

ATTACHMENT 1

**EXCERPT FROM PARKS, RECREATION & CULTURAL SERVICES
MASTER PLAN (2005 – 2015)**

**Recommended 5-Year Capital Programs
(pages 63 to 65)**

Capital Priorities: Years 2005 - 2010

This program will focus on developing new facilities and amenities to meet the needs of residents living in the City's core areas. It will also focus on developing the Richmond Oval, which will be the flagship high-performance sport and wellness facility and a host venue for the 2010 Winter Olympic and Paralympic Games. A third focus will be on developing and connecting outdoor social gathering areas in neighbourhoods throughout the City. Proposed capital projects are in order of priority based on consultation, research and opportunities.

The following are major capital initiatives:

Britannia Heritage Shipyards

This important heritage landmark will continue to be restored as a regional attraction and community legacy (as outlined in the Britannia Business Plan and Historic Zone Development Plan). The 14-building complex is an important reminder of Richmond's proud history and a showcase for pioneering resolve and resilience. With ongoing capital funding preservation and restoration will be completed in Summer 2009.

Richmond Oval and Waterfront Park

This signature, multi-purpose facility will be Richmond's premiere sport, wellness and festival centre. It will be an international destination and community gathering place; the Oval and surrounding Waterfront Park will be a catalyst for a vibrant new urban neighbourhood. The Waterfront Park will be connected with the City's perimeter Dyke Trail program. The Richmond Oval will be available for pre-Games use in Spring 2008 and for post-Games use in September 2010.

City Centre Community Centre and Park

This multi-use facility will be one of two community centres required to meet the program and service expectations of Richmond residents living in the City's core. It will be an important activity and social gathering place, especially for Richmond residents in the south City Centre area.

Capital Priorities Post-Olympics Program: Years 2011 - 2015

This program will focus on developing new facilities and amenities and repositioning existing ones, including those located in the Minoru Precinct. It will also focus on developing a new outdoor tournament centre and a new performing and visual arts centre.

A key factor influencing this program will be the Richmond Oval's operating success. The Oval will be a major draw in attracting more Richmond residents to engage in quality-of-life programs and services, especially wellness. Experience from other jurisdictions with major legacy facilities from international games suggests that existing facilities will require repositioning and renovation to keep pace with market changes.

Aquatic Centre

This new aquatic centre will replace the existing aquatic facility in Minoru Park. The Minoru Aquatic Centre is an older facility nearing the end of its lifespan. Planned and designed to meet the program and services demands of Richmond and regional residents, the new facility will be located on the Garden City Lands to ensure ready access for those living in the City's west and north sector. Consistently when asked, residents say their top priority for facilities is a new aquatic facility. It will complement program and service offerings available at Watermania.



Minoru Aquatic Centre

This signature, multi-purpose facility will be Richmond's premiere sport, wellness and festival centre. It will be an international destination and community gathering place; the Oval and surrounding Waterfront Park will be a catalyst for a vibrant new urban neighbourhood.

“The existing and future facilities will support a broad range of programs offered by a variety of service providers, all responding to priorities identified by the City in collaboration with others.”

Minoru Place Activity Centre Expansion

This popular facility will be expanded to better meet the needs of active older adults. Richmond’s increasing older adult population and the finite space available for programming in addition to requests for additional space at Minoru Place Activity Centre supports this expansion. Planned and designed to complement the program and service offerings available elsewhere, the expansion will enhance the facility’s inter-relationship with Minoru Park’s passive green spaces. The expansion of this facility is dependant on the new aquatic centre being developed away from Minoru Park.

Richmond Sports Tournament Centre

This new outdoor sports and tournament centre will be a venue for a range of outdoor turf and court sports to be located at the Garden City Lands. It will augment existing indoor facilities and will be a focal point for regional, provincial, national and international tournaments and sport use. It is expected to include multiple artificial turf sports fields, spectator seating and a field house with spectator and user amenities. The relocation of the tennis facilities from Minoru Park to this location will also occur.

City Centre Community Centre and Library

Located in the north City Centre area, a combined community centre and Richmond Public Library branch, this facility will be an important learning and socializing place, especially for new Richmond residents.

Performing and Visual Arts Centre

This new facility will provide additional space for City and regional residents active in the performing and visual arts. Planned and designed to complement the program and service offerings available at Gateway Theatre and the Richmond Cultural Centre, the new facility will include a performance hall, classrooms, studios, rehearsal spaces, a recital hall and gallery spaces. Its location will serve as an anchor for other developments.

Cultural and Heritage Facilities

Post 2010, the City needs to further investigate the demand and requirements for expanded cultural and heritage facilities in the Minoru Precinct including the Richmond Museum, Richmond Art Gallery, Richmond Arts Centre and Richmond Public Library main brach.

Richmond Museum

Currently located in the Library/Cultural Centre, the exhibit and program space is inadequate to preserve Richmond’s diverse history and to increase public awareness and appreciation of that history. Due to lack of storage space associated with the Museum the City’s collection of artefacts, which provide a window into the past, are stored at off-site locations. A Heritage and Museum Strategy is currently being prepared and will form the basis for additional space requirements for exhibits and programs as well as a consolidation of the collection in the same location.

Richmond Art Gallery

With a vision to be one of the most important public galleries in Canada and to increasingly enlarge audiences and their understanding and enjoyment of contemporary art, the Richmond Art Gallery is a critical component in the cultural life of the City. As the City grows and matures there is an increasing demand on the Gallery for more extensive exhibitions and more related programming. Current space constraints do not allow for expansion. In addition to providing contemporary art exhibits there is a demand in the City for more exhibition spaces for community artists to showcase their work.



Murikami House at Britannia Heritage Shipyards

Richmond Arts Centre

The demand for the eight speciality art studios located within the Arts Centre has outstripped the ability of the space to accommodate it. With the changing population and increased demand and expectations the need for increased studio space for children and adults will continue to grow. Expansion at the existing facility as well as finding other opportunities for studio space should be a priority.

Richmond Public Library Main Branch

Brighthouse is the main library branch in Richmond. It is located at the Cultural Centre location in Minoru Park and houses the administration staff for the Richmond Public Library. It enjoys a strong identity and high levels of circulation and use. Should the trend of strong support for this main branch continue, additional space would be required for Library programs and collections. This will ensure that the Library continues to be responsive to community demands and meet the expectation of the City for a world class library. Future priorities are directed to branch library development in City Centre, Cambie and Steveston areas. Consideration should be given to whether the Brighthouse Library is maintained as the main branch or whether Brighthouse becomes the City Centre branch and a new main library be considered in the long term.

The City Centre of Richmond will accommodate a major portion of the City's population and employment over the next two decades, parks and open spaces will be key to the community's quality of life.

DESIRED PARKS, RECREATION AND CULTURE PLACES AND SPACES IN THE CITY CENTRE AND LOCATION CRITERIA (Adopted by Council in October 2006)

Service Area	Place or Space	Notes	Location Criteria BOLD: Must be considered <i>Italics: Should be considered</i>
Neighbourhood	Neighbourhood Parks	A number of neighbourhood parks exist already in the south end of City Centre. A number additional parks serving a maximum 0.8km radius are envisioned for both residential and commercial neighbourhoods.	<ul style="list-style-type: none"> • Within a village Centre • <i>Walking access from a village centre without interruption by major thoroughfares or physical boundaries</i>
	Library Lending Service	This service is envisioned to be a location where residents can pick-up or return materials – not a full service library	
	Community Centres (4)	The large number of city-wide services in the area mean that at least two of these community centres could be quite small, "neighbourhood house" facilities. The other two are envisioned as co-located within residential or commercial development.	<ul style="list-style-type: none"> • Within a village centre • City-wide transit access • Comfortable pedestrian and bicycle access • Co-location opportunities • Proximity to similar or complimentary amenities within the City Centre • <i>Village focal point</i> • <i>Access to open space</i> • <i>Automobile parking options</i> • <i>Specific Co-location opportunities with community or city-wide amenities</i> • <i>Proximity to similar or complimentary amenities outside of City Centre</i>
	Branch Libraries (3)	The current main library could be reduced from its current 40,000 square feet to approximately 25,000 square feet if a new main library was established.	
City-Wide	Community Parks (2)	Garden City Park currently serves the south sector of City Centre with a unique blend of amenities. A community park in the north would offer complimentary amenities relevant to its context.	
	Trails Network	Significant railway work is required to connect amenities, parks and key geographic features in the City Centre.	<ul style="list-style-type: none"> • High Visibility location • Contributes to the identification of a 'City-Centre' • Proximity to commercial amenities • City-wide transit access • Automobile parking options • Comfortable pedestrian and bicycle access • Co-location opportunities • Proximity to similar or complimentary amenities within the City Centre • Availability / access to land or appropriate space • <i>Proximity to regional transportation links</i> • <i>Proximity to special geographic features (ie. Riverfront)</i>
	City-wide Parks (2)	Minoru Park is the traditional central park for City Centre but with the vision of embracing the Middle Arm as part of City Centre, a high profile waterfront park will provide a setting for formal and informal public gatherings and a staging area for water-based recreation.	
	Main Library (1)	The Library Board has established 100,000 square feet as the desired size for a Main Library	
	Arenas (1) – 2 rinks	Existing in the Minoru Precinct.	

Service Area	Place or Space	Notes	Location Criteria BOLD: Must be considered <i>Italics: Should be considered</i>
	Aquatic Centres (1) – 2 pools Older Adult's Centre (1) Youth Centre (1) Art Gallery (1) Visual and Performing Arts Centre (1)	Current facility in the Minoru Precinct must be replaced Current facility in the Minoru Precinct must be renovated or replaced Could be co-located with one or more community centres Expansion either at the current location or a new location is required to meet community needs. To complement the existing programs and services of Gateway Theatre at an alternate location which meets the City-wide location criteria.	<ul style="list-style-type: none"> • <i>Specific co-location opportunities</i> • <i>Trail and greenway access</i> • <i>Connectivity with complementary amenities and population centres outside the City Centre.</i>
Regional	Richmond Oval Theatre Cultural Attraction (minimum of 1)	Planned for city-wide and community legacy use after 2010 Existing at Gateway A major attraction of such a size to draw a critical mass of both residents and visitors to support its viability and growth. ie) Museum of Natural History, the Museum of Glass To be encouraged to be developed privately	<ul style="list-style-type: none"> • High Visibility location • Proximity to Regional Transportation Links • Proximity to commercial amenities • Proximity to special geographic features (ie. Riverfront) • <i>City-wide transit access</i> • <i>Automobile parking options</i> • <i>Co-location opportunities</i> • <i>Proximity to similar or complimentary amenities within the City Centre</i> • <i>Availability / access to land or appropriate space</i> • <i>Proximity to regional transportation links</i> • <i>Comfortable bicycle and pedestrian access</i> • <i>Specific co-location opportunities</i> • <i>Trail and greenway access</i> • <i>Connectivity with complementary amenities and population centres outside the City Centre.</i>



Final Report

Facility Evaluation Framework

Parks, Recreation and Cultural Services
April 2007



Final Report

Table of Contents

Introduction	1
Process Overview	2
Concurrent Planning Processes	3
Drivers of the Framework	11
City and Department Vision, Values and Outcomes	11
Community Growth and Use of Facilities	13
Community Needs and Current Provision	20
Facility Condition Assessment	24
Investment Opportunities and Partnerships	26
Societal, Leisure and Cultural Facility Trends	27
Assessment of Existing Facilities	29
Community Centres	29
Aquatic Centres	31
Arenas	32
Cultural	33
Recreation – Specialty	34
Heritage	35
Stakeholder Consultation	37
Overview	37
Staff Sessions	37
Community Stakeholder Session	38
Facility Evaluation Framework	39
Guiding Principles	39
Evaluative Criteria	40
Process	42

Implementation Strategies	43
Recommendations	45
Appendix	47
A.1 PRCS Service Areas	49
A.2 Facility Hierarchy Map	51
A.3 Private Facility Provision Map	53
A.4 Address Table of Private Facilities	55
A.5 Facility Capacity Use Study Results	57
A.6 List of Consultation Participants	59
A.7 References and Support Materials	63
A.8 Summary of 'Unity 2000' Software Tool	67

Introduction

The City of Richmond's Department of Parks, Recreation and Cultural Services (PRCS) was directed by City Council (via the motion noted below) on June 12th, 2006 to develop a Facility Evaluation Framework to help staff assess future facility investment opportunities.

- (1) That the 2005 – 2015 Parks, Recreation and Cultural Services Master Plan be adopted with the following amendments and recommendations [relevant content quoted only]:*
- (b) Develop a Facility Evaluation Framework for future facility development to assess how the City will make decisions regarding infrastructure investment and that this be added to Section 7.6 (Facilities and Amenities Recommendations).*
- (2) That staff look at the Places and Spaces chapter of the Masterplan and undertake analysis of priorities and partnerships in relation to facilities and amenities (section 7.4) and report to Committee by December 1 2006.*

In response to the recommendation from Council, the Department of PRCS retained IBI Group consultants in September 2006 to help develop the Facility Evaluation Framework (the Framework). The scope of the study included indoor sport, recreation and cultural facilities. The study built upon and integrated with other planning processes that are currently in progress at the City.

The goal of the Framework is to provide PRCS with a process to enable staff, in collaboration with stakeholders, to rigorously and consistently examine and prioritize potential investment in a number of PRCS facility and amenity projects. The outcome will be a prioritized list of projects that will be submitted to Council for consideration in 2007.

The Framework was developed using a series of 'Drivers' that were identified at the start of the project. The PRCS Master Plan was used as the basis of the Framework. This policy document helped guide the background research and define the guiding principles to be used when making facility investment decisions. Other 'Drivers' of the Facility Evaluation Framework included:

- Current community and projected demographic and growth estimates;
- Community needs and service area expectations;
- Condition of existing facilities and amenities;
- Opportunities and partnerships; and
- Leisure and facility trends.

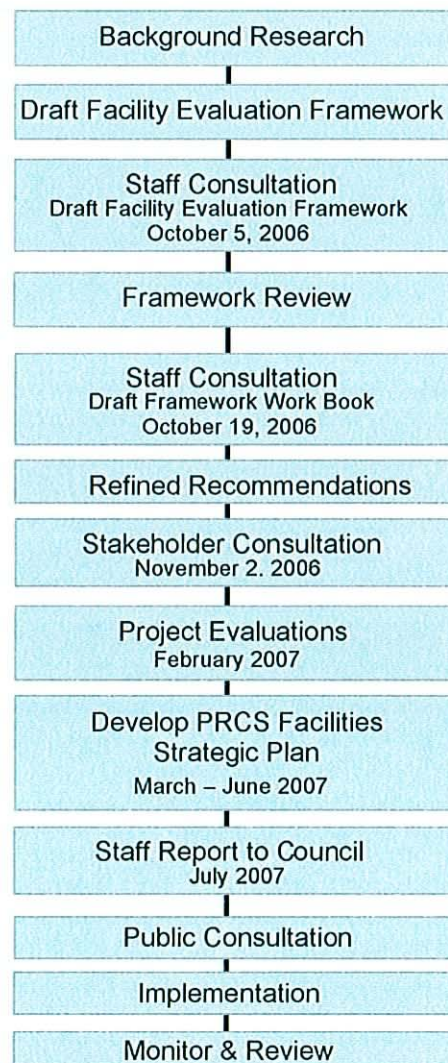
Three deliverables have been developed over the course of the project: the Evaluation Toolkit, Stakeholder Consultation Materials, and the Final Report. The Evaluation Toolkit for Facility Investment and the Stakeholder Consultation Materials can be found under separate cover.

The Final Report provides background research relevant to the drivers of the Framework, an assessment of current PRCS facility supply, a summary of the stakeholder consultation undertaken, an overview of the Facility Evaluation Framework, implementation strategies and final recommendations.

Process Overview

The Facility Evaluation Framework study process evolved over five months. Following Council's recommendation, PRCS staff engaged IBI Group consultants to work together developing the Framework with a project start-up meeting early in September 2006.

Considerable background research included reviewing concurrent planning processes to identify existing and proposed facility investment opportunities. Other background research entailed collecting City produced statistics concerning population and demographic trends, a review of current recreation and leisure trends, and consultation with the City's Facility Management division regarding facility building assessment data and software.



The study identified the need for stakeholder consultation to seek confirmation of the City's current reality and resident needs, in addition to the testing of priorities and the framework. Two consultation opportunities were identified at the beginning of the study, one with PRCS staff and the other with community stakeholder representatives. As the study progressed an additional staff workshop session was programmed to test the framework process (summaries of the stakeholder consultations are included in subsequent sections).

Following the Stakeholder Consultation in November 2006, PRCS staff used the Framework Work Book to develop the rationale for each facility investment opportunity. Subsequent steps in the process will include developing a PRCS Facilities Strategic Plan, which will help determine the most efficient way to invest public resources over a specified period of time, this will be followed by a report to Council and public consultation in the latter half of 2007

Concurrent Planning Processes

The City of Richmond is currently undertaking several planning studies to determine how to better meet the needs of its residents. The results of these studies (many of which are still in progress) need to be integrated into this study. Twelve studies were reviewed to identify components that relate specifically to facility and amenity planning.

PRCS Master Plan Needs Assessment and Capital Priorities

The PRCS Master Plan process included a community needs assessment that identified 36 community needs organized into six categories (foundational, resources at risk of being lost, service enhancements requiring operating budget investment, service enhancements requiring both operating and capital investment, new approaches, outside the municipal scope of services). Several recreation and cultural facility needs were identified through this process.

Further analysis led to the development of two five-year capital programs that would meet the needs of the community. Several facilities (existing and new) were identified for capital investment in order to support a broad range of programs offered by a variety of service providers, all responding to the priorities identified by the City in collaboration with others.

Capital Priorities: 2005-2010 (focus is to meet needs of residents in the City core)

- Britannia Heritage Site (14 building heritage complex, restoration, completion 2009)
- Richmond Oval (premier sports, wellness and festival centre, completion 2008)
- City Centre Community Centre (multi-use community facility for south City Centre area)

Capital Priorities: 2011-2015 (develop new and reposition existing)

- Aquatic Centre (new facility repositioned to replace existing Minoru Aquatic)
- Minoru Place Activity Centre (expansion to better meet needs of older adults)
- City Centre Community Centre and Library (north City Centre Area)
- Performing and Visual Arts Centre (new facility serves as anchor for other development)
- City Centre Cultural Centre (re-evaluation and reallocation of space requirements)

It is important to note that although research for the Master Plan identified the above facilities as capital priorities, that this part of the Master Plan was not approved by the PRCS Committee in June 2006. Instead, the Committee directed staff to develop a Facility Evaluation Framework in order to provide a sound rationale for prioritizing investment in capital projects.

City Centre Area Plan (CCAP) – Places and Spaces

The City Centre Area Plan is currently being updated with a proposed increase from the current 40,000 residents to a 'build out' population of 120,000. Much of this growth is achieved through high density 'Transit-Oriented Development' around five rapid public transit stations that form the Richmond leg of the Canada Line, and from development around the Richmond Olympic Oval. The Plan is guided by four goals:

- Build complete communities;
- Build green;
- Build economic vitality; and
- Build a legacy

The update includes the expansion of an enlarged City Centre planning area¹ in order to capture development around all five of the proposed rapid transit stations. Ten urban villages are proposed and a series of urban village attributes have been identified. PRCS staff embarked on a City Centre Places and Spaces study to ensure that the facility and amenity needs of the city centre are incorporated into the CCAP.

¹ The City of Richmond Planning and Development Department defines 15 planning areas whereas the Department of PRCS defines 8 Service Areas. Although the boundaries differ, statistics can be collected according to any defined boundaries. Currently demographic information is collected by planning area, however, PRCS is in the process of ensuring demographic information is collected by PRCS service areas as well.

A City Centre Places and Spaces study was undertaken by PRCS in late 2006 to feed into the CCAP process. It sought to identify the types of facilities and amenities that would be required by a significantly increased resident population in the City Centre, and the changing demographic profile of those residents. As part of the study, community stakeholder groups identified four general community facility and amenity needs at a City Centre needs assessment forum in May 2006:

- Flexible multi-purpose spaces;
- Additional city-wide services, such as swimming pools and arenas;
- Connections between facilities, green spaces and well-lit trails; and
- Safe places and spaces specifically for children and youth.

Detailed evaluation led to the following specific facility needs being identified:

- Library lending service(s)
- Community centres
- Main and three branch libraries
- Youth centre
- Visual and Performing Arts Centre
- Cultural attraction

In addition several existing facilities were identified as requiring expansion, renovation and/or replacement:

- Minoru Aquatic Centre
- Minoru Arenas
- Minoru Place Activity Centre
- Cultural Centre (Arts Gallery, Archives, Museum)

Richmond Oval

The 2010 Winter Olympics present a unique and exciting opportunity for the City of Richmond to develop a Speed Skating Oval for the Olympics. The facility will provide a lasting legacy for Richmond residents, as it will become the City's premiere sport, wellness and festival centre post Olympics. The Oval is located on 32 acres of City-owned land along the banks of the Fraser River. It will be an international destination and community gathering place that will act as a catalyst for future development in the area. Planning and design of this space ensures that the facility will meet the needs of Richmond residents, post-games. The facility design and construction practices raise the bar in terms of future design and construction standards for any new facilities in the City.

The Oval's flexible design will allow it to be used for a wide variety of different sport and community uses post Olympics. In typical use, the Oval's main activity floor will have three primary activity areas offering ice, hardwood and an indoor track area. This will offer a wide range of training and competitive opportunities for both summer and winter sports, ranging

from developmental and recreational to elite level sport. A range of sports medicine and wellness services and activity areas, including a major fitness centre, will also be housed in the Oval, along with retail and food services.

Waterfront Strategy

The City of Richmond is an 'island City by nature' and the Waterfront Strategy (approved by Council in 2003) was developed to reinforce the connection between its residents and the rich waterfront which forms the perimeter of the City. Specifically, the Waterfront Strategy is intended to act as a catalyst for significant economic growth, improved quality of life, community vibrancy, and heritage and environmental preservation. The Strategy establishes a number of principles and priorities to guide development of the City's waterfront.

The Strategy identifies 10 amenity zones that respond to the unique characteristics of the surrounding areas, such as natural or port, urban or rural. Paramount to the success of the Waterfront Strategy is to ensure that public access is maintained and that the development of future plans occur in a coordinated manner.

Minoru Park Planning

Minoru Park contains a variety of significant cultural and recreational facilities and draws users from the local community, from the city as a whole, and from the region. It is currently the only large park in the City Centre and has developed many facilities over the years. Many of these are now aging and in need of re-evaluation. This reality, combined with the current growth and development of the City Centre, led to PRCS undertaking a Minoru Park Planning study in 2005, which established the following park vision and guiding principles, which provide both development and design direction.

Vision

"Minoru Park is a vibrant social and cultural gathering place – a significant civic green space that is the heart and soul of the City."

Guiding Principles

- Respect and build upon the history of the park and site.
- Expand the green role and value of the park in the City Centre.
- Establish a unique identity and civic role for Minoru Park that is complementary to other parks in the City Centre.
- Minimize building footprints in the park.
- Recognize the role of the park as a local residential neighbourhood park.

Arts Strategy

Richmond Arts Strategy was adopted in 2004 and recognizes the unique role that the arts has in the City:

“A city’s identity is defined in many ways: through its arts and heritage, architecture, natural environment, and care of its citizens. Creative expression and the arts are essential elements of our social fabric. The arts are found in places ranging from museums and theatres to community centre, parks and schools... The arts contribute a sense of vitality and well being to a community.”

Five goals and several objectives were identified by community, City staff and the Arts Strategy Steering Committee:

- Build capacity within and support for arts organizations.
- Strengthen, support and enhance the artistic community.
- Increase the variety and diversity of arts experiences and opportunities.
- Expand public awareness and understanding of the value of the arts.
- Broaden the economic potential and contribution of the arts.

The first and last goal’s objectives speak specifically to facility development in the City with the following objectives:

- Add strength to the infrastructure of arts organizations;
- Encourage collaboration and partnerships with the arts community and build links with other related sectors; and
- Develop a master plan for arts facility development for the City of Richmond.

Museum & Heritage Strategy

This strategy is currently being developed and will review existing facilities, identify, coordinate and prioritize museum and heritage planning and culminate with an implementation plan.

The proposed vision for this Strategy is that “Richmond is a city that proudly interprets and celebrates its unique and dynamic past, present and future”. Several of the proposed goals of the museum and heritage strategy speak to positioning Richmond as a leading destination for heritage in the Lower Mainland. This includes recognizing and celebrating the City’s rich maritime heritage and creating signature events and attractions that facilitate this.

Youth Service Plan

The Youth Service Plan is also currently under development and identifies a vision for the City:

“To be the best place in North America to raise children and youth.”

The draft Plan has four guiding principles and ten desired outcomes that include the meaningful integration of youth in community building, greater access to increased opportunities, and dedicated safe, social places and spaces in the City with specific note of the need for a dedicated youth space in the City Centre. Further study is required in order to define trends in youth gathering habits and facility use to plan facilities.

Older Adults Service Plan

The Older Adults Service Plan is currently being developed. It identifies a vision for the City:

“A community where older adults live healthy and active lives in a cooperative, welcoming and inclusive environment, which promotes engagement, encourages lifelong learning and values contributions of older adults.”

There are a number of guiding principles and outcomes proposed for the draft Older Adults Service Plan. Accessibility is a key design consideration with this age group, including universal access to and within facilities as well as within the greater community. Specific needs include developing older-adult friendly standards into bylaws and building codes, locating housing in proximity to community and senior centres, locating facilities close to multiple transportation options, and defining programs for accessibility improvements for existing facilities.

Community Connections - School Board Partnership

The School Community Connections is a provincial initiative that was developed to encourage partnerships between schools and local governments to greater utilize school facilities for broader community purposes. It is designed to promote sustainable and innovative collaboration between school boards and local governments and take into account the needs of the community as a whole. The BC Ministry provides funding to school and municipalities to help develop partnership strategies. This program provides both partners with greater opportunities in siting and facility design. There are three phases to the program: Phase 1 (Initial Discussions), Phase 2 (Identification of Projects) and Phase 3 (Implementation of selected projects).

