

MEASURING CUSTOMER VALUE AND SATISFACTION FOR PARKS AND RECREATION: A MANUAL



Prepared by



PARKS AND RECREATION ONTARIO

With support from



ONTARIO MUNICIPAL
Knowledge Network

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**Prepared by Parks and Recreation Ontario
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1. INTRODUCTION

Project Background and Objectives

This manual is intended to support municipal parks and recreation providers in measuring customer value and satisfaction and tracking key performance indicators. At present municipalities in Ontario participate in the provincial Municipal Performance Measures Program (MPMP) and selected larger municipalities participate in the Ontario Municipal Benchmarking Initiative (OMBI). In recent years the sector has identified the need for more consistent approaches to measuring customer satisfaction with parks and recreation services. There is also interest in conducting long term research which assesses the outcomes of investment in parks and recreation. In addition, there is an interest in developing effective management approaches to enhance service responsiveness and efficiencies.

As noted in a 2009 report on Promising Practices in Parks and Recreation: *“While many municipalities are undertaking comprehensive customer satisfaction surveys, there is a need for consistent approaches which enable parks and recreation managers to seek customer input and evaluation of their services. The development of a common survey instrument that builds on other initiatives (e.g. Citizens First) would support continuous improvement and benchmarking among comparators”*.

The development of this manual is a response to the identified needs. To prepare this manual, research was conducted on approaches currently being used by community parks and recreation providers to assess customer value, experience, satisfaction and related issues. Draft survey instruments were prepared and tested in four different municipalities. Special thanks to the following municipalities for their participation in this project: Municipality of Port Hope; the Town of Leamington; the City of Oshawa; and the City of London.

This manual is intended to enable providers of parks and recreation to easily and consistently assess customer value and related issues. The manual includes a common set of core questions and an enhanced set of questions that can be used by providers to evaluate the effectiveness of their programs and services, as well as advice on approaches to administering surveys.

2. WHY SURVEY? ENHANCING CUSTOMER VALUE AND SATISFACTION

There is growing awareness of the importance of providing citizens with outstanding service and value. To do so, organizations need to have in place strategies which enable them to be knowledge-driven, be responsive, have engaged and skilled staff, and have processes in place to be continually improving.



Knowledge-driven organizations...

- Have a better understanding of needs of residents and participants/users
- Have sufficient data and measurement to inform planning, budgeting and decision-making
- Have the capacity to personalize service delivery and communications

Responsive organizations...

- Have service standards that are defined and followed
- Have “Client first” processes and services
- Provide choice in ways to access service (e.g. online self-serve, telephone, in-person)
- Have inclusive and accessible practices
- Provide a high level of customer satisfaction

Engaged and skilled organizations have...

- Staff supported by leadership, training and workplace programs
- Staff have access to effective tools, systems, resources and knowledge
- High level of employee satisfaction

Continually Improving organizations are those where...

- Programs and services are regularly reviewed
- Business processes are regularly reviewed and streamlined
- Emerging service trends and practices are monitored
- Improvement plans are implemented annually.

The ongoing measurement of client value and satisfaction is an important foundation for developing an organization that is capable of delivering outstanding service and value to citizens.

3. SURVEY MODULES

3.1 Overview of Survey Modules

The survey modules are outlined below. Municipalities can choose which modules they wish to include. The basic/core content, included in the left hand column of the chart below, should generally be included in most surveys – the potential enhanced content should be added, depending on the focus or objectives of the survey. The survey questions are included in Section 3.2 along with comments on specific questions.

Potential Basic/Core Content	Potential Enhanced Content
A. USE: 1. Which Facility 2. Which Program	A. USE: 3. What Day 4. What Time 5. How Paid for Access (drop-ins) 6. Purpose of Visit (drop-ins) 7. Participation in Other Activities? 8. Other Activities while Visiting 9. How Long They Stayed 10. Number of Family Members Visiting with them
B. INFORMATION & CUSTOMER SERVICE EXPERIENCE 1. Rating of Overall Customer Service Experience	B. INFORMATION & CUSTOMER SERVICE EXPERIENCE 2. Sources of Information 3. Perspectives on Customer Service Attributes (Information, Ease of Access, Hours, Staff Support) 4. Importance of Customer Service Attributes 5. Level of Satisfaction with Customer Service Attributes
C. FACILITY EXPERIENCE 1. Rating of Facility Overall	C. FACILITY EXPERIENCE 2. Perspectives on Facility Attributes (Location, Parking, Accessibility, Facility Staff Support) 3. Importance of Facility Attributes 4. Level of Satisfaction with Facility Attributes
D. PROGRAM EXPERIENCE 1. Rating of Program Overall	D. PROGRAM EXPERIENCE 2. Whether participating in a registered program 3. Perspectives on Program Attributes (Time of Offering, Consistency with Brochure, Quality, Safety, Program leader/Instructor Attributes) 4. Importance of Program Attributes 5. Level of Satisfaction with Program Attributes

Potential Basic/Core Content	Potential Enhanced Content
E. MOTIVATIONS & BARRIERS (NONE)	E. MOTIVATIONS & BARRIERS 1. Reasons for participating 2. Barriers to participation 3. Perspectives on pricing
F. PERSONAL OUTCOMES (NONE)	F. PERSONAL OUTCOMES 1. Whether filling out on behalf of themselves or a child 2. Outcomes experienced (personally) 3. Outcomes experienced (child)
G. COMMUNITY OUTCOMES (NONE)	G. COMMUNITY OUTCOMES 1. Perspectives on impact on community
H. SUGGESTIONS FOR THE FUTURE (NONE)	H. SUGGESTIONS FOR THE FUTURE 1. Ways to Improve 2. New Program/Service Suggestions
I. INFORMATION ABOUT YOU (DEMOGRAPHICS) 1. Age	I. INFORMATION ABOUT YOU (DEMOGRAPHICS) 2. Gender 3. Whether filling out on behalf of child 4. Age of child 5. Household type 6. Employment income? 7. If no, Status (Caregiver, Retired etc.) 8. Technology Access 9. Comfort with Technology 10. Education 11. Household Income? 12. Disability? 13. Visible Minority? 14. Aboriginal? 15. Postal Code 16. Place of Residence

If you are using a CRM / Database such as CLASS, consider pre-populating some questions in the survey based on data available to you. However, also be aware of privacy rules regarding any publication of this information.

3.2 The Survey Questions - Which to Use, When and Why

The survey questions are outlined below, along with the rationale for various questions and issues to consider in developing your own survey. Questions highlighted in **yellow** are considered basic or core content which should ideally be included in all surveys. *Notes in italics highlight when and why to use the questions.*

SECTION A: USE

A1. Which facility did you most recently visit?

Drop-down menu of facilities:

Facility X

Facility Y

Use this core question when you are a doing a multi-site survey. This will enable you to develop a site-specific profile of responses. Use drop down boxes.

A2. In which program(s) did you participate?

Drop-down menu of programs if possible

Program A

Program B

Use this core question when you are a doing a multi-program survey. This will enable you to develop a program-specific profile of responses.

A3. What day of the week did you most recently visit?

- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

Use this question when you want to be able to differentiate responses by day of the week. May be particularly relevant if your weekend users are potentially different from your weekday users.

A4. What time of day did you visit?

- 6:00 a.m. – 9:00 a.m.
- 9:00 a.m. – 12:00 noon
- 12:00 noon – 3:00 p.m.
- 3:00 p.m. – 6:00 p.m.
- 6:00 p.m. – close

Use this question if time of day may have a significant effect on the user's experience – e.g. you have peak times of day when the customer service experience may be different.

A5. How did you pay for access?

- I paid a single visit fee
- I paid using a single visit pass/program card
- I have a 3 month membership
- I have a 6 month membership
- I have a 12 month membership
- I used a Skate/Swim/Gym pass (youth)
- Other (please specify)

This question is likely most relevant if you are surveying drop-in program participants. It will need to be designed to fit your payment/membership categories. Use this question if you are trying to differentiate the experience of those with memberships vs. single visitors.

A6. What was the primary purpose of your visit?

- Recreational swimming
- Use the indoor track
- Participate in fitness class
- Participate in an aquatic class
- Use the Weightroom & Cardio Fitness Training rooms
- Racquetball & Squash
- Recreational skating
- An activity in the recreational gym
- Purchase a membership
- Register in a program
- Get information
- Other (please specify)

This question is likely most relevant if you are surveying drop-in program participants. It will need to be designed to fit the options available. Use this question if you are trying to understand the primary reasons for a drop-in visit.

A7. Did you participate in other activities on that same visit?

- No
- Yes

This question is likely most relevant if you are surveying drop-in program participants.

Use this question if you are trying to figure out the extent to which visits are multi-purpose.

A8. What other activities did you also do while you were at? PLEASE CHECK ALL THAT APPLY

- Recreational swimming
- Use the indoor track
- Participate in fitness class
- Participate in an aquatic class
- Use the Weightroom & Cardio Fitness Training rooms
- Racquetball & Squash
- Recreational skating
- An activity in the recreational gym
- Purchase a membership
- Register in a program
- Get information
- Other (please specify)

This question is likely most relevant if you are surveying drop-in program participants. . It will need to be designed to fit the options available.

Add this question on if you ask question A7. In many survey programs you can add "skip logic" – this will enable those who answered "no" to question 7 to skip to the next relevant question.

A9. How long did you stay?

- Less than 1 hour
- 1 to 2 hours
- 2 to 3 hours
- 3 to 4 hours
- 4 hours or more

This question enables you to demonstrate the intensity of use of a facility and/or to differentiate between heavy and light users. While many municipalities can track number of visitors, this does not always convey the true intensity of use.

A10. How many people (family members) came with you on your recent visit?

- I came on my own
- 1 other family member
- 2 other family members
- 3 other family members
- 4 or more other family members

This question enables you to understand the extent to which your facilities and programs are being used as a family destination vs. individual use.

SECTION B: INFORMATION & CUSTOMER SERVICE EXPERIENCE

B1. How would you rate your overall customer service experience? Please assign a rating of 1 to 10 where 1 = unacceptable and 10 = outstanding

- 1 2 3 4 5 6 7 8 9 10

Unacceptable

Outstanding

COMMENTS:

This core question provides a big picture view of the customer service experience. The results are most meaningful when tracked over time or across your facilities. It may be beneficial to add a comments section to get a better understanding of the reasons for high or low ratings.

You may want to provide more context or detail for your definition of "customer service experience."

B2. Where did you find out about X? PLEASE CHECK ALL THAT APPLY

- Radio
- Print advertisements
- Website
- Activity Guide
- Transit Bus Boards
- Friends or Family
- Other (please specify)

This question may be helpful if you are trying to understand the effectiveness of your marketing and communications strategies, or trying to evaluate the return on investment in different methods.

B3. Please indicate how much you agree with the following statements.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Not Applicable
It was easy to find information about the programs						
It was easy to find information about the facilities						
It was clear who to contact to get information/register in a program/book a facility						
The hours of service were convenient						
Staff were knowledgeable and able to answer questions						
I was able to contact a staff person without difficulty						

Research conducted by the Institute for Citizen-Centred Service reveals 5 primary drivers of citizen satisfaction with government services: timeliness, (the single most important driver across all services, all governments); staff (critical dimensions are knowledgeable staff who treat customers fairly and "go the extra mile", make that extra effort); positive outcome: "I got what I needed"; ease of access; and citizens' recent experiences with services. This question explores the extent to which these critical drivers exist.

This question is designed as a set of statements - individuals are asked to indicate the extent to which they agree with the statement. An alternative approach is to explore importance and satisfaction – as shown in the following two questions – B4 & B5.

B4. How important are each of these aspects of service to you?

	Not at all Important	Not really Important	Somewhat Important	Extremely Important	Not Applicable
Information about the programs					
Information about the facilities					
Information about who to contact					
Hours of service					
Staff knowledge and ability to answer questions					
Ability to contact a staff person without difficulty					

Knowing how important an aspect of service is can be very important to the development of an improvement strategy. For example, if two aspects of service receive low satisfaction ratings, but Service A is considered extremely important, and Service B is considered not at all important, Service A would be given greater priority in an improvement strategy.

B5. Please indicate your level of satisfaction:

This question may need to be refined depending on the nature of services you provide.

	Extremely Satisfied	Moderately Satisfied	Slightly Satisfied	Neither Satisfied Nor Dissatisfied	Slightly Dissatisfied	Moderately Dissatisfied	Extremely Dissatisfied	Not Applicable
Information about the programs								
Information about the facilities								
Information about who to contact								
Hours of service								
Staff knowledge and ability to answer questions								
Ability to contact a staff person without difficulty								

Measuring satisfaction is very subjective. By offering clients more choices, you will have a better understanding of client views. You may opt however to use a simpler scale (Extremely Satisfied; Satisfied; Neither Satisfied nor Dissatisfied; Dissatisfied; Extremely Dissatisfied; N/A).

SECTION C: FACILITY EXPERIENCE

C1. How would you rate this facility overall? Please assign a rating of 1 to 10 where 1 = unacceptable and 10 = outstanding

1 2 3 4 5 6 7 8 9 10
 Unacceptable Outstanding

This core question provides a big picture view of the facility experience. The results are most meaningful when tracked over time or across your facilities. It may be beneficial to add a comments section to get a better understanding of the reasons for high or low ratings.

These questions regarding facilities may need to be altered to reflect local issues and priorities. Location, parking, accessibility, signage, cleanliness, equipment quality, and access to facility/on-site staff are often important dimensions influencing citizen views on their facility experience. This question is designed as a set of statements - individuals are asked to indicate the extent to which they agree with the statement. An alternative approach is to explore importance and satisfaction as shown in the following two questions: C1 and C2.

C2. Please indicate how much you agree with the following statements.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Not Applicable
The facility is conveniently located						
There is adequate parking						
The facility is easily accessible (no barriers to physically entering and getting around)						
Signs were easy to locate						
Signs were easy to understand						
I was able to contact a staff person without difficulty						

C3. How important are these facility aspects to you?

	Not at all Important	Slightly Important	Moderately Important	Very Important	Extremely Important	N/A
Facility location						
Parking						
Facility accessibility						
Signs						
Facility staff						
Facility cleanliness						
Equipment quality and maintenance						
Change rooms and washrooms						
Snack bar/concession bar						

C4. Please indicate your level of satisfaction with the following facility-related elements:

	Extremely Satisfied	Moderately Satisfied	Slightly Satisfied	Neither Satisfied Nor Dissatisfied	Slightly Dissatisfied	Moderately Dissatisfied	Extremely Dissatisfied	Not Applicable
Facility location								
Parking								
Facility accessibility								
Signs								
Facility staff								
Facility cleanliness								
Equipment quality and maintenance								
Change rooms and washrooms								
Snack bar concession bar								

As noted earlier, knowing how important an aspect of service is can be very important to the development of an improvement strategy. For example, if two aspects of facilities receive low satisfaction ratings, but Facility Aspect A is considered extremely important, and Facility Aspect B is considered not at all important, Service A would be given greater priority in an improvement strategy.

Measuring satisfaction is very subjective. By offering clients more choices, you will have a better understanding of client views. You may opt however to use a simpler scale (Extremely Satisfied; Satisfied; Neither Satisfied nor Dissatisfied; Dissatisfied; Extremely Dissatisfied; N/A).

C5. Would you recommend this facility to friends/family?

Yes No

SECTION D: PROGRAM EXPERIENCE

D1. How would you rate this program overall? Please assign a rating of 1 to 10 where 1 = unacceptable and 10 = outstanding

1

2

3

4

5

6

7

8

9

10

Unacceptable

Outstanding

This core question provides a big picture view of the program experience. The results are most meaningful when tracked over time or across your programs. It may be beneficial to add a comments section to get a better understanding of the reasons for high or low ratings.

D2. Are you (or your child) currently participating in a registered program?

Yes

No

Sometimes a survey will be filled out by a parent on behalf of a child. This question enables you to differentiate who the participant is – and analyze results accordingly.

D3. Please indicate how much you agree with the following statements.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Not Applicable
The program was offered at a convenient time						
The program was consistent with the description in the brochure/online						
The program met my quality expectations						
The cost of the program was reasonable						
The space provided for the program was appropriate						
The equipment provided for the program was appropriate						
The program leader/instructor was knowledgeable						
The program leader/instructor was welcoming						
The program leader/instructor was punctual						

These questions regarding programs may need to be altered to reflect local issues and priorities. Program scheduling, consistency with the brochure description, cost, space and equipment and attributes of the leader/instructor are often important dimensions influencing customer views on their program experience.

The above question is designed as a set of statements - individuals are asked to indicate the extent to which they agree with the statement. An alternative approach is to explore importance and satisfaction as shown in the following two questions: D4 and D5

D4. Please indicate how important these program aspects are to you.

	Not at all Important	Slightly Important	Moderately Important	Very Important	Extremely Important	N/A
The scheduling of the program (time of day and week)						
Program consistency with the description in the brochure/online						
Quality of the program overall						
Space and equipment provided for the program						
Cost of the program						
Knowledge of the program leader/instructor						
How welcoming the program leader/instructor is						
How punctual the program leader/instructor is						

D5. Please indicate your level of satisfaction.

	Extremely Satisfied	Moderately Satisfied	Slightly Satisfied	Neither Satisfied Nor Dissatisfied	Slightly Dissatisfied	Moderately Dissatisfied	Extremely Dissatisfied	N/A
The scheduling of the program (time of day and week)								
Program consistency with the description in the brochure/online								
Quality of the program overall								
Space and equipment for the program								
Cost of the program								

	Extremely Satisfied	Moderately Satisfied	Slightly Satisfied	Neither Satisfied Nor Dissatisfied	Slightly Dissatisfied	Moderately Dissatisfied	Extremely Dissatisfied	N/A
Knowledge of the program leader								
How welcoming the program leader is								
How punctual the program leader is								

Measuring satisfaction is very subjective. By offering clients more choices, you will have a better understanding of client views. You may opt however to use a simpler scale (Extremely Satisfied; Satisfied; Neither Satisfied nor Dissatisfied; Dissatisfied; Extremely Dissatisfied; N/A).

D6. Would you recommend this program to friends/family?

Yes No

SECTION E: MOTIVATIONS AND BARRIERS

E1. What are the main reasons why you/members of your family participated in activities at? Check all that apply.

- Learn new skills and abilities
- Improve skills and abilities
- Get in shape
- Improve health
- Help me maintain my independence
- Reduce stress
- Spend time together with family
- Meet people
- Get involved in my community
- Needed for school
- Enhance ability to get a job
- Other (please specify)

Understanding the motivations and barriers to participation can help providers in planning future directions, and in the development and design of programs and facilities. By understanding motivations, providers can better understand the expectations they need to address.

A sound knowledge of barriers can inform program and facility design, as well as policy changes which may enhance participation.

**E2. What (if anything) prevents you/your family from participating in other programs?
CHECK ALL THAT APPLY.**

- Activities not scheduled at convenient times
- Cost/price too high
- Lack of time
- Programming isn't appealing/interesting to me
- Quality of instruction is poor
- Lack of public transit
- Facilities are too crowded
- Facilities are too far away
- Equipment is not appropriate
- Equipment needs upgrading
- Other (please specify):
- Have developed own strategies (e.g. in-home fitness equipment)
- No appropriate supervision offered
- Do not like facilities
- Prefer private clubs/facilities
- Feel uncomfortable/unsafe in facilities
- Poor facility cleanliness
- Unaware of activities offered
- Am not interested in participating
- Not a priority of me
- None of these apply to me

E3. Please indicate how much you agree with the following statements.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Not Applicable
The prices for x are reasonable						
The cost of a membership (specify type) is reasonable						

This line of questioning may be particularly relevant if you are dealing with some pricing issues. It will need to be tailored to your local realities.

SECTION F: PERSONAL OUTCOMES

The rationale for investment in recreation and parks services is often to enhance the quality of life, health and well-being of a community and its residents. There is growing interest in understanding the outcomes of investment in these areas. These questions are designed to assess the perceived outcomes to the individual participant, and then in the following section to the community as a whole.

F1. Please indicate whether you are filling out this survey on behalf of yourself (i.e. you were the participant) or on behalf of your child (i.e. your child was the participant)

- I am filling out this survey on behalf of myself (I participated)
- I am filling out this survey on behalf of my child (my child participated)

This question enables clarity on who the participant is – this is relevant to determining the outcomes experienced. By applying “skip logic” in the survey design, the respondent will be directed to the next relevant question.

F2. Please indicate how much you agree with the following statements

This would be asked if the respondent to the survey is the participant.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Not Applicable
I learned new skills and abilities by coming to this facility/participating in this program						
I improved existing skills and abilities by coming to this facility/participating in this program						
I am in better health/physical shape as a result of coming to this facility/participating in this program						
Participation at this facility/in these programs helps me manage/reduce stress						
Participation at this facility/in these programs has enabled me to meet new people/develop new relationships/feel connected						
Participation at this facility/in these programs has enabled me to spend quality time with family						
Participation at this facility/in these programs makes me feel better						

F3. Please indicate how much you agree with the following statements.

This would be asked if the respondent to the survey is a parent filling the survey out on behalf of their child who is a participant

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Not Applicable
My child learned new skills and abilities by coming to this facility/participating in this program						
My child improved existing skills and abilities by coming to this facility/participating in this program						
My child is in better health/physical shape as a result of coming to this facility/participating in this program						
Participation at this facility/in these programs helps my child manage/reduce stress						
Participation at this facility/in these programs has enabled my child to meet new people/develop new relationships/feel connected						
Participation at this facility/in these programs has enabled my child to spend quality time with family						
Participation at this facility/in these programs makes my child feel better						

How else did participation in this program help you/your child personally?

SECTION G: COMMUNITY OUTCOMES

G1. Please indicate how much you agree with the following statements.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Not Applicable
The recreation programs/facilities in Municipality X help make my community a safer place						
The recreation programs/facilities in Municipality X are accessible to people with disabilities						
The recreation programs/facilities in Municipality X are accessible to people who face financial barriers						
The recreation programs/facilities in Municipality X help foster the health and well being of children and youth						
The recreation programs/facilities in Municipality X help foster the health and well being of adults (including older adults)						
The recreation programs/facilities in Municipality X help strengthen the sense of community in my municipality						
The recreation programs/facilities in Municipality X increase the quality of life in my community						

How else do the recreation programs and facilities in X affect our community?

SECTION H: SUGGESTIONS FOR THE FUTURE

Customers can be a great source of insights on future directions – what new programs should be offered, and what improvements should be made to enhance existing programs and services. Potential questions to ask are shown below:

- H1. What is the most important way we could improve the program/service/facility?**
- H2. What new programs or services should we consider adding in the future?**

SECTION I: INFORMATION ABOUT YOU

Demographic information is important for a number of reasons – first to ensure that your survey sample is representative of your user base or citizens; secondly to enable you to explore correlations between various groups and their responses (note this is only possible if a large sample of each group has responded); and finally to explore specific service, program or policy issues (e.g. related to use of technology, accessibility or multicultural diversity).

The following are potential demographic questions that could be included.

Please complete as many of these questions as possible. All the information you provide is completely confidential. If you are not comfortable answering any question, leave it blank.

I1. Your Age

- 18-24 yrs
- 25-34 yrs
- 35-49 yrs
- 50-64 yrs
- 65+ yrs

I2. Your Gender

- Female
- Male

I3. Are you filling this survey out on behalf of a child who participated in a program?

- Yes
- No

14. How old is your child who participated in the program?

- 0 to 4 years old
- 5 to 9 years old
- 10 to 14 years old
- 15 to 18 years old

15. Please indicate the type of household in which you live.

- Couple with no dependent children
- Couple with one dependent child or more
- Single parent with one dependent child or more
- Adult living alone
- More than 1 adult sharing a residence
- Extended family
- Other (please specify)

Some municipalities may be targeting specific groups including at risk groups. You may wish to include this question if this is important to your municipality.

16. Do you have employment income?

- Yes – I work full time (35 or more hours per week)
- Yes – I work part time (less than 35 hours per week)
- No

17. Are you a...

- Caregiver
- Homemaker
- Looking for work
- Retired
- Student
- None of these

18. Which of the following can you access for personal use – at home, at work or elsewhere? CHECK ALL THAT APPLY.

- Cell Phone
- Smart Phone
- Computer
- Website/Internet
- Social Media (e.g. Facebook, Twitter)
- Email
- Tablet

More and more municipalities are using technology as a primary means for reaching out, and providing access to services. This question and the following question can help you gauge the likelihood of success of various e-strategies.

19. How would you describe your comfort with information technology (e.g. using computers)?

- Very comfortable
- Somewhat comfortable
- Somewhat uncomfortable
- Very uncomfortable

110. What formal education do you have?

- Some elementary or high school
- Completed high school
- Some post-secondary
- Completed college or university
- Graduate or professional degree

111. What is your approximate total household income, before taxes? Your household includes all members of your family who are living with you.

- Under \$10,000
- \$10,000 to \$19,999
- \$20,000 to \$29,999
- \$30,000 to \$49,999
- \$50,000 to \$69,999
- \$70,000 to \$89,999
- \$90,000 or more

Some municipalities are concerned about ensuring accessibility to their programs and services. Asking this and the following questions would enable municipalities to see what percentage of their customers fall within various household income groups or other groups for whom accessibility to recreation may be an issue.

I12. **Do you have a disability?**

- Yes
 No

I13. **Are you a member of a visible minority group?**

- Yes
 No

I14. **Are you an Aboriginal person?**

- Yes
 No

I15. **Please write your Postal Code here**

I16. **Do you live in Municipality X?**

- Yes
 No - **In what municipality do you live?**

Some municipal facilities and programs serve large numbers of individuals who may not reside in the local municipality. In some cases this arrangement is supported by non-resident fees and/or a transfer of funds from one municipality to another. These last two questions would enable providers to segment the views of residents from non-residents and/or to segment the views of certain geographic areas within a municipality.

SURVEY DESIGN

We have combined the survey modules (see the Appendix) into the following potential surveys:

- A. Basic Program Survey**
- B. Basic Facility Survey**
- C. Comprehensive Survey**

Other combinations are possible – by combining different modules or questions within the modules.

4. DOING A SURVEY

4.1 Planning and Designing a Survey

The process begins with clarifying your objectives:

- **Why do we want to do a survey?** Municipalities need to clarify exactly why they are doing a survey and, in particular how the survey results will be used. Too often survey results sit on a shelf and are not fully utilized. There are many possible reasons for doing a survey including:
 - **Improvement:** To support improved services, programs and facilities
 - **Planning:** To inform future planning and development of programs, services, facilities and/or policies
 - **Accountability:** To provide better information about the outcomes of programs, services and facilities

It is important to decide what the objectives of the survey are, as these will influence the nature of questions asked.

- **What do we want to focus on in our surveying?** Municipal recreation and parks operations are often quite complex, and have numerous overlapping dimensions in terms of: different types of services, programs and facilities; different target groups; and different ways of accessing services and programs (e.g. online, telephone or in-person registration; registered programs vs. drop-in programs). Each of these dimensions brings with them different challenges in terms of survey design and methods of administering a survey.

Some municipalities establish a schedule of surveys throughout the year. For example the City of Oshawa has surveyed programming groups on the following schedule:

- Fall - Community Programs
- Winter - Fitness Programs
- Spring - Aquatics
- Summer - Camps

- **Who do we need to hear from?** One of the key challenges associated with any customer or citizen engagement process is that municipalities often hear predominantly from the “vocal minority” (a small group who have particularly strong views on specific issues) and fail to hear from the “silent majority”. The survey design approach needs to ensure that a good cross-section of customers or citizens is engaged. Registered program participants and those with memberships are usually the easiest to survey since municipalities often capture their contact information and e-mail addresses as part of the registration process. It is generally more challenging to survey drop-in program participants. In-person surveys or handing out cards with links on them are often needed to access this group.
- **What questions do we want to ask?** One of the biggest challenges is distinguishing between what you need to know vs. what is nice to know. Most survey designers suggest that a survey should be no more than 20 questions.

The Institute for Citizen-Centred Service recently identified 10 questions to ask in planning your approach to customer feedback.

Planning Your Approach to Customer Feedback: Ten Questions	
1.	What strategic problem are we trying to solve?
2.	What is our guiding principle for customer feedback?
3.	Do we need a periodic survey or a customer feedback management system?
4.	Which events define our customer life cycle?
5.	What are our critical outcomes?
6.	What are our supporting behaviours?
7.	Does every question pass the 'so what test'?
8.	Which collection method best allows customers to provide us with feedback?
9.	To reward, or not to reward, that is the question.
10.	What should our sense making process look like?

Source: The Institute for Citizen-Centred Service (ICCS) complimentary webinar on ***Ten Questions that helped shape Farm Credit Canada's Customer Feedback Mode***

A publication entitled “**How to Conduct Customer Surveys**” prepared by the Institute for Citizen-Centred Service in 2004 highlights the basic planning steps – see below. Please refer to this publication for further guidance.

PLAN	<ul style="list-style-type: none"> • Consider organization’s readiness to receive customer feedback • Establish purpose of collecting feedback: objectives, how feedback will be used and who will use it • Set core question • Determine schedule of asking customers for feedback • Define your customers
CONSTRUCT	<ul style="list-style-type: none"> • Define your customers • Decide data collection procedures (focus groups, kiosk, telephone, mail surveys) • Determine sample size (using external expert if needed) • Develop questions: core questions and supplemental question • Pre-test questionnaire
CONDUCT	<p>Considerations are different depending on mode of data collection</p> <ul style="list-style-type: none"> • For focus groups consider: logistics, use of qualified moderator (s), how to ensure information is adequately captured • For mail surveys consider: how to establish processes for tracking responses; develop data base to capture information; follow up to ensure questionnaires are answered (good communications with respondents can help improve response rates) • For phone surveys consider the need to: train interviewers on background, scope and answers to frequently asked questions on the survey; ensure quality control procedures re delivery of survey • For an internet survey: ensure respondents have access to Internet to internet; confidentiality of responses may be an issue to be managed
ANALYZE	<p>Analysts may want to:</p> <ul style="list-style-type: none"> • Collapse data into a smaller number of categories • Use graphs, pie charts, or other ways of visually depicting results • Use subgroup analysis to determine whether a specific demographic or user group has responded in a particular way • Consider adequacy of findings: sample size, response rate, objectivity of questions can all affect adequacy of findings • Compare with previous survey results
ACT	<p>Set improvement targets:</p> <ul style="list-style-type: none"> • Develop and implement action plans to improve enhance services, or reward staff and customers • Share results with staff and customers

Source: The Institute for Citizen-Centred Service (ICCS), **How to Conduct Customer Surveys**, 2004

Some Do's and Don'ts

- ✓ **Do keep the survey as short as possible.** Some analysts suggest no more than 10 questions. Others suggest no more than 20 questions.
- ✓ **Do pilot test the survey.** Have a small group of people (10 or more) fill in the survey and provide feedback to you on its design.
- ✓ **Do use “skip logic”.** Skip logic directs respondents through different paths in the survey based on their response to a previous question. For example if a person answers “No” to “Did you participate in other activities on that same visit?”, they will not be asked “What other activities did you also do while you were at X?”
- ✓ **Do include a covering note or introduction** that tells people why you are doing the survey and why their input is important.

Sample Introduction:

We want to hear your views.

We are committed to delivering outstanding quality programs and affordable recreation services. We believe in listening to our customers. The results of this survey will help us serve you better. Please tell us what you really think. All views will be kept confidential.

- ✓ **Do provide space for open-ended comments.** These are often where you will find great ideas or suggestions on how to improve your services.
- ✓ **Do say thank you at the end of the survey.**
- X **Don't ask questions that invite solutions you are not prepared to implement.** For example, don't ask questions about whether user fees are too expensive if you are unprepared to change them.
- X **Don't invite input on matters that customers have insufficient information to judge.** For example, don't ask customers whether the program is run safely.

Lavinia Lamenza, of Evidence Consulting spoke at the 2010 Parks and Recreation Educational Forum and National Exchange on “Developing Effective Client Satisfaction Surveys” and provided a **Checklist for Reviewing the Final Survey**:

Checklist for Reviewing the Final Survey
<ul style="list-style-type: none">• Title and purpose are clear.• Instructions are easy to follow.• Layout is attractive and not crowded.• Meaning of each question is clear.• Each question is easy to answer.• Topics and questions flow logically.• Length is as short as possible.• Design engages and maintains interest.

Source: Evidence Consulting, Developing Effective Client Satisfaction Surveys, Parks and Recreation Educational Forum and National Exchange, April 8, 2010

4.2 Approaches to Collecting Data

Today, more than ever before, there are many approaches to collecting data from customers. The approach you select will depend on both your objectives and the resources available.

Some larger municipalities have systematic processes for collecting data on an ongoing basis – supported by specialized in-house staff and/or external survey vendors. Others seek feedback on a regular scheduled basis to inform improvement efforts. Others conduct irregular surveys to address specific issues. The approaches to collecting data will depend on your objectives and resources. On the following page, you will see a diagram from the Institute on Citizen-Centred Service on different feedback methods.

Table Comparison of Feedback Methods

FACTOR	FOCUS GROUPS	MAIL-BACK FORM*	MAIL-OUT SURVEY	TELEPHONE SURVEY	IN-PERSON SURVEY	CONTINUOUS (every nth customer)**	ELECTRONIC via INTERNET
Cost	moderate	low	moderate	moderate	high	moderate	low
Convenience for customer to complete	moderate	high	high	moderate	moderate	moderate	high
Length of survey	up to 2 hrs	very short	up to 12 pgs	12-15 mins.	up to 1-1/2 hrs	mixed	5-7 minutes
Size of recommended sample	n/a	large	large	moderate	small	moderate	large
Ability to encourage customer to participate	high	low	moderate	high	high	mixed	low
Ability to provide instructions or explanation to customer	high	low	low	high	high	mixed	low
Require customers to initiate	no	yes	no	no	no	mixed	yes
Respondent's perception of anonymity	moderate	high	moderate	moderate	moderate	moderate	not anonymous
Type of questions	closed & open ended	yes/no	mostly closed ended	closed & open ended	closed & open ended	most closed ended	can be both
Opportunity to probe & ask "why" questions	very high	limited	limited	moderate to high	high	limited	limited
Need for accurate list of telephone numbers or addresses	no	no	yes	yes	yes	yes	no
Allows "branching" & skip patterns***	yes	no	some	yes	some	some	no
Ability to get quick response	moderate	no	moderate to low	yes	moderate	moderate	high
Response rates	high	low	moderate to low	moderate	high	moderate	moderate to low
Extent of likely bias between customers who choose to participate and those who decline	high	high	some	low	low	mixed	high
Ease of data entry	moderate	moderate	moderate	high	moderate	mixed	high
Extent of data clean-up	low	some	moderate	low	moderate	mixed	low
Ability to generalize results	low	low	high	high	moderate to high	high	low

Source: The Institute for Citizen-Centred Service (ICCS), **How to Conduct Customer Surveys**, 2004
http://www.iccs-isac.org/en/pubs/ICCS_CustSurveyManual.pdf

Tips for Improving Your Response Rate

Response rates are affected by a multitude of variables. To ensure you get a good response rate to an e-survey, Survey Monkey suggests a number of strategies:

Consider Message Content – The invitation message is what your respondents will see first. Upon their initial glance of the invitation, recipients could send it directly to SPAM if you ignore these important tips:

- Avoid SPAM: Do not use spam language in the message.
- Include your contact information, how you got the email address, the survey intention, what you will do with the data, if it is anonymous, etc.
- Personalize the message. Include the name of your respondents in the body.
- Use a professional reply email address.
- Indicate how long the survey takes to complete and indicate the cutoff date.

Do Not Send Unsolicited Emails – Never send your surveys unsolicited to current or past emails. Never use purchased lists.

- All respondents must opt in to receive survey invitations. In addition, you must provide a way for anyone to opt out and clean all lists to reflect only opted in and current emails.

Use Only Clean and Updated Lists – All emails must be valid and current within the past couple of years. If respondents opt out of future communication, clean all your lists.

Timing and Delivery of Invitation – Consider the availability of your recipients. Avoid busy periods and allow your respondents enough time to complete the survey.

Schedule Reminders – Following up with reminder emails may help the response rate. Try setting the reminders at least a couple of days apart.

Offer Incentives – Offer incentives that reach your target audience. Do not offer anything you cannot deliver. If it is a younger audience (students), maybe an electronic game or iPod prize may be beneficial. If it is an older audience (employee, customers, etc.), a monetary gift or coupon may benefit more.

Response rates will be influenced by respondent motivations. Response rates may be low if the topic is not important or critical to the respondent, if surveying is done too frequently (survey fatigue), or if respondents get the sense that the survey results are not adequately analyzed and used. This type of survey often yields a relatively low response rate (less than 10%) but the rate is influenced by many different variables.

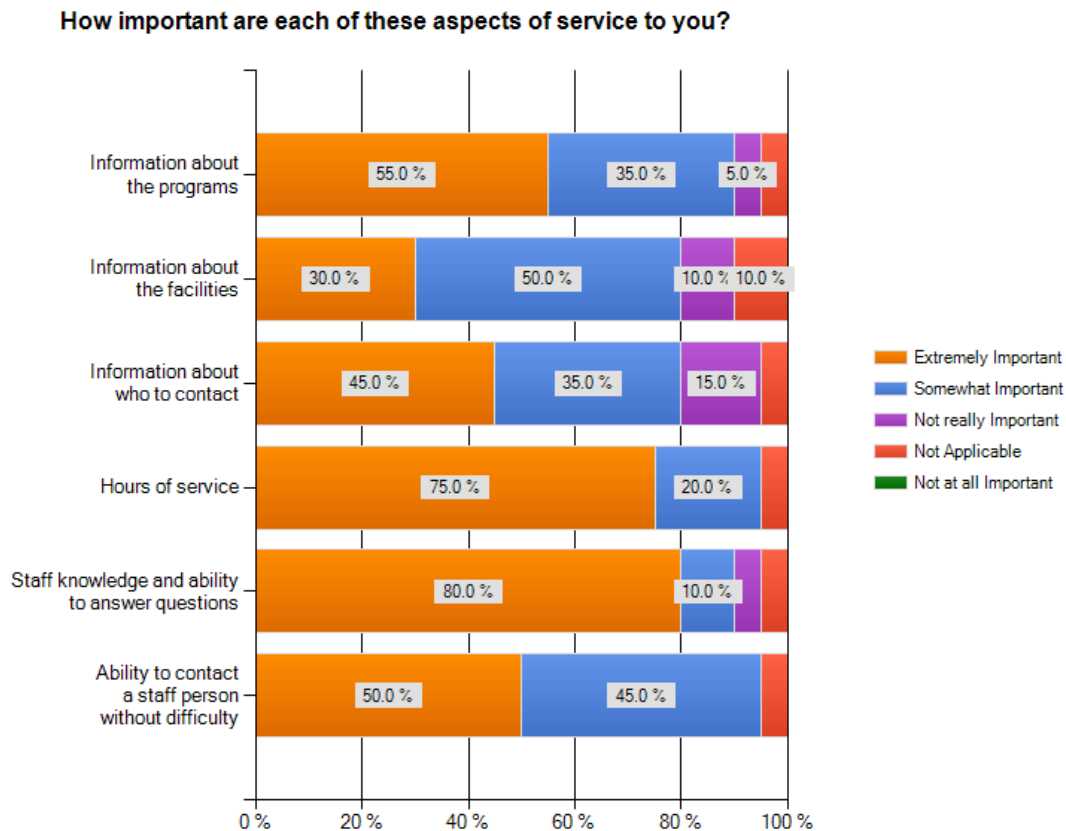
4.3 Analyzing and Using the Results

One of the most overlooked steps in customer surveying is effective analysis of the results. Many municipalities have lots of data that is not adequately analyzed or shared with the appropriate groups. Before embarking upon a survey you should definitely be clear about who is accountable for analyzing the results and who is accountable for using the results. In the survey of municipalities conducted for this project there were a mix of responses. In some cases recreation managers and supervisors do both the analysis and take action. In other cases (particularly larger municipalities), a marketing staff member or analyst position does the analysis and others use the data.

Reviewing large spreadsheets is unlikely to tell the story of what the data really says. By displaying data graphically, and providing direct quotes from open-ended questions, the data can be brought to life.

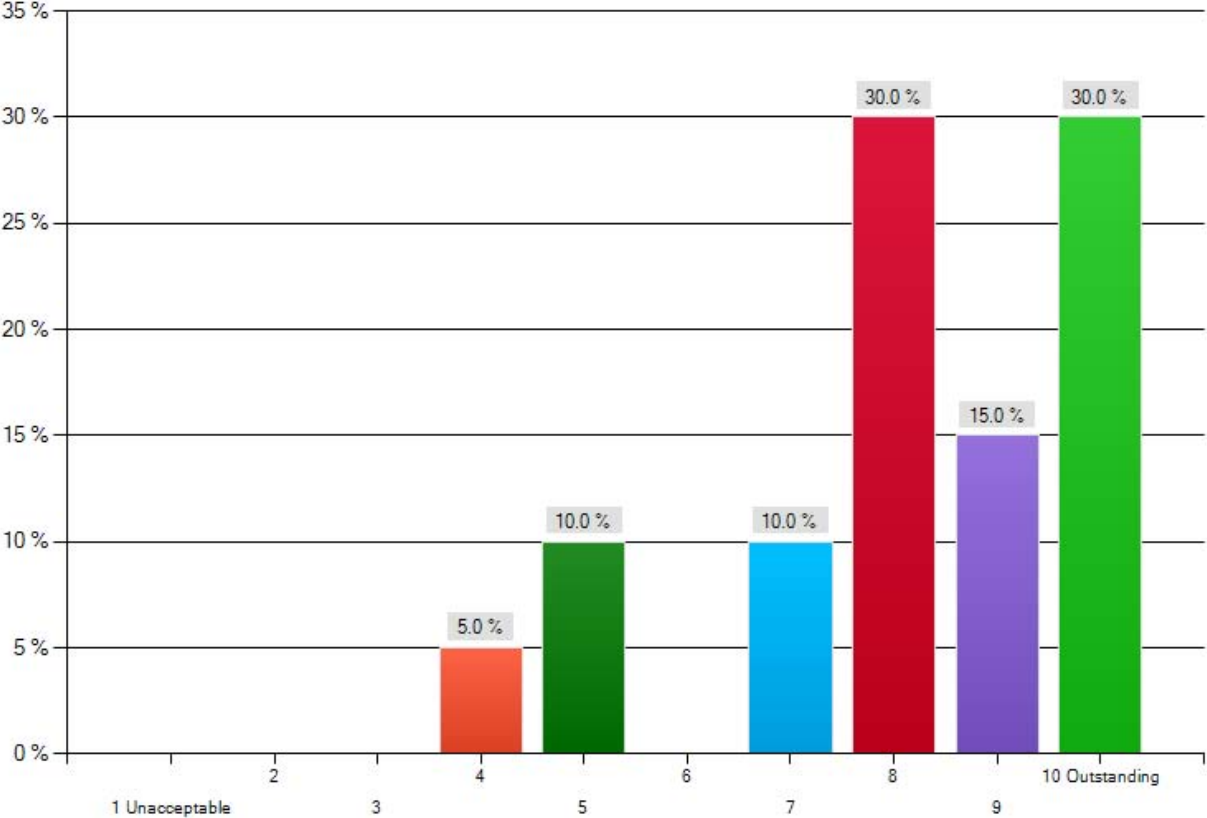
Survey utilities like Survey Monkey have built-in analytical capabilities – and users can generate charts automatically. Here are some examples of charts generated from responses to the pilot test surveys:

Importance of Different Aspects of Customer Service – Sample Chart



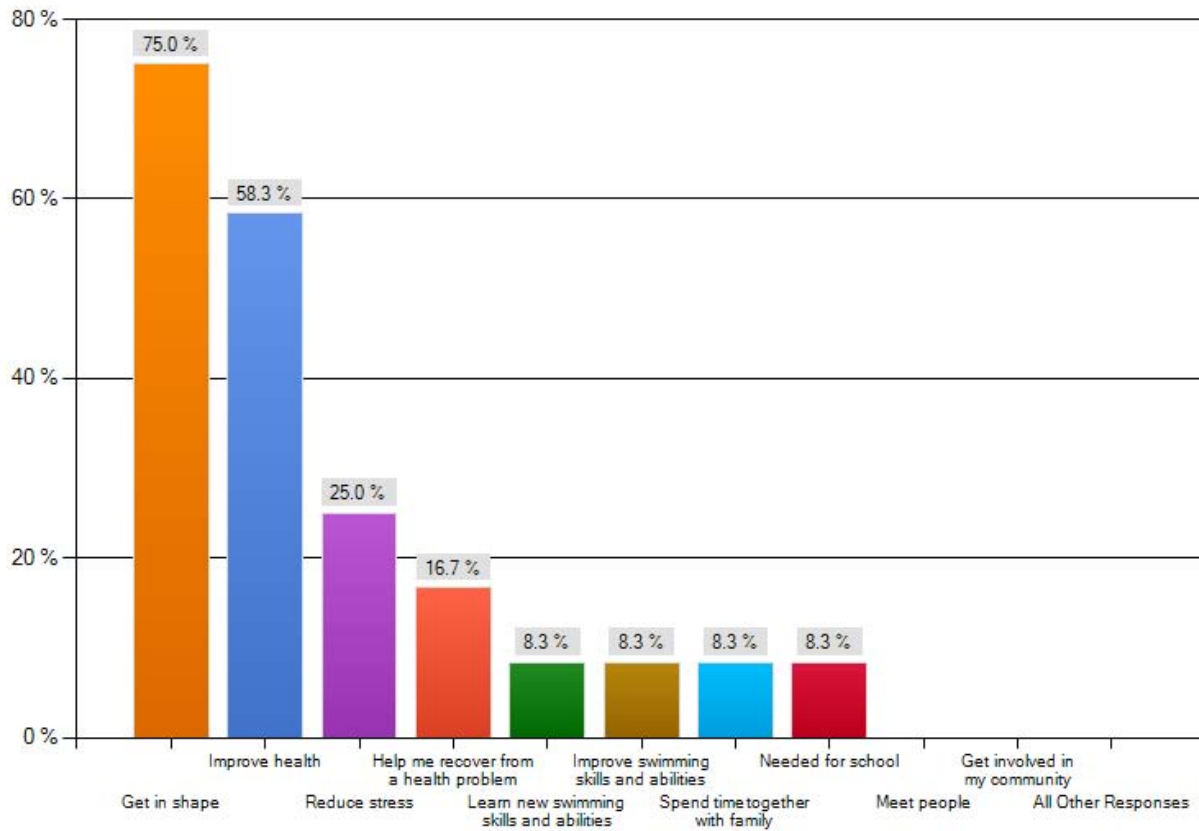
Rating of Overall Customer Service Experience – Sample Chart

How would you rate your overall customer service experience? Please assign a rating of 1 to 10 where 1 = unacceptable and 10 = outstanding



