

YARDSTICK 

YARDSTICK 

# Parks Benchmarking

FOR PARKS, OPEN SPACE MANAGEMENT, PLANNING  
AND SERVICE DELIVERY

• MEASURE • COMPARE • PERFORM •

# What is Yardstick?

A benchmarking program for parks, recreation facilities and roads that:

- Operates in Canada, Australia, New Zealand, and Scandinavia
- Involves more than 120 organisations, and
- Provides a very affordable analysis of your business





# Canadian members in 2019

- City of Calgary
- City of Lethbridge
- City of Edmonton
- City of St Albert
- City of Red Deer
- Town of Cochrane
- Town of Coaldale

- City of Thunder Bay
- Town of Aurora
- City of Burlington
- City of Waterloo

- City of Surrey
- City of Coquitlam
- City of Kelowna
- City of Port Coquitlam
- Resort Municipality of Whistler
- District of West Vancouver
- District of Squamish
- City of Victoria
- City of Richmond
- City of Kamloops



# Parks Benchmarks (what does it do?)



Provides a quantitative assessment of parks operations and management:

- Provision of parks land and assets (what do we provide?)
- Investment and Efficiency (how much is it costing?)
- Operational Excellence (how good are our systems?)
- Asset Management (what do we know about our stuff?)
- Planning and Strategy (where are we headed?)
- Environmental Sustainability (how are we managing impacts?)
- Community Engagement (how well do we engage with our communities?)

# Features (how does it work?)

- Annual online benchmark questionnaire
- Core questions plus a [Canada specific section](#)
- Detailed guidelines to ensure consistency
- Onsite desk based audit to check information at completion
- All information is shared - no anonymous reporting
- Online reporting with flexibility to select peer group of similar municipalities
- Partnership with Canadian industry advisory groups

# What are the benefits???

- Identify the strengths and weaknesses of your operation
- Identify your current levels of service and how they compare with other similar organizations
- Justify and explain changes in levels of service
- Inform financial performance reviews, cost estimating and budgeting
- Justify additional resources where needed
- Manage demand on existing resources
- Leverage implementation of industry best practice