The City of Richmond has completed the first phase of the program and is currently working on the second phase. The City has explored ways in which the already extensive use of school assets by the community could be expanded or existing use enhanced. This opportunity has also enabled broader discussions with other major public facility providers, such as Richmond Health Services and the RCMP, which will work towards a broader scale vision and asset-development approach. Two key elements with respect to facilities were identified among the facility providers:

- The potential for more extensive and/or joint use facilities such as libraries, theatres, art facilities; and
- City Centre and Hamilton were identified as areas that would benefit significantly from increased facility collaboration.

Facility Condition Assessment Reports

The City of Richmond's Facility Management Division has developed a database and evaluation tool for all built facilities in the City of Richmond in partnership with VFA, a private-sector leader in facility assessment technology. The tool organizes data that reflects each specific facility's building lifecycle, including when major renovations and repairs are required according to the specific building components. The tool helps the Facility Management Division identify and prioritize maintenance and repairs of specific facilities. These reports provide key information for use in the Facility Evaluation Framework.

Facility Investment Opportunities

After reviewing the City's concurrent planning processes and current initiatives, 25 facility opportunities, existing and new, will need to be evaluated to determine a prioritized list of investments to be presented to City Council.

- Britannia Heritage Site
- Terra Nova Rural Park Historic District
- City Centre Community Centre (South)
- City Centre Community Centre (North)
- Minoru Aquatic Centre
- Minoru Place Activity Centre
- Cultural Centre
- City Centre Library (Main)
- City Centre Library (Branch)
- Cambie Library
- Steveston Library
- Ironwood Library
- Minoru Arenas

- Nature Park House
- Steveston Martial Arts Centre
- Thompson Community Hall Annex
- East Richmond Community Hall
- Minoru Sports Pavilion
- Kinsmen Pavilion
- Brighthouse Pavilion
- South Arm Community Hall
- Sports Tournament Centre
- Visual and Performing Arts Centre
- Hamilton Community Space
- Museum

Drivers of the Framework

The City of Richmond’s Vision and the PRCS Master Plan were used to form the basis of the Framework. This policy helped guide the background research and define the ‘drivers’ and guiding principles to be used when making facility investment decisions. The ‘drivers’ of the Facility Evaluation Framework include:

- City and PRCS Department ‘Visions, Values and Outcomes’;
- Community growth and use of facilities;
- Community needs and service area expectations;
- Condition of existing facilities and amenities;
- Opportunities and partnerships; and
- Leisure and facility trends.

City and Department Vision, Values and Outcomes

Vision and Values

The City of Richmond has an ambitious corporate vision:

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

It is important that any current and future work that the PRCS Department carries out is linked to this Vision in order to help move the City closer to this goal. The PRCS Master Plan vision is:

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

The Parks, Recreation and Cultural Services developed a Master Plan framework to ensure that all pieces of the Master Plan are coordinated and work together. At the core of the PRCS Master Plan framework are the following eight Community Values.

Healthy Lifestyle

We encourage individuals to live an active, healthy lifestyle and together build health social, physical and economic communities.

Diversity

We appreciate and celebrate all forms of our diversity.

Choice

We strive to provide accessible, affordable, equal opportunities that respond to the diverse needs of our community.

Community Engagement

We believe that the community has a meaningful role in civic affairs. Through collaborative planning and learning, we share responsibility for achieving a common vision.

Volunteerism

We believe that volunteers make a valuable contribution to a healthy community and that volunteerism creates a sense of community ownership and pride, cultivate community leadership and helps build our community capacity.

Safety and Security

We believe that people feel safe and secure when we have well-planned, strong, connected neighbourhoods and a sense of caring and belonging.

Environment

We are committed to responsible stewardship of the natural environment (including protecting community amenities), stewardship of our cultural heritage and maintaining the urban/rural balance and our island setting.

Sustainability

We believe that integrating the management of environmental, economic, social and cultural elements ensures that all resources of the City are respected, preserved, enjoyed and utilized in a sustainable manner, for both current and future generations.

Well-Being Outcomes

The PRCS Master Plan defined the ‘Live.Connect.Grow’ outcome themes as essential to the lives of all Richmond residents. The themes reflect the fact that different aspects of living contribute to individual well-being and community quality of life. Twenty-five outcomes are identified in the Master Plan: seven of these outcomes specifically relate to the Facility Evaluation Framework and are identified below:

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.

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.

Grow

Excellence is achieved in athletic and artistic performance. There are increased opportunities for sport and artistic development.

Community Growth and Use of Facilities

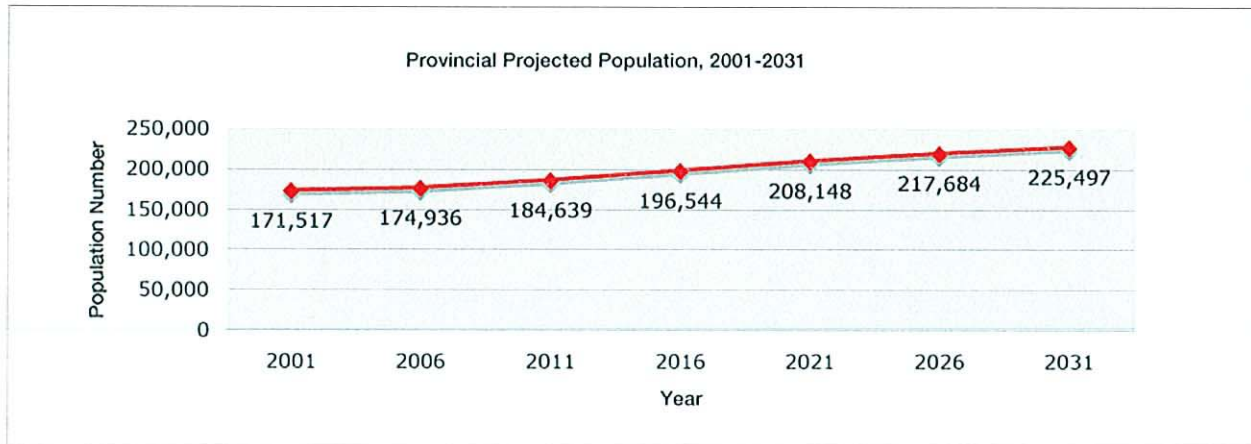
Several important societal and demographic trends will affect the City of Richmond's delivery of appropriate and necessary parks, recreation and cultural facilities. It is important for future facility evaluation to include a review of the key socio-demographic characteristics of the City of Richmond with specific attention to the PRCS Service Areas. The information summarized below is derived from several sources:

- BC Stats population forecasts to 2031 to support the delivery of public services (2006);
- Greater Vancouver Regional Government (2004) statistics for the City of Richmond;
- City of Richmond Parks, Recreation and Cultural Services Master Plan 2005-2015 "Market Profile" as prepared by CannonJohnston Architects (2003), "Community Needs" as prepared by PERC et al (2001); and
- City of Richmond Policy Planning Department population estimates and housing characteristics.

The statistics and forecast sources above use the Canada Census data that is collected every five years, and were therefore based on the 2001 census data. New population data for the most recent Canadian census were collected in 2006 and data will be available in March 2007.

Population Growth

The province estimates that the BC population will increase primarily due to migration, both inter-provincial and international. BC Stats (2006) attributes 61% of population growth to international and 36% to interprovincial migration. In 2003, Richmond's population was comprised of approximately 50% immigrants and 50% Canadians at birth. Recognizing the diverse ethnicity of Richmond's population will help develop a deeper understanding of cultural values and the facilities and services necessary to meet the population's various needs. Population growth in the City of Richmond is forecast to grow to approximately 225,000 people by 2031.

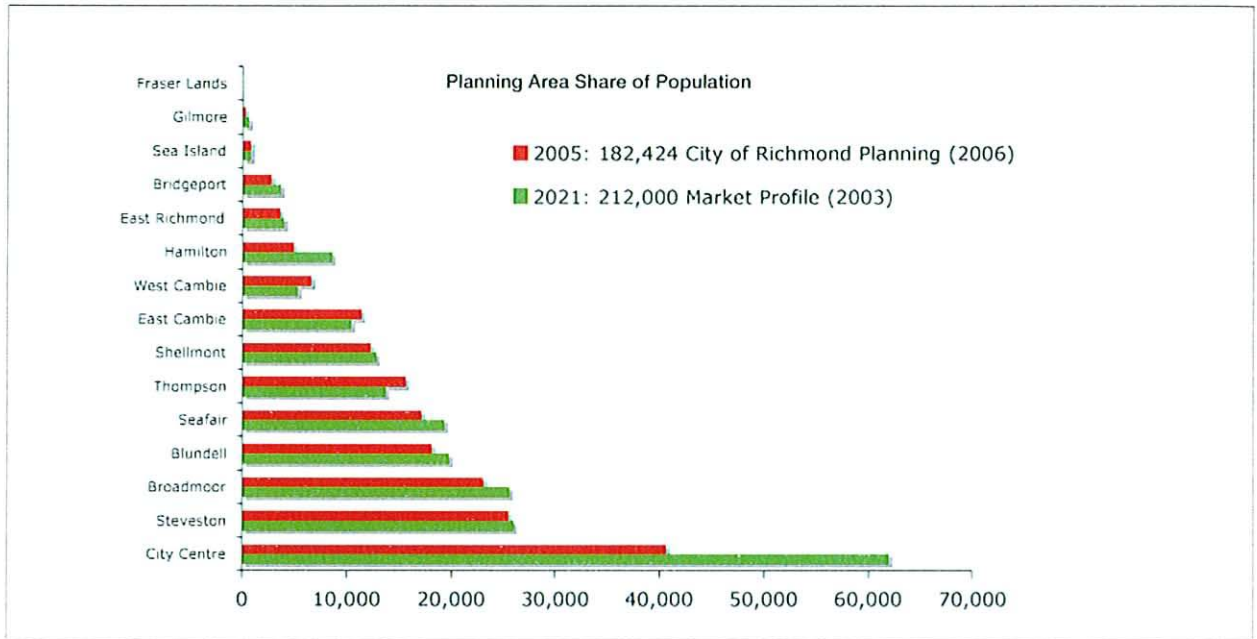


Source: BC Stats P.E.O.P.L.E. 2031 (2006)

The City of Richmond's current population is estimated at 185,400 (January 2007, City Estimate) and represents an average annual growth rate of 1.6% or estimated increase of 13,800 people over the last five years. Between 2001 and 2006, the City Centre grew at an average rate of 4.9% annually, adding an additional 7,800 residents. Steveston experienced the next highest growth rates adding 2,500 people in the past 5 years. Gilmore, East Richmond and Sea Island experienced no significant growth.

The City Centre Area Plan is currently being updated using a development build-out and population capacity of 120,000, in effect tripling the City Centre's population from current numbers.

The 2021 population forecast (2003, PRCS Market Profile) identifies the City Centre as the area with the greatest population growth. Steveston, Broadmoor, Blundell, Seafair, Thompson and Shellmont follow with considerable population growth. The following graph identifies the current and 2021 population estimates by planning area.

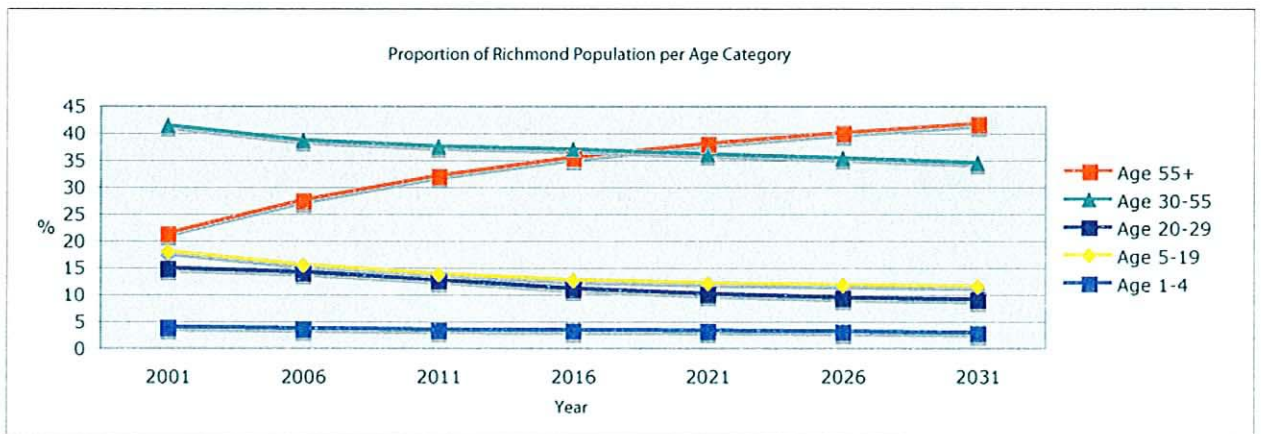


Source: City of Richmond Policy Planning Statistics (2006)

The projected (2021) population by planning area was prepared for the OCP (originally adopted in March 1999) and subsequently for the PRCS Master Planning Process. These figures are currently being reviewed by the City's Policy Planning Department.

Aging Society

Richmond's population is aging – similar to trends found in BC and Canada – where the share and the size of the older adult population are increasing significantly. Currently the largest portion of Richmond's population is between 30 and 55 (41% of the City's population) and in 2031, this group will have become the older adult population and will represent a significant increase over the present number of older adults. The population of adults 55 and over will double by 2031 (from 21 % to 42%). People are also living longer and the average lifespan for men and women is predicted to increase by approximately two years by 2031.

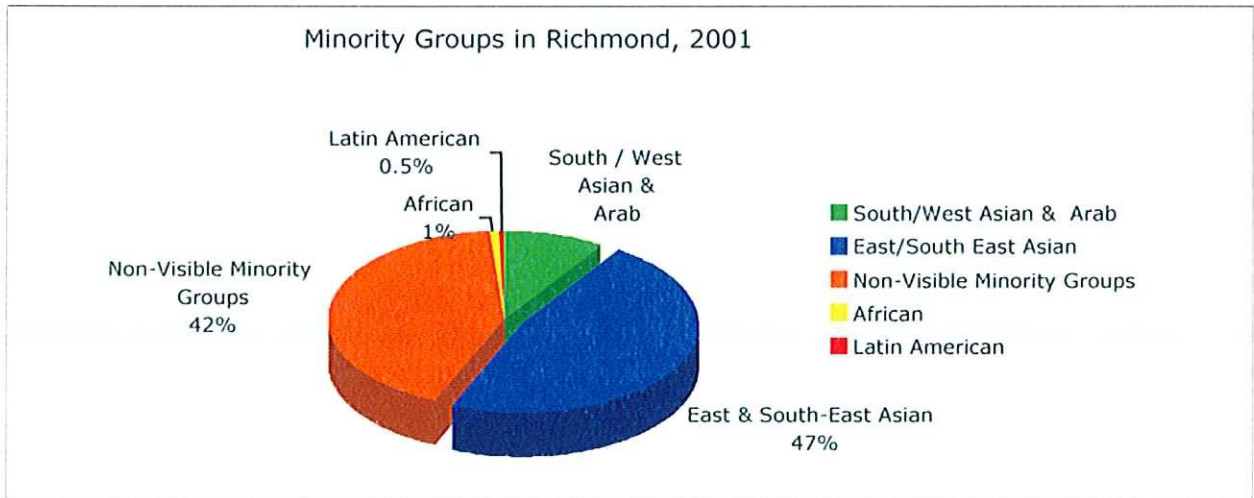


Source: BC Stats P.E.O.P.L.E. 2031 (2006)

The City of Richmond estimates that in 2021, the 60+ population will be the largest in the City Centre, Steveston, Seafair, Blundell and Thompson.

Culturally Diverse

The City is also culturally diverse. Chinese (39% of the population) and non-visible minorities (41%) are the two largest ethnic populations while the remaining population are comprised of Filipino, South Asian, Japanese, Black and Latin ethnicities.



Source: City of Richmond Policy Planning Statistics (2006)

Updated ethnicity data from the May 2006 census will be available in April 2008.

Land Use and Development

Planning areas with the strongest development activity include Steveston and the City Centre; characterized by townhouse and apartment development. The majority of recently built single-family houses has been in Steveston, Seafair, Blundell, Broadmoor, East Cambie and Hamilton. The housing typology built in Richmond is shifting in overall composition from single-family homes to higher density townhouse and high-rise complexes.

The Planning Department identifies East and West Cambie as having an increase in mixed-use development and eight communities are targeted for medium density residential development. These include:

- Steveston
- Broadmoor
- Blundell
- Seafair
- Thompson
- Shellmont
- Bridgeport (low population number – but new transit centre)²
- Hamilton.

East Richmond and Gilmore planning areas are within the Agricultural Land Reserve and represent 38% of Richmond's total land area. These lands have limited (if any) population growth associated with them, but offer an opportunity to highlight Richmond's agricultural legacy.

Six planning areas are net employment centres, which means they generate more jobs in the area than the number of residents in the area. These include:

- City Centre
- Bridgeport
- Sea Island
- Fraser Lands
- East Cambie
- East Richmond.

² The City Centre Area Update is proposing an expansion of land area to capture a portion of the Bridgeport community. This reflects the proposed location of a new rapid transit station in the Bridgeport area and will dictate a pattern of medium to high-density development accommodating Transit-Oriented Development.

Neighbourhood Service Areas

The PRCS Department defines eight service areas in order to facilitate planning and development of parks, facilities, services and programs. See Appendix A.1 for a City of Richmond map with the boundaries of the service areas and associated PRCS Facilities. The following summarizes key characteristics of the service areas, including specific demographic and population information that is unique.

PRCS Service Area: City Centre (same area as planning area)

Notable Demographic Characteristics: Larger older adult population, most rapid population growth (12.29%)

Housing Typology: Mostly apartments and townhomes

Important Planning Notes: Area Plan Update anticipates 120,000 residents. Transit-Oriented Development

Community Facilities: Lang Centre (the City Centre is also the location of several city-wide facilities that draw users from various areas: Cultural Centre. Gateway Theatre. Minoru Arenas. Aquatic Centre. Minoru Sports Pavilion. Activity Centre. Brighthouse Pavilion)

PRCS Service Area: South Arm

Planning Area: Broadmoor. Shellmont. portion of Gilmore

Notable Demographic Characteristic: Large non-visible minority population

Housing Typology: Predominantly single family homes with some medium density development in areas

Important Planning Notes: Limited population growth expected. Large area in Agricultural Land Reserve

Community Facilities: South Arm Community Centre. South Arm Community Hall. Ironwood Library

PRCS Service Area: West Richmond

Planning Area: portion of Seafair. Blundell

Notable Demographic Characteristics: Older aged demographic. Larger families

Housing Typology: Single family homes with some townhomes

Important Planning Notes: Medium density development in areas

Community Facilities: West Richmond Community Centre

PRCS Service Area: Steveston

Planning Area: Steveston, portion of Gilmore and Blundell

Notable Demographic Characteristics: Larger 30-55 aged population, third highest population growth in past 2yrs

Housing Typology: Single family, most new development is mid-density townhomes

Important Planning Notes: Rate of development anticipated to slow down

Community Facilities: Steveston Community Centre and Library, Japanese Canadian Cultural Centre, Martial Arts Centre (Britannia Heritage Shipyards and Steveston Museum draw regional users)

PRCS Service Area: Thompson

Planning Area: Thompson, portion of Seafair and Blundell

Notable Demographic Characteristics: Larger 30-55 aged population

Housing Typology: Single family homes, most new development are townhomes

Important Planning Notes: Little to no population growth anticipated

Community Facilities: Thompson Community Centre and Annex

PRCS Service Area: East Richmond

Planning Area: West and East Cambie, East Richmond, Bridgeport, Fraserlands

Notable Demographic Characteristics: Large Chinese population

Housing Typology: Mostly single family homes and townhomes

Important Planning Notes: More jobs than residents, large area in Agricultural Land Reserve

Community Facilities: East Richmond Community Hall, Cambie Library, Cambie Community Centre (Watermania, Richmond Ice Centre, Nature house and Kinsmen Pavilion draw City-wide and regional users)

PRCS Service Area: Hamilton (same area as planning area)

Notable Demographic Characteristics: Second highest population growth in past 2 yrs (effectively double), larger infant population

Housing Typology: Single family, new developments are townhomes

Community Facilities: Hamilton Community Centre

PRCS Service Area: Sea Island (same areas as planning area)

Notable Demographic Characteristics: Little or no population growth anticipated

Housing Typology: Single family homes

Important Planning Notes: Airport is major employment centre

Community Facilities: Sea Island Community Centre

Community Use - Program Enrolment

The City gathers data that reflects the current program enrolment at facilities as well as general usage numbers. Use of PRCS community facilities is an important source of information to help determine whether current facilities are reaching capacity and meeting the needs of residents. It is recommended that the City define a set of data with standardized collection methods collected weekly, monthly and annually to aid in future facility evaluations. Data on drop-in usage should be collected, along with registered program usage, and meeting/rental information.

A review of program enrolment information currently identified the following highlights:

- Program enrolment at recreational facilities is increasing (arenas, aquatics, fitness centres).
- Hamilton, Sea Island, South Arm, West Richmond, Thompson service areas saw steady increase in program enrolment between 2003 and 2005.
- Steveston, City Centre and East Richmond PRCS service areas saw a slight decline in 2004 class enrolment, but numbers rose again in 2005.
- Residents of Steveston, West Richmond, City Centre and South Arm use the Cultural Centre more than other residents.
- Residents of City Centre, Steveston, West Richmond and Thompson use Minoru Aquatic Centre more than other residents.
- Residents of Steveston, West Richmond, Thompson and South Arm use Watermania extensively.
- Thompson residents are the highest users of Minoru Arenas whereas Steveston and West Richmond residents are more likely to use the Richmond Ice Centre.

Community Needs and Current Provision

The PRCS Master Plan included a Community Needs Assessment (2001) as part of the planning process. Several important needs were identified and these should be re-examined in light of the current evaluation. Up-to-date information on community needs is critical to informing the investment decision-making process and it is recommended that Community Needs Assessments are carried out on a regular basis. The PRCS Department currently has a request for additional funding in to City Council to perform an updated Community Needs Assessment later in 2007.

The 2001 Community Needs Assessment found that facilities are actively used by 93% of the community. Libraries, indoor swimming pools and community centres are the most commonly used indoor facilities, followed by ice arenas and fitness centres. Sixty one percent (61%) of the community express a need for new or improved recreation and cultural facilities. There is strong interest in making existing facilities more up-to-date to reflect a more modern standard and to meet the needs of the populations it serves.

Some general findings of the 2001 Community Needs Assessment include:

- Demand is increasing for swimming pools, youth and older adults centres, community centres, fitness facilities.
- Cultural facilities are satisfying residents to a lesser degree than recreation facilities.
- Existing heritage sites are in need of significant maintenance.
- East Richmond (Cambie Area), Hamilton and City Centre areas are facility poor.
- Desire for increased accessibility to recreation services in the City Centre.

Specific facility and planning area needs identified in 2001 include:

- New or improved indoor swimming pools and youth centres are the most cited need, followed by facilities for seniors, community centres and fitness facilities.
- Residents in East and West Cambie, East Richmond, Bridgeport, Seafair and Thompson identify the need for visual arts and sports opportunities.
- There is a lower level of satisfaction with culture and arts, museum and aquatic facilities.
- Existing heritage sites are in need of significant maintenance to ensure that they are not permanently lost from the PRC inventory.
- East Richmond (Cambie area) is facility poor, with the need for a police station and a youth facility.
- There is opportunity for re-location and development of new facilities (sports-plex, community centre, aquatic centre, performing arts, community policing) on the Garden City lands which will increase the accessibility of recreation services to the City Centre.
- The City Centre and Hamilton areas need new facilities to accommodate recreation and cultural services.
- Minoru Aquatics Centre is in need of upgrades.
- A wellness facility for those with physical barriers in need of support services is in demand.

Specific demographic population needs include:

Youth

Community feels that more opportunities are necessary for youth, and that new facilities for youth are needed, specifically in the City Centre. In addition, Gilmore, West and East Cambie, East Richmond and Bridgeport identified an interest in youth centres. Community centres should be inclusive, free and safe places for youth to access.

Older Adults

Residents over 65 do not rate current recreation opportunities highly and identify a need for seniors' centres. This population is less likely to use pools and arenas, fitness centres, and community centres. It was also suggested that access to the waterfront is not as important to this age group. Older adults are not supportive of increased taxes or rents to improve the PRC service area.

Single Parents

Single parents rate recreation opportunities as one of the best aspects of living in Richmond, but suggest there are insufficient social activities and fitness opportunities. They are supportive of increased tax/rent for facility development.

35-44 Age Group

One of the larger segments of the Richmond population, the 35-44 age demographic, identifies a lack of time as the major impediment to participating in recreation and cultural activities, but are generally more apt to use community centres, pools and arenas when accessing facilities.

Foundational

Foundational needs are those that contribute to a more equitable and accessible PRCS system overall. Although they do not necessarily identify particular facility gaps or needs, they do provide insight into fundamental themes that the PRCS department should integrate into facility planning. These include:

- Celebrate and share between different cultures;
- Engage citizens with barriers to participation in leisure and community life;
- Integrate able-bodied and those with disabilities in service provision;
- Balance locally based services and City-wide services;
- Engage all citizens in planning processes;
- Increase the opportunities for volunteers;
- Local access and use of PRCS is key;
- Foster a strong relationship with local schools;
- Aquatic service provision should be more accessible;
- Improve customer service;
- Coordinate heritage stakeholder groups for more streamlined service provision;
- Build and develop partnerships;
- Respond proactively to changing circumstances; and
- Foster a sense of community.

Facility Hierarchy

A four level hierarchy of facility provision has been developed for the current service provision of the City. The Neighbourhood, Community, City-wide, and Regional levels are used to help the City define which facilities meet certain portions of the population. The Facility Hierarchy provides an excellent frame of reference to ensure that the needs of residents are being met. The map in Appendix A.2 provides a graphic representation of facilities at each scale as they relate to the City's neighbourhood service centres within an appropriate walking distance to facilities.

Neighbourhood

Services for the population of the PRCS Service Area living within five to ten minute walk of the facility (approximately 1 km in distance). The neighbourhood provision of facilities is currently service based, rather than physical facilities. Examples of programs include:

Raise the Roof – program aimed primarily at youth in low-income housing complexes. PRCS staff bring programs (arts and crafts, games, etc.) into these areas (using the local green space or complex’s recreation room, etc.). Information on PRCS services (and social service information) is also provided to parents at this time; and

Art Truck – a vehicle loaded with arts materials and supplies. City staff take the Art Truck to schools at lunchtimes, and also attend special events, to involve kids in arts and crafts at the neighbourhood level.

