



# Evaluation Toolkit

## Facility Evaluation Framework

Parks, Recreation and Cultural Services  
April 2007



# Evaluation Toolkit

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# Purpose

The Parks, Recreation and Cultural Services Master Plan (2005 – 2015), concurrent planning processes, and the Facility Management Section’s review of existing facilities have identified several facility investment opportunities to support the quality of life that Richmond residents have come to expect. The current reality of the City demands a process for defining capital priorities over time, as it is unrealistic to expect all of the facility opportunities to materialize in the face of limited capital resources and current budget constraints.

Council passed a motion in June 2006 asking staff to develop a Facility Evaluation Framework for future facility development to assess how the City will make decisions regarding infrastructure investment. The Department of Parks, Recreation and Cultural Services retained IBI Group consultants to support the development of an Evaluation Framework that would help staff define and prioritize facility investment opportunities. In consultation with staff and stakeholders, IBI Group developed the Evaluation Toolkit for facility investment and the process defined herein. The Framework will provide a consistent method to discuss and evaluate facility investment opportunities. It will provide the Parks, Recreation and Cultural Services Department with an open and transparent process for prioritizing facility investment.

The Framework is comprised of Guiding Principles and Evaluative Criteria Work Sheets.

- The Guiding Principles provide overarching direction for facility investment decision-making. They are organized under the existing PRCS service framework that uses three elements to guide the Department’s efforts: Service, Relationships and Accountability/ Sustainability.
- The Evaluative Criteria are organized into nine work sheets that ask questions and provide information to frame the discussion around a specific facility investment opportunity.

# Process

It is paramount to complete the Evaluation Toolkit with the most informed analysis possible when developing the rationale for a facility investment opportunity. Stakeholder and partner input is encouraged in the process of defining facility investment opportunities.

The Evaluation Framework is completed in two phases.

The **first phase** develops the rationale for each facility opportunity. It begins by identifying individual staff that will lead the development of the facility opportunity rationale. The staff should seek stakeholder participation to help define the case. This will strengthen the rationale and evaluation of the facility opportunity.

Using the toolkit, responsible staff will work through a series of nine Work Sheets to develop the logic behind a facility investment opportunity and this process should take no longer than four to six weeks to complete. This includes:

- Defining the assumptions for the facility opportunity;
- Reviewing municipal documents;
- Research (e.g., into trends, demographics);
- Liaising with other departments (e.g. to identify partnership opportunities, define facility lifecycle condition);
- Identifying further opportunities for partnerships; and
- Thoughtful input.

The **second phase** involves the prioritizing of facility opportunities. An evaluation team will be formed, comprised of staff representatives from Parks, Recreation and Culture, Planning, Finance, and Facilities Management. The role of this team is to review the information provided for each facility opportunity and prioritize the projects based on how well each project supports the criteria. Ranking and prioritization will be done using the City of Richmond's 'Unity 2000' software program (as used to determine capital priorities). Generally, the evaluation team will meet on an annual basis to re-evaluate and assign priorities as new information becomes available. This will ensure that changing municipal trends and new information concerning facility investment opportunities is frequently reviewed and considered.

The Toolkit is organized as follows:

## Phase 1

- Guiding Principles
- Key Definitions
- Investment Opportunity Information Sheet
- Work Sheets A – I
- Summary and Final Observations

## Phase 2

- Review project evaluation report
- Prioritization workshop
- ‘Sore-Thumbing’ exercise

**Support Material** is available under separate cover and is identified in each Work Sheet.

# Guiding Principles

## Service-Based

**People and Opportunities** – Facility investment decisions will prioritize multi-use facilities that provide opportunities for a diverse population.

**Location** – Facility investment decisions will consider population demands within specific geographic areas and will prioritize facilities that strengthen neighbourhood centres.

**Integrated and Proactive** – Facility investment decisions will ensure integration of existing facilities within the PRCS system while satisfying future recreation and facility trends.

## Relationship-Based

**Partnerships** – Facility investment decisions will be based on an entrepreneurial approach, which includes seeking opportunities with a variety of partners.

**Leadership** – Facility investment decisions will demonstrate municipal leadership and will be consistent with the City’s and PRCS Department’s policies and strategic direction.

## Accountability & Sustainability

**Environmental** – Facility investment decisions prioritize opportunities that minimize ecological impact.

**Social** – Facility investment decisions will ensure that facilities promote flexible design responding to a wide range of community uses.

