

File No.: 04-1000-20-2018-455

November 14, 2018

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of August 23, 2018 for:

Response to RFP No. PS20160504 for VanSplash work submitted by HCMA Architects.

Date Range: March 31, 2016 to January 1, 2017.

All responsive records are attached. Some information in the records has been severed, (blacked out), under s.21(1) of the Act. You can read or download this section here:
http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00

Under section 52 of the Act, and within 30 business days of receipt of this letter, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, info@oipc.bc.ca or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (#04-1000-20-2018-455); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,



Barbara J. Van Fraassen, BA
Director, Access to Information & Privacy

Barbara.vanfraassen@vancouver.ca
453 W. 12th Avenue Vancouver BC V5Y 1V4

*If you have any questions, please email us at foi@vancouver.ca and we will respond to you as soon as possible. Or you can call the FOI Case Manager at 604.871.6584.

Encl.

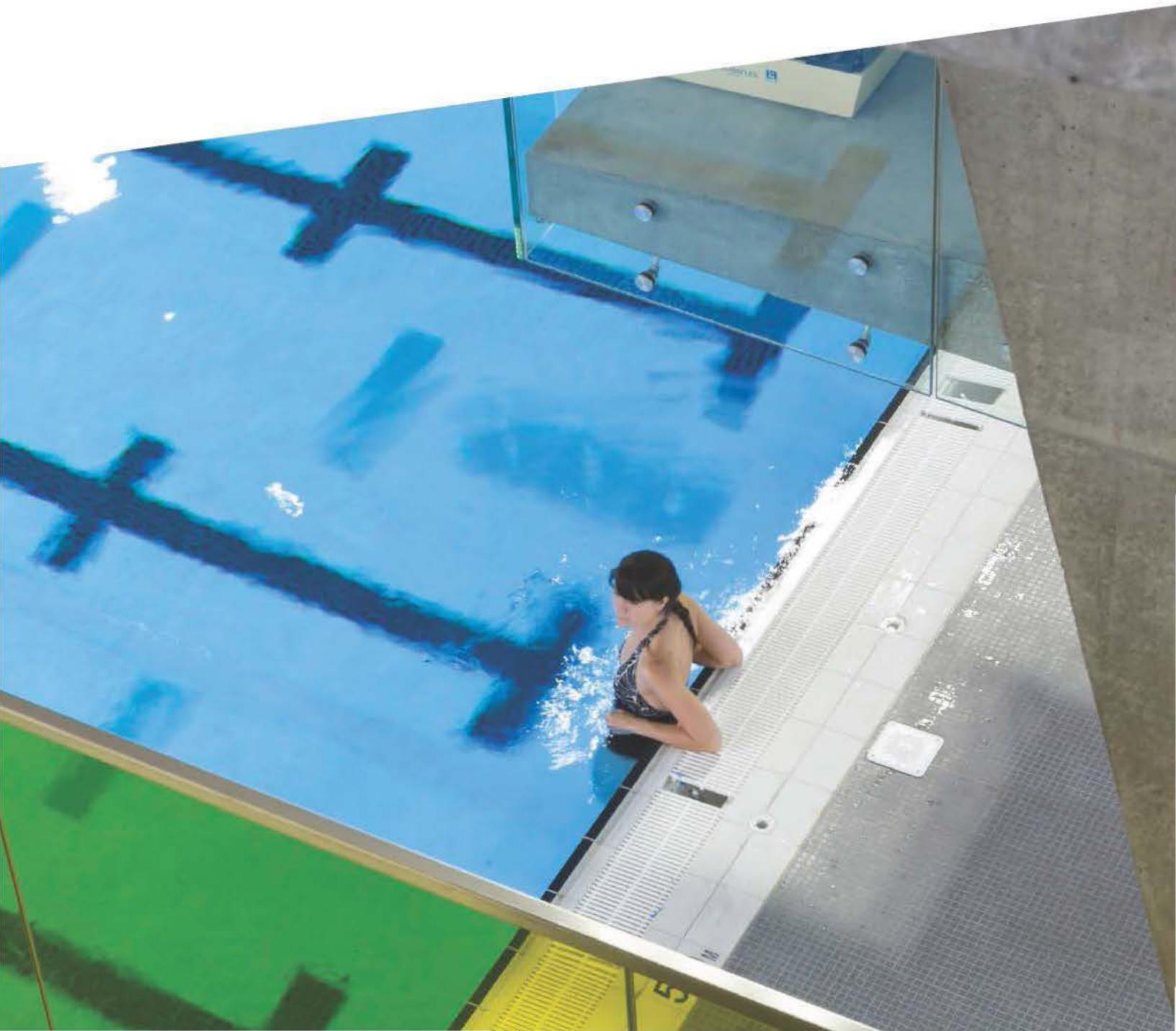
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Consultant Services for Aquatic Strategy Development

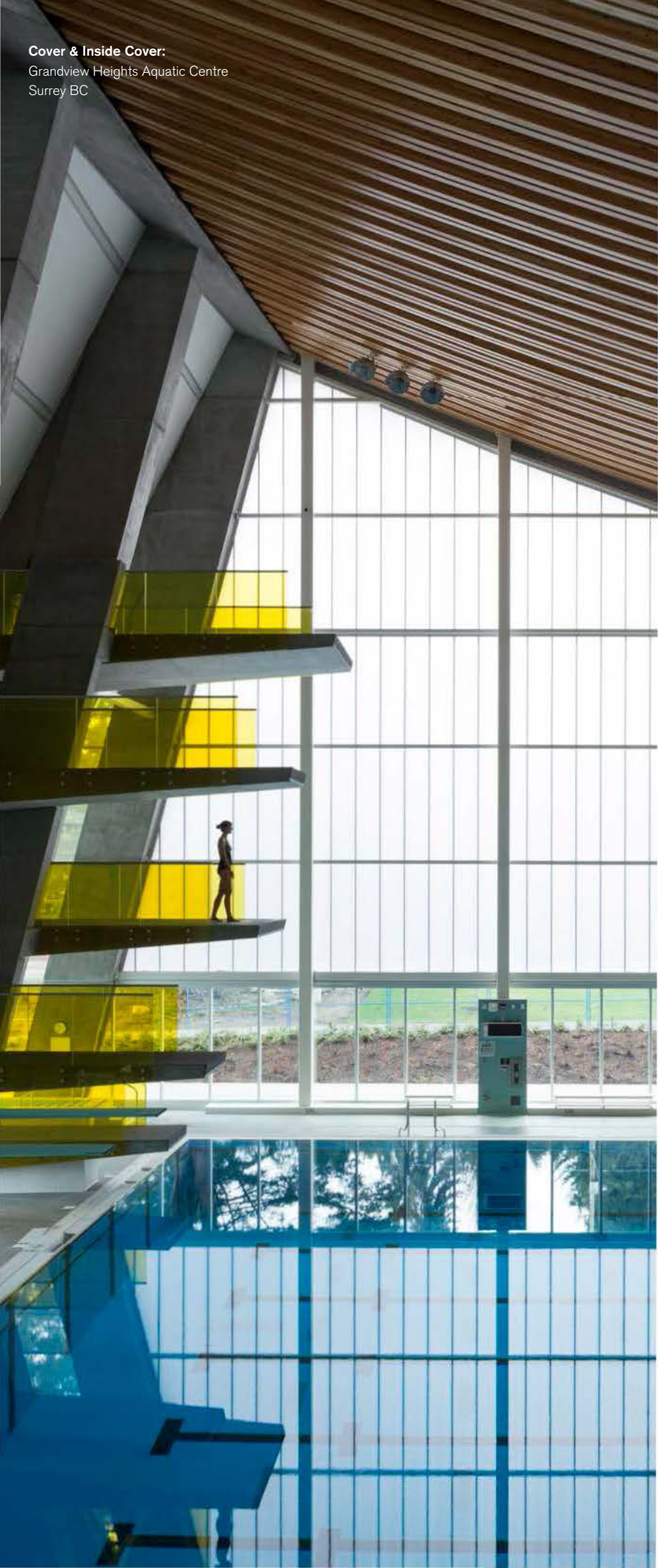
Request for Proposals

RFP No. PS20160504

HCMA Architecture + Design



Cover & Inside Cover:
Grandview Heights Aquatic Centre
Surrey BC



Title Page

Consultant Services for Aquatic Strategy Development

Request for Proposals

RFP No. PS20160504

HCMA Architecture + Design

400 - 675 West Hastings Street
Vancouver BC
Canada V6B 1N2

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E d.condon@hcma.ca

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Executive Summary

The City of Vancouver, represented by its Board of Parks and Recreation, is looking for a team to work with them to develop a new long range vision for the future of aquatics in Vancouver. The future vision needs to be rooted in the core beliefs that aquatic services support community and personal well-being, and enhance social inclusion. At HCMA Architecture + Design we know this to be true. We are passionate about pools, and we believe they can transform communities - in fact, we know they can.

Working with the Park Board on their new Aquatic Strategy development is an opportunity to be part of a City-wide transformation. We want to be part of the team that creates the future vision for aquatics in Vancouver, designs an engagement strategy to ensure the vision is shared and supported, and develops an implementation plan to ensure the vision is realized.

HCMA Architecture + Design, in collaboration with Professional Environmental Recreational Consulting (PERC), brings an unmatched understanding of aquatic, recreation and community facilities, successful public engagement, and a dedication to finding innovative and collaborative solutions. Our team has the experience to communicate future directions in aquatics services and drive the process with your stakeholders to achieve widely-supported solutions. We will work collaboratively with the Park Board and stakeholders and will apply, through all stages of work, innovative thinking to further the ability of aquatic services to build community and maximize social impact, and to exceed your current per capita targets.

Our team has a proven track record with the Board of Parks and Recreation, and we look forward to an opportunity to build on our past contributions to the Park Board's overall aquatics strategy. We are keen to apply our existing knowledge base, our recent aquatic centre experiences, and our current research and design thinking to this next exciting step in the ongoing strategic thinking around aquatics delivery within Vancouver.

We are pleased to submit this proposal and we feel it aligns with the values you have expressed for this facility. We welcome the opportunity to discuss our proposal in greater depth with you.

Yours truly,

A handwritten signature in black ink, appearing to read 'Darryl' followed by a stylized flourish.

Darryl Condon
Managing Principal

Forms

PROPOSAL FORM

RFP No. PS20160504, CONSULTANT SERVICES FOR AQUATICS STRATEGY DEVELOPMENT (the "RFP")

Proponent's Name: HCMA Architecture + Design
"Proponent"

Address: 400 - 675 West Hastings Street
Vancouver BC V6B 1B2

Jurisdiction of Legal Organization: Vancouver BC

Date of Legal Organization: Incorporated in 2004

Key Contact Person: Darryl Condon, Managing Principal

Telephone: 604 732 6620 Fax: N/A

E-mail: d.condon@hcma.ca

The Proponent, having carefully examined and read the RFP, including all amendments and addenda thereto, if any, and all other related information published on the City's website, hereby acknowledges that it has understood all of the foregoing, and in response thereto hereby submits the enclosed Proposal.

The Proponent further acknowledges that it has read and agreed to the Legal Terms & Conditions attached as Appendix 1 hereto and has separately executed such Appendix 1. .

IN WITNESS WHEREOF the Proponent has executed this Proposal Form:


Signature of Authorized Signatory for the Proponent

May 3, 2016
Date

Darryl Condon, Managing Principal
Name and Title


Signature of Authorized Signatory for the Proponent

May 3, 2016
Date

Stuart Rothnie, Principal
Name and Title

**REQUEST FOR PROPOSALS NO. PS20160504
CONSULTANT SERVICES FOR AQUATICS STRATEGY DEVELOPMENT
PART C - PROPOSAL FORM**

APPENDIX 1 TO PROPOSAL FORM

LEGAL TERMS AND CONDITIONS

1 APPLICATION OF THESE LEGAL TERMS AND CONDITIONS

These legal terms and conditions set out the City's and the Proponent's legal rights and obligations only with respect to the RFP proposal process and any evaluation, selection, negotiation or other related process. In no event will the legal terms and conditions of this Appendix 1 apply to, or have the effect of supplementing, any Contract formed between the City and the Proponent or otherwise apply as between the Proponent and the City following the signing of any such Contract.

2 DEFINITIONS

In this Appendix 1, the following terms have the following meanings:

- (a) "City" means the City of Vancouver, a municipal corporation continued pursuant to the Vancouver Charter.
- (b) "Contract" means a legal agreement, if any, entered into between the City and the Proponent as a result of the RFP.
- (c) "Losses" means, in respect of any matter, all direct or indirect, as well as consequential: claims, demands, proceedings, losses, damages, liabilities, deficiencies, costs and expenses (including without limitation all legal and other professional fees and disbursements, interest, penalties and amounts paid in settlement whether from a third person or otherwise).
- (d) "Proponent" means the legal entity which has signed the Proposal Form, and "proponent" means any proponent responding to the RFP, excluding or including the Proponent, as the context requires.
- (e) "Proposal" means the package of documents consisting of the Proposal Form (including this Appendix 1), the Proponent's proposal submitted under cover of the Proposal Form, and all schedules, appendices and accompanying documents, and "proposal" means any proposal submitted by any proponent, excluding or including the Proponent, as the context requires.
- (f) "Proposal Form" means that certain Part C of the RFP, completed and executed by the Proponent, to which this Appendix 1 is appended.
- (g) "RFP" means the document issued by the City as Request for Proposals No. PS20160504, as amended from time to time and including all addenda.

REQUEST FOR PROPOSALS NO. PS20160504
CONSULTANT SERVICES FOR AQUATICS STRATEGY DEVELOPMENT
PART C - PROPOSAL FORM

3 NO LEGAL OBLIGATION ASSUMED BY THE CITY

Despite any other term of the RFP or the Proposal Form, including this Appendix 1 (except only Sections 7, 8.2 and 11 of this Appendix 1, in each case to the extent applicable), the City assumes no legal duty or obligation to the Proponent or to any proposed subcontractor in respect of the RFP, its subject matter or the Proposal unless and until the City enters into a Contract, which the City may decline to do in the City's sole discretion.

4 NO DUTY OF CARE OR FAIRNESS TO THE PROPONENT

The City is a public body required by law to act in the public interest. In no event, however, does the City owe *to the Proponent or to any of the Proponent's proposed subcontractors* (as opposed to the public) any contract or tort law duty of care, fairness, impartiality or procedural fairness in the RFP process, or any contract or tort law duty to preserve the integrity of the RFP process. The Proponent hereby waives and releases the City from any and all such duties and expressly assumes the risk of all Losses arising from participating in the RFP process on this basis.

5 EVALUATION OF PROPOSALS

5.1 Compliance / Non-Compliance

Any proposal which contains an error, omission or misstatement, which contains qualifying conditions, which does not fully address all of the requirements or expectations of the RFP, or which otherwise fails to conform to the RFP may or may not be rejected by the City at the City's sole discretion. The City may also invite a proponent to adjust its proposal to remedy any such problem, without providing the other proponents an opportunity to amend their proposals.

5.2 Reservation of Complete Control over Process

The City reserves the right to retain complete control over the RFP and proposal processes at all times. Accordingly, the City is not legally obligated to review, consider or evaluate the proposals, or any particular proposal, and need not necessarily review, consider or evaluate the proposals, or any particular proposal, in accordance with the procedures set out in the RFP, and the City reserves the right to continue, interrupt, cease or modify its review, evaluation and negotiation processes in respect of any or all proposals at any time without further explanation or notification to any proponents.

5.3 Discussions/Negotiations

The City may, at any time prior to signing a Contract, discuss or negotiate changes to the scope of the RFP, any proposal or any proposed agreement with any one or more of the proponents without having any duty or obligation to advise the Proponent or to allow the Proponent to vary its Proposal as a result of such discussions or negotiations with other proponents or changes to the RFP or such proposals or proposed agreements, and, without limiting the general scope of Section 6 of this Appendix 1, the City will have no liability to the Proponent as a result of such discussions, negotiations or changes.

5.4 Acceptance or Rejection of Proposals

The City has in its sole discretion, the unfettered right to: accept any proposal; reject any proposal; reject all proposals; accept a proposal which is not the lowest-price proposal; accept a proposal that deviates from the requirements of the RFP or the conditions specified in the RFP; reject a proposal even if it is the only proposal received by the City; accept all or any part of a proposal; enter into agreements respecting the subject matter of the RFP with one or more proponents; or enter into one or more agreements respecting the subject matter of the RFP with any other person at any time.

**REQUEST FOR PROPOSALS NO. PS20160504
CONSULTANT SERVICES FOR AQUATICS STRATEGY DEVELOPMENT
PART C - PROPOSAL FORM**

6 PROTECTION OF CITY AGAINST LAWSUITS

6.1 Release by the Proponent

Except only and to the extent that the City is in breach of Section 8.2 of this Appendix 1, the Proponent now releases the City, its officials, its agents and its employees from all liability for any Losses incurred in connection with the RFP or the Proposal, including any Losses in connection with:

- (a) any alleged (or judicially determined) breach by the City or its officials, agents or employees of the RFP (it being agreed that, to the best of the parties' knowledge, the City has no obligation or duty under the RFP which it could breach (other than wholly unanticipated obligations or duties merely alleged or actually imposed judicially))
- (b) any unintentional tort of the City or its officials or employees occurring in the course of conducting the RFP process,
- (c) the Proponent preparing and submitting the Proposal;
- (d) the City accepting or rejecting the Proposal or any other submission; or
- (e) the manner in which the City: reviews, considers, evaluates or negotiates any proposal; addresses or fails to address any proposal or proposals; resolves to enter into a Contract or not enter into a Contract or any similar agreement; or the identity of the proponent(s) or other persons, if any, with whom the City enters any agreement respecting the subject matter of the RFP.

6.2 Indemnity by the Proponent

Except only and to the extent that the City breaches Section 8.2 of this Appendix 1, the Proponent indemnifies and will protect, save and hold harmless the City, its officials, its agents and its employees from and against all Losses, in respect of any claim or threatened claim by the Proponent or any of its proposed subcontractors or agents alleging or pleading:

- (a) any alleged (or judicially determined) breach by the City or its officials or employees of the RFP (it being agreed that, to the best of the parties' knowledge, the City has no obligation or duty under the RFP which it could breach (other than wholly unanticipated obligations or duties merely alleged or actually imposed judicially));
- (b) any unintentional tort of the City or its officials or employees occurring in the course of conducting the RFP process, or
- (c) liability on any other basis related to the RFP or the proposal process.

6.3 Limitation of City Liability

In the event that, with respect to anything relating to the RFP or this proposal process (except only and to the extent that the City breaches Section 8.2 of this Appendix 1), the City or its officials, agents or employees are found to have breached (including fundamentally breached) any duty or obligation of any kind to the Proponent or its subcontractors or agents whether at law or in equity or in contract or in tort, or are found liable to the Proponent or its subcontractors or agents on any basis or legal principle of any kind, the City's liability is limited to a maximum of \$100, despite any other term or agreement to the contrary.

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PART C - PROPOSAL FORM

7 DISPUTE RESOLUTION

Any dispute relating in any manner to the RFP or the proposal process (except to the extent that the City breaches this Section 7 or Section 8.2 of this Appendix 1, and also excepting any disputes arising between the City and the Proponent under a Contract (or a similar contract between the City and a proponent other than the Proponent)) will be resolved by arbitration in accordance with the *Commercial Arbitration Act* (British Columbia), amended as follows:

- (a) The arbitrator will be selected by the City's Director of Legal Services;
- (b) Section 6 of this Appendix 1 will:
 - i. bind the City, the Proponent and the arbitrator; and
 - ii. survive any and all awards made by the arbitrator; and
- (c) The Proponent will bear all costs of the arbitration.

