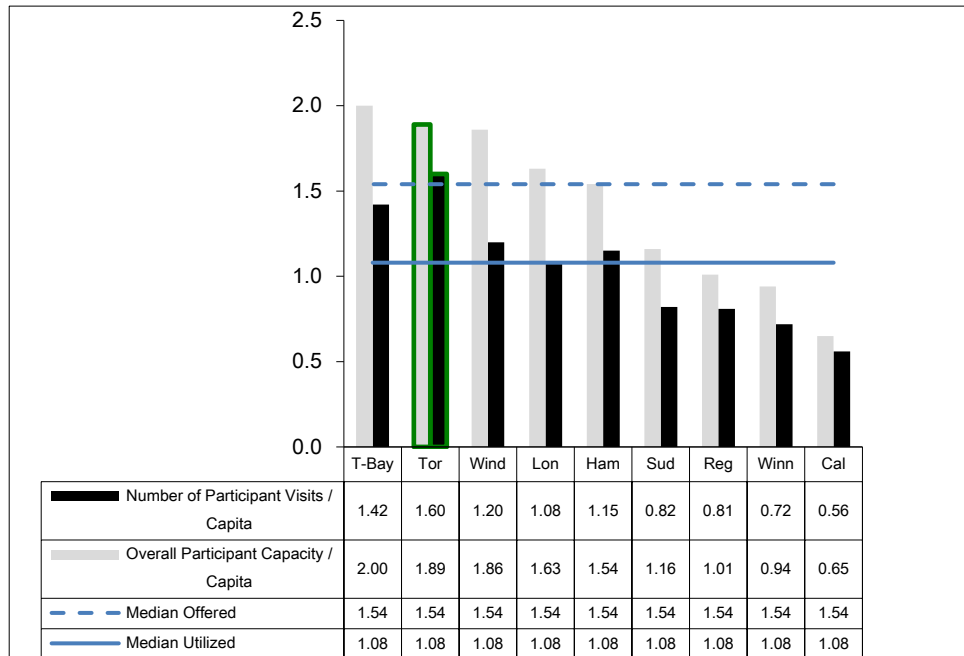


Chart 31.6 compares Toronto’s 2017 results to other municipalities for the amount of participant capacity, as well as the number of participant visits for directly provided registered programs.

Chart 31.6 (MBNC 2017) Directly Provided Registered Programs Participant Spaces Offered (Service Level) and Utilized (Community Impact)

In 2017 Toronto ranked second amongst MBNC cities in the number of recreation program capacity offered to its residents. The overall participant capacity for directly provided programs was 1.89 in Toronto. Toronto residents ranked first in terms of highest utilization rates, with more people participating in programs per capita than the other nine reporting cities (1.60 participant visits for directly provided registered programs per capita).

The two charts above represent only *one* component of sports and recreation programming in Toronto, relating to registered programs. It should be noted that drop-in (unregistered) programs and facility bookings by community organizations comprise substantial proportions of the total visits for recreation programs and services.

The use of city recreation programs is influenced by many factors including other providers of recreation programming and facilities (both public and private programs and facilities).

The exact mix of programming between drop-in and registered program will also vary across neighbourhoods in response to community needs.

Additional influencing factors are described at the end of this Chapter.

31.7 - WHAT PERCENTAGE OF TORONTO'S RESIDENTS REGISTERED FOR AT LEAST ONE SPORTS AND RECREATION PROGRAM?

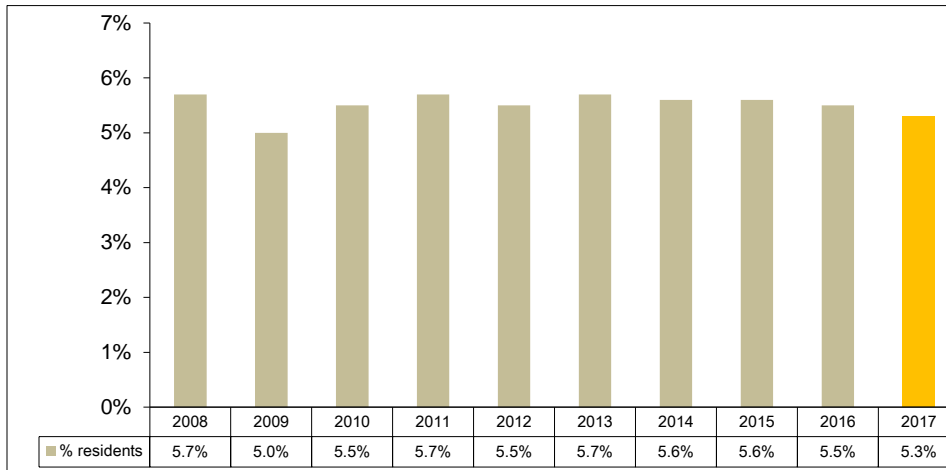


Chart 31.7 shows the percentage of residents in Toronto who registered for at least one sports and recreation program. Individuals who registered for more than one program are only counted once.