**Economic** – Facility investment decisions will prioritize opportunities which balance the municipal return on investment with the non-monetary benefits of parks, recreation and culture.

**Cultural** – Facility investment decisions will support the development of community identity, cohesion and legacy while providing opportunities for the community to be inspired and to participate fully.

# Key Definitions

**Accessible** – This reflects the need for resident and user access to facilities. For example, a facility’s accessibility to public transit or at neighbourhood service centre. It can also refer to universal accessibility for people with disabilities.

**Adaptable** – Similar to flexible, but more commonly refers to the interior layout of a facility.

**Co-located** – Facilities that are located in existing or proposed residential, commercial or publicly-owned buildings. This type of facility placement can decrease facility footprints.

**Flexible** – Flexible design ensures that facilities are built to accommodate uses for an evolving community needs. This includes creating site plans that allow for expansion. It also can include attention to universal accessibility.

**Facility Condition Index (FCI)** – Measures the relative condition of a facility by considering the costs of deferred maintenance and repairs to the value of the facility. A Facility Condition Index between 0 and 5% is considered Excellent, between 6 and 10% is considered Good, and beyond 11% is considered poor where the building investment requirements are a higher proportion of the current replacement value.

**Facility Current Replacement Value** – The total amount of expenditure required to replace a facility to its optimal condition.

**Integrated** – Locating facilities in complexes within a neighbourhood service area that serve compatible uses, such as cultural, health, community services, and emergency services.

**Multi-use** – Areas or buildings that are designed and constructed to meet the space and facility requirements of several types of services or activities.

**Neighbourhood Service Area** – The PRCS defines 8 neighbourhood service areas (City Centre, Thompson, Sea Island, South Arm, Steveston, East Richmond, Hamilton, West Richmond).

**Older Adults** – This refers to the population age classification of over 55 years.

**Universal accessibility** – Refers to providing places that are usable by as wide a group as possible regardless of age, ability or situation.

**Youth** – This refers to the population age classification between 5 and 19 years of age.



# Phase 1

## Evaluation Toolkit

To be used by staff, with input from key partners, to prepare evaluation report.





# Investment Opportunity Information Sheet

Please complete the following Work Sheet with key information concerning the investment opportunity and the assumptions that will be used to frame the evaluation.

Facility Name: \_\_\_\_\_

Address: \_\_\_\_\_

Neighbourhood Service Area: \_\_\_\_\_

Provide a description of the facility opportunity under evaluation, whether this is a new or existing facility investment opportunity, provide a snapshot of the assumptions you are using in the evaluation:

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Population Served (Neighbourhood Community, City-wide, Regional):

Number and types of spaces;  
Size (square feet):

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Description of current/future use & user groups (types of community groups, overall idea of usage):

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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Contact information for queries pertaining to the information contained herein:

Name: \_\_\_\_\_

Division: \_\_\_\_\_



# Work Sheets A-I

Nine criteria were defined using the Guiding Principles and other background research. Work Sheets A through I expand each specific criterion by identifying the specific parameters to consider when defining the facility investment opportunity.

The Work Sheets are organized as follows:

- A. Compatible with the City’s Official Community Plan and PRCS Master Plan
- B. Reflects current and anticipated community needs
- C. Provides facilities that take advantage of leisure and facility trends
- D. Balances the provision of the new facilities with the redevelopment and adequate lifecycle maintenance of existing facilities
- E. Benefits from opportunities and partnerships
- F. Encourages municipal legacy and sense of place
- G. Minimizes ecological impact
- H. Provides equal opportunities for access
- I. Balances monetary and non-monetary benefits

Each Work Sheet provides information that will help evaluators answer the questions that follow.

*Additional **support material** is identified under each question.*



# Work Sheet A

## Criterion A: Compatible with the City’s Official Community Plan and the Department of Parks, Recreation and Cultural Services Master Plan

This criterion uses municipal policy and strategic direction to frame investment decision-making.

- A.1 The City of Richmond’s Official Community Plan (OCP) provides an overall strategy for community growth and development over a specified time-frame. The OCP is a long-range vision that reflects overall community values that have been determined through the public participation process, and is based on a realistic assessment of the City’s existing situation, future prospects, and relationship to the surrounding region. The City’s role leading Richmond growth and development is guided with the following vision:

“To be the most appealing, livable, and well-managed community in Canada.”

