



Decision-Making Criteria

COMMUNITY RECREATION CENTER

September 17, 2020



Today's Agenda

01 Criteria Setting

02 Criteria

03 Next Steps



01

Criteria Setting



Criteria Setting

NEW LONDON CORE VALUES

Key New London values influencing how criteria are formed:

- › Make a city of diverse constituencies function as one community.
- › Address the needs of every household and family to raise children with the opportunity to compete in the world and achieve well-being.
- › Continue the ascension of the city into a place worthy of investment by industries and families alike.
- › Take advantage of the city's locational attributes and neighboring populations to create positive revenue streams that make access to New Londoners affordable.
- › Ensure the center's long-term financial viability through a partnership agreement with a third-party management team.

Criteria Setting

PURPOSE & OUTCOME CATEGORIES

The SAV Story is about ensuring the Community Recreation Center (CRC) contributes to the achievement of targeted outcomes

- › Place the values of New London at the forefront of the discussion
- › Assess how those values drive levels of the
 - **Importance of an outcome** (New London's direct responsibility to achieve outcomes), and
 - **Intensity to achieve an outcome** (gap from the current ability to achieve an outcome vs. level values necessitate New London take responsibility to achieve that outcome)

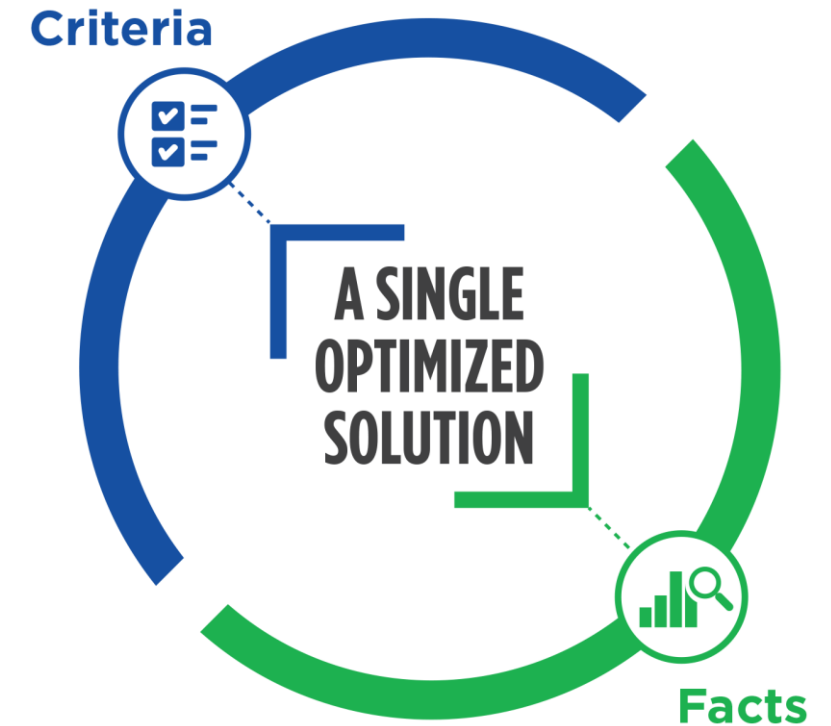


Criteria Setting

RELATIONSHIP BETWEEN CRITERIA AND FACTS

Creating the Criteria

- › The results are analyzed according to levels of importance and intensity
- › The Story is synthesized into four “chapters” that frame the market and financial analysis for making decisions that optimize the utility of the asset