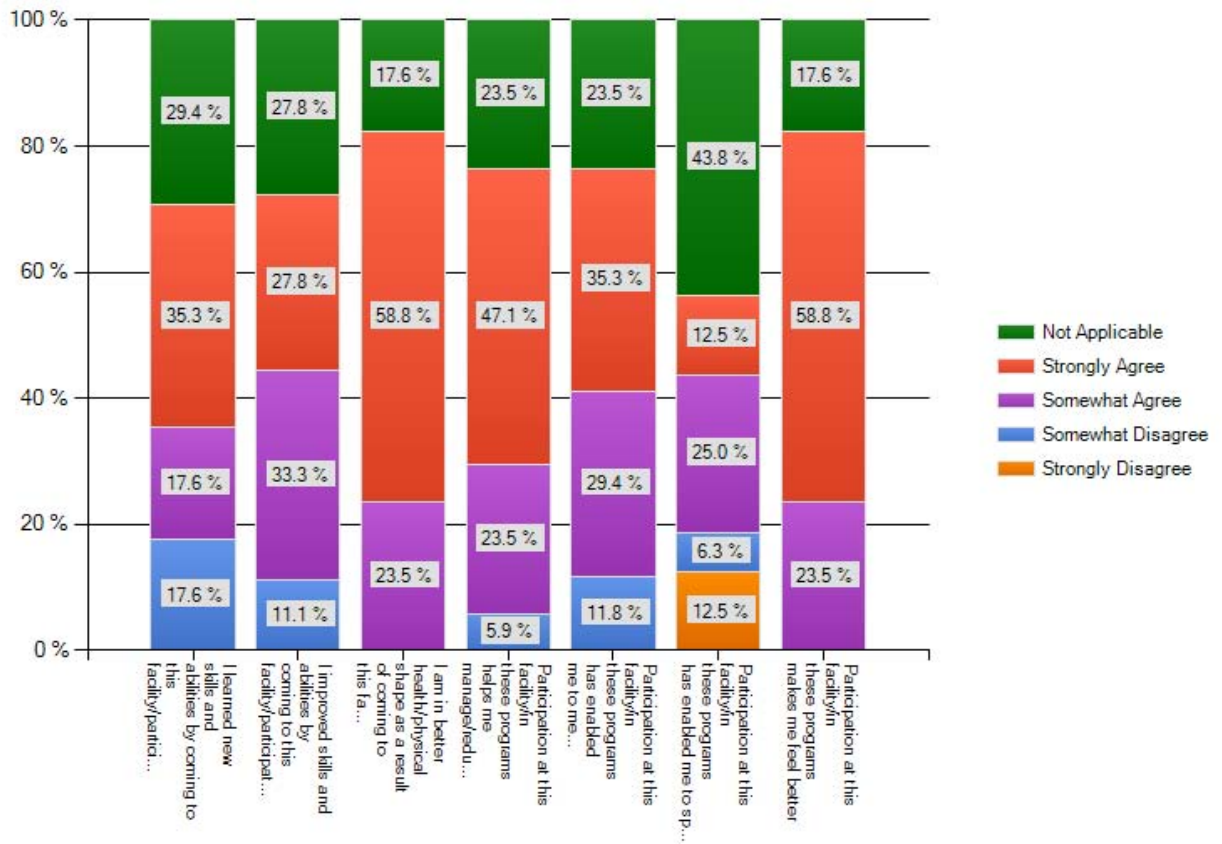
Motivations for Participation – Sample Chart

What are the main reasons why you/members of your family participated in this drop-in program?
PLEASE CHECK ALL THAT APPLY.



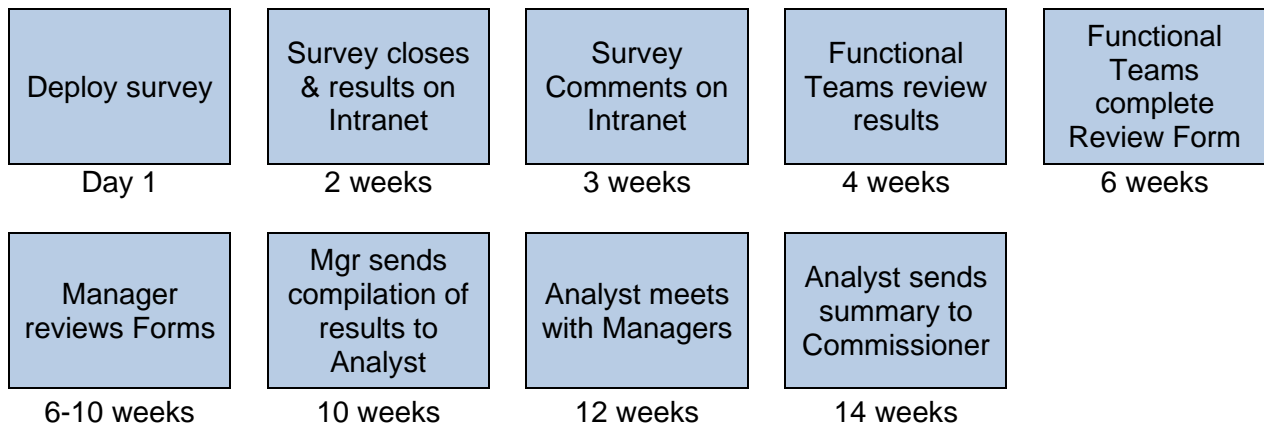
Personal Outcomes of Participation in a Program – Sample Chart

Please indicate how much you agree with the following statements.



Recreation and Parks at the City of Mississauga use an online survey tool to measure customer satisfaction with programs and facility rentals. The process used involves a number of steps designed to ensure that the results of the surveys they conduct are actively used to improve results.

1. Analyst deploys survey during final week of classes in each session/season. The surveys are sent four times per year.
2. Survey is open for 2 weeks from deployment.
3. Analyst will send 2 reminders while the survey is open
 - 1st reminder: one week after deployment
 - 2nd reminder the day it closes
4. Analyst will post individual results by location (community centre, arena), type (aquatics, skating) and age (youth, adult) on the intranet by the time the survey closes. An excel spreadsheet of all comments will be posted on the intranet one week after survey closes.
5. Functional teams to review results within 2 weeks of survey closing.
6. Functional teams to complete e-Valuation Review form within one month of survey closing and send results to Manager. Form asks teams to identify key areas for improvement, areas where action has been taken, feedback on new course introduced and any key achievements/areas of which they are proud.
7. Manager to review and question e-Valuation Review forms. May require functional teams to investigate further.
8. Manager to send compilation of results to Recreation Analyst one month later.
9. Recreation Analyst to meet with small group of Facility Managers to identify and bring any issues/highlights forward.
10. Recreation Analyst to compile and send summary to Commissioner 2 weeks after meeting with Facility Managers.



Reporting back to your community and your respondents is an important step – especially when you are committed to surveying on an ongoing basis. People may become frustrated if they feel their responses are not being listened to and addressed – this may affect future response rates.

4.4 Valuable Resources

There are numerous resources to call upon to assist you in conducting surveys. Here are a few key ones to consult:

User guides and tutorials are available on the following websites:

Institute for Citizen-Centred Service: <http://www.iccs-isac.org>

- Has a guide to online survey technologies
- Has a Common Measurements Tool
- Has free publications including *How to Conduct Customer Surveys* (2004)

Survey Monkey: <http://www.surveymonkey.net>

- Has tutorials and online manuals including *Best Practices for Survey Design* and *Tips for Improving Response Rates*

Zoomerang: <http://app.zoomerang.com>

- Has an online webinars and videos
- Has an online sample size calculator

APPENDIX - SAMPLE SURVEYS

- A. Basic Program Survey**
- B. Basic Facility Survey**
- C. More Comprehensive Survey – to explore overall experience, motivations, outcomes and demographics**

A. Basic Program Survey

1. Which facility did you most recently visit?

Drop-down menu

Facility X

Facility Y

2. In which program did you participate?

Drop-down menu if possible

Program A

Program B

3. Please indicate how **important** these program aspects are to you.

	Not at all Important	Slightly Important	Moderately Important	Very Important	Extremely Important	N/A
The scheduling of the program (time of day and week)						
Program consistency with the description in the brochure/online						
Quality of the program overall						
Space and equipment provided for the program						
Cost of the program						
Knowledge of the program leader/instructor						
How welcoming the program leader/instructor is						
How punctual the program leader/instructor is						

4. Please indicate your level of **satisfaction.**

	Extremely Satisfied	Moderately Satisfied	Slightly Satisfied	Neither Satisfied Nor Dissatisfied	Slightly Dissatisfied	Moderately Dissatisfied	Extremely Dissatisfied	Not Applicable
The scheduling of the program (time of day and week)								
Program consistency with the description in the brochure/online								
Quality of the program overall								
Space and equipment for the program								
Cost of the program								
Knowledge of the program leader								
How welcoming the program leader is								
How punctual the program leader is								

5. How would you rate this program overall? Please assign a rating of 1 to 10 where 1 = unacceptable and 10 = outstanding

1
 2
 3
 4
 5
 6
 7
 8
 9
 10

Unacceptable

Outstanding

6. **Would you recommend this program to friends/family?**

Yes No

6. **Your Age**

- 18-24 yrs
- 25-34 yrs
- 35-49 yrs
- 50-64 yrs
- 65+ yrs

7. **Please write your Postal Code here**

Thank you!