- How does investing in this facility opportunity contribute to Richmond becoming the most appealing, livable and well-managed community in Canada?

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### **Support Material** OCP Section 1 - Overview

- A.2 The Parks, Recreation and Cultural Services (PRCS) Master Plan 2005-2015 is a workable, dynamic and sustainable framework aimed at improving the quality of life for individuals, families and the community in Richmond. It focuses on exploring organizational potential, engaging the community and creating a custom solution that is suitable for Richmond. The vision articulates a common understanding of the desired future.

“Richmond! Striving for a connected, healthy city where we cooperate to create and enjoy a dynamic and sustainable quality of life.”

The PRCS community vision is important for making basic decisions about direction, goals and objectives.

The community values articulate what is important to the community, and the fundamental principles and beliefs. These include:

- Healthy Lifestyles
- Diversity
- Choice
- Community Engagement
- Volunteerism
- Safety and Security
- Environment
- Sustainability

The Master Plan further defines three outcome themes as the Well-Being Outcomes (Live. Connect. Grow.) They create a common purpose for organizations and individuals who contribute to PRCS in Richmond. The Facility Evaluation Framework will help meet several of the Well-Being Outcomes, specifically:

- Live.
- Richmond is an inclusive community, valuing and celebrating its diversity.  
Programs and services are accessible and affordable.
  - The community has a variety of choices to meet diverse needs and equip citizens with the skills to live healthy lifestyles.
  - Parks, facilities and amenities are maintained, well managed and sustainable and they keep pace with community growth.
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- Connect.
- Richmond is an integrated system ... that celebrates community heritage and provides strong links among neighbourhoods, schools and community facilities.
  - The City and the community work together to meet community needs.
  - There are gathering places where people can come together.
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- Grow.
- Excellence is achieved in athletic and artistic performance. There are increased opportunities for sport and artistic development.



How does the facility investment decision positively reinforce the PRCS Master Plan Vision, Values and Outcomes, as identified above?

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**Support Material** PRCS Master Plan 2005-2015 Sections 2.1-2.3.

# Work Sheet B

## Criterion B: Reflects current and anticipated community needs

This criterion relates to both demographic and population growth information, and community needs as defined by concurrent planning processes and facility usage numbers.

B.1 Data of facility usage and operation statistics will help determine whether facilities are meeting community needs, whether facilities are at capacity, as well as the operational status at existing facilities. Parks, Recreation and Cultural Services, Community Associations, and other staff and volunteers are an excellent source for this data and information, it will be important to ensure that the data used for evaluation purposes is consistently collected.

How does the facility investment opportunity resolve capacity issues?

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**Support Material** includes capacity, usage and operation data collected at PRCS facilities. PRCS staff and volunteers should define how and what data is collected at each facility to ensure that the data is consistently collected and comparable between facilities.

B.2 The Department of Planning and Development’s Policy Planning Division produces data concerning the City’s population and general patterns and trends in population growth and demographics. The Division publishes “Hot Facts” fact sheets that enable evaluators to get a snapshot of the demographic, social, economic, and development trends affecting the City. Of particular relevance to the Facility Evaluation Framework:

- Population data
- Ethnicity
- Housing characteristics

The data comes from a variety of sources which include: BC Stats, Greater Vancouver Regional District (GVRD), Statistics Canada (Canada Census every 5 yrs) and information collected by the City of Richmond.

How does facility investment correlate with current population and demographic data of the PRCS Service Area?

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**?** How does facility investment correlate to projected population growth and other demographic information relevant to the PRCS Service Area anticipated in the future?

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**?** What is the envisioned mix between resident and non-resident users at the facility opportunity? (i.e., provide a percentage for resident and non-resident users).

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**Support Material** “Hot Facts” fact sheets.

B.3 This criterion also uses the results of the Community Needs Assessment and other parallel planning processes to determine facility investment priorities that meet community needs. Typically, planning processes result from direction by Council in response to resident requests or recommendations resulting from City and consultant directed studies.

Concurrent Planning Processes (2006) include:

- Arts Strategy
- City Centre Area Plan Update – Amenities Plan
- Community Needs Assessment 2001
- Garden City Lands
- Museum & Heritage Strategy
- Minoru Park Plan
- Older Adults Service Plan
- Richmond Oval – Major Projects
- Public Library Needs
- School Community Connections
- Waterfront Amenity Strategy
- Youth Service Plan

**?** How does the investment decision reflect the community’s needs, as identified in current planning processes?

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**Support Material** Concurrent Planning Processes

# Work Sheet C

## Criterion C: Provides facilities that take advantage of leisure and facility trends

This criterion informs facility investment decision-making by using volunteer, staff and consultant knowledge and research into leisure and facility trends.