The current City Centre Area Plan is proposing physical neighbourhood facilities planned around urban villages, and facilities at this level are in the conceptual stage.

Community

There are community facilities that serve the local population of a PRCS Service Area. Facilities at this level are typically a community centre, hall and community library.

City-wide

Facilities of this scale typically draw users from across the City, but also serve the needs of the residents of a specific PRCS Service Area. These include facilities such as arenas, aquatic centres and main libraries, as well as target specific segments of the population (e.g., older adults from all of Richmond use the Minoru Place Activity Centre).

Regional

Regional facilities typically draw users from across the region and act as a destination place. The facilities can also serve broader user groups, such as for provincial, national and international events. Heritage facilities and cultural attractions, such as Gateway Theatre, are examples of existing regional facilities. The Oval is an example of a new regional facility.

The table below indicates the current ‘fit’ of PRCS facilities and amenities into the hierarchy (letters in brackets reference the PRCS Service Area where the facility is found).

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 Centre Annex (H)	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)		

Private Sector and Non-Governmental Organization Provision

The City is not the sole provider of recreation and cultural facilities. Commercial enterprises and non-governmental organizations also play a key role in providing many facilities and services to the residents of Richmond. Typically, these types of facilities attract users from many areas and are considered city-wide facilities in the Facility Hierarchy. There are approximately 83 privately-run facilities located in the City of Richmond. These include organizations with arts, music, education, dance, recreational and fitness mandates. The Map in Appendix A.3 shows the distribution of these facilities, while Appendix A.4 provides specific addresses for each facility.

There are also some facilities provided through private clubs, based on land and/or building agreements with the City:

- Richmond Curling Club
- Richmond Lawnbowling club
- SportsTown (Gymnastics)
- Minoru Tennis Club

Facility Condition Assessment

The Facility Management Division produces Facility Condition Assessment Reports for all of the City's facilities. These reports provide insight into whether or not money should be invested into an existing building, if retrofit is required, or whether renewal or replacement of a building should occur. One measure of determining a building's physical condition is the Facility Condition Index (FCI). FCI is a ratio of a facility's maintenance and system requirement costs compared to its current replacement value. There are three classifications in the FCI:

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

An October 2006 review of the existing PRCS facilities identified 71% in excellent condition, 18% in good condition and 11% in fair to poor condition. Facility Lifecycle Stages help identify when a facility was initially developed and where it lies in its current building lifecycle. It also notes when the most recent major renovation was completed. The BC Recreation and Parks Association's (BCRPA) Facility Assessment Study (2004) has identified five lifecycle stages of a facilities, with associated implications for operating, maintenance or capital funding:

Asset - Name	FCI Classification	Asset - FCI
City Centre Community Centre	Excellent	0.00
Library East Richmond	Excellent	0.00
Cambie Community Centre	Excellent	0.00
Library Ironwood	Excellent	0.00
Library Cultural Center	Excellent	0.00
Thompson Community Center	Excellent	0.00
West Richmond Community Center	Excellent	0.01
Minoru Arena 2 (SILVER)	Excellent	0.01
South Arm Community Bldg 2 1992	Excellent	0.01
Minoru Place Activity Center	Excellent	0.02
Japanese Canadian Cultural Center	Excellent	0.03
Minoru Arena 1 (STADIUM)	Excellent	0.03
Hamilton Community Centre	Excellent	0.03
Steveston Community Center	Excellent	0.03
Steveston Tennis Building	Excellent	0.03
Richmond Ice Centre	Excellent	0.03
Gateway Theatre	Excellent	0.04
Watermania	Excellent	0.04
Sea Island Hall	Excellent	0.04
South Arm Community Bldg 1 1975	Excellent	0.05
South Arm Community Hall	Good	0.06
Nature Park House	Good	0.07
Steveston Martial Arts	Good	0.07
Nature Park Pavilion	Good	0.07
Thompson Community Centre Annex (Hall)	Good	0.09
Minoru Aquatic - Pool Centennial	Good	0.09
Minoru Aquatic - Pool Minoru	Fair to poor	0.11
East Richmond Community Hall	Fair to poor	0.13
Minoru Sports Pavilion	Fair to poor	0.23

Stage 1: Planning – The planning or construction phase. Once opened to the public it is no longer in this stage. Typically no maintenance funds required.

Stage 2: 1-14 years old – Standard operating and maintenance funds are adequate to operate the facility.

Stage 3: 15-24 years old – Standard operating and maintenance funds may be inadequate to address major refurbishment or replacement of building elements that have deteriorated.

Stage 4: 25-34 years old – Many facility components require replacement. In addition to standard operating and maintenance budgets, significant capital improvements may be required to extend the life of the facility.

Stage 5: 35 years and older – Facilities are typically more costly to operate and maintain. Large scale rehabilitation or replacement may be required in order continue to serve the community.

Further assessment of the existing PRCS facilities is provided in subsequent sections.

Investment Opportunities and Partnerships

The City of Richmond's Official Community Plan identifies investment opportunities and partnerships as a key aspect of future 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, gymnasiums, 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 both new and existing residents. Liaising with the Planning and Development Department 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. Community 'hub' models should be explored whereby multiple social services are delivered in an integrated setting, along with PRCS.

Societal, Leisure and Cultural Facility Trends

Several societal and demographic trends are relevant to the provision of recreation and cultural services in the City. Appendix A.7 identifies reference and support material to inform the evaluation process; specific links to external web sites, internal municipal files and staff contact names are provided. Gathering data that reflects local and regional information concerning leisure and facility trends is important for future facility investment opportunities.

Aging population

Older adults are more active and conscientious of their health than previous generations. Baby boomers are now in their forties and fifties and are more active, healthy and financially well positioned to demand services better tailored to them. The early baby boomers are beginning to reach retirement age.

Widening gap between the “haves” and the “have nots”

Those who have resources have very different demands of the PRC system than those that do not. Access and the ability to pay should be important considerations.

Increasing diversity

Both in ethnic background, abilities and tastes, society is much different today and necessitates thoughtful and inclusive facility development.

Increasing need for meaningful activities

Cultural activities, peaceful and meditative experiences and services will support society's desire for meaningful lives.

Move from structured to informal activities

There is a need for flexibility and choice in recreation experiences, as it is difficult for individuals to dedicate extended time on the long-term basis.

Desire for short-term, meaningful volunteer experiences

Busy lifestyles encumber the availability of individuals to volunteer, but there is still a desire to give back to the community.

Declining activity and health of youth and children

Although the benefits of recreation are well-known, youth do not feel engaged by the present recreational opportunities.

Aging Recreation Facilities

The BCRPA created an inventory of facilities and found 72% of all provincial ice arenas, indoor and outdoor pools, and curling facilities are greater than 25 years in age; certainly telling of an aging recreation infrastructure trend.

Facility trends identified in the current City Centre Area Update – Spaces and Places study include:

- Coordination of services with other community service providers and corporate ventures;
- Public Private Partnerships support service delivery;
- Existing and new buildings can provide excellent opportunity for shared recreational spaces, such as office or residential towers;
- Community facility footprints are becoming smaller;
- Community spaces are multi-purpose, flexible and integrate indoor and outdoor gathering places and spaces: and
- Facilities are connected to the greater parks, recreation and cultural suite of services.

Assessment of Existing Facilities

The following section provides an overview of the current PRCS facilities by facility class (i.e., Community Centres, Aquatic Centres, Arenas, Cultural, Heritage and Specialty Recreation facilities). Each facility class is reviewed in three subsections: Building Components and Condition, Service Provision, and Usage and Capacity Analysis. Building components and condition includes an overview of the building components, such as kitchen space or fitness area, provided at the facility location, while also providing the facility's Facility Condition Index (FCI) rating and funding requirements to maintain this FCI rating. Service provision reviews the City's current and anticipated PRCS facility provision by facility class, using current and 2021 population estimates. The usage and capacity analysis provides insight into a facility's use and whether the facility is nearing capacity using data collected in a recent capacity study. This capacity study was completed for select facilities in February 2006, and the results are included in the Appendix A.5 for further review.

Community Centres

Building Components and Condition

Cambie Community Centre – Shares facilities with the adjoining Cambie School and provides enhanced resources for both organizations. The Community Centre has access to three gymnasiums, fitness centre, dance/aerobics studio, games room and meeting rooms. The FCI is rated as excellent, but funding graphs suggest that in order to maintain this FCI rating, significant funding requirements (\$280,000 approximate) are necessary in 2011.

East Richmond Community Hall – A community facility with meeting multi-purpose space. The Hall was built in 1927 and has had two major renovations. The FCI rating of fair to poor suggests that this facility is ready for replacement.

Lang Community Centre – Two multi-purpose rooms, office space and a small lounge serve the City Centre. The centre is in the relative early stages of its lifecycle and regular maintenance investment should maintain its current FCI rating of excellent.

Hamilton School and Community Centre is a joint use facility. Components include a kitchen, multipurpose room and rotunda. The community centre also has use of the school gym during specific times outside school hours.

Sea Island Community Centre – Hall, multi-purpose, lounge. Although this facility's lifespan has expired, regular maintenance funding has maintained the facility in excellent condition.

South Arm Community Centre and Hall – Components include a gymnasium, aerobics room, fitness centre, family games room, seniors activity room, seniors lounge, public lounge, daycare room, multipurpose rooms, meeting rooms, and a community hall. Significant funding, upwards of \$100,000, will be required in 2011 and again in 2015 to maintain the Hall's current good FCI rating. The Community Centre also requires significant funding to maintain this facility (2008, 2011, 2012, 2014 and 2015 – between \$250,000 and \$560,000) and keep it at its current excellent FCI rating.

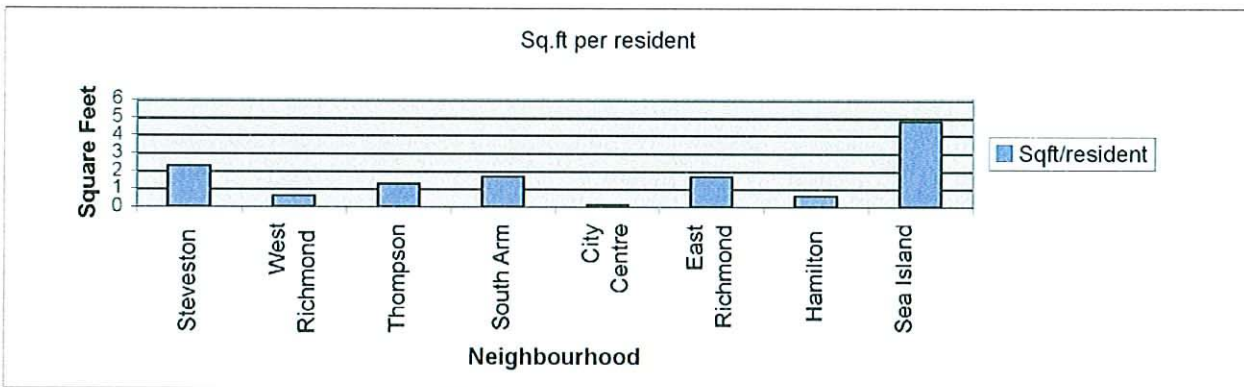
Steveston Community Centre and Facilities - Components include a gymnasium, several multipurpose meeting rooms, the Japanese Canadian Cultural Centre, a martial arts facility, three indoor tennis courts, and a library. The Steveston Martial Arts facility will require major funding (\$100,000-150,000 in 2009, 2011, 2016) to maintain its current good rating for FCI. The Steveston Community Centre and Japanese Cultural Centre have an excellent FCI rating and regular annual maintenance funding will maintain these facilities although post 2015 considerable funding will be required.

Thompson Community Centre – Components include a boardroom, games room, banquet hall (large multi-purpose room), 4 multi-purpose rooms, gymnasium (can be divided into two), fully equipped fitness room, mezzanine, and 2 kitchens. It is important to allocated appropriate maintenance funding to ensure the Community Centre maintains an excellent FCI rating.

West Richmond Community Centre – Components include a fitness centre, two multi-purpose room, games room, gymnasium, kitchens, 4 rooms upstairs for meetings or banquets, gym, racquetball and squash courts, badminton courts. 2010 and 2016 show considerable funding requirements (\$280,000 approximate) to maintain the current excellent FCI rating.

Service Provision

PRCS currently has a service standard of 1 square foot of community centre space per resident. Provision varies across PRCS Service Areas, with Steveston, Thompson, South Arm, East Richmond and Sea Island meeting the City’s defined standard. West Richmond, City Centre and Hamilton Service Areas lie below the City’s current standard.



Usage and Capacity Analysis

Capacity data was gathered for several Community Centres in the City. The data was gathered for both prime time (between 4pm and 9pm on weekdays) and non-prime time (between 7am and 4pm on weekdays and 7am to 9pm on weekends). In general, South Arm, Steveston, Sea Island and Cambie Community Centres have 50% or less average capacity, however those with fitness centres and gyms are close to capacity for those components. Hamilton, Thompson, Lang and West Richmond Community Centres spaces are nearing capacity.

Service Area	Facility	Size (sf)	Year Built/ Major Renovation	Age	FCI	Average Maintenance Cost (2000-2006)
East Richmond	Cambie Community Centre	28,729	1995	11 yr	Excellent	\$27,949
East Richmond	East Richmond Community Hall	7,000	1927/1978/1988	Lifespan expired	Fair to Poor	\$10,306
Hamilton	Hamilton Community Centre	2,799	1995/2001	11	Excellent	\$5,940
City Centre	Lang Community Centre	3,200	1997	9	Excellent	\$6,162
Sea Island	Sea Island Community Hall	3,954	1940	Lifespan expired	Excellent	\$11,012
South Arm	South Arm Community Centre	21,000	1975/1992	31/14	Excellent	\$88,312
South Arm	South Arm Community Hall	6,500	1966	40	Good	\$13,761
Steveston	Steveston Community Centre & Library	40,800	1957/1988	18	Excellent	\$120,219
Steveston	Steveston Japanese Canadian Cultural Centre	6,128	1991	15	Excellent	\$8,182
Steveston	Steveston Martial Arts Centre	9,948	1971	35	Good	\$16,471
Thompson	Thompson Community Centre	23,150	1995	11	Excellent	\$79,202
Thompson	Thompson Community Centre Annex (Hall)	8,779	1960/1987	46	Good	N/A
West Richmond	West Richmond Community Centre	20,822	1994	12	Excellent	\$38,803

Aquatic Centres

Building Components and Condition

There are currently two aquatic centres in the City of Richmond: Minoru Aquatic Centre and Watermania.

Minoru Aquatic Centre – Located in the City Centre Service Area, the facility accommodates two swimming pools, a children's pool, two whirlpools, sauna and fitness room. Major renovations of the facility have occurred for both pool structures. The FCI is fair to poor for the Minoru Pool and good for the Centennial Pool. The facility is in its third and fourth lifecycle stage. To maintain a facility FCI rating that borders the good and fair to poor rating, the facility will require annual maintenance funding of approximately \$200,000 and major renewal and maintenance funding in 2010 (approximate value \$2.0 Million).

Watermania – Located in East Richmond with one competition pool, one leisure pool, two whirlpools, steamroom and sauna, fitness centre, two multi-purpose rooms and clinic and concession space. The facility is a leased space (expiry date 2027) and is in the second phase

of its lifecycle with an FCI rating of excellent. In order to maintain the current FCI, annual maintenance funding of approximately \$180,000 is required with major renewal funding in 2011 (approximate value of \$2.5 Million).

Service Provision

Aquatic centres are considered a city-wide facility in the Richmond Facility Hierarchy and hence the current service provision is 1 pool per 46,350 residents. If no new facilities are built and the BC Stats 2031 population estimate is accurate (225,497), the service standard will rise to one pool per 56.374 residents.

Usage and Capacity Analysis

Aquatic centres show the greatest increase in class enrolment over all other PRCS facilities provided in the City.

Service Area	Facility	Size (sqft)	Year Built / Major Reno	Age	FCI	Average Maintenance Costs
City-Wide	Minoru Aquatic Centennial Pool	16,118	1958 / 1984	22	Good	\$207,016
City-Wide	Minoru Aquatic Minoru Pool	21,694	1977	29	Fair to poor	Included in above
City-Wide	Watermania	74,043	1997	9	Excellent	\$176,085

Arenas

Building Components and Condition

There are currently 8 ice sheets in the City of Richmond; two at Minoru Arenas and six at the Richmond Ice Centre. Both arenas have undergone major renovations and are considered excellent in the facility condition index rating.

Minoru Arenas is located in the City Centre Service Area, has 2 ice sheets and one boardroom. Minoru Arenas is in the fifth stage of its lifecycle and major maintenance/renewal funding is required in 2010 and 2015 to maintain the facility's current FCI rating.

The Richmond Ice Centre is a leased building with an expiry in 2019. It is located at Riverport, has 6 ice sheets and two boardrooms. The facility is nearing the end of its second phase of lifecycle. Major renewal funding is required in 2010 to maintain its current FCI rating.

The Richmond Oval is a new facility (stage 1 lifecycle) currently under construction and will include two new olympic-sized ice sheets. The facility has also been planned to accommodate a range of other recreational uses, including eight gymnasiums, a synthetic surface indoor field space, fitness and wellness rooms, programmed and multi-purpose space, childminding, and

sports science and medicine centres. This facility will accommodate the 2010 Olympics and is anticipated to serve a regional audience post games.

Service Provision

Arenas are considered a city-wide facility under the Facility Hierarchy. The current service ratio is 1:23,175. The Richmond Olympic Oval will add two additional ice pads to the City's inventory by 2010. Using BC's provincially projected population of 184,639 in 2011, this will increase the service ratio of arenas in the City to 1:18,464.

Usage and Capacity Analysis

Minoru Arenas ice sheets are at capacity during prime time, and nearing capacity in non-prime time (86%), whereas the Richmond Ice Centre (83%) is nearing capacity at both prime and non-prime times. On average, both facilities are nearing capacity.

Service Area	Facility	Size (sf)	Year Built / Major Reno	Age	FCI	Average Maintenance Costs (2000-06)
City-Wide	Minoru Arenas	79,587	1965 / 1983	41	Excellent	\$162,424
City-Wide	Richmond Ice Centre	156,000	1994 / 1996	12	Excellent	\$255,922

Cultural

Building Components and Condition

Cultural facilities vary considerably in size and programming. Heritage facilities are generally considered a cultural facility, but are considered in a subsequent section as these buildings are typically older facilities that require maintenance, preservation and restoration in order to maintain these significant municipal assets, regardless of lifecycle stage.

Most cultural facilities are in the second or third phase of lifecycle stage, with the exception of the Nature Park facilities (Nature House and Kinsmen Pavilion). At present, the Nature Park House requires significant annual maintenance funding to maintain the FCI rating (\$200,000 approximate).

Service Provision

There are six cultural facilities (not including Heritage facilities) in Richmond: Gateway Theatre, Library/Cultural Centre, Cambie Library, Ironwood Library, Nature Park House, Kinsmen Pavilion. All are unique facilities and contribute significantly to the cultural fabric of the community (Note: Steveston Library was included in the Community Centre review).

The Library Board has identified a Canadian standard of 0.8 square feet of library space per resident for Libraries of the calibre that Richmond has. They have also suggested that a main

library branch should be approximately 100,000 square feet and branch libraries 25,000 square feet. Currently no Richmond libraries provide adequate space to meet these service standards, with the Library Cultural Centre considered the City's main branch.

Usage and Capacity Analysis

All cultural facilities have seen steady class enrolment over the past five years. Other than branch libraries, cultural facilities typically attract a greater target audience such as city-wide and regional. They celebrate the unique legacy and community inherent to the City of Richmond. The Nature Park House and Richmond's museum space are above 50% average capacity use.

Service Area	Facility	Size (sf)	Year Built / Major Reno	Age	FCI	Average Maintenance Costs
City-Wide	Gateway Theatre	42,884	1984	22	Excellent	\$222,750
City-Wide	Library Cultural Centre Library Only	98,000 49,352	1992	14	Excellent	\$197,841
East Richmond	Cambie Library	5,000	2003	3	Excellent	\$2,988
South Arm	Ironwood Library	11,795	1998	8	Excellent	\$14,389
City-Wide	Nature Park House	3,465	1976	30	Good	\$59,493
City-Wide	Kinsmen Pavilions	2,691	1971	35	Good	\$4,420

Recreation – Specialty

Building Components and Condition

The Minoru specialty recreation facilities have fair to poor FCI ratings. Minoru Place Activity Centre is an older adults' centre located in the City Centre and is nearing the fourth stage of its lifecycle, as is the Brighthouse Pavilion, whereas the Sports Pavilion lifecycle is almost expired. The Steveston Tennis Building has an excellent FCI but will require significant maintenance funding in 2012 to maintain this FCI.

Service Provision

These facilities are specialty in nature and meet specific provision needs as defined by the City of Richmond.

Service Area	Facility	Size (sf)	Year Built / Major Reno	Age	FCI	Average Maintenance Costs
City-Wide	Minoru Place Activity Centre	16,738	1986	21	Fair to Poor	N/A
City-Wide	Minoru Sports Pavilion	8,330	1964	42	Fair to poor	N/A
City-Wide	Brighthouse Pavilion	4,635	1985	22	Fair to poor	N/A
Steveston	Steveston Tennis Building	18,720	1990	16	Excellent	N/A

Usage and Capacity Analysis

As noted previously, the older adult demographic will see an almost doubling in population size in the next twenty years. Class enrolment has risen steadily at the Activity Centre and population trends suggest that this will only continue. Specific data concerning the other three specialty facilities was not available.

Heritage

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.

Each heritage facility is unique and provides residents with a connection to Richmond's rich and diverse history. Five heritage facilities are identified, but it should be noted that Terra Nova and Britannia Shipyards are effectively heritage facility hubs where several buildings are located in the vicinity. Heritage facilities typically draw user groups from a larger geographic scope.

Service Area	Facility	Size (sf)	Year Built / Major Reno
City-wide	Britannia Shipyards	64,994	1875 - 1900
City-wide	Steveston Museum	2,800	1900
City-wide	London Heritage Farm	3,198	1897
City-wide	Minoru Chapel	1,091	1891
City-wide	Terra Nova Buildings	N/A	N/A

Stakeholder Consultation

Overview

Two stakeholder consultations were identified at the beginning of the project, one for staff and one for community stakeholders. It became apparent as the study progressed that an additional staff consultation to test the Evaluation Framework would be necessary. Each session was approximately four hours in length and included a multi-media presentation of slides, presentation boards, break-out sessions, and a discussion period. All of the stakeholder consultation materials are available under separate cover.

Staff Sessions

Two staff stakeholder sessions were held in October 2006 with the same participant list each time. Participants included managers, directors, coordinators and planners, mostly from various divisions in the PRCS Department, but also included representatives from the Land Use Policy Planning Department and Facilities Management (for a complete list of participants refer to the Appendix A.6).

October 5, 2006, 9 am – 1 pm

The first staff stakeholder session included a presentation of the process and background data. Two guest speakers presented special subject matter. Professional Environmental and Recreation Consultant's president, Brian Johnston, presented regional and national recreation and facility trends. The City's Facility Management Division provided background information concerning the facility assessment tool.

Participants were asked to:

- To confirm current reality;
- To provide feedback concerning facility investment guiding principles; and
- To discuss and prioritize facilities investment evaluation criteria.

Excellent feedback was gained from staff and at the conclusion of this session the consultants committed to redefining the Guiding Principles and Criteria to reflect the recommendations of staff.

October 19, 2006, 9 am – 1 pm

The second staff stakeholder consultation presented the refined Guiding Principles, Evaluative Criteria and the process associated with the framework and evaluation. The consultants presented the Facility Investment Opportunities to be considered in the current facility evaluation process. Participants performed a test evaluation by working through the draft Evaluation Framework in small groups.

Community Stakeholder Session

November 2, 2006 6 pm – 10 pm

Fifty-four representatives of 33 stakeholder groups were invited to participate in the evening session and 42 participants representing 22 community organizations attended the session.

The purpose of the workshop was to:

- Present the background process and research involved in developing this Framework;
- Present the draft Facility Evaluation Framework; and
- Obtain feedback to inform the consultant and staff reports.

Stakeholders were asked to comment on and prioritize the Evaluative Criteria. As the session progressed, staff, consultants and participants agreed that there was insufficient time to provide significant or thoughtful input and hence participants were asked to provide comment within a two-week window in written form. Fourteen responses from 22 community organizations were received over this period.

Facility Evaluation Framework

The overall goal of the Facility Evaluation Framework is to provide a tool to enable staff to rigorously and objectively examine and prioritize potential investment in a range of PRCS facility and amenity projects. It is important to keep in mind that the general idea is not to produce a 'scientific quantitative analysis', but rather to provide a framework for a small group of decision-makers to discuss and debate the relative merits of a diverse group of projects.

The Evaluation Toolkit is available under separate cover. The toolkit expands on the information contained in this section of the report, and is to be used by staff in carrying out the evaluations.

The framework and associated Toolkit is comprised of:

- Nine Guiding Principles that frame the investment decision-making process;
- Nine Evaluative Criteria that help develop the rationale for a facility opportunity; and
- Two-Phase Process for evaluation (Rationale development, Prioritization).

Guiding Principles

The Guiding Principles are organized using the same framework defined for the PRCS Master Plan: Service and Relationship-Based, Accountability and Sustainability.

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.

Evaluative Criteria

From the guiding principles, nine criteria were developed to form the basis of the facility opportunity evaluation. Each criterion includes a series of questions to guide staff through the evaluation.

	Criteria Title	Criteria Questions
A	Compatible with the City's Official Community Plan and the Dept. of Parks, Recreation & Cultural Services Master Plan	How does investing in this facility opportunity demonstrate municipal leadership? How does the facility investment decision positively reinforce the PRCS Master Plan?
B	Reflects current and anticipated community needs	How does facility investment correlate with current population and demographic data of the PRCS Service Area? How does facility investment correlate to projected population growth and other demographic information relevant to the PRCS Service Area anticipated in the future? How does the investment decision reflect the community's needs, as identified in current planning processes? How does the facility investment opportunity resolve capacity issues?
C	Provides facilities that capitalize on recreation and facility trends	How does the facility investment capitalize on current recreation and facility trends? Specifically, which trends will the facility investment address?

