

City of Victoria Council Workshop

A Pathway Forward for the Crystal Pool Replacement Project

Hosted by
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17 October, 2019

HCMA
Architecture
+ Design

Goals for today

- Confirm Council's vision for the project
- Clarify intent and understanding of the June 13 Council direction
- Seek feedback on our assumptions and processes, including relationship with Corporate Equity Project

HCMA
Architecture
+ Design

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Relationship to Corporate Equity Project

Relationship to Corporate Equity Project

Assumptions:

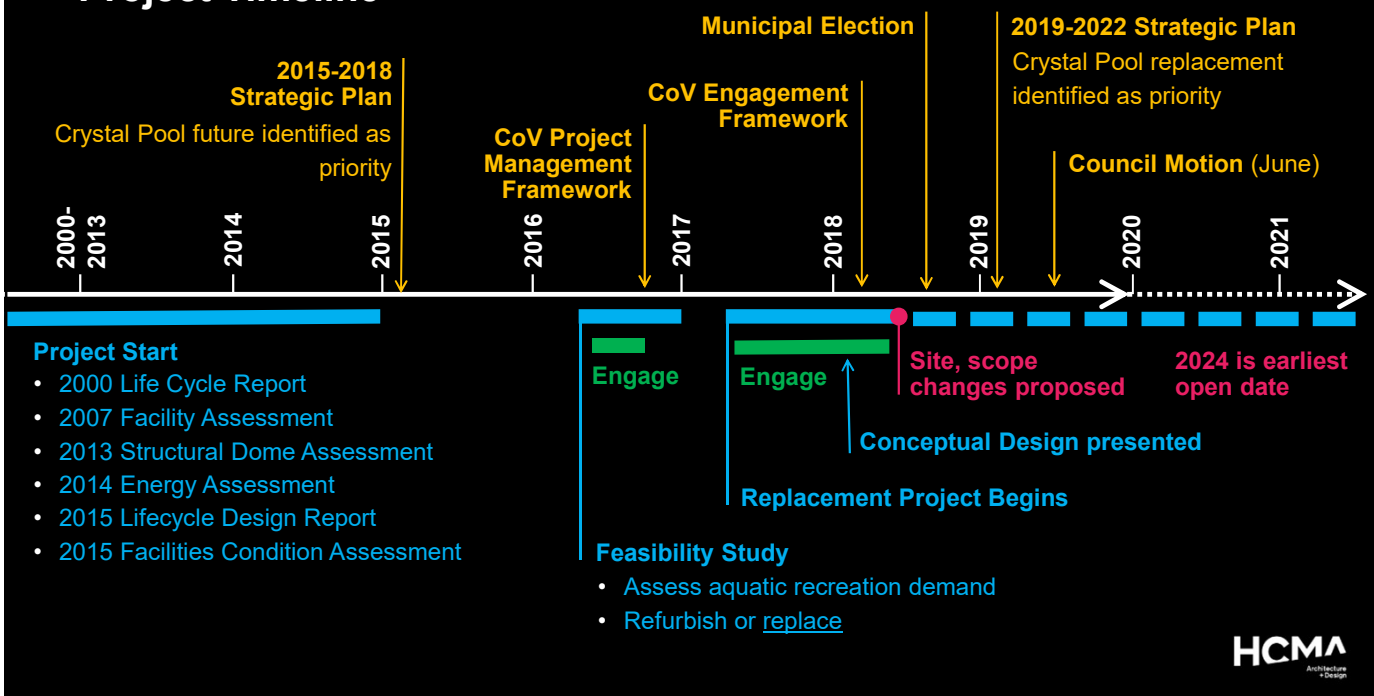
- CPWC should proceed as quickly as is responsible to the Corporate Equity Project
- There is value in CPWC functioning as a test case

Recommendation:

- The CPWC project should proceed and follow a schedule coordinated with the release of key inputs from the Corporate Equity project

2 Project Recap

Project Timeline



Feasibility Study: Crystal Pool and Fitness Centre

March 2016 – September 2017

Main Questions

- What is the demand for aquatic recreation, and should the existing facility be refurbished or replaced?

