

# **REPORT**

## ***Engineering Services and Parks & Recreation***

**To:** Mayor Johnstone and Members of Council  
**Date:** February 27, 2023

**From:** Lisa Leblanc  
Director of Engineering Services  
**File:** 09.1035.10  
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Dean Gibson  
Director of Parks & Recreation  
**Item #:** 2023-130

**Subject: Project Update - təməsewtx<sup>w</sup> Aquatic and Community Centre (TACC)**

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### **RECOMMENDATION**

**THAT** Council receive this report for information and direct staff to provide on-going updates on project progress.

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### **PURPOSE**

The purpose of the report is to provide an update on the current status of the construction, project delivery and proposed opening dates for the təməsewtx<sup>w</sup> Aquatic and Community Centre (TACC).

### **SUMMARY**

The report provides an update to key project metrics as listed below. The information contained in this update was collected from joint input received from key project team members. Including: 1. Construction Manager: Heatherbrae Builders (Heatherbrae), 2. Project Manager: Turnbull Construction Project Managers (TCPM), and 3. Recreation Services and Facilities:

- Construction progress update
- Budget information

- Schedule update
- Schedule risks
- Transition to facility opening

In coordination with input from both the project team and City staff, considerations have been given to impacts of both Phase 1 and Phase 2 work beyond the project site boundaries. Phase 1 works are scheduled to be complete early 2024 with Phase 2 works continuing to late summer 2024.

As referenced in Attachment #1, Phase 1 works encompasses both the new TACC facility and surrounding parking lot and landscape works to the south and west of the facility bound by E 6<sup>th</sup> Avenue and McBride. Phase 2 works will commence with the closure of the existing Centennial Community Centre (CCC) and will include both the demolition of the CCC as well as parking lot and landscape works to the north of the new TACC facility bound by Cumberland Street, the Royal City Curling Club, and E 6<sup>th</sup> Avenue.

A phased transition plan for the opening of the facility for public use has been developed that envisions initial programs offerings commencing in February 2024 with the facility becoming fully operational in April 2024.

## **BACKGROUND**

Project construction activities commenced in April 2021 by Heatherbrae, beginning with relocation of existing services and temporary servicing provisions (electrical and other utilities). Site excavation and extensive ground improvements followed, then structure and general building construction. The project is currently well underway, proceeding in a staggered sequence from west to east as highlighted in Attachment #1 – Project Phasing Plan.

The construction plan is set out in two phases: **Phase 1** includes completion of the facility and partial site work (south parking lot, north greenway, and northeast plaza); **Phase 2** encompasses the balance of site and contract works which includes the area east and north of the new TACC facility, covering Centennial Community Centre (CCC) and Canada Games Pool (CGP) parking lot as noted in Attachment #1 – Project Phasing Plan.

**Phase 1** is slated for completion in January 2024 with achievement of a significant project milestone of Occupancy for the new facility, which is effectively the hand-over of keys from the contractor to the City. At the outset of the project, the original date for proposed Occupancy was October 2023. This approximately 3-month adjustment is due to extensive ground improvement required beyond the original design and contract documents, as well as the industry wide concrete shortage caused by the labour dispute from a major supplier in the summer of 2023.

**Phase 2** is targeted for completion in July 2024, which matches the original construction schedule despite the delay to Phase 1.

Upon completion of **Phase 1** and opening of the new TACC facility, the public will access the facility via the most northerly in/out drive aisle from Cumberland Street and circulate to the parking lot on the south side of the facility adjacent to McBride Blvd. This parking lot along with landscape and plaza features to the south of TACC will be open to the public, while the north parking lot, landscape and plaza features will remain under construction until completion of **Phase 2**.

The project team is actively engaged with Heatherbrae managing continued execution risk and supporting opportunities to advance progress and schedule. Such items include double shifts and increased productivity with a gantry scaffold system to keep schedule dates on track.

The finished site plan is shown in Attachment 2.

## **DISCUSSION**

### *Construction Progress Update*

Since construction start, the project has completed service relocation, excavation, ground improvement with grouted stone columns, and concrete structure throughout the site.

The west side of the facility is currently ahead of schedule, with structural steel complete and envelope finishes under finalization. Interior finishes have proceeded, with drywall boarding nearing completion, painting, other finishes and fixturing underway as well.

The leisure pool natatorium is now enclosed and nearing a weather tight status. Cross-laminated timber (CLT) roofing has concluded, curtain wall installation is underway, with mechanical & electrical finishes ongoing at change rooms. The central spiral stair and glulam roof have been installed at the central lobby between the community center and leisure pool.

