

## Cultural Facility Planning & Development Self-Assessment Checklist

This self-assessment checklist was created in collaboration with the Vancouver arts and cultural community as part of the development of the 2008 - 2023 Cultural Facility Priorities Plan. Community members and the facility study consultants recommended new criteria for the evaluation of cultural facility projects seeking City support. Those Assessment Criteria have been adapted into this Self Assessment Checklist, which is available to non-profit organizations and individuals to assist with their facility planning and development projects. It may be considered a pre-planning guide to “what to consider” when planning for cultural facility development.

Each project regardless of scale must consider some of the basic questions contained herein. The extent of the project—its scope, size, complexity and capital cost will dictate the applicability of the Checklist’s questions. Some projects will require deeper exploration than suggested here, others less.

Requests to reproduce the Checklist beyond personal and individual arts/cultural organizational use may be directed to the Cultural Services Department, City of Vancouver. 453 West 12<sup>th</sup> Ave. Vancouver, BC, V5Y 1V4, 604.871.6000. For further information on the City’s Cultural Facilities Priorities Plan, please go to [www.vancouver.ca/creativecity](http://www.vancouver.ca/creativecity).

Self Assessment Checklist - Vision	
Criteria	Details
<p><b><i>Vision</i></b></p> <p>The proposed facility project is rooted in a strong, shared vision.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is there a clearly articulated vision for the project?</li> <li><input type="checkbox"/> Is the project consistent with, and critical to, advancing the mission, vision and values of the organization? Are these clearly articulated?</li> <li><input type="checkbox"/> Does the organization have a strategic plan? Is the project critical to achieving the goals of this plan?</li> <li><input type="checkbox"/> Does the organization have a long-range facilities master plan? Is the project critical to that master plan?</li> <li><input type="checkbox"/> Does the project contribute to the development of artistic cultural practice?</li> <li><input type="checkbox"/> Does the project contribute to Vancouver’s wider cultural ecology (of facilities and resources)?</li> </ul>

## Self Assessment Checklist - Capacity

Criteria	Details
<p><b><i>Capacity</i></b></p> <p>The proposed facility project team has the capability to deliver the project.</p> <ul style="list-style-type: none"> <li>▪ <b>Leadership:</b> the facility project demonstrates effective leadership necessary to deliver the project.</li>   <li>▪ <b>Partnership and Collaboration:</b> partnership and collaboration play a role in the development, funding and delivery of the facility project.</li>   <li>▪ <b>Project Management:</b> the facility project demonstrates evidence of effective and realistic project management.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Does the project have the leadership team in place to manage and deliver the project?</li> <li><input type="checkbox"/> Does this leadership team have the necessary skills and experience to manage and deliver the project?</li> <li><input type="checkbox"/> Does the leadership team have the relationships and connections to support the realization of the project?</li>   <li><input type="checkbox"/> Can the project demonstrate the support and involvement of the creative and the wider community it intends to serve?</li> <li><input type="checkbox"/> Does the project have the support of partners in the public, private, philanthropic and corporate sectors? How is this demonstrated? Are there clear expressions of commitment from partners?</li> <li><input type="checkbox"/> Do partnerships and/or collaboration play a role in the development and implementation of the project?</li>   <li><input type="checkbox"/> Has the organization completed a building program (forecast of space needs)? How does the project fit into that plan?</li> <li><input type="checkbox"/> Does the project team have the skills, experience and necessary qualifications to manage and deliver the project and/or is willing to hire such expertise onto the team?</li> <li><input type="checkbox"/> Does the organization have a clear plan for completing the construction process?</li> <li><input type="checkbox"/> Do the technical aspects of the project match or exceed industry best practice benchmarks for similar facilities?</li> <li><input type="checkbox"/> Does the organization have a successful record of completing projects within budget and scheduling parameters?</li>   <li><input type="checkbox"/> Has the project leadership team</li> </ul>