**Project Concept
and Priority of
Programming**

**Architectural and
Construction Quality**

**Target Market and
Accessibility**

**Operating Paradigm
and Financial
Performance**

Criteria Setting

OUTCOMES INFLUENCING DECISIONS

Intensity of the relationship between outcomes and SAV chapters

RELATIONSHIP KEY

Primary
Secondary
Tertiary

Outcome Categories		SAV Chapters			
		Project Concept and Priority of Programming	Architectural and Construction Quality	Target Market / Accessibility	Operating Paradigm / Financial Performance
Outcome Categories	I. Enhance Resident Quality of Life				
	a. Responsiveness to Depth of Community Interest	Primary	Primary	Primary	Primary
	b. Responsiveness to Breadth of Community Interest	Primary	Primary	Primary	Primary
	c. Promotion of Active Lifestyles	Primary	Secondary	Secondary	Secondary
	d. Household Management Assistance	Secondary		Secondary	Secondary
	e. Youth Development: Sports	Primary		Primary	Secondary
	f. Youth Development through Non-Sport Activities	Primary		Primary	Secondary
	II. Recruitment & Retention (Making the City of New London a community of choice)				
	a. Recruitment of a Skilled Workforce (Employers)	Secondary	Primary	Secondary	
	b. Recruitment of Families (Households)	Secondary	Primary	Secondary	
	c. Retention of Families (Households)	Secondary	Secondary	Secondary	Secondary
	III. Community Building				
	a. Common Social Experience / Community	Primary		Primary	Secondary
	b. Equitable Access	Secondary		Secondary	Primary
	c. Participant Diversity and Balance	Secondary		Secondary	Secondary
	IV. Financial Performance				
	a. Capital Funding	Primary	Secondary	Secondary	Primary
	c. Revenue Generation / Operating Paradigm	Secondary		Primary	Primary
	d. Operating Expense Management				Primary
	e. Economic Impact				Primary
	f. Sustainability / Environmental Stewardship	Secondary	Secondary	Primary	Primary

02

Criteria Setting Session





1. Project Concept and Priority of Programming

- › Resources must be allocated to ensure **any New London resident interested in the most popular services is able to participate.**
- › Services that reach or are in **demand by most New London residents** should be **prioritized; spaces are flexible to accommodate a diversity of interests.**
- › Programs and services that **promote youth development** and community engagement should not be limited solely to sports, recreation, and fitness; **leadership development, arts and culture, youth employment, and academic resources** must be prioritized.
- › The CRC must be reflective of the core values of New London families providing the programs and services that **enhance the day-to-day life of living in New London and promote central gathering.**
- › **Partnerships** will only be sought where **New London residents are the primary beneficiaries.**



2. Architectural and Construction Quality

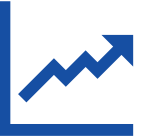
- › The CRC must clearly convey the **City's commitment to the wellbeing of its community members** and engender civic pride.
- › Bold architectural expression signifying a central gathering place of activity should be primarily **achieved through building form and experience** rather than the liberal use of expensive materials.
- › The CRC should be programmed, constructed, and operated to **minimize the potential for physical, functional, or market obsolescence** over time.
 - Use of load-bearing walls should be minimized.
 - Expandability or continuation of circulation should be maximized.
 - Spaces are multifunctional to serve a diversity of interests with minimal cost.



3. Target Market and Accessibility

- › **Every New London resident** should be accommodated in the CRC with a priority on programming for New London youth and families with flexibility in multipurpose spaces and time utilization to promote accessibility for other users.
- › **Serving residents of New London is prioritized regardless of their ability to pay**; elevated program elements should be **targeted at specific populations** that can and will pay for premium services.
- › The CRC will **leverage Citywide initiatives** and partnerships to deliver programs and services to residents efficiently.

4. Operating Paradigm and Financial Performance



- › The CRC must allow management to **pursue entrepreneurial opportunities** without compromising adherence to broader principles and standards:
 - A **comprehensive business plan** for the CRC should be developed and regularly updated.
 - As long as operating principles and standards are maintained, **broad decision-making authority** will be vested with the onsite management team.
 - Annual operating budgets should include **allowances and contingencies** to allow for immediate responsiveness to changing needs and emerging opportunities. Annual operating budgets should include targets to be supported by **speculative revenue** generated onsite.
 - Opportunities to **generate revenue from elevated services** should be pursued for the sake of cross-subsidizing programs for low- and moderate-income residents.
- › The CRC will be **primarily funded** by the City of New London ensuring the CRC is not controlled or driven by outside self-interests.
- › As appropriate, the CRC may enter **partnerships with complementary organizations** to cost effectively deliver the highest quality services.

Thank you.

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