C.1 Leisure and facility trends will provide useful information to inform the facility investment decision process. Richmond has demographic and geographic considerations that are unique and it is important to make sure that the trends identified in the facility decision making process reflect this. When evaluators research trends for the facility opportunity, the information should include municipal, regional, provincial and national information, but it is paramount to ensure that the trends used in the evaluation are relevant to the City.

Professional Environmental Recreation Consultant Services (PERC) has identified several national leisure, recreational and facility trends:

<b>Leisure Service/Behavioural Trends</b>	<b>Implications for Facilities</b>
From structured to unstructured activity	Electronic controls and monitoring
Declining activity levels in children	The personal touch
From long-term to short-term commitments	Service bundling
Increasing expectations in terms of quality and service	Greening of facilities
Integration of services and facilities	Compacting buildings
Cities are increasingly urbanized	Attention to architecture
	Accessibility and Walkability

PRCS staff research for the City Centre Area Plan update has identified several complementary trends for facilities:

- Coordination of PRC services with other community service providers and corporate ventures;
- Partnerships with public or private enterprises;
- Smaller City community facility footprints – providing space in existing / new building development;
- Flexible and multi-use community spaces;
- Integration of indoor and outdoor gathering places and spaces;
- Connect places and spaces with trails and greenways; and
- Privately owned, publicly accessible open spaces.



How does the facility investment capitalize on current recreation and facility trends?  
Specifically, which trends will the facility investment address?

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**Support Material** *Community Needs Assessments will help define Richmond’s residents needs as well as help identify municipally relevant trend information, the City should complete a Needs Assessment at least every five years. Future trend information will be collected using several primary and secondary sources of information including web sites and journals with a recreational focus such as the Lifestyle Information Network and the national and provincial Recreation and Parks Associations (NRPA, BCRPA). There are also several organizations with specific focus, such as the Federal Government’s Centre for Healthy Human Development, and other organizations which focus on trends for certain demographic profiles, such as the Youth Action Network or the 50+ periodical.*

# Work Sheet D

## Criterion D: Balances the provision of the new facilities with the redevelopment and adequate lifecycle maintenance of existing facilities

This criterion looks at key building condition assessment and maintenance requirement data for existing facilities. When evaluating a new facility investment opportunity, evaluators will review facilities that are in a similar geographic area that meet a similar community need. If you are evaluating an existing facility proceed with all of the questions, for new facility investment opportunities move onto the following page (D.2).

D.1 Fundamental to the determination of facility investment is an evaluation of the current facility lifecycle conditions. Evaluators need to review the facility assessment reports provided by the City’s Facility Management Division in order to assess facility conditions of similarly programmed spaces to determine maintenance and renewal requirements.

Facility Lifecycle Stages help identify when a facility was initially proposed and where it lies in its current lifecycle. It is also important to note when the most recent major renovation was completed.

### Lifecycle Stages

- Stage 1 Planning
- Stage 2 1-14 years old
- Stage 3 15-24 years old
- Stage 4 25-34 years old
- Stage 5 35 years and older

In addition to age, it is important to reflect on the Facility Condition Index (FCI) of facilities meeting similar needs.

### Facility Condition Index

- Excellent 0-5% or 0.00-0.05
- Good 6-10% or 0.06-0.10
- Poor 11 % and above or 0.11+

(FCI is a ratio of a facility’s maintenance and system requirement costs compared to its current replacement value.)

What is the Facility Condition Index of the facility investment opportunity? What is the Lifecycle Stage of the existing facility? (Evaluators will need to request an Assessment Report from the Facility Management Division for the most up-to-date data about this facility)

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**?** If the facility is existing, does the FCI and Lifecycle stage warrant the facility’s replacement, renovation or major repair? Facilities with a poor index rating and in the 5th stage of their lifecycle likely warrant replacement, whereas facilities with a good or excellent index ratings will require more in-depth analysis that can be supported by the Facility Management Division. It is also important to balance this assessment with the needs of the community.

