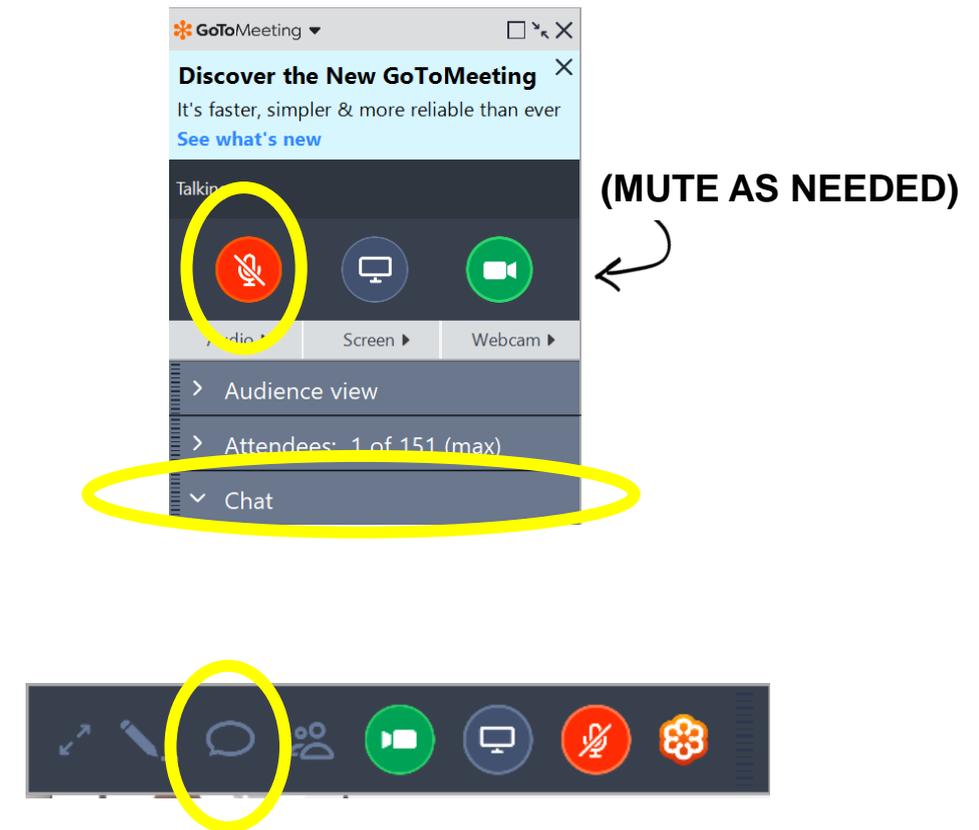


# Welcome to the Criteria Setting Session for the Community Recreation Center

## Rules of Engagement:

↑  
(VIRTUAL)

- Turn your camera on if possible. Pause video if needed.
- Use the chat function to share thoughts in addition to the verbal discussion.
- Consider muting your phone or computer microphone when not speaking.





# Criteria Setting Session

COMMUNITY RECREATION CENTER

September 9, 2020



# Today's Agenda

- 01** Project Expectations
- 02** Criteria Setting Work Session
- 03** Next Steps