D	Balances the provision of new facilities with the redevelopment of existing facilities	<p>How does the facility investment decision fill a gap in the City's current facility provision?</p> <p>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?</p> <p>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)?</p> <p>Does the facility assessment warrant the re-investment in similarly programmed spaces or should a new facility be considered for construction?</p>
E	Capitalizes on opportunities and partnerships	<p>What types of opportunities and partnerships does this investment decision capitalize on?</p> <p>How does the facility investment decision integrate the concept of multi-use facilities?</p>
F	Minimizes ecological impact	<p>How does the investment decision minimise ecological impacts?</p> <p>What unique opportunities exist to integrate environmental considerations in building design that support the facility investment opportunity?</p>
G	Provides equitable opportunities for access	<p>How does the investment decision encourage more visible and accessible facilities that are connected to the community?</p> <p>How does the investment decision encourage flexibility?</p> <p>Does the facility investment reflect an opportunity to serve the needs of a multi-cultural and diverse population?</p>
H	Balances monetary and non-monetary benefits	<p>How does the facility investment consider alternative forms of funding?</p> <p>How does the facility investment decision provide a municipal return on investment?</p> <p>What are the social benefits provided by the facility investment?</p> <p>How does the facility ensure the most efficient use of lands?</p>
I	Encourages municipal legacy and sense of place	<p>How does the investment decision support the development of neighbourhood service centres?</p> <p>How does the investment decision reinforce Richmond's heritage?</p> <p>How does the investment decision reinforce the City's connection with its physical setting and neighbourhoods?</p>

Process

It is paramount that staff 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. In the first phase, staff develop the facility opportunity rationale, and undertake evaluations for individual projects. Stakeholders can assist in defining the case, and identifying if key matters have been missed. Stakeholder involvement in preparing the evaluations strengthens the rationale and evaluation of the facility opportunity.

In preparing evaluation reports, staff will work through a series of nine work sheets to develop the logic behind a facility investment opportunity. 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 prioritizing facility opportunities. An evaluation team is formed comprised of managerial 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 opportunities. Prioritization is achieved through using the City's 'Unity 2000' voting software, whereby each project is compared with other projects, on a criteria-by-criteria basis (a brief overview of this software tool is provided in Appendix A.8). 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. A 'Sore-Thumbing' exercise is then carried out (i.e., cross-checking and comparing a facility opportunity's priority to ensure confidence with respect to staff knowledge).

The evaluation team will meet on a regular (potentially 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.

Implementation Strategies

Several funding options are identified in the PRCS Master Plan. An overview of various partnership opportunities and other sources of funding that may be considered appropriate for the improvement and new development of PRCS facilities are outlined below. Further detailed analysis of any chosen strategy should be undertaken prior to using any of these approaches.

Adopting a business model – The City can develop business space in conjunction with community space for market rate return such as medical services or healthy lifestyle services and consider profit centres where programs are offered that are net-revenue generating.

Corporate sponsorships and naming rights – Emerging as a significant opportunity for securing funds for the development and enhancement of recreation and cultural facilities. Depending on the size and scope of a proposed facility, corporations may have an interest in name association and will contribute funding and/or services in-kind to facilities that promote their brand.

Philanthropy – With a well-developed program, charity giving can be promoted as a means of funding community service facilities.

Partnerships with Not-For-Profit Organizations – Organizations such as the Rotary Clubs, Kinsmen Clubs, community foundations and other charitable organizations have a long history of supporting the development and operation of recreation and cultural facilities in their local communities.

Private Public Partnership – Entering into partnerships with the private sector for the construction and/or operation and/or maintenance of facilities that lend themselves to a private sector model.

Reserves – Annually contribute funds from the tax draw or surplus for new facilities and for lifecycle replacement.

Working co-operatively with development

- Density Bonus Allowance for developers to produce a higher number of units per area in exchange for contributions to or development of, community facility space. This program is currently applied in some areas of the City of Richmond. Typically, the program is defined in Area and Sub-Area Plans and determines where and when it is appropriate.
- Negotiate the purchase at reduced cost, where there is an over supply of commercial space within an area where community facilities are planned.
- Build community spaces as integral parts of residential developments as value added features of development, utilizing both capital and operating economies.

Service and program pricing - Through provision of programs or through partnerships with community or private agencies, the City may build amounts into program fees to be directed to new services development. This funding source proposed as a "Community Initiatives Fund" can be used in conjunction with other initiatives in leveraging grants or fund matching programs.

Grants - The City can seek a range of grants for capital development, facility operation and innovative program development, as are available from foundations, private sector and other levels of government. Grant opportunities with senior levels of government (federal and provincial) such as Infrastructure Canada and Ministry of Community Services should be explored.

Community Fundraising - Community organizations can support facility development through accessing grants, corporate sponsorship programs and grassroots fundraising programs.

Development cost charges - Although Development Cost Charges cannot be applied to recreation facility development, they can be increased to cover a larger proportion of growth-based park development. The City could set rates at a level that would allow for more general tax funds to be applied to facility development.

Referenda - The option of one or more referenda to approve borrowing over the life of this plan can be considered. Some or all of the proposed facility developments can be combined in groupings that consider both cost and priority.

Tax Supported Debt - Tax supported debt may be an appropriate tool for developing new recreation and cultural facilities, particularly when the benefits of these facilities will be available for future generations. This program has been referred to as Tax Incremental Financing and has been used in the United States since the 1950's to regenerate areas that are in need of redevelopment. The City of Calgary is the first municipality in Canada to apply a similar program.

Recommendations

Data collection – The PRCS Department should consistently collect statistics and data reflecting their user characteristics, facility use and service areas. It is in the best interest of the Department to identify a person who is responsible in order to formulate a consistent process of data collection and storage.

Data should be collected:

- That reflect the PRCS Service Area demographic information, including population, housing, ethnicity, age, etc;
- At PRCS facilities that documents drop-in rates, registration and program enrolment and the types of individuals associated with these activities; and
- Concerning the capacity and usage of all PRCS facilities during prime and non-prime time.

Data should also be collected for each PRCS Service Area on available space, programs and services provided by private and not-for-profit organizations (e.g. child-care/day care programs, community meeting space, vacant school space, etc). This information should be updated regularly to ensure accuracy.

Community Needs Assessment – A Community Needs Assessment should be conducted every five years, in the year following the census to ensure relevant information is available on community needs and priorities.

PRCS Facilities Strategic Plan – This project has produced a Facility Evaluation Framework for staff use in evaluating facility investment opportunities. After the present list of 25 investment opportunities are prioritized, it is recommended that staff initiate a PRCS Facilities Strategic Plan process. This will result in an implementation plan that defines the best, most efficient use of public funds to deliver the facility opportunities. The plan should include opportunities to co-locate facilities with others, timing, broad-order costs and potential funding partners.

Feasibility Studies and Business Case Analysis – It should be noted that following Council approval of a Facilities Strategic Plan (which would include both the prioritized list and implementation plan, detailed Feasibility Studies and Business Case analyses would be required prior to any capital facility development being undertaken.

Facility Location Criteria – It is recommended that the Location Criteria proposed for the City Centre Area Plan be used as a starting point to establish similar Location Criteria for all PRCS Service Areas, when considering and locating new facility investment opportunities. Below provides an overview of those criteria that must be considered for the City Centre.

Neighbourhood	Community	City-Wide	Regional
- In conceptual phase	<ul style="list-style-type: none"> - Within a village centre - City-wide transit access - Comfortable pedestrian and bicycle access - Co-location opportunities - Proximity to similar or complimentary amenities 	<ul style="list-style-type: none"> - High visibility location - Contributes to the identification of a “City Centre” - City-wide transit access - Automobile parking options - Comfortable pedestrian and bicycle access - Co-location opportunities - Proximity to similar or complimentary amenities - Availability - access to land or appropriate space 	<ul style="list-style-type: none"> - High visibility location - Proximity to regional transportation links - Proximity to commercial amenities - Proximity to commercial amenities - Proximity to special geographical features - City-wide transit access - Automobile parking options - Co-location opportunities - Proximity to similar or complimentary amenities - Availability / access to land or appropriate space

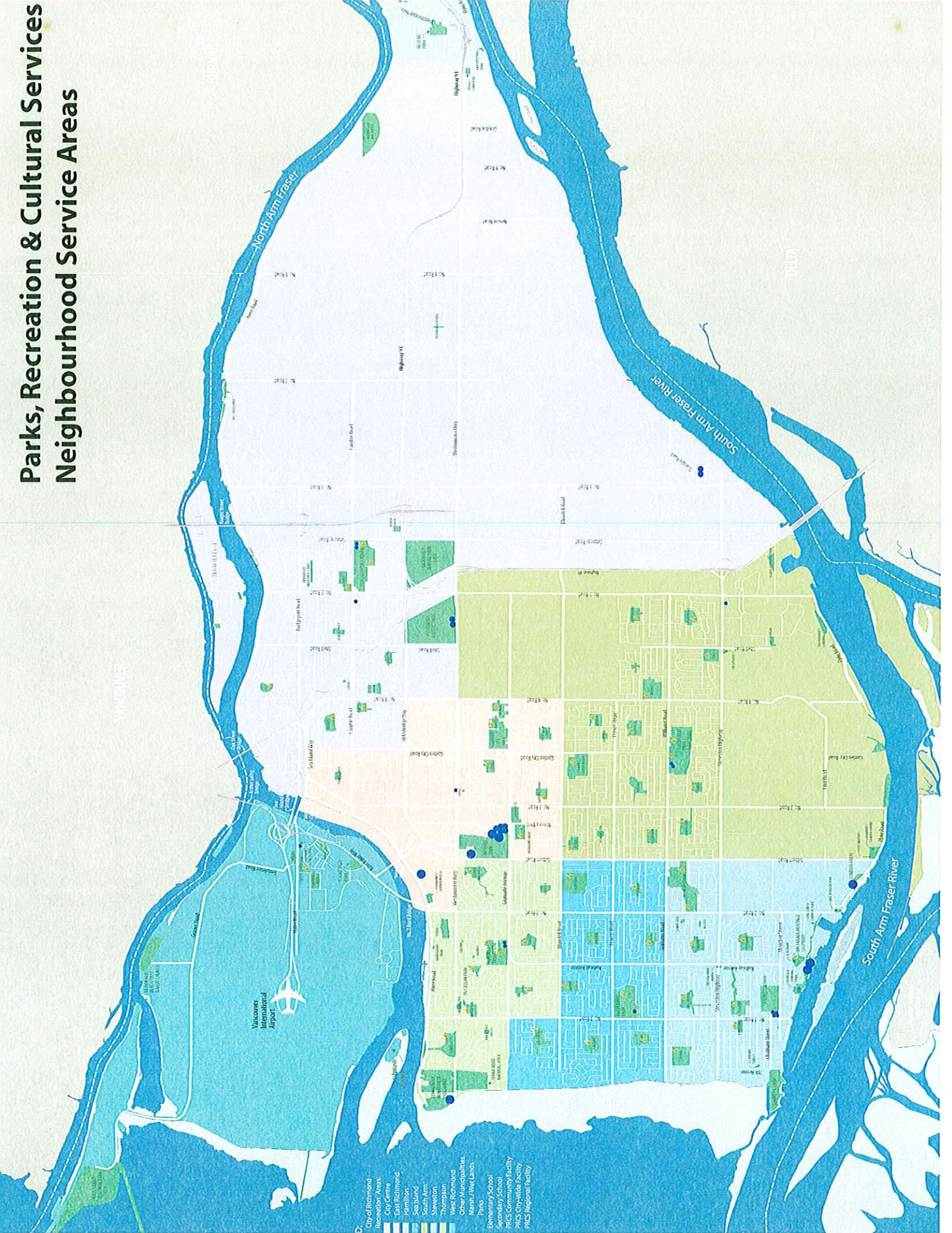
Funding – The PRCS Master Plan identified two funds that the City should establish to develop new and maintain existing PRCS facilities and amenities. The City should develop the programs and policies necessary to start supplying these funds:

- A dedicated Reserve Fund to finance capital costs of new facilities.
- A dedicated Lifecycle Fund to maintain, protect and update existing infrastructure.

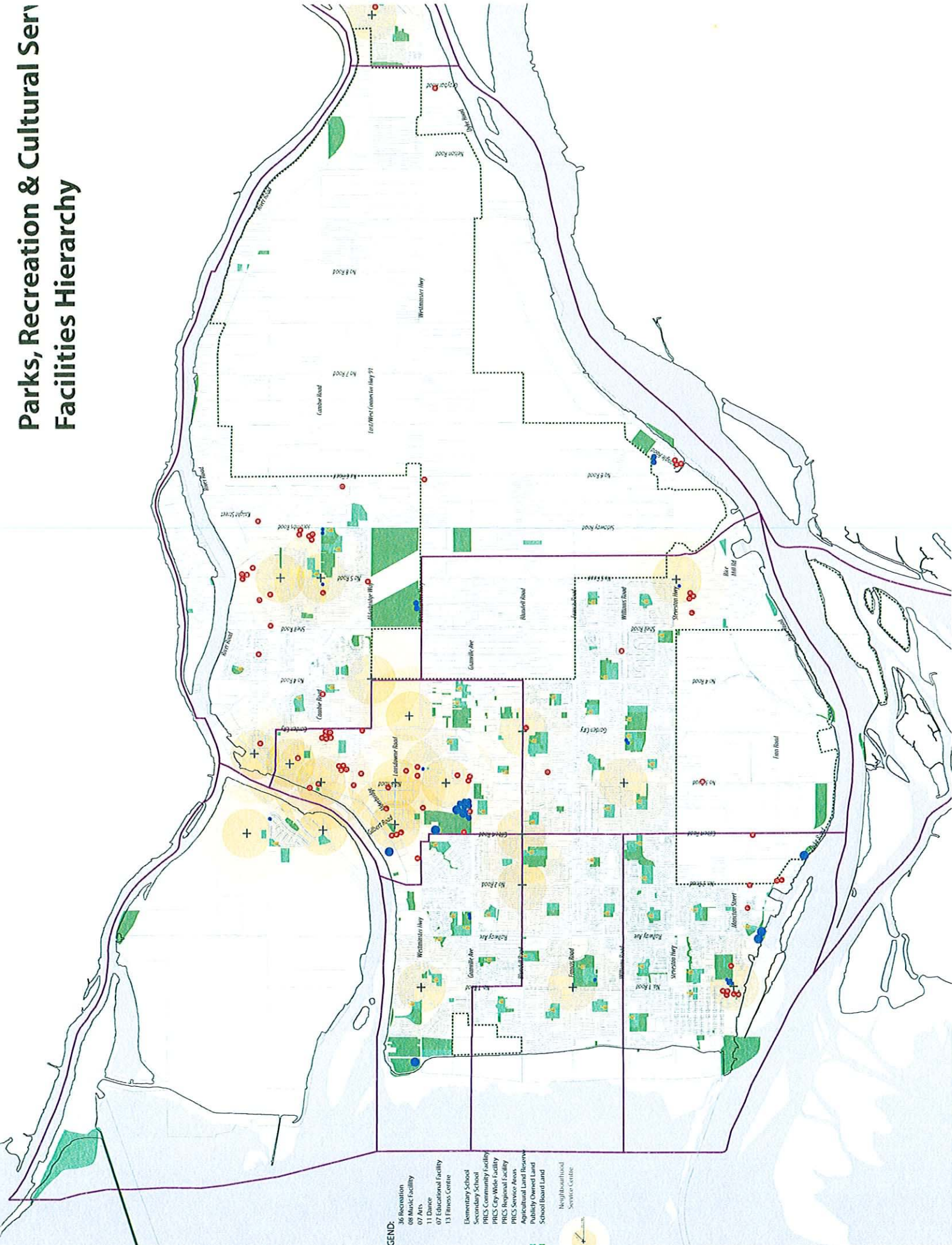
In addition the City should proactively seek external funding opportunities where possible. Several opportunities are outlined in the implementation section of this report.

Appendix

Parks, Recreation & Cultural Services Neighbourhood Service Areas



Parks, Recreation & Cultural Services Facilities Hierarchy



LEGEND:

- 36 Recreation
- 08 Music Facility
- 07 Arts
- 11 Dance
- 07 Educational Facility
- 13 Fitness Centre
- Elementary School
- Secondary School
- PRCS Community Facility
- PRCS City-Wide Facility
- PRCS Regional Facility
- PRCS Service Areas
- Agricultural Land Reserves
- Publicly Owned Land
- School Board Land

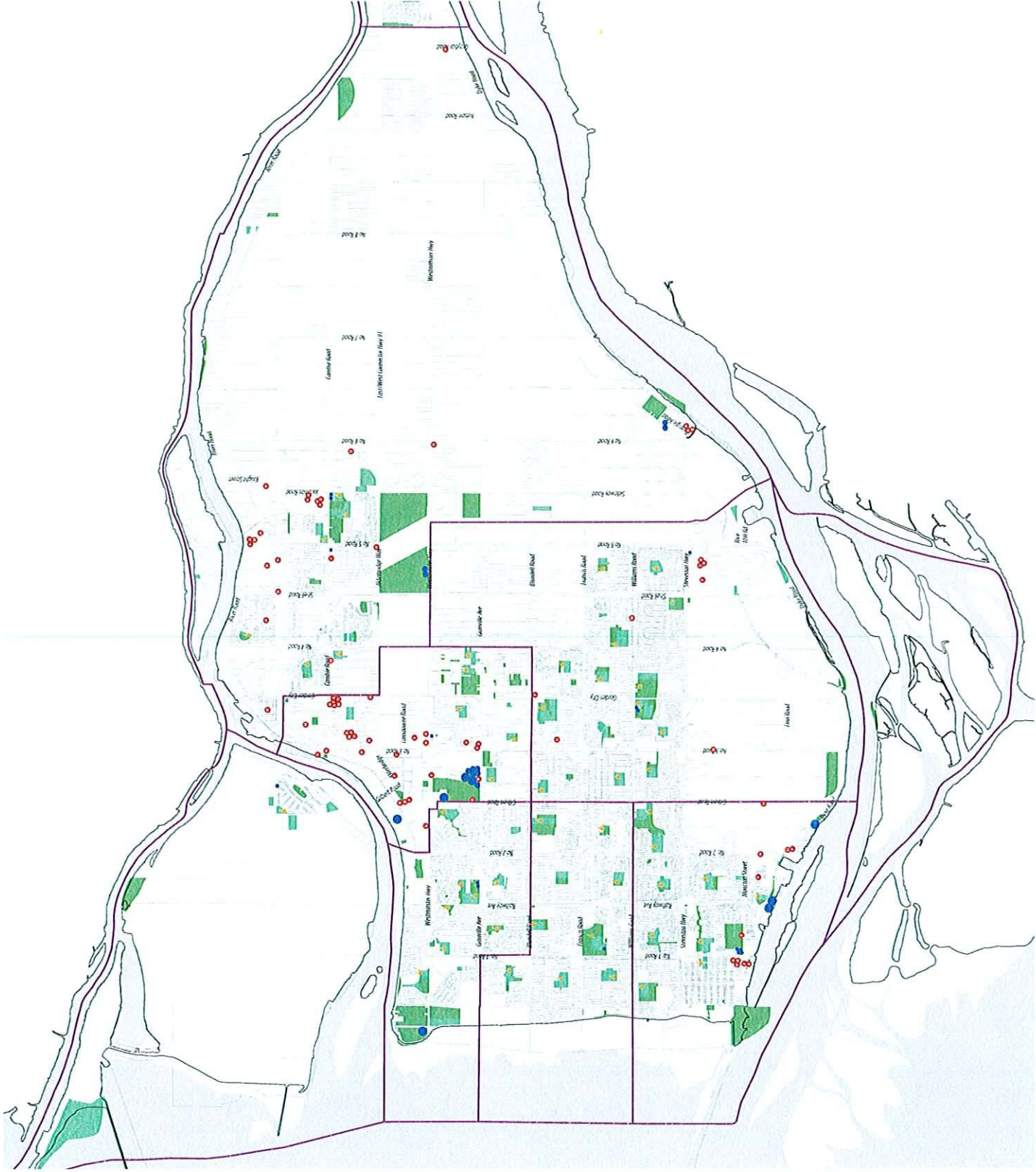
Neighborhood
Service Centre



Distribution of Privately-Owned Recreation and Cultural Facilities

- R** 36 Recreation
- M** 08 Music Facility
- A** 07 Arts
- D** 11 Dance
- E** 07 Educational Facility
- F** 13 Fitness Centre

- E** Elementary School
- S** Secondary School
- PRCS Community Facility
- PRCS City-Wide Facility
- PRCS Regional Facility
- PRCS Service Areas
- Publicly Owned Land
- School Board Land



A.4 Address Table of Private Facilities

Type	Name	Address
Arts	Monica BAI Studio	12868 Clarke Pl
A	Institute of Digital Arts	4357 No 3 Rd
A	Little Sun Childrens Art Studio	4400 Hazelbridge Way
A	Sy Leung Creative Art	8888 Odlin Cres
A	Zhong Yang Music & Arts Academy Canada	8888 Odlin Cres
A	Phoenix Art Workshop	3891 Chatham St
A	The Arts Connection	12191 1st Ave
Dance	Vancouver Academy of Dance	12838 Clarke Pl
D	The Grand Ballroom	12200 Riverside Way
D	Richmond Academy of Dancing	7860 River Rd
D	ID Productions	7740 Alderbridge Way
D	Danceability	2931 Olafsen
D	Loretta Leung Chinese Dance Co	2268 No. 5 Rd
D	Ping Academy of Dancing	4400 Hazelbridge Way
D	Wang Ballet Art Academy	8888 Odlin Cres
D	Nikeva's Dance Studio	8160 Lucas Rd
D	Urban Dance Co	11180 Coppersmith Pl
D	Burke Academy of Dance	13040 No 2 Rd
Education	Oxford Learning Centre	7380 Westminster Hwy
E	Excel Educational Centre Inc	8211 Ackroyd Rd
E	ECL Languages & Review Centre Ltd	8055 Anderson Rd
E	Success Learning Centre	6888 No 3 Rd
E	Kumon Happy Learning Centre	6751 Westminster Hwy
E	Richmond Chinese School	8171 Park Rd
E	Steveston Japanese Language School	4255 Moncton St
Fitness	Fitness Central Gym Corp	7740 Alderbridge Way
F	FitCity for Women	5631 No 3 Rd
F	Fitness Unlimited Athletic Club	2251 No 5 Rd
F	Curves	11590 Cambie Road
F	Unihealth	8888 Odlin Cres
F	Planet Women	9100 Blundell Rd
F	Curves	11331 Coppersmith Way
F	Planet Fitness	6351 Westminster Hwy
F	Fitness World	7011 Elmbridge Way
F	Planet Fitness	13040 No 2 Rd
F	Gemini Fitness Personal Training Studio	3800 Chatham St
F	Fusion Fitness Studio	12211 1st Ave
F	Gator's Gym	12320 Trites Rd
Music	Manna Music	9780 Cambie Rd
M	Southernsea Music Studio	2288 No 5 Rd
M	Art World & Little Note Children's Choir	4400 Hazelbridge Way
M	MEI Ming Music Studio	8888 Odlin Cres
M	Tiger Music	8328 Capstan Way
M	Richmond Music School	11371 No 3 Rd
M	Moody Music	10395 Aragon Rd
M	Kerr Lois	6179 No 1 Rd

Type	Name	Address
Recreation	Armenian Community Centre	13780 Westminster Hwy
R	Sport Central	2611 Viscount Way
R	Ving Tsun	12868 Clarke Pl
R	Creative Fighter's Guild	12851 Rowan Pl
R	Lois Lanes Bowling & Billiards	23200 Gilley Rd
R	SonFire TaeKwonDo Academy	3771 Jacombs Rd
R	The Rock House	3771 Jacombs Rd
R	First Offence Street Defence	6251 Graybar Rd
R	The Zone Bowling Centre	14200 Entertainment Blvd
R	Go Bananas	14311 Entertainment Blvd
R	RDS Skatepark	14380 Triangle Rd
R	Basketball Centre	14380 Triangle Rd
R	Richmond Lawn Bowling Club	7321 Westminster Hwy
R	Creative Fighter's Guild	8091 Westminster Hwy
R	Tai Shing Pek Kwar Martial Arts Academy	8271 Westminster Hwy
R	Bikram's Yoga College of India	8077 Alexandra Rd
R	Richmond Rod & Gun Club	7891 Cambie Rd
R	Bridgeport Sports Club Inc	11660 Bridgeport Rd
R	Vedic Yoga Ashram	9011 Douglas St
R	ClearOne Badminton Centre	4551 No. 3 Road
R	Snap Special Needs Adventure Planning	2431 McLennan Ave
R	Sportstown BC	4991 No 5 Rd
R	Aikido with Ki	11030 Bridgeport Rd
R	Lok's Hapkido School	4940 Alderbridge Pl
R	Canwest Taekwondo Academy	4751 Garden City
R	Wu's Tae Kwondo School of Canada	4400 Hazelbridge Way
R	Choy Lai Fut Martial Arts	8888 Odlin Cres
R	Connaught Skating Club	7551 Minoru Gate
R	The River Club	11111 Horseshoe Way
R	Richmond Black Belt Academy	11121 Horseshoe Way
R	Richmond Tennis Club	6820 Gilbert Rd
R	Richmond Curling Club	5540 Hollybridge Way
R	Sirota's Alchymy	5640 Hollybridge Way
R	Richmond Stables Ltd	12551 Gilbert Rd
R	Serendipity's Backyard	12031 1st Ave
R	Cartwheels	12417 No 2 Rd
R	Ultra Rhythmics	Rents various school facilities