<ul style="list-style-type: none"> <li>▪ <b>Fundraising:</b> the facility project has a realistic fundraising plan in place.</li> </ul>	<p>developed a fundraising strategy and/or undertaken a fundraising feasibility study? Does the strategy / feasibility study indicate a viable campaign?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Has the project leadership team explored funding from a range of public (various levels of government), philanthropic and private / corporate sector sources? Does the project leverage funding from multiple partners?</li> <li><input type="checkbox"/> Does the project team have the skills, experience and relationships necessary to undertake the fundraising campaign?</li> <li><input type="checkbox"/> Is there evidence of local community fundraising commitments from the Board, leadership team, staff, volunteers, members and stakeholders?</li> </ul>
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Self Assessment Checklist - Sustainability	
Criteria	Details
<p><b><i>Sustainability</i></b></p> <p>The proposed facility project fills a demand or gap in the existing facility ecology, and is environmentally, organizationally, and financially sustainable.</p> <ul style="list-style-type: none"> <li>▪ <b>Sector Support and Engagement:</b> the facility project demonstrates support from the arts and cultural community it is intended to serve.</li> <li>▪ <b>Audience / Public Engagement and Demand:</b> the facility project demonstrates evidence of support and/or demand from the wider community and potential audiences.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Does the project have the support of the primary arts / cultural / creative community it will serve? How is this demonstrated?</li> <li><input type="checkbox"/> Does the project have the wider support of the arts / cultural / creative community? How is this demonstrated?</li> <li><input type="checkbox"/> Is the project artist-run or artist-initiated? Are independent artists and arts and cultural organizations involved with project development, planning and delivery?</li> <li><input type="checkbox"/> Is there a clear and compelling demonstration of audience / public need / demand for the project? Has a demand analysis been completed?</li> <li><input type="checkbox"/> Does the project serve an immediate unmet need? How has this been assessed?</li> <li><input type="checkbox"/> Has the project team market tested the proposed facility development?</li> <li><input type="checkbox"/> Is there a pre-existing base of support for the project, based on an engagement or other public process?</li> </ul>

<ul style="list-style-type: none"> <li>▪ <b>Organizational Sustainability:</b> the facility project is being developed by an established, stable and sustainable organization.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is the project being undertaken by an organization with established, consistent and effective governance?</li> <li><input type="checkbox"/> Does the organization have an effective, stable staff team?</li> <li><input type="checkbox"/> Will completion of the project increase / improve the organization's sustainability?</li> <li><input type="checkbox"/> Does the organization developing the project have the staffing and volunteers appropriate to the project's scale?</li> <li><input type="checkbox"/> Will the project result in the need for new governance structures / models? Is there a plan for addressing this need?</li> <li><input type="checkbox"/> Will the project result in the need for new staffing structures / resources? Is there a plan for addressing this need?</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Financial Sustainability:</b> the facility project sets out realistic projections of capital costs and operating revenues and expenses.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has an independent capital cost analysis been undertaken for the project? Is the total capital cost realistic for the project and for the size / capacity of the organization?</li> <li><input type="checkbox"/> Does the organization have a Business Plan that includes projected operating costs that will result from the facility project?</li> <li><input type="checkbox"/> Does the Business Plan set out realistic projections for operating revenues and expenses based on industry benchmarks for similar facilities?</li> <li><input type="checkbox"/> Have long-term maintenance considerations and required resources been identified? Are they included in the Business Plan?</li> <li><input type="checkbox"/> Will the project generate new revenues upon completion or result in future cost savings?</li> <li><input type="checkbox"/> Does the project achieve a balanced budget over a 5 - 10 year period?</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Environmental Sustainability:</b> the facility project makes a positive contribution to environmental sustainability.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Does the project support / enhance environmental goals (LEED, etc.)?</li> <li><input type="checkbox"/> Is the project easily accessible by public transit?</li> <li><input type="checkbox"/> Will long-term operating costs be reduced as a result of the build / renovation?</li> <li><input type="checkbox"/> Does the project replace or rehabilitate buildings or infrastructure (necessary for essential service delivery) that are at</li> </ul>