8 PROTECTION AND OWNERSHIP OF INFORMATION

8.1 RFP and Proposal Documents City's Property

- (a) All RFP-related documents provided to the Proponent by the City remain the property of the City and must be returned to the City, or destroyed, upon request by the City.
- (b) The documentation containing the Proposal, once submitted to the City, becomes the property of the City, and the City is under no obligation to return the Proposal to the Proponent.

8.2 Proponent's Submission Confidential

Subject to the applicable provisions of the *Freedom of Information and Protection of Privacy Act* (British Columbia), other applicable legal requirements, and the City's full right to publicly disclose any and all aspects of the Proposal in the course of publicly reporting to the Vancouver City Council on the proposal results or announcing the results of the RFP, the City will treat the Proposal (and the City's evaluation of it), in confidence in substantially the same manner as it treats its own confidential material and information.

8.3 All City Information Confidential

The Proponent will not divulge or disclose to any third parties any non-public documents or information concerning the affairs of the City which have been or are in the future provided or communicated to the Proponent at any time (whether before, during or after the RFP process). Furthermore, the Proponent agrees that it has not and must not use or exploit any such non-public documents or information in any manner, including in submitting its Proposal.

- (a) The Proponent now irrevocably waives all rights it may have by statute, at law or in equity, to obtain any records produced or kept by the City in evaluating its Proposal (and any other submissions) and now agrees that under no circumstances will it make any application to the City or any court for disclosure of any records pertaining to the receipt, evaluation or selection of its Proposal (or any other submissions) including, without limitation, records relating only to the Proponent.

**REQUEST FOR PROPOSALS NO. PS20160504
CONSULTANT SERVICES FOR AQUATICS STRATEGY DEVELOPMENT
PART C - PROPOSAL FORM**

9 NO CONFLICT OF INTEREST / NO COLLUSION / NO LOBBYING

9.1 Declaration as to no Conflict of Interest in RFP Process

- (a) The Proponent confirms and warrants that there is no officer, director, shareholder, partner, employee or contractor of the Proponent or of any of its proposed subcontractors, or any other person related to the Proponent's or any proposed subcontractor's organization (a "person having an interest") or any spouse, business associate, friend or relative of a person having an interest who is:
 - i. an official or employee of the City; or
 - ii. related to or has any business or family relationship with an elected official or employee of the City,

in each case, such that there could be any conflict of interest or any appearance of conflict of interest in the evaluation or consideration of the Proposal by the City, and, in each case, except as set out, in all material detail, in a separate section titled "Conflicts; Collusion; Lobbying" in the Proposal.
- (b) The Proponent confirms and warrants that there is no person having an interest (as defined above) who is a former official, former employee or former contractor of the City and who has non-public information relevant to the RFP obtained during his or her employment or engagement by the City, except as set out, in all material detail, in a separate section titled "Conflicts; Collusion; Lobbying" in the Proposal.

9.2 Declaration as to No Conflict of Interest Respecting Proposed Supply

The Proponent confirms and warrants that neither the Proponent nor any of its proposed subcontractors is currently engaged in supplying (or is proposing to supply) goods or services to a third party such that entering into an agreement with the City in relation to the subject matter of the RFP would create a conflict of interest or the appearance of a conflict of interest between the Proponent's duties to the City and the Proponent's or its subcontractors' duties to such third party, except as set out, in all material detail, in a separate section titled "Conflicts; Collusion; Lobbying" in the Proposal.

9.3 Declaration as to No Collusion

The Proponent confirms and warrants that:

- (a) the Proponent is not competing within the RFP process with any entity with which it is legally or financially associated or affiliated, and
- (b) the Proponent is not cooperating in any manner in relation to the RFP with any other proponent responding to the RFP.

in each case, except as set out, in all material detail, in a separate section titled "Conflicts, Collusion, Lobbying" in the Proposal.

9.4 Declaration as to Lobbying

The Proponent confirms and warrants that:

- (a) neither it nor any officer, director, shareholder, partner, employee or agent of the Proponent or any of its proposed subcontractors is registered as a lobbyist under any lobbyist legislation in any jurisdiction in Canada or in the United States of America; and

REQUEST FOR PROPOSALS NO. PS20160504
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PART C - PROPOSAL FORM

- (b) neither it nor any officer, director, shareholder, partner, employee or agent of the Proponent or any of its proposed subcontractors has engaged in any form of political or other lobbying whatsoever with respect to the RFP or sought, other than through the submission of the Proposal, to influence the outcome of the RFP process,

in each case as set out, in all material detail, in a separate section titled "Conflicts, Collusion, Lobbying" in the Proposal.

10 NO PROMOTION OF RELATIONSHIP

The Proponent must not disclose or promote any relationship between it and the City, including by means of any verbal declarations or announcements and by means of any sales, marketing or other literature, letters, client lists, press releases, brochures, web sites or other written materials (whether in print, digital, electronic or other format) without the express prior written consent of the City. The Proponent undertakes not to use the name, official emblem, mark, or logo of the City, including without limitation, "City of Vancouver", "Vancouver Police Board", "Vancouver Public Library", "Vancouver Park Board", "Vancouver Board of Parks and Recreation", or any other reference to any of the foregoing, without the express prior written consent of the City.

11 GENERAL

- (a) All of the terms of this Appendix 1 to this Proposal Form which by their nature require performance or fulfillment following the conclusion of the proposal process will survive the conclusion of such process and will remain legally enforceable by and against the Proponent and the City.
- (b) The legal invalidity or unenforceability of any provision of this Appendix 1 will not affect the validity or enforceability of any other provision of this Appendix 1, which will remain in full force and effect.
- (c) The Proponent now assumes and agrees to bear all costs and expenses incurred by the Proponent in preparing its Proposal and participating in the RFP process.
- (d) The Proponent consents to the City contacting any references named by the Proponent in the Proposal.

AS EVIDENCE OF THE PROPONENT'S INTENT TO BE LEGALLY BOUND BY THIS APPENDIX 1, THE PROPONENT HAS EXECUTED AND DELIVERED THIS APPENDIX 1 AS AN INTEGRAL PART OF ITS PROPOSAL FORM IN THE MANNER AND SPACE SET OUT BELOW:



Signature of Authorized Signatory for the Proponent

Darryl Condon, Managing Principal
Name and Title

May 3, 2016
Date



Signature of Authorized Signatory for the Proponent

Stuart Rothnie, Principal

May 3, 2016
Date

Technical Proposal

1



Grandview Heights Aquatic Centre
Surrey BC

1.0 Proponent Overview

1.1 Company Overview

Legal Name

HCMA Architecture + Design

Year Established

1976

Head Office - Vancouver

400 - 675 West Hastings Street
Vancouver BC V6B 1N2
T 604 732 6620
www.hcma.ca

Victoria Office

300 - 569 Johnson Street
Victoria BC V8W 1M2
T 250 382 6650

Principals

Darryl Condon, Managing Principal
Carl-Jan Rupp, Principal
Karen Marler, Principal
Stuart Rothnie, Principal

Designated Contact

Darryl Condon, Managing Principal
400 - 675 West Hastings Street
Vancouver BC V6B 1N2
T 604 732 6620 x211
E d.condon@hcma.ca

Website

www.hcma.ca

HCMA Architecture + Design (HCMA) is a full service architectural practice recognized for sustainable, integrated and innovative architecture. For over 40 years, HCMA and its predecessor firms have established a track record of exceptional projects. We challenge the traditional boundaries of architectural practice by asking one question.

How do we achieve the maximum positive impact?

That curiosity leads to technological innovations, valuable community engagements, and ultimately to positive changes in people's lives. From planning and design, to consultation and evaluation, we take projects beyond what's expected, beyond what's trending, to deliver buildings that maximize potential.

In the ways that we work, design, give back, and connect - we are catalysts for healthier, more creative, more engaged communities. If you want to build magnetic, public spaces with lasting social value, you've come to the right place.

HCMA has repeatedly been recognized for excellence in both service and design. This dedication to design distinction is rooted in our belief that better buildings, created by leveraging the power of design, contribute to better, stronger and healthier communities.

We have a diverse portfolio of community-centred projects and our ability to offer highly personalized service while providing the breadth of a larger firm is what sets HCMA apart. We are skilled at realizing the vision of a project while achieving the projects goals, meeting user needs and cost and schedule constraints.

“What the community received in our updated Aquatic Centre was a collage of their values reflected in exciting opportunities for everyone to enjoy... The building is beautiful, truly inviting and was able to capture who the community is and what they wanted in an Aquatic Centre.”

*-Anne Titcomb, West Vancouver Advisory Aquatic Centre Design Committee
Re: West Vancouver Aquatic Centre*

+Design Studio

As our name implies, **HCMA Architecture + Design** is more than a traditional architecture practice. While traditional architecture services from planning and public consultation, to strategy and design, through project management and construction administration remain at the core of HCMA's practice, embedded within our studio is a team of interdisciplinary design professionals working together in collaborative synergy. It is this interdisciplinarity that allows HCMA to offer specialized design services outside the traditional confines of the architecture industry.

HCMA's value-added services through our **+Design Studio** include:

- Public Engagement strategies
- Industrial design
- Communication design
- Brand strategy
- Identity design
- Environmental design and wayfinding elements.

HCMA has the experience, methodologies and creativity to create elegant design solutions from start to finish, all under one roof.

TILT Curiosity Labs

In order to maximize our abilities as architects and designers, we feel compelled to inquisitively explore the world outside our traditional practice, looking for perspectives, approaches and opportunities that feed our curiosity, creativity and capacity. So we created **TILT Curiosity Labs**, our research arm of HCMA.

The notion of TILT is embedded throughout HCMA and we constantly tilt/shift our perspective during the design process, and TILT Curiosity Labs is where we extend this beyond the architecture practice into the world around us. It's where we take risks and where we have the freedom to fail. TILT reminds us to explore, be curious, question conventions, and make connections with people and communities in ways that don't just happen unless someone creates the space for it.

We believe that a more curious view of the world leads to enhanced empathy for those we serve, to opportunities, community engagements, and innovations that can change people's lives profoundly.

From playful discovery in the public realm, to opening our studio doors to host community meetings and events like CreativeMornings/Vancouver and Interesting Vancouver, we actively seek out opportunities to learn about the human condition because it makes us better architects, better designers, and better people.

Grandview Heights Aquatic Centre

Link to video: https://www.youtube.com/watch?v=c3uJA6bn_1k



HCMA Artist-in-Residence Program (AIR)

The HCMA Artist-In-Residence (AIR) program was developed in 2014 as part of a broad strategy to examine the potential of the practice's work to contribute to social sustainability goals. HCMA | AIR is meant to stimulate discussion and challenge preconceptions about the limits of architectural practice.

The program invites artists to investigate the interface between the public realm and people through an exploration of the boundaries between architecture and the artist's creative field. Artists working in a variety of media are encouraged to participate, including visual arts, video, photography, theatre and writers.

Throughout the course of the residency, artists collaborate with HCMA staff, discussing issues related to their work and to the project, and exploring themes related to social sustainability.

Grandview Heights Aquatic Centre Dance Piece

Heather Meyers is a Vancouver-based dance artist and choreographer who has developed a site-specific dance piece at the Grandview Heights Aquatic Centre. Heather is particularly inspired by the roof structure and draws on this aspect of the building in her choreography. Her dance piece explores the fundamentals that dance and architecture share, including the nature of water, the idea of community, social relevance, space usage and perception.

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Aquatic Centres
and Recreation
Projects

Expertise in Aquatic Centres

We are proud to be the team that can deliver world class pool design in-house. Our research and experience in pool design has been developed over the past 30 years and has resulted in an unmatched portfolio of work. With over **18 new aquatic centres and community recreation projects** in the last decade (several completed in joint venture), numerous renovations and many related aquatic and recreation studies, we offer unique expertise in aquatic, recreation, and sport facilities. In the last five years alone, we have completed more than \$200 million worth of aquatic and recreation facilities.

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LEED
Projects

Sustainability

At HCMA, we believe that the most sustainable designs are not only environmentally sensitive, but can also significantly improve user experience and building operational efficiency. We are committed to designing sustainable buildings that translate into clear health benefits to users and cost savings to the owner. The experience from our **14 certified and 19 registered LEED projects** has allowed us to incorporate sustainable practices into our standard specifications and design approach and this enables us to integrate sustainability and green design principles into every project, even if certification is not desired.

40

Organizations
Supported

Community Responsibility

HCMA has established a community responsibility policy to formalize the firm's support of community building initiatives and to encourage staff members to participate in community-focused activities. This policy builds on **HCMA's vision of "better buildings, better communities"** and this philosophy into a broader community oriented strategy. Our Community Responsibility Committee oversees the initiatives and monitors its successes, including donating a portion of the firm's annual earnings to charity, dedicating a resources to research and teaching initiatives, participating in mentorship programs, academic scholarships, pro bono work and involvement in community building events.

100

Design
Awards

Awards & Publications

Our firm has repeatedly been acknowledged for excellence in both service and design. This dedication to design distinction is rooted in our belief that better buildings, created by leveraging the power of design, contribute to better, stronger and healthier communities. HCMA has been recognized for design excellence with over **100 national and international awards**, as well as numerous publications. While it is gratifying to receive the recognition of one's peers, what is most important to us is how our buildings are appreciated by our clients and users. As the majority of our work is for the public sector we believe that our success lies in contributing to better, stronger, healthier communities.

2



2.0 Key Personnel

Within the HCMA offices we have established a core group of people who are familiar with the specific requirements and challenges of recreation and aquatic projects. We will also use the expertise of our +Design team to assist in facilitation and public engagement, and to provide graphic design support for the public engagement materials. Our project team will be lead by **Darryl Condon, Principal-in-Charge**, who has managed the design teams of many innovative and challenging Aquatic projects, including the Hillcrest Centre, Grandview Heights Aquatic Centre, and the West Vancouver Aquatic Centre. He is currently the Principal-in-Charge for the Minoru Complex in Richmond.

Melissa Higgs, Associate, will oversee the team and will bring her aquatic expertise to the project. She was the Project Architect for Grandview Heights Aquatic Centre and recently completed the Natural Pools Study, a research paper comparing a conventional pool system against a natural filtration system, using the New Brighton Pool as a case study. She was also a key member of the Coal Harbour Deck, a proposed project using a location in Coal Harbour that would connect people more directly with the water through the creation of a new multi-purpose public space.

Mark Busse, Director of Creativity + Engagement, will use his unique set of skills as a facilitator and engagement strategist to develop a creative and robust Public Engagement strategy to ensure feedback is received from a diverse group of aquatic service users.

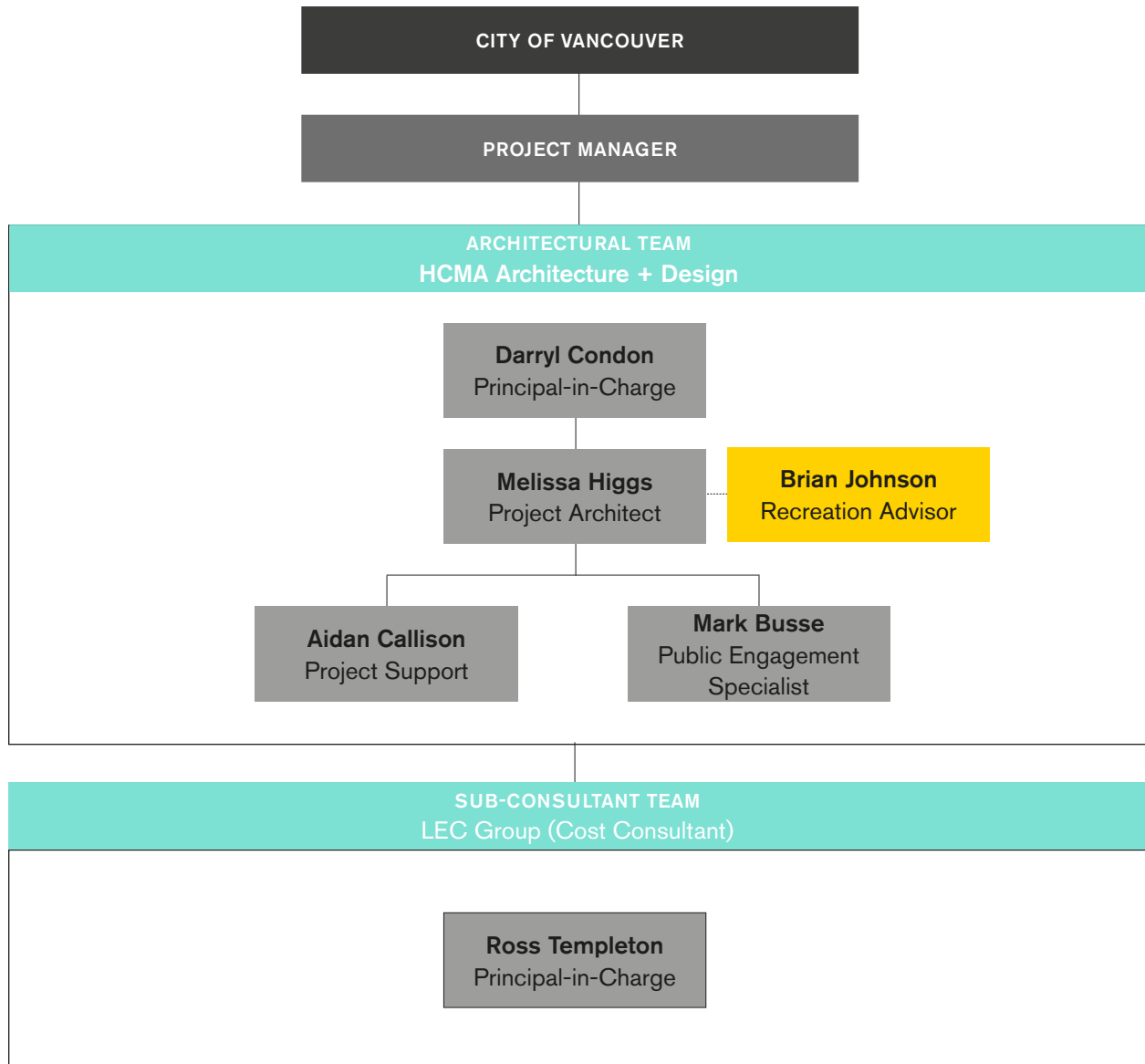
Aidan Callison, Architect, who worked on the 2011 Vancouver Aquatics Review and most recently the Grandview Heights Aquatic Centre, will provide project support to the team as needed throughout the strategy development and public engagement process.

HCMA will also be partnering exclusively with **Brian Johnston from Professional Environmental Recreation Consultants (PERC)** to oversee the data gathering, undertake data analysis and lead the team's long term service planning effort.

"The architecture was top notch, the planning well conceived....the analysis , the process and the people involved were the highlights for me. Clearly, a great cast of contributors. You were an amazing creative force and challenged us all to take many brave new steps. I'm sure you will continue to dazzle and break new ground!"

*-David Steele, former Director
Recreation and Culture Services, Oshawa, Ontario
Re: Legends Centre, Oshawa Ontario*

2.1 Organization Chart



2.2 Architectural Team

Darryl Condon

PRINCIPAL | Architect AIBC, AAA, SAA, OAA, FRAIC, LEED® AP



EDUCATION

McGill University B Arch
McGill University BSc Arch

PROFESSIONAL AFFILIATIONS

Member, Architectural Institute of British Columbia
Member, Alberta Association of Architects
Member, Saskatchewan Association of Architects
Member, Ontario Association of Architects
Fellow, Royal Architectural Institute of Canada
Accredited Professional, Canada
Green Building Council

ROLE Principal-in-Charge

BIOGRAPHY As Managing Principal at HCMA, Darryl offers our clients over 25 years of experience, along with special expertise in civic institutions, community centres, recreation, sport and aquatic facilities. He has played an important role in the design and construction of innovative projects including Jasper Place Branch Library, Grandview Heights Aquatic Centre and the Hillcrest Centre. Darryl's passion for the design of public buildings has resulted in a series of highly successful and award winning projects that span a full range of community uses. He is committed to providing design solutions that resonate beyond the boundaries of their sites to act as catalysts in the creation of strong and healthy communities. He has lectured extensively on issues related to sport and recreation facility design for groups such as the Canadian Parks and Recreation Association, British Columbia Recreation and Parks Association, the Recreation Facilities Association of British Columbia and Parks and Recreation Ontario. He is currently the President of the Architectural Institute of BC, past President of the BC Recreation and Parks Association, a past member of the City of Vancouver Urban Design Panel (2012-2103), and is an Adjunct Professor at the UBC School of Architecture and Landscape Architecture.