A.5 Facility Capacity Use Study Results

Facility	Facility Space	Unused Prime Time Capacity (hours)	Unused Non-prime time Capacity (hours)	Prime Time Service Level	Non-prime service level	Total Service Capacity
Steveston CC	Gilnetter Room	19	75	24%	4%	9%
Steveston CC	Fitness Centre	0	0	100%	100%	100%
Steveston CC	Gym	2	23	92%	71%	76%
Steveston CC	Coffee Room	16	57	36%	27%	29%
Steveston CC	Tee Room	19	57	24%	27%	26%
Steveston CC	Senior Room	19	39	24%	50%	44%
Steveston CC	Phoenix Room	13	49	48%	37%	40%
Steveston CC	Great West Room	11	33	56%	58%	57%
Steveston CC	Average Capacity					48%
Nature Park	Nature House	20	27	20%	65%	54%
Kinsmen Pavilion (Nature Park)	Community Hall	15	22	40%	72%	64%
Nature Park	Average Capacity					59%
Museum	Exhibit Gallery	20	28.5	20%	63%	53%
South Arm CC	gym	8	17	68%	78%	76%
South Arm CC	aerobics	16	24	36%	69%	61%
South Arm CC	Seniors Lounge	25	39	0%	50%	38%
South Arm CC	Upstairs Board Room	17	53	32%	32%	32%
South Arm CC	Board room	21	55	16%	29%	26%
South Arm CC	Front MPR	13	37	48%	53%	51%
South Arm CC	Upstairs MPR	11	31	56%	60%	59%
South Arm CC	Childminding	10	35	60%	55%	56%
South Arm CC	Lounge	14	36	44%	54%	51%
South Arm CC	South Arm Hall	12	27	52%	65%	62%
South Arm CC	Annex -SA Hall	20	57	20%	27%	25%
South Arm CC	Kitchen	30	60	-20%	23%	13%
South Arm CC	Health Services Office	26	58	-4%	26%	18%
South Arm CC	Average Capacity					44%
Britannia Shipyard	Murakami Boatworks	25	45	0%	42%	32%
Cambie CC	Board Room	20.5	68	18%	13%	14%
Cambie CC	Preschool Room	14	51	44%	35%	37%
Cambie CC	Lounge	15	48.5	40%	38%	38%
Cambie CC	Multipurpose Room	11	38.5	56%	51%	52%
Cambie CC	Studio	10	45	60%	42%	47%
Cambie CC	Gym	2	19	92%	76%	80%
Cambie CC	E. R. Community Hall	16	15	36%	81%	70%
Cambie CC	Average Capacity					48%
Sea Island CC	Hall	11	54	56%	31%	37%
Sea Island CC	MPR	21	78	16%	0%	4%
Sea Island CC	Board room	19	78	24%	0%	6%
Sea Island CC	Average Capacity					16%
West Richmond	MPR	24.5	10.75	2%	86%	66%
West Richmond	Gym	19.25	5.75	23%	93%	76%
West Richmond	Cypress	14.5	9	42%	88%	77%
West Richmond	Lions	14.5	9	42%	88%	77%
West Richmond	Grouse	21.5	11	14%	86%	68%
West Richmond	Seymour	20	17	20%	78%	64%
West Richmond	Average Capacity					71%
Minoru Place Activity Centre	Activity Room	15.5	23.5	38%	70%	62%
Minoru Place Activity Centre	Multipurpose Rooms	18	22.5	28%	71%	61%
Minoru Place Activity Centre	Average Capacity					61%
Lang Centre	Multi-purpose Rooms	0	0	100%	100%	100%
Minoru Arenas	2 Rinks	0	11	100%	86%	89%
Minoru Arenas	Boardroom	17.5	78	30%	0%	7%
Richmond Ice Centre	6 Rinks	4.25	13	83%	83%	83%
Richmond Ice Centre	Downstairs Boardroom	23.5	78	6%	0%	1%
Richmond Ice Centre	Upstairs Boardroom	19	71.5	24%	8%	12%
Arenas	Average Capacity					39%
Hamilton	Multipurpose Room	12	5	52%	94%	83%
Thompson CC	Multipurpose Room	4	30.5	84%	95%	67%
Thompson CC	Banquet Hall	3.5	24	86%	96%	73%
Thompson CC	Preschool Rooms (3)	13	68	48%	83%	21%
Thompson CC	Board Room	6	28	76%	92%	69%
Thompson CC	Average Capacity					58%

A.6 List of Consultation Participants

Participant List for the Staff Stakeholder Consultation
Sessions - October 5 and 19, 2006

Name, Title	Department
Cathy Carlile, General Manager	Parks, Recreation & Cultural Services
Kate Sparrow, Director	Recreation & Culture
Dave Semple, Director	Parks & Public Works
Vern Jacques, Manager	Programs & Special Projects
Anne Stevens, Manager	Community Recreation
Jane Fernyhough, Manager	Arts, Culture & Heritage
Dave McBride, Manager	Arenas & Aquatics
Mike Redpath, Manager	Parks Planning & Design
Gord Barstow, Manager	Parks Operations
Eric Stepura, Manager	Sports
Lucy Tompkins, Planner	Parks, Recreation & Cultural Services
Serena Lusk, Planner	Parks, Recreation & Cultural Services
David Naysmith, Manager	Facility Planning & Construction
Suzanne Carter-Huffman, Senior Planner	Policy Planning
Terry Crowe, Director	Policy Planning
Greg Buss, Chief Librarian	Richmond Public Library
Sue Groff, Area Coordinator	City Centre
Eva Busich-Veloso, Coordinator	Senior's Services
Sean Davies, Coordinator	Diversity Services
Gregg Wheeler, Coordinator	Arenas
Karen Jones, Coordinator	Aquatics
Kim Somerville, Coordinator	Marketing
Suzanne Greening, Coordinator	Arts
Connie Baxter, Coordinator	Heritage

Consultants	
Brian Johnston, Guest Speaker	PERC - Recreation Consultants
Gary Andrishak, Consultant	IBI Group
Blaire Chisholm, Consultant	IBI Group

Participant List for the Community Stakeholder Consultation Session - November 2, 2006

Name	Organization
K. Wong	City Centre Community Association
P. Mitchell	City Centre Community Association
B. Branscombe	Steveston Community Society
J. Kojima	Steveston Community Society
J. Halfnights	Thompson Community Association
A. Lim	Thompson Community Association
D. Chan	Hamilton Community Association
D. Donald	Hamilton Community Association
S. Gingrich	East Richmond Community Association
M. Murtagh	East Richmond Community Association
H. Havas	West Richmond Community Association
L. McPhail	Richmond Arenas Community Association
B. Reid	Richmond Arenas Community Association
M. Lagadyn	Richmond Arenas Community Association
J. Lang	Richmond Arenas Community Association
E. Roaf	Richmond Fitness and Wellness Association
F. Clark	Richmond Committee on Disability
G. Lightfoot	Richmond Committee on Disability
E. Huang	Richmond Committee on Disability
L. Tolton	Britannia Heritage Shipyard Society
M. Sakumoto	Richmond Heritage Commission
S. Haines	Richmond Arts Coalition
J. Froese	Richmond Arts Coalition
T. Fishers	Richmond Arts Coalition
B. Mathias	Richmond Aquatics Services Board
R. Nickerson	Richmond Aquatics Services Board
G. Hamilton	Minoru Seniors' Society
J. Braun	Minoru Seniors' Society
S. Johnston	Gateway Theatre
V. Stonier	Gateway Theatre
D. Cousar	Gateway Theatre
H. Beh	Richmond Chinese Community Society
C. Chow	Richmond Chinese Community Society
J. Barr	Richmond Society for Community Living
B. Boyd	Vancouver Coastal Health Authority
B. Jones	Richmond Art Gallery Association
J. Richardson	Richmond Art Gallery Association

B. Mukai	Richmond Museum Society
J. Wong	Richmond Museum Society
E. Pollack	Richmond Family Place
J. Lamond	Richmond Sports Council
R. Barnes	Richmond Sports Council

A.7 References and Support Materials

Demographic Information (Planning Area and PRCS Service Area)

The City of Richmond's INTRANET> Demographic Facts> will provide a range of statistics by planning area:

Population (PP-HF-1) - population numbers and change over time, age and gender

Housing Characteristics (PP-HF-7)

Ethnicity (PP-HF-20)

Families (PP-HF-16)

Education (PP-HF-22)

Languages (PP-HF-17)

Income (PP-HF-25)

Note on City Centre – current area plan review proposes a build-out target of 120,000 residents. Concept plan endorsed January 2007. Open house boards can be found at <<http://www.richmond.ca/services/planning/projects/ccareaplan.htm>>

Land Use and Density boards show geographic spread of densification (to build-out). Analysis of the composition and rate of population increase is currently being undertaken.

Key Contact: Lorin Gaertner (Planner Analyst – Planning Department)

Municipal and Department Policy Documents

Official Community Plan – need to be aware of both Policy Objectives (e.g. Arts & Culture; Library; Heritage, Natural & Human Environment, etc) and Local Area Plans

- City Centre Area Planning Update
- PRCS Masterplan
- Community Needs Assessment – PRCS Masterplan

Facility Condition Assessment Reports

City of Richmond INTRANET> Bulletin Board>Facility Management Capital Projects>02All City Buildings>Building Summaries> find your facility by scrolling down the left hand margin.

Key Contact: Mary Brunet, Facilities Management

Facility Use Data

Capacity Analysis of Meeting Rooms – see REDMS 1763501. Analysis of prime time and non-prime time use based on facilities providing usage statistics for a ‘typical week’.

Richmond Museum use (YTD 2006 stats provided in Oct 2006)

- Public Programs 2,776
- School Programs 2,480
- Total Museum attendance 45,099
- Museum website visits 32,881

Booking statistics can be retrieved from the BookIT system.

Key Contact: David Ince

Privately Owned Recreation and Cultural Facilities

Map entitled “Distribution of Privately Owned Recreation and Cultural Facilities”.

List of names and addresses of all privately-owned recreation and cultural facilities in REDMS 2060369.

Key Contact: Lucy Tompkins

Leisure and Facility Trends and Statistics

Canada Year Book 2006 (Canada-wide statistics, including a section on Arts, Culture and Recreation and Travel / Tourism). City of Richmond system - REDMS 206062.

BCRPA commissioned an analysis of trends as they relate to parks, recreation and culture as well as a description of the association and sector late in 2006.

<http://www.bcrpa.bc.ca/about_bcrpa/documents/Trends.pdf>

BCRPA Community Leaders Forum – notes on trends from Vancouver May 2006 workshop:

<http://www.bcrpa.bc.ca/recreation_parks/community_leaders/documents/CommunityleadersNotes-April26-272006.doc >

Winnipeg (2004) Trend information on recreation / leisure (incl. arts/culture) / libraries.

<http://www.winnipeg.ca/interhom/pdfs/PUFS/FullReportChapters/>

(Section 4.0 ‘Recreational Trends’ reviews data from a variety of Canadian and American sources, to identify trends in areas such as Participation Trends, Facility Use, and Reasons for Non-Participation, in sports, leisure, arts and cultural activities.)

Specific Reports

Study on park and recreation trends in California, 2005

<http://www.parks.ca.gov/pages/795/files/recreation_trends_081505.pdf>

Edmonton study on leisure and recreation trends, 2002

<<http://www.edmonton.ca/socialplan/documents/UrbanParksTrendsAnalysis.pdf>>

Alberta Recreation Survey, 2004

<http://www.cd.gov.ab.ca/building_communities/sport_recreation/recreation_survey/index.asp>

Leisure Trends Monitor – section on sport tourism and tournaments

<<http://www.lin.ca/resource/html/fc/ar/ac2000.pdf>>

General Web sites

Canadian Museum Association

<<http://www.museums.ca/>>

BC Ministry of Sports, Tourism and the Arts

<http://www.gov.bc.ca/bvprd/bc/channel.do?action=ministry&channelID=-536895936&navId=NAV_ID_province>

BC Recreation & Parks Association

<<http://www.bcrpa.bc.ca>>

BC Museum Association

<<http://www.museumsassn.bc.ca/content/home.asp>>

Heritage Canada

<http://www.pch.gc.ca/index_e.cfm>

Heritage Society of BC

<<http://www.heritagebc.ca/>>

Lifestyle Information Network

<<http://www.lin.ca>>

Tourism BC corporate website

<<http://www.tourismbc.com/>>

Tourism Richmond

<<http://www.tourismrichmond.com/>>

A.8 Summary of ‘Unity 2000’ Software Tool

AUDIENCE RESPONSE POLLING SOFTWARE (UNITY 2000)

Unity XPw

Interactive Presentations
with tools for
Decision Making

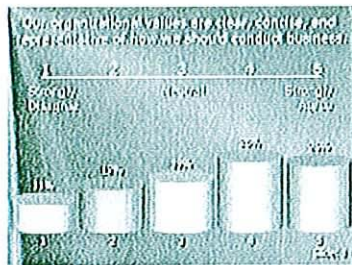
The Choice Of Professionals

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 Reply³ Worldwide wireless response system and are also backward compatible with Standard Reply⁵ 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.

I 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 -



Evaluation Toolkit

Facility Evaluation Framework

Parks, Recreation and Cultural Services
April 2007



Evaluation Toolkit

Table of Contents

Purpose	1
Process	2
Guiding Principles	3
Key Definitions	4
Phase 1	5
Investment Opportunity Information Sheet	7
Work Sheets A-I	9
Summary and Final Observations	31
Phase 2	33
Unity 2000 Summary	37

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:

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):

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?

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.
-

- 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.
-

- 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?

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?

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?


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

.....

.....

.....

.....


 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).

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?

.....

.....

.....

.....

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:

Leisure Service/Behavioural Trends	Implications for Facilities
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?

.....

.....

.....

.....

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)

? 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.

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)?

.....

.....

.....

.....



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

.....

.....

.....

.....



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?

.....

.....

.....

.....



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

.....

.....

.....

.....

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:



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, gymnasia, 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?

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

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?

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?

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?

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?

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?

- 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?

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?

- 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)?

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?

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?



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)?

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)?

.....

.....

.....

.....

 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)?

.....

.....

.....

.....

 What are the social benefits provided by the facility investment?

.....

.....

.....

.....

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?

.....

.....

.....

.....

Summary and Final Observations

Please provide a final summary of the evaluation for the facility investment opportunity that calls out the most important information pertinent to the decision-making process.



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

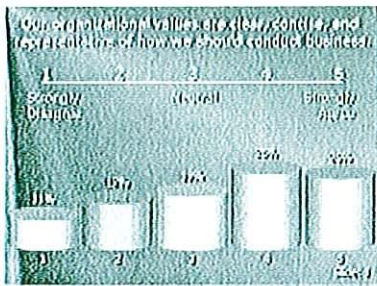
The Choice Of Professionals

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.

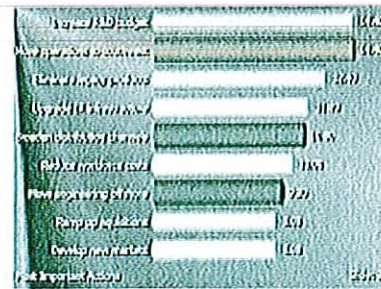
But you don't have to show graphs. In focus group applications, you may wish to review results in private rather than share them with the group.

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

I 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 -



Draft Report Facilities Strategic Plan

Richmond Parks, Recreation and Cultural
Services
June 2007

Final Report

Table of Contents

1.	Introduction	1
2.	Scope of Projects to be Included Within the Strategic Plan	1
2.1.	PRCS Master Plan Facilities	2
2.2.	Other New or Retrofitted Parks, Recreation and Cultural Facilities	2
2.3.	Existing Parks, Recreation and Cultural Asset Lifecycle Challenges	3
2.4.	Other Civic Infrastructure and Projects Proposed by Potential Partners	3
3.	Background	4
3.1.	City Centre Community Centre South	6
3.2.	Britannia Shipyard, National Historic Site	7
3.3.	Minoru Aquatic Centre	8
3.4.	Minoru Place Activity Centre	9
3.5.	Hamilton Community Space	10
3.6.	Terra Nova Rural Park Historic District	10
3.7.	Field Sport Tournament Centre	11
3.8.	Richmond Museum	11
3.9.	Richmond Environmental Centre	12
3.10.	Visual and Performing Arts Centre	13
3.11.	East Richmond Community Hall	13
3.12.	City Centre Community Centre North	14
3.13.	Thompson Community Centre Annex	15
3.14.	Cultural Centre	15
3.15.	South Arm Community Hall	16
3.16.	Minoru Arenas	16

3.17.	Nature Park House	17
3.18.	Kinsmen Pavilion	17
3.19.	Minoru Sports Pavilion	17
3.20.	Steveston Martial Arts Centre	18
3.21.	Brighthouse Pavilion	18
4.	Building a Facilities Strategic Plan	19
4.1.	Relationships Between Projects	19
4.2.	Location Criteria	21
5.	A Recommended Facility Development Scenario	22
5.1.	Phase One 2008 to 2014	25
5.2.	Phase Two 2015 to 2021	27
5.3.	Phase Three 2022 to 2028	28
6.	Some Options to the Recommended Scenario	31
7.	Justification for Recommended Scenario	32

Appendix A - Terms of Reference for PRCS Facilities Strategic Plan

Appendix B - Some Optional Facility Development Scenarios

1. Introduction

In April of 2007 the City of Richmond retained the services of Professional Environmental Recreation Consultants Ltd. (PERC) to prepare a Strategic Plan for major parks, recreation and cultural facilities. Much work had already been done to identify and prioritize facility needs in the City Council approved Parks, Recreation and Cultural Services (PRCS) Master Plan and the subsequent IBI Facility Evaluation Framework Final Report. The focus of this report is to determine the location for some projects, the “packaging” of amenities so that those with synergies might be developed together on the same or adjacent sites, the implementation schedule for all projects, the magnitude of development costs and the potential for development and operating partnerships. The detailed Terms of Reference for this study are included in **Appendix A**. It maintains a high level strategic approach to facility planning and lays out an approach which spans the next twenty years. Subsequent to adopting a Strategic Plan, Feasibility Studies will be required to flesh out more detail about specific requirements, exact locations sites and development financing for each site.

The City has just gone through a period that has seen major investment in the Richmond Oval and in meeting community needs for parks. Now it is time to examine facility and amenity needs across the whole city, for which there is a significant accumulation of need. But the community and its values have changed. Investments in the next few years must respond to a growing focus on sustainability and a more “urban” approach to use of increasingly valuable land. The new Canada Line provides many opportunities to site major assets which serve a regional market and a growing City Centre has fuelled the need. Of course the new Richmond Oval will soon be complete and its function within the City and the Region need to be understood and supported so that its tremendous potential can be maximized, and its influence on community recreation services assessed. And, the projected changes in demographic makeup of our community must be understood if the investments included in this report are to truly respond to a realistic and appropriate future.

2. Scope of Projects to be Included Within the Strategic Plan

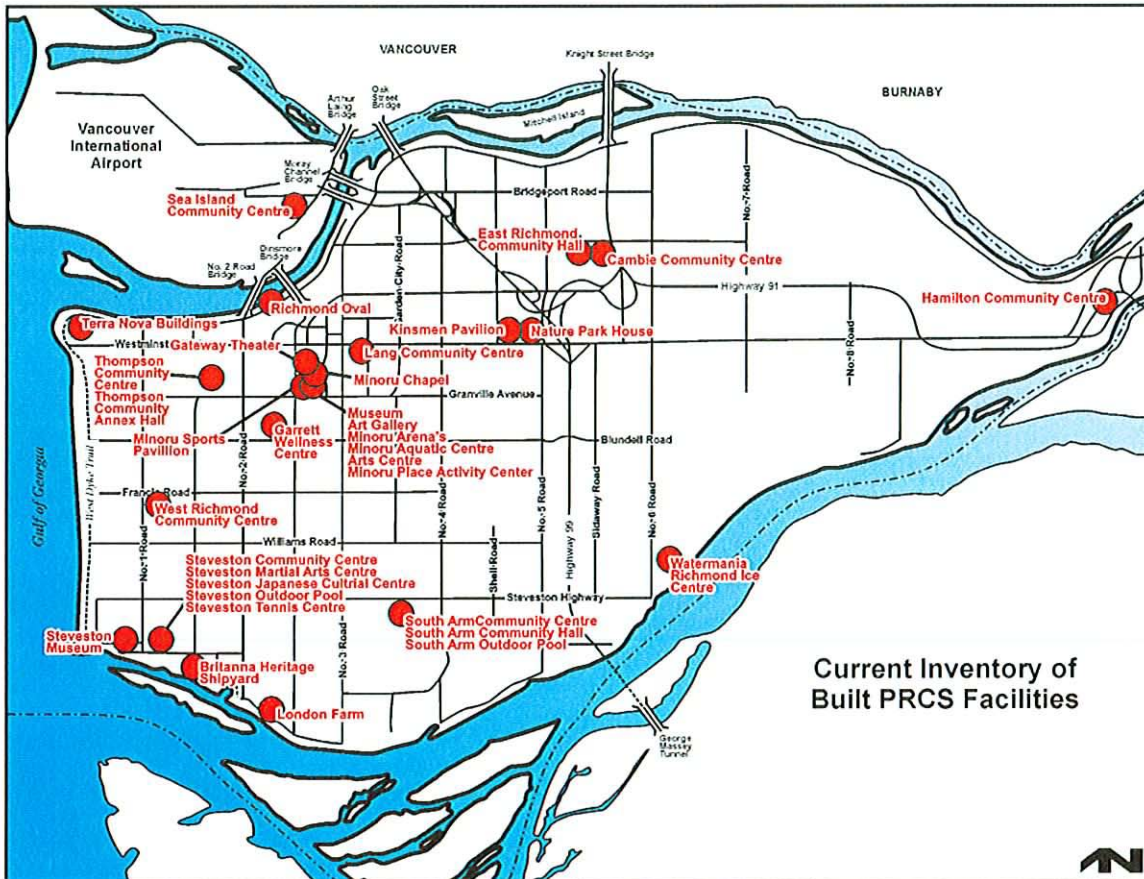
City investments in public assets over the next twenty years will fall into four categories of projects:

- PRCS Master Plan facility needs,
- Other new or retrofitted parks, recreation and cultural facility needs,
- Existing parks, recreation and cultural asset lifecycle challenges,
- Other civic infrastructure and projects proposed by potential partners.

Only the first three are dealt with in this document. The additional civic amenities, including library needs, are the subject of separate reports.

The existing inventory of PRCS built facilities is shown on **Map 1** overleaf.

Map 1: Existing Inventory of PRCS Built Facilities¹



2.1. PRCS Master Plan Facilities

The PRCS Master Plan and subsequent IBI Facility Prioritization Exercise bring focus to twenty one leisure amenity projects that are the cornerstone of this Strategic Plan. Need has been demonstrated for these projects and they have been prioritized. Recommendations are required about how and when to proceed with each. The four library projects which were part of the IBI Facility Evaluation Framework, have been referred to the Library Board for submission to Council under a separate report. However, the synergies between library projects and PRCS amenities are sometimes referred to in this report.

2.2. Other New or Retrofitted Parks, Recreation and Cultural Facilities

In addition to the twenty one facilities referred to above, there are several additional facility considerations including:

- Richmond Oval – Identified as a high priority within the PRCS Master Plan, Council has concluded almost all decisions concerning the completion and long term use of this facility. It is scheduled to be completed in 2008 and will be retrofitted for ongoing community use beginning in 2011. It is treated as a “given” for the purposes of this plan.

¹ Excludes Richmond Pitch & Putt Golf Course, parks, trails, washroom, piers, caretaker suites, water parks, sports facilities (e.g. lacrosse boxes, basketball courts, tennis courts, etc)

- Lease for Richmond Ice Centre – Richmond’s lease with the owner of this facility comes up for renegotiation in 2019, although there are two five year renewal options. If the lease is not renewed in 2019, a replacement for this facility will be an issue that needs to be addressed. Therefore, it is included within the scope of this report.
- Lease for Watermania – Richmond’s lease with the owner of this facility comes up for renewal in 2027. If the lease is not renewed, a replacement for this facility will be an issue that needs to be addressed at that time. But it is not within the twenty year timeline of this study.

2.3. Existing Parks, Recreation and Cultural Asset Lifecycle Challenges

While the list of PCRS facilities in sections 2.1 and 2.2 above captures the most important major capital investments required over the next twenty years in Richmond, there is ongoing need to invest in other existing parks, recreation and cultural infrastructure. This need must also be considered and incorporated into any strategic approach to PRC asset investment. Investment in new assets cannot be accomplished at the expense of not investing in existing assets that are meeting important needs.

The one caveat to this important priority is that before the City invests in expensive lifecycle maintenance of existing facilities, there must be assurance that the facilities will meet future needs and are not redundant. The consultants found no examples of that likelihood. However, revisiting this point before investing in lifecycle maintenance will be an ongoing prudent part of the City’s due diligence in asset management.

City leisure amenities that will require lifecycle maintenance for the duration of this Strategic Plan are listed in **Figure One**. The need for ongoing investment in these assets is part of this Strategic Plan.

Figure One
List of Leisure Amenities Over and Above the Projects in this Strategic Plan

Neighbourhood	Community	City-wide	Regional Level
Lang Community Centre (CC)	Steveston Japanese Cultural Centre (S)	Richmond Ice Centre (ER)	Gateway Theatre (CC)
	Steveston Community Centre (S)	Watermania (ER)	
	Steveston Tennis Centre (S)	Garrett Wellness Centre (T)	Richmond Oval (CC)
	Thompson Community Centre (T)	Steveston Outdoor Pool – Seasonal (S)	Minoru Chapel (CC)
	Cambie Community Centre (ER)		
	South Arm Community Centre (SA)	South Arm Outdoor Pool – Seasonal (SA)	Steveston Museum (S)
	West Richmond Community Centre (WR)		
	Sea Island Community Centre (SI)		

The table indicates the current ‘fit’ of PCRS facilities and amenities into the service level hierarchy with letters in brackets to reference the PCRS Community Level Service Area where the facility is found.

Note: The list excludes Richmond Pitch & Putt Golf Course, parks, trails, washrooms, piers, caretaker suites, water parks, sports facilities (e.g. lacrosse boxes, basketball courts, tennis courts, etc).

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

2.4. Other Civic Infrastructure and Projects Proposed by Potential Partners

In addition to the public investment required for Parks, Recreation and Cultural infrastructure, the City and other public and private agencies will be making investments in Richmond that need to be considered. While they are not directly within the scope of this Strategic Plan, they provide a backdrop against which potential synergies and efficiencies can be explored. They include, but are not limited to, a new Community Safety Building, Libraries and Firehall replacements. These assets are not dealt with in this report but will be the subject of separate reports for consideration by City Council.

3. Background

The 2005-2015 Parks, Recreation and Cultural Services Master Plan identified a long list of projects for investment for that ten year period. Council approved the Plan but did not specifically endorse the list of needed infrastructure (except to complete the Richmond Oval project). Instead it commissioned a Facility Evaluation Framework which incorporated the recommendations of the Master Plan with other concurrent planning processes (e.g. City Centre Area Plan, Older Adults Service Plan, Youth Service Plan, Museum and Heritage Strategy, Minoru Park Planning study) and resulted in the Facility Evaluation Framework Final Report. That report identifies a process for evaluating and prioritizing projects based on several factors including:

- a) Compatibility with Official Community Plan and PRCS Master Plan.
- b) Current and projected demographic and growth estimates.
- c) Community needs and service area expectations.
- d) Condition of existing facilities and amenities.
- e) Opportunities and partnerships.
- f) Leisure and facility trends.
- g) Equitable opportunities for access.
- h) Environmental, social and economic sustainability.
- i) Overall cost benefit (including monetary and non monetary benefits).