City of Burlington and using  
Yardstick for better Parks





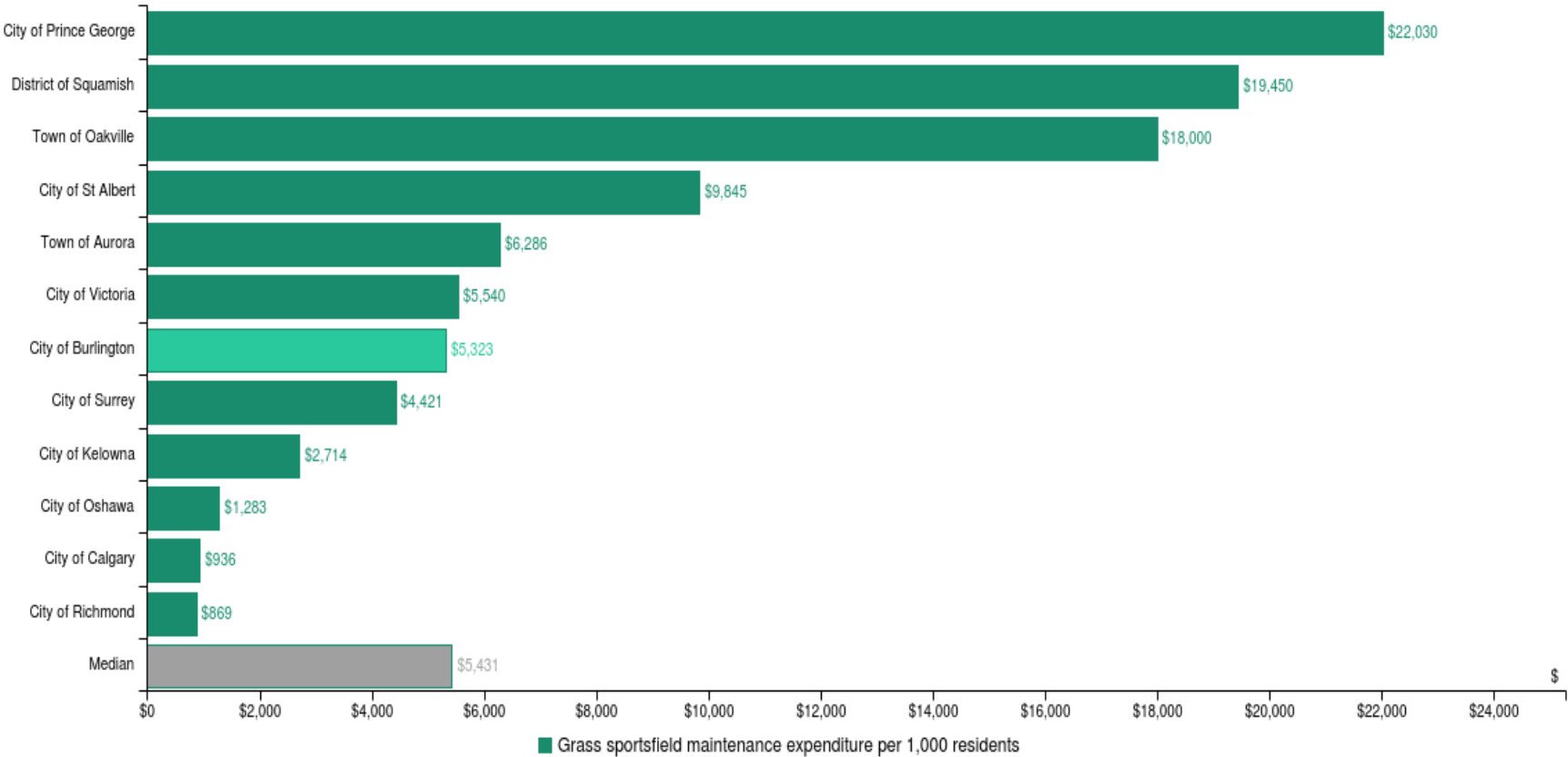




# KPI. Key Performance Indicators

Grass sportsfield maintenance cost per 1,000 residents