Chart 31.7 (City of Toronto) Percent of Residents Registering for at Least One Sports & Recreation Program

This chart shows that 5.3 percent of Toronto residents registered for a least one recreation program in 2017. This result is slightly lower than in the previous year. In 2017 Toronto's population grew by over 50,000 people and growth at this rate is expected to continue (1.87% growth in population in 2017). With support of Council, Community Recreation is increasing registered program offerings over the next five years through the Community Recreation Growth Plan.

31.8 - HOW DOES TORONTO'S PERCENTAGE OF RESIDENTS REGISTERING FOR AT LEAST ONE SPORTS AND RECREATION PROGRAM COMPARE TO OTHER MUNICIPALITIES?

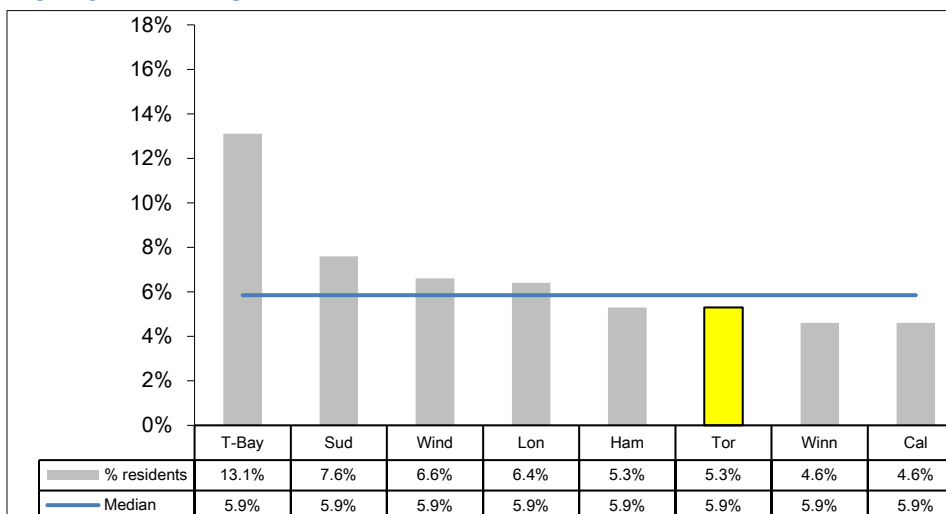


Chart 31.8 compares Toronto's 2017 percentage of residents registered in sports and recreation programming to other municipalities.

Chart 31.8 (MBNC 2017) Percent of Residents Registering for at Least One Sports & Recreation Program

Toronto ranks sixth of eight municipalities (third quartile) in terms of having the highest percentage of the population using registered programs.

As mentioned above, registered programs account for only one part of the overall profile of the city's recreation programs and services. Other programs, such as Drop-in (unregistered) programs and facility bookings by community organizations-comprise substantial proportions of the total visits for recreation programs and services

Use of city recreation programs is also influenced by many factors including other providers of recreation programming and facilities (both public and private programs and facilities).

The exact mix of programming between drop-in and registered program will also vary across neighbourhoods in response to community needs.

Directly offered registered programming is the only area of recreation programming in Toronto that records participant and attendance information for individuals. Participation by specific individuals in directly provided drop-in and permitted programs, as well as all indirectly provided programming, is not recorded in this Report

CUSTOMER SERVICE

31.9 – WHAT PERCENTAGE OF TORONTO'S CAPACITY IN REGISTERED PROGRAMS WAS USED?