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**Support Material Facility Condition Assessment Reports**

D.2 The City of Richmond provides Parks, Recreation and Cultural facilities to serve the needs of various geographically defined populations. Four location criteria, neighbourhood, community, city-wide and regional, are defined in the table below with the City’s current facility provision standards.

**Neighbourhood** – Serves the population of the PRCS Service Area living within a five to ten minute walk of the facility (approximately 1 kilometer in distance).

**Community** – Serves the local population of the PRCS Service Area.

**City-wide** – Draws resident users from across the City; also serves the residents of the PRCS Service Area.

**Regional** – Draws users from across the region and acts a destination place; serves regional, provincial, national and international events.

Neighbourhood	Community	City-wide	Regional Level
Facilities of this scale are currently in conceptual stage.	Lang Community Center (CC)	Brighthouse Public Library - Main (CC)	Cultural Centre - Art Gallery (CC)
	Steveston Japanese Cultural Centre (S)	Cultural Centre - Archives (CC)	Cultural Centre - Museum (CC)
	Steveston Community Centre (S)	Cultural Centre - Arts Centre (CC)	Gateway Theatre (CC)
	Steveston Tennis Centre (S)	Minoru Place Activity Centre (CC)	Richmond Oval (CC)
	Steveston Library (S)	Minoru Sports Pavilion (CC)	Minoru Chapel (CC)
	Steveston Martial Arts Centre (S)	Minoru Arenas (CC)	Britannia Heritage Shipyards (S)
	Thompson Community Hall (T)	Minoru Aquatic Centre (CC)	Steveston Museum (S)
	Thompson Community Centre (T)	Richmond Ice Centre (ER)	London Heritage (SA)
	East Richmond Community Hall (ER)	Watermania (ER)	Terra Nova Buildings (T)
	Cambie Library (ER)	Richmond Nature Park House (ER)	
	Cambie Community Centre (ER)	Richmond Kinsmen Pavilion (ER)	
	South Arm Community Hall (SA)		
	South Arm Community Centre (SA)		
	Ironwood Library (SA)		
	Hamilton Community Centre (H)		
	West Richmond Community Centre (WR)		
	Sea Island Community Hall (SI)		

Note: Letters in brackets reflect the PRCS Service Area

- CC – City Centre
- H – Hamilton
- S – Stevenson
- T – Thompson
- ER – East Richmond
- SA – South Arm
- SI – Sea Island
- WR – West Richmond



What are the lifecycle conditions of existing facilities that meet a similar demand in the particular PRCS Service Area (i.e., age of structure, most recent renovation, FCI)?

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How does the facility investment opportunity fill a gap in the City’s current facility provision?

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Evaluators should also consider the provision of privately run recreation and cultural facilities. Are there existing privately-owned facilities that serve the PRCS service area population?

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How does the facility investment opportunity assist in the balance between recreation, parks, arts (performance and visual), heritage and sports buildings/facilities?

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# Work Sheet E

## Criterion E: Benefits from opportunities and partnerships

This criterion identifies various partnerships and opportunities that will support the development of a well integrated PRCS system.

- E.1 Investment should target various partners and opportunities to support the development of PRCS facilities that are integrated in the current service system. The OCP and the PRCS Master Plan recognize the importance of leveraging partnerships to support integrated facility investment:

“There is an ongoing need for a partnership approach to providing a growing and diverse community with high-quality services in a cost-effective and coordinated manner. Multi-use facilities will support a more coordinated approach to service delivery.”

### Several partnership opportunities exist:

#### Schools

The City and the School Board should continue to work cooperatively on initiatives that benefit both students and local residents. Secondary Schools tend to have recreation and culturally focused amenities that could complement the PRCS system, including fitness centres, gymnasias, theatres, etc. Locating PRCS amenities adjacent to school sites helps create larger, multi-use service areas that increase the efficiencies of both organizations. Opportunities to increase the partnerships between schools and the City should be maximized.

#### Development

The City is experiencing rapid residential construction especially in its City Centre. Higher density developments are required to provide private amenity space to new residents. The opportunity to work with developers to support the creation of public amenity space located in a central area should be explored. This can further support the needs of the new and existing residents. Liaising with the Department of Planning and Development will help identify these opportunities.

#### Commercial

There are several privately owned PRCS service-oriented businesses in Richmond. Instances when there is a gap in the City’s service delivery and similar privately-run businesses can be better integrated into the City’s service net should be explored. Opportunities for user, management or maintenance agreements with these companies should be considered.