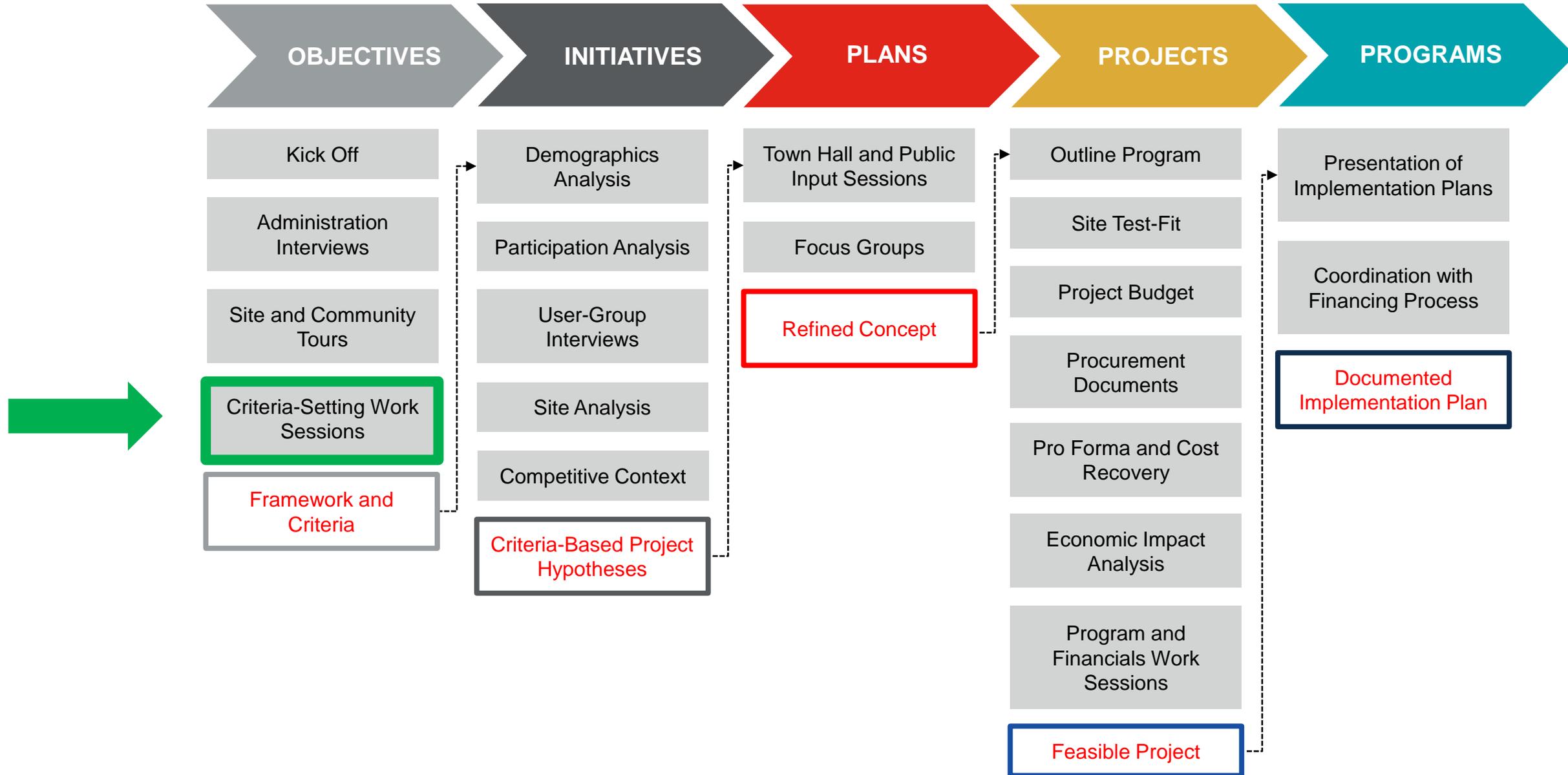
01

# Project Expectations



# Process

## DEVELOPMENT OF AN IMPLEMENTATABLE PLAN



# Criteria Is Essential

## POSITIONING MULTI-GENERATIONAL CENTERS

What does better look like?

---

Criteria Required



# Criteria Setting Work Session

## OVERVIEW

### Creating the Criteria

- › Priority Order of Spaces and Project Concept
- › Architectural and Construction Quality
- › Target Market Accessibility
- › Operating Paradigm and Financial Performance

Criteria



# Project Expectations

CRITERIA INTERACTING WITH FACTS LEADS TO A SINGLE OPTIMIZED SOLUTION

## Community-Centric

## Attract Visitorship



Barry Farms Recreation Center (DC)

- › Improve neighborhood with local asset
- › Up to ~50k sf
- › Gym, multipurpose room, fitness area



Ciccotti Family Recreation Center

- › Serve slightly broader community need
- › ~50k - 100k sf
- › Multi-court gym, multipurpose rooms, fitness center



