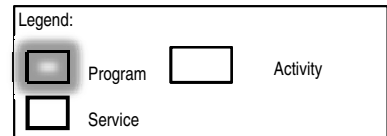
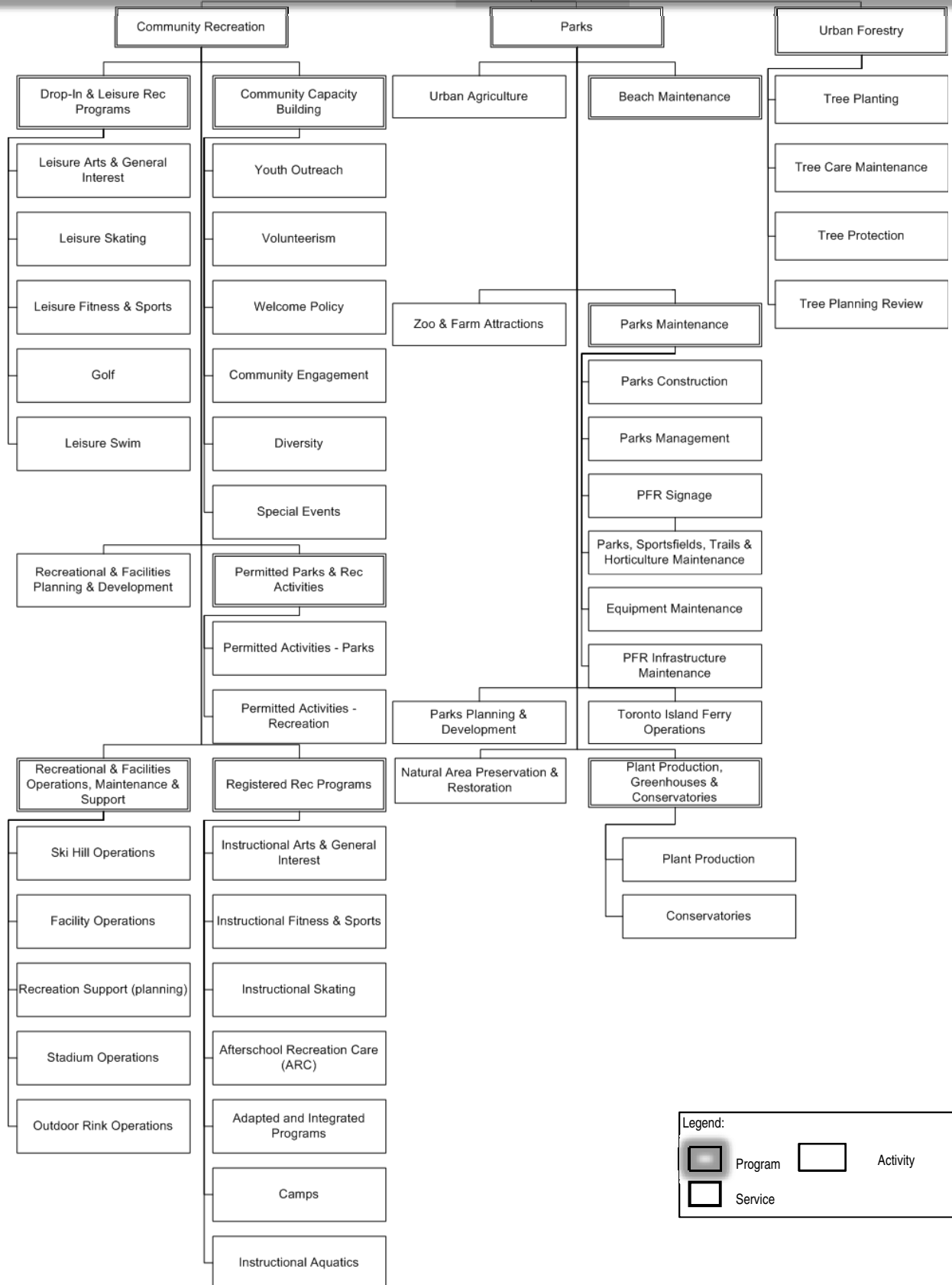


# Parks, Forestry & Recreation

*Parks, Forestry and Recreation brings together all of Toronto's diverse communities on a common ground. We provide a wide variety of leisure and recreational opportunities that include all Toronto residents. In our centres, parks and playing fields, we encourage communities to help themselves, and aid Torontonians to become the best they can be. We measure our success by quality, satisfaction and community development outcomes. Our parks, playing fields and recreation centres and amenities along with our trails, forests, meadows, marshes, and ravines, will be beautiful, clean, safe, and accessible, meeting all our communities' needs.*



## Purpose Statements

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### **Community Recreation:**

- To deliver recreation programs and services in a customer-driven, high quality, accessible, equitable and innovative manner.
- Programs and services are responsive to the needs and interests of our communities while meeting city-wide standards.
- Develop a multi-year recreation service plan to address service gaps, unmet demand, cultural and demographic changes. Development of the plan will be guided by four principles: equity, quality, inclusion and capacity building.
- Design and development of new recreational facilities, and repair of existing recreational facilities.
- Operate and maintain the City's recreational facilities.
- Deliver instructional recreation programs that teach a new skill or improve the competency level in various activities such as sport, fitness and health, art and crafts, outdoor pursuits, hobbies and continuing education.
- Deliver recreation programs that offer various drop-in activities such as sport, fitness and health, art and crafts, outdoor pursuits, hobbies and continuing education.
- Provide self directed recreational opportunities through permits for recreational facilities such as ice rinks, facilities, parks and sports fields to individuals and community groups.