Decision

- Replacement of facility
 - Provides better overall value-for-money
 - Project is an aquatic centre, with fitness amenities and flexible multi-purpose spaces
 - Project is for all residents of Victoria and surrounding region
 - To be delivered with no service interruption
 - Total budget of \$69.4 million

Feasibility Study: Crystal Pool and Fitness Centre

2016

Engagement Process

- **24 Stakeholder Interviews** including organizations representing the local community, aquatic and athletic groups, local service providers, and health and wellness professionals
- **36 people** attended Public Focus Group Meetings representing existing users that are not part of an organized group
- Sounding Boards at Crystal Pool collected feedback from visitors
- **Pop Ups** at community events, plus **464 respondents** to online survey
- Input from engagement process led to the development of the **5 Project Objectives**

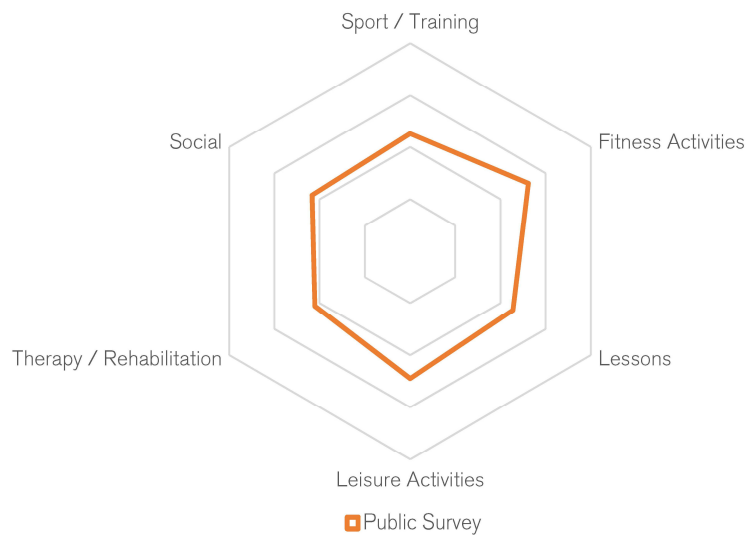
Crystal Pool & Wellness Centre Replacement Project

2017-2018

Engagement Process

- **3 Phases** of Engagement
 - Public input in the Project Design phase was obtained through activities in three stages:
 - *Public Engagement 1* (February 1 – April 1, 2018)
 - *Stakeholder Engagement* (April 1- June 15, 2018)
 - *Public Engagement 2* (May 15 – July 3, 2018)
- **4,400 people** participated in all three phases of engagement, which included Open Houses, surveys, stakeholder meetings, sounding boards at Crystal Pool and pop-up engagement at community events
- **1,165 respondents** to online surveys
- **80% of survey respondents** agreed that the facility designs reflected their expectations

Q6-PRIORITIES SPIDER



3 Council Direction

June 13 Council Motion

That Victoria City Council direct staff to develop a plan to revisit the objectives, scope and schedule of activities for the Crystal Pool project, that aligns with the new Strategic Plan, including application of the evaluative tools described in section i, ii, iii, iv below, for Council consideration:

- i. Ensure no net loss of green space in the neighbouring area.
- ii. Apply an equity lens to siting, design, amenity selection, engagement, procurement, and evaluation, to inform decisions about and investment in community.
- iii. Apply an affordability lens to assess total cost of ownership, siting, amenity selection, operating costs, costs to taxpayers and users.
- iv. Invite potential partners and neighbourhood representatives to collaborate to align and help achieve these equity, accessibility and affordability objectives.
- v. Embed distributional, procedural, structural and inter-generational equity into the City's corporate policies guiding hiring, staff training and professional development, procurement and civic engagement.
- vi. Report back to Council on potential locations in the North Park and Hillside / Quadra neighbourhoods.

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- i. Ensure no net loss of **green space** in the **neighbouring area**.
- ii. Apply an **equity lens** to **siting, design, amenity selection, engagement, procurement, and evaluation**, to inform decisions about and investment in community.
- iii. Apply an **affordability lens** to assess **total cost of ownership, siting, amenity selection, operating costs, costs to taxpayers and users**.
- iv. Invite potential partners and neighbourhood representatives to **collaborate** to align and help achieve these equity, accessibility and affordability objectives.
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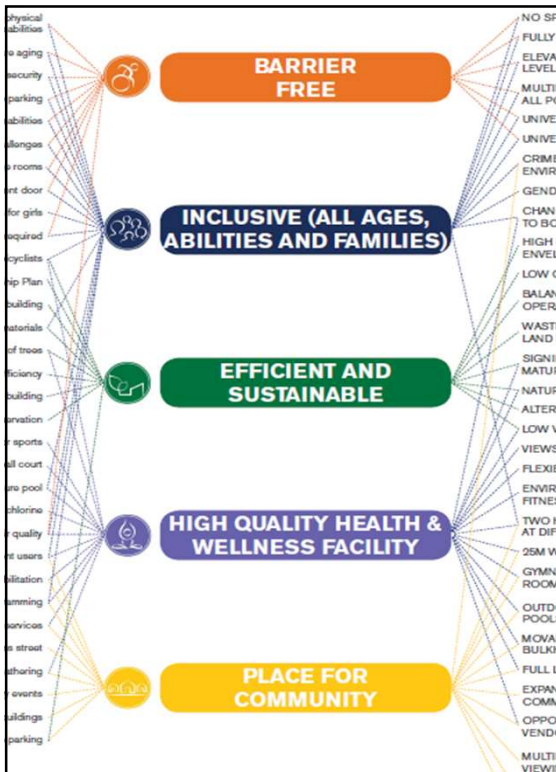
Key Question?

This will determine the program focus and project scale:

A. An aquatic facility priority with additional complementary space to support other community programs?

or

B. A community facility priority with an aquatic facility included?



Develop a plan to revisit the **objectives**, scope and schedule of activities for the Crystal Pool project, that aligns with the new Strategic Plan

Objectives

Project objectives:

1. Barrier-free
2. Inclusive (all ages, abilities, and families)
3. Efficient and Sustainable
4. High quality health and wellness facility
5. Place for community

Additional assumptions:

- Main question was replacement vs rehabilitation
- Project is an aquatic centre with dry floor/fitness area
- Any additional facilities dependent on project capacity
- To be delivered with no service interruption
- Project is for all residents of Victoria and surrounding region

Refinement of **objectives**

1. Inclusive: all feel welcome in the new facility

- All areas of the new facility are physically accessible by people with varying types of abilities
- Programs and services offered are financially accessible to all residents of Victoria
- Residents in neighbouring communities and the whole City express a sense of belonging and ownership
- Users of the new facility broadly reflect the community demographic profile

Refinement of **objectives**

2. Efficient and sustainable: a showcase for climate leadership

- Guided by the City's *Climate Leadership Plan*, target net zero carbon
- Significantly reduce energy use and GHG emissions from current levels (40% of corporate facilities emissions)
- Significantly reduce site potable water consumption
- Use locally sourced, healthy, and low-carbon materials

Refinement of **objectives**

3. Beyond recreation: enabling community health and wellness

- Aquatic and recreation facilities that promote health and assist those with pre-existing health conditions
- Space for programming and services that provide social supports, improve coping skills, support healthy behaviours, and reduce social isolation to address social determinants of health in addition to physical fitness

Refinement of **objectives**

4. Community hub: a place to gather, connect, and thrive

- Community gathering spaces are an integral part of the design
- Programming allows for both formal and informal use of spaces for community needs

Do these objectives align with Council's expectations for this project, or are there others?



Develop a plan to revisit the objectives, **scope** and schedule of activities for the Crystal Pool project, that aligns with the new Strategic Plan

Scope

Assumptions:

- Aquatic functions (including 50m tank) were core to the project before June Council motion

Recommendations:

- The project team revisits which amenities the facility includes, based on refined objectives
- Range of exploration remains within the approximate size and cost of existing project



Develop a plan to revisit the objectives, scope and schedule of activities for the Crystal Pool project, that aligns with the new Strategic Plan

Aligns with the new Strategic Plan

Health, Well-Being and a Welcoming City

Strategic Objective Five

Measurable outcomes:

- Increase sense of belonging and participation in civic life among all demographic groups
- Increase in number of people who are more active, including increase in registration in the City's recreation programs

Action # 20 (2019-2022)

- Crystal Pool and Wellness Centre Replacement

Action # 21 (Ongoing)

- Identify and remove barriers to make Victoria accessible and apply a barrier-free lens to all decisions we make to ensure we're not creating new barriers

Aligns with the new Strategic Plan

Climate Leadership and Environmental Stewardship

Strategic Objective Six

Measurable outcomes

- The City is cutting corporate emissions by 60% by 2030
(*Crystal Pool emits more GHGs than any other City facility*)

Action # 2 (2019)

- Implement the *Climate Leadership Plan*

Aligns with the new Strategic Plan

Good Governance and Civic Engagement

Strategic Objective One

Measurable outcomes:

- There is clear, open and transparent two-way communication between the City and the public, with the ability for public input to effect change
- There is broad engagement with a diversity of participants conducted in a respectful and inclusive way
- The community feels heard
- The City demonstrates regional leadership in transparency and open government initiatives
- There are clear, relevant measurable outcomes for each objective that Council measures and reports on

Aligns with the new Strategic Plan

Strong, Liveable Neighbourhoods

Strategic Objective Eight

Action #5 (2019)

- Explore opportunities to expand the Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD

Action #14 (2021)

- Work with the Greater Victoria Public Library to provide library services in the north end of the city, including the exploration of a new neighbourhood branch

Action #16 (2022)

- Establish a community centre for the North Park Neighbourhood in conjunction with plans for the Royal Athletic Park parking lot and/or the Crystal Pool and Wellness Centre Replacement Project



Aligns with the new Strategic Plan

Assumption:

Action #14 (2021)

- It is our understanding that the project is not intended to include a library and that strategic plan item will be addressed separately



Aligns with the new Strategic Plan

Overall Recommendations:

- The project team considers the above-noted Strategic Plan actions in its project redefinition processes
- Consider co-location opportunities to deliver community amenities through partnerships with external parties

Do these priorities align with Council's expectations for this project, or are there others?



Ensure no net loss of green space in the neighbouring area

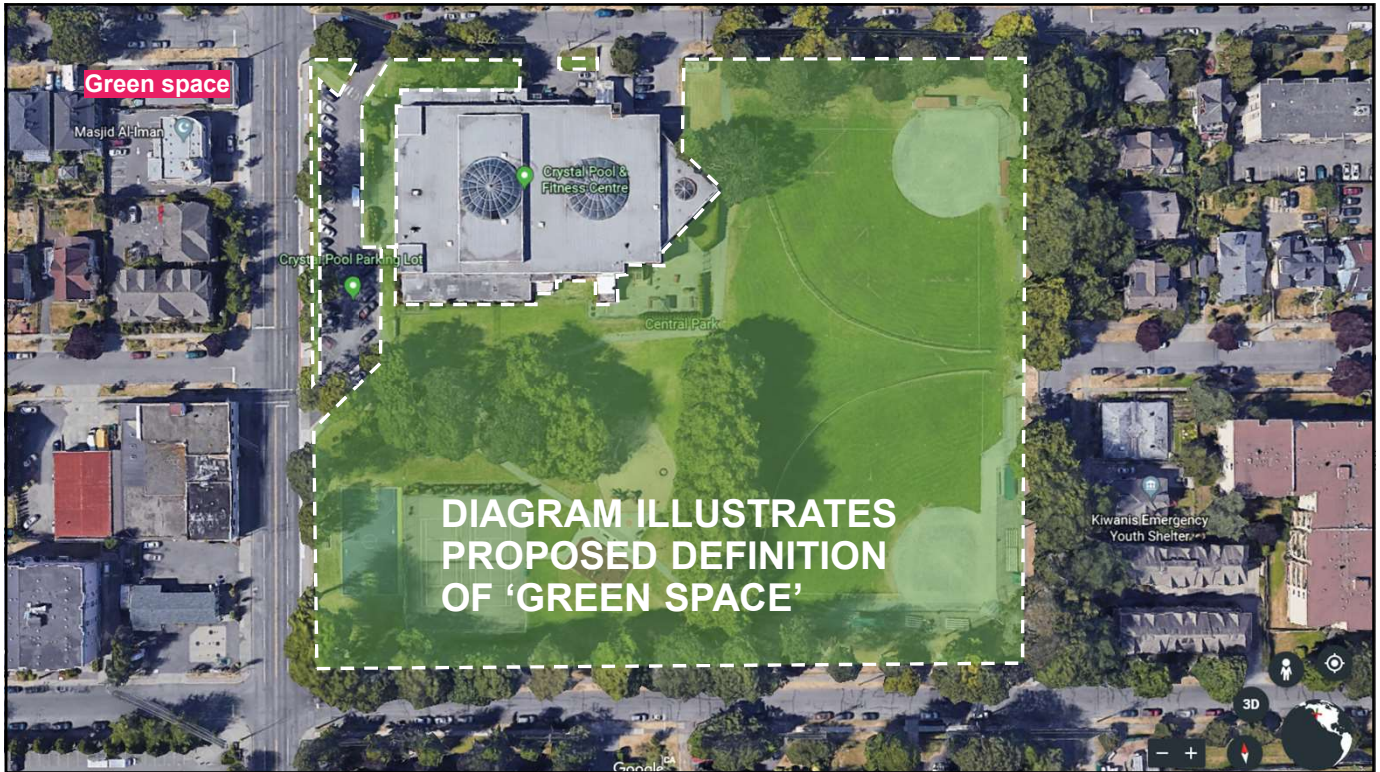
Green space

Assumptions:

- Needs to be based on consistent method for calculation
- Space for people for leisure/recreation (not space for buildings/vehicles)
- From City of Victoria Zoning Bylaw:
 - *"Open Site Space" means that portion of a lot which is landscaped and not occupied or obstructed by any building or portion of building, driveway or parking lot; excluding accessory garden structures, balconies and roof projections.*

Green space

Green Space	Not Green Space
<p>Any hard or soft spaces where people can walk, gather, recreate at grade or on rooftops:</p> <ul style="list-style-type: none">• Fields• Courts• Skate parks• Paved paths• Seating• Playgrounds• Areas with outdoor exercise equipment• Treed areas• Gardens	<p>Any portion of a building or space primarily serving motor vehicles:</p> <ul style="list-style-type: none">• Driveways• Parking/loading areas• Balconies



Green space

Recommended Definition:

- Green space includes soft and hard landscaping areas primarily used by people not in motor vehicles. Hard landscaping includes seating areas, plazas, paved paths, playing courts, skate parks etc. within the property boundary.
- This excludes areas for motor vehicles including driveways, parking and loading zones.
- Could include rooftops where public can access such as over underground parking.

Neighbouring area

Assumption:

- Neighbouring area can mean any area within a 800-1600 metre (10-20 minute) walking radius

Recommendation:

- Project team will conduct site assessment before determining applicable radius with input of Council

Illustration of walking radius (centre at CPWC)

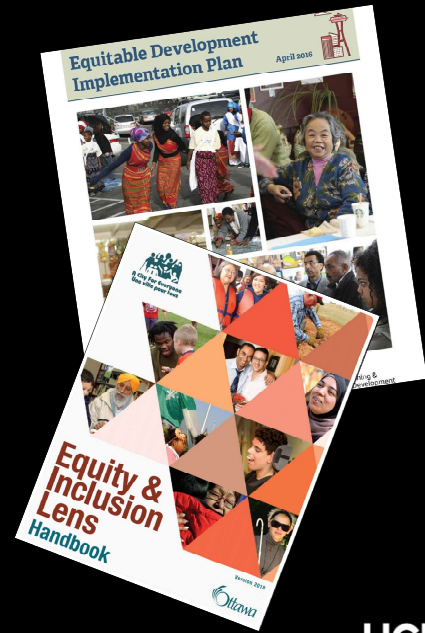


Apply an **equity lens** to siting, design, amenity selection, engagement, procurement, and evaluation, to inform decisions about and investment in community

Equity lens

Takeaways from exploration of equity in the municipal context:

- Identifying specific disparities through:
 - Who (which demographics)
 - What (which amenities, programs, services, infrastructure)
 - Where (which geographic area)
- Need to define lens before we can apply it



Equity lens

Recommendations:

- **Siting:**
 - The project team undertakes a series of mapping analyses of various site options with relevant data (e.g. census, demographic) with a GIS specialist.
- **Design:**
 - The project team will develop and integrate design strategies focused on reducing barriers to participation (e.g. including culture, gender, physical ability...).
- **Amenity Selection:**
 - The project team will analyze existing and potential project components that relate to facility programming, considering the range of activities and participants they will support.

Equity lens

Recommendations:

- **Engagement:**
 - Work with the Corporate Equity Project and update approach to engagement to ensure equity-seeking groups are included.
- **Procurement:**
 - The project team defers this discussion to future conversations around purchasing, tender, how project will be staffed, etc.
- **Evaluation:**
 - Evaluate outcomes after project completion related to objectives with pre/post-occupancy assessments. The project team will discuss options, strategies, and processes for assessments.



Apply an **affordability lens** to assess total cost of ownership, siting, amenity selection, operating costs, costs to taxpayers and users

Affordability lens

Assumptions:

- Costs include:
 - First costs (capital + soft costs)
 - Operational costs
 - Energy costs
 - User costs including admission fee (future decision)
 - Societal impacts (community health and safety)

Recommendation:

- The project team will assist Council in making sound decisions by sharing objective analysis of first costs, providing reasonable projections of operational and energy costs, and considering user and societal impacts.



Invite potential partners and neighbourhood representatives to **collaborate** to align and help achieve these equity and affordability objectives

Collaborate

Assumptions:

- International Association for Public Participation (IAP2) Engagement Spectrum
- City of Victoria Engagement Framework
 - Engagement level: **Collaborate**
 - *To partner with the public in each aspect of the decision including the development of alternatives and the preferred solution.*
 - Engagement promise:
 - *We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.*

Collaborate

Recommendations:

- Establish a **Project Advisory Group**
 - Consider roles, parameters for composition to ensure diversity and inclusivity
 - Consider recruitment process to ensure as many community members as possible are aware of opportunity
 - Establish clear governance and mandate
- Review and revise key project components, such as decision-making criteria and engagement plan with Advisory Group and wider community
- Report to Council on a process for creating the Project Advisory Group

Other Considerations

- Clarifying project objectives allows for clear decision making, scope definition and priority setting.
- Depending on which elements of the motion are prioritized, different results will emerge.
- Some of the desired outcomes may be at odds with each other.
(e.g. affordability and no net loss of green space)
- May require a weighting of objectives/criteria, which will be part of a future discussion.

Thank you