The prioritization of projects emphasized three themes including:

- Sustainability – all the criteria above have some elements of social, economic or environmental sustainability,
- Protection of important assets – criterion d) above puts emphasis on protecting important heritage assets that are at risk of loss if investments are not made soon; however, at the same time replacing assets where it is feasible and more economic to replace than to retrofit facilities that are at the end of their functional lifespan.
- Extension of current service levels – many of the projects that are highest priority reflect the need to extend services that are currently available in some areas of Richmond to other areas where a growing population requires similar services.

The Facility Evaluation Framework was used to evaluate and prioritize 21 PRCS projects, which were selected based on one or more of the following processes:

- Direction from Council on projects such as the Oval, City Centre facilities, and potential facility and amenity uses on the Garden City Lands
- PRCS Master plan process
- 2001 Community Needs Assessment
- Community Working Group recommendations
- Facility Condition Assessment reports on existing facilities
- City Centre Places and Spaces Study.

Some of the projects examined represent increased service levels by providing new or higher quality facilities that are not available now in Richmond. Certainly, the best example of such a facility is the new Richmond Oval. However, it was not on the list of projects for prioritization as its completion has already been authorized. Other examples of increased service levels that were on the list included a new Visual and Performing Arts Centre, a new Richmond Museum and a new Richmond Environmental Centre.

It should be noted that this report makes a distinction between *a new service* and *an increased level of service*. Some projects, like the new Richmond Oval, increase service levels because they result in services which were not available anywhere in Richmond before the project was completed. Other projects, like a new City Centre Community Centre, are viewed as a new service but they do not increase service levels. Such projects provide a service that simply extends an existing service level to new residents and provides a similar service level in the City Centre that other residents of the City have enjoyed in the past.

Four library projects were also examined using the Facility Evaluation Framework, and these will be dealt with under separate report. The twenty one PRCS projects which are the subject of this Facilities Strategic Plan are summarized in **Figure Two**, and are described in the text which follows it. The projects are listed in priority order, from highest to lowest priority.

Figure Two
List of Parks, Recreation and Cultural Facility Projects in Priority Order

	Amenity Projects	Service Area	Existing Space in Sq. Ft.	Needed Space in Sq. Ft.
1.	City Centre Community Centre South	C	3000	35,000
2.	Britannia Shipyard, National Historic Site	R	65,000	65,000
3.	Minoru Aquatic Centre	CW	30,000	45,000
4.	Minoru Place Activity Centre	CW	16,700	30,000
5.	Hamilton Community Space	C	2800	8600
6.	Terra Nova Rural Park Historic District	R/CW	6150	6150
7.	Field Sport Tournament Centre	R	0 ¹	27.5 acres
8.	Richmond Museum	R	2325	25,000
9.	Richmond Environmental Centre	R/CW	0	10,000
10.	Visual and Performing Arts Centre	R/CW	0	45,000
11.	East Richmond Community Hall	C	7000	7000
12.	City Centre Community Centre North	C	0	35,000
13.	Thompson Community Centre Annex	C	8800	8800

	Amenity Projects	Service Area	Existing Space in Sq. Ft.	Needed Space in Sq. Ft.
14.	Cultural Centre	CW	44,000	50,000
15.	South Arm Community Hall	C	6500	7000
16.	Minoru Arenas	CW	46,000	46,000
17.	Nature Park House	CW	3500	3500
18.	Kinsmen Pavilion	CW	2700	2700
19.	Minoru Sports Pavilion	CW	8300	10,000
20.	Steveston Martial Arts Centre	CW	9900	9900
21.	Brighthouse Pavilion	CW	4600	4000

¹ Some of the new spaces within the Field Sport Tournament Centre would replace, albeit at a much higher quality, some spaces on Minoru Park.

Key to above table R = Primarily serves a Regional market
 CW = Primarily serves a City wide market
 C = Primarily serves a Community market

The twenty one projects are described below.

3.1. City Centre Community Centre South

A new Community Centre is needed to serve a community which is currently established, has significant existing needs, and will grow substantially in the future. It is required to offer a similar level of service as other areas of the City. This need was clearly identified in the 2001 Needs Assessment and further assessed as a priority in the PRCS Master Plan. This project will meet the current needs of 32,000 residents in the south City Centre community; a community which is projected to grow to a total population of 54,000 residents.

As Richmond ages and matures, the role of Community Centres will change. Each will provide a core of services to a broad range of local residents and meet a wide variety of indoor and outdoor basic recreation and cultural needs. Each centre will become a social and wellness focal point of community life for all ages, all ethnic backgrounds and all levels of ability or disability.

To meet these needs each Centre will have approximately 30,000 to 40,000 sq ft of indoor recreation and cultural space as well as other public social services which will be co-located on the site. Also, each will act as a base and staging area for outdoor community leisure services on the site or in the immediate area.

While each Community Centre will respond to the somewhat unique local needs and aspirations of its respective community, the level of service will be comparable. A typical Community Centre will likely include a large gymnasium, cardio/weight room, fitness/dance studio, seniors and youth program spaces, multipurpose spaces (arts, educational, meeting) and informal gathering spaces.

There are strong synergies in uses between a new City Centre Community Centre South and a redeveloped Minoru Place Activity Centre (see section 3.4). The options to co-locate these two facilities should be further explored in a feasibility study.

There are several options for locating a new Community Centre to serve the City Centre South community. The consultants evaluated the following sites:

- Richmond – Brighthouse Canada Line Station – on top of the transit terminal that will be built to service the new terminus, potentially along with other partners in a multi-use development. The area close to No.3 Road north of Cook (i.e. close to the proposed Canada Line station) is considered a suitable location for a community centre south, as it is centrally located in terms of its proposed population catchment,
- Cook School – the City owns little land here and it could be difficult to buy adequate lands in a timely manner and with an appropriate configuration,
- Civic Precinct² at Minoru and Granville – this general area could include a number of specific sites within a hundred meters of the intersection including
 - City owned property at 8111 Granville which is currently designated as an affordable housing site, and which could be enlarged with some land assembly to gain exposure to the No. 3 Rd. intersection,
 - Brighthouse Pavilion and lacrosse box – would require relocation of the lacrosse box, in order to free up this 30,000 sq. ft. footprint adjacent to Caring Place,
 - Minoru Park – in the southeast corner of the site in conjunction with other facilities in this area
 - City Hall site – possibly over the parking lot immediately north of the building – a site which is referred to for a Community Centre on City Centre Plan maps.

In current 2007 dollars, the cost to develop a 35,000 sq. ft. Community Centre on its own would be approximately \$550 per sq. ft. or about \$19 million not including any land costs.

Project Label	City Centre Community Centre South
Level of Service	Primarily Community level of service
What it will do	Extend an existing service level to new residents
Total Space Required	35,000 sq. ft. of new space
Possible locations	Options within the Civic Precinct area or the Richmond:Brighthouse Canada Line station mixed-use development
Capital cost in 2007 dollars if built on its own	\$19 million not including any land costs

3.2. Britannia Shipyard, National Historic Site

The restoration of heritage buildings on this site is partially complete. The need here is to continue restoration efforts through to completion to protect the heritage values and position them to render full interpretive services within a regional market. While securing and protecting this asset is an urgent matter, building restoration can and should be phased to better manage the overall project. A four year restoration completion plan for the initial buildings has been developed. Others would come later.

This project will do two things. It will protect an existing service and it will significantly raise the service level that can be provided within this site. However, it will require a significant increase in operating support in order to realize the increased service level.

² Civic Precinct describes the ‘civic intersection’ of City Hall, Minoru Gate and the built-area (pavilion, lacrosse box and parking area) of Brighthouse Park

If the restoration of buildings were phased over four years from 2007 to 2010, the total cost, including inflation over that period, would be approximately \$3.8 million (in inflated funds). Subsequent to that effort there would still be several buildings which require restoration. The cost of retrofitting them has not yet been fully explored. So, the consultants will include an “allowance” of \$5 million to complete the work. This figure is subject to further study.

Project Label	Britannia Shipyard Building Restoration
Level of Service	Primarily Regional
What it will do	Increase the existing service level
Total Space Required	No net new space
Possible locations	No options, buildings are already in place
Co-location potential	Few or none
Capital cost in 2007 dollars	\$3.8 million for first phases and possibly another \$5 million to complete

3.3. Minoru Aquatic Centre

The existing facility is at the end of its functional lifespan and needs to be replaced with an enhanced new service centre. The new facility will feature multiple tanks each conceived to focus on specific aspects of aquatic service for all residents of the City. The aquatic services will be augmented with several wellness features (e.g. fitness and physiotherapy type services). It will have more annual capacity for aquatic services than the current facility, but will not duplicate the regional event focus of Watermania. It will meet the needs of current city-wide residents as well as a growing City Centre population. The total building will need to be approximately 45,000 sq. ft. with a net building footprint of at least 35,000 sq. ft. It will operate more cost effectively than the one it replaces using modern technologies and the application of energy saving systems.

There are very few feasible options to locate a new Aquatic Centre of this magnitude. Unless the City wishes to pursue its location on the Garden City Lands site, the only reasonable site would be on the south east corner of Minoru Park. At this location it could be positioned to create a high profile iconic entrance to this precinct of the park.

In current 2007 dollars, the total cost of a new 45,000 sq. ft. Minoru Aquatic Centre would be approximately \$700 per sq. ft. or about \$31.5 million.

Project Label	Minoru Aquatic Centre Replacement
Level of Service	Primarily City Wide
What it will do	Replace an existing service
Total Space Required	45,000 sq. ft. in total
Possible locations	South East corner of Minoru Park
Co-location potential	High with other PRCS amenities
Capital cost in 2007 dollars if built on its own	\$31.5 million not including land costs

3.4. Minoru Place Activity Centre

The need for leisure activities for seniors and others has grown to the point where it no longer can be accommodated within the existing Activity Centre. More space is required and different types of spaces are required. A new building is needed to replace the existing one which is approaching the end of its functional lifespan. The new building should provide about 50% more service than the existing facility. That translates to approximately 30,000 sq. ft. of space. This will meet the needs of the existing population as well as accommodate growth and shifts in demographics for the next twenty years, but only if some seniors services are also provided within Community Centres throughout the City.

The larger replacement building represents an extension of an existing service level to meet a backlog of existing need as well as some increased need due to future growth. However, as the number and needs of seniors in Richmond increase and change, the facility must be sufficiently flexible to respond to such change. As more and more main stream leisure services for seniors are provided within Community Centres, the Activity Centre will adjust over time and provide increasingly specialized services for seniors as well as health and wellness related services for citizens of all ages. As the types and amounts of excess capacity shift over time, the operation will adapt and any excess capacity will be well used for recreation and cultural services by other segments of the City market.

The most appropriate location for a new Activity Centre would be within the Civic Precinct area referred to previously in Section 3.1. That includes options within Minoru Park in the southeast corner of the site, as part of a new "Galleria" entrance and corridor connecting the civic precinct to the east with the southeast park entrance. It also includes an option next to, and possibly connected to, Caring Place, adjacent to Brighthouse Park (where the lacrosse box and Brighthouse Pavilion are now). A third option would be to locate it over the existing parking area immediately north of City Hall. The specific location would be best determined at the Feasibility Study stage. However, at that stage the extremely strong synergies this facility has with the proposed new City Centre Community Centre (South) should be further explored.

In current 2007 dollars, the total cost of a new 30,000 sq. ft. Minoru Activity Centre would be approximately \$16.5 million. If this project were linked to and becomes an integral part of another major leisure service centre (e.g. either the Minoru Aquatic Centre or the proposed new City Centre Community Centre South), and if other amenities were to be incorporated into the new facility (e.g. a replacement for Brighthouse Pavilion), and if all three projects were to proceed at the same time, there would be potential savings of approximately 6,000 sq. ft. and approximately \$5 million due to joint use of shared support spaces and corresponding reduction in the total space required.

Project Label	Minoru Activity Centre Replacement
Level of Service	Primarily City Wide
What it will do	Replace an existing service and extend it to new residents
Total Space Required	30,000 sq. ft.
Possible locations	Options within Civic Precinct area
Co-location potential	High with other PRCS amenities and with other public and private services
Capital cost in 2007 dollars if built on its own	\$16.5 million

3.5. Hamilton Community Space

This growing community of about 4500 residents currently has about 2800 sq. ft. of space within a school. It is supplemented with a single school portable. The community requires more space to meet current need as well as a population which will grow to about 8000. While a full fledged Community Centre may not be justified due to the limited maximum population in this area, more space is needed than is currently available. That additional space could be provided in a number of ways, including:

- A new addition to the existing school, possibly adding about 5800 sq. ft.
- A new free standing building on the school site, possibly about 5800 sq. ft.
- Lease and retrofit space in the Hamilton area, possibly on an incremental basis, adding space as the community grows.

The new spaces are not yet fully specified but will likely include a variety of multipurpose spaces with a few dedicated spaces for pre-school programs, seniors' services, fitness and/or dance programs, or arts and crafts programming. About 8,600 sq. ft. are required altogether. The community currently enjoys access to about 2,800 sq. ft. of space within the local school. If the school population were to expand in the future and require some or all of the space currently serving community recreation needs, any reduction in community use space would have to be replaced to create the total of 8,600 sq. ft. of total space.

If new space is developed, the total cost of developing an additional 5800 sq. ft. of space in current dollars would be approximately \$550 per sq. ft. or a total of about \$3.2 million in 2007 funds.

Project Label	Hamilton Community Space
Level of Service	Almost exclusively Community Level
What it will do	Increase the service level for existing residents and extend that level to new residents
Total Space Required	8800 sq. ft. (5800 more than exists now)
Possible locations	Within the local school or surrounding area
Co-location potential	High with other PRCS amenities and private services
Capital cost in 2007 dollars if built on its own	\$3.2 million not including any land costs

3.6. Terra Nova Rural Park Historic District

The City has assembled a great deal of land in this area and may be able to add even more in the future. On the Terra Nova lands there are five heritage buildings plus one barn and three auxiliary sheds (totalling 6150 sq. ft.) which require substantial restorative investment in the short term future. Using these restored structures to interpret this historic district represents a new service and a significant increase in service levels for the city and the region.

Current estimates of the restoration work are very preliminary. However an allowance of \$4 million in 2007 funds has been used by the consultants pending further study and better estimates.

There is some potential to link this project with another on the list; namely the Richmond Environmental Centre. The Environmental Centre could be developed on this site and

augment the interpretive services provided in the restored buildings, and may even use some of the restored buildings to reduce or eliminate the amount of new space constructed. (See section 3.9).

Project Label	Terra Nova Rural Park Restoration
Level of Service	Primarily Regional
What it will do	Increase existing service levels
Total Space Required	The existing 6150 sq. ft. of space
Possible locations	No options within the park
Co-location potential	With other PRCS amenities
Capital cost in 2007 dollars	\$4 million (to be verified after study)

3.7. Field Sport Tournament Centre

A new sport tournament centre is intended, in part, to replace and accommodate some of the major sports facilities currently located at Minoru Park, and to attract and feature many new large sports events. It would consist of an enclosed stadium facility for controlled access by participants and spectators, with a track, sports field and spectator stands, with seating for up to 2,500 spectators. It would also include other sports fields, diamonds, courts and pitches designed for intense ongoing training and league play as well as sports tournaments and special events. Most of the high volume uses could be accommodated on a minimum of 27.5 acres which would include support amenities for participants, officials and spectators. This would represent a significant increase in service levels as major events and multi-sport games could be attracted to Richmond that cannot be properly accommodated now.

Unless the City wishes to acquire land in the Riverport area for sport tournament uses, the only reasonable site which could accommodate this amenity would be the Garden City lands, and then only if they are excluded from the Agricultural Land Reserve or allowed as a permitted use within it.

In current 2007 dollars, the cost of developing a 27.5 acre sport tournament site would be approximately \$35 million.

Project Label	Field Sport Tournament Centre
Level of Service	Primarily Regional
What it will do	Increase existing service levels
Total Space Required	About 27.5 acres
Possible locations	Only Garden City Lands
Co-location potential	With some PRCS amenities and other public and private services
Capital cost in 2007 dollars	About \$35 million

3.8. Richmond Museum

The existing 2325 sq. ft. museum is significantly under sized to provide the kinds of services that the City will need in the future. A new, much larger facility is needed with access to outdoor exhibit space. The Museum and Heritage Strategy outlines a process which will culminate in a description of how much space will be needed. However, for the purposes of this study, it is assumed that about 25,000 sq. ft. of indoor space will be required with a significantly expanded curatorial, exhibit and interpretation function. There will also be a need for outdoor exhibit areas.

One option for locating a new museum would be close to the Lansdowne Canada Line Station at No.3 Road and Lansdowne Road (referred to in the City Centre Area Plan as the 'Centre of the City').. This would work if other similar types of public amenities were to be located in this area (e.g. new Main Library or Performing and Visual Arts facility). Another option would be within the Cultural Precinct / Arts District designated area within the City Centre Area Plan. This area is roughly located west of No. 3 Road at Cambie Road and extends towards the river from this intersection. In this area it would act as a catalyst for development of other arts and cultural related amenities.

The current 2007 cost of developing 25,000 sq. ft. of new museum space is approximately \$600 per sq. ft. or about \$15 million, including all development costs except for land costs.

Project Label	Richmond Museum
Level of Service	Primarily Regional
What it will do	Increase the existing service level
Total Space Required	25,000 sq. ft.
Possible locations	Cultural Precinct at No. 3 Rd and Cambie or adjacent to ten acre Centre of the City park at No.3 Rd and Lansdowne
Co-location potential	With other PRCS amenities and with other public and private services
Capital cost in 2007 dollars if built on its own	\$15 million not including any land costs

3.9. Richmond Environmental Centre

There is a need to interpret many aspects of Richmond's unique natural assets to a much greater degree than has been done in the past. Interpreting tidal zones, the Pacific Flyway, the local peat bog habitat, salt water flora and fauna and many indigenous land based species requires a new facility that is currently estimated to be about 10,000 sq. ft. It would attract individuals, families and school groups from Richmond and the region to observe, learn and understand. The Centre would have programs, casual interpretive services and displays. Not all programs would be held at this base for environmental interpretation.

It will need to be located where the natural assets that are to be interpreted are found. So, an excellent site would be the Terra Nova Rural Park Historic District. However, it could also be included within the Richmond Nature Park.

If a new 10,000 sq. ft. building were to be built, the capital cost in 2007 dollars would be about \$550 per sq. ft. or about \$5.5 million net of land costs.

Project Label	Richmond Environmental Centre
Level of Service	Primarily City Wide
What it will do	Increase the existing service level
Total Space Required	10,000 sq. ft.
Possible locations	Terra Nova Rural Park and Richmond Nature Park
Co-location potential	With other PRCS amenities
Capital cost in 2007 dollars if built on its own	\$5.5 million not including any land costs

3.10. Visual and Performing Arts Centre

A new facility is required to augment and extend the kinds of services which are provided at the Cultural Centre and Gateway Theatre and to provide some new service that those facilities cannot provide. The new facility is conceived as having one or more performance areas, rehearsal spaces, digital arts and film studios and an art gallery with permanent and rotating exhibits. A total of about 45,000 sq. ft. of space is required to create these City Wide services.

One option for locating the new facility would be within the proposed Cultural Precinct which is anticipated to be a collection of public, not-for-profit and private cultural amenities west of the intersection of Cambie and No. 3 Rd. The Cultural Precinct will require some public leadership and investment as a catalyst to its success. Another option might be within the Centre of the City development (No.3 Road and Lansdowne) adjacent to, but not consuming any of the ten acre proposed city centre park and plaza.

The cost of developing a new 45,000 sq. ft. Visual and Performing Arts Centre in 2007 dollars would be approximately \$600 per sq. ft. or about \$27 million net of land costs.

Project Label	Visual and Performing Arts Centre
Level of Service	Primarily City Wide
What it will do	Increase existing service levels
Total Space Required	45,000 sq. ft.
Possible locations	Proposed new Cultural Precinct or Centre of the City development
Co-location potential	With other PRCS amenities and/or other public and private services
Capital cost in 2007 dollars if built on its own	\$27 million not including any land costs

3.11. East Richmond Community Hall

The existing 7000 sq. ft. hall was built in 1925 and is now at the end of its anticipated life expectancy. It needs to be replaced. Additional space is needed to respond to expanding needs. However, if a new structure were co-located with other local service providers, synergies of space use might result in a situation where 7000 sq. ft. would suffice as some of the existing space is currently being used for health and social services.

This project would be considered as replacing an existing service with a similar level of service. It does not raise the service level appreciably or extend it to new residents.

There are several options that would need to be investigated in terms of where and how the Hall is replaced. One option would be to add the hall and other co-located local services to the Cambie Community Centre which is currently part of the Cambie Senior Secondary School. Another option would be rebuild the Hall and partner spaces within the Cambie Park close to where it now exists. A third option would be to include a hall replacement within a new private development in the immediate area.

If a new 7000 sq. ft. Community Hall were developed as a free standing building, the current cost of development would be approximately \$550 per sq. ft. or about \$3.9 million net of any land costs.

Project Label	East Richmond Community Hall
Level of Service	Primarily Community Level
What it will do	Replace and maintain an existing service level
Total Space Required	7000 sq. ft.
Possible locations	Cambie Community Centre, Cambie Park or with other spaces in a larger development
Co-location potential	With PRCS amenities and/or other public or private amenities
Capital cost in 2007 dollars if built on its own	\$3.9 million not including any land costs

3.12. City Centre Community Centre North

This Community Centre will serve the second community within the City Centre Plan and the residents of the West Cambie area. (Note: in the very long term future, a third, and possibly even a fourth Community Centre may be required, each serving up to 35,000 residents.) The northern-most community in the City Centre Plan currently has a population of about 10,000 residents but will eventually have a total population of about 40,000 residents in the area roughly bounded by the Fraser River on the west, Bridgeport Road on the north, the freeway on the east and Alderbridge Way.

This Community Centre will have a size and type of facility consistent with other Community Centres in Richmond and will serve local residents and workers as well as some members of communities of interest who travel from other Richmond communities to recreate in this area. It could be somewhat smaller than the prototypical Community Centre depending on whether Council would prefer to build it sooner and smaller and be willing to add as the community grows. However, it will likely eventually have between 30,000 and 35,000 sq. ft. of indoor space for recreation and cultural services as well as other co-located services and spaces. It might also support outdoor recreation uses in the immediate area by providing washrooms and a staging area for outdoor programs and activities.

The City Centre Area Plan currently shows a Community Centre adjacent to a 3.5 acre parksite on Browne Road just north of Cambie Road. However, the park and facility could be relocated through some form of land swap closer to the decision to proceed.

This project is viewed as a new service but does not increase service levels. Rather it extends an existing service level to new residents and provides a similar service level in the City Centre that other residents of the City enjoy.

In current 2007 dollars and 35,000 sq. ft. Community Centre would cost approximately \$550 per sq. ft. or about \$19 million to develop.

Project Label	City Centre Community Centre North
Level of Service	Primarily Community level
What it will do	Extend existing service level to new residents
Total Space Required	35,000 sq. ft.
Possible locations	Community Park in north half of City Centre, Proposed Cultural Precinct
Co-location potential	With other PRCS amenities and/or with other public or private services
Capital cost in 2007 dollars if built on its own	\$19 million not including any land costs

3.13. Thompson Community Centre Annex

The existing forty year old 8,800 sq. ft. building is approaching the end of its functional lifespan. The services provided within this building are important to the community and need to be accommodated somewhere in the vicinity. So, the building needs to be replaced or significantly retrofitted. Relocating the Annex to a site adjacent to the Community Centre would improve operating efficiencies and improve customer service.

The cost to replace the 8800 sq. ft. building with a new Hall in current 2007 dollars would be approximately \$550 per sq. ft. or about \$4.8 million.

Project Label	Thompson Community Centre Annex
Level of Service	Primarily Community Level
What it will do	Replace an existing service
Total Space Required	8800 sq. ft.
Possible locations	Thompson Community Centre
Co-location potential	Very little
Capital cost in 2007 dollars if built on its own	\$4.8 million

3.14. Cultural Centre

The fifteen year old Cultural Centre consists of about 90,000 sq. ft. and includes five elements; a main library, archives, gallery, museum and arts programming space. The library has been retrofitted recently. But the 45,000 sq. ft. of space which accommodates the other four elements needs significant upgrading and minor expansion. The mechanical systems need to be upgraded significantly in order for the services accommodated within the centre to be optimally provided. Also, some additional spaces are needed to achieve a critical mass necessary to operate the arts centre effectively. It is assumed that the Richmond Museum (2,325 sq. ft.) and the Gallery (about 3000 sq. ft.) will be relocated over time (as they will not likely reach their potential within the Cultural Centre) and when they are relocated, the space freed up would be sufficient to create the kinds of new services that are needed at this site for the expanding archives and arts studio programming.

The cost of resolving problems with mechanical systems and renovating the museum/gallery space to make it more usable by the Arts Centre and Archives has not been estimated. However, it is assumed that it can be accomplished within the lifecycle maintenance allowance referred to in the Facility Development Recommendations in section 5.0.

Project Label	Cultural Centre Expansion
Level of Service	Primarily City Wide level of service
What it will do	Extend existing service level to new residents
Total Space Required	45,000 of existing space to be retrofitted
Possible locations	South East Minoru Park in existing building
Co-location potential	With other PRCS amenities
Capital cost in 2007 dollars	Yet to be determined

3.15. South Arm Community Hall

This 6500 sq. ft. forty year old building is at the end of its functional lifespan and needs to be replaced. Depending on how and where it is replaced, the need is for somewhere between 5000 and 7000 sq. ft. of replacement facility to meet current and evolving need.

One option would be to build a new hall at the current location. Another would be to build the new hall close to or even as part of the South Arm Community Centre. If this option is chosen, the old park washroom wing at the back of the Community Centre, which is no longer functional, could be retrofitted or rebuilt to meet both park user washroom space and community hall functionality.

In current 2007 dollars, the cost of developing a new 7000 sq. ft. Community Hall would be approximately \$550 per sq. ft. or about \$3.9 million.

Project Label	South Arm Community Hall
Level of Service	Primarily Community Level
What it will do	Replace an existing service
Total Space Required	7000 sq. ft.
Possible locations	South Arm Community Centre area
Co-location potential	With other PRCS amenities
Capital cost in 2007 dollars if built on its own	\$3.9 million dollars not including any land costs

Note: At the end of this list of facility priorities are six items that focus on lifecycle maintenance. All are in need of some investment to protect the asset and extend the current functionality so that they can continue the services they have been providing in the past.

3.16. Minoru Arenas

In the case of the Minoru Arenas, the two facilities may start to approach the end of their functional lifespan in about 10 years. At that time, the City will have had some experience in operating the two new ice surfaces located within the Richmond Oval. Only at that time will it be possible to make informed decisions about how much ice Richmond needs. However, for the next ten years it will be important to keep the two ice surfaces at Minoru Arenas functional. Whatever is required to maintain this functionality for the next ten years should be done.

The investment required to render the arenas functional will be estimated in periodic updates to the city's Facility Condition Assessment system. However, the system currently estimates that about \$1.2 million will be required in 2007 funds.

Project Label	Minoru Arenas
Level of Service	Primarily City Wide
What it will do	Protect an existing service level
Total Space Required	What currently exists
Possible locations	Existing arena location
Co-location potential	With other PRCS amenities
Capital cost in 2007 dollars	\$1.2 million

3.17. Nature Park House

This important service centre is also nearing the end of its lifespan. Its future is also unclear at present. Its long term future will be impacted by the proposed new Environmental Centre. If that Centre is located within Richmond Nature Park, it will likely incorporate a replacement for Nature Park House. However if it is located on another site, the facility which replaces it might look very different. Pending decisions which are at least ten years in the future, this facility needs to continue to provide interpretive services. Whatever is required to keep the facility functional for that time period should be done.

The current estimate to render the facility suitable to continue to meet needs for the foreseeable future is about \$200,000.

Project Label	Nature Park House
Level of Service	Primarily City Wide
What it will do	Protect an existing level of service
Total Space Required	What exists
Possible locations	Where existing facilities are now located
Co-location potential	With other PRCS amenities
Capital cost in 2007 dollars	\$200,000

3.18. Kinsmen Pavilion

This 2700 sq. ft. thirty year old building is well used as a program and rental space. It requires retrofit or replacement. However, a decision on whether to retrofit or replace cannot be taken until the decisions about whether the Environmental Centre will be located in Richmond Nature Park. Until that decision is taken the existing facility must continue to provide the services it now provides. Whatever is required to keep that facility operational should be done.

The cost to keep the facility functional is currently estimated at about \$130,000 in 2007 funds.

Project Label	Kinsmen Pavilion
Level of Service	Primarily City Wide
What it will do	Protect an existing level of service
Total Space Required	What currently exists
Possible locations	Where facilities are currently located
Co-location potential	With other PRCS amenities
Capital cost in 2007 dollars	\$130,000

3.19. Minoru Sports Pavilion

The 8300 sq. ft. pavilion in Minoru Park is approaching the end of its functional lifespan. However, it needs to continue to provide the services it now provides until a replacement facility is provided. That will likely come in the form of spaces within another building that consolidates services and requires a smaller footprint within the park. Replacing pavilion spaces within developments within the southeast corner of the site is acceptable, but it is currently unclear when that will happen. Until it happens, whatever it takes to maintain the functionality of the facility should be undertaken.

The current estimate to maintain this facility in a functional state is about \$460,000.

Project Label	Minoru Sports Pavilion
Level of Service	Primarily City Wide
What it will do	Protect an existing level of service
Total Space Required	What currently exists
Possible locations	In Minoru Park
Co-location potential	With other PRCS amenities
Capital cost in 2007 dollars	\$460,000

3.20. Steveston Martial Arts Centre

This thirty-five year old unique 10,000 sq. ft. building is approaching the end of its functional lifespan and requires extensive retrofit. Some technical analysis is required to determine how the retrofit can happen but a significant amount of work needs to be done. In the meantime, whatever is required to keep the facility functional should be done.

The cost to maintain the current functionality of this building for the foreseeable future is about \$580,000 in 2007 dollars.

Project Label	Steveston Martial Arts Centre
Level of Service	Primarily City Wide
What it will do	Protect an existing service level
Total Space Required	What currently exists
Possible locations	Where facilities are currently located
Co-location potential	With other PRCS amenities
Capital cost in 2007 dollars	\$580,000

3.21. Brighthouse Pavilion

The pavilion supports Brighthouse park uses and users. It has also been historically used by user groups as a meeting space. However, use of this 4600 sq. ft. building for group meetings is waning as traditional uses have been relocated to City Hall, Caring Place and other locations. The existing building could be incorporated into a new larger building developed on this prime site if needed. Otherwise, investment in it will be required for the foreseeable future so that it continues to provide the current services.

The cost to ensure continued functionality of this building is currently estimated to be about \$140,000.

Project Label	Brighthouse Pavilion
Level of Service	Primarily City Wide
What it will do	Protect an existing service level
Total Space Required	What currently exists or a little less
Possible locations	Brighthouse Park
Co-location potential	With other PRCS amenities and other public and/or private services
Capital cost in 2007 dollars	\$140,000

4. Building a Facilities Strategic Plan

In a workshop with key City staff, the consultants explored the relationships between projects. The service and operating synergies between projects were identified as an important step in how facilities might be co-located. The consultants then created some alternative development scenarios and discussed these in a second workshop with the same key City staff. Out of that second workshop, with some subsequent technical analysis, came the facility development scenario. It was then discussed in draft form at a third workshop with key City staff. After that workshop, some refinements to the preferred scenario were developed and this report prepared.

4.1. Relationships Between Projects

Many of the projects on the original list of twenty five facility priorities would benefit from co-location with others on the list. Benefits include:

- Better use of some spaces which each amenity might need, but not require on a full time basis,
- Better service to customers who would appreciate using more than one amenity during the same visit.
- Capital cost savings from joint and reciprocal use of shared activity spaces and support areas.
- Operating savings from having equipment and staff on site that could handle more than one amenity.

These benefits were explored and a chart prepared which is provided below as **Figure Three**. It shows the primary and secondary synergistic benefits between various amenities. The cells with the primary and secondary benefits are the amenities that would benefit most from co-location.

**Figure Three
Synergies Between Amenities**

Project Label	City Centre Community Centre (South)	City Centre Community Centre (North)	Thompson Community Centre Annex	Cultural Centre	South Arm Community Hall	Minoru Arenas	Nature Park House	Kinsmen Pavilion	Minoru Sports Pavilion	Steveston Martial Arts Centre	Brighthouse Pavilion
City Centre Community Centre (South)	■										
Britannia Shipyard, National Historic Site	■										
Minoru Aquatic Centre	■										
Minoru Place Activity Centre	■										
Steveston Branch Library	■										
Hamilton Community Space	■										
Main Library (replace Brighthouse)	■										
Terra Nova Rural Park Historic District	■										
Field Sport Tournament Centre	■										
Richmond Museum	■										
Cambie Branch Library	■										
Richmond Environmental Centre	■										
Visual and Performing Arts Centre	■										
East Richmond Community Hall	■										
City Centre Community Centre (North)	■										
City Centre Branch Library	■										
Thompson Community Centre Annex	■										
Cultural Centre	■										
South Arm Community Hall	■										
Minoru Arenas	■										
Nature Park House	■										
Kinsmen Pavilion	■										
Minoru Sports Pavilion	■										
Steveston Martial Arts Centre	■										
Brighthouse Pavilion	■										

■ These primary synergies are very strong
 ■ These secondary synergies are significant but not as strong

4.2. Location Criteria

Of the twenty one PRCS Facility Projects at play over the next twenty years, twelve of them are already tied to sites; at least generally, and in most cases quite specifically. Siting will be much less of an issue with these projects, with significantly fewer options for packaging them with synergistic projects. The only major consideration left for these projects is when they might be implemented. These projects (with priority assignments) include:

- 2 Britannia Shipyards restoration
- 5 Hamilton Community Space development
- 6 Terra Nova Rural Park Historic District restoration
- 11 East Richmond Community Hall redevelopment
- 13 Thompson Community Hall retrofit or redevelopment
- 15 South Arm Community Hall redevelopment
- 16 Minoru Arenas lifecycle maintenance
- 17 Nature House lifecycle maintenance or replacement
- 18 Kinsmen Pavilion lifecycle maintenance or replacement
- 19 Minoru Sports Pavilion lifecycle maintenance or relocation
- 20 Steveston Martial Arts Centre lifecycle maintenance or replacement
- 21 Brighthouse Pavilion lifecycle maintenance or replacement

Of the remaining nine projects, the new Field Sport Tournament Centre has only one appropriate alternative: that being the Garden City Lands site. It will simply not fit on any other currently City owned site that is accessible to a regional user base.

That leaves eight projects which are subject to a process for determining their best location. As many of the most appropriate sites for these city wide and regional amenities may be in the evolving City Centre, the location criteria used in the City Centre Plan are deemed to be the best criteria for determining the sites for these ten projects, along with the synergy between projects. These siting criteria and the four service levels were adopted within the PRCS Master Plan and are summarized within **Figure Four**.

Figure Four
Siting Criteria for City Centre Amenities

Neighbourhood	Community	City-Wide	Regional
<ul style="list-style-type: none"> • Within a village centre 	<ul style="list-style-type: none"> • Within a village centre • City-wide transit access • Comfortable pedestrian and bicycle access • Co-location opportunities • Proximity to similar or complimentary amenities 	<ul style="list-style-type: none"> • High visibility location • Contributes to the identification of a "City Centre" • City-wide transit access • Automobile parking options • Comfortable pedestrian and bicycle access • Co-location opportunities • Proximity to similar or complimentary amenities • Availability / access to land or appropriate space 	<ul style="list-style-type: none"> • High visibility location • Proximity to regional transportation links • Proximity to commercial amenities • Proximity to special geographical features • City-wide transit access • Automobile parking options • Co-location opportunities • Proximity to similar or complimentary amenities • Availability / access to land or appropriate space

Using the relationship between projects in **Figure Three** and City Centre siting criteria in **Figure Four**, the consultants developed three optional facility development scenarios. They are summarized in **Appendix B**. The options explore the important tradeoffs in co-locating the amenities. They were discussed and refined in a second workshop with key City staff.

Subsequent to the second staff workshop, the consultants evaluated the three scenarios against the following criteria;

- Synergistic co-location with other civic or public services
- Possible opportunities to incorporate projects into mixed-use development opportunities through private-sector partnerships
- User benefits from proximity of adjacent commercial services
- Site availability
- Operational efficiencies
- Maximum accessibility within the intended market
- Sustainability
- Funding partner potential
- Reuse of valuable existing infrastructure
- Fit within the City Centre Plan

Out of that assessment, a fourth scenario was developed that was designed to best respond to the criteria. This was discussed in a third workshop with key City staff. After that discussion, the consultants engaged in some further technical analysis that resulted in some refinements to that scenario and prepared this draft recommendation for a facility development scenario which is outlined in the next section.

5. A Recommended Facility Development Scenario

The recommended facility development scenario is summarized in the following recommendations. The four Library projects have been deleted from the development scenario and will be submitted separately for Council's consideration. Numbers in brackets beside each project refer to its assessed priority in the Facility Evaluation Framework.

Map 2 and Map 3 show the proposed locations and phasing of the projects.

Figure 2: Recommended Facility Development Scenario – City Wide

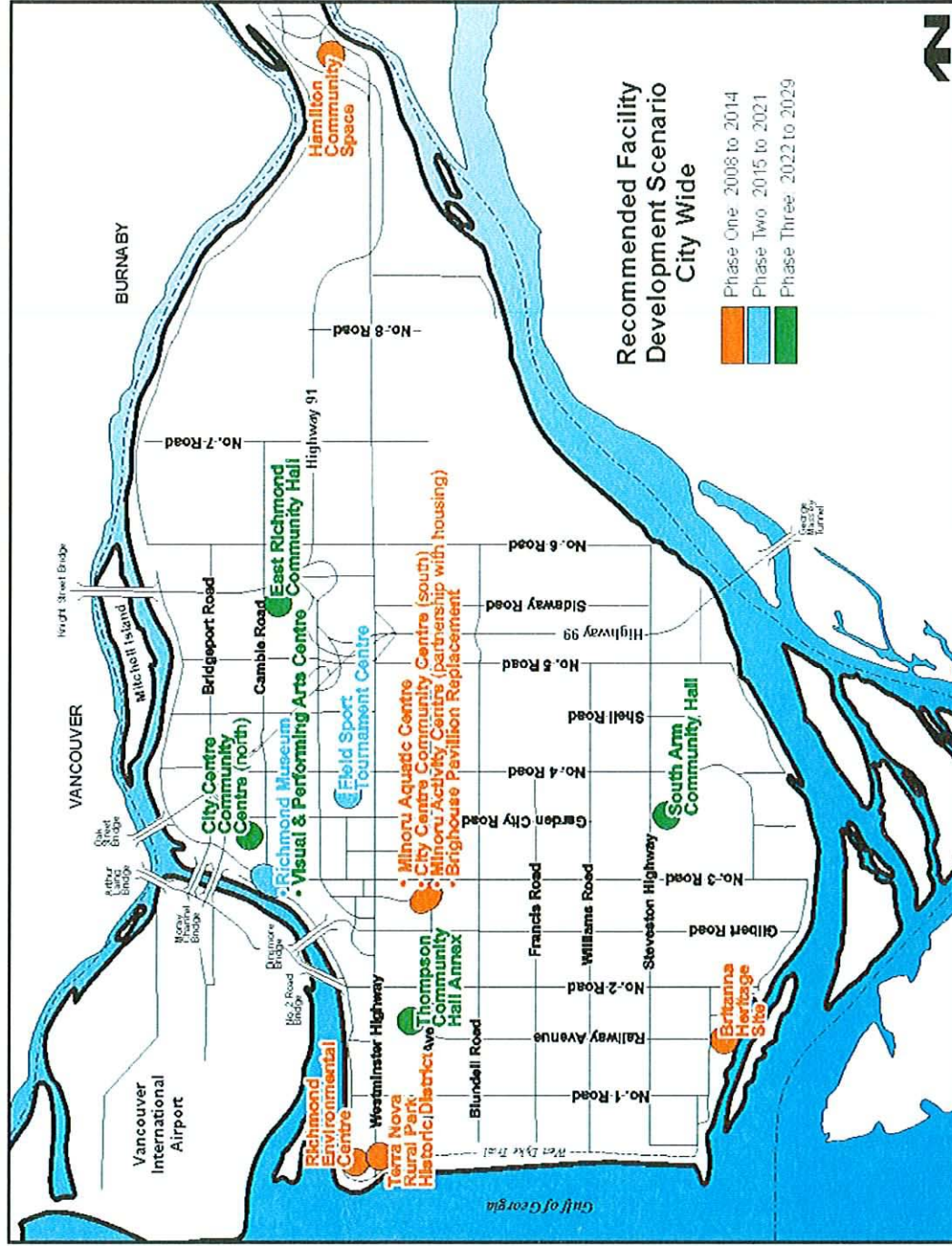
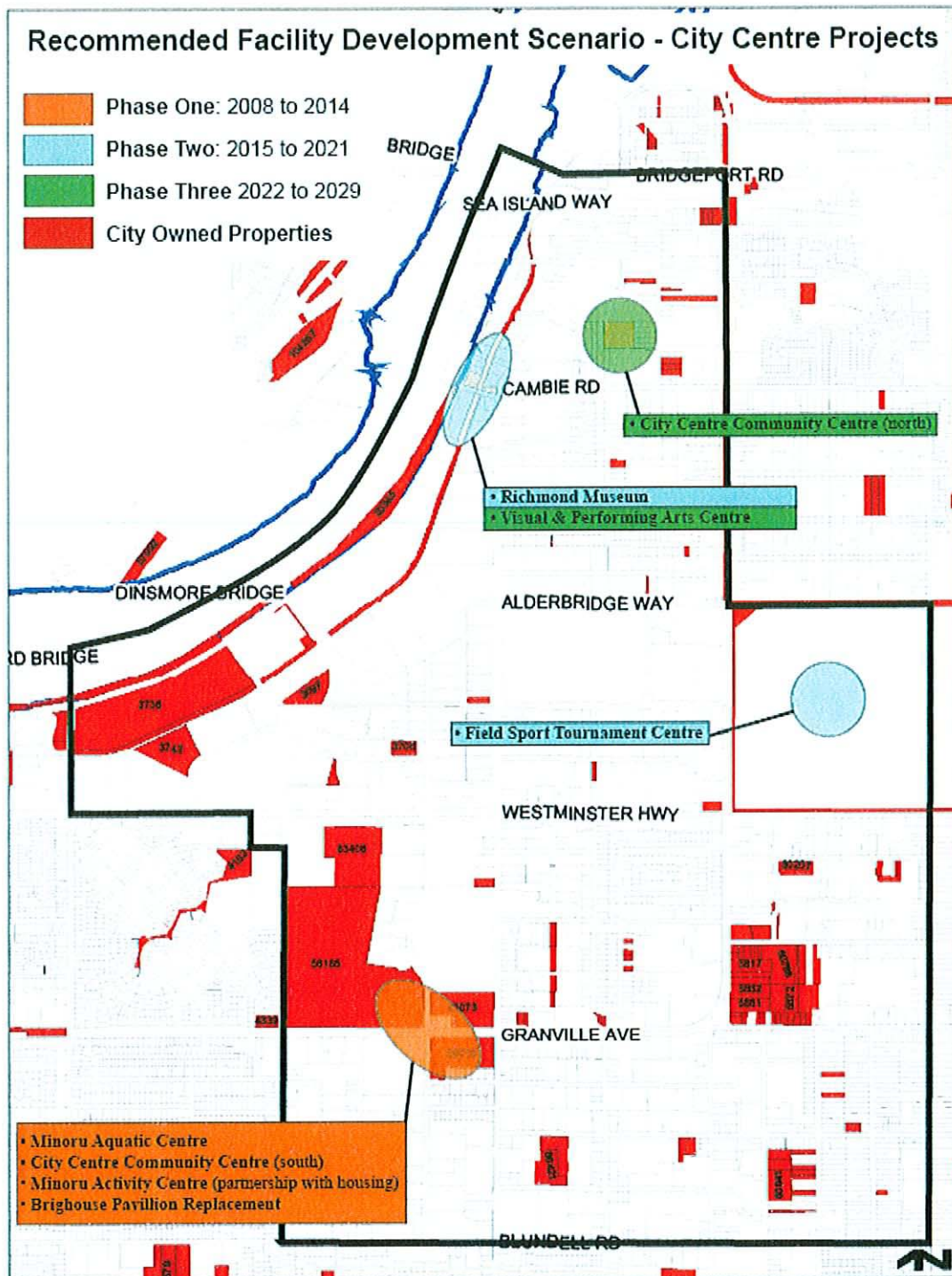


Figure 3: Recommended Facility Development Scenario – City Centre Projects



5.1. Phase One 2008 to 2014

The first phase of development will consist of at least eight commitments over the next seven years. They will address eight of the highest twenty one priorities and also satisfy another five priorities on the list.

1. The City should make a long term commitment to increase the amounts of money each year set aside to finance all regular lifecycle maintenance of PRCS facilities. This is new funding in addition to the roughly \$1.2 million per year currently allocated each year for financing all civic infrastructure lifecycle maintenance. Protecting existing assets and service levels is the highest priority and ranks above any financing of new services and assets. However, before any major reinvestment in an existing facility to extend its functional lifespan, staff must demonstrate that the facility will continue to respond to real community needs. In other words, the only facilities that should not be retrofitted to extend their lifespan would be ones that no longer fit the set of needs as outlined in the PRCS Master Plan.

Council will determine any increase it is prepared to set aside from its operating budget each year to finance the facility lifecycle challenges of its aging infrastructure and will be advised by the Facility Condition Assessment process. However, new construction should not be financed at the expense of not protecting existing assets. An additional \$500,000 per year is recommended to finance lifecycle maintenance and retrofit of aging PRCS infrastructure.

2. Notwithstanding the generality of the above lifecycle maintenance commitment, the City should ensure that the Minoru Sports Pavilion, Minoru Arenas, Kinsmen Pavilion, Nature Park House, and Steveston Martial Arts Centre maintain their current functionality for the foreseeable future or until retrofits or replacements are in place. By the same token, commitments for other older lower priority projects are required in order to ensure that facilities are maintained and available to the public until project redevelopment is undertaken. These include South Arm Community Hall and East Richmond Community Hall.
3. The City should commit to the long term viability of the Britannia Heritage site (2). While the initial upgrading plan can be phased over a total of four years, the entire commitment should be made initially, so that each year's investment can be made with some assurance of the overall outcome. This commitment will total about \$3.8 million dollars.
4. The highest priority new asset is the development of a City Centre Community Centre South (1). This facility should be located such that it is fully accessible by current and future residents city centre south residents; thereby maximizing the proportion of use where users walk or cycle to the facility. While a location near No.3 Road and north of Cook road is considered central to its population catchment, the City does not own land here and it appears unlikely that the City could initiate a timely partnership with a private developer in this area, in light of the fact that the combined community centre and activity centre would be nearly 60,000 square feet.

Another good alternative option for locating this important new facility would be within the Civic Precinct area. Within that area there are several opportunities and these will be further explored at the Feasibility Study stage of project

evolution. The existing site of the Brighthouse Pavilion and lacrosse box is one of the desirable options within this area for the following reasons:

- There is sufficient public land on which to locate a 35,000 square foot facility together with the associated facility (see Minoru Activity Centre) in an urban format.
- The site is within walking distance of a high proportion of current and future residents of the city centre south,
- There is maximum affinity with Brighthouse Park; a popular open space and Minoru Park, another highly useful city centre park and amenity site.
- It will be very close to Caring Place and the new Minoru Aquatic Centre, both of which have a high degree of co-location synergy,
- Brighthouse Pavilion would become redundant as its uses (meeting space and public access washrooms) would be provided in the community centre space.
- It will also be very close to commercial services in the immediate area, and existing and future affordable housing opportunities.
- It is easily accessible on two major arterials (i.e. No. 3 Road and Granville Street) for those who will access the Community Centre by private vehicle or public transportation.

Building this facility on its own would cost about \$19 million in current dollars but if co-located with other projects (see the next recommendation) there are considerable savings.

5. Along with the new City Centre Community Centre, the City should develop a new Minoru Activity Centre (4) on the same site along with a Brighthouse Pavilion (21) replacement. There is maximum synergy between the three amenities and all three with benefit from co-location. As the City's Community Centres will serve an increasing number of seniors, there will be much sharing of spaces and services. Developing the three amenities at the same time will result in capital cost savings. It will also create some potential for partnerships. One of these is seniors housing which could easily be included above and/or around the project in partnership with developers of such housing. If the Activity Centre were built on its own, it would cost approximately \$16.5 million. If all three are built together, there would be considerable savings in the amount of space that would be built, and the amount of capital and operating support required.
6. Once the new Community Centre and Activity Centre are complete, the Minoru Aquatic Centre (3) can be redeveloped and expanded in the south east corner of Minoru Park. The redevelopment of this precinct should be governed by the principles in the Minoru Park Plan which collectively suggest that the redevelopment of this precinct of the park should be done with an urban approach to facility development where the final result will consume less footprint in the park and use airspace to better advantage. While an aquatic centre is not the kind of facility that facilitates use of airspace, every effort should be made to reduce its footprint in the park. The new facility should be developed before the existing one is closed and removed.

Also, all facilities in the southeast corner of Minoru Park need to be collectively conceived so that each has profile from the street, welcomes users approaching the site, and fosters an east/west galleria connecting City Hall with Minoru Gate.

Pedestrian access north/south across Granville Street connecting the new Aquatic Centre with the Community Centre and Activity Centre in Brighthouse Park will also be important and should be enhanced.

The new aquatic centre will require about \$31.5 million in 2007 funds to complete.

7. Additional community level recreation and cultural spaces are required in the Hamilton (5) area in the next five years also. Council should authorize the necessary feasibility analysis about which of the various options best responds to existing and evolving need and at least begin to secure that space by 2012. New community space of around 5800 square feet should be provided in the area of Hamilton school to supplement the existing 2800 square feet in the school.

The new Hamilton community space will require about \$3.2 million in 2007 funds to complete.

8. Finally, within the next seven years the City should commit to the long term restoration of the buildings at the Terra Nova Rural Park Historic District (6). This initiative cannot wait for support as the facilities will continue to deteriorate over time thereby increasing the cost of restoring them. This project should be initiated before 2014. It should also include consideration of using restored space, at least in part, to provide the services conceived within the Richmond Environmental Centre (9) project. Locating this amenity on the Terra Nova site will make best use of the restored buildings and reduce the total cost for the two projects, which could conceivably total about \$7 million; thereby saving about \$2.5 million.

5.2. Phase Two 2015 to 2021

After the highest priority projects are initiated, the second phase of investment can proceed. It will consist of five additional commitments over the subsequent seven years.

9. Assuming that the Garden City Lands site can be removed from the Agricultural Land Reserve, the City should proceed with the development of the Field Sport Tournament Centre (7) at that site. It will be part of a large development which integrates many uses on this site. The City will work within an existing Memorandum of Understanding with the Musqueam First Nation and Canada Lands Company to effect the development. The new Field Sport Tournament Centre will require an investment of about \$35 million in 2007 dollars³. If the Garden City Lands cannot be used, then the existing track and field, cricket, baseball and tennis facilities should be retained at Minoru Park and a four-diamond softball/baseball tournament complex should be built at the Riverport lands. Sites for an artificial turf (carpet) field-hockey field, two soccer/rugby field and a covered lawn bowling pitch will need to be identified.
10. As part of its development of a Cultural District, the City should develop a new Museum (8) in that area west of No. 3 Road at Cambie Rd. This high profile location requires a high profile building that could be associated with other civic spaces. The new museum will require a commitment of about \$15 million in 2007 funds.

³ This cost estimate is based on individual elements being costed separately. Cost savings due to the co-location of these elements would be determined during a feasibility study.