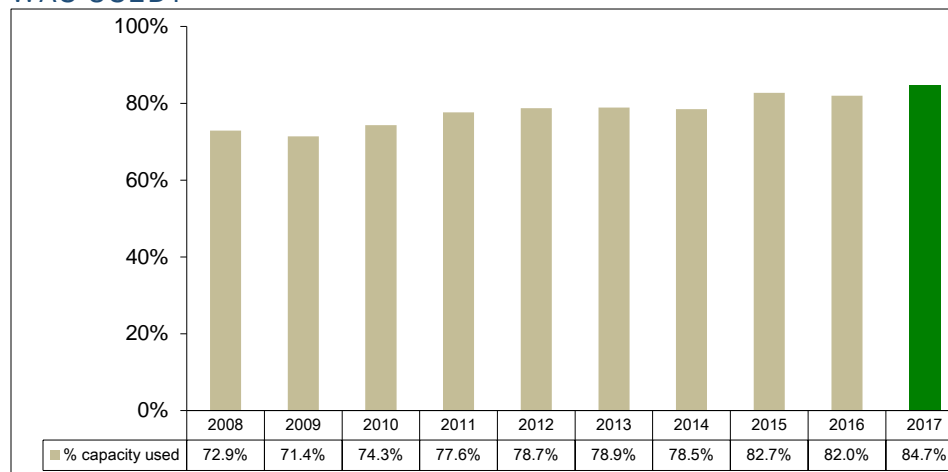


Chart 31.9 summarizes Toronto's results for the percentage of available participant spaces (capacity) in registered programs that were used (actual participant visits) by residents.

Chart 31.9 (City of Toronto) Percent Capacity Used – Directly Provided Registered Programs

Program utilization has increased from the previous year. Staff aim to offer desired programs as efficiently and effectively as possible, while continuing to facilitate program participation.

31.10–HOW DID TORONTO'S CAPACITY UTILIZATION FOR REGISTERED PROGRAMS COMPARE TO OTHER MUNICIPALITIES?

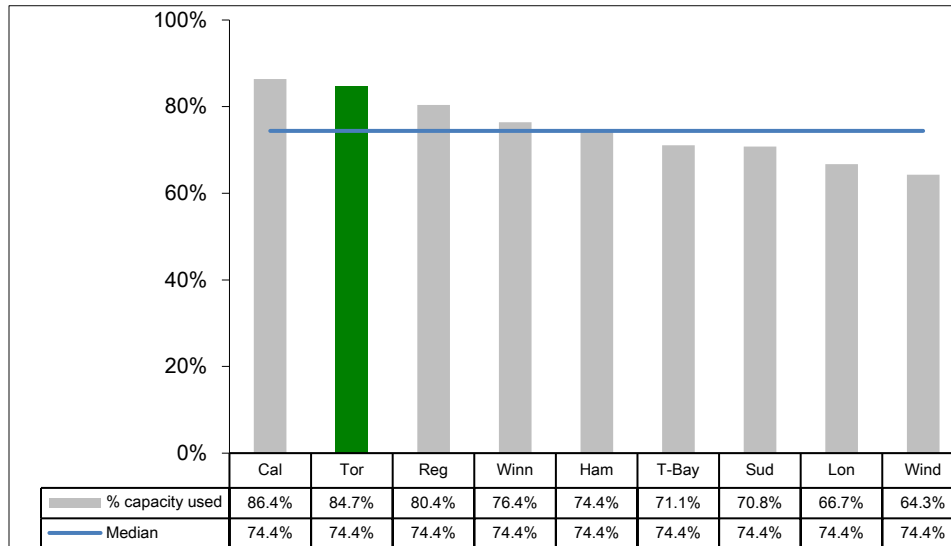


Chart 31.10 compares Toronto's 2017 rate of capacity utilization for registered programs to other municipalities

On the basis of the highest utilization of available capacity, Toronto ranks second of nine municipalities (first quartile).

Chart 31.10 (MBNC 2017) Percent Capacity Used – Directly Provided Registered Programs

EFFICIENCY

31.11–WHAT IS THE TOTAL COST FOR RECREATION PROGRAMS AND RECREATION FACILITIES PER PARTICIPANT VISIT BASED ON USAGE IN TORONTO