<ul style="list-style-type: none"> <li>▪ <b>Adaptability:</b> the facility project has the capacity to adapt to changing needs and changing practice.</li>   <li>▪ <b>Diversity:</b> the facility project makes a contribution to increasing access to and participation in arts and culture at all levels and across all areas of practice for Vancouver's diverse communities.</li>   <li>▪ <b>Public Health and Safety:</b> the facility project addresses public health and safety issues.</li> </ul>	<p>or past their useful life, thereby resulting in a new or significantly extended useful life?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Is there a flexibility or adaptability imbedded in the project that will accommodate changing audience needs and/or creative practice?</li> <li><input type="checkbox"/> Can the project accommodate future innovations?</li> <li><input type="checkbox"/> Will the project support spaces that are fit for purpose for today's creation, performance and exhibition and for future needs?</li>   <li><input type="checkbox"/> Does the project enable increased accessibility across many forms and levels?</li> <li><input type="checkbox"/> Does the project increase access for audiences, participant, staff, technicians and artists with disabilities?</li> <li><input type="checkbox"/> Does the project serve particularly underrepresented or underserved arts, cultural and/or creative communities?</li> <li><input type="checkbox"/> Does the project serve a particularly underrepresented audience and/or community?</li> <li><input type="checkbox"/> Does the project's management / leadership reflect the audience / community served?</li> <li><input type="checkbox"/> Does the project include a plan for developing the size and diversity of its audience? How will this project assist this ambition?</li>   <li><input type="checkbox"/> Does the project provide essential upgrades to buildings or infrastructure components that are critically necessary for the life, safety and health of presenters, audiences and other stakeholders?</li> <li><input type="checkbox"/> Does the project meet the local zoning, development and building code by-laws? If not, what changes or processes need to be undertaken for the project to succeed?</li> </ul>
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## Self Assessment Checklist - Impact

Criteria	Details
<p><b><i>Impact</i></b></p> <p>The proposed facility project will make a contribution to the achievement of one or more of the strategic directions identified in the City of Vancouver 2008 - 2018 Culture Plan</p> <ul style="list-style-type: none"> <li>▪ <b>Innovation:</b> recognize Vancouver - locally, nationally and internationally - as a city of creative innovation, a city of ideas, a city that leverages the unique and authentic voices of the diverse, young and growing cultural community, a city that realizes its full creative potential, a city on the leading edge of cultural activity and development.</li>   <li>▪ <b>Learning:</b> build on Vancouver's reputation as a city of learning, a city that embeds cultural exchange, cultural curiosity and cultural development as part of lifelong learning - from the very young to the elderly - to ensure that all our citizens have the opportunity to engage with and participate in cultural education throughout their lives and to ensure that every citizen has the opportunity to develop his or her expressive capacities.</li>   <li>▪ <b>Connecting People, Ideas and Communities:</b> take advantage of Vancouver's position as a creative city where connectivity is a hallmark of our cultural system and the inter-relationship between artists, creative industries, institutions, communities, and neighbourhoods. Vancouver is a city engaged in a dynamic conversation, an ongoing dialogue and an exploration of cultural enterprise and opportunity on a regular and consistent basis,</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Will the project and spaces enable innovative practice?</li> <li><input type="checkbox"/> Will the project be delivered in an innovative way (for example through partnerships, funding, construction, and operation)?</li> <li><input type="checkbox"/> Does the project leverage the unique and authentic voices of the diverse, young and growing cultural community in Vancouver?</li> <li><input type="checkbox"/> Will the project provide spaces that support new innovative interactions and opportunities for participation and engagement?</li> <li><input type="checkbox"/> Will the project provide access to new technologies or other infrastructure that enables innovation?</li>   <li><input type="checkbox"/> Do the project spaces support creative and cultural exchange?</li> <li><input type="checkbox"/> Does the project support access to and participation in arts and cultural activities?</li> <li><input type="checkbox"/> Does the project support professional development and/or development of new practice?</li> <li><input type="checkbox"/> Does the project extend access to and/or the breadth of formal learning opportunities? How about informal learning opportunities?</li>   <li><input type="checkbox"/> Does the project connect audiences and practitioners from different sectors and disciplines, e.g. health, science, technology / environment / public / private?</li> <li><input type="checkbox"/> Will the project connect with people and/or communities not necessarily involved in the arts?</li> <li><input type="checkbox"/> Will the project enable the creation of new physical, conceptual, virtual communities of practice and the potential for new practice and/or new communities?</li> <li><input type="checkbox"/> Will the project support shared facilities for creation, production and/or administration within and</li> </ul>