### **Urban Forestry:**

- Maintain in a state of good repair and enhance the urban forest asset through investment in new trees, protection and maintenance of the existing asset, and planning for the future.
- Maintain a multi-year Urban Forestry Service Plan, including annual review and adjustment to maximize operational efficiency towards preserving and optimizing the urban forest asset, including street trees, commercial trees, park trees, and natural areas.
- Protect the existing tree and natural area assets to maximize public benefit by ensuring healthier trees and natural areas and avoiding unnecessary damage or removal ; working with other City Divisions and key stakeholders on policies to improve tree planting and protection, natural area preservation and growing conditions in the City. Includes:
  1. Review of development and construction plans
  2. Processing of permit applications
  3. Bylaw compliance/enforcement
- Plant more trees on City-owned land and promote and support tree planting on public (quasi- City) and private land to increase long term canopy potential. This includes street trees, park trees, commercial trees, and trees and related plants in natural areas and partnership ventures with other agencies and private groups such as the Trees across Toronto Program, and community engagement with volunteer planting.
- Proactively manage and maintain trees: Maximize the public benefit of the urban forest by ensuring healthier and longer lived trees through systematic processes that encourage tree health and natural form, maintaining structural integrity to help them to achieve full life expectancy.

### **Parks:**

- Provide clean, safe and well-maintained green space and park amenities for passive and active permit use.
- Develop a multi-year Parks Plan to guide the design, development and service standards of new parks, and repair of existing parks. Service plan development will be guided by seven key principles of:
  - parks and trails as City infrastructure,
  - equitable access for all residents,
  - nature in the City,
  - place making,
  - supporting a diversity of uses,
  - environmental stewardship and
  - community engagement and partnerships,
- Provide clean, safe and well-maintained green space, park amenities and beaches.
- Design and development of new parks, and redevelopment of existing parks.
- Produce and provide high quality plants for garden, park and conservatory displays which can enhance urban aesthetics.
- Provide transportation services to Toronto Island Park in keeping with legislative requirements for ferry operations.
- Manage and maintain natural areas through restoration and preservation activities.
- Operate the two animal farms and one zoo in the City of Toronto.
- Provide Opportunities to promote Urban Agriculture and Food Production in the City.

## Service Customer

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### **Community Recreation**

- Residents of Toronto
- Resident Associations
- Businesses
- Business Improvement Associations
- Permit Holders
- Sport, Recreation, and Physical Activity Participants and Organizations
- Special Needs Groups
- Newcomers and Refugees
- Low income families
- Volunteers
- Social Services
- School Boards
- Faith Groups
- Visitors
- City Council
- PF&R Staff
- Other Divisions
- Non residents

### **Urban Forestry**

- Residents of Toronto
- Businesses
- Business Improvement Associations
- Land Owners
- Landscape Architects, Land Developers and Arboriculture Industry
- Environmental Stakeholders
- Conservation groups and organizations
- Non residents

### **Parks**

- Residents of Toronto
- Residents of Toronto Island
- Resident Associations
- Businesses
- Business Improvement Associations
- Tourists
- Sport, Recreation, and Physical Activity Participants and Organizations
- Conservation Organizations
- Food Distribution Organizations
- Heritage Breed Organization
- Volunteers
- Non residents

Service Activity	Sub-Activity	Type	Sub-Type	Typical / Estimated Demand	Service Standard	Service Standard Category	Origin of Service Standard	Documented Reference of Service Standard	Service Level Performance	Current Service Level
<b>Community Recreation</b>										
Recreational Facilities Planning & Development		Facility Feasibility Study		As required (1 completed in 2010)	As required	Management Directive / Decision	Based on capital budget plan, Council and management directive.		Service Standards are being consistently Achieved (Level 1)	As required
		Land Acquisition		As required	As required	Management Directive / Decision				As required
		Community Centres		83 large (greater than 10,000 square feet)	3.01 large per 100,000 population	Management Directive / Decision	Management Directive/Directions	2008 OMBI Benchmarking Report	Service Standards are being consistently Achieved (Level 1)	3.01 large per 100,000 population 1.85 small per 100,000 population
		Community Centres		51 small (less than 10,000 square feet)	1.85 small per 100,000 population	Management Directive / Decision	Management Directive/Directions	2008 OMBI Benchmarking Report	Service Standards are being consistently Achieved (Level 1)	3.01 large per 100,000 population 1.85 small per 100,000 population
		Pools	Indoor	63 (2009 data)	2.52 per 100,000 population	Management Directive / Decision	Management Directive/Directions	2008 OMBI Benchmarking Report	Service Standards are being consistently Achieved (Level 1)	2.52 per 100,000 population
		Pools	Outdoor	58	2.12 per 100,000 population	Management Directive / Decision	Management Directive/Directions	2008 OMBI Benchmarking Report	Service Standards are being consistently Achieved	2.12 per 100,000 population

									(Level 1)	
		Ice Pads	Outdoor	62	TBD	Management Directive / Decision				TBD
		Ice Pads	Indoor	49	TBD	Management Directive / Decision				TBD
Recreational & Facilities Operations, Maintenance & Support	Recreation Support (planning)	Facility Holiday Schedule		1	Schedule	1 schedule/year	Plan reviewed annually	Management Directive / Decision	Service Standards are being consistently Achieved (Level 1)	2011 Community Recreation Holiday Plan
		Program Holiday Schedule		1 schedule/year	Plan reviewed annually	Management Directive / Decision	Management Directive/Directions	2011 Community Recreation Holiday Plan	Service Standards are being consistently Achieved (Level 1)	Holiday Plan reviewed annually
		Recreation Service Plan		1 plan/5 years	Plan reviewed annually EnviroNics Survey Results - % Respondents Satisfied with their Community Centres : 2009 - 91% 2010 - 92%	Council Mandated / City By-Law	Toronto City Council	Recreation Service Plan (in development)	Service Standards are being consistently Achieved (Level 1)	Plan in development
		Promotions / Communications		93,000 copies of Toronto Fun Guides produced in 2010 49 promotions and communications initiatives	93,000 copies produced.	Management Directive / Decision	Management Directive / Decision		Service Standards are being consistently Achieved (Level 1)	93,000 copies produced.
	Facility	Community		134 maintained	134 community	Management	Management		Service	134 community

	Operations	Centre		community centres (blank or # of permits) or square footage	centres Facilities with dedicated staff - continuous maintenance - mostly 7 days per week coverage	Directive / Decision	t Directive / Decision		Standards are being consistently Achieved (Level 1)	centres Facilities with dedicated staff - continuous maintenance - mostly 7 days per week coverage
		Pools (City Owned)	Indoor	30 indoor owned and operated.	Daily inspection and maintenance for pool filtration and chemistry.	Management Directive / Decision	Management Directive / Decision		Service Standards are being consistently Achieved (Level 1)	Daily inspection and maintenance for pool filtration and chemistry.
		Pools (TDSB)	Indoor	33 TDSB owned and city operated under a letter of understanding.	Daily inspection and maintenance for pool filtration and chemistry.	Management Directive / Decision	Management Directive / Decision		Service Standards are being consistently Achieved (Level 1)	Daily inspection and maintenance for pool filtration and chemistry.
		Pools	Outdoor	58	Daily inspection and maintenance for pool filtration and chemistry.	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Maintained to Health & Safety code standards (ref TBD)		Service Standards are being consistently Achieved (Level 1)	Daily inspection and maintenance for pool filtration and chemistry.
		Ice Pads	Indoor	49	Continuous maintenance - mostly 7 days per week coverage	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Ontario Recreation and Facilities Association (ORFA)		Service Standards are being consistently Achieved (Level 1)	Continuous maintenance - mostly 7 days per week coverage
		Wading Pools		110	Daily inspection and maintenance	Institution / Association /	Maintained to Health &		Service Standards	Daily inspection and maintenance

					for pool filtration and chemistry.	Industry / Sector / Benchmark or Recommended "Best Practice"	Safety code standards (ref TBD)		are being consistently Achieved (Level 1)	for pool filtration and chemistry.
		Splash Pad			Parks - Dedicated staff at community centres maintain splash pads.				Service Standards are being consistently Achieved (Level 1)	Parks - Dedicated staff at community centres maintain splash pads.
	Outdoor Rink Operations	Ice Pads	Outdoor	51	ICE RESURFACING - minimum twice daily, hourly at sites with dedicated staff	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Ontario Recreation and Facilities Association (ORFA)		Service Standards are being consistently Achieved (Level 1)	ICE RESURFACING - minimum twice daily, hourly at sites with dedicated staff
	Ski Hill Operations	Ski Hills		2 ski hills	Ski hills and lift equipment maintained in safe condition by qualified ski lift mechanics	Legislated	TSSA			Ski hills and lift equipment maintained in safe condition by qualified ski lift mechanics
	Stadium Operations	Artificial Turf Maintenance		4 artificial turf fields at 4 stadiums	Surface cleaning every other day, brushing weekly and replacement of infill weekly	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"			Service Standards are being consistently Achieved (Level 1)	Measurement of performance at supervisor level only - paper "duty sheets". No IT system to input and collate data
Registered Rec Programs	Camps	Summer Camp		143,331 hours of instructional programming	Maintain compliance to specified instructor ratios	Institution / Association / Industry / Sector / Benchmark or Recommended	PFR Policy	PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified instructor ratios

		March Break Camp		6,891 hours of instructional programming	Maintain compliance to specified instructor ratios	"Best Practice" Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	PFR Policy	PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified instructor ratios
		Winter Camp		383 hours of winter camp programming	Maintain compliance to specified instructor ratios	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	PFR Policy	PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified instructor ratios
	Instructional Aquatics	Aquatics		165,542 hours of instructional aquatics programming	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Legislated	PFR Policy	ON Health Protection Act - Public Pools Regulation 565/90	Service Standards are being consistently Achieved (Level 1)	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.
	Instructional Skating	Skating		8,688 hours of instructional skating programming	Maintain compliance to specified instructor ratios	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	PFR Policy	PFR Skating Staff Manual	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified instructor ratios
	Instructional Fitness & Sports	Sports		49,345 hours of instructional sports programming	Maintain compliance to specified instructor ratios	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	PFR Policy	PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified instructor ratios
		Fitness		43,855 hours of instructional	Maintain compliance to	Institution / Association /	PFR Policy	PFR Policy: Staff to	Service Standards	Maintain compliance to

				programming	specified instructor ratios	Industry / Sector / Benchmark or Recommended "Best Practice"		Participant Ratios Policy	are being consistently Achieved (Level 1)	specified instructor ratios
		Fitness Membership		27,073 membership passes sold	TBD	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	PFR Policy		Service Standards are being consistently Achieved (Level 1)	TBD
		Ski		21,208 hours of instructional ski programming	Maintain compliance to specified instructor ratios		PFR Policy			Maintain compliance to specified instructor ratios
	Instructional Arts & General Interest	Arts		42,962 hours of instructional programming	Maintain compliance to specified instructor ratios	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	PFR Policy	PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified instructor ratios
		General Interest		32,719 hours of general interest programming	Maintain compliance to specified instructor ratios	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	PFR Policy	PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified instructor ratios
	Afterschool Recreation Care (ARC)			14,499 hours of afterschool programming.	Maintain compliance to specified instructor ratios	Legislated	Province of Ontario	Day Nurseries Act PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified instructor ratios
	Adapted and	Recreation Support		5,813 clients in 2008	Maintain compliance to	Legislated	Province of Ontario	Accessibility for Ontarians	Service Standards	Maintain compliance to



	Integrated Programs	(Leadership)			specified instructor ratios. (1:1 to 1:3)			with Disabilities Act PFR Policy: Staff to Participant Ratios Policy	are being consistently Achieved (Level 1)	specified instructor ratios. (1:1 to 1:3)
	Instructional Arts & General Interest	Clubs		8,938 hours of programming	Maintain compliance to specified instructor ratios	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"		PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified instructor ratios
		Leadership		8,568 hours of instructional programming	Maintain compliance to specified instructor ratios	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"		PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified instructor ratios
Drop-in & Leisure Rec Programs	Leisure Swim	Swimming		129,278 hours of drop-in programming	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Legislated		ON Health Protection Act - Public Pools Regulation 565/90	Service Standards are being consistently Achieved (Level 1)	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.
	Leisure Skating	Skating		52,287 hours of drop-in programming	Maintain compliance to specified supervision ratios. i.e. 2 staff at most locations.	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"		Ontario Recreation Facilities Association (ORFA) PFR Skating Staff Manual	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified supervision ratios. i.e. 2 staff at most locations.
	Golf	Leisure Golf		171,000 rounds.	171,000 rounds.					171,000 rounds.
		Greens		49,500 square metres, 5 courses	Mow & Change pins daily	Institution / Association /	Generally accepted		Service Standards	Not currently measured

						Industry / Sector / Benchmark or Recommended "Best Practice"	standards various turf related University studies.		are being consistentl y Achieved (Level 1)	
		Tees		40,500 square metres, 5 courses	Move tee markers daily	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Generally accepted standards various turf related University studies.		Service Standards are being consistentl y Achieved (Level 1)	Not currently measured
		Fairways		30 Hectares, 5 courses	Mow 4 times per week	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Generally accepted standards various turf related University studies.		Service Standards are being consistentl y Achieved (Level 1)	Not currently measured
		Roughs		202 Hectares Rough, natural areas and woodlots. 5 courses	Mow twice per week.	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Generally accepted standards various turf related University studies.		Service Standards are being consistentl y Achieved (Level 1)	Not currently measured
		General Course Maintenanc e		203 Ha. 5 courses	Daily maintenance for litter, garbage, rake traps, fill ball washers daily during golf season. Miscellaneous work as needed on all course amenities.	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"			Service Standards are being consistentl y Achieved (Level 1)	Not currently measured
	Leisure	Sports		49,345 hours of	Maintain	Institution /		PFR Policy:	Service	Maintain

	Fitness & Sports			drop-in programming	compliance to specified supervision ratios	Association / Industry / Sector / Benchmark or Recommended "Best Practice"		Staff to Participant Ratios Policy	Standards are being consistently Achieved (Level 1)	compliance to specified supervision ratios
		Fitness		97,272 hours of drop-in programming	Maintain compliance to specified supervision ratios	Management Directive / Decision		PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified supervision ratios
	Leisure Arts & General Interest	Arts		823 hours of drop-in programming	Maintain compliance to specified supervision ratios	Management Directive / Decision		PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified supervision ratios
		General Interest		20,847 hours of drop-in programming	Maintain compliance to specified supervision ratios	Management Directive / Decision		PFR Policy: Staff to Participant Ratios Policy	Service Standards are being consistently Achieved (Level 1)	Maintain compliance to specified supervision ratios
Permitted Park & Rec Activities	Permitted Activities - Recreations	Pools		19,171 permit hours	Maintain compliance to PFR's permit allocation policy.	Council Mandated / City By-Law	Toronto City Council	Permit Allocation Policy	Service Standards are being consistently Achieved (Level 1)	19,171 permit hours
	Permitted Activities - Recreations	Sports & Fitness		1,014,041 permit hours	TBD	Council Mandated / City By-Law	Toronto City Council	Permit Allocation Policy	Service Standards are being consistently Achieved (Level 1)	1,014,041 permit hours
	Permitted	Birthday Parties		3,451 permit hours	Maintain compliance to	Council Mandated /	Toronto City Council	Permit Allocation	Service Standards	3,451 permit hours

	Activities - Recreation				PFR's permit allocation policy.	City By-Law		Policy	are being consistently Achieved (Level 1)	
	Permitted Activities - Parks	Stadium		11,000 permit hours	Maintain compliance to PFR's permit allocation policy.	Council Mandated / City By-Law	Toronto City Council	Permit Allocation Policy		11,000 permit hours
	Permitted Activities - Recreation	Skating		80,583 permit hours	Maintain compliance to PFR's permit allocation policy.	Council Mandated / City By-Law	Toronto City Council	Ice Allocation Policy	Service Standards are being consistently Achieved (Level 1)	80,583 permit hours
	Permitted Activities - Recreation	Rooms		278,564 permit hours	Maintain compliance to PFR's permit allocation policy.	Council Mandated / City By-Law	Toronto City Council	Permit Allocation Policy	Service Standards are being consistently Achieved (Level 1)	278,564 permit hours
Community Capacity Building	Special Events	Recreation Facilities		913 permits issued	Maintain compliance to PFR's permit allocation policy.	Council Mandated / City By-Law	Toronto City Council	Permit Allocation Policy	Service Standards are being consistently Achieved (Level 1)	913 permits issued
	Volunteerism			6,000 volunteers	TBD	Management Directive / Decision	Toronto City Council		Service Standards are being consistently Achieved (Level 1)	6,000 volunteers
	Youth Outreach	Youth Advisory Councils		18 youth advisory councils	TBD	Management Directive / Decision	Toronto City Council		Service Standards are being consistently Achieved	18 youth advisory councils

									(Level 1)	
	Comm unity Engag ement	Community Centre Advisory Councils		38 community advisory councils	1 advisory council per ward	Management Directive / Decision	Toronto City Council		Service Standards are being consistently Achieved (Level 1)	38 community advisory councils
	Youth Outreach	Priority Neighbour hoods		85,027 contacts with youth in priority neighbourhoods in 2010	1 in 4 youth contacted in priority neighbourhoods	Council Mandated / City By-Law	Toronto City Council		Service Standards are being consistently Achieved (Level 1)	85,027 contacts with youth in priority neighbourhoods in 2010
	Youth Outreach	Equity Seeking Groups		8,297 contacts and service provided with youth in equity- seeking groups in priority neighbourhoods in 2010	TBD	Council Mandated / City By-Law	Toronto City Council		Service Standards are being consistently Achieved (Level 1)	8,297 contacts and service provided with youth in equity- seeking groups in priority neighbourhoods in 2010
	Comm unity Engag ement	Investing in Families		1,076 recreational assessments completed with families on Ontario Works	TBD	Council Mandated / City By-Law	Toronto City Council		Service Standards are being consistently Achieved (Level 1)	1,076 recreational assessments completed with families on Ontario Works
	Diversi ty	Toronto Newcomer Initiative		1,600 participants (Fall 2010)	200 programs to newcomers, targeting 4000 participants	Funding Agreement / Grant Covenant	Based on funding application	TNI Funding Application	Service Standards are being consistently Achieved (Level 1)	50 recreation programs to newcomers, targeting 1,600 participants (Winter 2011)
	Comm unity Engag ement	Park Ambassado r (Homeless/ Outreach)		200 clients referred to Streets to Homes in 2010. (Streets to Homes was able to help	TBD	Council Mandated / City By-Law	Toronto City Council		Service Standards are being consistently Achieved	200 clients referred to Streets to Homes in 2010. (Streets to Homes was

				150 of these)					(Level 1)	able to help 150 of these)
	Welcome Policy			67,500 fully subsidized registrations.	Standards being redeveloped pending WP subsidy report in 2011.	Council Mandated / City By-Law	Toronto City Council	2011 Operating Budget	Service Standards are being consistently Achieved (Level 1)	67,500 fully subsidized registrations.
	Diversity	Community Engagement - Access and Diversity	Diversity Initiatives	42 initiatives in the Access and Diversity Unit	TBD	Management Directive / Decision	Province of Ontario	Accessibility for Ontarians with Disabilities Act	Service Standards are being consistently Achieved (Level 1)	42 initiatives in the Access and Diversity Unit
<b>Parks</b>										
Parks Maintenance	Parks, Sportsfields, Trails & Horticulture Maintenance	Sports Fields	Permitted Activities - Parks	360,000 permit hours	Maintain compliance to PFR's permit allocation policy.	Council Mandated / City By-Law	Toronto City Council	Permit Allocation Policy		360,000 permit hours
		Picnic Sites		43,000 permit hours	Maintain compliance to PFR's permit allocation policy.	Council Mandated / City By-Law	Toronto City Council	Permit Allocation Policy		43,000 permit hours
		Bocce Courts		70	Weekly litter pickup in tandem with grass cutting schedule	Management Directive / Decision			Service Standards are being consistently Achieved (Level 1)	Annual start up and shut down of water Spring delivery of limestone screenings as required Weekly litter pickup in tandem with grass cutting

	Equipment Maintenance	Forestry Equipment		XX Equipment Repair WOs per annum	In development	Management Directive / Decision	Work conducted in accordance with service manuals for various pieces of equipment			schedule Work orders completed in priority order as time and resources permit
		Parks Equipment		XX Equipment Repair WOs per annum	In development	Management Directive / Decision	Work conducted in accordance with service manuals for various pieces of equipment			Work orders completed in priority order as time and resources permit
		Recreation Equipment (eg. Zambonis)		XX Equipment Repair WOs per annum	In development	Management Directive / Decision	Work conducted in accordance with service manuals for various pieces of equipment			Work orders completed in priority order as time and resources permit
		Dogs off Leash Areas		49	Weekly inspection, litter picking & grass cutting.	Management Directive / Decision			Service Standards are being consistently Achieved (Level 1)	Weekly inspect fences/gates/signage and other amenities Litter picking weekly Maintained in tandem with parks regular scheduled turf maintenance
		Natural parkland		3686 hectares of natural parkland	Litter pick up; Minimum once	Management Directive /			Service Standards	Minimum once annually during

				(excluding Rouge Parks)	annually during spring clean up	Decision			are being consistently Achieved (Level 1)	spring clean up
		Skateboard Parks		8	Weekly litter pickup in tandem with grass cutting schedule	Management Directive / Decision			Service Standards are being consistently Achieved (Level 1)	Weekly litter pickup in tandem with grass cutting schedule
		Splash Pads		102	Daily Maintenance. Pick up and remove all litter, glass and debris and clean drains daily (no attendants on site)	Management Directive / Decision			Service Standards are being consistently Achieved (Level 1)	Pre-season inspection and start up Pick up and remove all litter, glass and debris and clean drains daily Fall Winterization
		Sport Courts		341	Weekly litter pickup in tandem with grass cutting schedule	Management Directive / Decision			Service Standards are being consistently Achieved (Level 1)	Annual set up of nets, hoops Weekly litter pickup in tandem with grass cutting schedule
		Wading Pools		150	Pick up and removal of all litter, glass and debris daily by Wading Pool Attendants	Management Directive / Decision			Service Standards are being consistently Achieved (Level 1)	Pre-season inspection and start up Fall Winterization Pick up and removal of all litter, glass and debris daily by Wading Pool Attendants
		Parks Washroom Maintenance		142	Parks Washrooms cleaned min.	Management Directive / Decision			Service Standards are NOT	Less than 90 % park washrooms cleaned daily



		e			once daily				being consistentl y Achieved (Level 3)	
		Parking Lots, Roads and Paths	Parking lots, entrances and exits to communit y centres, arenas, winter washroom s and programm ed buildings	800,250 sq metres of parking lots maintained in winter	Snow cleared within 24 hours after 5cm of snowfall Sanded and salted, safe and passable within 24 hours of snow clearing	Management Directive / Decision			Service Standards are being consistentl y Achieved (Level 1)	Snow cleared within 24 hours after 5cm of snowfall
		Parking Lots, Roads and Paths	Unlit paved trails under 1.5 m width Unpaved fitness and nature trails with restricted winter access	No Winter Maintenance	TBD	Management Directive / Decision				TBD
		Annual Beds		33,530 sq metres of annual beds	Watering twice per week	Management Directive / Decision			Service Standards are NOT being consistentl y Achieved (Level 3)	Measurement of performance at supervisor level only - paper "duty sheets". No IT system to input and collate data

		Orphan Spaces		72 locations City Wide	Annual planting of transportation properties as required, with 4X season follow up maintenance	Management Directive / Decision			Service Standards are being consistently Achieved (Level 1)	Annual planting of transportation properties as required, with 4X season follow up maintenance
		Shrub and perennial beds	Highly maintained	40,800 sq metres of highly maintained beds	Hedges, Weeding & Cultivation 2 to 3 x per season	Management Directive / Decision			Service Standards are NOT being consistently Achieved (Level 3)	Measurement of performance at supervisor level only - paper "duty sheets". No IT system to input and collate data
		Horticulture Special Projects		1-2 existing horticultural displays rejuvenated or given makeover per ward	\$5,000 per project per ward allocated to bed refurbishment	Council Mandated / City By-Law	Clean and Beautiful (WOW Gardens)		Service Standards are being consistently Achieved (Level 1)	1-2 horticultural displays planted or given makeover per ward
		Shrub and perennial beds	Generally maintained	272,000 sq metres of generally maintained beds	Hedges, Weeding & Cultivation 1 x per season	Management Directive / Decision			Service Standards are NOT being consistently Achieved (Level 3)	Measurement of performance at supervisor level only - paper "duty sheets". No IT system to input and collate data
		Maintained Parkland		4,356 hectares of maintained parkland	Daily at premier sport fields and highly maintained parks during spring summer and fall Minimum once weekly at other parkland during spring summer	Management Directive / Decision			Service Standards are NOT being consistently Achieved (Level 3)	Measurement of performance at supervisor level only - paper "duty sheets". No IT system to input and collate data

		Paths, sidewalks and trails		1,360,000 square metres of paved paths and sidewalks	and fall Weekly in combination with grass cutting operations	Management Directive / Decision			Service Standards are NOT being consistently Achieved (Level 3)	Weekly in combination with grass cutting operations
		Class A and B Sport Fields		127 hectares at 111 sites	Mowing - 3" - 1 per week or as required so as not to remove more than 1/3rd the leaf blade at any one time.	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Sports Turf Association recommendations		Service Standards are being consistently Achieved (Level 1)	Measurement of performance at supervisor level only - paper "duty sheets". No IT system to input and collate data
		Class C Sport fields and Generally maintained Turf		2472 hectares at 1438 sites	MOWING as required so as to never remove more than 1/3rd the leaf blade at any one time	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Generally accepted standard for basic turf health		Service Standards are being consistently Achieved (Level 1)	Measurement of performance at supervisor level only - paper "duty sheets". No IT system to input and collate data
		Highly Maintained Turf - General Parkland and Regional Parks		424 hectares at 163 sites	Mowing 1-2 x per week, or as required so as to never remove more than 1/3rd the leaf blade at any one time. Annual or Biannual Fertilization, Aeration and Topdressing	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Generally accepted standard for premium turf		Service Standards are being consistently Achieved (Level 1)	Measurement of performance at supervisor level only - paper "duty sheets". No IT system to input and collate data
		Lawn Bowling		2.8 hectares natural turf at 6	Daily Mowing.	Institution / Association /	Generally accepted		Service Standards	Measurement of performance at

		Greens		sites, 1.2 hectares artificial turf at one site		Industry / Sector / Benchmark or Recommended "Best Practice"	standard for bowling greens		are NOT being consistentl y Achieved (Level 3)	supervisor level only - paper "duty sheets". No IT system to input and collate data
		Premier Sport Fields		50 hectares at 15 sites	MOWING 2 to 3 times per week.	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Sports Turf Association recommend ations		Service Standards are being consistentl y Achieved (Level 1)	Measurement of performance at supervisor level only - paper "duty sheets". No IT system to input and collate data
		Parking Lots, Roads and Paths	Internal park vehicular roadways, paths and stairs; adjacent city sidewalks	271 kilometres of parks paths and roads maintained in winter	Snow cleared within 48 hours after 5cm of snowfall Sanded and salted, safe and passable within 48 hours of snow clearing	Management Directive / Decision			Service Standards are being consistentl y Achieved (Level 1)	Snow cleared within 48 hours after 5cm of snowfall
	Parks Constr uction	Graffiti Removal		xx Graffiti Removal Work Orders completed.	Removal of all offensive graffiti within 24 hours (ie. Racist, Sexist etc)	Council Mandated / City By-Law			Service Standards are NOT being consistentl y Achieved (Level 3)	Removal of all offensive graffiti within 24 hours (ie. Racist, Sexist etc)
		Commemor ative Tree and Bench Installations		175 trees, 50 park benches, 10 ornamental plaques	100% of commemorative trees and benches purchased and installed within calendar year following receipt	Management Directive / Decision			Service Standards are being consistentl y Achieved (Level 1)	100% of commemorative trees and benches purchased and installed within calendar year following receipt

		General Repairs to Parks Infrastructure		XX General Repair / Maintenance WOs per annum	Maintain general park infrastructure (Paving, Boardwalks, park furnishings, fences, walls, gates etc) in safe and useable condition	Management Directive / Decision				of donation Work orders completed in priority order as time and resources permit
		Playgrounds		858 playgrounds	Safety Inspection of each playground conducted once monthly Repairs as Required to Ensure safety and Compliance to CSA standards Rototilling of playground safety surfaces (granite sand) minimum 3 X yearly	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	Canadian Standards Association		Service Standards are being consistently Achieved (Level 1)	Safety Inspection of each playground conducted once monthly
		Project Work	Park Rehabilitation	\$2,000,000 of minor capital projects built annually	100% of projects planned and completed within calendar year	Management Directive / Decision			Service Standards are NOT being consistently Achieved (Level 3)	90 % of projects completed within calendar year
	Parks Management	Parks Inspections		1900 Parks or Properties Inspected by	All parks inspected and documented	Management Directive / Decision			Service Standards are NOT	Measurement of performance at supervisor level

				Parks	minimum once per season for hazards and maintenance issues.				being consistently Achieved (Level 3)	only - paper "duty sheets". No IT system to input and collate data
	PFR Infrastructure Maintenance	Carpentry Repairs		XX Carpentry Repair / Maintenance WOs per annum	Carry out carpentry repair work orders in conformance with the Building Code and all applicable legislation and best practices	Management Directive / Decision	Work conducted in accordance with Building Code			Work orders completed in priority order as time and resources permit
		Electrical Repairs		XX Electrical Repair / Maintenance WOs per annum	Maintain electrical infrastructure (Building electrical infrastructure, park lighting, pumps, etc. in accordance with Electrical Safety Authority regulations	Management Directive / Decision	Work conducted in accordance with Electrical Code			Work orders completed in priority order as time and resources permit
		Plumbing Repairs		XX Plumbing Repair / Maintenance WOs per annum	Maintain plumbing infrastructure (Irrigation Systems, Ornamental Fountains, Drinking fountains, waterplays) in accordance with Plumbing Code	Management Directive / Decision	Work conducted in accordance with Plumbing Code, Safe Drinking Water Act and Regs.			Work orders completed in priority order as time and resources permit

