

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 4, 2013

Item 2, Report No. 26, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on June 4, 2013.

2 PROGRAM REVIEW – SERVICE LEVEL COMPARISONS – SENIORS' PROGRAMMING

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the Interim City Manager, the Commissioner of Community Services, the Commissioner of Strategic and Corporate Services and the Director of Innovation and Continuous Improvement, dated May 28, 2013, be approved;**
- 2) That staff report back detailing full cost comparisons with other municipalities and that all costs dedicated to Seniors including older adult clubs and general programs, facilities, utilities, etc. be included to provide proper comparisons of costs; and**
- 3) That Communication C1, presentation material entitled, "*Program Review – Service Level Comparisons*", be received.**

Recommendation

The Interim City Manager, the Commissioner of Community Services, the Commissioner of Strategic and Corporate Services and the Director of Innovation and Continuous Improvement, in consultation with the Director of Recreation and Culture, recommend:

- 1) That this report be received for information and discussion purposes; and,
- 2) That the current levels of service associated with Seniors' Programming provided by the City be maintained.

Contribution to Sustainability

As the City grows, the expectations and requirements of its residents and stakeholders will continue to evolve and change. Program service levels define how the City strives to meet these expectations and provide insight into the effectiveness, efficiency and economy of the City's service delivery models.

Comparison of service levels for similar programs in comparable municipalities provides the City with an opportunity to identify areas where changes in service level may be considered in order to provide residents with reduced levels of service with associated lower costs. Information gathered in these reviews will enable Council to determine how and where to allocate scarce resources, look to recover service costs through realistic user fees (where feasible) and, in some cases, identify ways in which to reduce environmental impacts which are all elements supporting the City's focus on sustainable use of resources (Goal 1 – Green Directions).

Economic Impact

Some of the service levels associated with Senior's Programs are higher than those provided by other comparable GTA municipalities. As no change is being proposed to Seniors' Programming service levels, there is no economic impact associated with this recommendation.

Communications Plan

As no changes to Seniors' Programming service levels are being proposed, no additional public consultation or communication is required.

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Purpose

The purpose of this report is to provide a comparison of GTA municipal service levels for Seniors' Programming as identified in Item 1, Report No. 42 of the Committee of the Whole (Working Session) and adopted by Council on October 30th, 2012. The municipalities used as comparators were Brampton, Burlington, Markham, Municipality X, Oakville, Richmond Hill, Toronto and the Region of York.

Council specifically directed staff to compare the service levels of the following programs with other GTA municipalities and to identify any potential options for changing the level of service provided by the City:

- Winter Control / Sanding and Salting
- Winter Control / Road Snow Clearing
- Path / Sidewalk Snow Clearing
- Animal Services
- Seniors' Programming.

The Winter Control and Path / Sidewalk Snow Clearing programs are addressed in the accompanying service level review report. Additionally, Animal Services was addressed as Item 3, Report No. 1 of the Finance and Administration Committee 2013.

Background - Analysis

Program 87 – Seniors' Programming

Seniors' programming and support provided by the City falls into the following three types:

- Seniors' specific programs, i.e., programming developed specifically for seniors;
- Seniors' / Older Adult Club support, i.e., in-lieu services provided to third parties who are delivering further programming / support to seniors; and,
- Seniors' discounts for general programs, i.e., age-related / eligible discounts for such programs as fitness, swimming and bocce.

The table in Attachment 1 provides a comparison between the City of Vaughan's level of service for seniors' programming and those of comparable GTA urban municipalities. The Region is not included in this comparison as its focus is more on delivering seniors' programming associated with long term care, independent living and housing support. (The City of Toronto is also responsible for services similar to those provided by the Region and they have also been excluded from this comparison.)