Prince George's Sports & Learning Complex

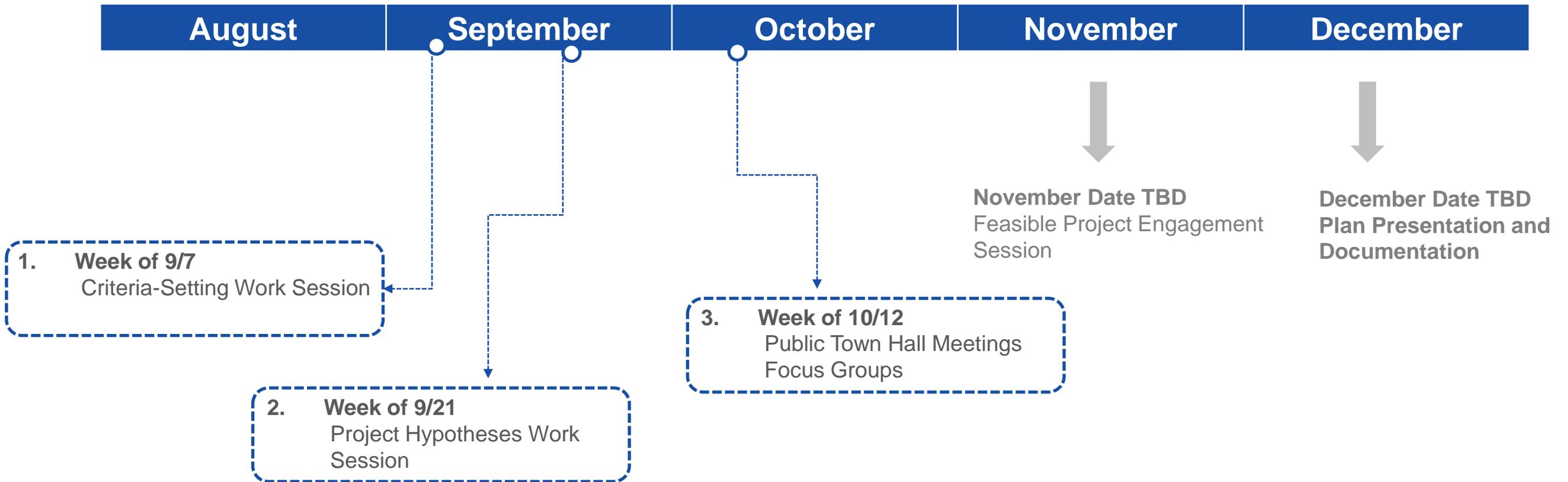
- › Develop competitive sports
- › ~100k+ sf
- › Multi-court gym, spectator seating, fitness center, aquatics, etc.



Virginia Beach Field House

# Process

## NEAR-TERM MILESTONES



02

# Criteria Setting Session



# SAV Purpose & Outcome Categories

## THE SAV CONCEPT

### THE SAV PROCESS DOES NOT...

*Modify New London Economic and Community Development's mission or introduce new values*

---

### THE SAV PROCESS SEEKS TO...

*Facilitate diverse stakeholder involvement in the planning process*

*Create criteria that allow for innovative solutions and streamlined decision making*

*Ground the objectives in New London's ideals to ensure consistency and mission alignment*