The 50m natatorium space remains on the critical path for the project schedule. At present, the concrete structure is completed, and structural steel installation will be commencing this month. In preparation for this significant activity, steel members have been fabricated and delivered to site to ensure availability for installation on schedule. Mechanical and electrical installations at basement service level are well underway and happening concurrently with above grade activities.

Canada Games Pool demolition has been completed, with civil servicing and subgrade preparation done at this location prior to site work. Site civil infrastructure installation will start from northeast site underneath the improved Crosstown Greenway and proceed to the west of the project site in the next few weeks.

*Project Risks*

Execution risks that could impact the scheduled opening dates are continually monitored by the construction and project team. Working to manage existing issues and mitigate against potential delay, the project team reviews priorities regularly to ensure effective coordination.

Critical activities include such items as site logistics constraints during structural steel installation, site works coordination, and sequencing of interior finishes. Innovative construction methods and techniques have been implemented, including that of gantry system to elevate construction productivity; double shifts have also been applied where possible to expedite schedule. These options are being coordinated in conjunction with potential challenges of labour shortages. The project team will closely monitor schedule through 3-week look-ahead, Owner/Architect/Contractor meeting check-ins, and master schedule updates.

Material/product availability & lead time also pose risk to project schedule, with market uncertainties following the pandemic. Early procurement and storage have been implemented whenever possible, and more readily available equivalent alternatives are considered to release schedule pressure.

Through continuous monitoring and planning of mitigation strategies for project risks, the team monitors requirements against priorities of schedule, budget, and performance. Below summarizes key issues and associated risks the project team is currently actively managing.

<b>Issue</b>	<b>Risk</b>	<b>Probability</b>	<b>Response/ Mitigation Strategy</b>	<b>Level of Impact</b>	<b>Potential Contingency Impact</b>
<b>Transition to Operations</b>	Schedule  Budget	Medium	- Early planning & training with CNW staff - Integrated project team approach to handover - Support with external resources	Low	Yes
<b>Schedule Compression – Site logistics &amp; constraints</b>	Schedule  Budget	High	- Active monitoring - Sequence adjustment - Additional resources – gantry system	Medium	Yes

			- Double shifts		
<b>Supply Chain Issues</b>	Schedule Budget Performance	Medium	- Advance procurement - Offsite & Onsite storage strategies - Critical evaluation of equivalent alternates	Low	Yes
<b>Parking Lot &amp; Utility Substructure</b>	Budget Performance	Low	- Further focused onsite investigation - Additional sub-surface preparation	Medium	Yes
<b>Civil Site Drainage – Sanitary &amp; Stormwater</b>	Schedule Budget Performance	High	- Offsite utility modelling with CNW Engineering - On-site detention strategies and design adjustments - METRO coordination	High	Yes
<b>Inflationary Pressures – Price Escalation, Trade Contractor Default Risk</b>	Budget	Low	- Early procurement - Active contractor engagement - Payment & Progress monitoring - Bonding / Insurance	Medium	Yes

*Anticipated Opening Schedule for TACC*

The construction team, in coordination with TCPM and City Staff, have begun detailed planning to ensure a well-considered sequence and schedule of events is developed to support the opening of TACC and closure of CCC.

January 2024 will see Occupancy achieved for the new TACC facility and completion of Phase 1. At this time all code and life safety requirements will be achieved, and the City will receive the facility to commence operational opening and staff training, which will take approximately 6 weeks.

Refer to table below for anticipated timelines of facility transition activities leading up to TACC’s phased opening:

<b>Estimated Timeline</b>	<b>Event</b>
First week of November	Last day of programs and services at CCC
First week of November	Farewell celebration of CCC
November	Relocation of items to storage at TACC
Early January	City takes possession of TACC
February	Phased start-up of Community Recreation Programs at TACC (i.e.: Discovery Playtime, Registered Drop in Sports and Cycle Classes, Fitness Centre and Group Fitness, Arts, )
Family Day Weekend February 18, 2024	Soft Opening of programs at TACC including Aquatics, Youth and Senior Services and Hyack Swim Club
March	Grand Opening for TACC
April	Facility Rental Services established at TACC

Closure of CCC in November is vitally important to both the opening schedule for TACC as well as achieving total project completion with Phase 2 in the summer of 2024. As illustrated in the attached Project Phasing Plan, without demolition of the CCC, Phase 2 works and the permanent loading bay for the new TACC facility cannot be completed. Both factors hamper the ability for TACC to operate at full capacity and efficiency. Reaching optimal operating conditions for TACC is a requirement of meeting Operational Budget targets and revenue projections.

As the project team continues to coordinate specifics of the transition and opening plans, neighbouring impacts have been and will continue to be considered and coordinated through ongoing communication updates. Key stakeholders here will include site neighbours such as the Royal City Curling Club, City Fire Department, and the Justice Institute of BC, as well as nearby residents. Initial communication and design plans have been provided to the above groups during the planning stages for TACC, and have been made available through the project’s website. Updates of ongoing construction progress and potential impacts to adjacent operations will be communicated out to ensure all parties are well informed of changes in use and circulation around the site.

*Transition to Parks & Recreation Operations*

- Strategies to Minimize Impact to CCC Programming

In anticipation of the closure of CCC and the opening of TACC, Parks & Recreation staff are developing a work plan that will address the disruption of programs at CCC between Nov 2023 and Feb 2024, including the following considerations:

- Additional Community Recreation program offerings in other Parks and Recreation Facilities
- Relocation of Group Fitness to other Parks and Recreation Facilities
- Potential of joint space use in the neighborhood of CCC for the Discovery Playtime program
- Temporary plans for Cycle Classes
- Fitness Centre temporary closure due to lack of space within civic or other community amenities to house a fully equipped fitness center

Staff will make every effort to relocate core programs to other locations in the City. Spaces will be considered in both civic and non-civic facilities. The factors in determining the relocation will include:

- Prioritizing core programs that will be based on demand and age where feasible to do so
- Finding appropriate space that supports program requirements such as space consideration, storage and specialized equipment needs
- The availability of program staff to support programs

• Coordinated Handover

Workshops have been carried out between the construction team and key City stakeholders within Recreation Services and Facilities as well as Civic Buildings and Properties. Critical activity interactions have been identified during TACC handover for which integrated participation and coordination will support knowledge transfer, training, and smooth transition to operation.

Key activities identified include: TACC commissioning, Furniture, Fixture and Equipment (FF&E) move-in, IT installation, operation staff training, etc. A detailed schedule covering these activities is being developed to provide guidance and coordination for participants during transition from construction to operations.

**FINANCIAL IMPLICATIONS**

The project is tracking to the approved overall project budget of \$114M. The total budget breakdown includes \$93M funded from debt, \$3M from grants, \$1.8M from the Facility Replacement Reserve and \$16.2M from the General Fund Provisions Reserve.

On June 13, 2022, Council approved a budget increase of \$8M to replenish the contingency (\$3M) and supported the contract awards for furniture, fixtures, equipment, civil and landscaping (\$5M). The budget adjustment was largely due to worse-than-

anticipated soil conditions that resulted in the depletion of the project’s construction contingency. Prior to breaking ground, the project was already facing budget pressures from pandemic-related delays. To date, multiple attempts at securing further grant funding have been unsuccessful. The \$8M was sourced from the realignment of capital offsets through the deferment of a few major projects in the 2022-2026 Approved Capital Plan; this allowed for the movement of \$1.8M from the Facility Replacement Reserve and \$6.2M from the General Fund Provisions Reserve.

Although there is cost certainty – the project’s full scope of work has been funded and nearly all contracts awarded – there is always a risk of unexpected or unforeseen events, hence the need to replenish the contingency. To date, the project has spent \$61M, leaving another \$53M to be spent; the available contingency is \$2.9M, or 5.5% of the remaining spends.

**INTERDEPARTMENTAL LIAISON**

This report has been collaboratively prepared by staff from the Engineering, Finance, Office of the CAO, and the Parks & Recreation departments.

**OPTIONS**

Council has 2 options:

- 1. THAT Council receive this report for information and direct staff to provide on-going updates on project progress;
- 2. THAT Council provide other direction to staff.

*Staff recommends Option 1.*

**CONCLUSION**

The project team continues to advance all works towards completion of the new TACC facility in accordance with the project plan. Phase 1 is now tracking towards completion in January 2024, approximately a 3-month delay from the original schedule. As noted this is primarily driven by the excessively poor soils conditions and the concrete labour strike in the summer of 2023.

Through the efforts of the entire project team, additional execution risks have been successfully mitigated through construction delivery in the last 18 months, and at present overall completion for Phase 1 & 2 combined are tracking towards completion in the summer of 2024 as per the original contract schedule.

**ATTACHMENTS**

- Attachment 1 – Project Phasing Plan
- Attachment 2 – Rendered Landscape Plan



## **APPROVALS**

This report was prepared by:

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