



Committee of the Whole Report For the Meeting of March 15, 2018

To: Committee of the Whole **Date:** February 23, 2018
From: Thomas Soulliere, Director of Parks, Recreation and Facilities
Subject: Project Update: Crystal Pool and Wellness Centre Replacement Project

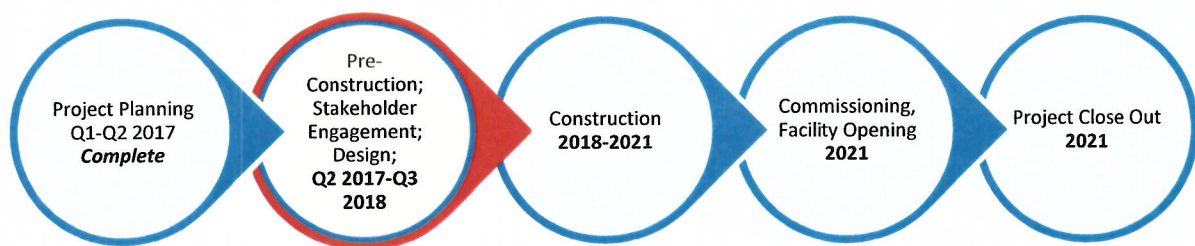
RECOMMENDATION

That Council receive the following progress update on the Crystal Pool and Wellness Centre Replacement Project.

EXECUTIVE SUMMARY

The project team is committed to providing regular updates to Council on the project status, including schedule, scope, budget, and risk management. This report focuses on activities and overall progress, since the last update to Council in December 2017.

The project timeline below illustrates at-a-glance the current schedule and anticipated future phases, pending funding confirmation. The project remains in the “pre-construction” phase, highlighted below in red, which will continue through the third quarter of 2018.



Pre-construction activities have continued to progress in accordance with the schedule over the last three months, with efforts advancing towards being “shovel ready” later this year.

Upon successful onboarding of HCMA and the balance of the design team, schematic design work commenced and advancement on all aspects of design is underway.

A significant milestone relating to the facility design occurred with a major public engagement session hosted by the design consultants on February 27, 2018. Over 100 participants gathered

over two engagement sessions at the original home of indoor aquatics in the City, the Crystal Garden. Attendees were provided with a project update including a presentation on considerations for programming and design, and were offered opportunities to provide input on preferred activities and priorities that will inform the future building's design. An online survey also launched on February 27 and will remain active until the end of March.

The project team is also pleased to advise that the Rick Hansen Foundation has been engaged on the project, to help ensure our objectives relating to inclusivity are achieved. The Foundation is offering a new Accessibility Certification Program, the first of its kind, specific to accessibility in the built environment. The guidance and support from experts at the Rick Hansen Foundation, Recreation Integration Victoria and other community stakeholders, is important to meeting the goal for a truly barrier-free recreation centre.

The City also recently received a positive update on efforts to secure external funding for the project. In late February, the Union of B.C. Municipalities announced the award of \$6 million from the Federal Gas Tax Fund, contingent on the City acquiring the balance of the project funding over the coming year. Meanwhile, the project team identified another potential funding opportunity, a grant program administered by Canadian Tire Jumpstart. An application has now been submitted requesting the maximum \$1 million investment, for which a decision is expected this summer.

Since the last update to Council, staff have received no further information on the Federal/Provincial *Investing in Canada* major infrastructure grant program, however we remain in contact with the relevant representatives.

The next several months will consist of further design analysis, including public and stakeholder engagement, to facilitate the completion of schematic designs, along with continued budget refinement and value analysis, research of funding opportunities, procurement of the construction manager, and pre-construction site work.

PURPOSE

The purpose of this report is to provide Council with an update on the progress of the Crystal Pool and Wellness Centre Replacement Project, including project schedule, scope, budget, risk management, and planned activities for the upcoming quarter.

BACKGROUND

The Crystal Pool and Wellness Centre Replacement Project is a major infrastructure initiative to replace the current community aquatic and recreation facility. The new facility will be accessible and inclusive, meet high environmental and operational standards, and serve the growing needs of citizens of all ages and abilities for generations to come.

The project team is committed to an open, transparent and accountable approach, and will continue to engage Council at regular intervals. To date, several key updates and/or decisions have taken place:

- February 16, 2017 - Council approved the replacement along with a budget of \$69.4 million, including \$10 million from the Buildings and Infrastructure Reserve.
- June 22, 2017 - Council received a Project Update, with information on project planning, communications and engagement, funding opportunities and potential partnerships.
- August 10, 2017 – Council approved the risk management approach for the project.