---

**Outcome categories related to purpose & mission are evaluated for their importance and current attainment levels**



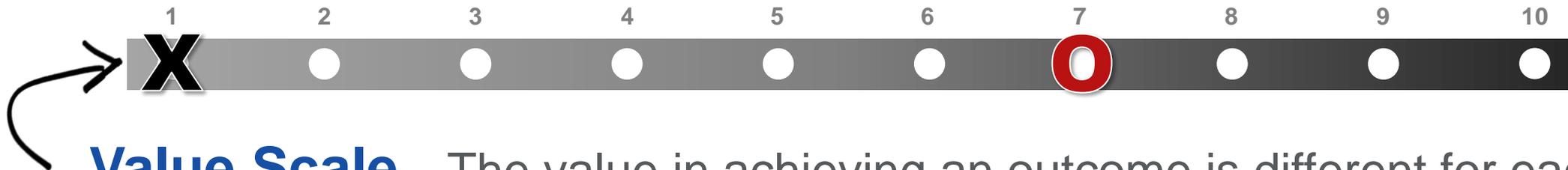
# Identifying Strategic Objectives

## THE SAV PROCESS



**1** Scenario that serves as a benchmark for the institution to reference, on one end of a spectrum.

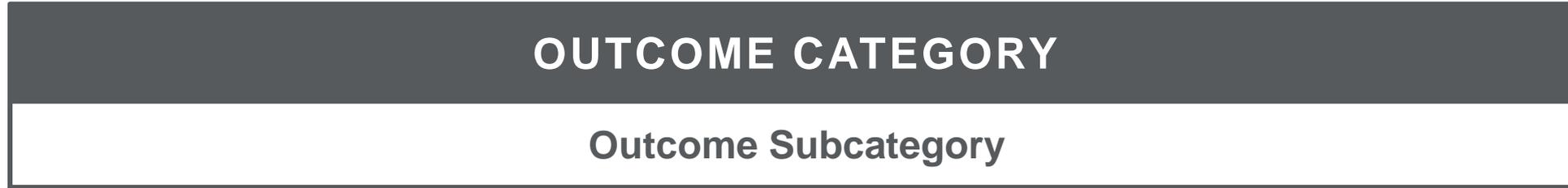
**10** Scenario that serves as a benchmark for the institution to reference, on one end of a spectrum.



**Value Scale** – The value in achieving an outcome is different for each institution. The range of 1 to 10 represents a spectrum of approaches to achieving an outcome. Either a high or low number might be most appropriate.

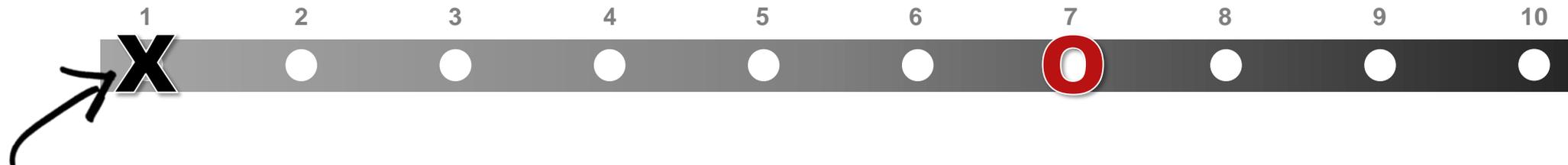
# Identifying Strategic Objectives

## THE SAV PROCESS



**1** Scenario that serves as a benchmark for the institution to reference, on one end of a spectrum.

**10** Scenario that serves as a benchmark for the institution to reference, on one end of a spectrum.



**Existing Condition** – An “X” is placed on the number that represents the institution's current level of performance for a given outcome driver.

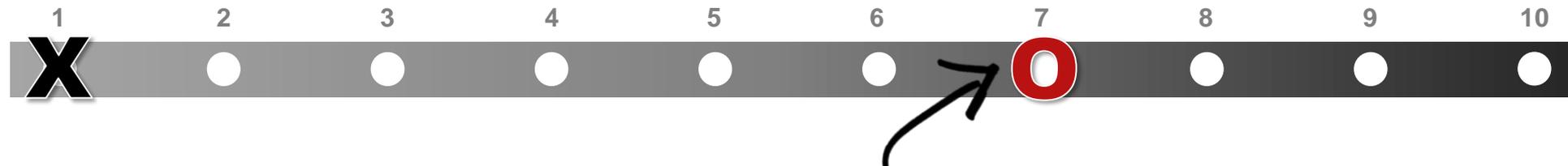
# Identifying Strategic Objectives

## THE SAV PROCESS



**1** Scenario that serves as a benchmark for the institution to reference, on one end of a spectrum.

**10** Scenario that serves as a benchmark for the institution to reference, on one end of a spectrum.



**Targeted Aspiration** – An “O” is placed on the number that represents the institution's desired level of achievement for a given outcome driver.

