

Leisure Services

Step Two: Options Analysis Tool

Now that you've completed Step One (Community Needs Assessment), use this tool to consider the service delivery alternatives and determine the preferred alternative(s) for this service.

If your conclusion is that a more detailed feasibility study or business plan is warranted or required, move on to complete these.

If your conclusion is that the City will seek other service providers, move on to Step Three: Service Provider Selection

Burlington! a vibrant. healthy community
... driven by need ... founded on partnerships ...
grounded in leadership



LEISURE SERVICES POLICY ... Step Two

Options Analysis Tool

Completed by: _____ Date: _____

Service: _____ Target Group(s): _____
(Specific interest, specific age group or location)

When completing your options analysis, consider the questions from the viewpoint of a City Councillor, a community request, the Parks & Recreation Department, the proponent of the service (if applicable) and the City's senior management team.

SERVICE: Current New

CONCEPT & PRINCIPLES

This section will help you decide if there is a fit between this service and the community.

1. Describe what is unique and/or leading edge about this service.

2. Identify specific target audience(s) and why they need the service. Include relevant demographics and trends.

3. List the competitive alternatives to this service that currently exist in Burlington.

Consider the results of input and reactions from staff, Council and other service sectors. What is the anticipated response to this service from the community? City Council? City staff? Other service providers?

	1 yr	3 yr	5 yr
<input type="checkbox"/> 4. Number of individual users of the existing service: Annual participation/visitation:	_____	_____	_____
Number of hours of use (Annual):	_____	_____	_____
Projected growth: Participation/visitation/hours of use percentage increase:	_____	_____	_____
How sustainable is this service in the next three to five years? _____			

5. How does this service enhance quality of life in Burlington and/or contribute to enhanced community pride? Consider potential quality reductions, improvements and fluctuations. No change Improved Fluctuating

6. How does this service enhance the City's role as an access point, "one stop shop" and/or provider of seamless service? Consider the results of users' input and reaction. Consider the results of neighbourhood, community, City-wide resident input and reaction.

7. If there is a proponent, evaluate and explain their history/track record for technical expertise and quality service delivery. Excellent Good Inconsistent Poor What is the proponent's intent?

8. If there is a proponent, evaluate and explain their track record for collaboration and responsive customer service. Excellent Good Inconsistent Poor
Consider their management capacity (to address market trends, their leadership, and operational ability) and their ability to deliver what is being proposed.
-
-

MARKET ANALYSIS AND CRITERIA:

This section will help you decide if there is reasonable demand to warrant the capital and operating investments.

9. To what extent does the existing network of leisure service providers facilitate this service?
 Joint Venture Sponsorship Facility Rental Direct Delivery, including Third Party Contract
Consider the availability of “suppliers” or proponents.
-
-
10. If this is an existing service provided by the City and continues to be delivered by the City, what options are available for delivery of this service?
 Third Party Contract Sponsorship Facility Rental Advisory Relationship
11. If this is an existing service, describe opportunities for collaborative approaches. Consider other municipalities’ experience in this service area and staff’s past experiences in the service area.
-
-

RISK AND LIABILITY

12. Are there specific certifications and training required for staff related to this service?
 Yes Maybe No Unknown
Consider leadership of specific services and reviews of fire, health/safety and other requirements.
-
-
13. If applicable, does the proponent have the experience and/or capacity to manage the required safety standards? Yes Maybe No Unknown
What is the City’s potential liability exposure with this service?
-
-
14. Outline community sensitivities or impacts on public perception that may be a liability to the City.
-
-
15. What is the risk of City intervention if the proponent’s financial or service delivery goals are not met?
Consider community expectations and pressure, impact of direct delivery and ownership if required.
-
-
16. What approvals are required prior to proceeding with this service? List specific types of approvals required.
 Fire Health Environment Zoning Building Other: _____

STRATEGIC THEMES AND KEY ISSUES

- _____
- _____
- _____

RESPONSIBILITY/COLLABORATION

- 17. Will community development opportunities be offered by collaboration?
 Yes Maybe No Unknown

- 18. Consider the impact of service delivery options on user fees and affordability.
 No Impact Change

- 19. Are there economies of scale that will be lost by specific service delivery options in this service area?
 Yes Maybe No Unknown
Consider also increased costs to similar, continuing services and cannibalization of revenues.

