



# 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.

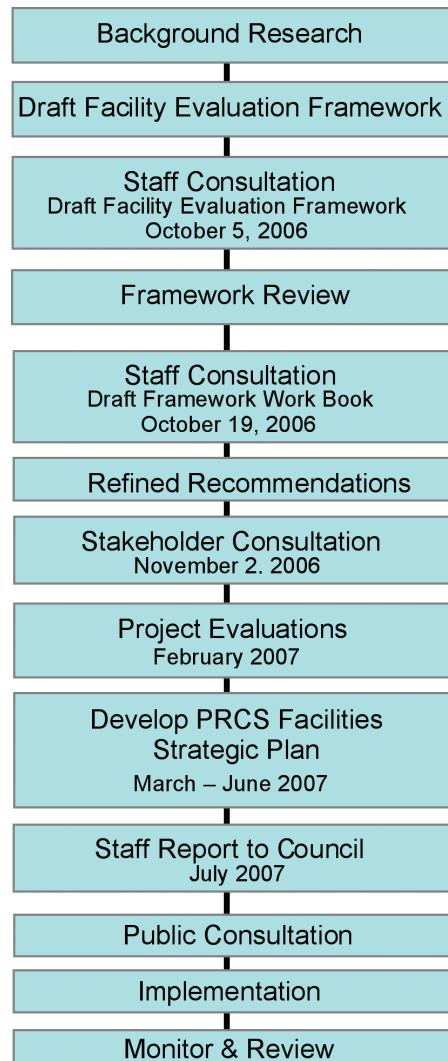
Three deliverables have been developed over the course of the project: the Evaluation Toolkit, Stakeholder Consultation Materials, and the Final Report. The Evaluation Toolkit for Facility Investment and the Stakeholder Consultation Materials can be found under separate cover.

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 area<sup>1</sup> 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.

<sup>1</sup> 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:

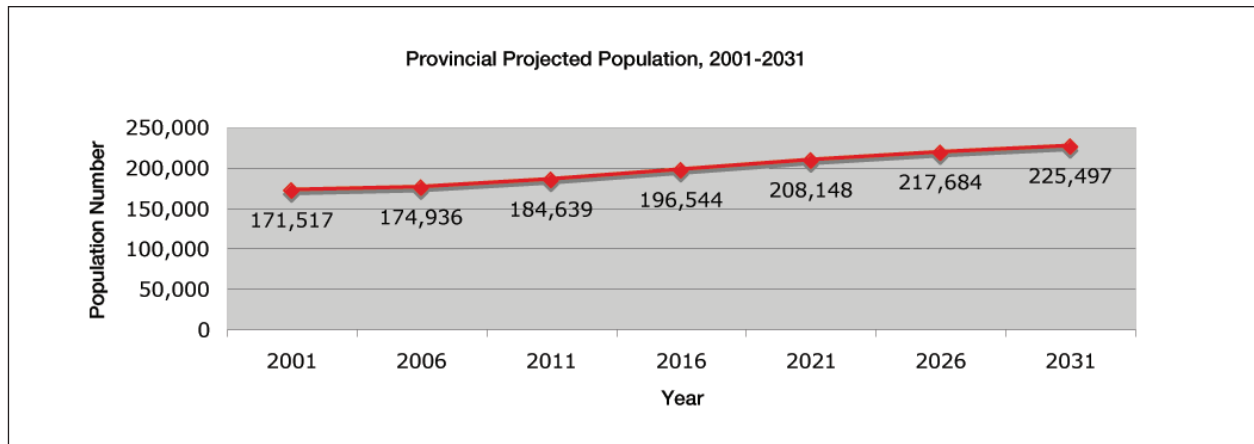
- BC Stats population forecasts to 2031 to support the delivery of public services (2006);
- Greater Vancouver Regional Government (2004) statistics for the City of Richmond;
- City of Richmond Parks, Recreation and Cultural Services Master Plan 2005-2015 "Market Profile" as prepared by CannonJohnston 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.

