



Committee of the Whole Report

For the Meeting of January 9, 2020

To: Committee of the Whole **Date:** December 2, 2019
From: Thomas Soulliere, Director of Parks, Recreation and Facilities
Subject: Project Update: Crystal Pool and Wellness Centre Replacement Project

RECOMMENDATION

That Council:

1. Approve an allocation of up to \$725,000 for the Feasibility Study; and
2. Approve the process to create a Project Advisory Group for the Crystal Pool and Wellness Centre Replacement Project, as outlined in this report.

EXECUTIVE SUMMARY

On October 17, 2019 the project team engaged in a workshop with Council to discuss the definitions, objectives, and engagement components of the June 2019 motion. The project team has taken this input and developed the project plan outlined in this report for the next phase of work. This Feasibility Study will focus on the program components and location of the new facility, and ultimately produce a viable concept design, design and construction budget, and schedule to complete the new facility.

The key activities of the Feasibility Study will include:

1. Establishing a Project Advisory Group
2. Developing criteria, assessing and refining program and siting options
3. Public consultation
4. Confirming a preferred concept design and cost estimate

The first action will be to establish the Project Advisory Group (PAG). At the workshop on October 17, staff heard from Council support for development of an advisory group comprised of a diverse mix of community stakeholders and equity seeking populations. In response, the project team has developed a draft Terms of Reference for the PAG (Attachment A) and an implementation plan.

Once the PAG is in place, the project team will progress through the various activities to confirm the program and siting of the new facility, while engaging with Council and the general public throughout the process. The projected timeline to complete the Feasibility Study is approximately 14-16 months.

PURPOSE

The purpose of this report is to provide an update on the project plan for the next phase of work and to detail the process for creating the Project Advisory Group.

BACKGROUND

In June 2019, Council received a presentation from representatives of the North Park Neighbourhood Association consisting of information relating to neighbourhood demographics, potential facility siting options and potential programming. Subsequent to this presentation, Council approved a new set of directions relating to the project:

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.*

In the October 17 workshop with Council, the project team received further input on key components of the June 2019 motion that provided new direction on the project. At this session Council passed the following motion:

- i. That the pool project include consideration of a possible neighbourhood library branch.*

ISSUES & ANALYSIS

During the October meeting, staff committed to reporting back on two immediate actions; the draft plan for the Feasibility Study, and the process to create a Project Advisory Group, including terms of reference.

Scope

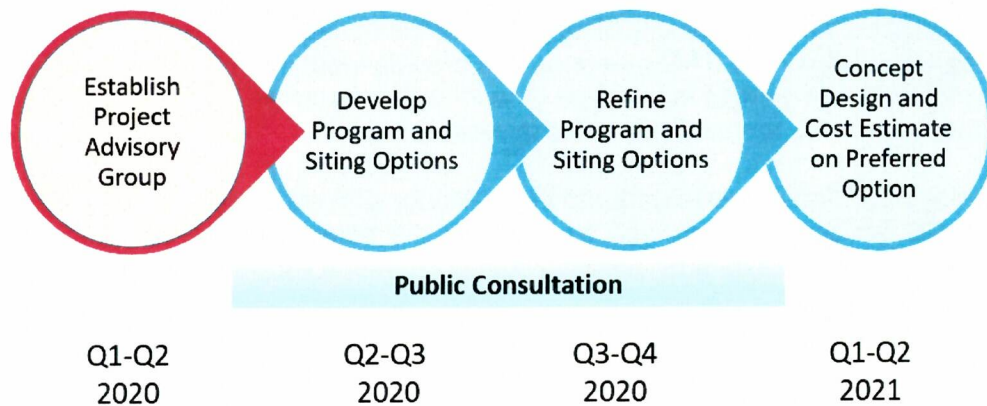
Over the past couple of months, the project team has developed a scope, schedule and budget to carry out the new Feasibility Study, which will define key components including the facility program and amenities, as well as the site. This process is intended to ensure robust community

engagement, effective technical support, and upon completion will establish a viable concept design, along with a schedule and budget to complete the detailed design and construction.

The scope will include the following priority activities; establishing the PAG, developing criteria for and conducting assessments of program and siting options, hosting multiple public engagement sessions, architectural design, and financial analysis. The community engagement plan will leverage outputs from the Equity Framework, currently in development, into the project design and location.

Schedule

The overall timeline for the study is estimated to be 14-16 months, and the pace of progress will be reported at regular intervals to Council. The graphic below provides an outline of the process and anticipated duration of the various activities.



Budget

In 2017, Council approved \$10 million to the project, of which \$7.8 million remains. Staff propose allocating up to \$725,000 of this funding to execute the Feasibility Study.

BUDGET	
Feasibility Study (design, technical assessment, cost estimation)	\$425,000
Soft Costs (project management, communications, Project Advisory Group)	\$300,000
TOTAL	\$725,000

The time and effort involved in executing the study is significant, and the proposed budget includes external support, given the existing demands on staff from other approved projects. The anticipated investments in public engagement, technical analysis and design are expected to lead to a new foundation for future phases of work.

Project Advisory Group

The purpose of the PAG is to provide input from a diversity of community perspectives on the potential program and siting options for the new facility. Although the group will not be responsible for project decisions, their contributions will be critical to the development of decision-making criteria and the analysis of options.

The PAG will consist of up to 15 community stakeholders. To the extent possible, membership will reflect the diversity of the local community and city including; age, ethnicity, gender, housing status, income, employment status, language, and other underrepresented populations. The PAG will include, but is not limited to, representation from community and neighborhood associations, facility users, business owners, youth, people living with disabilities, families with children, Indigenous people, seniors, lower income residents, multi-cultural groups, and new Canadians.

The PAG is anticipated to be established in early 2020 and representatives will be appointed for one year. The meeting frequency will be determined based on the pace of the project but is expected to be every two months.

Staff plan to utilize an independent facilitator to lead the review and appointment of candidates for the PAG, as well as chair the PAG meetings and provide input into the overall public engagement plan. A facilitator with expertise in this type of work will be selected through a bid process involving local firms who are on the City's consultant roster.

Starting in January, staff intend to onboard the facilitator who will be responsible for leading the call-for-applications, which will be followed by a confidential selection process led by the facilitator for the PAG. The facilitator will be provided with communications support including access to the City's various digital media channels.

Following the establishment of the PAG, the project team will coordinate a series of community engagement activities to inform and solicit input on the initial activities, including the development of the program and site evaluation criteria.

Accessibility Impact Statement

The Crystal Pool replacement project will result in a new recreation facility, based on the principles of universal design, which will serve as a model for inclusion and accessibility. Through extensive consultation and analysis over the past four years, the project team has acquired significant information on this topic, however, this effort will continue through the upcoming phase of work.

CONCLUSIONS

The Crystal Pool and Wellness Centre Replacement project remains one of the most significant infrastructure initiatives the City has undertaken. The updated plan lays out a new approach to engaging with the community on the priorities for this project and is intended to be thorough and efficient. Council will be provided with an update on the progress in early 2020.

Respectfully submitted,



Derrick Newman
Assistant Director
Facilities and Construction Management

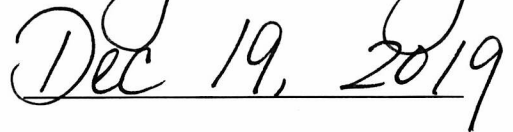


Thomas Soulliere
Director
Parks, Recreation and Facilities

Report accepted and recommended by the City Manager:



Date:



Attachments:

A) Terms of Reference - Crystal Pool and Wellness Centre Project Advisory Group