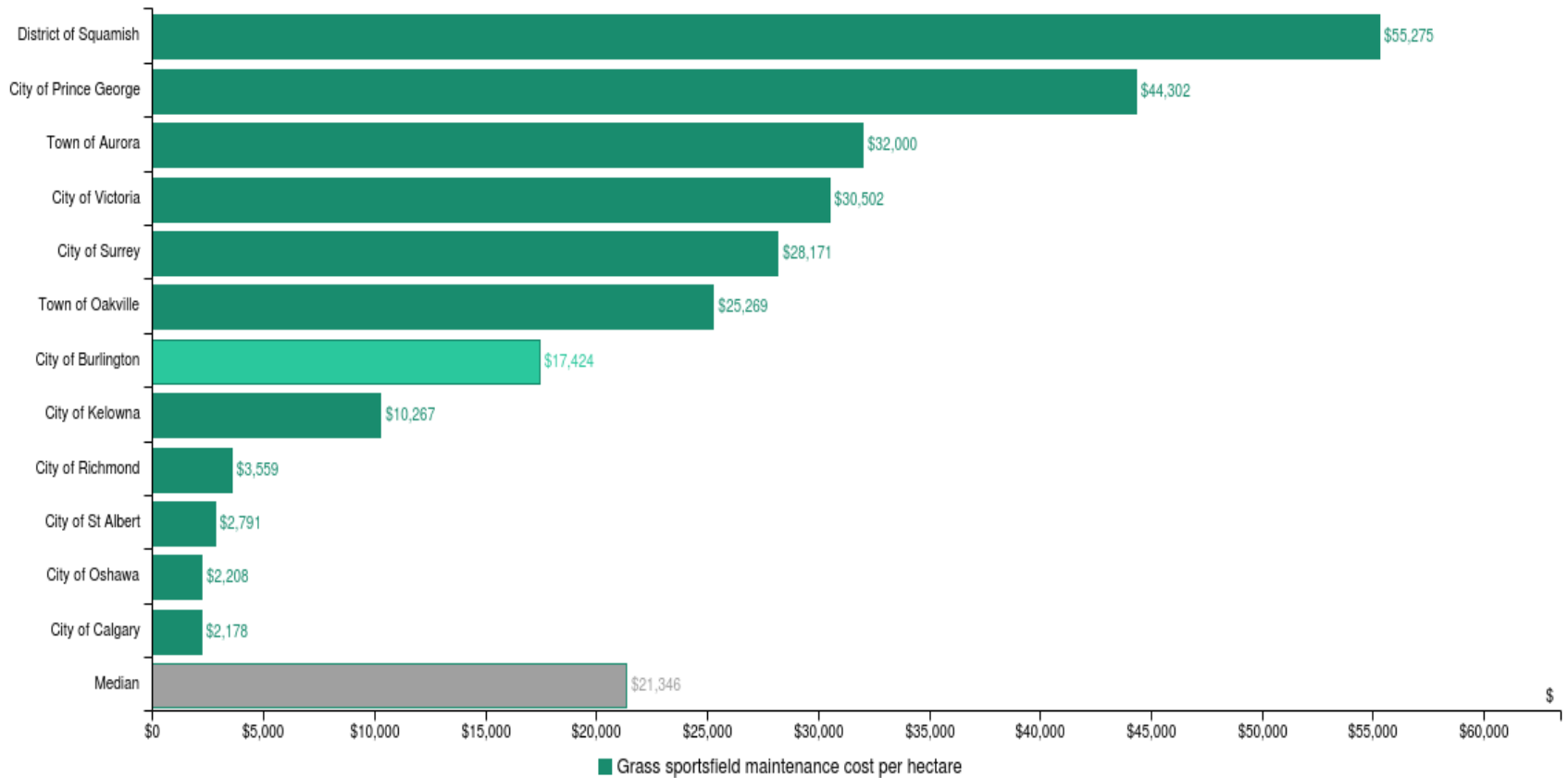
Year Selection: 2017



## KPI. Key Performance Indicators

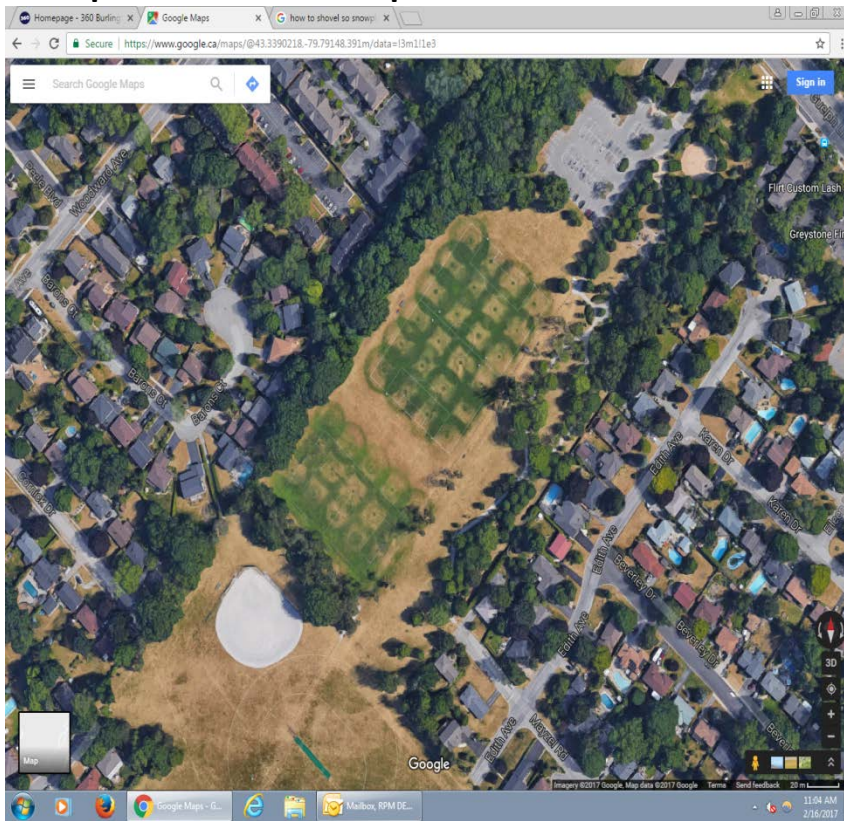
Grass sportsfield maintenance cost per hectare