- 20. Consider the impact of service delivery options on accessibility to the service (people with disabilities, transportation considerations, etc.). No Impact Change _____

FINANCIAL ANALYSIS

- 21. What capital expenses are required within the next 10 years to support this service? Identify capital cost to taxpayer and determine whether this service is consistent with the City's long term investment and infrastructure strategies.

- 22. What annual operating expenses are required in the next two years to support this service? Identify annual operating cost to taxpayer.

- 23. What user fees are in place or would need to be and how are these impacted by the various service delivery options? Consider accessibility and subsidy requirements. Assess pricing capabilities of potential proponents and potential impacts on the City's user fee structure.

- 24. How could a collaborative approach reduce dependence on City financial support? (Consider capital and ongoing direct and indirect costs. eg. Does the service require administrative staff support that will be adequately offset by the revenue generated?) Compare City costs to deliver vs. alternative means with regard to user fees, deficits and overhead.

- 25. Is the City's commitment to this service a one time commitment or will it involve ongoing, periodic or long term commitment?

26. Is there short term (1-3 yrs.), medium term (4-7 yrs.) and/or long term (8+ yrs.) likelihood of reducing City capital and operating costs?
-
27. If applicable, describe the proponent's financial capacity from capital and annual operating perspectives. Consider their ability to sustain the proposal through both strong and weak market cycles.
-
28. If applicable, does the proponent have local or regional name recognition and/or a marketing or sales plan/ability that will enhance the City's efforts? Yes Maybe No Unknown
-
29. Does this service provide opportunities for revenue generation that result in a profit to the City?
 Yes Maybe No Unknown
 Consider economic development impacts related to formation of a new taxpaying business, supporting viability of an existing business and job creation impacts.
-
30. Will this service likely have a negative impact on revenues from other City services?
 Yes Maybe No Unknown Explain:
-
31. Does this service benefit the City by increasing City facility use?
 Yes Maybe No Unknown _____
32. Are the City's financial expertise and/or resources essential to the delivery of this service?
 Yes Maybe No Unknown _____
33. Is the City's land essential to the delivery of this service?
 Yes Maybe No Unknown _____
34. Are there other options for initial and/or ongoing support such as:
 Providing Training Yes Maybe No
 Providing facility fee waiver Yes Maybe No

PREFERRED ALTERNATIVE AND RATIONALE

RECOMMENDATIONS AND CONCLUSION

City's preferred role

Is a Community Services Committee Report required? Yes No

Is a Business Plan required? Yes No

Is a Feasibility Study required? Yes No

Responsibility for followup of the service: _____

Now that you've completed Steps One and Two, prepare a report for Parks & Recreation Department Managers that summarizes your findings about the service, community needs, options analysis, desired direction and recommendations for followup.

Our Vision...

Citizens of Burlington will enjoy personal fulfillment and community pride, and recognize parks and recreation as vital to the quality of their life.

Our Mission...

Working in partnership with the community, the Parks & Recreation Department will provide strong leadership to ensure that all citizens of Burlington have access to a diverse range of recreational and cultural opportunities through the provision of quality and customer driven programs, facilities, parks and open spaces.

Integrated Outdoor Places

- ◆ QUALITY PARKS AND OPEN SPACE
- ◆ DYNAMIC WATERFRONT
- ◆ NIAGARA ESCARPMENT AND RURAL FEATURES
- ◆ INTERCONNECTED TRAILS

Community Recreation For All

- ◆ MULTI-GENERATIONAL OPPORTUNITIES
- ◆ NEIGHBOURHOOD OPPORTUNITIES
- ◆ CULTURAL OPPORTUNITIES

Accessible Community Facilities

- ◆ COMMUNITY AND SPORTS FACILITIES
- ◆ SPECIALIZED FACILITIES

Effective Facilitation and Leadership

- ◆ COMMUNITY PARTNERSHIPS
- ◆ EFFECTIVE LEADERSHIP AND COMMUNICATION



November 2002

"The support of the Government of Ontario through the Ministry of Citizenship, Culture, Tourism and Recreation is acknowledged"
"The views expressed herein are those of the City of Burlington and do not necessarily reflect those of the Government of Ontario and the Ministry of Citizenship, Culture, Tourism and Recreation."