## Health

Liaising with the Vancouver Coastal Health Authority will help identify opportunities to integrate an expanded service base at facilities. This will support the provision of neighbourhood services at a one-stop shop.

## Not-for-Profit

The Not-for-Profit service sector traditionally plays a major role in the PRCS system. Opportunities to better integrate this sector into the PRCS service system should be explored.

**?** What types of opportunities and partnerships does this investment decision take advantage of?

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**?** Provide specific information concerning the types of partnerships and opportunities that are being explored in the facility opportunity?

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E.2 Multi-use facilities are buildings that are designed and constructed to meet the space and facility requirements of several types of activities. Facilities are integrated with the PRCS system when they are located in complexes that serve compatible uses, such as cultural, health, community services, and emergency services.

**?** How does the facility investment decision integrate the concept of multi-use facilities?

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# Work Sheet F

## Criterion F: Encourages municipal legacy and sense of place

This criterion considers the opportunity to strengthen community identity and neighbourhood connections.

F.1 Each Community is unique in its size, built form, cultural and economic influences. The facility investment must meet community and user group needs while promoting social interaction and fostering a sense of place. If possible, investment opportunities should be part of a neighbourhood service centre or other focal point for community activity (e.g., school).

The OCP defines neighbourhood service centres, community centres and schools as key meeting places. Opportunities to create public gathering spaces should be encouraged around neighbourhood service centres. Coordinated development and design, alongside the provision of a range of services close by, will support the development of a sense of belonging for community residents.



How does the investment decision support the development of neighbourhood service centres?

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**Support Material** OCP Section 3.1 Neighbourhoods

F.2 The OCP defines Heritage as anything of a physical, cultural, or social nature that is unique to and valued by a community, and can be passed from generation to generation. Facility investment decisions will support the restoration of existing heritage facilities and promote the conservation of new heritage resources. The PRCS (2001) Community Needs Assessment identified heritage resources as those at risk of being permanently lost. Investment decisions will balance the need to preserve heritage resources with meeting the needs of the community (Criterion B – Community Needs).



How does the investment decision reinforce Richmond’s heritage?

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**Support Material** OCP Section 6.7 Heritage, PRCS Master Plan

F.3 **Note on Design Considerations** – Any investment decision can require specific character and design guidelines, and when evaluating a facility investment opportunity, could lead to a disproportionate assignment of rating and score. However, facility investment evaluation will consider this measure when special opportunities arise to design and construct facilities that will develop and enhance the City’s identity and legacy while providing inspiration.

The OCP further recognizes the importance of ‘complete communities’ that foster neighbourhoods organized around distinct identities and neighbourhood service centres. Achieving and maintaining a high quality built form and amenity will be important considerations in the development of facilities.

 How does the investment decision reinforce the City’s connection with its physical setting and neighbourhoods?

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**Support Material** OCP Section 5.2 Built Form

# Work Sheet G

## Criterion G: Minimizes ecological impact

This criterion identifies opportunities to minimize ecological impact.

- G.1 Other considerations include land selection and facility siting. Locating the facility on a brownfield site will help remediate and repurpose land available for re-use. Greenfield lands can be separated from existing urban areas and tend to be more natural. Using this land for facility development can undermine opportunities to maintain a natural legacy. Investment opportunities should be sited to minimize development impact by co-locating facilities thus decreasing building footprints.

 How does the investment decision minimize ecological impacts?

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- G.2 **Note on Design Considerations** – *Environmental design considerations will be taken into account in the investment decision-making process when special opportunities arise to design and construct facilities in this manner. This is noted as any investment decision can require green design considerations, and hence could lead to a disproportionate assignment of rating and score.*

New facilities or existing facility renovation should be constructed using environmental standards of ‘green construction’. This also reflects the leisure service trends which affect facility design (as noted above in Criteria C trends - the greening of facilities). The City’s State of the Environment Report includes two indicators that will help demonstrate environmental leadership. One speaks to City building energy consumption and the other to Green City Buildings.

Building energy consumption measures energy use at select city-owned buildings; the opportunity to provide further energy demand reductions should be encouraged at new and renovated facilities. Green City Buildings reflects the opportunity to use building construction certification programs to encourage facilities with minimal ecological impact.