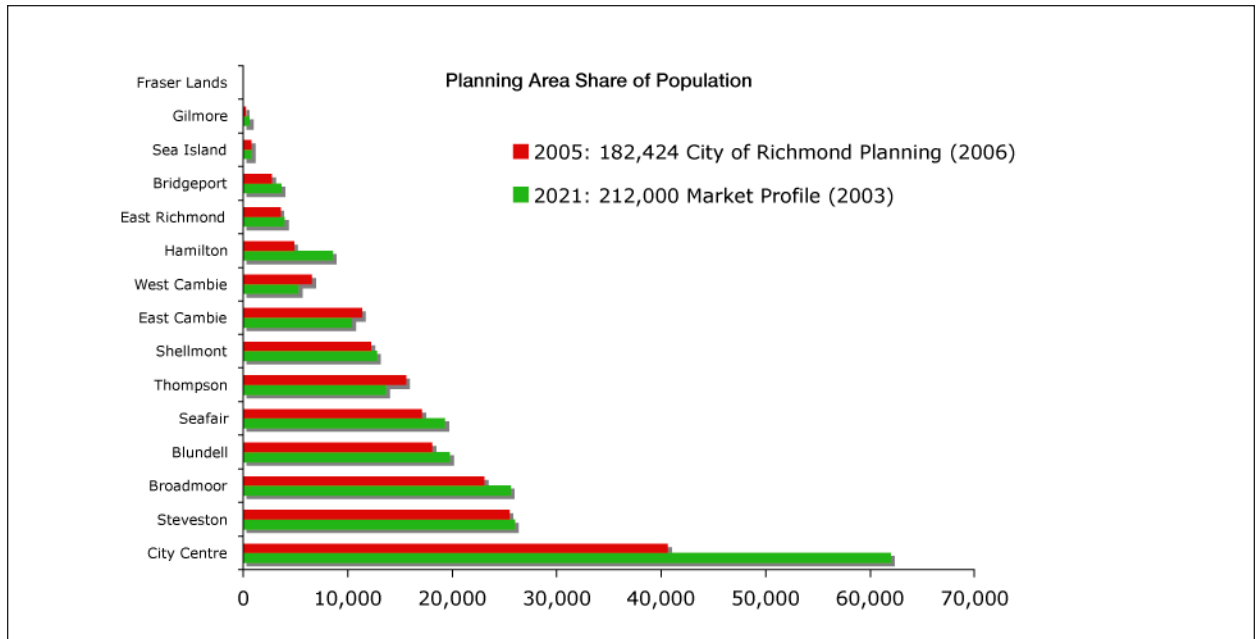


Source: BC Stats P.E.O.P.L.E. 2031 (2006)

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.