					and Safe Water regulations					
		Drinking Fountains		656 Drinking Fountains	90% of Drinking fountains tested for acceptable levels of chlorination and turbidity and turned on by long weekend in May	Management Directive / Decision	Work conducted in accordance with Safe Drinking Water Act and Regs.		Service Standards are being consistently Achieved (Level 1)	90% of Drinking fountains tested for acceptable levels of chlorination and turbidity and turned on by long weekend in May
		Project Work	Facility Rehabilitation	\$2,000,000 of minor capital projects built annually	100% of projects planned and completed within calendar year	Management Directive / Decision			Service Standards are NOT being consistently Achieved (Level 3)	90 % of projects completed within calendar year
	PFR Signage	PFR Sign Shop		TBD	High Quality park signs fabricated to industry standards	Management Directive / Decision			Service Standards are being consistently Achieved (Level 1)	TBD
Plant Production, Greenhouses & Conservatories	Conservatories			2 plant conservatories	2 plant conservatories and plant displays maintained. 5 annual plant display shows.					2 plant conservatories and plant displays maintained. 5 annual plant display shows.
	Plant Production			1.3 M annuals grown / year	90% of annuals planted	Management Directive / Decision			Service Standards are being consistently Exceeded (Level 2)	More than 90 % of annuals grown in the greenhouses are planted in City parks
Toronto		Marine		10,000 round trips	Hours of	Legislated	Transport		Service	30 ferry trips

Island Ferry Operations		Services		/ year	operation are mandated for each season.		Canada		Standards are being consistently Achieved (Level 1)	daily
Urban Agriculture		Allotment Gardens		12 Allotment Gardens and 1,674 Plots	Annual inspection	Management Directive / Decision			Service Standards are NOT being consistently Achieved (Level 3)	Not tracked
		Community Garden Support		51 community gardens	Target Standard is a minimum of 1 Community Garden per ward	Management Directive / Decision			Service Standards are NOT being consistently Achieved (Level 3)	Current Service Level is .5 Community Gardens per ward
Zoo & Farm Attractions				1.8 M visits / year	1 Zoo, 2 Farms				Service Standards are being consistently Achieved (Level 1)	Not currently measured
Beach Maintenance		Swimming Beaches		5.5 km of swimming beaches maintained	Swimming beaches cleaned and groomed daily	Management Directive / Decision			Service Standards are being consistently Achieved (Level 1)	Swimming beaches cleaned and groomed daily
Natural Area Preservation & Restoration		Ravine and Watercourse Maintenance		140 Work Orders (Clean-ups & Blockages)	90% of workorders completed annually	Management Directive / Decision			Service Standards are being consistently Exceeded (Level 2)	92% of workorders completed annually



Parks Planning & Development				1 Parks Plan / 5 years	Parks Plan reviewed annually					Parks Plan reviewed annually
<b>Urban Forestry</b>										
Tree Care Maintenance				120,000 tree maintenance activities/year	7 year maintenance cycle	Council Mandated / City By-Law	Toronto City Council - 2008 Approval of Reserve Funding to enhance and protect the City's tree canopy.	<a href="http://www.toronto.ca/legdocs/mmis/2008/bu/bgrd/backgroundfile-17474.pdf">http://www.toronto.ca/legdocs/mmis/2008/bu/bgrd/backgroundfile-17474.pdf</a>	Service Standards are NOT being consistently Achieved (Level 3)	20 year maintenance cycle; 9 months service request response time; 180,000 maintenance activities/year
Tree Planting				66,000 trees planted / year	Achieve and maintain a 30-40% canopy cover	Council Mandated / City By-Law	Toronto City Council - 2008 Approval of Reserve Funding to enhance and protect the City's tree canopy.	<a href="http://www.toronto.ca/legdocs/mmis/2008/bu/bgrd/backgroundfile-17474.pdf">http://www.toronto.ca/legdocs/mmis/2008/bu/bgrd/backgroundfile-17474.pdf</a>	Service Standards are NOT being consistently Achieved (Level 3)	Approximately 20% canopy cover; 68,256 trees planted annually
Tree Protection				12,512 tree protection requests/year	90% of Development Review applications completed within corporate deadlines	Council Mandated / City By-Law	Clause No. 4 of Report No. 12 of the Planning and Transportation Committee, titled "Progress Report - Streamlining the	<a href="http://www.toronto.ca/legdocs/2002/agendas/committees/plt/plt021213/it004.pdf">http://www.toronto.ca/legdocs/2002/agendas/committees/plt/plt021213/it004.pdf</a>	Service Standards are NOT being consistently Achieved (Level 3)	71% of Development Review applications completed within corporate deadlines,

							Application Review (STAR) Process - All Wards", which was adopted, as amended, by City Council at its meeting on October 29, 30 and 31, 2002) Attachment 1			
Tree Planning Review				1 Forestry Plan / 5 Years	Forestry Plan Reviewed Annually	Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"	University of Western Ontario, Local Government Program	Masters in Public Administration Program - Public Administration 9923a: Strategic Planning and Management	Service Standards are being consistently Achieved (Level 1)	Forestry Plan Reviewed Annually