Several programs exist to support the development of facilities with minimal ecological impact including the Leadership in Energy and Environmental Design (LEED) certification standard for new construction and major renovations and the Greater Vancouver Regional District’s Build Smart sustainable building resource centre. Opportunities to reduce energy consumption, waste generation, and other characteristics of sustainable building design should be explored when considering facility investment.

 What unique opportunities exist to integrate environmental considerations in building design that support the facility investment opportunity?

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# Work Sheet H

## Criterion H: Provides equitable opportunities for access

This criterion considers flexibility, accessibility and diversity in facility provision.

H.1 Facility investment decisions should ensure that facilities are sited close to transportation nodes, easily accessible by public transit, and in close proximity to users. This will support the resident populations ability to access community facilities using alternative modes of transportation, including walking, cycling and public transit.



How does the investment decision encourage more visible and accessible facilities that are connected to the community?

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H.2 Facility investment decision will ensure that new development is flexible in design supporting a wide variety of community uses and services. Facility investment will remove barriers that prevent full participation of persons with disabilities and will require universally accessible facilities.

Flexible design ensures that facilities are built to accommodate uses for a diverse and evolving residential population. This includes providing multi-use and integrated facilities (as noted in Criterion E – Opportunities and Partnerships), but also appreciates the opportunity to keep future options open while supporting current uses. Adaptability of spaces to reflect changes in use is key.

Crime Prevention Through Environmental Design (CPTED) considers the design and access to places with a goal of minimizing the incidence of crime. CPTED principles should be integrated in facility design and siting.

The above considerations reflect many design opportunities for facilities, but they also speak to the siting facilities for expansion.



How does the investment decision encourage flexibility and multiple service provision (i.e., many community services under one roof)?

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H.3 **Note on Diversity Considerations** – *Richmond’s multi-cultural and diverse community requires various opportunities at PRCS facilities. These opportunities are provided through programs, services, and design. This is noted as all investment decisions should require facilities that meet the needs of a diverse and multi-cultural population, and hence could lead to a disproportionate assignment of rating and score. However, facility investment decisions that provide more equitable opportunities for a diverse population are encouraged.*

Investment decisions will support projects that are universally accessible and meet the needs of a diverse population. Richmond is comprised of a unique population and ensuring that PRCS facilities celebrate this diversity is paramount. Richmond City Council values both cultural diversity and a multicultural community as a source of enrichment and strength. The Council also supports the rights of all persons to equal opportunity and participation in community affairs. Section 6.1 of the OCP recognizes the need to balance the needs of long-time residents with those of new residents in the community.

 Does the facility investment reflect an opportunity to serve the needs a multi-cultural and diverse population?

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# Work Sheet I

## Criterion I: Balances monetary and non-monetary benefits

This criterion considers the balance between the municipal return on investment and the benefits afforded by recreation and culture.

- I.1 Innovative methods of funding facility investment will be explored in the decision-making process, including leveraging municipal tax dollars with a variety of funding partners and income generating opportunities (relates to criterion E – Opportunities and Partnerships). The OCP includes specific reference to public/private partnerships:

“To enhance the City’s ability to deliver a range of high-quality community facilities and services by encouraging a flexible approach to design, programming, and funding, including innovative forms of public/private partnerships”



How does the facility investment consider alternative forms of funding?

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Identify the market that will be served in the facility opportunity, and hence the source of potential operating dollars (i.e., if this is a regional facility operating dollars would come from user fees of a non-resident population)?

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**Support Material** OCP Section 6.0 Community Facilities and Services

- I.2 Facility investment decisions will ensure financial sustainability while balancing the non-monetary benefits of recreation and culture. PRCS facilities provide core needs to Richmond’s residents and contribute to the health and vitality of a community. Funding for these facilities will always balance the municipal return on investment with the facility requirements of communities. Facilities will provide the functional and residential needs that have been identified through concurrent planning processes (Criterion B – Community Needs).

**?** How does this facility investment produce or maintain a facility in a fiscally responsible manner (i.e., capital repair or renovation costs compared to new construction costs)?

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**?** How does this facility investment decision provide a municipal return on investment (e.g., method of project delivery results in long-term savings that help offset first costs)?

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**?** What are the social benefits provided by the facility investment?

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***Support Material PRCS Master Plan***

I.3 Investment decisions should support facility developments that make the most efficient use of land. Land costs, especially in the City Centre, are increasing and opportunities to site facilities in as integrated manner as possible in key to offsetting the purchase/construction costs. These initial hard costs will be balanced with the benefits afforded to the community. Opportunities include co-locating facilities with private commercial or residential development opportunities, swapping density for facility provision, and further developing land sharing agreements with Health, Public Safety and School Board partners.