Year Selection: 2017

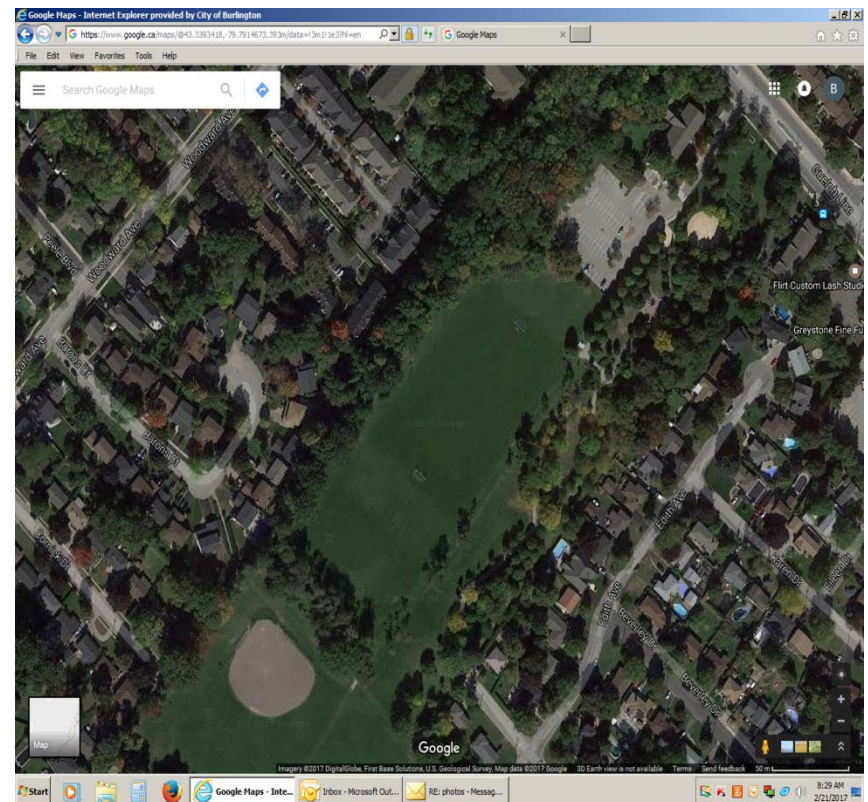


# Sports Field Maintenance Standards

**Able to show that we are not investing enough compared to others in sports field maintenance**



**Had members of Council add \$200K into sports field maintenance with the report yet**

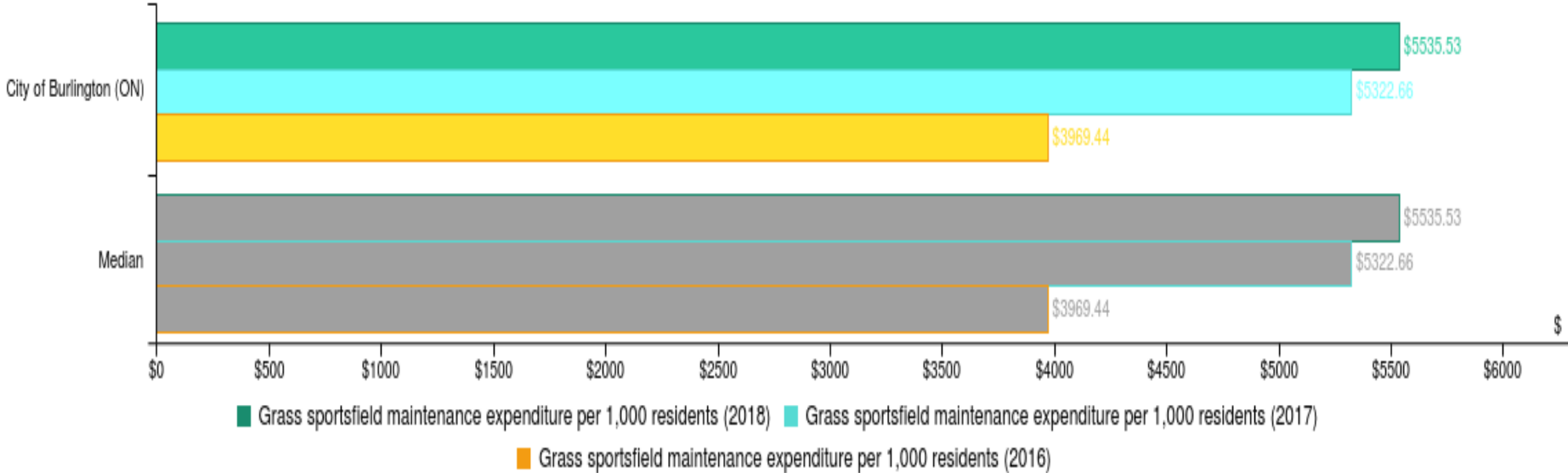




## B. Investment and Efficiency: Sportsfield expenditure

Grass Sportsfield maintenance cost per 1,000 residents

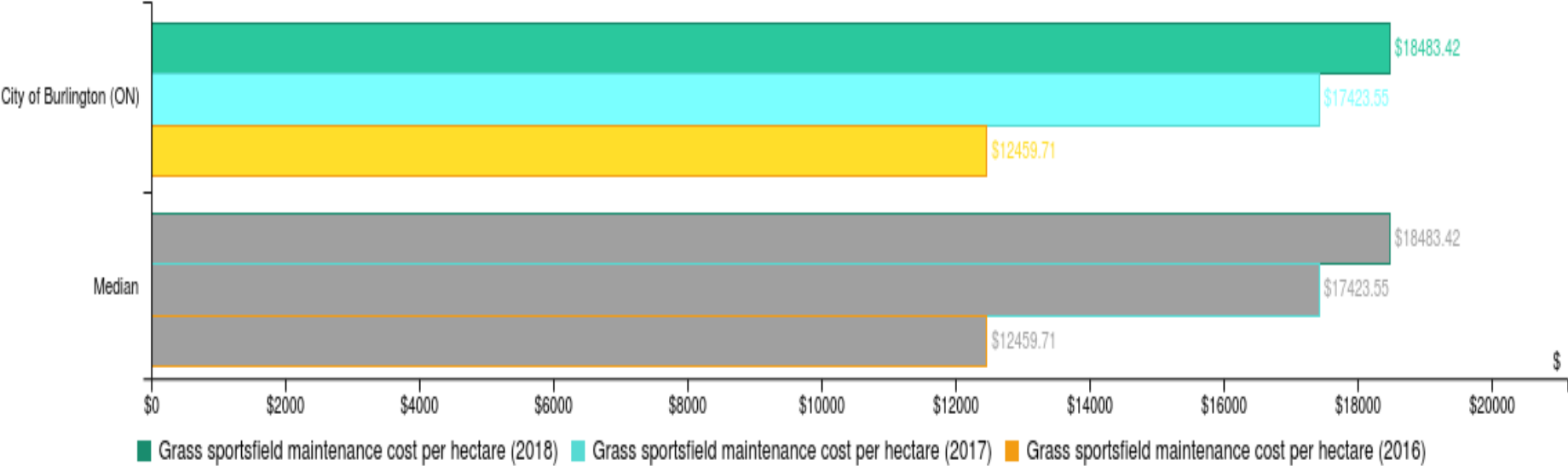
Year Selection: 2016, 2017, 2018



## B. Investment and Efficiency: Sportsfield expenditure

Grass sportsfield maintenance cost per hectare

Year Selection: 2016, 2017, 2018



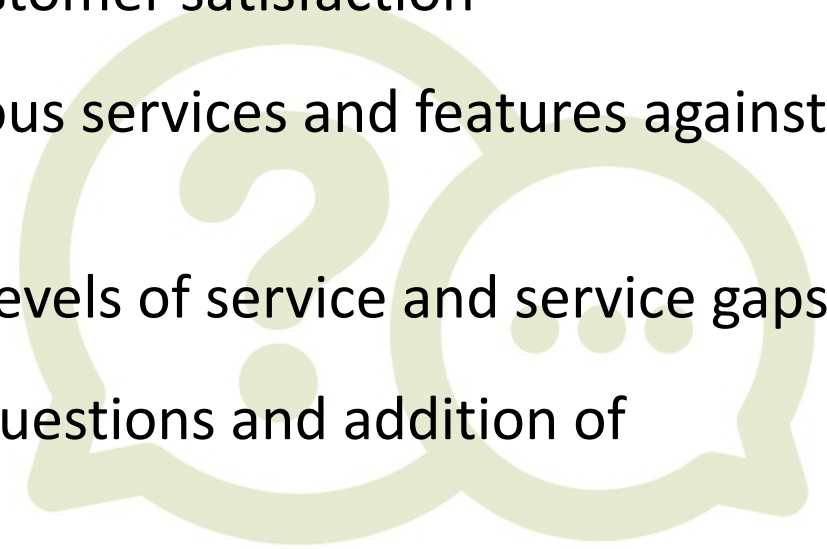
**BUT WE NEED MORE PEOPLE  
FROM ONTARIO**



## Visitor surveys (features and benefits)

The visitor survey project complements benchmarking by giving you feedback on the level of service you are providing.