RELEVANT PROJECT EXPERIENCE

- Hillcrest Centre, Vancouver BC
- Hillcrest / Riley Park Master Plan, Vancouver BC
- Grandview Heights Aquatic Centre, Surrey BC
- Grandview Campus for Learning and Sports Excellence Master Plan, Surrey BC
- Minoru Complex, Richmond BC
- West Vancouver Aquatic Centre, West Vancouver BC
- West Vancouver Community Centre West, Vancouver BC
- Hamilton Community Centre, Richmond BC
- Kelowna Family YMCA / YWCA Addition, Kelowna BC
- Legends Centre, Oshawa ON
- Ravensong Aquatic Centre, Nanaimo BC
- Saint-Laurent Sports Complex, Montreal QC
- Sungod Recreation Centre, Delta BC
- Thompson Community Centre Study, Richmond BC
- Windsor International Aquatic and Training Centre, Windsor ON

Melissa Higgs

ASSOCIATE | Architect AIBC, MRAIC



EDUCATION

University of Calgary MArch
University of British Columbia BSc

PROFESSIONAL AFFILIATIONS

Member, Architectural Institute of
British Columbia
Member, Royal Architectural Institute
of Canada

COMMUNITY SERVICE

Member of the Surrey Advisory
Design Panel

ROLE Project Architect

BIOGRAPHY Melissa is passionate about creating innovative public buildings that create space where communities can come together. Melissa's focus has been civic projects, including the design of the award winning West Vancouver Community Centre in West Vancouver, BC, and most recently, the Grandview Heights Aquatic Centre, in Surrey, BC, for which she was Project Architect. In 2014, Melissa co-taught a course at the University of British Columbia School of Architecture and Landscape Architecture (SALA) called Social Sustainability in Practice, and more recently taught an architectural Design Studio at SALA with Darryl Condon called *Oppositions?*. The studio explored the challenges and opportunities to be found in combining two seeming opposing public building types, and in considering the new typology in both urban and suburban contexts. Melissa has also participated as a thesis advisor and a guest critic at SALA. Melissa is a member of the Diverse Membership Group for the AIBC, and sits on the Advisory Design Panel for the City of Surrey. Melissa enjoys working closely with clients to find creative solutions to their particular design challenges, and loves being an Architect because of the opportunities it provides to innovate, to be curious, and to give back to the community.

RELEVANT PROJECT EXPERIENCE

- Vancouver Park Board YMCA - Aquatic Review, Vancouver BC
- Natural Swimming Pools Report, Vancouver BC
- Coal Harbour Deck, Vancouver BC
- Grandview Heights Aquatic Centre, Surrey BC
- West Vancouver Aquatic Centre, West Vancouver BC
- West Vancouver Community Centre, West Vancouver BC
- Clayton Heights Recreation, Library and Arts Centre Phase 1, Surrey BC
- Hillcrest Centre, Vancouver BC
- Sungod Recreation Centre, Delta BC
- North Surrey Recreation Centre Study, Surrey BC
- BC Children's & Women's Hospital Master Plan & Acute Care Centre, Vancouver BC
- North Vancouver Fire Hall Needs Assessment, North Vancouver BC
- Surrey RCMP Former City Hall Renovation, Surrey BC

Mark Busse

DIRECTOR OF CREATIVITY + ENGAGEMENT | Certified CGD™
Designer, BA, FGDC



ROLE Community Engagement Strategist

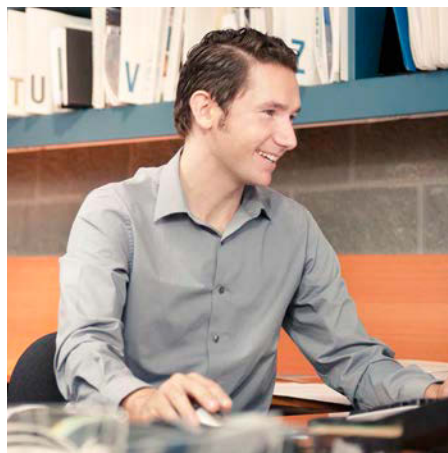
BIOGRAPHY Mark Busse founded the strategy and design consultancy Industrial Brand where he focused on the AEC built environment sector for nearly a decade, using his background in research, strategy, identity and communication design, and creative process to help organizations realize brand and marketing potential. Mark's unique set of skills as a creativity and process facilitator, educator and engagement strategist has allowed him to create communities and host conversations, workshops and large events in a variety of forms. By designing and hosting conversations with individuals, organizations and the public, Mark is helping HCMA develop an enhanced collective vision, identify co-creation opportunities, and ultimately redefine and elevate the way they practice architecture in order to produce well-conceived, lasting and healthy built environments. Mark is also IAP2 Certified, giving him the knowledge and expertise to facilitate public participation programs.

RELEVANT PROJECT EXPERIENCE

- SFU Tilt City, Vancouver BC
- Grandview Heights Aquatic Centre, Surrey BC
- Minoru Complex, Richmond BC
- CreativeMornings/Vancouver
- Interesting Vancouver
- Vancouver Engaged City Task Force
- CanPHI West Naming & Brand Identity Design, Vancouver BC
- Crystal Pools Feasibility Study, Victoria BC
- New West Public Engagement for Pool and Community Centre Renewal, New Westminster BC

Aiden Callison,

ARCHITECT | Architect AIBC, LEED® AP



ROLE Project Team Support

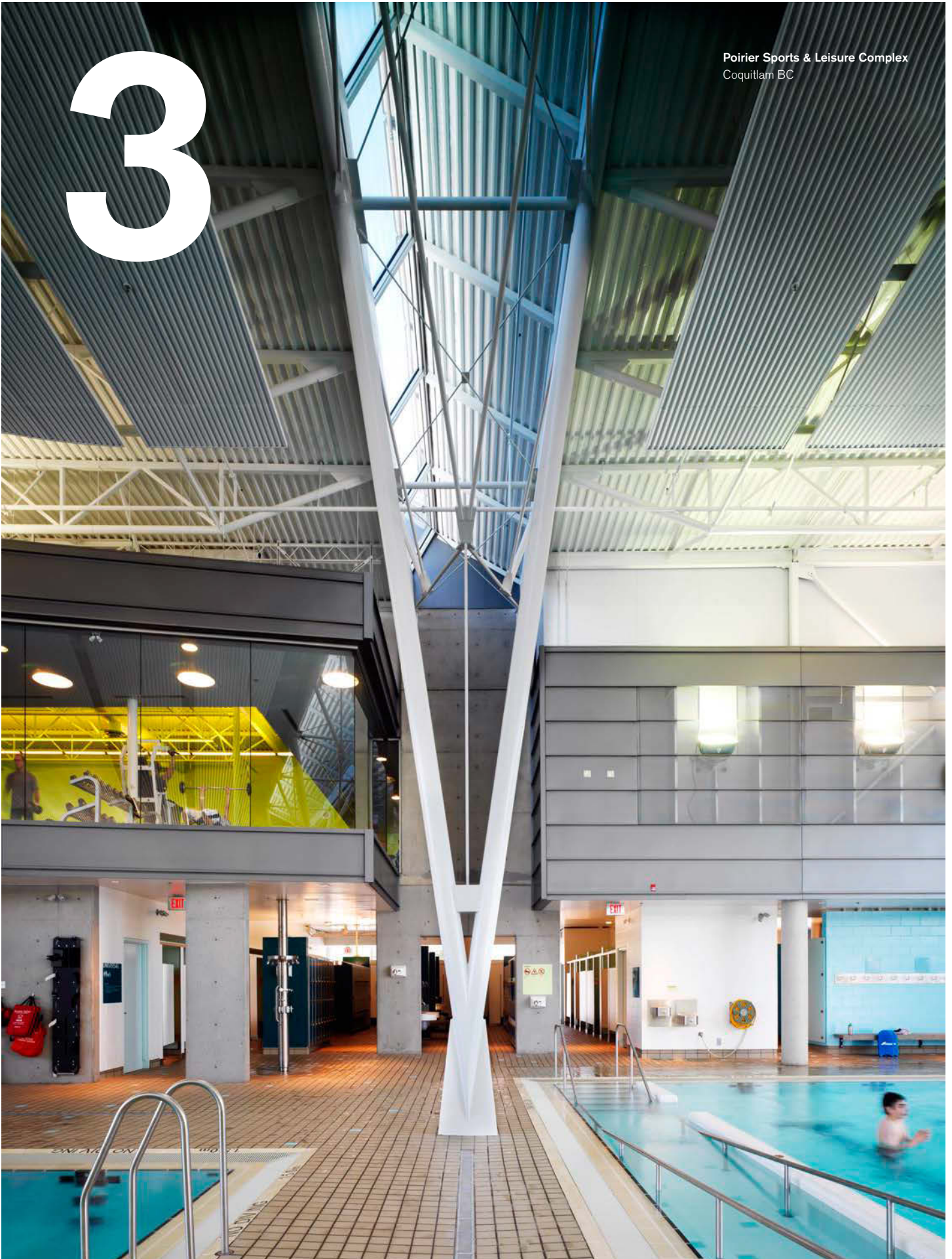
BIOGRAPHY Aiden graduated from the UBC School of Architecture and Landscape Architecture, where he was awarded the AIBC Medal for excellence in academic work and design. While completing his education, Aiden worked with the firm during summers on projects including Hillcrest Centre (Vancouver Olympic Centre) and West Vancouver Community Centre. Since joining the firm full-time, he has become involved in Jasper Place Branch Library, University Boulevard at UBC, New Westminster Multi-Use Civic Facility and as the project architect for the River District Experience Centre. Aiden's solutions-based approach and creativity developed from his experience as a varsity athlete, forest fire fighter, artist and world designer for Electronic Arts.

RELEVANT PROJECT EXPERIENCE

- Abbotsford Recreation Centre, Abbotsford BC
- Anvil Centre, New Westminster BC
- Britannia Community Services Centre Master Plan, Vancouver BC
- Grandview Heights Aquatic Centre Surrey BC
- Hillcrest Centre, Vancouver BC
- Jasper Place Branch Library, Edmonton AB
- River District Experience Centre, Vancouver BC
- UBC Boulevard Design Guidelines, Vancouver BC
- Vancouver Aquatics Review 2011, Vancouver BC
- Bridgeport Road Commercial Study, Richmond BC

3

Poirier Sports & Leisure Complex
Coquitlam BC



3.0 Qualifications

Our Approach to Aquatic Facilities

Inspired Spaces


Recreation facilities constitute the true community centres of our times and the trend is to create facilities that are as inspired visually as they are technically advanced and increasingly efficient to operate.

Patrons of aquatic and community centres are demanding the provision of the best programs available, and are increasingly sophisticated in the overall experience they wish to have in their community centre. There is a desire for places and buildings that give pride to their community of users, places where people of all ages, abilities and walks of life can enjoy themselves, pursue their fitness and wellness goals, spontaneously pursue a range of leisure activities and engage with each other in a variety of environments.

Spaces that inspire, engage and delight their users, employ timeless design, provide dynamic views, and powerful visual forms, enticing materials and elements of surprise combine to provide users with memorable experiences.

Accessible for All

One of our responsibilities is to design buildings that accommodate the widest cross-section of the community: architecture that reduces barriers to use – whether physical, cultural or social.



“This recognition highlights the efforts we place in having unique and innovative architectural design in our new civic facilities. With the record numbers of users at Grandview Heights Aquatic Centre, the facility is already a winner with our residents and families. Now with this award, I am proud to say that our newest aquatic facility has achieved our goal of both form and function.”

*-Linda Hepner, Mayor, City of Surrey
Re: Grandview Heights Aquatic Centre*

Context

While repetitive “one size fits all” solutions once dominated the public swimming pool building typology, these have been shown to ill serve today’s users. We are convinced pools must be carefully situated in both their social and their urban/ environmental contexts. As designers we must look – to see the potential of a street, outlook or natural setting, but we must also listen – to hear the real needs of users and clients. Visual insight married to social appropriateness resonates beyond site boundaries, informing design as a catalyst for positive community change and a unique sense of identity.

Technical Excellence and Sophisticated Detailing

The majority of our aquatic projects have been delivered with aquatic design services provided in-house. Recently we have recognized a trend towards the delivery of these services through specialist sub-consultants and therefore we have experimented with this methodology on two recent projects. Based upon these experiences we have decided to structure our team using our deep in-house aquatic expertise as we are confident that with this structure you will receive the best service and results.

The ability to have local experts available at short notice to the project team and stakeholders group will be invaluable. We offer current and continuously evolving expertise in the best practices around pool, feature, changeroom, fitness and wellness design. We offer direct and current knowledge of the region’s construction market.

We maintain relationships with the region’s specialty aquatic suppliers and contractors. We are involved and up to date with the developments occurring around the approvals process, especially the Vancouver Coastal Health approvals process (Health Act), and the British Columbia Building Code. We know that aquatic facilities require careful attention to detailing, lighting, and ventilation, acoustic and material choices.

Through research and hands-on experience, HCMA has established an extensive knowledge of materials and building technologies to specifically address the taxing and humid conditions of pool environments. This includes an in-depth knowledge of corrosion resistant architectural finishes, leisure pool water features, water sterilization systems, natural ventilation, natural lighting and control of solar gain strategies.

Continuous Research

HCMA continuously researches advances in non-slip tile and flooring systems, waterproof membranes, high performance paint systems, envelope details, and glazing systems to improve the performance of our aquatic projects. We believe that improved architectural components and diligent design will result in longer building life as well as reduced maintenance and operating costs.

All of this research is done within a framework of what can be sourced and delivered within our market, can be successfully approved within our approvals process (Health Act) and at what cost.

We can make expert recommendations on different pool profiles, pros and cons of different pool gutter systems, tile selection and other elements of aquatic facility design. We understand pools from the user's and the operator's perspective. Our direct, in-house experience includes world class competitive pools, and we fully understand the range of requirements related to FINA standards and other sport governing bodies.

On the following pages we have listed a series of case studies to demonstrate our **aquatic expertise**, our **dynamic and innovative approach** to pools, as well as an ability to **build consensus among complex stakeholder groups**.

Case studies are presented in three categories:

Aquatics and Recreation Feasibility and Planning Expertise

- City of Toronto Aquatics Strategy
- City of Coquitlam Indoor and Outdoor Aquatics Strategy
- City of Calgary Inner City Amenities and Market Assessment Study
- City of Richmond Indoor and Outdoor Aquatics Strategy
- Vancouver Aquatic Review (2001 & 2011)
- Richmond Aquatic Feasibility Study

Aquatic Expertise

- Minoru Complex
- Grandview Heights Aquatic Centre

Research + Innovation

- Coal Harbour Deck
- Natural Swimming Pools Report

Public Engagement

- Grandview Heights Aquatic Centre Public Engagement
- Minoru Complex Stakeholder Engagement
- Riley Park Community Centre Feasibility Study and Public Engagement
- Britannia Community Services Centre Master Plan / Feasibility Study And Stakeholder Engagement

At the end of this section, we have provided a summary of some of the Feasibility and Aquatic projects we have completed.

Aquatics and Recreation Feasibility and Planning Expertise

HCMA has included **Brian Johnston of Professional Environmental Recreation Consultants (PERC)** to complement our in-house skills. Brian has collaborated with HCMA on many past projects including the City of North Vancouver Facility Feasibility Study and more recently the Steveston Community Centre Feasibility Study and has undertaken and completed hundreds of aquatic service projects over the past 40 years. Many have involved issues very similar to those in this project; specifically, what to do with existing infrastructure and how to strategically add new infrastructure and programming in order to better meet aquatics needs into the future.

By collaborating with PERC our team combines HCMA's depth of aquatic and recreation experience in feasibility studies, master planning, and conceptual design through to award winning facility design with PERC's demonstrated ability and proven experience in working with decision-makers in the parks and recreation field to deliver the best level of service to their communities.

PERC Case Studies

The following case studies have been provided by PERC:

Case Study: City of Toronto Aquatics Strategy

In 2005 PERC was retained to develop a complete strategy for the provision of indoor and outdoor aquatics services for the City of Toronto (population 575,000). The project was undertaken in two parts; initially to develop a strategy, and secondly to develop a detailed Implementation Plan. The project dealt with the City's 90 indoor pools, 40 outdoor pools, and several kilometers of public beaches. It considered aquatics services and facilities provided by others included non-profit agencies (e.g. YMCA, Universities) and other private facilities (e.g. condominium pools).

Case Study: City of Coquitlam Indoor and Outdoor Aquatics Strategy

In 2014 PERC was retained to develop a complete strategy for the provision of indoor and outdoor aquatics services for the City of Coquitlam (population 160,000). The project considered aquatics services and facilities provided by others including non-profit agencies (e.g. YMCA, Private Clubs) and surrounding municipalities.

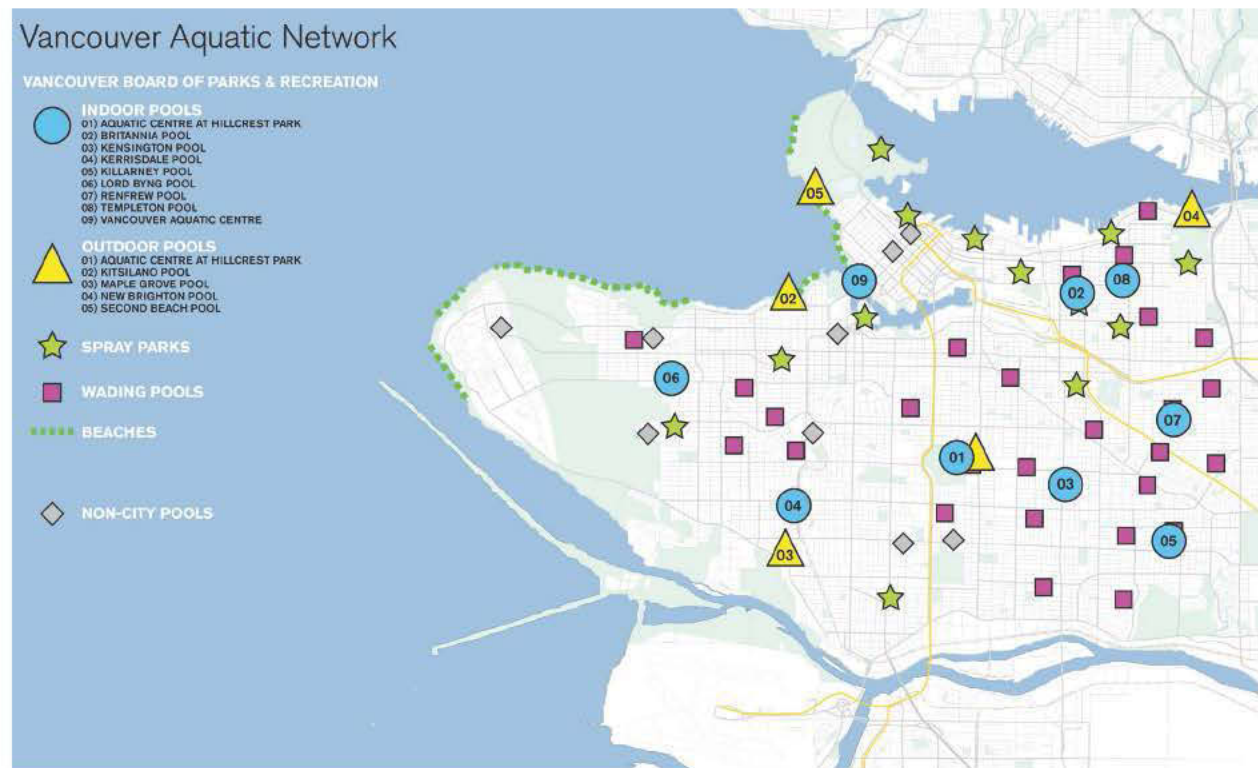
Case Study: City of Calgary Inner City Amenities and Market Assessment Study

In 2013 PERC was retained to look at all types of indoor recreation spaces required to meet the needs of the Inner City community within Calgary (population 150,000) with specific focus on the provision of indoor aquatics services. The study focussed on what to do with two existing indoor pool facilities in the Inner City Area and resulted in recommendations to retrofit and expand substantially both facilities.