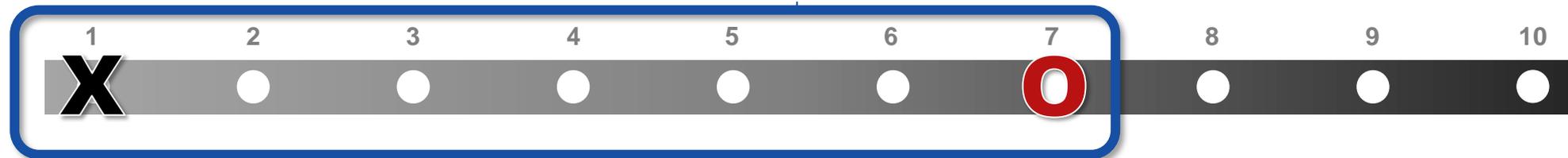
# Identifying Strategic Objectives

## THE SAV PROCESS



**1** Scenario that serves as a benchmark for the institution to reference, on one end of a spectrum.

**10** Scenario that serves as a benchmark for the institution to reference, on one end of a spectrum.

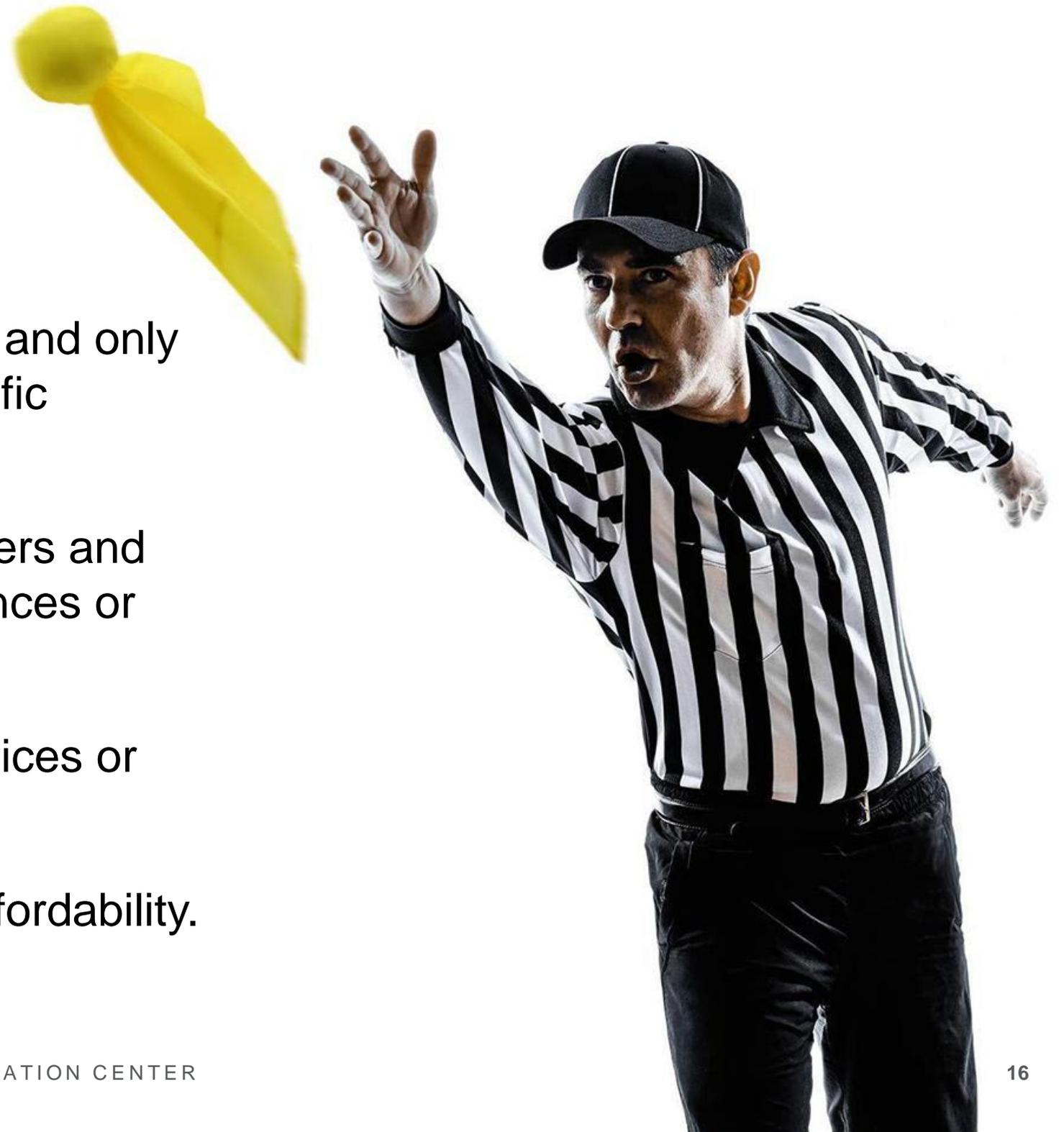


A gap indicates the extent to which change is required to achieve mission alignment.

# SAV Ground Rules

## THE SAV PROCESS

- › Adopt a global perspective.
- › Consider each objective independently and only as community recreation center – specific outcomes.
- › Treat the exercise as creating plan drivers and imposing filters - not predicting preferences or behaviors.
- › Do not be encumbered by current practices or conditions.
- › Do not be encumbered by perceived affordability.





## Enhance Resident Quality of Life

- Responsiveness to Depth of Community Interest**
- Responsiveness to Breadth of Community Interest**
- Promotion of Active Lifestyles**
- Household Management Assistance**
- Youth Development through Competitive Sports**
- Youth Development through Non-Sport Activities**



## Enhance Resident Quality of Life

### Responsiveness to Depth of Community Interest

1

New London Recreation should be heavily reliant on private sector and other public agencies to respond to the evolving activity demands of all residents of the City of New London.

10

New London Recreation should meet a high percentage of demand for those activities that are most popular among all residents of the City of New London.

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## Enhance Resident Quality of Life

### Responsiveness to Breadth of Community Interest

1

Private sector and other public agencies should respond to the evolving activity demands of all residents of the City of New London.

10

New London Recreation should support an extensive menu of facilities, programs, and services that reflects the full spectrum of activity interests of its diverse population.

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## Enhance Resident Quality of Life

### Promotion of Active Lifestyles

1

Private health clubs and non-profit entities can adequately meet the holistic needs of all residents of the City of New London.