- Specifically targets park or facility users for informed feedback
- Results can be compared with other organizations to provide a standardized measure of customer satisfaction
- Compares importance of various services and features against satisfaction
- Clearly identifies community levels of service and service gaps
- Allows selection of standard questions and addition of customised questions

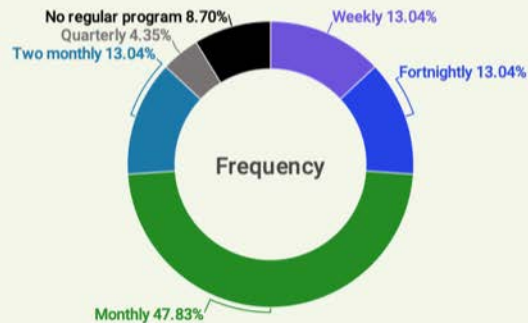


# Parks snippets

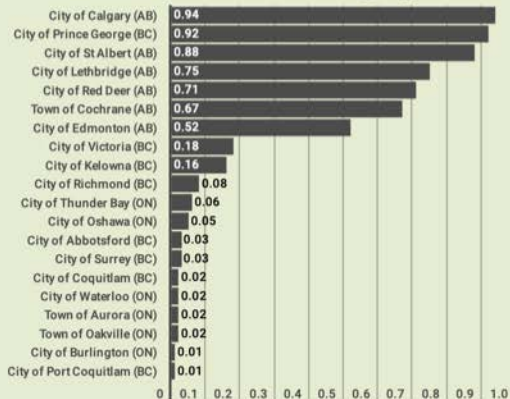
Yardstick is a suite of benchmarking tools that delivers need to know information for your business to inform your decision making and improve your service delivery. The information in this report comes from the 2018 Yardstick Parks Benchmarking project, and is compiled from data from the Canada specific section of the report.

## Playground inspections

Nearly half of members inspect playgrounds monthly, with around a quarter inspecting more frequently (weekly or fortnightly). Less than 10% of members have no regular program for inspections.



## Off leash dog parks



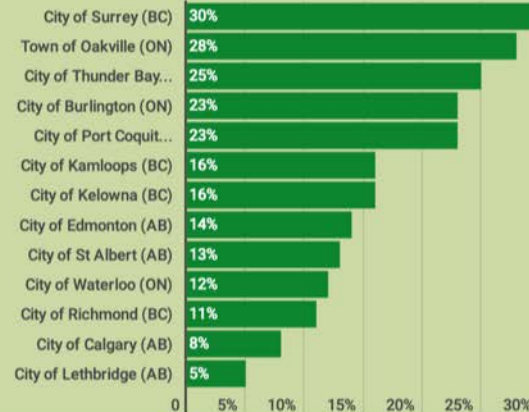
Median provision of off-leash dog parks is around 700m<sup>2</sup> per 1,000 residents. Provision varies from 100m<sup>2</sup> to 9400m<sup>2</sup> per 1,000. Just over half of members provide separate areas for small and large dogs. Half of dog parks have water provided, and around a third provide lighting.

## Cemeteries

Annual interments (casket burials and ash interments) per 1,000 residents ranged from 0.48 to 5.1 with a median of 1.24. In general, the number of ash interments was higher than casket burials with an average of 38% of burials being casket burials.



## Tree canopy coverage



Tree canopy cover (TCC) is the total area of tree crowns projected onto the ground. It is expressed as a percentage of total ground area. Actual TCC varied from 5 to 30%, with a median of 16%.

How well do you know your business, and how well are you providing for your communities? Is it enough? Can you demonstrate improvements? Do you know what your current level of service is and what it is costing you? How will future plans impact on expenditure? Let us help you measure, compare and improve your performance.

[www.yardstickglobal.org](http://www.yardstickglobal.org)

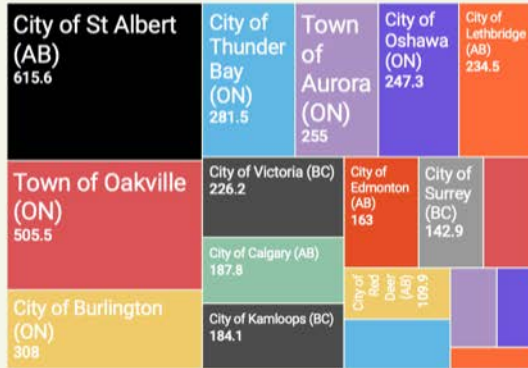
# YARDSTICK

## Street trees

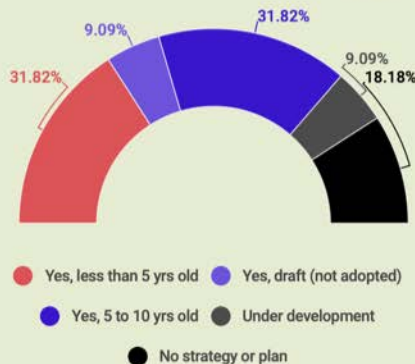
Yardstick is a suite of benchmarking tools that delivers need to know information for your business to inform your decision making and improve your service delivery. The information in this report comes from the 2018 Yardstick Parks Benchmarking project for Canada.

### 1. How many street trees?

The median provision of street trees per 1000 residents is around 186 trees. The level of service for provision of street trees varies from 38 to 616 trees per 1000 residents.



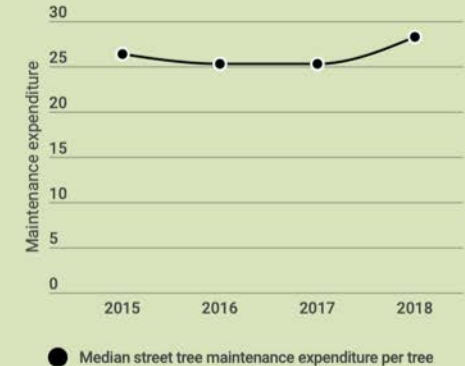
### 2. Tree strategy



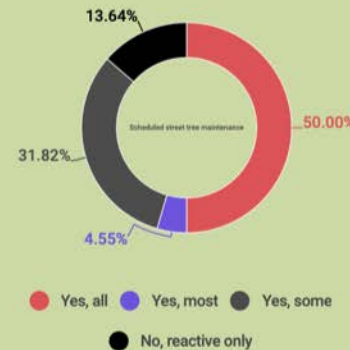
Around 64% of Yardstick members have a strategy or plan for provision of trees, including street trees and urban forestry. Of these, half are over 5 years old. A strategy assesses the current level of service, identifies further demand, sets a target level of service and identifies how that level of service will be provided.

### 3. Expenditure per tree

The median maintenance expenditure per street tree has remained fairly steady over the last four years at \$25 to \$28 per tree. Expenditure per tree in 2018 varied from \$13 to \$93.



### 4. Scheduled maintenance



Half of members have a scheduled maintenance programme for all their street trees. Only 14% of members don't proactively schedule any street tree maintenance, with all maintenance being reactive.

Do you know what your current level of service is for provision and expenditure on street trees? Do you have a strategy for your trees or urban forests? Will this mean a change in level of service or method of service delivery? What impact is this going to have on your operational expenditure? If you can't answer these questions, contact us at [www.yardstickglobal.org](http://www.yardstickglobal.org)