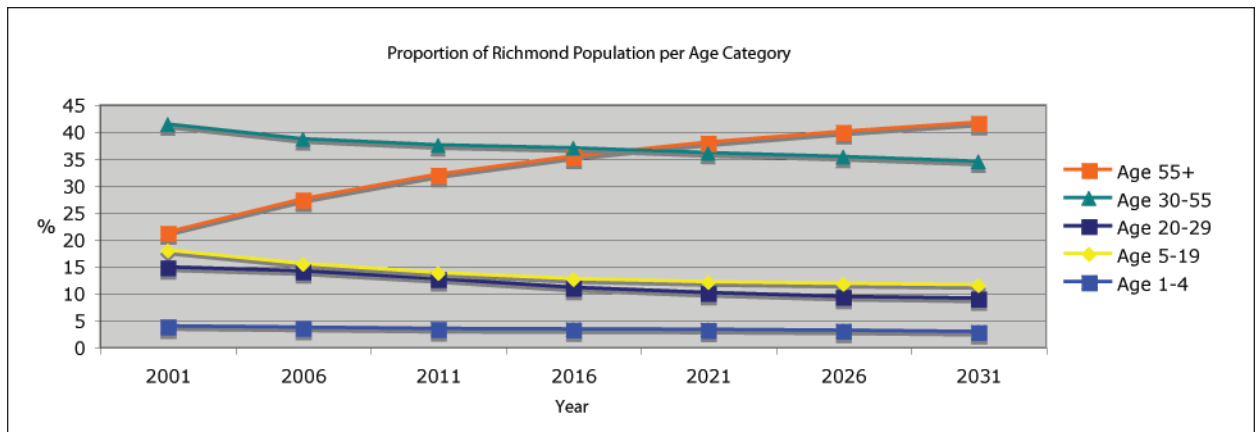


Source: City of Richmond Policy Planning Statistics (2006)

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.

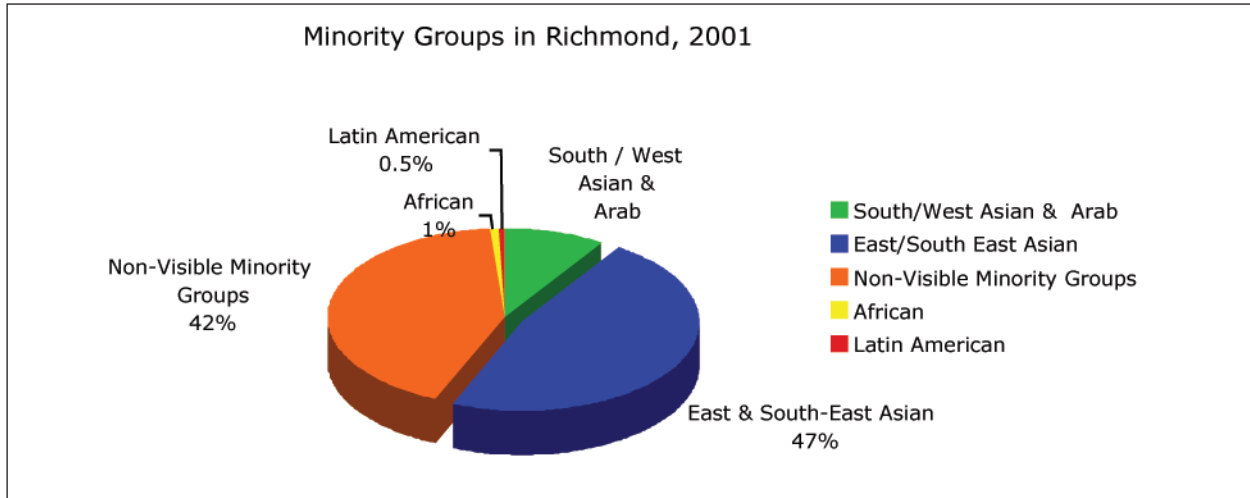


Source: BC Stats P.E.O.P.L.E. 2031 (2006)

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)<sup>2</sup>
- 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.

<sup>2</sup> 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, gymnasias, theatres, etc. Locating PRCS amenities adjacent to school sites helps create larger, multi-use service areas that increase the efficiencies of both organizations. Opportunities to increase the partnerships between schools and the City should be maximized.

### Development

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



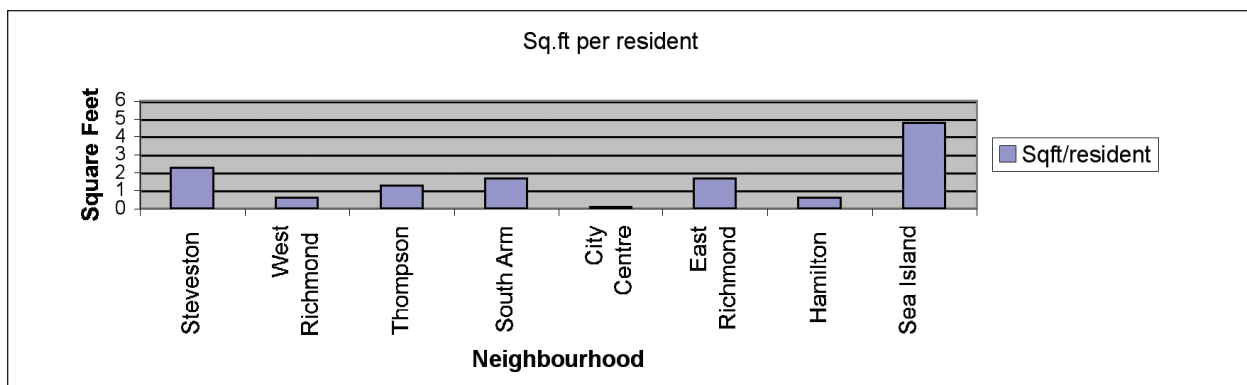
**Steveston Community Centre and Facilities** - Components include a gymnasium, several multipurpose meeting rooms, the Japanese Canadian Cultural Centre, a martial arts facility, three indoor tennis courts, and a library. The Steveston Martial Arts facility will require major funding (\$100,000-150,000 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 (sf)	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 undated 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"> <li>- Within a village centre</li> <li>- City-wide transit access</li> <li>- Comfortable pedestrian and bicycle access</li> <li>- Co-location opportunities</li> <li>- Proximity to similar or complimentary amenities</li> </ul>	<ul style="list-style-type: none"> <li>- High visibility location</li> <li>- Contributes to the identification of a “City Centre”</li> <li>- City-wide transit access</li> <li>- Automobile parking options</li> <li>- Comfortable pedestrian and bicycle access</li> <li>- Co-location opportunities</li> <li>- Proximity to similar or complimentary amenities</li> <li>- Availability / access to land or appropriate space</li> </ul>	<ul style="list-style-type: none"> <li>- High visibility location</li> <li>- Proximity to regional transportation links</li> <li>- Proximity to commercial amenities</li> <li>- Proximity to commercial amenities</li> <li>- Proximity to special geographical features</li> <li>- City-wide transit access</li> <li>- Automobile parking options</li> <li>- Co-location opportunities</li> <li>- Proximity to similar or complimentary amenities</li> <li>- Availability / access to land or appropriate space</li> </ul>

**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:

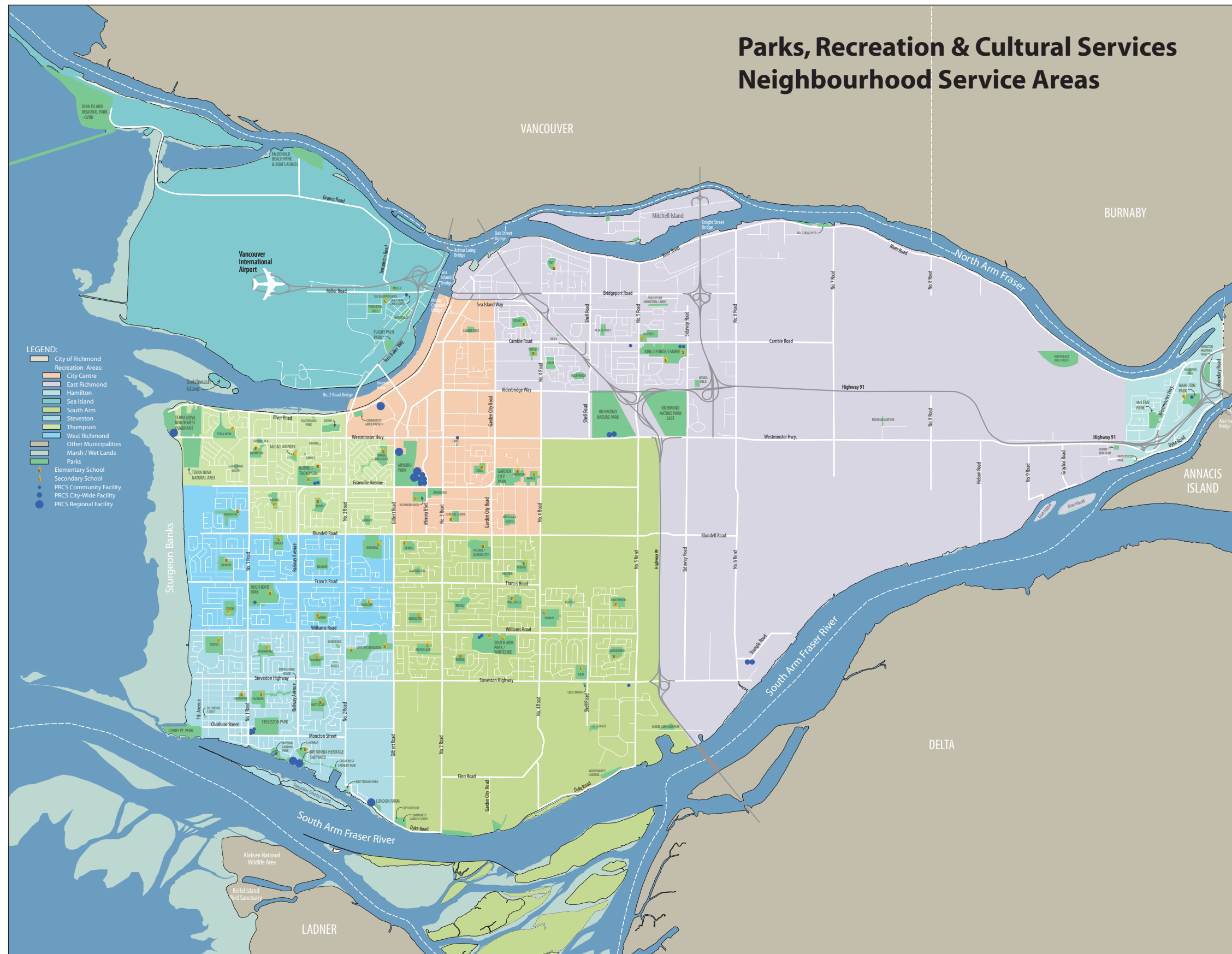
- A dedicated Reserve Fund to finance capital costs of new facilities.
- A dedicated Lifecycle Fund to maintain, protect and update existing infrastructure.

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

# Appendix

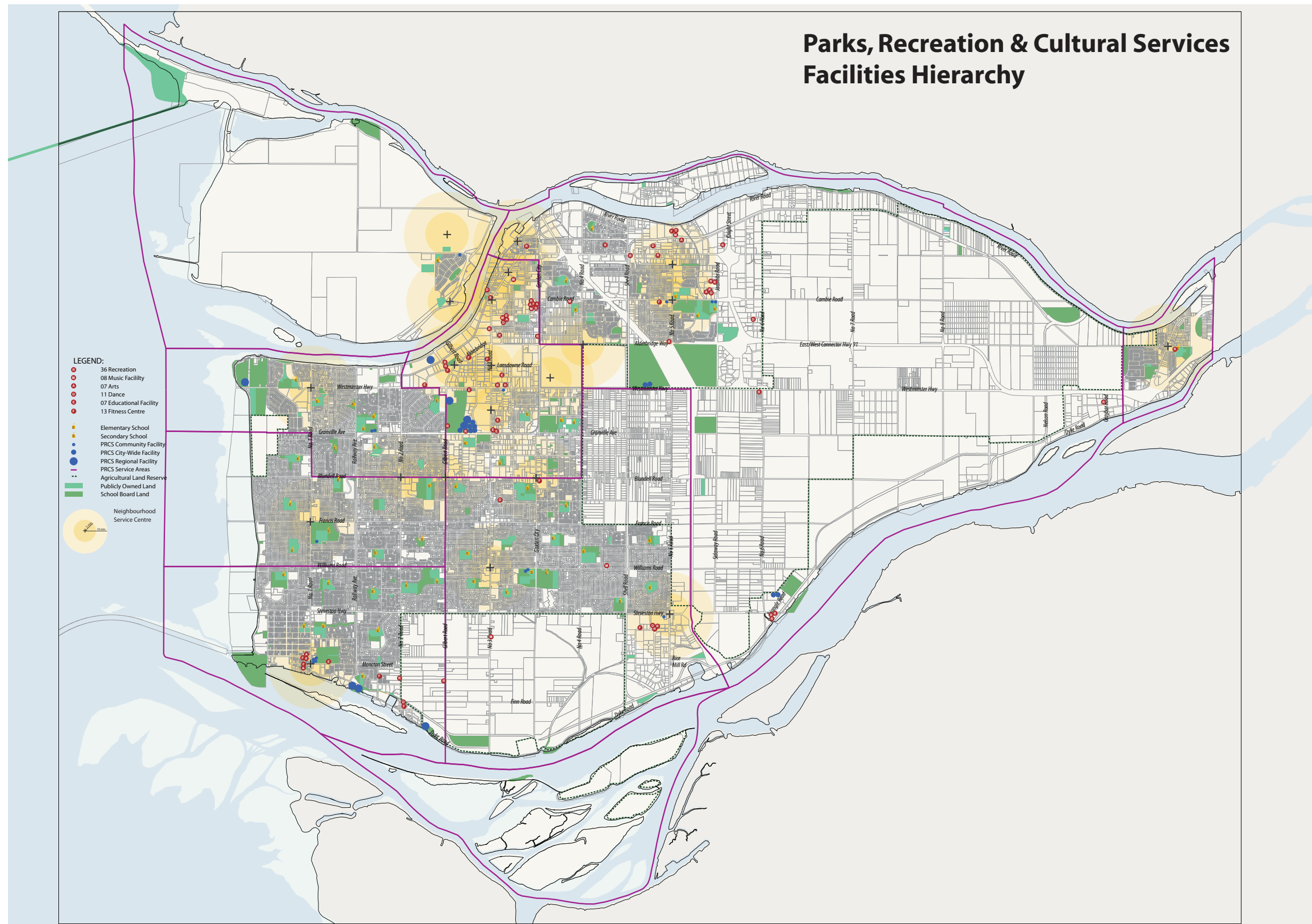


# A.1 PRCS Service Areas





## A.2 Facility Hierarchy Map

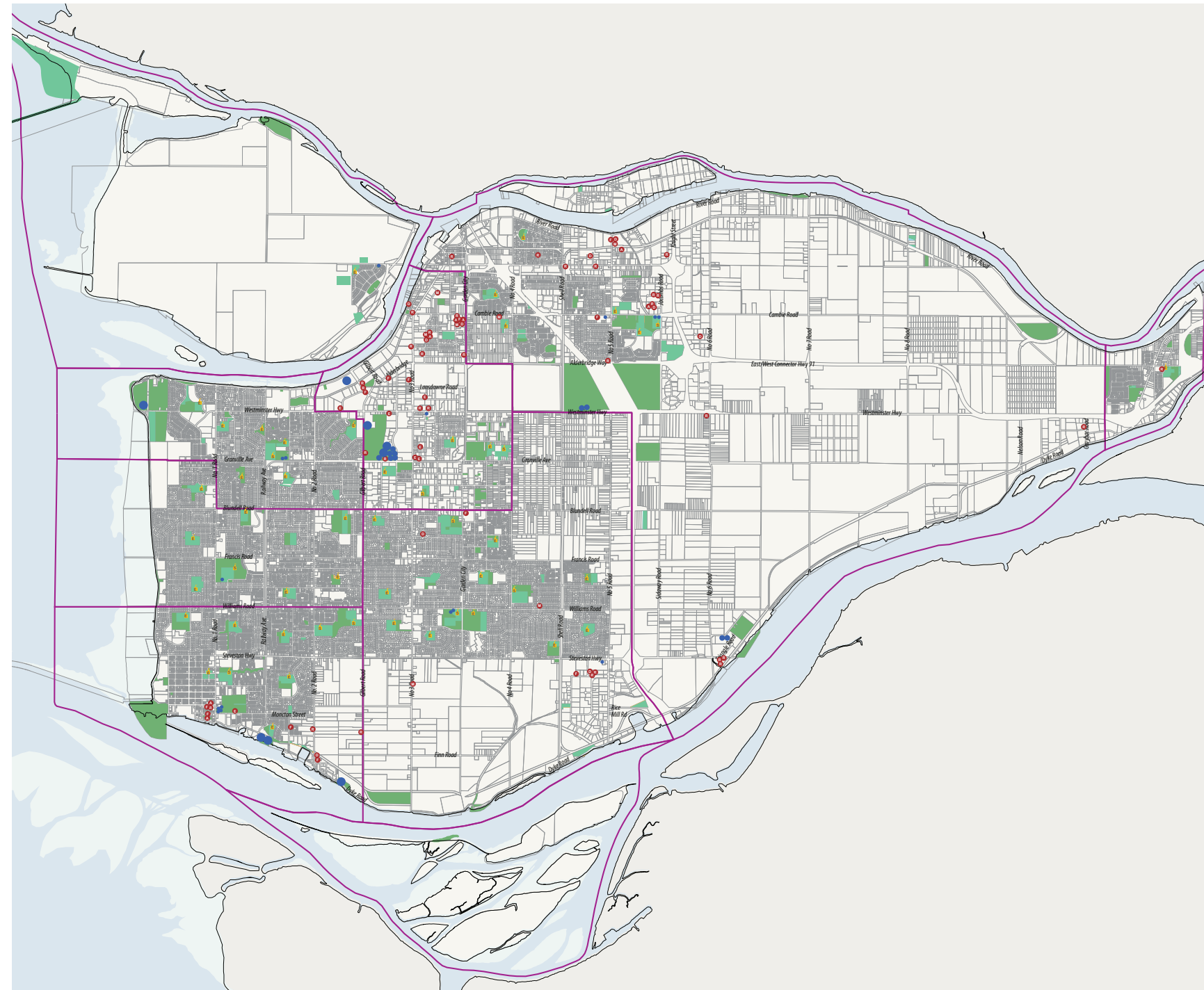




# A.3 Private Facility Provision Map

## 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



**PRCS Facilities & Amenities Plan**  
 City of Richmond  
 November 2, 2006

**Facilities & Amenities Map**







## 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 & Biliards	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	Gillnetter 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	Cohoe Room	16	57	36%	27%	29%
Steveston CC	Tye Room	19	57	24%	27%	26%
Steveston CC	Seiner 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	26	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

<b>Name, Title</b>	<b>Department</b>
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

<b>Consultants</b>	
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

<b>Name</b>	<b>Organization</b>
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](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](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](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](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](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](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

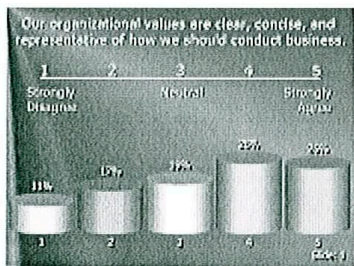
## The Choice Of Professionals

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 Reply® Worldwide wireless response system and are also backward compatible with Standard Reply® hardware systems.

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

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

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



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

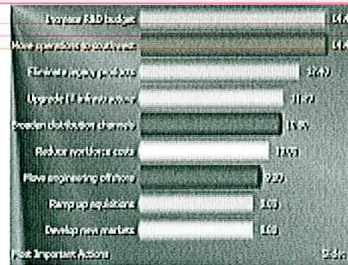
But you don’t have to show graphs. In focus group applications, you may wish to review results in private rather than share them with the group.

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

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

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

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



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



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

**- Unity XPw requires Windows XP or Windows 2000 -**