Case Study: City of Richmond Indoor and Outdoor Aquatics Strategy

In 2016 PERC was retained as part of a consulting team to develop a complete strategy for the provision of indoor and outdoor aquatics services for the City of Richmond (population 160,000). The project included setting service standards, recommending indoor and outdoor facility projects and setting priorities.

Case Study: Vancouver Aquatic Review (2001 & 2011)



LOCATION Vancouver BC

COMPLETION 2001 & 2011

STUDIES

- 2001 Aquatic Services Review
- 2011 Pool Assessment Study
- 2015 Mount Pleasant Pool Assessment
- 2016 VPB – YMCA Aquatic Review Report

Over the course of the past 15 years, HCMA and PERC have had the opportunity to work on a number of the long-range capital and service planning for aquatics with the Vancouver Board of Parks and Recreation (PB), and HCMA has been able to realize some of the recommendations as the architect of a number of significant Park Board aquatic centres including Killarney and Hillcrest.

2001 Aquatic Services Review

Our initial strategy working with the Park Board began with the 2001 Aquatic Services Review. The purpose of this review, which we carried out with Brian Johnston of PERC, was to develop a comprehensive strategy to reconfigure the Park Board's aquatic services and facilities and to lay a foundation for a 10-15 year revitalization plan. The specific outcome of this work was to provide the Board with recommendations that would enable them to:

- operate the services and facilities in a cost-effective and fiscally sustainable manner
- meet current and future demands of the City's residential and working population
- balance the local neighbourhood services and needs with those of the City and Region as a whole

The result of this work was a sweeping strategic plan that included Vancouver-wide aquatic swim targets and corresponding recommendations for facility implementation to achieve those targets.

2011 Pool Assessment Study

Building on the success of the 2001 Aquatic Services Review, the Park Board engaged HCMA in 2010 to deliver a Pool Assessment Study. The objective of this study was to provide an update that measured the progress made with regard to recommendations and targets set in the 2001 aquatic strategy. The work also considered existing pool-use data to lay the groundwork for future aquatic facility renewal in the City of Vancouver. The study was intended to provide a comprehensive picture of the City's current aquatic network, and to identify new trends and issues.

Working closely with aquatics and planning staff, our team reviewed relevant documentation, assessed the major indoor and outdoor facilities, assessed wading pools and water spray parks and conducted interviews with aquatic staff across all levels. Combining this work with research into aquatic trends and best practices, the 2011 Pool Assessment Study provided both new findings and recommended updates to the 2001 recommendations to inform the future of aquatics relative to the 10 year capital plan.

Mount Pleasant Pool Assessment Study

In 2015 HCMA worked with the Park Board to provide the Mount Pleasant Pool Assessment Study, a feasibility study considering the proposed addition of an outdoor pool to the recently designed Mount Pleasant Park, located at 15th Avenue and Ontario Street. The study provided three conceptual options for a new outdoor pool and supporting change facilities, and included high-level cost estimates for each. The objective of the study was also to review the merit of adding a pool at this location - both within the context of the 2001 and 2011 studies, and compared to current trends related to outdoor aquatics.

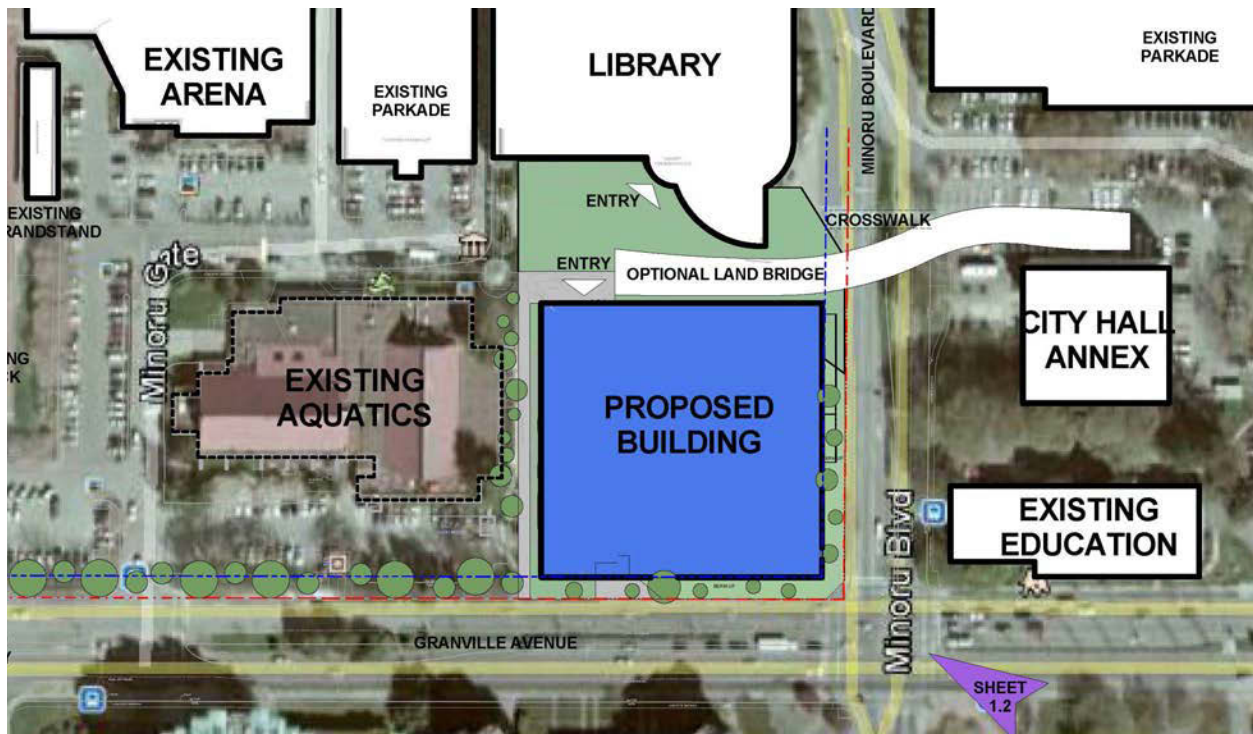
2016 VPB – YMCA Aquatic Review Report

Most recently, HCMA and PERC worked with the Park Board to review and provide recommendations related to a possible partnership agreement between the VPB and the YMCA for a proposed new aquatic facility, where the PB and the YMCA would share initial construction costs and the YMCA would carry out the operation of the completed facility. PERC's role was to ensure that the overall facility would complement and effectively meet the needs and interests of the PB as well as the YMCA. The results of PERC's analysis resulted in a recommendation to add square footage to the YMCA facility to meet Park Board objectives.

HCMA then made recommendations for the highest and best use of the additional square footage of water, deck, and change areas proposed in the PERC report. HCMA, using current and anticipated trends, suggested that leisure water and universal change rooms be the focus of the area to be added, in order to ensure that the proposed YMCA facility plays a role in meeting the VPB targets for per capita swims. On this basis, costed conceptual design options were prepared and included in the VPB-YMCA Aquatic Review Report, which will be used by the VPB to help inform a possible partnership agreement for the proposed new aquatic facility.

We look forward to building on our past contributions to the Park Board's overall aquatics strategy, and are keen to apply our existing knowledge base, our recent aquatic centre experiences and our research and current thinking to this next exciting step in the ongoing strategic thinking around aquatics delivery within the City of Vancouver.

Case Study: Richmond Aquatic Feasibility Study



CLIENT City of Richmond

LOCATION Richmond BC

COMPLETION 2012

PROGRAM FEATURES

- Feasibility study for aquatic centres at multiple locations
- Master plan with consideration of phasing and service coverage
- Aquatic, fitness and older adult components

MASTER PLAN EVALUATION CRITERIA

- Synergies with other Services
- Continuity of Aquatic Services
- Access to Parking
- Impact on other services
- Retention of Green Space
- Ability to address current and future aquatics demand

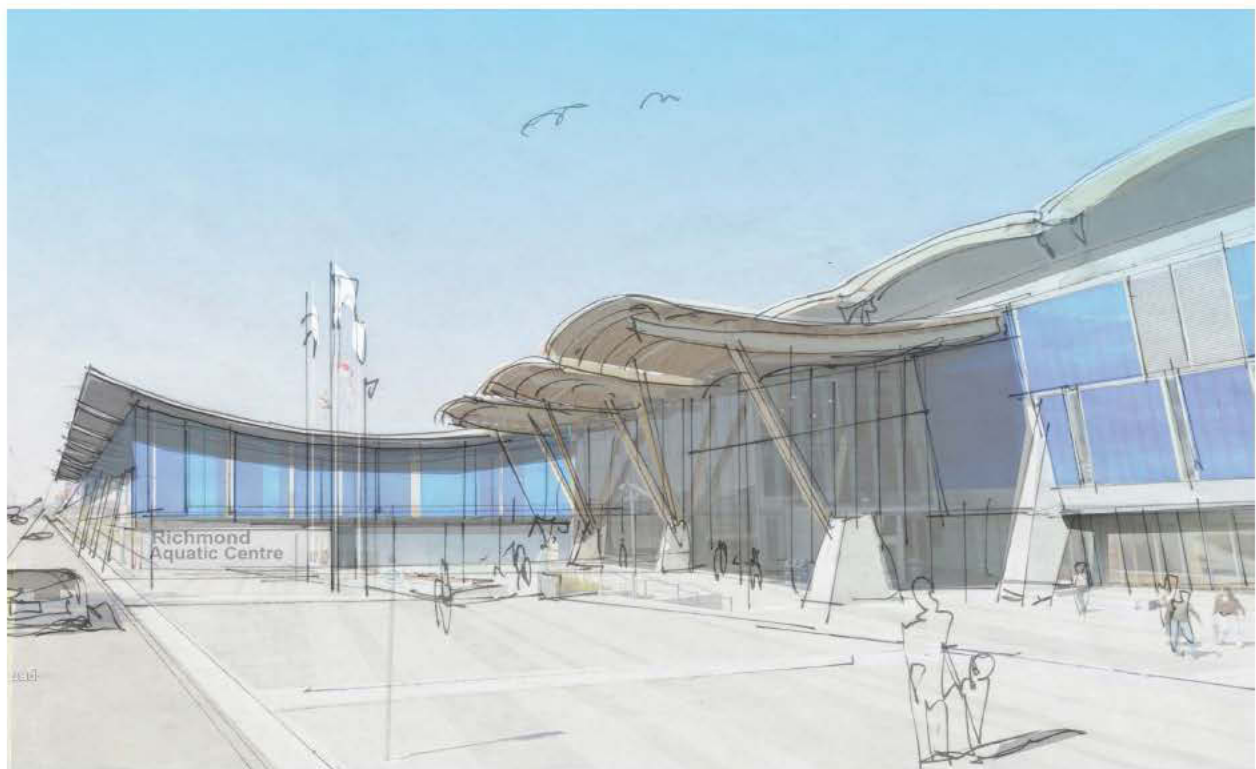
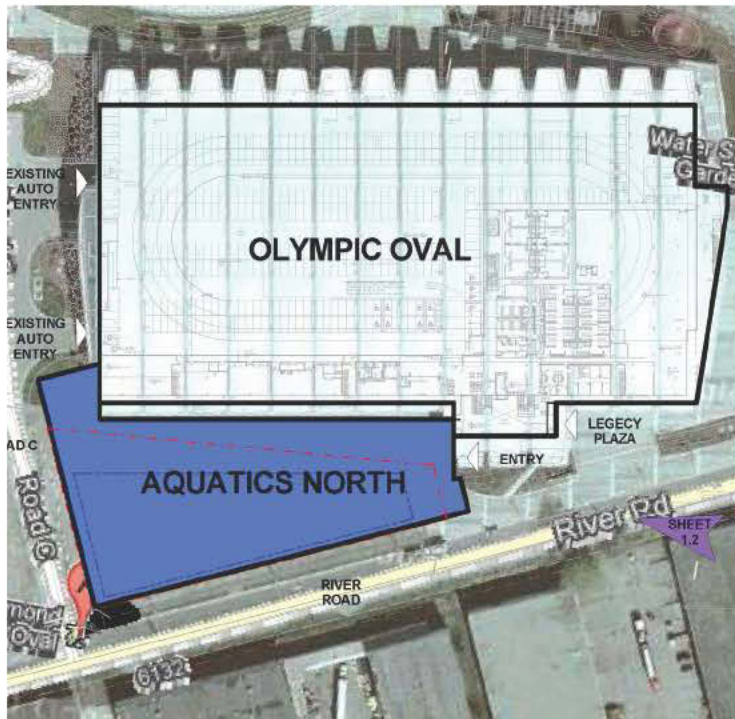
Richmond Aquatic Feasibility Study

In 2012, HCMA was engaged by the City of Richmond to update the city's 2008 Aquatics Report that looked at the delivery of recreation and aquatic services in its community of nearly 200,000 residents. With a key facility, the Minoru Aquatic Centre, having exceeded its useful lifespan and other areas of the city identified as needing expanded aquatic offerings, this feasibility study explored a range of development options for a variety of sites.

Starting with a thorough analysis of site contexts, influences, opportunities and constraints, HCMA developed a master plan as well as conceptual facility designs that reacted sensitively to each sites' unique challenges and features.

Common to all solutions was the need to overcome challenging soil conditions and high water tables prevalent in Richmond as well as considering a phasing plan that minimized the impact on the users and adjacent facilities, such as an existing older adult centre. The replacement pool was conceived as an inviting and transparent landmark to replace the existing pool on the neighbouring site, while the 'Aquatics North' facility was integrated into the Richmond Oval.

This feasibility study and master plan laid the planning ground work for the new **Minoru Complex** for which HCMA are the architects, scheduled to open in 2017.



Aquatic Expertise

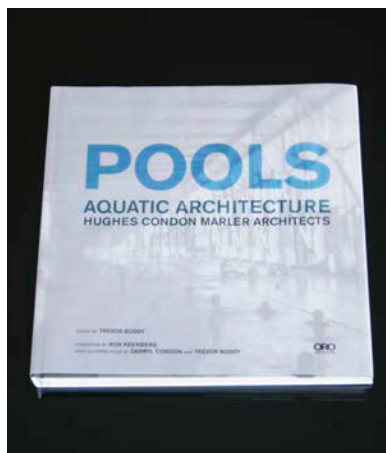
With over **18 new aquatic centre and community recreation projects**, several renovations and numerous related aquatic feasibility studies, we offer unique expertise in aquatic, recreation, and sport facilities. We have completed more than **\$200 million worth of aquatic and recreation facilities** over the last five years.

Our aquatic expertise has been developed over the past 25 years, giving us considerable expertise and a deep understanding of the trends, technical challenges and design opportunities associated with this type of project, resulting in an unmatched portfolio of work.

HCMA offers unparalleled depth of aquatic experience throughout a large group of our staff, and we can draw on a number of key experienced individuals for this project to perform sophisticated research, coordination, project review, and independent peer review.

To tackle this project effectively and get to innovative recommendations through the new Aquatic Strategy requires a team with the right skill set. Our clients rely on us for critical and innovative thinking related to aquatic and recreation planning, and we have been involved in countless feasibility reports and aquatic and recreation facility planning and programming projects.

We are proud to be the team that can deliver world class pool design in-house.



Pools - Aquatic Architecture

HCMA this book as a comprehensive showcase for our design philosophy and built accomplishments related to aquatic facilities.

Case Study: Minoru Complex



CLIENT City of Richmond

LOCATION Richmond BC

SCHEDULED COMPLETION
2017

SIZE 10,220 m²

CONSTRUCTION COST \$53 M

DELIVERY METHOD
Construction Management

SUSTAINABILITY
Targeting LEED® Gold Certification

PROGRAM FEATURES

- Aquatics Centre
- Older Adult's Community Centre
- Bowling Greens
- Tennis Courts
- Turf Fields
- Running Track
- Community Plaza

The new Minoru Complex seeks to redefine how the community experiences the historic Minoru Park, the heart of the community since the early 1900s. The program blends a wellness-focussed aquatic centre, a senior's-oriented community centre and a sports field hub, creating a vibrant, active city center that promotes lifelong learning, wellness, and a socially sustainable community. The facility plays a larger role in shaping and defining the civic precinct and anchors the city's heart in Minoru Park. The public realm design reaffirms that the park can provide a rich and diverse public amenity capable of hosting major cultural events, small family gatherings, sport competitions, and farmers markets. This rich public experience supports a diverse and socially sustainable community.

The Minoru complex references the natural history of Richmond as a river delta city through its flowing roof structure and site circulation patterns. Its east façade and colonnade provide a strong civic expression which help redefine the site circulation, drawing people deep into the heart of the park, while providing the strong bookend to the civic precinct.

The program includes 69,000sf of aquatics and fitness spaces, 33,000sf of seniors' community centre that houses a café/bistro, billiards room, performance and multipurpose spaces, and 8,000sf of athletic team rooms and event spaces. The building planning is based on providing a fully integrated wellness oriented community experience, while respecting the desire to have a distinct identity and "home away from home" for the seniors centre. The continuous hybrid wood and steel roof structure flows over all the program areas and becomes the unifying element and identity.

Case Study: Grandview Heights Aquatic Centre



CLIENT City of Surrey

LOCATION Surrey BC

SCHEDULED COMPLETION
2016

SIZE 8,830 m²

COST \$39 M

DELIVERY METHOD
Construction Management

SUSTAINABILITY
• Targeting LEED® Certification

- PROGRAM FEATURES**
- 50m lap pool designed to FINA standards for competitions
 - Dive towers
 - Spectator seating (1100)
 - Leisure Pool with waterslide
 - Hot Pools
 - Sauna and Steam Room
 - Fitness centre
 - Cafe

Master Plan

HCMA facilitated discussions involving all stakeholders from the Surrey Board of Education and the City of Surrey, to develop a masterplan model for a partnership-driven, community campus to promote healthy living, lifelong learning and sports excellence through co-located integrated facilities and services, located at the centre of the fastest growing community within BC's fastest growing municipality.

Through a number of discussions and workshops with over 60 participants from local government, health authorities and community groups, a masterplan was created that will form the framework for future development in this rapidly growing and changing neighbourhood. The key to this masterplan was achieving a better outcome for all parties involved through integrating and co-locating amenities such as a Library, ice rinks, gymnasias and meeting rooms.

A key element was also to achieve integration while maintaining character, autonomy, and security for each facility.