There is no consistency across the municipalities as to the age at which an individual becomes eligible to take advantage of seniors' or older adult programming. Oakville has a low eligibility age of 50, while the City, Mississauga and Toronto have an eligibility age of 60. The City (together with Brampton) has the lowest percentage of its overall population that is eligible to participate in its seniors' programming 16% as opposed to 33% in Oakville (where the eligibility age is set at 50).

Dedicated seniors' programming is offered by both the City and third party seniors' groups, with the City alone providing over 450 hours of programs in the Spring / Summer calendar – the level of discount (when compared to adult fees) on these courses ranges from 70% - 92%. In 2012, the average enrollment in each of these programs was over 18, over 80% of available spaces were utilized, and the net incremental direct cost of running these programs was approximately \$90,000.

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Some municipalities have provided dedicated facilities for seniors, e.g., Burlington Seniors' Centre, while the City provides space at both Community Centres and "storefront" leased facilities free of charge to 20 seniors' groups. In 2012, the cost of providing the leased facilities to four clubs operating out of these locations was approximately \$125,000.

The City provides the largest discount to its older adult population of any municipality, ranging from a maximum of 48% for fitness memberships to 80% for bocce memberships. In total in 2012, over \$560,000 of discounts to membership fees were taken by the City's seniors (when compared to the adult fees) – it should be stressed that had these discounts not been available, then there is no guarantee that participation would have been at the same levels and that the City's adult membership fees are the highest in the comparator group. While the discount on fitness memberships is the largest in percentage terms within the group of comparison municipalities, the annual membership fee charged to seniors is the second highest at \$310.20.

Relationship to Vaughan Vision 2020/Strategic Plan

A comparison of service levels between the City's programs and those of other similar municipalities provides an opportunity to identify any significant differences in the services delivered to residents in different jurisdictions.

On-going review of service levels and dialogue with service recipients enables the City to identify ways in which service levels, or service delivery models, could be changed so as to ensure that residents are provided with the required services with the most appropriate cost structure.

The Service Level Reviews are consistent with and support the City's strategic goals of Service Excellence by enabling the City to "demonstrate excellence in service delivery".

Regional Implications

Not applicable.

Conclusion

A comparison of the City's current service levels for Seniors' Programming with other urban GTA municipalities demonstrates that, for many, the City's residents are provided with a high level of service.

The provision of higher levels of service is, all other things being equal, associated with either higher costs or lower revenues (associated with discounts, services-in-kind etc.). As the most recent Ipsos-Reid survey demonstrates that residents "believe they receive good value for their tax dollars" with over 85% *VERY SATISFIED* or *SOMEWHAT SATISFIED* with recreation and fitness services provided by the City, the survey suggests that residents are comfortable supporting the current service levels. The Ipsos-Reid report also identified Recreation and Fitness programs as areas for maintenance, i.e., services of relatively high importance where satisfaction is good and where the focus is on maintaining current levels of service.

Changes to service levels are not without associated challenges as any changes that increase charges to participants, could impact the ability of those on fixed incomes to take advantage of the City's programs and facilities and conflict with the City's Service Excellence objective of "promoting community safety, health and wellness".

City staff recommends that Council does not change the current level of service associated with Seniors' Programming.

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Attachments

Attachment No. 1: Seniors' Programming – Municipal Service Level Comparison

Report prepared by:

Derek Patterson
Director Innovation and Continuous Improvement
Ext. 8053

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

CI
CW (WS)
May 28/13
Items 142

Committee of the Whole (Working Session)

Program Review – Service Level Comparisons

Winter Control Programs
Seniors' Programming

May 28th, 2013



Agenda

- ❑ Program Review Background
- ❑ Service Level Comparison
- ❑ Winter Control
 - ❖ Overview
 - ❖ Metrics
 - ❖ Recommendation
- ❑ Seniors' Programming
 - ❖ Overview
 - ❖ Metrics
 - ❖ Recommendation
- ❑ Summary