<p>connecting people and communities, sharing innovative ideas and programs.</p> <ul style="list-style-type: none"> <li>▪ <b>Neighbourhoods:</b> highlight Vancouver as a city of vibrant creative neighbourhoods by showcasing the talent, enterprise and diversity of our artists, communities and neighbourhoods for our citizens and visitors. Build on the unique identity of our neighbourhoods - engaging local residents, artists and businesses - to ensure that the rich culture, creativity, diversity and innovation of Vancouver is accessible to all.</li>   <li>▪ <b>Valued and Valuable:</b> ensure that citizens and taxpayers of Vancouver experience in real and concrete ways the value that arts and culture bring to the city and their lives, families and businesses; promote our growing reputation as an international cultural tourism and entertainment destination known as a place where culture is vibrant and happening and where we value and celebrate the rich multicultural and intercultural expression that is unique to Vancouver.</li> </ul>	<p>across disciplines?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Does the project contribute to a balance of arts and cultural facilities across the city by supporting spaces that serve identifiable geographic communities and/or underserved neighbourhoods?</li> <li><input type="checkbox"/> Does the project demonstrate knowledge of and relevance to the neighbourhood's identity and intrinsic character - its values, assets, people, needs, and expectations?</li> <li><input type="checkbox"/> Does the project have potential for growth and the flexibility to respond to neighbourhood change?</li> <li><input type="checkbox"/> Does the project make use of currently under-utilized community / neighbourhood spaces?</li> <li><input type="checkbox"/> Does the project support neighbourhoods by ensuring that arts and culture can take place in accessible traditional and non-traditional venues?</li> <li><input type="checkbox"/> Does the project support local neighbourhood building?</li> <li><input type="checkbox"/> Does the project contribute to local neighbourhood centre vitality?</li> <li><input type="checkbox"/> Does the project have the potential to deliver positive economic benefits for the neighbourhood community and/or make a unique contribution to the area's economic development?</li>   <li><input type="checkbox"/> Will the project create spaces of various types and scales that support the production, creation and presentation of arts and cultural activity, ensuring Vancouver's growing global reputation engages with a vibrant and secure arts and cultural community?</li> <li><input type="checkbox"/> Will the project contribute to, encourage cultural civic pride, and raise Vancouver's international reputation as a culturally vibrant city?</li> <li><input type="checkbox"/> Will the project reflect and enhance the character, ambiance and vibrancy of Vancouver and its neighbourhoods?</li> <li><input type="checkbox"/> Will the project contribute to the quality of the built environment in the city?</li> </ul>
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	<ul style="list-style-type: none"><li><input type="checkbox"/> Does the project support the recognition and understanding of Vancouver's unique tangible and intangible cultural heritage and promote intercultural expression and understanding?</li><li><input type="checkbox"/> Does the project support local community development goals?</li><li><input type="checkbox"/> Does the project contribute to Vancouver's economic development?</li><li><input type="checkbox"/> Is the project structured to deliver value to Vancouver citizens?</li></ul>
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