Aquatic Centre

The Grandview Heights Aquatic Centre, with its dramatic suspended roof form is the first project to be completed on the 'super block' that is destined to become a regional campus of health, wellness and sports excellence. This new facility is designed to accommodate both international swim meets and to meet a wide variety of water-related community activities. In addition to its natatorium which houses a

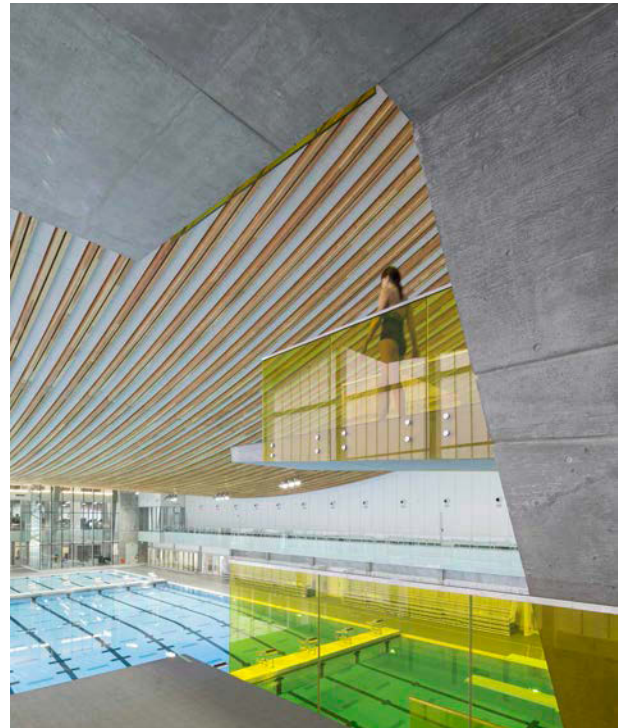
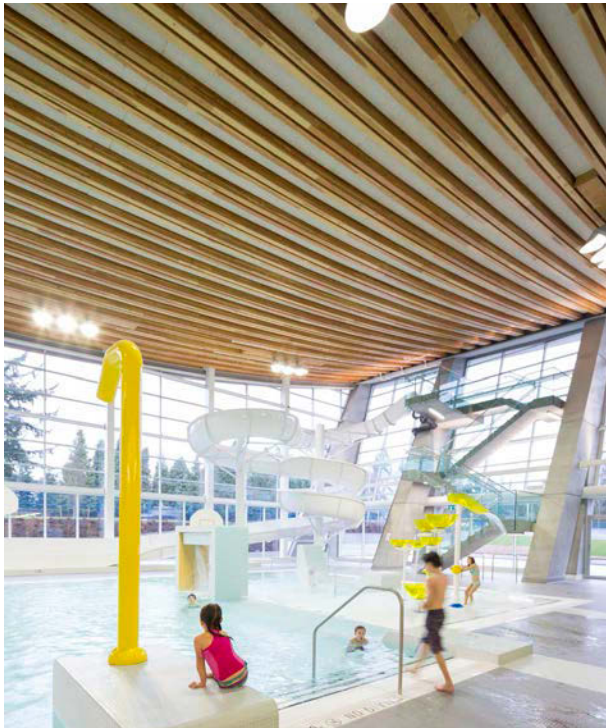
competition-sized lap pool and a leisure pool - both overlooked from the main lobby - the complex includes two hot pools, a sauna, fitness centre and poolside cafe.

At one end of the natatorium is a diving tower, with boards and platforms from 1m to 10m in height. At the other end is a spiraling water slide, positioned adjacent to the glazed curtain wall, so as to be clearly visible from the street.

These two structures create natural high points for the tensile roof, which swoops down from concrete buttresses at either end, to a transverse concrete frame that bridges the natatorium between the leisure and competition pools.

Far from being arbitrary, this roof form is both practical and economical. Compared to a flat roof, it reduces both the exterior surface area and the internal volume of the building. This effect is further enhanced by the shallow depth of the tensile structure compared to a conventional beam or truss system. The net effect is efficiency in capital cost for building materials and labour, and a reduction in operating costs related to heating and cooling.

HCMA's master plan and the aquatic centre will play a vital role as the Grandview Heights area develops and the vision for the community is realized.



Research + Innovation

At HCMA we are asking ourselves **"What's possible?"**, for the firm, for our work, for our communities? We are committed to pushing, thinking and breaking away from preconceptions at every scale, in everything we do and touch. We want to be maximizing our impact and our potential, and this mantra is shaping how we move forward with the firm and in our work. We recently created **TILT Curiosity Labs** to support this exploration.

We have recently worked on two internal research projects through TILT that are based on our passion for pools, and that may be relevant to the Aquatic Strategy. The first is **Coal Harbour Deck** (see project profile on the following pages), which is a proposal for a new type of public space that explores a new relationship with the ocean that surrounds our City.

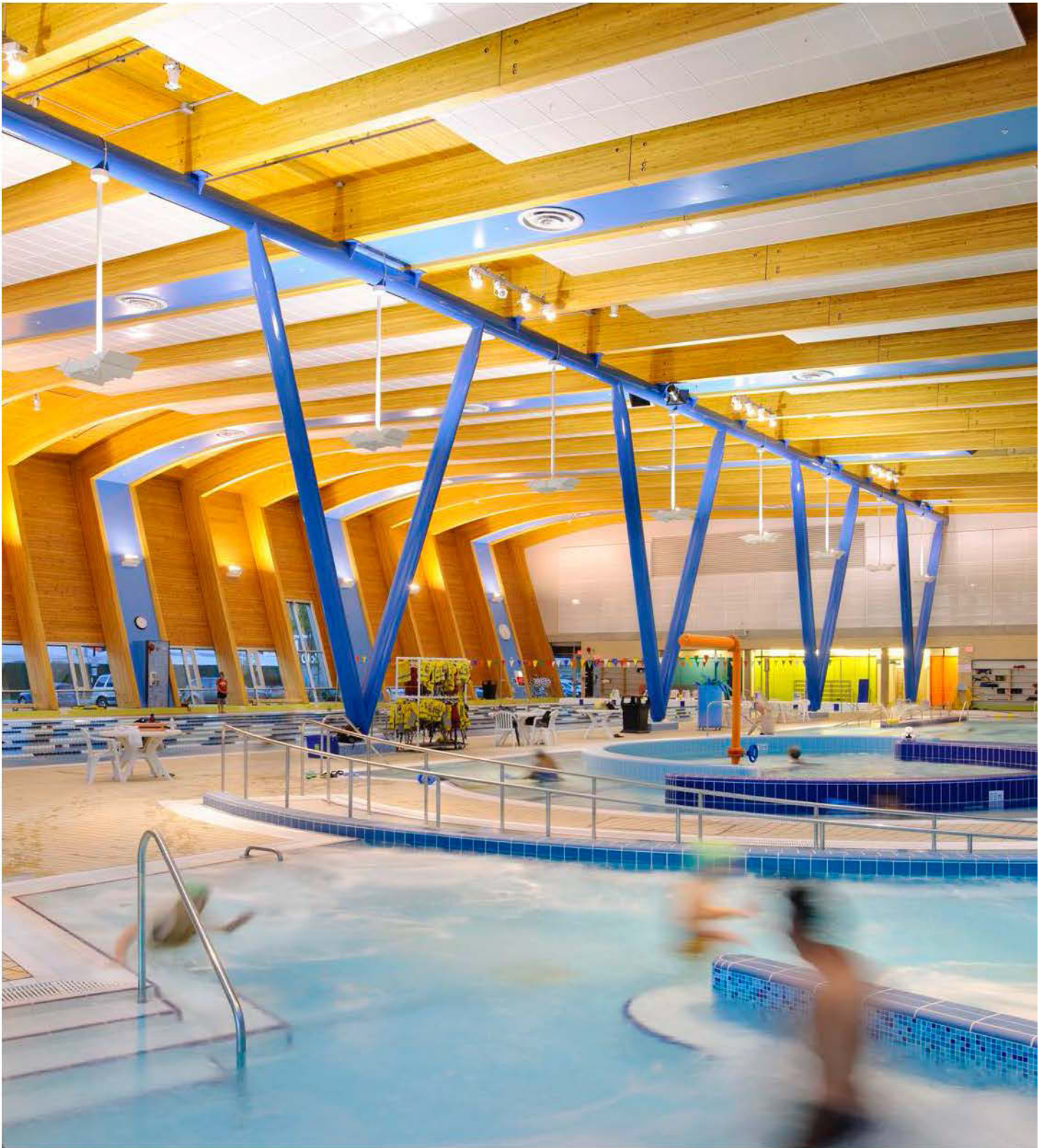
The second is an open-source research paper **Natural Swimming Pools** that rely on the use of naturally occurring biological filtration treatment instead of chlorination. The Natural Pools research paper proposes natural pools as an alternative to mechanically and chemically treated pools, and provides a hypothetical case study for converting the Park Board's New Brighton pool into a natural pool as a means of testing the applicability of the technology in a BC context.

Before TILT Curiosity Labs, we still made time to follow the interests and the passions of our team, and when HCMA's Darryl Condon was invited in 2013 to teach a course at the University of British Columbia's School of Architecture and Landscape Architecture (UBC SALA) on the topic of social sustainability - we seized the opportunity. We called the course **Social Sustainability in Practice** and used the course as a means to explore our ongoing interest social sustainability as it relates to the practice of architecture.

We opened up the course content and development to the entire staff, and held weekly lunchtime meetings where the assigned course readings were discussed and debated. This parallel process of discussion and investigation, both in the classroom and the office, became an integral part of efforts to infuse the office with the teachings of the course. The course considered the Principles (Why), the Processes (How) and the Products (What) of social sustainability, and asked questions like:

"How does architecture in its built form influence and shape the important connections between people within their own community?"

Ultimately our message was that as architects of public building and public space, we have a responsibility to create buildings that provide joy, that provide access to all and beyond this encourage anyone and everyone to enter, to feel welcome and equal, to stay longer, and to start a conversation. We asked many questions, made some discoveries that both impacted and validated our approach to architecture, and the social impact of our work continues to be a central part of our practice - along with asking questions and seeking answers.



Case Study: Coal Harbour Deck



LOCATION Vancouver BC

COMPLETION 2015

FEATURES

- Multi-use waterfront amenity
- Open swimming zone
- 25m lane swimming
- Outdoor performance space
- Public seating

Coal Harbor Deck envisions a new type of public space for Vancouver that engages with the water. Although this project has no client, it is currently on display as part of the **Museum of Vancouver's** *Your Future City* exhibition. This hypothetical project is located in Coal Harbour, a former industrial area, and aims to activate the area through a multi-use waterfront public amenity that is a floating public space that is not quite park, pier or pool but a combination of all three.

HCMA noted that while Vancouver is a famously livable city surrounded by unparalleled natural beauty, it is also one of the most densely populated and expensive urban centres in North America. While there are numerous parks, beaches and green spaces outside the city core, few public spaces exist for public gatherings in the urban centre due to limited space and high land costs.

As Vancouver's downtown continues to grow and densify, citizens are increasingly living in smaller condos, creating the need for amenities to replace the yards, gardens and other public spaces common to other neighbourhoods. HCMA asked ourselves "**What's Possible?**" and began to explore ways to address these issues. Turning to Copenhagen, another dense marine city, as inspiration, we developed Coal Harbour Deck based on Copenhagen's popular Harbour Baths, initially constructed in the early 2000's after they cleaned their harbour, bringing water quality up high enough to meet targets for safe swimming.



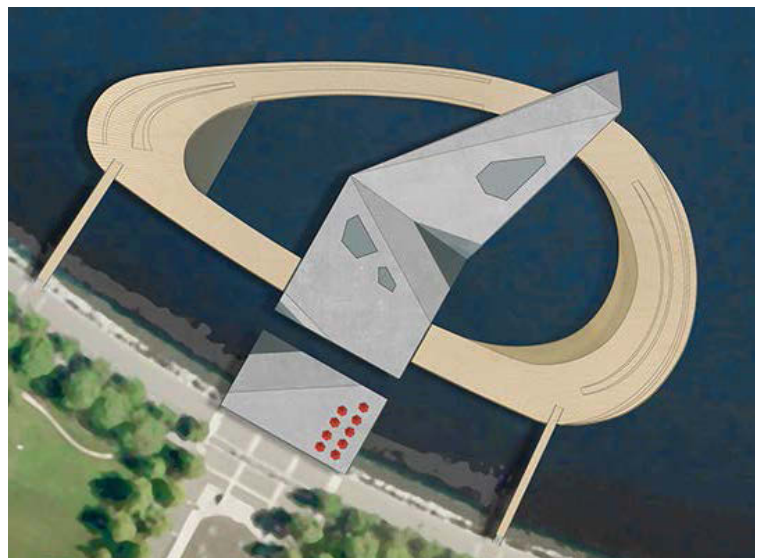
PUBLIC DOCK

The proposed Coal Harbour Deck replaces an under-utilized existing public dock with a curved wooden deck nestled into a small basin in the coastline between Vancouver's busy convention centre and a nearby marina.

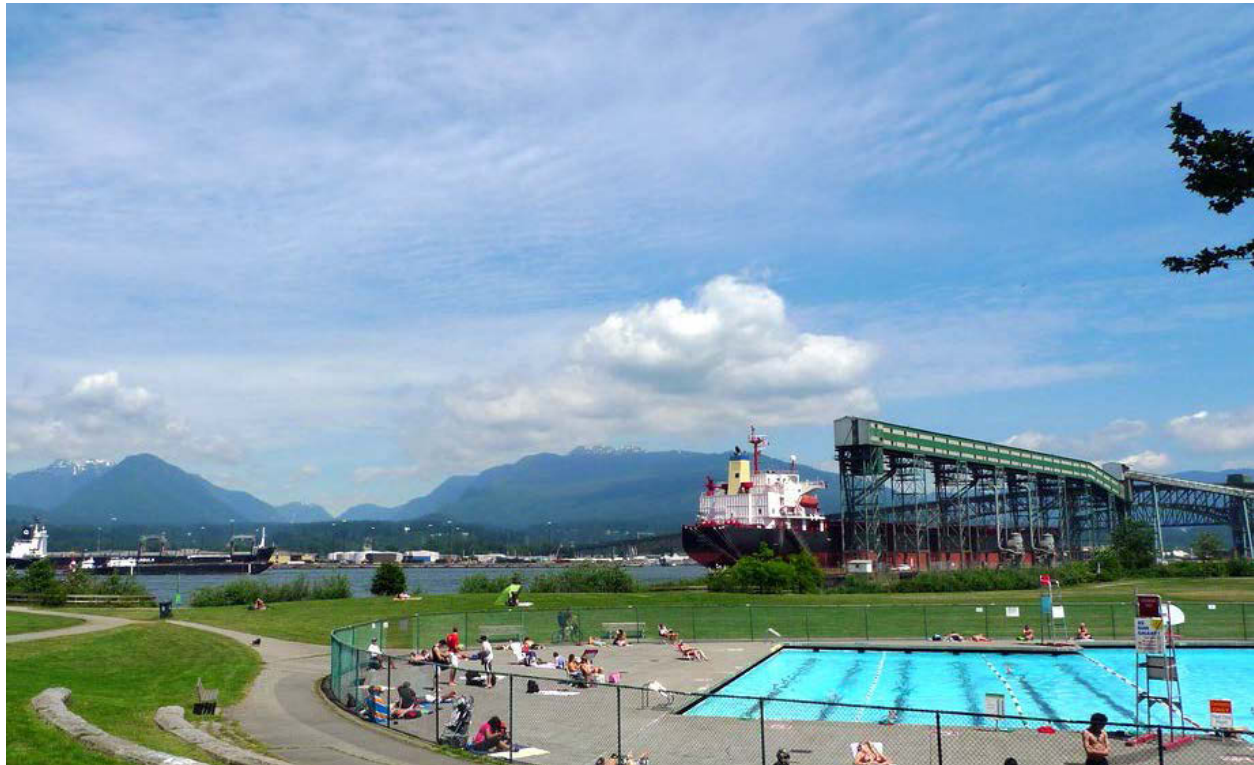
FEATURES

The wooden deck features integrated seating and a proposed outdoor performance space, and surrounds a variety of aquatic spaces including a 25m lane swimming area, an open swimming zone and a zero entry shallow swimming zone.

The idea has captured people's imagination, and if built, would be the first project of its kind in North America.



Case Study: Natural Swimming Pools Report



LOCATION Vancouver BC

COMPLETION 2016

FEATURES

- Research study comparing conventional pool system to natural pool system
- Key considerations for pool operators
- Uses Vancouver pool as a hypothetical example to test theory
- Created improvements to the overall pool design

We began the natural Pools Study because we believe that natural pools will be something that the public in BC will be demanding in the future. Natural Pools use naturally occurring biological water filtration and treatment methods to provide pure and clean bathing facilities, which are an alternative to mechanical and chemical treatment. They are commonly used in Europe with over 100 public outdoor pools in Germany that are naturally filtrated. Our research paper explains how natural filtration works, compares in detail a conventional pool system against a natural filtration system, and provides precedent research on several pools in Europe and a recently completed natural pool in Minnesota, USA.

DESIGN STUDY USING EXISTING NEW BRIGHTON POOL

HCMA took the key learnings from our research on Natural Swimming Pools and applied these to a hypothetical design study focusing on the conversion of an existing conventional outdoor pool in Vancouver's New Brighton Park. New Brighton Pool was selected for this design study in part because of its popularity and usage, but also due to its age and history. Given its age and heavy summertime use, the pool is in need of a refresh and is likely to have systems that are in need of replacement. In addition, it is currently an exploration that looks at the restoration of habitat in New Brighton Park, which could be complimented by the landscape design required to naturalize the pool.

The age of the pool and the imminent need for facility upgrades, combined with the opportunity to extend the naturalization of the adjacent shoreline, made New Brighton Pool an ideal site for this design study. The New Brighton site has sufficient adjacent greenspace to support the planting required for the pool regeneration zone.

Together with PWL Partnership (landscape consultant) and AME Group (mechanical consultant), we explored the site conditions and opportunities in order to develop an unsolicited proposal for a natural pool conversion project at New Brighton.

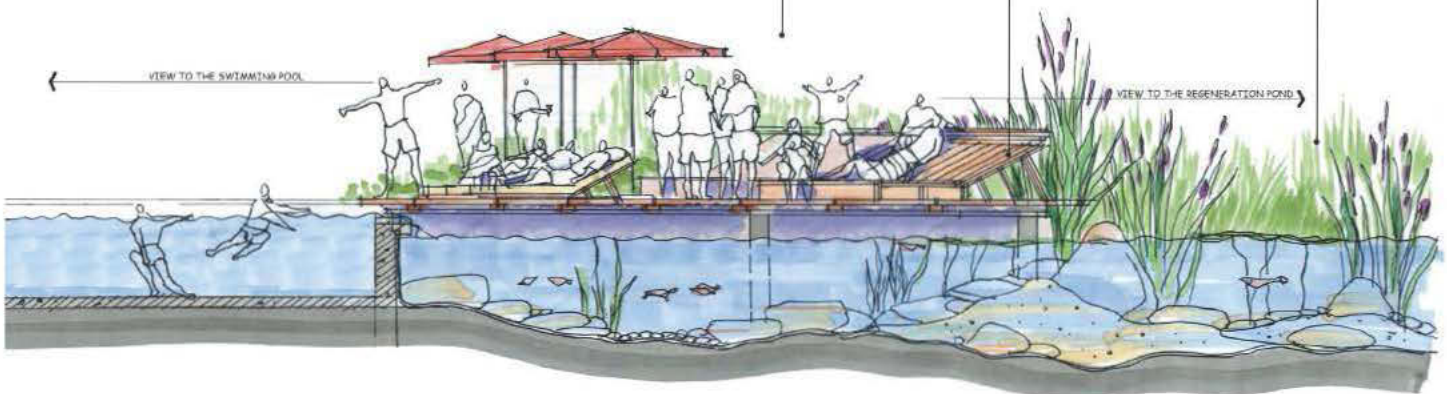
While our focus for the case study is on naturalizing the pool, we also focused on improvements to the overall pool design to increase the social space and enhance user experience.

POOL FILTRATION

The surge/settlement pond flows below the new wooden platform, and connects the water to the secondary cleaning, or regeneration pond, beyond.

WATER FLOW

Gravity helps guide the water through the biological filters and eventually circles back to a water tank testing station, where it is checked for cleanliness before returning to the swimming pool.



Public Engagement – Building Community Support



VSB Long Range Planning Brand Identity

HCMA worked with the Vancouver School Board to create a brand identity for their long range facilities plan. The branding needed to be vibrant and attractive to engage the public and to give a sense of hope surrounding the plans for the future of the schools. HCMA's **+Design** team created engaging graphics to communicate a complex message clearly and simply for the Report and Open House. The VSB was also provided with an identity toolkit to use for future digital and print needs.

Community consultation is crucial to the success of any capital project, and our years of experience in the recreation sector have taught us the importance of a well-planned, designed and coordinated public engagement process. More often than not, while the physical infrastructure of the buildings overall may be the catalyst for considering replacement or renovation options, the changing composition of the communities they serves can create a great impetus for action. We feel this is a key aspect to be considered in developing the recommendations for the Aquatics Strategy, and in achieving support of the recommendations among stakeholders and community members. Some of the key techniques and channels we have successfully included on past projects are:

Advertising – With the City's support, media releases to inform and update the public can be communicated through print (i.e. posters, newspaper ads, inserts, postcard mailouts) and digital media (i.e. City signage) to ensure stakeholder participation.

Branding – By creating an identity for the project and expressing goals and objectives publicly, the public will realize the importance of the project and recognize it.

Social Media – The creation of a public campaign using popular social media platforms will complement traditional communication techniques, reaching broader audiences.

Web – Creation of a simple, branded webpage (hosted by the City) describing the project with links to a survey, information about events, and contact information as required will ensure ease of access to many.

Survey – Carefully crafting a series of questions released to an identified group of participants or to the public as described previously will gather initial data to inform phase two.

Community Meetings – Based on learnings from phase one, public community meetings (open houses) held at a strategic location will be facilitated by HCMA with organizational support from City staff.

E-blasts – when an opt-in database is available, email messages can be a highly effective form of communication to specific audience such as pool or community centre members.

Stakeholder Workshops – Facilitated sessions using a variety of interactive tools to involve participants such as presentations, brainstorming, participatory mapping exercises and breakout sessions, etc.

Focus Groups – Hosted smaller group conversations about an initiative, program or topic can help stakeholders uncomfortable in larger groups express themselves. Our team has deep experience presenting to and communicating with the public through surveys, open houses, social media campaigns and other facilitation techniques. HCMA is highly regarded for our rigorous and thorough public consultation process and workshop facilitation.

Public Engagement Case Studies



Case Study: Grandview Heights Aquatic Centre Public Engagement

Client City of Surrey **Location** Surrey BC

HCMA ran a comprehensive engagement campaign for the new Grandview Heights Aquatic Centre. This included stakeholder engagement, public open houses, a project website, Facebook and Twitter accounts as well as a dedicated project email address. We have received positive feedback from both the client and the community on the project information shared through these avenues. This was particularly helpful in the early stages of the project when we collected surveys from the public at both an open house and online. We found that members of the community who did not attend the public information sessions took the online opportunity to fill out our survey and the demographics of the online responses was significantly different than those we received in person, giving the client a comprehensive snapshot of the opinions of even the hard to reach groups.

Relevance Included public engagement through social media, open houses and a dedicated project website in the recreation and community sector..

Grandview Heights Aquatic Centre Public Engagement

Public engagement and surveying included a dedicated project website, email address, Twitter and Facebook accounts.

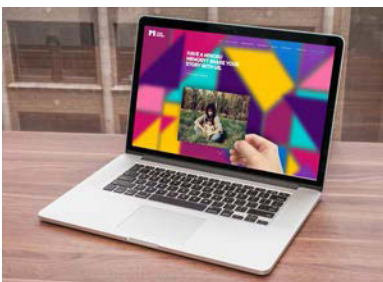


Case Study: Minoru Complex Public + Stakeholder Engagement

Client City of Richmond **Location** Richmond BC

The Minoru Complex will be an innovative new facility that will integrate aquatics, older adults, and field pavilion programs. It will include a 69,000 sf aquatic centre focused on health and therapy, a 33,000 sf older adult's community centre. HCMA worked with over ten stakeholder groups providing input into the functional programming of the new integrated facility. The wide range of consultation included determining current functional space needs, anticipating future growth and program changes, researching and presenting best practices, and understanding critical stakeholder needs. In instances where needs identified between stakeholders appeared to conflict, our team worked to build consensus through innovative thinking that could range from identifying program synergies, thoughtful layouts, and governance strategies.

Relevance Included extensive stakeholder engagement in the recreation and community sector.



Minoru Complex Public Engagement

Top: Public Open House

Bottom: We designed a website to engage the public throughout the duration of this project.

YourMinoru.ca



Case Study: Riley Park Community Centre Feasibility Study and Public Engagement

Client City of Vancouver/VANOC **Location** Vancouver BC

HCMA completed the Riley Park Community Centre Feasibility Study and Hillcrest Park Master Plan, which then led to the design and construction of the Hillcrest Centre, Olympic/Paralympic Centre (Curling Venue). This was a multi-stakeholder, multi-client project that benefitted from our ability to unite a plethora of varied and competing interests. By listening carefully to the many voices of interested and affected parties and then synthesizing common ground and create an exciting vision, we were able to derive a plan that saw the creation of dynamic and active public spaces. Through the consolidation and reorganization of existing facilities, the Hillcrest Centre replaced a wide range of aging facilities resulting in a significant increase in programming capacity while maintaining the ratio of green space to site coverage. As the largest facility of its kind in the Vancouver Park Board system, the Hillcrest Centre stands as an important public gesture—a bridge between an increasingly privatized world and the city as a living community.

Relevance Evaluation of new building options including program development, multiple options, evaluation of options and integration of input from multiple stakeholders.



Case Study: Britannia Community Services Centre Master Plan / Feasibility Study And Stakeholder Engagement

Client Britannia Community Services Centre Society **Location** Vancouver BC

The Britannia Community Services Centre Strategic Master Plan provides a 30 year vision for the 18 acre site. It illustrates how a first phase, featuring a new pool as its major component, can be implemented in a way that facilitates later phases, protects flexibility for new program additions and changes in the future, and coordinates with the plans and opportunities for future redevelopment of the key site partners. The strategic master plan represents our belief that places like the Britannia Community Services Centre are the heart of the community, serving as an integrated hub of education, arts, culture, recreation, wellness, and sustainability. The facilities on the Britannia site are planned and operated by a number of public partners, including Britannia Community Services Centre, Vancouver School Board, Vancouver Public Library, and the Vancouver Park Board. The master plan builds on the unique perspectives and strengths of each partner to enhance recreational and social service delivery at Britannia.

Relevance This project included site analysis, program analysis, options development, phasing analysis, and extensive stakeholder engagement for the recreation sector.



Feasibility and Planning Experience

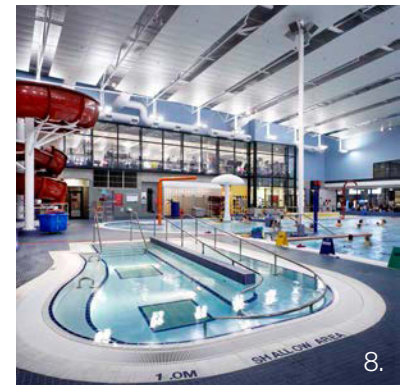
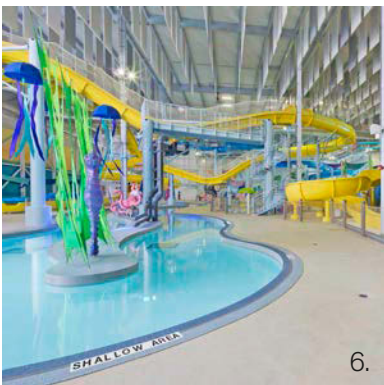
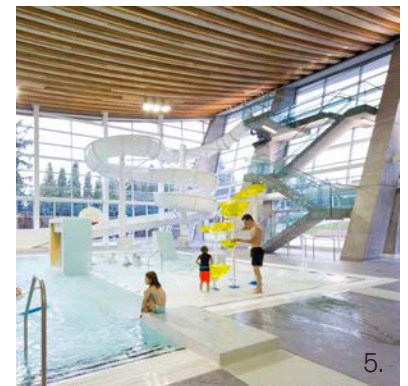
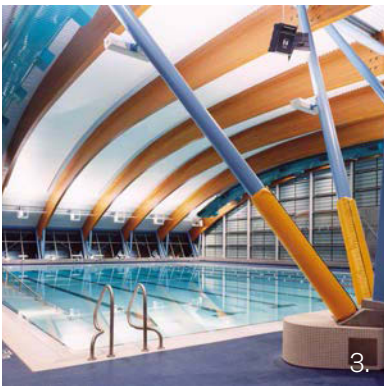
The following table demonstrated HCMA's expertise with planning, feasibility studies and master plans:

Feasibility Studies, Master Plans and Studies	Location
Britannia Community Services Centre Master Plan	Vancouver, BC
Burnaby Aquatics Services Review	Burnaby, BC
City of North Vancouver Facility Feasibility Study	North Vancouver, BC
Clayton Heights Recreation, Library and Arts Centre Study	Surrey, BC
Coquitlam Library Space Planning	Coquitlam, BC
Coquitlam Recreation Facility Master Plan	Coquitlam, BC
Coronation Community Recreation Centre Planning	Edmonton, AB
District of West Vancouver Site Planning Studies	West Vancouver, BC
Eileen Dailly Leisure Pool & Fitness Centre	Burnaby, BC
Fleetwood Sports Complex Master Plan	Surrey, BC
Gleneagles Western Community Centre Feasibility Study	West Vancouver, BC
Gordon Head Recreation Centre Visioning	Surrey, BC
Grandview Campus of Learning and Sports Excellence Master Plan	Surrey, BC
Hamilton Community Centre Expansion	Richmond, BC
Hillcrest Centre/Riley Park Master Plan	Vancouver, BC
Kamloops Aquatic Services Review	Kamloops, BC
Kelowna Family YMCA/YWCA Addition	Kelowna, BC
Kimberley Aquatics Centre	Kimberley, BC
Maple Ridge Community Centre Feasibility Study	Maple Ridge, BC
Mill Woods Community Recreation Centre Planning	Edmonton, AB
Vancouver Parks Board Mount Pleasant Pool Feasibility Study	Vancouver BC
New Westminster Aquatic Facilities Assessment	New Westminster, BC
Newton Town Centre Recreation Facilities Master Plan	Surrey, BC
Pitt Meadows Town Centre Recreation Facility Plan	Pitt Meadows, BC
Port Moody Recreation Centre Master Plan	Port Moody, BC
Prince George YMCA & BCISA	Prince George, BC
Ravensong Feasibility Report Update 2013	Qualicum Beach, BC
RDCK Recreation Study	Castlegar, BC
Richmond Aquatic Feasibility Study	Richmond, BC
South Delta Recreation Centre Planning Study	Delta, BC
Steveston Community Centre Feasibility Study	Richmond BC
Surrey Fire Hall No. 10 Feasibility Study Surrey BC	Surrey, BC
Thompson Community Centre Study	Richmond, BC
Trout Lake John Hendry Park Urban Design Study	Vancouver BC
Vancouver Aquatics Review 2001 & 2011	Vancouver, BC
Vancouver Park Board YMCA - Aquatic Review	Vancouver, BC
West Richmond Community Centre Renovation Study	Richmond, BC
West Vancouver Aquatic Centre Feasibility Study	West Vancouver, BC

Aquatic Facilities

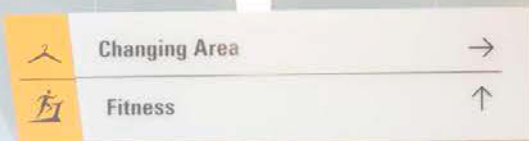
The matrix below summarizes the aquatic facilities that we've completed along with the building features.

Project	25 metre Pool	50 metre Pool	Family Leisure Pool	Water-slide (s)	Diving Component	Fitness Centre	Dance / Fitness Studios	Multi-Purpose	Gymnasium	Changerooms	Coaching / Team Facilities	Administrative Offices	Meeting Rooms	Kitchen	Concession / Cafe	Enhanced Accessibility	Pursuing LEED Certification	Award Winning
Hillcrest Centre Vancouver BC 2011, \$87M		•	•		•	•	•	•	•	•	•	•	•	•	•	•	•	•
West Vancouver Aquatic Centre West Vancouver, BC - 2004, \$8M	•		•	•	•		•		•		•	•		•	•			•
West Vancouver Community Centre West Vancouver, BC - 2008, \$35M					•	•	•	•	•		•	•	•	•	•	•	•	•
Legends Centre Oshawa, ON - 2006, \$34M	•		•	•		•		•	•	•	•	•	•	•	•			•
Grandview Heights Aquatic Centre Surrey, BC, 2015, \$39M		•	•	•	•	•			•	•	•	•			•	•		
Saint-Laurent Sports Complex Montreal, QC - 2015, \$36.5M	•		•			•	•	•	•	•	•	•	•		•	•	•	•
Saint-Michel Soccer Complex Montreal, QC - 2015, \$28M					•		•		•	•	•	•	•	•	•	•	•	•
Coronation Community Recreation Centre Edmonton, AB - 2016, \$66M					•		•	•	•	•	•			•	•	•		
Walnut Grove Community Centre Langley BC - 1999, \$11M		•	•	•	•	•			•		•	•		•	•			•
Sungod Recreation Centre Delta, BC - 2002, \$11M	•		•	•	•	•		•	•		•	•		•	•			•
Killarney Community Pool Vancouver, BC - 2006, \$7.5M	•		•	•	•		•		•		•	•			•			•
Chimo Aquatic & Fitness Facility Coquitlam, BC - 2008, \$12.4M	•		•		•	•	•		•		•				•	•	•	•
Windsor Aquatic Centre Windsor, ON - 2013, \$65M		•	•	•	•	•			•	•	•	•		•	•			
Eileen Dailly Leisure Pool & Fitness Centre Burnaby, BC - 1993, \$8.5M	•		•	•		•	•		•		•				•			•
Hamilton Community Centre Richmond, BC - 2011, \$2.9M					•		•				•	•	•		•			
Abbotsford Recreation Centre Abbotsford BC - 2008, \$20M					•	•	•	•	•		•	•	•	•	•			
Port Moody Recreation Centre Port Moody, BC - 2006, \$20M					•	•	•	•	•		•	•			•			
Gordon Head Recreation Centre Saanich, BC - 2009, \$2.1M						•	•		•			•	•					
Ravensong Aquatic Centre Nanaimo, BC - 2010, \$4M	•		•						•									
W.C. Blair Pool Renovation Langley, BC - 1998, \$0.5M			•		•		•		•						•			
Universite Laval PEPS Expansion Quebec City, QC - 2013, \$100M		•	•		•	•	•	•	•	•	•	•		•	•			•
UVic High Performance Rugby Academy Victoria, BC - 2013					•				•	•	•				•			
Mill Woods Branch Library and Seniors' Centre Edmonton, AB - 2014, \$17.4M							•					•	•		•	•		
Minoru Complex Richmond, BC - 2017	•		•			•	•	•	•	•		•	•	•	•	•	•	



1. Killarney Community Pool
2. West Vancouver Aquatic Centre
3. Sungod Recreation Centre
4. Poirier Sport and Lesirue Complex
5. Grandview Heights Aquatic Centre
6. Windsor Aquatic and Training Centre
7. Hillcrest Centre
8. Legends Centre
9. Minoru Complex
10. Ravensong Aquatic Centre

4



4.0 References

“HCMA was instrumental in facilitating design solutions that satisfied numerous stakeholders including the City local sports user groups, International Olympic Committee, and Sport Federations. Their team demonstrated the highest level of commitment on ensuring that the project would be delivered successfully and in accordance with our aggressive project schedule. HCMA has a strong professional team that contributed to our project success.”

*-Tom Ng, Assistant Director, Facilities Management
City of Burnaby (formerly with VANOC)
Re: Hillcrest Centre*

“The West Vancouver Community Centre is a facility that inspires all members of our community to connect with each other. All ages, abilities, and cultures meet, greet, or just enjoy people-watching in the Centre’s magnificent Atrium space. In the summer months, the floor-to-ceiling windows on either side of the Atrium slide completely open, creating a truly seamless indoor/outdoor space.”

*-Anne Mooi
Director, Parks and Community Services, District of West Vancouver
Re: West Vancouver Community Centre*

“We are so proud of the great success of the pool with the numbers of users exceeding any of our previous aquatic centres, the great fun that you can see happening in the facility, and especially the kids from outside Surrey insisting that their parents bring them to Grandview Heights Aquatic Centre instead of their own neighbourhood pool.”

*-Scott Groves
Manager of Civic Facilities, City of Surrey
Re: Grandview Heights Aquatic Centre*

References

Laurie Cavan

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ASSOCIATED PROJECTS:

- Grandview Campus for Learning and Sports Excellence Master Plan
- Clayton Heights Recreation, Library & Arts Centre Phase 1

Scott Groves

Manager, Civic Facilities
City of Surrey
T (604) 590-7222
E SGroves@surrey.ca

ASSOCIATED PROJECTS:

- Grandview Heights Aquatic Centre
- Clayton Heights Recreation, Library & Arts Centre Phase 1
- Hillcrest Centre (with VANOC)

Anne Mooi

Director, Parks and Community Services
District of West Vancouver
T (604) 925-7235
E amooi@westvancouver.ca

ASSOCIATED PROJECTS:

- West Vancouver Aquatic Centre
- West Vancouver Community Centre

Kelly Swift

General Manager
Maple Ridge/Pitt Meadows Parks & Leisure
T (604) 467-7337
E kswift@mapleridge.ca

ASSOCIATED PROJECTS:

- Mapleridge Civic Facility Feasibility Study

Janet Whitehead

Project Manager, Parks, Recreation & Culture (Retired)
Corporation of Delta
T (604) 516-9499
E jwhitehead@dccnet.com

ASSOCIATED PROJECTS:

- Hamilton Community Centre (while at City of Richmond)
- Walnut Grove Community Centre (while at Township of Langley)

5

Ravensong Aquatic Centre
Qualicum Beach BC



5.0 Subcontractors

We are proud of our long-standing relationships with our sub-consultants. These long term working relationships promote trust and superior communication among our team. This will translate as minimized conflict and risk for you. Our team members have been carefully selected based on their experience and previous collaborations, as well as their familiarity with recreation and aquatic projects.

We have recently collaborated with both LEC and PERC on the Vancouver Park Board YMCA Aquatic Review and they will be part of our proposed team on the Aquatic Strategy Development Project.

By collaborating with Brian Johnston of **Professional Environmental Recreation Consultants (PERC)** our team combines HCMA's depth of aquatic and recreation experience in feasibility studies, master planning, and conceptual design through to award winning facility design with PERC's demonstrated ability delivering needs assessment and service delivery planning for the field of aquatics and recreation. Brian will play a senior role on the consulting team as a content expert in aquatic service planning and analysis. He will oversee the data gathering, undertake data analysis and lead the team's long term service planning effort.

Ross Templeton from **LEC Group** will be our cost consultant on the project. He has extensive experience as a Professional Quantity Surveyor and construction cost consultant and will provide expertise related to the cost planning and life cycle costing.

If additional consultants are required, we recommend the following consultants:

Structural: Read Jones Christofferson (RJC)

Mechanical: AME Group

Electrical: AES Engineering

If we awarded this contract, we will work with you to select the most appropriate team of consultants for the job, as needed

Recreation Consultant

Professional Environmental Recreation Consultants Ltd. (PERC)



Professional Environmental Recreation Consultants Ltd. (PERC) was founded in 1975 in Calgary, Alberta and currently operates from its base in Vancouver, British Columbia. The firm deals with all aspects of the delivery of leisure services, including culture, sport, parks and open space. PERC is comprised of seasoned professionals with extensive demonstrated ability and proven experience in Canada, Great Britain, and the United States. They have completed over 1000 research, planning and consulting projects throughout Canada and the Pacific Northwest of the US, making them more experienced in this specialized field of leisure service planning than any other firm in the country.

Working for all levels of government, as well as for design professionals and private sector clients, PERC has undertaken more than 300 parks, recreational and cultural long-range planning studies; 200 feasibility studies on specific proposed recreation and cultural facilities, dozens of sector strategies (e.g. aquatics strategies) management studies and service audits for leisure service agencies and research studies for local and provincial governments; needs assessments for parks, recreation, cultural and community services agencies.

PERC has pioneered such concepts and technologies as public/private partnerships in leisure services, cost/benefit analysis for public sector services, computer applications for leisure service agencies, facility priority indexing, regional recreation delivery systems and service evaluation models.

Brian Johnston PRESIDENT | M.SC



ROLE Brian will oversee the data gathering, undertake data analysis and lead the team's long term service planning effort.

BIOGRAPHY Brian Johnston is the firm's Founder and President. Since 1975, Brian has personally worked in more than 200 communities in Canada on over 500 consulting projects. Brian obtained a Bachelor of Physical Education degree from the University of Manitoba and a Master of Science degree in Recreation Management from Loughborough University before working as a consultant with Loughborough Recreation Planning Consultants Ltd. in England. He then returned to Canada to work for the Department of Tourism, Recreation and Cultural Affairs in Manitoba as Recreation Facilities Consultant and then as Regional Recreation Consultant before establishing PERC.

RELEVANT PROJECT EXPERIENCE

- Vancouver Park Board YMCA - Aquatic Review, Vancouver BC
- City of North Vancouver Facility Feasibility Study, North Vancouver BC
- Steveston Community Centre Feasibility Study
- Port Coquitlam Business Plan for Proposed New Recreation Complex, Port Coquitlam BC
- Dawson Creek Long Term Indoor Recreation Facilities Plan, Dawson Creek BC
- Leduc Long Term Aquatic Services Strategy (with Stantec), Leduc AB
- Coquitlam Update to Long Term Aquatic Strategy, Coquitlam BC
- Grande Prairie Long Term Aquatic Service Strategy, Grand Prairie AB

Cost Consultant

LEC Group



LEC Group is a full service leading Quantity Surveying and Cost Management practice. Since our formation in 1984 we have advised on over 2,000 projects and over \$13 Billion of construction throughout Canada, the USA and overseas. Cost planning, quantity surveying and cost control are the foundation of the practice and we provide services from Program Stage to Completion of Construction.

Our aquatic and municipal experience includes:

- Coal Harbour Deck, Vancouver BC (2015)
- Sam Ketcham Pool, Williams Lake (2015)
- Nelson Community Centre & Pool, Nelson (2015)
- YMCA Community Centre & Pool – Vancouver South, Vancouver (2015)
- Coronation Community Recreation Centre, Edmonton (2013)
- Grandview Heights Aquatic Centre, Surrey (2013)
- Poirier Aquatic Centre – Coquitlam, (2007)
- Squamish Lil'wat Cultural Centre, Whistler, (2008)
- South Cariboo Multi-Use Facility, 100 Mile House, (2004)
- Coal Harbour Community Centre, Vancouver (2000)
- Sunset Community Centre, Vancouver (2007)
- Aldergrove Community Centre (Aquatic & Ice), Langley, BC (2013)
- Burnaby Multisport Centre of Excellence, Burnaby (2008)
- Percy Norman Aquatic Centre, Vancouver (2007)
- Hillcrest Curling Centre, Vancouver (2007)
- Guildford Aquatic Centre, Surrey (2013)

Ross Templeton

PRINCIPAL | BSc(Hons), MRICS, PQS



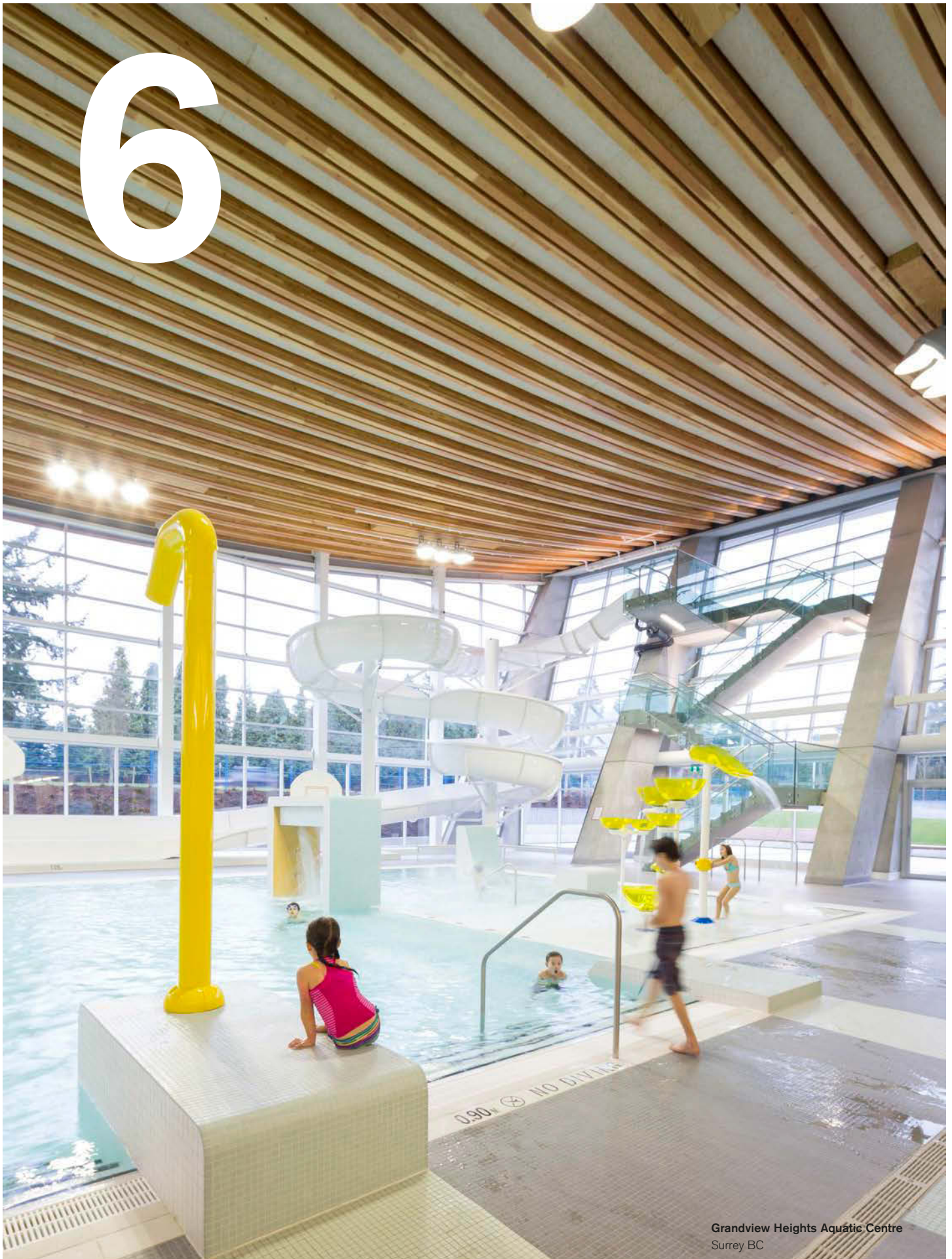
ROLE As Partner-in-Charge and Lead Cost Consultant, Ross will be responsible for coordinating, completing and issuing cost estimates and will be the main contact.

BIOGRAPHY Ross Templeton has 17 years of experience and has worked on a diverse portfolio of projects. Ross is a Professional Quantity Surveyor (PQS) and Chartered Member of the Royal Institution of Chartered Surveyors (MRICS) and also holds a B.Sc. Honours degree in Quantity Surveying. Ross is a past Director of the Canadian Institute of Quantity Surveyors BC (CIQS-BC). Ross has provided cost consulting services on significant landmark recreation projects which include – but not limited to – Coronation Community Recreation Centre (Edmonton), Grandview Heights Aquatic Centre (Surrey), Percy Norman Aquatic Centre (Vancouver) and Hillcrest Curling Centre (Vancouver). All these projects were completed as part of the HCMA Architecture + Design team.

RELEVANT PROJECT EXPERIENCE

- Sam Ketcham Pool, Williams Lake
- Nelson Community Centre & Pool, Nelson BC
- YMCA Community Centre & Pool – Vancouver South (Pearson Dogwood)
- Coronation Community Recreation Centre, Edmonton AB
- Grandview Heights Aquatic Centre, Surrey BC
- Poirier Aquatic Centre – Coquitlam, BC
- Coal Harbour Community Centre, Vancouver BC
- Sunset Community Centre, Vancouver BC
- Percy Norman Aquatic Centre, Vancouver BC

6



Grandview Heights Aquatic Centre
Surrey BC

6.0 Work Plan

6.1 Project Understanding

At HCMA, we are passionate about pools, and the impact our work can have on the communities and the people that they serve. We believe that public pools can transform communities, and see the opportunity to work with the Vancouver Park Board on their new Aquatic Strategy development as a means to affect the kind of transformation we are committed to on a City-wide scale. We want to work with you to develop a comprehensive Aquatics Strategy that charts a course for the future of aquatic service delivery in our City. We will work collaboratively with the Park Board and stakeholders and will bring, through all stages of work, critical and innovative thinking to further the ability of aquatic services to support community and personal well-being, to enhance social inclusion, and to exceed your current per capita targets.

We understand that the purpose of this work is to develop a 10 year implementation strategy for aquatic services, starting with a review and understanding of the condition and effectiveness of existing aquatic service facilities and delivery modes and to develop, through research, a knowledge of future growth and anticipated demographic and aquatic trends over the next 25-years to inform our recommendations. Developing the recommendations will require strategic thinking regarding investment into both new and existing infrastructure to meet targets and achieve maximum long-range benefit.

We understand the success of this work will depend on working closely with a Stakeholder Advisory group to develop recommendations, and will also require a creative, robust stakeholder consultation process to inform, and eventually to test, the recommendations developed through the work. Our team will need to validate optimum City-wide service levels and delivery, and include the use of metrics to measure the effectiveness of current service delivery to inform recommendations for new targets for indoor leisure, fitness and competition swims.

Success in this aspect of the work will require the identification of gaps in service delivery, and recommended strategies to address them. We also understand that this work requires recommendations for the feasibility, location and design approach for one new outdoor pool facility.

It is our understanding that the Aquatic Strategy recommendations are to be based on learnings and input from the Stakeholder Advisory Committee, who will be comprised of a wide range of user groups including swim, dive and water polo clubs, individuals with disabilities, and various aquatics interest groups.

Input on proposed recommendations will be gathered through creative engagement opportunities with informal user groups and the general public, with key areas for community consultation including recommendations related to: city-wide indoor pool service levels; facility renewal or replacement; proposed new facilities; and possible innovative and specialty aquatic services to complement more traditional services and provide alternative means of achieving the overall targets set for aquatics in the City of Vancouver.

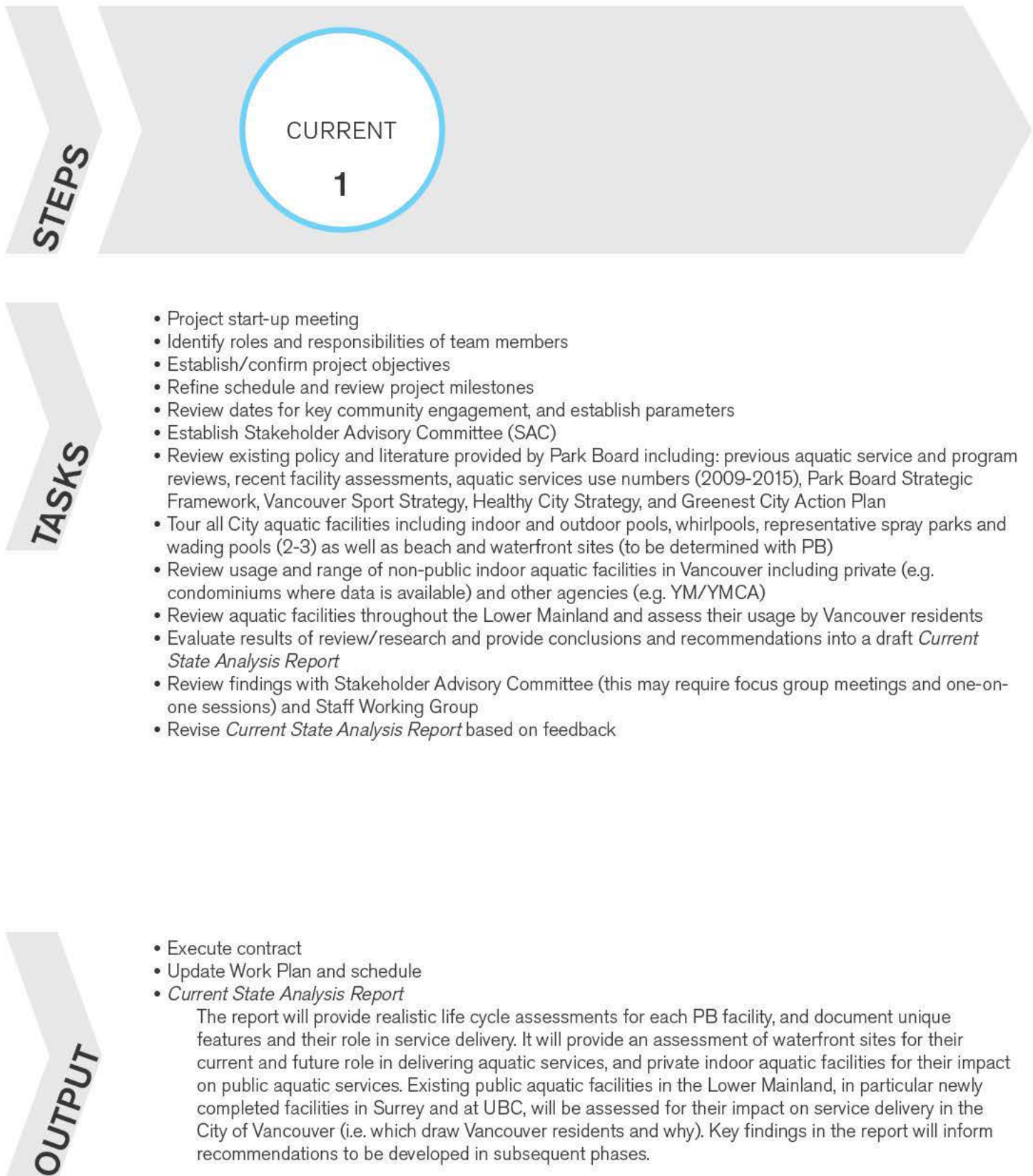
The result of the stakeholder and community engagement process will be to inform and to gain support for the draft recommendations and proposed implementation plan. We understand that the draft Aquatic Strategy is to include a 10 year implementation strategy, including proposed phasing and the financial impacts of the recommendations - both capital cost (Class D) and operating costs.

The project will be managed by a Park Board Manager, with input from a Staff Working Group including members from a number of departments including Parks and Recreation, Real Estate, Facilities Management, Planning and Development Services and Finance. Guidance throughout the project will also be given by a Senior Management Steering Committee. Briefings to the Park Board Commissioners will be required at key project milestones, and strategy recommendations will be reviewed by Commissioners at interim and final stages.

Ultimately, we see the deliverables for the Aquatic Strategy to be recommendations for achievable new per capita swim targets across all modes of aquatics for both indoor and outdoor aquatic services based on an understanding of the future state. Based on an understanding, of both the current state, and the proposed future state, our team will provide an implementation plan to support the recommendations that both considers new and innovative ways to meet the proposed new targets, and also supports the Park Board's objective to support community, encourage personal well-being and to fully realize the potential for public aquatic services to provide maximum social impact.

6.2 Work Plan

Phase 1: Policy Review, Inventory + Current State Analysis



Phase 1: Policy Review, Inventory + Current State Analysis

STEPS

FUTURE

2

TASKS

- Conduct a wide-ranging global review of current trends, opportunities and best practices in public aquatic service delivery
- Prepare precedent review showcasing local and international examples of innovative aquatic facilities and services including natural pools, therapy pools, thermal and spa pools, ocean-sited pools and others
- Review future area plans and major development plans for the City of Vancouver, in the context of their impact on future aquatic services
- Research future demographics for Vancouver and analyse against predicted aquatic trends to develop realistic future usage targets
- Investigate all possible future partnership opportunities and consider strategic options for service delivery in context of established future targets
- Evaluate results of review and research and provide conclusions and recommendations in a draft *Benchmarking, Best Practices and Precedent Review Report*
- Review findings with Stakeholder Advisory Committee (this may require one-on-one meetings and/or focus group sessions) and Staff Working Group
- *Revised Benchmarking, Best Practices and Precedent Review Report* based on feedback

OUTPUT

- *Benchmarking, Best Practices and Precedent Review Report*
The report will summarize the findings for current trends and best practices in aquatic delivery, and document precedent examples that showcase innovation in this area. It will summarize the findings for the 25-year growth and demographic shifts, including major projected developments in the City of Vancouver, and identify the applicability of the precedent examples to the City of Vancouver context based on their ability to meet the proposed new aquatic usage targets and potential role in supporting well-being, social inclusion, and community building

Phase 2: Service Levels and Policy Update

STEPS

ANALYZE + RECOMMEND

3

TASKS

- Analyze all data collected in Phase 1 and use the results to develop a clear set of recommendations for aquatic service delivery over the next 25 years, including:
 - Overall service level delivery for indoor and outdoor pools (includes targets for indoor leisure, fitness and competition swimming) using swims/capita, # swimmers
 - Measures to overcome existing gaps in service delivery identified in the Current State Analysis Report
 - Feasibility, location and program design of one new outdoor pool facility
 - Replacement of wading pools, and spray park development or redevelopment
 - Innovative and specialty aquatic services to complement and enhance more traditional forms of aquatic services
 - Aquatic service delivery at beaches and waterfronts (e.g. lessons, lifeguarding) to meet aquatic targets
 - Renewal and/or replacement of existing indoor aquatic facilities to meet aquatic targets
- Evaluate and prioritize each recommendation based on its ability to achieve the over-arching Park Board vision for aquatic services “supporting community and personal well-being and enhancing social inclusion”
- Develop 10-year implementation plan, including phasing, to support the proposed recommendations
- Provide Class D costing for capital expenditures to support the proposed 10 year implementation plan
- Provide estimate of operating costs to support the proposed 10-year implementation plan
- Consolidate the recommendations and costing into a draft *Interim Report and Recommendations for Service Level Delivery and Policy*
- Review draft with Stakeholder Advisory Committee and Staff Working Group, seek input on the high-level approach to public engagement to test and seek input on the report findings
- Revise draft *Interim Report and Recommendations for Service Level Delivery and Policy* based on feedback
- Begin to draft Public Engagement Plan in coordination with Park Board Communications staff, and with input from Stakeholder Advisory Committee and Staff Working Group
- Present draft *Interim Report and Recommendations for Service Level Delivery and Policy* to Senior Management Steering Committee (SMSC) and Park Board Commissioners (PB) **MILESTONE 1***
- Revise draft *Interim Report and Recommendations for Service Level Delivery and Policy* based on feedback

OUTPUT

- Draft *Interim Report and Recommendations for Service Level Delivery and Policy*
The report will provide a summary of work completed in Phase 1, and provide recommendations for aquatic service delivery over the next 25 years, framed within the context of supporting community and personal well-being, and maximizing social impact. The report will provide an implementation plan for the next 10-years, including phasing, to begin realizing the recommendations. Both capital and operating costs to support the 10 year implementation plan will be provided in the report