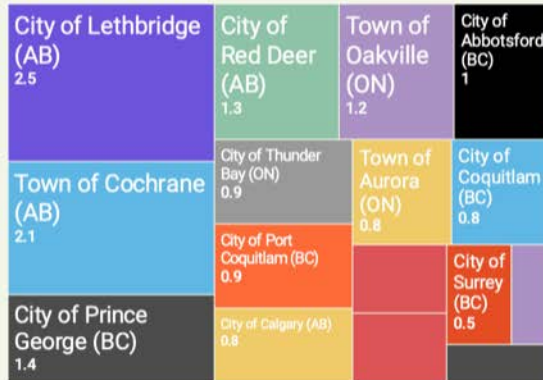
# YARDSTICK

## Tracks and trails

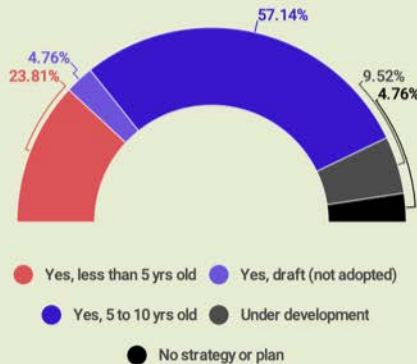
Yardstick is a suite of benchmarking tools that delivers need to know information for your business to inform your decision making and improve your service delivery. The information in this report comes from the 2018 Yardstick Parks Benchmarking project for Canada.

### 1. Provision of trails

The median length of trails provided by Canadian members is 0.9km per 1,000 residents. Over half of members provide between 800 and 1400m per 1,000 residents.



### 2. Trail strategy



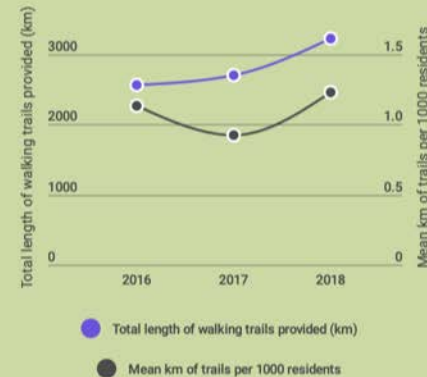
Around 81% of Yardstick members in Canada have an operative strategy or plan for trails or walkways. A further 14% have a strategy under development or in draft form. A strategy assesses the current level of service, identifies further demand, sets a target level of service and identifies how that level of service will be provided.

### 3. Maintenance costs/km

The mean maintenance expenditure per kilometre of track or trail has fallen slightly over the past three years amongst members that have provided 3 complete years of data. Actual expenditure varied from \$543 to \$10,377 per kilometre in 2018.



### 4. Provision trends



The total provision of trails has increased from 2553 km to 3215 km since 2016, but the mean provision per 1,000 residents dropped in 2017 and in 2018 is just keeping pace with population increases.

Do you know what your current level of service is for provision and expenditure on tracks and trails? Do you have a strategy for your tracks and trails that guides future delivery? Will this mean a change in level of service or method of service delivery? What impact is this going to have on your operational expenditure? If you can't answer these questions, contact us at [www.yardstickglobal.org](http://www.yardstickglobal.org)





ONTARIO PARKS ASSOCIATION  
*Protecting Tomorrow Today\**

YARDSTICK 

## Let Yardstick help you

- Get the data you need to benchmark your municipality against others of like size
- Benchmarking will connect you with other municipalities
- Learn what others are doing to determine sector best practices
- Great value in sharing information and building new working relationships



ONTARIO PARKS ASSOCIATION  
*Protecting Tomorrow Today*



## The Yardstick survey tool

- Engage your staff to record your current activities
- Realize the value of your staff working together in a collaborative manner
- Find out what your park users want
- Once collected you can measure what you are doing against others





ONTARIO PARKS ASSOCIATION  
*Protecting Tomorrow Today*



## Why should I participate?

- Very affordable compared to hired consultants
- Data can help you at both capital and operating budget time
- Helps defend your current level of service and identify gaps where resources are required based on benchmarking indicators



ONTARIO PARKS ASSOCIATION  
*Protecting Tomorrow Today\**



## Know where you stand

- Use the survey results and key performance indicators to your advantage
- Hard to evaluate until you inventory and measure
- See how your municipality compares with others on a provincial, national and international scale



ONTARIO PARKS ASSOCIATION  
*Protecting Tomorrow Today\**



PARKS AND RECREATION ONTARIO

[www.yardstickglobal.org](http://www.yardstickglobal.org)

**YARDSTICK** 