Program Review Background

- ❑ Conducted 2011 – 2012 to build awareness of broad scope of services provided and their relative costs
- ❑ Identified 204 discrete programs offered by City
- ❑ Provided additional insight:
 - ❖ Fees and costs recovery for each program
 - ❖ Rationale for offering:
 - 30 - Mandatory, 141 - Standard, 33 – Premium
 - 2012 Budget \$190M – 18% - Mandatory, 77% - Standard, 5% - Premium
- ❑ In 2012, five programs identified for service level comparisons with other GTA municipalities



Service Level Comparison

□ Objective:

- ❖ Identify how City's level of service compares to other municipalities
- ❖ Provide insight into opportunities to change service levels

□ Levels of service:

- ❖ Addressing customer expectations – defined by Council
- ❖ Balancing effectiveness, efficiency and economy

□ Programs:

- ❖ Sanding and Salting
 - ❖ Road Snow Clearing
 - ❖ Sidewalk Snow Clearing
 - ❖ Seniors' Programming
 - ❖ *Animal Services**
- } Winter Control Programs



* Addressed in previous report to Finance & Administration Committee
- Program Review for Animal & Wildlife Services, January 2013

Winter Control Programs – Overview

❑ Comparators

- ❖ Aurora, Brampton, Burlington, Markham, Mississauga, Newmarket, Oakville

❑ Sources

- ❖ Municipal departments
- ❖ MPMP data
- ❖ Municipal websites

❑ Service Levels

- ❖ Time to clear road to specified depth after snowfall ends
- ❖ Time to treat road after treatment is determined to be necessary
- ❖ Time to clear snow from all sidewalks in route (once snow has reached a certain depth)



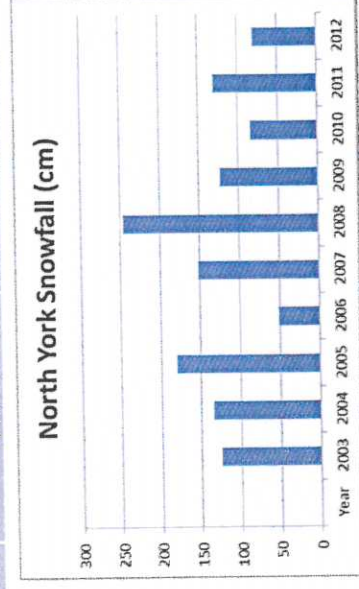
Winter Control Programs – Overview

❑ Constraints:

- ❖ Ontario Regulation 239/02 – defines minimum maintenance standards for municipal highways (not sidewalks)

			Snow Accumulation (Minimum Standards)			Ice Formation (Minimum Standards)	
Road Class	Road Type	KM maintained by City	Depth of Snow	Time to clear to depth after Snowfall	City's Service Level	Time to de-ice after Notification	City's Service Level
Class 1	Expressway	N/A	2.5cm	4 hours	N/A	3 hours	N/A
Class 2	Arterial	147	5.0cm	6 hours	5cm/4hrs	4 hours	3hrs
Class 3	Collector		8.0cm	12 hours	5cm/4hrs	8 hours	4hrs
Class 4	Local / Residential	826	8.0cm	16 hours	5cm/12hrs	12 hours	6hrs
Class 5	Local / Residential		10.0cm	24 hours	5cm/12hrs	16 hours	6hrs
Class 6	Laneway		N/A	N/A	15cm/24hr	N/A	8hrs

- ❖ Weather patterns – “planning for normal”