10

New London Recreation should provide access to holistic wellness services appropriate for all residents of the City of New London of all ages, abilities, and income levels.

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# SAV Work Session



## Enhance Resident Quality of Life

### Household Management Assistance

1

New London Recreation is not in the business of providing family care services and programs.

10

New London Recreation should provide all households with an equal opportunity to maintain a balanced, stable home life and as such is committed to assisting with providing programs and care for children, youth, seniors, or those with special needs.

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## Enhance Resident Quality of Life

### Youth Development through Competitive Sports

1

Competitive sports should be viewed as being equivalent to other sports and recreational activities within New London Recreation.

10

Highly competitive sports are uniquely effective in the development of young people and should be aggressively supported through leagues and developmental programs at New London Recreation community recreation center.

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## Enhance Resident Quality of Life

### Youth Development through Non-Sport Programs

1

Youth programming in the facility will be exclusively focused on dimensions of physical activity and recreation.

10

Youth programming will be highly focused on leadership development, exposure to arts and culture, youth employment, and academic resources.

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## Recruitment & Retention

**Recruitment of a Skilled Workforce (Employers)**

**Recruitment of Families (Households)**

**Retention of Families (Households)**



## Recruitment & Retention

### Recruitment of a Skilled Workforce (Employers)

**1** New London Recreation does not have any role or responsibility in assisting the City with economic development initiatives or activities.

**10** New London Recreation represents a significant component of the the City of New London "brand" and that the quality of its recreational facilities should be actively used by employers to recruit a skilled workforce to the City.