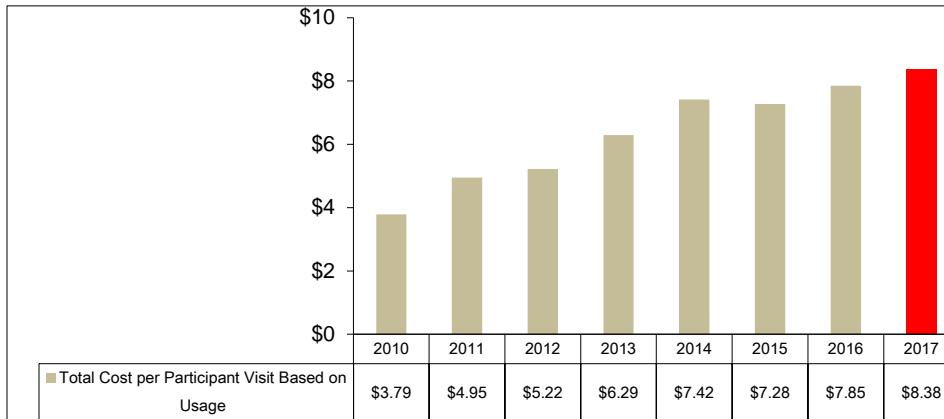


Chart 31.11 summarizes Toronto's results for total cost for recreation programs and recreation facilities per participant visit based on usage.

Chart 31.11 (City of Toronto) Total Cost for Recreation Programs and Recreation Facilities per Participant Visit Based on Usage

In 2017, there was an increase in total cost per participant visit based on usage by 6.75 percent. However, the numerator (total cost) decreased by 9.5 percent from the previous year for recreation programs and recreation facilities. There was a 15.3 percent decrease in the denominator (usage) which can be attributed to various factors such as rainy and cooler temperatures in the summer leading to decreases in outdoor swim and wading pool visits. Furthermore, due to unfavourable summer weather and flooding of the Toronto Islands, a large number of camps and bookings were cancelled.

31.12– HOW DOES THE TOTAL COST FOR RECREATION PROGRAMS AND RECREATION FACILITIES PER PARTICIPANT VISIT BASED ON USAGE COMPARE TO OTHER MUNICIPALITIES?

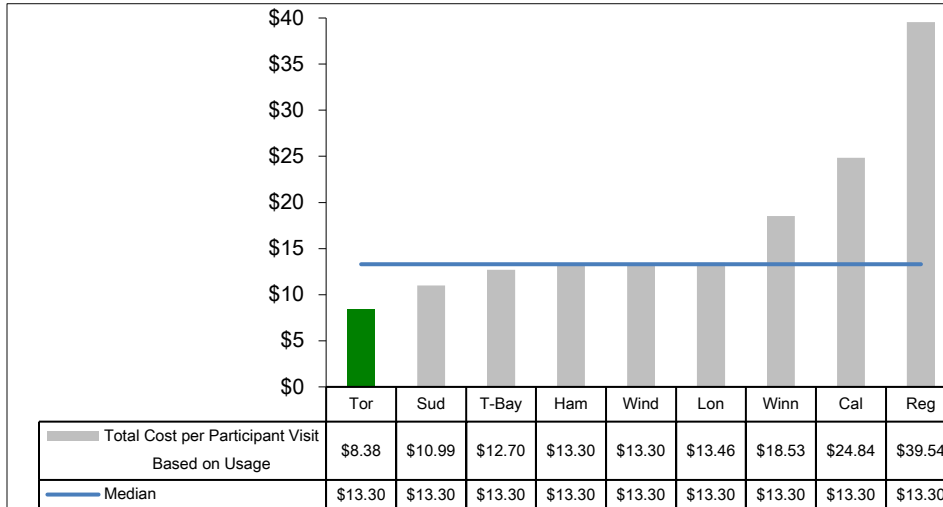


Chart 31.12 compares Toronto’s 2017 total cost for recreation programs and recreation facilities per participant visit based on usage to other municipalities.

Chart 31.12 (MBNC 2017) Total Cost for Recreation Programs and Recreation Facilities per Participant Visit Based on Usage

Toronto ranks first of nine municipalities (first quartile) in terms of the lowest total cost per visit. It should be noted that Toronto has the highest number of participant visits based on usage, more than all other municipalities combined.

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 recreation centres*]. If you did not use this service in the past 12 months, select 'Does Not Apply'.

31.13–WHAT IS TORONTO'S SERVICE QUALITY RATING FOR MUNICIPAL RECREATION CENTRES?

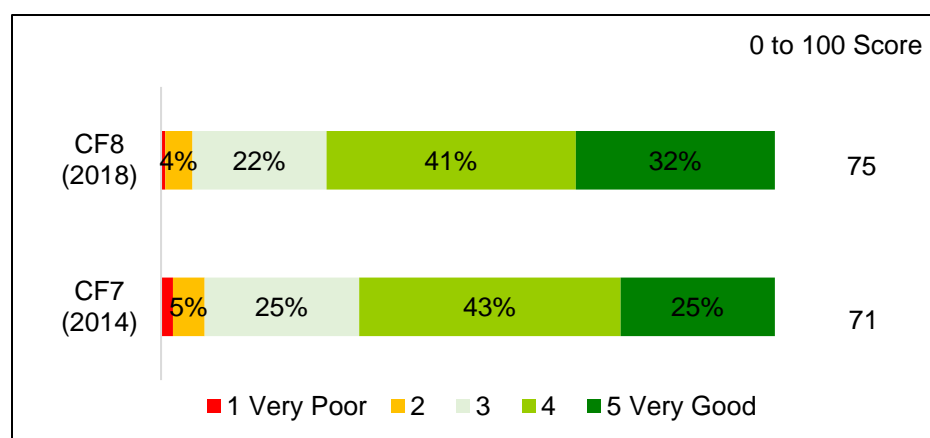


Chart 31.13 displays the Service Quality Score for Toronto's Municipal recreation centres. In CF8 (2018), Toronto's Municipal recreation centres scored 75 out of 100, an improvement from 71 in 2014 results. The vast majority (73%) of all CF8 survey respondents who have used Municipal recreation centres in the past 12 months rated Toronto's Municipal recreation centres at a "4" or "5" on the 5-point scale.

Chart 31.13 (Citizen's First 7 and 8) Service Quality Score for Municipal recreation centres

The vast majority (73%) of all CF8 survey respondents who have used Municipal recreation centres in the past 12 months rated Toronto's Municipal recreation centres at a "4" or "5" on the 5-point scale.

2017 ACHIEVEMENTS AND 2018 PLANNED INITIATIVES

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

2017 Initiatives Completed/Achievements

- Implemented recreation programming and services at new facilities including York Recreation Centre and Parkway Forest Outdoor Pool.
- Fully implemented the 10 enhanced youth spaces including the Centennial West Recreation Centre that is being transformed into the City's first youth-focused facility (new name is The New Generation Youth Centre).
- Continued to implement HIGH FIVE®; increased awareness with participants, parents and public, trained 2,700 staff and applicants on program and completed 3,000 program quality Quest 2 assessments
- Implemented Skateboard Strategy; conducted social media initiative including refresh of website; currently designing Neilson Skateboard Park by engaging youth and community with expected completion in Q3 2018
- Fully implemented of Phase 2 of Swim-to-Survive resulting in meeting target of 9,000 Grade 4 participants
- Implemented Making It Better project's improved online program search tools and server capacity, which resulted in 60,000 (40%) more registrations completed in the first 10 minutes on registration start dates.
- Registrations were processed easily, with 90% of the total number of registrations completed online.

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.
- 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.
- Implement the Community Recreation Growth Plan to add additional spaces in high-demand programs including summer camps, swimming, skating and other learn-to programs.

Factors Influencing Results of Municipalities

The results of each municipality found in the charts included in this report are influenced to varying degrees by factors such as:

- **Demographics:** Needs of different ethnic groups, socio-economic factors and changes in Provincial legislation e.g. Accessibility for Ontarians with Disabilities Act (AODA) and Health & Safety requirements
- **Facilities:** Number of facilities, mix of facility types, age of facilities, access to Board of Education facilities, e.g. gymnasiums
- **Partnerships:** Degree to which the Municipality utilizes partnerships with external entities (3rd party, community groups, contracted service providers) can influence the level of participation reported for directly provided registered and drop-in programs.
- **Programming:** Variety of recreation programs offered, class length, mix of instructional vs. drop-in vs. permitted, number and extent of age groups with targeted programs, number of program locations, frequency and times of program offerings impacts available capacity, course fees and the cost of providing programs. Municipal program delivery is also influenced by the activities of other service providers in the market place.
- **Staff Mix:** Unionized vs. non-unionized work environment, full-time vs. part-time vs. seasonal staff; and the availability of certified and qualified staff.
- **User Fees:** Fees are impacted by Council decisions on user Fee Policy and Subsidy Programs and can influence the decision of residents to register and how often.
- **Weather Conditions:** Weather conditions can impact both participation levels and operating costs of recreation opportunities.