11. Removing the museum from the Cultural Centre will allow more space for the archives and arts studio activities thereby satisfying some of the need for its expansion (14). The facility should be retrofitted and expanded when the museum moves to its new location. The funds to do that should come from the increased lifecycle investment referred to in the first recommendation.
12. Before 2019 the City needs to review its arena requirements and how it wishes to meet them. It will use this review to guide its decision on whether or not to pursue an extension to its lease of the Richmond Ice Centre.
13. The remaining buildings at the Britannia Shipyard Historic Site will need to be restored. This final phase of restoration will need to be further studied and more detailed budget developed. In the absence of that estimate, a "placeholder" of \$5 million has been assumed.

5.3. Phase Three 2022 to 2028

In the third seven year period the City will be able to proceed with six additional projects.

14. In order to further stimulate the evolution of a Cultural District, the City should also develop a new Visual and Performing Arts Centre (10) along the waterfront in the area west of No. 3 Rd and Cambie. The project will require about \$27 million in 2007 dollars.
15. East Richmond Community Hall (11) should be replaced as part of the Cambie Community Centre in a new extension of the Cambie High School. This would require a further \$3.9 million in current funds.
16. As the north part of the City Centre population grows to the point where a separate Community Centre is justified (i.e. to serve a population of about 25,000 or more) the City Centre Community Centre North (12) should be developed adjacent to a community park centrally located with the northern half of the growth area of the City Centre. That will require an investment of approximately \$19 million in current dollars.
17. The Thompson Community Centre Annex (13) should be relocated to become part of the Thompson Community Centre. The Community Association will be a partner in this venture and could raise sufficient funds to raise this project to an earlier implementation date. This project would cost about \$4.8 million in 2007 funds.
18. Operation of the South Arm Community Hall (15) should be phased out as soon as the two storey wing of the South Arm Community Centre is retrofitted to replace its use. The retrofit will not only replace the Community Hall, but also provide more support for outdoor uses of the parks in the area. This project could cost about \$3.9 million in 2007 dollars.

Where the capital costs can be estimated for projects, they have been estimated in current dollars. **Figure Five** summarizes what is currently known of the capital costs of implementing the above development scenario. The cost estimates are high level preliminary estimates only. They include everything except land costs and should be assumed to be within +/- 20% only and are subject to inflation. The figures in the first column represent assessed priority ratings.

**Figure Five
Capital Impacts and Financing Options**

	Amenity Projects	Location	Approximate Capital Cost in 2007 dollars
Phase One			
	Increased Lifecycle Funding	Various	\$5.5 million per year
2	Britannia Shipyard National Historic Site – initial phases	Britannia Shipyard	\$3.8 million
1, 4 and 21	City Centre Community Centre South, Minoru Place Activity Centre and Brighthouse Pavilion	Civic Precinct	\$31.5 million
3	Minoru Aquatic Centre	Minoru Park	\$31.5 million
5	Hamilton Community Space	Hamilton School Area	\$3.2 million
6 and 9	Terra Nova Rural Park Historic District and Richmond Environmental Centre	Terra Nova Rural Park	\$7 million
	Total for Phase One		\$80.5 million
Phase Two			
2	Britannia Shipyard National Historic site - completion	Britannia Shipyard	\$5 million
7	Field Sport Tournament Centre	Garden City Lands	\$35 million
8	Richmond Museum	Arts District	\$15 million
14	Cultural Centre	Minoru Park	Included in Lifecycle Maintenance
	Total for Phase Two		\$58.5million
Phase Three			
10	Visual and Performing Arts Centre	Cultural Precinct	\$27 million
11	East Richmond Community Hall	Cambie Community Centre	\$3.9 million
12	City Centre Community Centre North	North of Cambie	\$19 million
13	Thompson Community Centre Annex	Thompson Community Centre	\$4.8 million
15	South Arm Community Hall	South Arm Community Centre	\$3.9 million
	Total for Phase Three¹		\$65.1 million
Other Projects			
16	Minoru Arenas	Minoru Park	Included in Lifecycle Maintenance
17	Nature Park House	Richmond Nature Park	Included in Lifecycle Maintenance
18	Kinsmen Pavilion	Richmond Nature Park	Included in Lifecycle Maintenance
19	Minoru Sports Pavilion	Minoru Park	Included in Lifecycle Maintenance
20	Steveston Martial Arts Centre	Steveston Park	Included in Lifecycle Maintenance

¹ Each of these totals includes \$3.5 million lifecycle maintenance over seven years

Financing the significant capital investment over the next twenty one years will require much creativity and several partners. Some of the options are summarized in **Figure Six**. Figures in the first column represent assessed priority ratings.

Of course, all projects could benefit from ongoing advocacy efforts to enhance the Federal/Provincial/Municipal Infrastructure programs, developer contributions through agreement, contributions from local community groups and community associations.

**Figure Six
Potential Funding Partners for PRCS Amenity Development**

	Amenity Projects	Possible Funding Sources
Phase One		
	Lifecycle Funding	City operating budget annual contribution of \$500,000
1.	City Centre Community Centre South	Potential development above. Reuse of Lang Community Centre asset
2.	Britannia Shipyard. National Historic Site	City capital budget
3.	Minoru Aquatic Centre	Grants may be available
4.	Minoru Place Activity Centre	Grants may be available. Potential development above
5.	Hamilton Community Space	City operating and capital funds. Grants may be available. Community Association
6. 9.	Terra Nova Restoration and Richmond Environmental Centre	City capital budget
Phase Two		
7.	Field Sport Tournament Centre	Some of the proceeds of the MOU for site development
8.	Richmond Museum	Agreements with surrounding land development Grants may be available
14.	Cultural Centre	Lifecycle maintenance
Phase Three		
13.	Visual and Performing Arts Centre	Agreements with surrounding land development Grants may be available
14.	East Richmond Community Hall	Grants may be available Other partners (e.g. community association, health)
15.	City Centre Community Centre (North)	Grants may be available, Development and co-location
17.	Thompson Community Centre Annex	The Thompson Community Association has expressed a willingness to partner in the funding of this project Grants may be available
19.	South Arm Community Hall	Grants may be available Community group funding, community association
Other Facilities		
20.	Minoru Arenas	Lifecycle Maintenance Fund
21.	Nature Park House	Lifecycle Maintenance Fund
22.	Kinsmen Pavilion	Lifecycle Maintenance Fund
23.	Minoru Sports Pavilion	Lifecycle Maintenance Fund
24.	Brighthouse Park Pavilion	Lifecycle Maintenance Fund for maintenance, but capital program for replacement if Community Centre and/or Activity Centre is located on this site
25.	Steveston Martial Arts Centre	Lifecycle Maintenance Fund Local community groups may be willing to partner by raising funds for replacement but not likely for maintaining functionality

6. Some Options to the Recommended Scenario

There are options to the above noted packaging and location for projects. Some are included in *Figure Seven*.

**Figure Seven
Development Location Options**

Amenity Projects	Alternative Sites
Phase One	
City Centre Community Centre South	<p>If Brighthouse Park is deemed unsuitable for this project, it could be moved to Richmond-Brighthouse Canada Line Station, in the proximity of Cook School or the 8111 Granville site. All are excellent locations for the Community Centre but are not as good a location for the Activity Centre and locating both together would require land assembly which could delay the project.</p> <p>Also, it could be located immediately north of City Hall but this would negate the possibility of co-location of the Activity Centre as this site has limited capacity.</p> <p>If could be located along with the Activity Centre within Minoru Park, but this would be technically challenging to maintain the use of the existing Activity Centre during construction and would require significantly more facility footprint on Minoru Park.</p>
Britannia Shipyard, National Historic Site	None
Minoru Aquatic Centre	None, unless the City wishes to locate it within the Garden City lands
Minoru Place Activity Centre	If it is not co-located with the City Centre Community Centre South, it should be co-located with the Minoru Aquatic Centre on Minoru Park. However, it will be technically difficult to maintain use of the existing facility while the new one is being built.
Hamilton Community Space	If construction of new space on the school site is not possible, another possibility is adjacent to the new Fire Hall.
Terra Nova Rural Park Historic District	None
Phase Two	
Field Sport Tournament Centre	None, unless the City wishes to retain all the current Minoru facilities and acquire additional land in the Riverport area
Richmond Museum	<p>Taking up as much land as would be necessary for the museum within Minoru Park is not an option</p> <p>It could be located on the Garden City Lands site but there would not be synergistic facilities located there</p> <p>It could also be located within the Centre of the City site</p>
Richmond Environmental Centre	Richmond Nature Park would also be an option. If it were located at this site, its development would incorporate replacements for Nature Park House and the Kinsmen Pavilion.
Visual and Performing Arts Centre	<p>If the Brighthouse Library were reduced in scope to a Branch Library, and the Museum were relocated, there might be sufficient space in the Cultural Centre for this amenity.</p> <p>Another option would be within the Centre of the City development.</p>

Amenity Projects	Alternative Sites
Phase Three	
East Richmond Community Hall	If the Community Centre cannot be expanded, the hall replacement could be located anywhere on the existing park site. It could also become part of a multiuse development site in the immediate area.
City Centre Community Centre (North)	The City Centre Plan currently calls for this amenity to be located on or adjacent to a park site north of Cambie on Browne Road This park (which is recommended for expansion within the City Centre Plan) and the adjacent Community Centre amenity could be relocated in the north city centre area using some form of land exchange.
Thompson Community Centre Annex	None
Cultural Centre	While there are other possible locations for the Cultural Centre, none are nearly as appropriate as the existing one: especially if the museum is relocated
South Arm Community Hall	If the old wing of the Community Centre is not suitable for reuse as a Community Hall, the replacement could be located anywhere on public open space in the immediate area.
Phase Four	
Minoru Arenas	Not applicable
Nature Park House	Not applicable
Kinsmen Pavilion	Not applicable
Minoru Sports Pavilion	Not applicable
Brighthouse Pavilion	Not applicable
Steveston Martial Arts Centre	Not applicable

7. Justification for Recommended Scenario

The recommended facility development scenario represents the best overall location and packaging of PRCS amenities according to the criteria that were used to evaluate options. More detail on these criteria is provided below.

- Synergistic co-location with other civic or public services** – There are many examples of how facilities will benefit from co-location with other public services. Operating efficiencies and improved customer services will result from developing the Visual and Performing Arts Centre with the Museum. Similar benefits will result from co-locating the City Centre Community Centre South with the Minoru Activity Centre, attaching both to Caring Place and having both across the street from the Cultural Centre, Library and Minoru Aquatic Centre. The Richmond Sport Tournament Centre benefits from its proximity to the proposed Trade and Exhibition Centre on the same site. The restored buildings at the Terra Nova Rural Park Historic District could be put to good use as part or all of the proposed Richmond Environmental Centre.
- Possible opportunities to incorporate projects into mixed-use development opportunities through private-sector partnerships.** There are significant benefits to partnering with the private sector. The incorporation of the City Centre Community Centre South and the Minoru

Activity Centre into a mixed-used residential development (with the two PRCS facility spaces on the bottom floors of a multi-storey building, which could include seniors housing) would produce significant benefits, both in terms of capital cost sharing in delivery, and in synergistic benefits to users.

- **User benefits from proximity of adjacent commercial services –** Facilities at Brighthouse Park are across the street from evolving mixed uses along No. 3 Road at the intersection of Granville Street. There will be reciprocal benefits between commercial arts amenities and the Visual and Performing Arts Centre in the Arts District.
- **Site Availability –** This has a significant influence on the siting and timing of facility development, especially for projects identified for implementation in Phase 1. City ownership of land in the Civic Precinct will allow several high priority projects to be expedited; namely City Centre Community Centre South, Minoru Activity Centre, and Minoru Aquatic Centre.
- **Operational efficiencies –** Many operating efficiencies have already been mentioned above. The greatest efficiencies can be gained by co-locating the three main amenities on Brighthouse Park, co-locating Minoru Aquatic Centre close to Minoru Arenas. co-locating two facilities within the Arts District, locating the Environmental Centre in a rural park with heritage buildings and moving three Community Halls and Annexes within their respective **Community Centres.**
- **Maximum accessibility within the intended market –** Two new Community Centres would be within easy walking distance of the majority of their surrounding community users. Most new City wide and Regional services are along No. 3 Road or within a short walk from it.
- **Environmental sustainability –** Co-locating facilities and developing them in a more urban format will use less land and require less energy. Locating major new amenities along major transit corridors and close to Canada Line stops will reduce dependence on private vehicles to use them.
- **Funding partner potential –** Many partners exist and will be relied upon to assist with and expedite development.
- **Reuse of valuable existing infrastructure –** Any existing infrastructure which has substantial functional life expectancy will be fully utilized within the proposed development scenario.
- **Fit within the City Centre Plan –** All amenities comply with the City Centre Plan siting criteria except for the Richmond Environmental Centre which is located in an area which will promote access by non motorized vehicles.



P E R C

Appendix A Terms of Reference for PRCS Facilities Strategic Plan

Terms of Reference: PRCS Facilities Strategic Plan

1. Brief background.

In June 2006, City Council resolved:

- (1) That the 2005 – 2015 Parks, Recreation and Cultural Services Master Plan be adopted with the following amendments and recommendations*
 - (a) Develop a Facility Evaluation Framework for future facility development to assess how the City will make decisions regarding infrastructure investment and that this be added to Section 7.6 (Facilities and Amenities Recommendations).*
 - (c) Reprioritize 2007 – 2011 Capital Priorities to include Minoru Place Activity Centre (Section 7.4)*
- (2) That staff look at the Places and Spaces chapter of the (Parks, Recreation & Cultural Services) Master Plan and undertake analysis of priorities and partnerships in relation to facilities and amenities (Section 7.4), and report to Committee by December 1, 2006.*
- (3) That subject to the decisions on priorities and amenities in relation to facilities, and secondly the City Centre Amenity Study, that staff proceed with implementation of the Master plan recommendations and report on progress to Council once per year.*

An Evaluation Toolkit for Facility Investment has been created and staff have completed the evaluation and prioritization of the City's PRCS facilities and amenities. The initial intention was to bring the report with the findings to PRCS Committee at the end of February 2007.

A long-term strategy for replacing, retrofitting and upgrading existing facilities, and for new facility development is now required as a **comprehensive Parks Recreation and Cultural Services Facility Strategic Plan**.

Key drivers

- Twenty-five projects have been prioritized using the evaluation criteria contained in the Toolkit. A strategic model needs to be developed to demonstrate how and when these projects will be implemented.
- There is also a need to see how PRCS facilities fit into the 'bigger picture' of community facilities, city use buildings, community safety buildings, etc. This is not within the scope of this project, but PRCS will need to contribute to Facilities Management providing this picture.

2. Background Work

The following background work has already been completed:

- IBI report "Development of a PRCS Facility Evaluation Framework" – this provides detailed discussion on:
 - the drivers of the framework (including community need, current provision, facility condition assessment, investment opportunities & partnerships, and societal and leisure trends);
 - an assessment of existing facilities,
 - an overview of stakeholder consultation; and
 - an explanation of the Facility Evaluation Framework
- Facility Condition Reports for City Buildings (VFA reports)
- Evaluation Toolkit for Facility Investment
- 25 "Project Evaluation" Reports
- List of prioritized projects.

The Evaluation Toolkit for Facility Investment is a tool that assesses how well each project meets nine evaluation criteria, so that each project is assessed on a like-for-like basis. There are three criteria that relate to triple-bottom line aspects (environmental, social and economic).

3. Defining the Project or Initiative

A comprehensive **Parks Recreation and Cultural Services Facility Strategic Plan** is to be developed.

Evaluations of 25 projects has already been undertaken, so the Facility Strategic Plan will essentially layout the strategy for how these projects will be implemented. This relates to both how (potential funding and partnership opportunities, co-location and synergistic opportunities), where (potential locations and land requirements) and when (possibly a 5, 10, 15, and 20 year timeframe). Preliminary (broad-order) cost estimates and funding the plan would also need to be included, as would the 2-year planning cycles required for each project.

The project evaluations have included an assessment against triple bottom line (TBL) criteria. The PRCS Facility Strategic Plan will ensure sustainability/TBL aspects are further addressed.

The twenty-five projects that have been evaluated should be divided into:

- New build
- Replacement
- Retrofit (upgrade)
- Retrofit (maintenance)

Along with the twenty-five projects that have already been assessed, there are other facilities that will likely require investment over the long term, and these will need to be included in the PRCS Facility Strategic Plan.

The PRCS Facility Strategic Plan needs to be integrated with the Corporate Facilities Strategic Plan and the Tangible Capital Assets Program. Liaison with Facilities Management and Budgets will be required.

It is envisioned that a consultant would assist PRCS staff through this process, which may involve:

- Consultant being brought up to speed on background information (meeting required)
- Workshop 1. A day-long workshop with the PRCS Management Team and other key City departments to explore possible options (i.e. co-location, location and land requirements, partnership opportunities, etc). This workshop would need to take place before the end of March.
- Staff work required (workshop input, review, etc)
- Consultant to draft initial strategic plan based on input from Workshop 1.
- Workshop 2. To refine draft strategic plan, including preliminary cost estimates.
- Consultant to provide written PRCS Facility Strategic Plan by mid May for City comment.
- Strategic Plan finalized by end May 2007.

A work plan / proposal would be requested of the consultant.

Outcomes

- a) That a Facility Strategic Plan will be submitted to Council for consideration in June 2007.

4. Stakeholders (this should include both internal and external)

PRCS partners and community stakeholders were consulted during development of the Evaluation Toolkit and had opportunity to provide comment on the Evaluation Reports for each individual project prepared by staff. It is not envisaged that any additional stakeholder consultation take place outside of City staff.

- | | | |
|--|--|---|
| a) Consulted | b) Involved | c) Informed |
| <ul style="list-style-type: none">• PRCS management staff• Facility Management• Planning• Budgets | <ul style="list-style-type: none">• Other City staff as required | <ul style="list-style-type: none">• TAG• Council |

5. Outline of High Level Actions and Timelines

The development of the PRCS Facility Strategic Plan is anticipated to commence immediately and be completed by late May 2007, in order to bring a report forward to the PRCS Committee on June 26th 2007, in preparation for the 2008 Capital Budget process.

High level actions:

- Review project outline with Parks Recreation & Cultural Services management team
- Develop Terms of Reference for Consultant
- Retain consultant
- Follow consultant's work plan (staff involvement as required)
 - Workshop 1 (March 2007)
 - Workshop 2 (April 2007)
- Draft Facility Strategic Plan
- Review by PRCS Management Team
- Report to Committee / Council



Appendix B Some Optional Facility Development Scenarios



Appendix B - Some Alternative Development Scenarios

The three of the scenarios described below all respond favourably to the following criteria which were used to drive the creation of scenario options;

- Synergistic co-location with other civic or public services
- Possible opportunities to incorporate projects into mixed-use development opportunities through private-sector partnerships
- User benefits from proximity of adjacent commercial services
- Site availability
- Operational efficiencies
- Maximum accessibility within the intended market
- Environmental sustainability
- Funding partner potential
- Reuse of valuable existing infrastructure
- Fit within the City Centre Plan

Scenario A – A Focus on the Cultural Precinct

Summary description

In this scenario, a significant investment is made over the next 20 years in the Cultural Precinct, creating the critical mass necessary to ensure its success. It will anchor the north end of the No. 3 Road corridor through City Centre, and Minor Park would continue to anchor the south end of that corridor - in the same way that the Oval and Garden City site will provide east and west anchors to the lateral corridor through the Centre. There would be no major indoor leisure amenities on the Garden City site and none at the Centre of the City site. All major investments would be concentrated at two ends of the north/south corridor.

Tradeoffs

Scenario A would be technically more difficult to phase, as the details will reveal. It pushes investments in the Cultural Precinct further down the timeline, because most of the projects in this area have lower priority numbers. However, it excels at packaging facilities together in synergistic fashion.

Specific Facility Locations

As a first phase, there would be major investment on the Minoru Park site. On this site there would a smaller facility footprint than the status quo, but there would still be a major reinvestment in assets with the focus on “going up” using airspace. Four significant projects would be somehow timed and coordinated (that’s the difficult part) to redevelop the south east corner of the park around the existing Minoru Gate. The total parking and building footprint would be reduced as facilities are replaced using a more urban design (rather than suburban design) which recognizes the value of this land and its surrounding high rise land uses.

Those three would be:

- 1 City Centre South
- 3 Minoru Aquatic Centre
- 4 Minoru Place Activity Centre
- 23 Minoru Sports Pavilion

The Library would continue in its present premises with about 40,000 square feet of usable space. In this scenario, instead of having one (7) Main Branch (100,000 square feet) and one additional (16) City Centre Branch (25,000 square feet) totalling 125,000 square feet in the City Centre, there would be two large libraries; each about 40,000 square feet in size, and each positioned to take synergistic advantage of other adjacent spaces to reduce the overall need.

The remaining 60,000 square feet of the Minoru Gate building would be used to accommodate some parts of or all of the new City Centre Community Centre (1) and/or the Activity Centre (4). The problem here is that this space cannot be made available for these high priority uses unless and until the Cultural Centre (18) and the Museum (10) are relocated in new facilities and they are much lower priority projects. This is also the hard part of this scenario.

In the Cultural Precinct, there would be a total of 6 major assets: planned and developed to share as much space as possible and to operate as synergistically as possible, within a pedestrian friendly, combination public institutional/commercial environment. These six projects would include:

- 7 Main Library (but only 40,000 square feet, instead of the stipulated 100,000 sq. ft.)
- 10 Richmond Museum
- 12 Richmond Environmental Centre
- 13 Visual and Performing Arts Centre
- 15 Community Centre North
- 18 Cultural Centre

Two of them (10 and 18) replace existing amenities in a larger format. The remainder have been conceived as new amenities. All but the Community Centre (15) operate on a City/Regional scale and this could work (in the same way the Roundhouse Community Centre in Yaletown acts as a primarily a City wide arts centre but also acts as a community centre for the immediate population).

If it is deemed that the Community Centre should not be located in a City/Regional precinct, it could be shifted to a park site further east. However, there is more potential for joint use of spaces if it is adjacent to the other cultural amenities.

Scenario B – Shifting Facilities South

In this scenario, the investment in the Cultural Precinct would be cut in half, with amenities being relocated toward the centre and the south of the City Centre. Instead of 6 projects in the cultural centre, there would only be three. One of the three removed amenities would be located at the Centre of the City site, one would be located next to City Hall and one would be retained within Minoru Park. However, one of the largest footprint buildings from Minoru Park would be relocated to the Garden City site. The net shift from Scenario A is three moves south from the Cultural Precinct: two new facilities on the major east/west corridor of the City Centre and one new facility next to City Hall.

Tradeoffs

This scenario would be much easier to make work technically as the phasing and inter-relationship between projects is a little more straightforward. The result is that fewer low priority projects have to be accommodated before higher priority ones move into their

space. However, there is slightly less synergy of projects. That is, from an operating efficiency point of view, each facility doesn't benefit as much from the amenities around it, and nor do the users enjoy those benefits.

Specific Facility Locations

As a first phase, there would be the development of the Community Centre South (1) next to the existing City Hall.

Following that, there would be the development of a new Minoru Aquatic Centre on the Garden City site.

Then a new Main Branch Library could be incorporated into development of the property around the Centre of the City Park site at Number 3 Road and Lansdowne.

Once those are complete, there could be some investment on the Minoru Park site. On this site there would be a smaller facility footprint than in Scenario A as there would be less library space, and no Minoru Pool. However, there would still be a major reinvestment in assets with the focus on "going up" using airspace. Four significant projects would be timed and coordinated to redevelop the south east corner of the park around the existing Minoru Gate. The total parking and building footprint would be reduced as facilities are replaced using a more urban design (rather than suburban design) which recognizes the value of this land and its surrounding high rise land uses.

Those four would be:

- 4 Minoru Place Activity Centre
- 16 City Centre Library Branch (25,000 sq. ft.)
- 18 Cultural Centre
- 23 Minoru Sports Pavilion

The Library would continue in its present premises but would become a Branch library and be reduced to about 25,000 square feet of usable space. This would mean that the remaining 75,000 sq. ft. of space in Minoru Gate would be redeveloped to accommodate both the Seniors Activity Centre and the Cultural Centre.

In the Cultural Precinct, there would be a total of 3 major assets; planned and developed to share as much space as possible and to operate as synergistically as possible, within a pedestrian friendly, combination public institutional/commercial environment. These projects would include:

- 10 Richmond Museum
- 13 Visual and Performing Arts Centre
- 15 Community Centre North

In this scenario, there is more need to locate the Community Centre North within the Cultural Precinct in order to maximize operating efficiencies and a critical mass of public amenity.

In this scenario, the Richmond Environmental Centre (12) would be located on the Richmond Nature Park and would replace both the Nature Park House and the Kinsmen Pavilion.

Scenario C – A Focus on the Centre of City Centre

Summary description

This scenario continues to move amenities southward. It takes the three remaining facilities within the Cultural Precinct and moves them to the Centre of the City development and to Minoru Park. However, to protect Minoru Park from overdevelopment, one more amenity is relocated from the park to the Garden City site. The net result is three additional projects along the east west City Centre corridor and none remaining within the Cultural Precinct.

Tradeoffs

This scenario increases the synergy between the Seniors Activity Centre and the Wellness features of the new Minoru Aquatic Centre by collocating them (as they were in Scenario A, but not in Scenario B). It also reinforces the amenities within the Centre of the City project although the museum might not find as much outdoor display space on this site. It further reduces footprint on Minoru Park but increases the need to develop lower priority projects to free up space in Minoru Park for higher priority ones.

Specific Facility Locations

As a first phase, the City might develop a new Minoru Aquatic Centre (3) and a Seniors Activity Centre (4) on the Garden City site. They would both benefit from collocation. That would centralize both aquatics and seniors services more centrally within the City's highest concentration of users, but away from their traditional user base.

The second phase of development would be a new Main Branch Library (7) and a Museum (10) as part of the Centre of the City development. At the same time a third component of this site, the Visual and Performing Arts Centre (13) could proceed; or that project could come at any time later.

The above development reduces the need for a large Main Branch library on Minoru Park and the Minoru Gate could then be redeveloped to include a new Community Centre South (1) and an expanded Cultural Centre (18). The existing Main Branch would be reduced in size to a Branch Library size

The redevelopment of the Minoru Pavilion (23) could be linked to the redevelopment of the above spaces in the southeast corner of the park or it could proceed at a later date.

In this scenario, the Richmond Environmental Centre (12) would be located on the Richmond Nature Park and would replace both the Nature Park House and the Kinsmen Pavilion.