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## Recruitment & Retention

### Recruitment of Families (Households)

1

Whether or not their programs or facilities attract families to the City of New London is not a decision-making factor in New London Recreation's allocation of resources.

10

New London Recreation represents a significant component of the the City of New London "brand," and the quality of its recreational facilities should be actively used by the City to recruit families to New London.

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## Recruitment & Retention

### Retention of Families (Households)

1

Whether or not their programs or facilities retain families in the City of New London is not a decision-making factor in New London Recreation's allocation of resources.

10

New London Recreation's targeted service levels should be sufficient to guarantee a high level quality of life for all residents of the City of New London in comparison with other communities nationwide.

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## Community Building

**Common Social Experience / Community**  
**Equitable Access**  
**Participant Diversity and Balance**



## Community Building

### Common Social Experience / Community

1

Bringing all residents of the City of New London together from different backgrounds and from different neighborhoods is not highly valued.

10

Creating opportunities for all residents of the City of New London to come together in celebration contributes significantly to the overall public health and welfare.

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## Community Building

### Equitable Access

**1** Price setting is an important strategy for revenue generation and the extent to which segments of the City of New London's residents are precluded from participation is a non-issue as long as revenues are maximized.

**10** No resident of the City of New London should be turned away from a New London Recreation facility because they cannot pay.

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## Community Building

### Participant Diversity and Balance

**1** As long as New London Recreation's facilities and programs are well utilized, there is little concern as to whether the patron base is demographically representative of the entire city.

**10** Facilities should be located and operated in such a way as to be directly responsive to the needs and interests of all residents of the City of New London.

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## Financial Performance

**Annual Funding Strategy**

**Economic Impact**

**Revenue Generation / Operating Paradigm**

**Operating Expense Management**

**Capital Funding**

**Sustainability / Environmental Stewardship**



## Financial Performance

### Annual Funding Strategy

1

Annual recreation center budget is allocated as a portion of the New London Recreation budget without direct relationship to usage variations, revenue generated on-site, or any other conditions that would introduce uncertainty as to the availability of resources.

10

The community recreation center is self-supporting and entirely reliant on direct revenue sources like user fees, facility rentals, and other speculative activities. The facility should be entrepreneurial.

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## Financial Performance

### Economic Impact

1

Services and programs will target local residents in the City of New London. All spending is substitutional.

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Significant efforts will be made to bring in visitors through tournaments and other special events to promote traffic for hotels, retail centers, and restaurants. Spending is net new.

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# SAV Work Session



## Financial Performance

### Revenue Generation / Operating Paradigm

1

A high value is placed on providing service to residents through membership programs, with residents not being "nickel and dimed" by extra charges. Rentals and outside vendors programs are not pursued by New London Recreation for the community recreation center.

10

Generating revenue through a broad menu of value membership levels, added services, programs, merchandise, and events is a high priority for New London community recreation center.

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## Financial Performance

### Operating Expense Management

1

Operating expenses should be kept as low as possible, even if that results in limited services and restricted hours of use of New London Recreation community recreation center. Achieving the highest quality of service and professional standards is not a driving priority.

10

Pursuing the highest quality of service and professional standards is paramount. Contingencies are established that provide centers with the operational flexibility to respond to market demand and user needs and preferences quickly without taking a risk of compromising quality.

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## Financial Performance

### Capital Funding

1

Initiatives requiring capital for construction or improvements should be solely supported by the City's balance sheet.

10

Initiatives requiring capital for construction and improvements should be transferred to a third party.

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# SAV Work Session



## Financial Performance

### Sustainability / Environmental Stewardship

1

The community recreation center and operations will not be showcased as part of New London's commitment to sustainability and environmental stewardship. Environmental benefits will not be pursued unless operational savings are in excess of cost.

10

Community recreation center and operations are prime assets through which New London Recreation conveys its commitment to sustainability and environmental stewardship. Environmental benefits will be pursued even if operational savings are not produced in excess of cost.

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**Thank you.**

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