**?** How does the facility ensure the most efficient use of lands?

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# Phase 2

## Evaluation Toolkit

To be used by Evaluation Team to prioritize investments.





# Prioritization of Investments

Phase 2 involves the prioritizing of facility opportunities, and is undertaken by the Evaluation Team. The Evaluation Team is comprised of managerial staff representatives from PRCS, Planning, Finance and Facilities Management. The Team will be brought together by a facilitator to participate in a Prioritization Workshop. The following steps are followed:

- 1. Review of Project Evaluation Reports.** All of the individual Evaluation Reports prepared during Phase 1 will be collected. The Evaluation Team needs to familiarize themselves with the report contents prior to attending the Prioritization Workshop.
- 2. Prioritization Workshop.** Under direction of the facilitator, the team prioritizes each project using a system of forced ranking. The City's 'Unity 2000' software program (an audience response polling system – see following page) is used for this. Each project is compared against other projects, on a criterion-by-criterion basis. This form of forced ranking achieves a sound prioritized list, because each project is assessed according to its contribution to each of the criterion, while also being directly compared to other projects.
- 3. 'Sore-Thumbing' Exercise.** To ensure the final prioritized list 'makes sense', an exercise is carried out to cross-reference and compare a facility opportunity's priority to ensure confidence with respect to staff knowledge.



# AUDIENCE RESPONSE POLLING SOFTWARE (UNITY 2000)

# Unity XPw

Interactive Presentations  
with tools for  
Decision Making

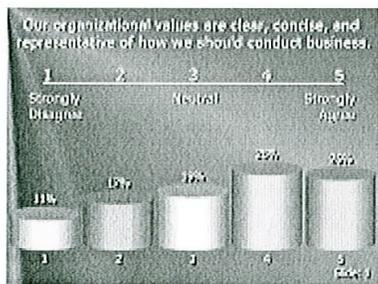
## The Choice Of Professionals

Unity XPw is one of three applications that make up the ComTec XPw software family. All three XPw products are designed for use with the Fleetwood Reply® Worldwide wireless response system and are also backward compatible with Standard Reply® hardware systems.

As a complete audience polling package, Unity XPw provides all you need to create and present your interactive presentations. An easy-to-use reporting module provides a variety of reports that can be viewed, printed, and saved in multiple popular formats.

Unity offers a variety graph options for data visualization and allows you to easily insert photos, videos, and music to help make your point. The package comes with an assortment of slide backgrounds and mp3 music files, but using your own multimedia is a simple point & click.

When you need to add interactivity to your presentation, Unity XPw is an excellent tool. However, Unity's true strength is in a sub-set of features that facilitate decision making, strategic planning, and focus group administration.



Standard opinion polling features allow you to present a question, poll the audience, and then show the results. This is a highly effective methodology for generating discussion.

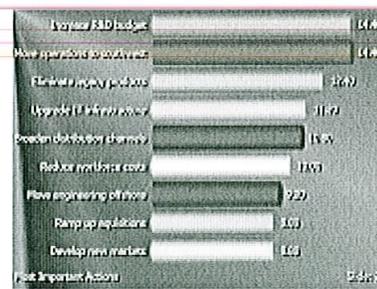
But you don't have to show graphs. In focus group applications, you may wish to review results in private rather than share them with the group.

For in-depth analysis, Unity XPw allows you to ask demographic questions and to filter the results of any other question, by demographic group.

When using your audience response system for team decision making or strategic planning, you'll find Unity's forced ranking capability to be a truly powerful tool.

Starting with a list of up to ten items (action plans, ideas, strategies, tactics, etc.) you can ask the audience for their top few choices in terms of importance, viability, criticality or any other criteria.

Because people are forced to choose one over another, a true rank ordered list can be generated adding accuracy and clarity to the decision process.



Unity's decision making feature set also includes the ability to easily generate XY style opportunity maps. Any number of items can each be rated on a given scale, for a given criterion (e.g., importance toward reaching our goal). You then go through the list a second time based on a different criterion (e.g., viability).



Then, with just three mouse clicks, you can display a map showing those that are most important and most viable versus the least.

- Unity XPw requires Windows XP or Windows 2000 -