- December 7, 2017 – Council received a Project Update report, with information on project status, schedule and scope, budget, communications and engagement, and risk management.
- February 23, 2018 – UBCM announced the award of \$6 million for the project.

ISSUES & ANALYSIS

The overall project plan remains consistent with the update received by Council in December, and will be implemented over the course of approximately five years (2017-2021). This report focuses on the status of the following key components in the pre-construction phase of the project;

1. Project Status
2. Schedule and Scope
3. Budget
4. Communications and Engagement
5. Risk Management




A summary of significant actions, considerations and decisions relating to each of these is described in the following sections.





1. Project Status

At present the overall project status remains consistent with the information presented to Council in December 2017. The first half of 2018 will be an active period and a focus will be to continue to move as effectively as possible to advance programmatic details through public engagement and design development. This will position the project to be ready for major grant funding opportunities, as well as serve to increase clarity and understanding of project specifics to mitigate against key risks.

The key project risks remain stable, as previously reported to Council.

Dashboard Legend

Status	Definition
	No action required at this time. KPI is within project tolerance.
	Action required, an issue is having a negative effect on project performance and at risk of jeopardizing outcomes. KPI is within project tolerance. At the project team level, corrective action or implementation of a monitoring strategy is required to address deviation from plan.
	Corrective action required as project tolerances have been exceeded. Resolution, input and decision-making cannot be handled solely at the project team level.

Status		Overall Project Status	Schedule	Scope	Budget
Q1 2018 – Current Period					

2. Schedule and Scope

In the last three months progress has been made regarding the development of the facility design, as well as continued procurement of key industry experts and strategic project partners.

Facility Design

HCMA and the design team have been successfully on-boarded and are now well into schematic design work. The design process is being informed through engagement activities involving the general public and key stakeholders, between February and June. These events have been timed to align with the design schedule and to advise in a meaningful way, efforts that also consider the management of programmatic requirements, considerations to key site constraints and budget considerations.

The first of the public input sessions for this phase were held on February 27 at the Crystal Garden. Hosted by the project team and facilitated by HCMA Architecture+Design, each of the two 2-hour sessions invited citizens to share their ideas and priorities for the new building. Attendees also received information on the project background and schedule. The information presented at the sessions is available on the project website and an online survey was launched to elicit further feedback on the new building. The online survey will remain open for public input until March 31, 2018.

According to the current schedule, the schematic design process is expected to conclude in April 2018, with design development occurring from April to September. Pending confirmation of funding, early works construction design may commence in the summer in order to facilitate a smooth transition from design to construction activities, in the fall.

Procurement Activities

Since the initiation of the project in 2017, the team has sought industry leaders with expertise relevant to the key project outcomes. A new partnership with the Rick Hansen Foundation (RHF) provides another example of this effort to ensure quality.

Established in 1988, the RHF has remained dedicated to “creating an inclusive world where people with disabilities are living to their full potential”. Over the past three decades, RHF has been a leader in raising awareness, changing attitudes, and removing barriers for individuals with disabilities. In recent years, RHF has conducted extensive research leading to the development of a rating and certification process aimed at improving accessibility in the built environment.

The project team is pleased that a dedicated RHF Accessibility Specialist will provide full spectrum accessibility consulting services for the Crystal Pool and Wellness Centre Project consisting of; an accessibility assessment; provision of a Design Criteria Manual; input on design, construction, and operations; as well as RHF Accessibility Certification Rating for the new facility. This resource provides additional capacity and expertise, building on the participation of other community stakeholders who are contributing their experience in this area.

The project team is also currently evaluating the timing of the procurement of a construction manager. The hiring of this professional will align with upcoming design activity to inform constructability, budget, scheduling, and market considerations, and aid risk mitigation around some of the key project risks. It is anticipated the construction manager will be in place in the second quarter of this year.

Of additional note, public tenders have been issued in the past two months to obtain the services of both a geotechnical engineer and quantity surveyor. These resources will offer further intelligence regarding the site conditions to inform the structural design, and provide independent budget and costing analysis respectively.

3. Budget

As noted in December, the pre-construction phase of the project consists of investments associated with due-diligence, facility design, project management, and communications and engagement activities. The project has incurred expenses to-date totaling \$583,943.