B. Basic Facility Survey

1. Which facility did you most recently visit?

Facility A
Facility B
Facility C

2. How important are these facility aspects to you?

	Not at all Important	Slightly Important	Moderately Important	Very Important	Extremely Important	N/A
Facility location						
Parking						
Facility accessibility						
Signs						
Facility staff						
Facility cleanliness						
Equipment quality and maintenance						
Change rooms and washrooms						
Snack bar/concession bar						

3. Please indicate your level of satisfaction with the following facility-related elements:

	Extremely Satisfied	Moderately Satisfied	Slightly Satisfied	Neither Satisfied Nor Dissatisfied	Slightly Dissatisfied	Moderately Dissatisfied	Extremely Dissatisfied	Not Applicable
Facility location								
Parking								
Facility accessibility								
Signs								
Facility staff								
Facility cleanliness								

	Extremely Satisfied	Moderately Satisfied	Slightly Satisfied	Neither Satisfied Nor Dissatisfied	Slightly Dissatisfied	Moderately Dissatisfied	Extremely Dissatisfied	Not Applicable
Equipment quality and maintenance								
Change rooms and washrooms								
Snack bar concession bar								

4. How would you rate this facility overall? Please assign a rating of 1 to 10 where 1 = unacceptable and 10 = outstanding

1 2 3 4 5 6 7 8 9 10
 Unacceptable Outstanding

5. Would you recommend this facility to friends/family?

Yes No

6. Your Age

- 18-24 yrs
- 25-34 yrs
- 35-49 yrs
- 50-64 yrs
- 65+ yrs

6. Please write your Postal Code here

Thank you!

C. More Comprehensive Survey – to explore overall customer service experience, motivations, outcomes and demographics

ABOUT OUR INFORMATION & CUSTOMER SERVICE

1. Where did you find out about X? PLEASE CHECK ALL THAT APPLY

- Radio
- Print advertisements
- Website
- Activity Guide
- Transit Bus Boards
- Friends or Family
- Other (please specify)

2. How important are each of these aspects of service to you?

	Not at all Important	Not really Important	Somewhat Important	Extremely Important	Not Applicable
Information about the programs					
Information about the facilities					
Information about who to contact					
Hours of service					
Staff knowledge and ability to answer questions					
Ability to contact a staff person without difficulty					

3. Please indicate your level of satisfaction:

	Extremely Satisfied	Moderately Satisfied	Slightly Satisfied	Neither Satisfied Nor Dissatisfied	Slightly Dissatisfied	Moderately Dissatisfied	Extremely Dissatisfied	Not Applicable
Information about the programs								
Information about the facilities								
Information about who to contact								
Hours of service								
Staff knowledge and ability to answer questions								
Ability to contact a staff person without difficulty								

4. How would you rate your overall customer service experience? Please assign a rating of 1 to 10 where 1 = unacceptable and 10 = outstanding

1
 2
 3
 4
 5
 6
 7
 8
 9
 10

Unacceptable
Outstanding

WHY YOU PARTICIPATE & BARRIERS TO PARTICIPATION

5. **What are the main reasons why you/members of your family participated in activities at? Check all that apply.**

- Learn new skills and abilities
- Improve skills and abilities
- Get in shape
- Improve health
- Help me maintain my independence
- Reduce stress
- Spend time together with family
- Meet people
- Get involved in my community
- Needed for school
- Enhance ability to get a job
- Other (please specify)

6. **What (if anything) prevents you/your family from participating in other programs? CHECK ALL THAT APPLY.**

- | | |
|---|--|
| <input type="radio"/> Activities not scheduled at convenient times | <input type="radio"/> Have developed own strategies (e.g. in-home fitness equipment) |
| <input type="radio"/> Cost/price too high | <input type="radio"/> No appropriate supervision offered |
| <input type="radio"/> Lack of time | <input type="radio"/> Do not like facilities |
| <input type="radio"/> Programming isn't appealing/interesting to me | <input type="radio"/> Prefer private clubs/facilities |
| <input type="radio"/> Quality of instruction is poor | <input type="radio"/> Feel uncomfortable/unsafe in facilities |
| <input type="radio"/> Lack of public transit | <input type="radio"/> Poor facility cleanliness |
| <input type="radio"/> Facilities are too crowded | <input type="radio"/> Unaware of activities offered |
| <input type="radio"/> Facilities are too far away | <input type="radio"/> Am not interested in participating |
| <input type="radio"/> Equipment is not appropriate | <input type="radio"/> Not a priority of me |
| <input type="radio"/> Equipment needs upgrading | <input type="radio"/> None of these apply to me |
| <input type="radio"/> Other (please specify): | |

OUTCOMES

7. Please indicate how much you agree with the following statements

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Not Applicable
I learned new skills and abilities by coming to this facility/participating in this program						
I improved existing skills and abilities by coming to this facility/participating in this program						
I am in better health/physical shape as a result of coming to this facility/participating in this program						
Participation at this facility/in these programs helps me manage/reduce stress						
Participation at this facility/in these programs has enabled me to meet new people/develop new relationships/feel connected						
Participation at this facility/in these programs has enabled me to spend quality time with family						
Participation at this facility/in these programs makes me feel better						

8. Please indicate how much you agree with the following statements.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Not Applicable
The recreation programs/facilities in Municipality X help make my community a safer place						
The recreation programs/facilities in Municipality X are accessible to people with disabilities						
The recreation programs/facilities in Municipality X are accessible to people who face financial barriers						
The recreation programs/facilities in Municipality X help foster the health and well being of children and youth						
The recreation programs/facilities in Municipality X help foster the health and well being of adults (including older adults)						
The recreation programs/facilities in Municipality X help strengthen the sense of community in my municipality						
The recreation programs/facilities in Municipality X increase the quality of life in my community						

How else do the recreation programs and facilities in X affect our community?

ABOUT YOU

This information will help us understand our customers better.

9. Your Age

- 18-24 yrs
- 25-34 yrs
- 35-49 yrs
- 50-64 yrs
- 65+ yrs

10. Your Gender

- Female
- Male

11. Please indicate the type of household in which you live.

- Couple with no dependent children
- Couple with one dependent child or more
- Single parent with one dependent child or more
- Adult living alone
- More than 1 adult sharing a residence
- Extended family
- Other (please specify)

12. How would you describe your comfort with information technology (e.g. using computers)?

- Very comfortable
- Somewhat comfortable
- Somewhat uncomfortable
- Very uncomfortable

13. Do you have a disability?

- Yes
- No

14. Are you a member of a visible minority group?

- Yes
- No

15. Do you live in Municipality X?

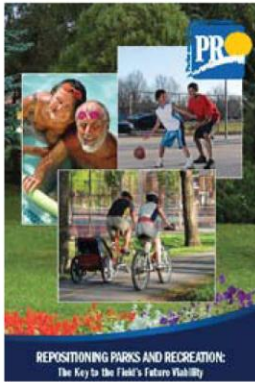
- Yes
- No - In what municipality do you live?

Thank you!

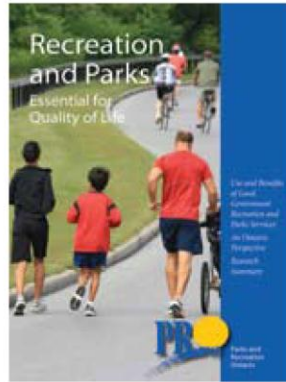
Other Resources from Parks and Recreation Ontario

Research and Education

Community Engagement



Repositioning Parks and Recreation



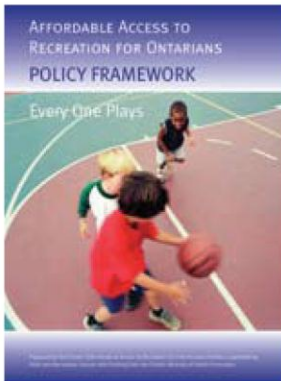
Benefits of Parks and Recreation Services



PLAY WORKS

Policy Development

Quality Assurance



Access Policy Framework



Charter for Recreation and Parks



The best way to play™

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