Salting / Sanding – Metrics

Metric	Vaughan	Brampton	Burlington	Markham	Mississauga	Oakville	Richmond Hill
Lane KM Maintained (2011)	1,950	3,480	1,584	2,022	5,500	1,908	1,300
Service Levels - Time to Treat:							
Class 1 - Expressway	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Class 2 - Arterial	3 hours	4 hours	4 hours	4 hours	4 hours	4 hours	N/A
Class 3 - Collector	4 hours	8 hours	8 hours	8 hours	8 hours	8 hours	N/A
Class 4/5 - Local / Residential	6 hours	N/A	N/A	Hills, intersections and sharp curves a/r	Blanket sanded as conditions warrant	Hills, intersections and sharp curves a/r	12 hours
Class 6 - Laneway	8 hours	N/A	N/A	N/A	N/A	N/A	N/A
Material Cost / Lane km (2011)	\$1,672	\$695	\$541	\$1,145	\$942	\$-	\$501
Salaries & Services per lane KM (2011)	\$3,070	\$3,935	\$1,348	\$2,322	\$2,619	\$1,883	\$1,478
Service Delivery Model	Contractor	Brampton / Contractor	Burlington / Contractor	Contractor	Mississauga / Contractor	Oakville / Contractor	Richmond Hill Contractor
Events 2011	41	26	42	37	29	26	53



Road Snow Clearing – Metrics

Metric	Vaughan	Brampton	Burlington	Markham	Mississauga	Oakville	Richmond Hill
Lane KM Maintained (2011)	1,950	3,480	1,584	2,022	5,500	1,908	1,300
Service Levels: - Depth Trigger / Time to Bare Pavement							
Class 1 - Expressway	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Class 2 - Arterial	5cm / 4 hours	5 cm / 6 hours	5 cm / 6 hours	5 cm / 6 hours	8 cm / 12 hours	5 cm / 6 hours	N/A
Class 3 - Collector	5 cm / 4 hours	5 cm / 12 hours	5 cm / 6 hours (after primary)	5 cm / 6 hours (after primary)	8 cm / 12 hours	5 cm / 6 hours (after primary)	N/A
Class 4/5 - Local	5 cm / 12 hours	7.5 cm / 24 hours	7.5 cm packed snow / 24 hours	7.5 cm / 24 hours	8 cm made safe / 24 hours	10 cm / 24 hours	5cm / 16 hours
Class 6 - Laneway	15 cm / 24 hours - removal	N/A	N/A	N/A	N/A	N/A	N/A
Service Delivery Model	Contractor	Brampton / Contractor	Burlington / Contractor	Contractor	Mississauga / Contractor	Oakville / Contractor	Richmond Hill Contractor
Events 2011	41	26	42	37	29	26	53



Path / Sidewalk Snow Clearing – Metrics

Metric	Vaughan	Brampton	Burlington	Markham	Mississauga	Oakville	Richmond Hill	Aurora	Newmarket
KM Maintained (2011)	1,000	760			1,300		550		210
Service Levels - Accumulation / Time:									
Primary Sidewalks	5cm / 8 hours	24 hours	<12.5cm / 24 hours, >12.5cm / 18 hours	5cm / 24 hours	<15cm / 24 hours, >15cm / 36 hours	5cm / 48 hours	6 hours	5cm/24 hours	5cm/24 hours
Secondary Sidewalks	5 cm / 16 hours (after primary)	N/A	<12.5cm / 24 hours, >12.5cm / 36 hours	5cm / after primary	N/A	5cm / 48 hours (after primary) 5cm / 48 hours (after secondary)	10 hours	5cm/24 hours	5cm/24 hours
Residential Sidewalks			<12.5cm / 24 hours, >12.5cm / 72 hours						
Routes	42	38	14	33	64		15		8
Service Delivery	Vaughan	In-house / Contractor	In-house/ Contractor	In-house/ Contractor	Contractor	In-house / Contractor	In-house (pilot project)		In-house / Contractor
Events 2011	41	26	42	37	29	26	53	46	42



Winter Control Programs – Recommendation

□ Assessment

- ❖ Higher levels of service when compared with other municipalities
- ❖ 90% of residents satisfied with road snow removal services
- ❖ 85% of residents satisfied with sidewalk snow removal services

□ Impacts of Changes in Service Levels

- ❖ Cost - “standby time”, fleet size, material usage, labour
- ❖ Risks – liability, Fire & EMS access
- ❖ Operating models – integration of roads and sidewalks, extending use of contractors

□ Recommendation

- ❖ Conduct operational review of **all** winter control programs
 - Service delivery models, levels of service, impacts, costs, risks and mitigation
 - Include Windrow Snow Clearing and Snow Fencing



Seniors' Programming – Overview

❑ Comparators

- ❖ Brampton, Burlington, Markham, Oakville, Richmond Hill, Toronto, “X”

❑ Sources

- ❖ Municipal departments
- ❖ MPMP data
- ❖ Municipal websites

❑ Service Levels

- ❖ Hours of programming available
- ❖ “In kind” support
- ❖ Pricing / discounting



Seniors' Programming – Metrics

Metric	Vaughan	Brampton	Burlington	Markham	Oakville	Richmond Hill	Toronto	X
Seniors' Population	47,060	85,245	51,450	55,615	59,470	43,010	518,400	
Seniors as %	16%	16%	29%	18%	33%	23%	20%	17%
Eligibility	60+	55+	55+	55+	50+	55+	60+	60+
Seniors' programming Offered - Spring & Summer	45	58	80	47	120	83	156	79
Costs Recovered	Yes - some	Yes - some	Yes - some	Yes - some	Yes - some	Yes - some	Yes - some	Yes - some
Seniors' programming Hours*	453	515	608.5 (summer)		1475	953	1735 (summer)	938
Program Hours Available / 1000 Senior	9.6	6.0	11.8	N/A	24.8	22.2	3.3	7.9
Senior Drop-in Programs	Yes	Yes	Yes	Yes	Yes	Yes		Yes
Senior Group Support	Space		Space	Space				Space
Fee Reductions	48% Fitness	35% Fitness	25% Fitness	40% Swim	30% Fitness	30% Fitness	50% Fitness	20% Fitness
Other		Seniors Centre	Seniors Centre	Seniors Centre	Seniors Centre	Seniors Centre		

* Does not include programming offered by other groups, e.g. Seniors' Clubs



Seniors' Programming – Recommendation

- Assessment
 - ❖ Comparable levels of service with other municipalities
 - ❖ 85% of residents satisfied with recreation & fitness services
- Impacts of Changes in Service Levels
 - ❖ Cost / Revenue – program delivery, program discounts, services in lieu
 - ❖ Access – “affordability”/participation
- Recommendation
 - ❖ Maintain levels of service associated with Seniors' Programming



Summary

- ☐ The City of Vaughan provides it residents with a high level of service with respect to Winter Control programs and Seniors' Programming when compared to other GTA municipalities;
- ☐ At least, 85% of residents are VERY SATISFIED or SOMEWHAT SATISFIED with current service levels associated with these programs
- ☐ The service levels for Winter Control Programs should be reviewed once an Operational Review of all interconnected programs has been conducted;
- ☐ The service levels for Seniors' Programming should not be adjusted at this time.



COMMITTEE OF THE WHOLE (WORKING SESSION) MAY 28TH, 2013

PROGRAM REVIEW – SERVICE LEVEL COMPARISONS – SENIORS' PROGRAMMING

Recommendation

The Interim City Manager, the Commissioner of Community Services, the Commissioner of Strategic and Corporate Services and the Director of Innovation and Continuous Improvement, in consultation with the Director of Recreation and Culture, recommend:

- 1) That this report be received for information and discussion purposes; and,
- 2) That the current levels of service associated with Seniors' Programming provided by the City be maintained.

Contribution to Sustainability

As the City grows, the expectations and requirements of its residents and stakeholders will continue to evolve and change. Program service levels define how the City strives to meet these expectations and provide insight into the effectiveness, efficiency and economy of the City's service delivery models.

Comparison of service levels for similar programs in comparable municipalities provides the City with an opportunity to identify areas where changes in service level may be considered in order to provide residents with reduced levels of service with associated lower costs. Information gathered in these reviews will enable Council to determine how and where to allocate scarce resources, look to recover service costs through realistic user fees (where feasible) and, in some cases, identify ways in which to reduce environmental impacts which are all elements supporting the City's focus on sustainable use of resources (Goal 1 – Green Directions).

Economic Impact

Some of the service levels associated with Senior's Programs are higher than those provided by other comparable GTA municipalities. As no change is being proposed to Seniors' Programming service levels, there is no economic impact associated with this recommendation.

Communications Plan

As no changes to Seniors' Programming service levels are being proposed, no additional public consultation or communication is required.

Purpose

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Background - Analysis

Program 87 – Seniors' Programming

Seniors' programming and support provided by the City falls into the following three types:

- Seniors' specific programs, i.e., programming developed specifically for seniors;
- Seniors' / Older Adult Club support, i.e., in-lieu services provided to third parties who are delivering further programming / support to seniors; and,
- Seniors' discounts for general programs, i.e., age-related / eligible discounts for such programs as fitness, swimming and bocce.

The table in Attachment 1 provides a comparison between the City of Vaughan's level of service for seniors' programming and those of comparable GTA urban municipalities. The Region is not included in this comparison as its focus is more on delivering seniors' programming associated with long term care, independent living and housing support. (The City of Toronto is also responsible for services similar to those provided by the Region and they have also been excluded from this comparison.)

There is no consistency across the municipalities as to the age at which an individual becomes eligible to take advantage of seniors' or older adult programming. Oakville has a low eligibility age of 50, while the City, Mississauga and Toronto have an eligibility age of 60. The City (together with Brampton) has the lowest percentage of its overall population that is eligible to participate in its seniors' programming 16% as opposed to 33% in Oakville (where the eligibility age is set at 50).

Dedicated seniors' programming is offered by both the City and third party seniors' groups, with the City alone providing over 450 hours of programs in the Spring / Summer calendar – the level of discount (when compared to adult fees) on these courses ranges from 70% - 92%. In 2012, the average enrollment in each of these programs was over 18, over 80% of available spaces were utilized, and the net incremental direct cost of running these programs was approximately \$90,000.

Some municipalities have provided dedicated facilities for seniors, e.g., Burlington Seniors' Centre, while the City provides space at both Community Centres and "storefront" leased facilities free of charge to 20 seniors' groups. In 2012, the cost of providing the leased facilities to four clubs operating out of these locations was approximately \$125,000.

The City provides the largest discount to its older adult population of any municipality, ranging from a maximum of 48% for fitness memberships to 80% for bocce memberships. In total in 2012, over \$560,000 of discounts to membership fees were taken by the City's seniors (when compared to the adult fees) – it should be stressed that had these discounts not been available, then there is no guarantee that participation would have been at the same levels and that the City's adult membership fees are the highest in the comparator group. While the discount on fitness memberships is the largest in percentage terms within the group of comparison municipalities, the annual membership fee charged to seniors is the second highest at \$310.20.

Relationship to Vaughan Vision 2020/Strategic Plan

A comparison of service levels between the City's programs and those of other similar municipalities provides an opportunity to identify any significant differences in the services delivered to residents in different jurisdictions.

On-going review of service levels and dialogue with service recipients enables the City to identify ways in which service levels, or service delivery models, could be changed so as to ensure that residents are provided with the required services with the most appropriate cost structure.

The Service Level Reviews are consistent with and support the City's strategic goals of Service Excellence by enabling the City to "demonstrate excellence in service delivery".

Regional Implications

Not applicable.

Conclusion

A comparison of the City's current service levels for Seniors' Programming with other urban GTA municipalities demonstrates that, for many, the City's residents are provided with a high level of service.

The provision of higher levels of service is, all other things being equal, associated with either higher costs or lower revenues (associated with discounts, services-in-kind etc.). As the most recent Ipsos-Reid survey demonstrates that residents "believe they receive good value for their tax dollars" with over 85% *VERY SATISFIED* or *SOMEWHAT SATISFIED* with recreation and fitness services provided by the City, the survey suggests that residents are comfortable supporting the current service levels. The Ipsos-Reid report also identified Recreation and Fitness programs as areas for maintenance, i.e., services of relatively high importance where satisfaction is good and where the focus is on maintaining current levels of service.

Changes to service levels are not without associated challenges as any changes that increase charges to participants, could impact the ability of those on fixed incomes to take advantage of the City's programs and facilities and conflict with the City's Service Excellence objective of "promoting community safety, health and wellness".

City staff recommends that Council does not change the current level of service associated with Seniors' Programming.

Attachments

Attachment No. 1: Seniors' Programming – Municipal Service Level Comparison

Report prepared by:

Derek Patterson
Director Innovation and Continuous Improvement
Ext. 8053

Respectfully submitted,

Barbara Cribbett,
Interim City Manager

Marlon Kallideen,
Commissioner of Community Services

Joseph Pittari,
Commissioner of Strategic and Corporate Services

Derek Patterson,
Director of Innovation and Continuous Improvement

Attachment 1: Seniors' Programming – Municipal Service Level Comparisons

Metric	Vaughan	Brampton	Burlington	Markham	Oakville	Richmond Hill	Toronto	X
Population (2011 census)	288,300	523,910	175,775	301,710	182,520	185,540	2,615,060	
Adults 50+	85,205	120,200	64,955	79,260	59,470	58,390	872,225	
Adults 55+	63,725	85,245	51,450	55,615	44,330	43,010	680,935	
Adults 60+	47,060	56,540	40,320	34,005	32,885	31,090	518,400	
Seniors as %	16%	16%	29%	18%	33%	23%	20%	17%
Eligibility	60+	55+	55+	55+	50+	55+	60+	60+
Total Participant Hours in Recreation Programs (2011)	11,717,442	6,073,791	3,658,468	4,308,796	3,528,003	5,248,851	N/A	
Indoor Recreation Facilities Area (2011) m^2	80,880	134,489	66,343	96,136	83,085	60,242	N/A	
Seniors' programming Offered - Spring & Summer	45	58	80	47	120	83	156	79
Costs Recovered	Yes- some	Yes - some	Yes (?) - some	Yes - some	Yes - some	Yes - some	Yes - some	Yes - some
Seniors' programming Hours	453	515	608.5 (summer)		1475	953	1735 (summer)	938
Program Hours Available / 1000 Senior	9.6	6.0	11.8	N/A	24.8	22.2	3.3	7.9
Membership Fee	Yes		\$ 38.65	Required for MSAC	\$34+	\$23.81 - General / \$105.71 (General + Drop-in)		\$ 26.00
Senior Members			2,880					3,100
Senior Drop-in Programs	Yes	Yes	Yes	Yes	Yes	Yes		Yes

Metric	Vaughan	Brampton	Burlington	Markham	Oakville	Richmond Hill	Toronto	X
Senior Group Support	20 Clubs - given "free" space		Yes - 20% discount on space rental	Yes - space at community centres	N/C			Yes - space at local mall and Community Centres
Fee Reductions	Up to 48% on Fitness membership (\$310.20), up to 58% swim memberships (\$135.67), up to 80% bocce memberships	35% on fitness membership (\$279.80) and swim/skate (\$69.95) 25% on all programs	25% off Fitness classes 50-60% off programs with BSC membership	40% Reduction on swim (\$225.86)	Up to 30% reduction on Swim/Skate/Fitness membership (\$304.50)	Up to 30% on Fitness membership (\$273.66)	Up to 50% on Fitness membership (\$229.75)	Up to 20% on Swim (\$144)/Fitness membership (\$355.20) and programs
Other		Flower City Recreation Centre	Burlington Seniors Centre	Markham Seniors Activity Centre	Seniors Centres			Wellness / active living programs