	Project Component	Actual to Date
1.	Architectural & Design Services	\$ 226,976
2.	Project Management	\$205,304
3.	Site-Investigation	\$116,305
4.	Communications and Engagement	\$35,358
5.	Total	\$583,943

The project team has recently retained independent quantity surveyor Ross Templeton & Associates to review the current design budget, focusing primarily on identification of key cost drivers and budget allocation. The Ross Templeton & Associates professionals each possess twenty-plus years of experience in the regional and local market, analyzing projects and costs on numerous aquatic and recreation facilities similar to the planned facility.

Funding Partnerships and Opportunities

External funding remains critical to the project as presented previously. In 2017, the City submitted a grant application for \$6 million for the Federal Gas Tax Fund Capital Projects program. Last month, the City was notified by UBCM that the project had been awarded the full amount requested, conditional on the balance of project funding being acquired in the coming year. The project team is very encouraged by the support received from UBCM, Province of B.C. and Federal government in awarding this funding for Crystal Pool project.

The project team is also pursuing another grant opportunity through the Canadian Tire JumpStart organization. This funding program provides up to \$1 million for projects designed to enhance opportunities for sport and recreation with uniquely innovative solutions for inclusion and accessibility for children. The project team is hopeful that our application presents a compelling case regarding the alignment of key Crystal Pool project objectives with those of the grant program. A decision on this application is expected in the early summer.

The project team places a priority on research and preparations for potential grant applications. While staff have no new information concerning the *Investing in Canada* major infrastructure funding programs or the required Federal-Provincial bi-lateral agreements, communication with key representatives remains open.

4. Communications & Engagement

The communications and engagement program for the pre-construction phase of the project maintains a focus on keeping citizens informed on the project progress, as well as the anticipated outcomes for the community. As outlined above, opportunities for citizen input to further inform the design of the facility are being facilitated through events and activities between February and June of this year.

5. Risk Management

A summary of the key risks, impacts and responses as presented previously to Council, is included below.

The Risk Committee has been engaged on a review of project risks and the team remains confident the key risks, as previously identified to Council, are accurate and stable. Efforts to better understand exposure and mitigation strategies in these areas are ongoing. Risk monitoring and management will be a continual process moving through all phases of the project, and strategies to manage and mitigate updated as necessary by the Risk Committee.

Key Risks	Impact	Risk Response
Market Conditions, Competition, Labour Availability and Cost Escalation	Schedule / Budget	<ul style="list-style-type: none">- Independent Quantity Surveyor review/input- Development of a procurement strategy
Funding and Spending Requirements	Scope / Schedule / Budget	<ul style="list-style-type: none">- Active engagement with government representatives- Lead generation and preparedness for grant applications- Active tracking on current commitments and spend
Site Conditions	Schedule / Budget	<ul style="list-style-type: none">- Additional investigation and planning (soil, environmental)
Traffic, Parking and Community Impact	Scope / Budget	<ul style="list-style-type: none">- Incorporate study findings in design development
Operation of the Existing Facility	Scope / Budget	<ul style="list-style-type: none">- Planned and preventative maintenance based on with Facility Condition Assessment

Planned Activities in 2018

Over the next several months, the project team will remain focused on schematic and design development, citizen engagement and communications, strategic procurement, and risk management. In addition, staff will continue researching and preparing for relevant grant programs or other relevant funding opportunities.

A summary of activities that are underway or about to commence along with the anticipated completion timeframe are listed below.

	Activity	Anticipated Completion
1.	Schematic design development	Q3
2.	Public engagement to inform facility design	Q2
3.	Procurement of Construction Manager	Q2
4.	Site investigations	Q2
5.	Investigation/ application for relevant grants	Ongoing

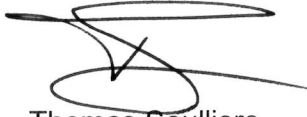
CONCLUSIONS

The above material is intended to present key information about the status of this major project. Highlights of the past few months include initial milestones regarding the refinement of the facility design, procurement of strategic partners, further citizen engagement, as well as the award of \$6 million from the Federal Gas Tax Fund. The project team remains committed to the successful planning and delivery of the new public facility in accordance with scope, schedule and budget expectations.

Respectfully submitted,



Nav Sidhu
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Parks, Recreation and Facilities



Thomas Soulliere
Director
Parks, Recreation and Facilities

Report accepted and recommended by the City Manager:

Date:

