SERVICE DELIVERY POLICY

Policy Statement

The Community, Culture and Recreation Services Department Service Delivery Policy defines the Department’s principles of service delivery, the scope, criteria and approaches to service delivery, and the process of evaluation to ensure a benefit of service.

Policy Rationale and Need

The Service Delivery Policy will provide clear direction to all stakeholders to ensure outcomes remain consistent with corporate strategic direction, as well as the direction outlined in the CCRS Master Plan, as approved by City Council in November 2008.

Policy Principles and Foundation

This policy is based on the principles outlined in the CCRS Master Plan as follows:

Corporate Strategic Alignment - Developing recreation and leisure services that align with and support City priorities and initiatives related to healthy lifestyle, economic strategies, the environment, community development and quality of life.

A Balanced Array of Recreation and Leisure Opportunities - The provision of a balanced array of recreation and leisure opportunities, involving recreation, parks, sports, arts, culture and heritage linked through partnerships to social, health, education and related public and community services.

Fairness and Inclusion - Fair and inclusive recreation and leisure opportunities that encourage and facilitate participation by all residents of the City in terms of ability, age, culture, economic, geographic and related interests and backgrounds.

Services Integrity and Evaluation - Developing, delivering and evaluating recreation and leisure services that operate with integrity, are continually evaluated relative to outcomes and respond to evolving resident needs and community growth.

Balancing Public Accessibility and Revenue Generation - Recreation and leisure service delivery that achieves a fair and reasonable balance between facilitating broad-based public accessibility and generating revenues at a level that does not result in an undue burden on City taxpayers.
Maximizing Facility Utilization - Achievement of maximum utilization of existing facilities is a priority before new facility development, along with ensuring cost effective facilities operations and undertaking the ongoing rehabilitation and renewal of facilities to meet evolving market needs.

Defined Department Leadership Role - The Community, Culture and Recreation Services Department will undertake leadership roles in the planning, development, facilitation, evaluation and supports for recreation and leisure services, using an array of innovative delivery strategies involving partnerships, joint ventures, direct delivery and community-based service provider approaches.

Conservation of Natural Resources - Ensuring that the City’s parks, open spaces and trails continue being valued by the community, conserve key environmental resources, are accessible to the public for both programmed and non-programmed activities where feasible and contribute significantly to a positive urban form within Waterloo.

Flexible and Sustainable Facilities - Recreation and leisure facilities that are flexible, sustainable and environmentally responsible over the longer term through innovative designs that are adaptable, facilitate an ease of maintenance, and support the inclusion of all residents.

Statement and Content

Definitions:

Community - Representative of the people, places and assets within the geographical boundaries of the City of Waterloo.

Community, Culture and Recreation Services – Community, Culture and Recreation Services include recreation, sports, arts, culture, heritage and park activities and resources, involving both participant and audience-based activities and services.

Recreational – Recreational activity is any activity that any resident could choose to participate in that enhances resident health, well-being and/or personal development. This could include active, expressive or volunteer activity that contributes to a sense of wellbeing, learning, socialization and personal satisfaction.

Broad Based Participation - Services that facilitate and encourage participation by a wide range of City residents of all ages at recreational levels of participation.

Inclusion - Services and accessibility supports that link to requirements for vulnerable groups.

Competitive Participation and Events - Services that support competitive, high performance participation and audience-based activity.

Facilitation - Active support of community groups and individuals in the development and delivery of recreation and leisure services.

Partnerships – Collaborative initiatives, at variable levels of involvement, that result in a shared responsibility for recreation and leisure services.

Direct Delivery - The direct delivery of recreation and leisure services utilizing direct capital investment, annual operating budget support, and City staff, operating alone or in partnership with volunteers.

Community-based Service Providers – Any organization other than the CCRS Department that offers programs and services that are reflective of the principles of service delivery outlined in this policy.
Service Delivery Framework

City Role:
The City is ultimately responsible for the provision of broad-based recreation and leisure service opportunities for community residents and to ensure the City’s service delivery is reflective of the policy principles and foundations noted above, and within the budgetary priorities and strategies established by Council.

Understanding the broad scope of recreation and leisure services, there is an essential reliance on community-based organizations to be primary agents of service delivery. It is through active collaboration with community-based organizations that the City will be able to adequately provide the expected variety and specialization of service and to expand the accessibility, availability, affordability and mix of recreation and leisure services for City of Waterloo residents.

The City will establish an evaluation process of data collection and outcomes monitoring that will effectively assess the value of the City’s role in various service delivery strategies, the degree of participation being realized and the benefits being achieved via City investment.

Methods of Services Delivery:
The City will fulfill service delivery responsibilities through a variety of strategies, listed in order of priority:

First – Facilitation – Staff will actively work with community groups and individuals in the development and delivery of recreation and leisure services by providing technical support, access to financial resources, data and information, volunteer training and recognition, facility access, trends research and related strategies and supports.

Second – Partnership – Staff will enter into partnerships, joint ventures and related collaborative initiatives at variable levels of involvement that results in shared responsibility for recreation and leisure service delivery, provided the interest of residents are full realized, there is a demonstrated need or demand for the service, and sustainability exists within acceptable risk parameters.

Third – Direct Delivery – Staff will undertake the delivery of recreation and leisure services where need is established and other service delivery strategies are not viable or available, utilizing direct capital investment and annual operation budget support, as well as City staff operating alone or in partnership with volunteers.

Service Criteria:
Because staff resources and community-based organizations cannot respond to all requests for service, a system of prioritization is needed to guide the decision-making process and to assess the benefit to the community based on principles expressed in the CCRS Master Plan. The following list identifies fundamental service considerations in order of priority:

- Services that support Corporate Strategic initiatives.
- Services that encourage broad-based participation at recreational participation levels.
- Services and accessibility supports that respond to vulnerable groups.
- Services that support competitive participation and/or competitive events, and festivals, shows, and related activities.
Equally important is the ability for staff to assess the viability of City involvement in the delivery of service. The following list identifies key factors that should be evident through the assessment process:

- Identification of a demonstrated need at reasonable participation levels;
- Evidence of long term sustainability for the service;
- Assured public accessibility, participation and affordability;
- A scale of involvement that is reflective of the benefits to be realized by participants as well as the community at large;
- The use of business case analysis to support City investments in recreation and leisure services initiatives;
- Consistency with City revenue generation strategies; and
- Assessment of directly-delivered City programs and the potential to secure an alternate service provider.

**Criteria for Evaluation:**
The City will establish an evaluation process based on data collection and outcomes monitoring to assess the value of the City’s role in various service delivery strategies, based on the degree of participation being realized and the benefits being achieved via City investment.

Establishing and benchmarking cost recovery strategies for various service areas will assist staff in evaluating their success in balancing public accessibility with revenue generation, providing tools for consistent evaluation and assessment of benefit versus investment.

**Operational Procedures and Standards**
This policy will provide the over-arching framework for all CCRS initiatives and subsequent policy development. Additional policy will be developed in priority sequence to further define specific areas of service delivery.

**Linkages to Legislation**
There are no current linkages to legislation.

**Implementation and Monitoring Procedures**
Upon approval of a Services Delivery Policy, the Strategic Planning, Promotion and Performance Division will create an outline and timeline for further policy development and will assume responsibility for this policy development in conjunction with key stakeholder groups, including the CCRS Advisory Committee and staff.

**Mandatory Policy Review**
It is recommended this policy be reviewed once during every council term, until such time as a new CCRS Master Plan is approved.