Phase 2: Service Levels and Policy Update

STEPS

ENGAGE

4

TASKS

- Develop detailed Public Engagement Plan with SAC and SWG
- Carry out engagement plan, including notifications, information preparation, graphic materials, surveys, stakeholder meetings and Public Open House
- Consider innovative and creative ways to engage to make the community engagement process robust and accessible to a wide range of current and future aquatic user, including:
- Kiosks – have kids draw their favourite indoor/outdoor pool experiences
- Proactive community engagement opportunities - go where people are rather than reactive engagement such as Open Houses where people come to you (audience is self-selected)
- Opportunities for people to identify their priority issues (eg. cleanliness, fees, etc.)
- Dynamic and innovative process (eg. interview people who set up after-school programs, engage people at community events and recreation activities)
- Compile summary of community feedback and priorities, identify common ground
- Develop an understanding of Community priorities around the recommendations
- Evaluate feedback and compare against draft Interim Report and Recommendations for Service Level Delivery and Policy

OUTPUT

- Public Engagement Plan
- Graphic Materials to support engagement
- Stakeholder Meetings, Surveys, Public Open Houses, kiosks etc. as defined by the Engagement Plan
- Summary Report: *Engagement Findings and Priorities*

Phase 3: Draft Final Strategy and Implementation Plan

STEPS

REPORT

5

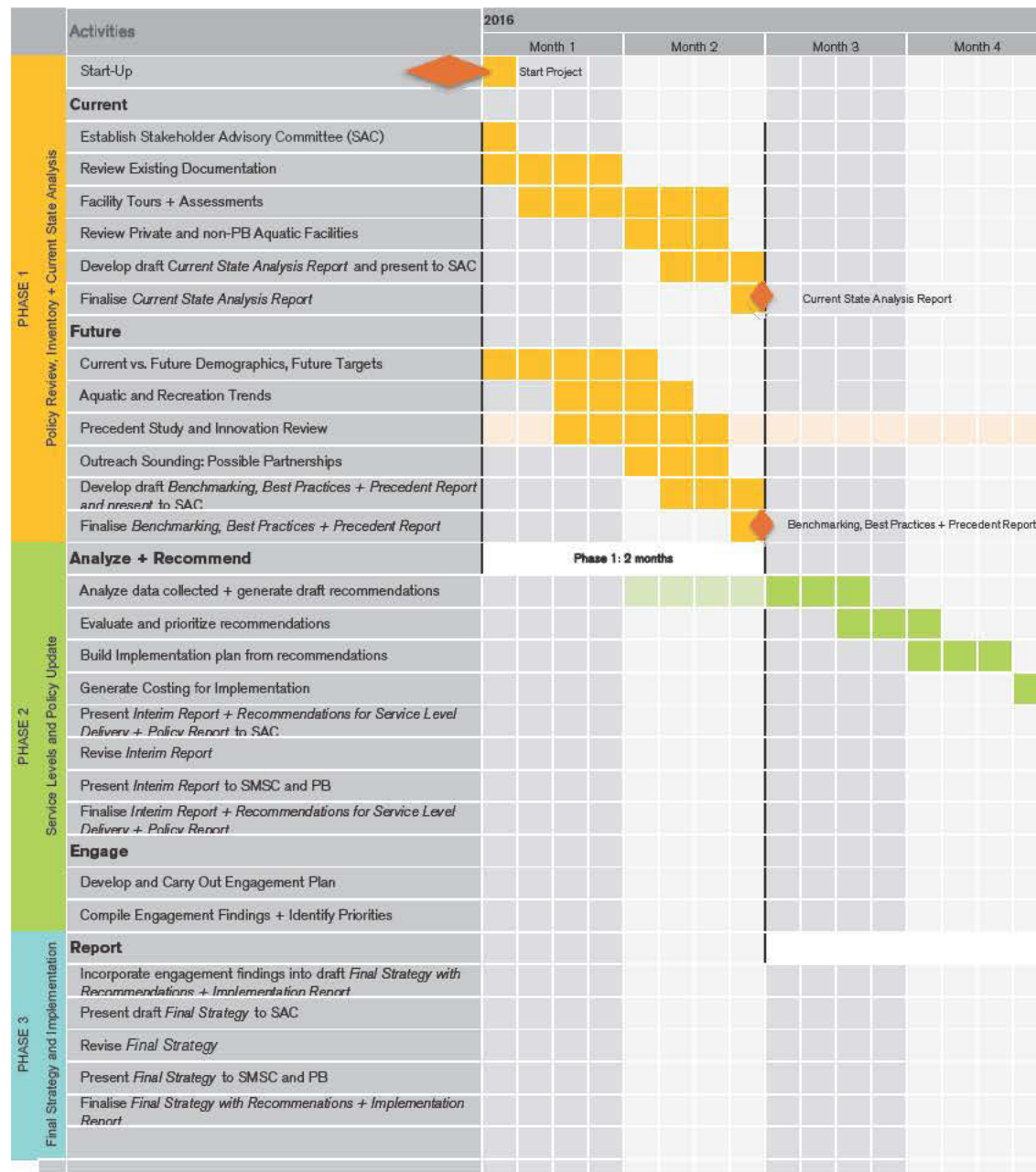
TASKS

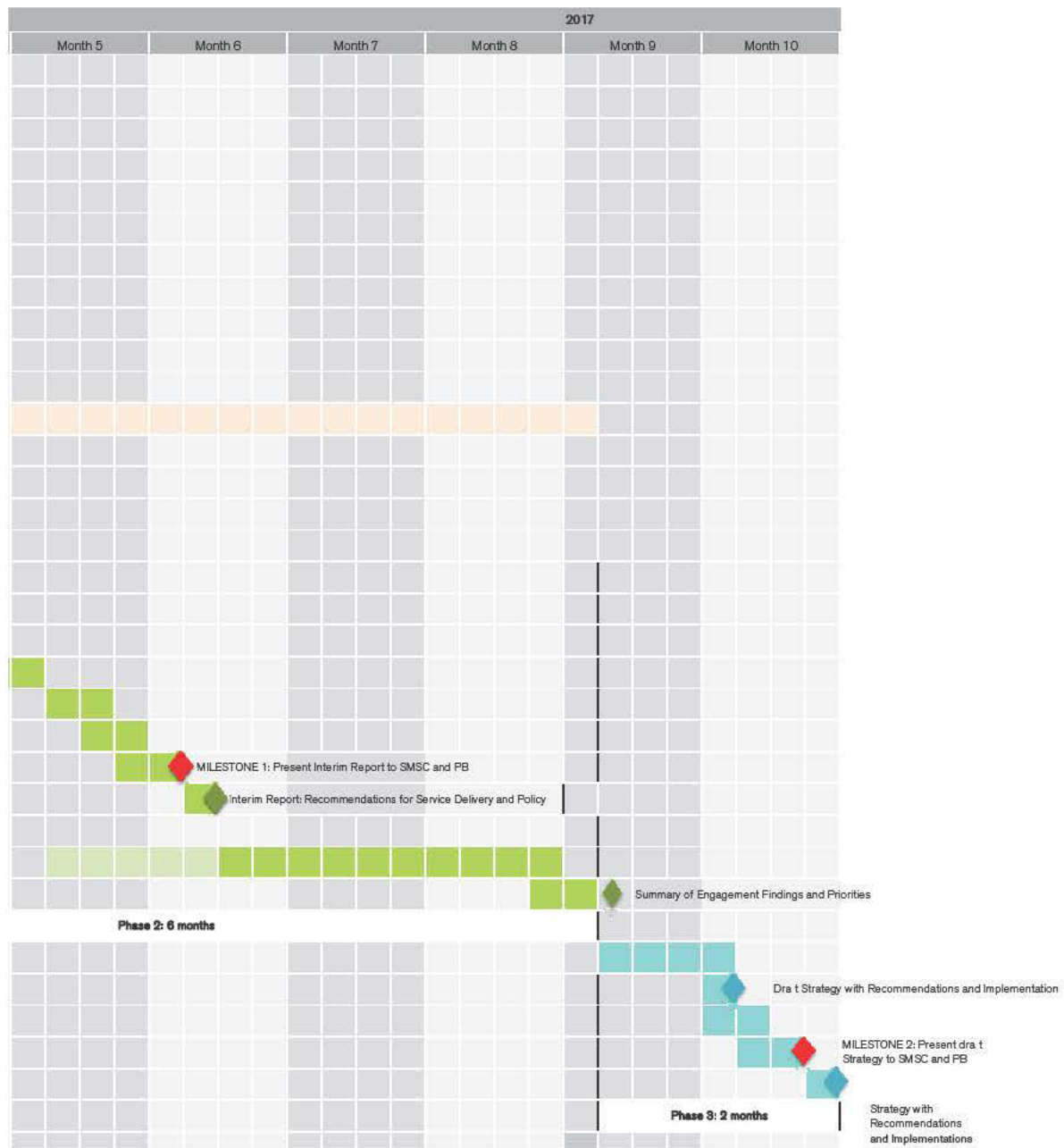
- Revise draft *Interim Report and Recommendations for Service Level Delivery and Policy* based on public engagement
- Revise draft *Interim Report and Recommendations for Service Level Delivery and Policy* based on public engagement, and review with Stakeholder Advisory Committee and revise as needed=
- Present revised report, to be titled draft *Final Strategy with Recommendations and Implementation Plan* to Senior Management Steering Committee (SMSC) and Park Board Commissioners (PB) and City Senior Managers **MILESTONE 2***
- Revise *Final Strategy with Recommendations and Implementation* based on feedback, for final Board approval

OUTPUT

- *Final Strategy with Recommendations and Implementation*
The report will contain all information noted above for the Interim Report and Recommendations for Service Level Delivery and Policy, modified and expanded to incorporate all learnings and input from the public engagement process, and feedback and guidance from the Senior Management Steering Committee (SMSC) and Park Board Commissioners (PB) and City Senior Managers.

6.3 Schedule





7



Ravensong Aquatic Centre
Qualicum Beach BC

7.0 Sustainability

At HCMA, sustainability and environmental design have been integrated into our approach for every project since the early years of our practice. We strive to be leaders in sustainable design and seek to create environments that have a positive influence on people and place. We believe that the most sustainable buildings are not only environmentally sensitive, but also significantly improve user health and the building's operational efficiency.

HCMA is motivated by the potential we hold as designers to influence our surroundings, and the impact each completed project has on society and the wider natural environment.

Our in-house design advisory staff works closely with the client and project team to unlock a project's potential, informing design choices that drive innovation, optimize building performance and maximize human health and comfort to meet the sustainability targets of the project.

From **LEED® registration and certification** to **Passive House certification** or meeting the **Living Building Challenge** requirements, we have the ability to develop sustainable strategies and solutions that best meet the goals of the project. Our team works to ensure that the intent and benefits of the sustainable design strategy are clearly communicated before completion and hand-over.

“HCMA maintains a high level of professionalism and technical expertise in their practice, is recognized by the industry for maintaining a very high standard of design quality, and exhibit the right balance of leadership and listening throughout the client-consultant process.”

-Rudy Roelofsen

Former Facility Development Manager, Vancouver Board of Parks and Recreation (1982-2008)

Re: Hillcrest Aquatic Centre

7.1 Sustainable Design

HCMA possess a unique expertise in that the firm has developed substantial experience across a wide variety of green building rating systems. Among our most notable successes are the first Passive House certified multi-unit market condominium building in Canada (North Park Passive House, Victoria), and the “Greenest Childcare Building in the World” (UniverCity Childcare Centre, SFU), a project pursuing full Living Building Challenge certification.

The above successes have been achieved in addition to our **14 certified and 19 registered LEED® projects**. Our LEED certified projects have achieved a number of firsts, including:

- HCMA's previous **Vancouver Office** was the first commercial interior project to receive LEED CI (Commercial Interiors) certification in Canada.
- **Whistler Public Library** was the first LEED Gold certified library in Canada.
- **Spring Creek Fire Hall** was the first LEED certified Fire Hall in Canada.
- **UNBC BioEnergy Building** was BC's first LEED Platinum university building
- **Duchess Park Secondary School** was BC's first LEED Gold certified school

This experience across a range of pioneering approaches to sustainable design provides us with the ability to make more informed judgments regarding sustainable strategies and solutions that maximise potential and performance. HCMA adopts green rating systems not to drive the sustainable design process, but as a verification tool which merits the policies and practices we implement in our approach to design.

As part of our service, our Sustainability advisory team work closely with the client and user groups throughout the project, using the principles within many environmental rating systems to inform sustainable strategy development.

We work to ensure that the intent and benefits of the building strategy is clearly communicated through to completion and hand-over – allowing a coordinated understanding in the implementation of sustainable solutions and towards achievement of set sustainability targets.

HCMA has demonstrated a proven influence over sustainable design best practice in recent years, through our past projects in addition to co-authoring publications for both local municipal authorities and national organizations. Most notably, HCMA has co-authored the **City of Vancouver ‘Passive Design Toolkit’** which is referenced throughout city by-laws as best practice guidance.

Living Building Challenge

UniverCity Childcare Centre
Vancouver Private Residence

Passive House Standard

North Park Passive House
Townley Lodge
Mary Passive House Duplex
Wilson Passive House Duplex

Platinum

LEED

2

Dockside Green CI-2
UNBC Bio-Energy Building
Dockside Green CI-3

Gold

LEED

9

CaGBC Offices [LEED® Consultant] *CI
Canadian Forces Base Trenton Office Building
Duchess Park Secondary School
Kingston Multiplex [LEED® Consultant]
Steveston Fire Hall
Vancouver Fire Hall No. 15
West Vancouver Community Centre
Whistler Public Library
UBC Faculty of Pharmaceutical Sciences / CDRD
Anvil Centre
Brighthouse Fire Hall
Jasper Place Branch Library
Mill Woods Branch Library and Seniors' Centre
Minoru Complex
Oak Bay High School
Royal Bay Secondary School
Saint Laurent Sports Complex
Saint Michel Soccer Complex
UBC Alumni Centre
UBC Ponderosa Commons
UBC Sports Medicine Centre

Silver

LEED

3

Spring Creek Fire Hall
HCMA Office Renovation *CI
Township of Langley Civic Facility *CI
Arts Centre at Cedar Hill
Canadian Forces Base Edmonton Office Building
Canadian Forces Base Kingston 2EWS
Canadian Forces Base Trenton Fire Hall
Coronation Community Recreation Centre

Certified

LEED

Grandview Heights Aquatic Centre

Green Design Research + Teaching

Social Sustainability in Practice - UBC SALA Course Spring 2014
City of Vancouver Passive Design Best Practices Design Guide
TransLink Green Infrastructure Policy
East Fraserlands Green Building Policy
CaGBC Municipal Green Building Tool Kit
CaGBC Integrated Process for HVAC Design
District of Nanaimo Green Building Educational Tour and Report
District of Nanaimo Green Building Municipal Program Report



HCMA Office Renovation was the first LEED®-CI project in Canada.



Whistler Public Library was the first LEED® Gold-certified library in Canada.



West Vancouver Community Centre is LEED® Gold-certified.



Duchess Park Secondary School is the first LEED® Gold-certified school in BC.

7.2 Corporate Sustainability Practices

Since our early years, we have dedicated ourselves to sustainable development, both in our operation as a firm and in the built environments we help to shape. Below is a range of initiatives that HCMA has undertaken:

Category	Initiative
Corporate Sustainability	<ul style="list-style-type: none"> HCMA is currently applying for certification under the JUST program, a transparency label which provides reporting on a range of organization and employee related sustainability indicators.
Processes	<ul style="list-style-type: none"> All of HCMA's four principals are LEED® accredited professionals. We are currently in the process of evolving our materials sample library to an electronic platform that includes pre-vetting for materials sustainability and health and ensures a high minimum standard for our specifications. Development of the HCMA Sustainability Toolkit to aid staff with implementation of sustainable design best practices in our projects.
Office	<ul style="list-style-type: none"> HCMA implements a LEED-compliant green housekeeping program that uses low-VOC cleaning and janitorial products. Initiatives within our current office include use of energy efficient lighting and appliances; encouraging cycling for commuting by providing access to a bike room and showers; and endorsing staff travel to meetings via local car-sharing plans through our company account with Modo.
Socio-Economic	<ul style="list-style-type: none"> Establishing the firm's Community Responsibility Committee to build upon the firm's vision of "better buildings, better communities". HCMA donates annually to charitable organizations and matches employee contributions. We have donated to causes such sustainability /environment; arts & culture; women's and children's services; under-represented groups and human rights. HCMA Intern Architect Program which includes paid leave for Intern Architects to complete exams and courses, in addition to in-house support study materials, coaching from Associates and mentorship. Academic scholarships at the UBC School of Architecture and the Joanne Condon Schweitzer Scholarship at the University of Saskatchewan. Supporting volunteerism and encouraging employees to participate in charitable projects throughout the year, including Artists for Kids, Architecture for Kids, Canfor Playhouse Challenge, Habitat for Humanity, CANstruction, and Vancouver Drawdown. Sponsoring local arts and cultural groups.



1



2



3



4



1 & 2. Canfor Playhouse Challenge

This playhouse was designed and built on a pro-bono basis and put on display at the Pacific National Exhibition, after which it moved to the home of its permanent recipient, the Kootenay Child Development Centre in Cranbrook. Prior to building the facility, HCMA ran a "design crit" with children to find out the kids reaction to the design. During the Exhibition, it received the People's Choice Award for most popular playhouse.

3. Car Free Day Victoria

HCMA sponsored Car Free Day in Victoria in the summer of 2015.
#hcmacarfrees

4. CANstruction

HCMA's entry in 2015.

5. Architects for Kids

These volunteer 'architects in residence' helped teachers develop a class plan and run the studios with the students. The sessions focused on high level architectural concepts and skills through hand-on projects that challenged the grade three students one day a week over three weeks.

7.3 Sustainability Leadership Questionnaire

REQUEST FOR PROPOSALS NO. PS20160504 CONSULTANT SERVICES FOR AQUATICS STRATEGY DEVELOPMENT ANNEX 4 VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

Purpose: This document is designed to identify where suppliers are going above the minimum standards in the Supplier Code of Conduct and are demonstrating sustainability leadership in their own operations as part of the evaluation criteria of a bid process.

As part of the City's corporate Purchasing Policy and related Supplier Code of Conduct, all City vendors must meet minimum requirements related to ethical, social and environmental standards. Beyond these basic requirements, the City would also like to reward vendors that are demonstrating leadership and innovation in sustainability. In order to be able to do so, the City requires that all suppliers bidding on a City contract answer the following questions. The answers to the questionnaire will be evaluated as part of the bid evaluation process.

You will need to be able to verify all your answers to the City upon request. Please keep in mind that these questions relate to your company's internal operations and overall sustainability leadership.

Section 1: Workplace Health & Safety, Wage Rates and Diversity

1. Tell us how your company works to promote workplace health and safety.

a) We have a documented Health & Safety Policy and Program that is openly endorsed by senior management and is updated on an annual basis	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
b) We have a Health & Safety Manual that includes safe work procedures, incident investigation process with the intent of prevention, workplace inspection process and emergency preparedness and response.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
c) We conduct hazard assessments and job task-specific health & safety training on an annual basis	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
d) We are registered with one or more of these Safety Management System/Program:		
OHSAS 18001	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
CAN/CSA Z1000	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
ANSI Z10	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
e) We have a system registered, certified or recognized by another standard	Please specify _____	
f) We adhere to one or more of the ILO health and safety resolutions	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
g) We have a non-registered audited health and safety management system	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

2. Tell us how you ensure fair wages and employee benefits.

a) We pay all of our staff a minimum wage that meets the regional LICO (See http://www.statcan.gc.ca/pub/75f0002m/2009002/tbl/tbl-2-eng.htm for wage amounts)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b) We pay benefits to all of our full-time employees	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

3. Tell us about your strategy to address diversity in your workplace.

a) We have a policy or strategy to support hiring a diverse workforce	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
b) We have a policy or strategy to purchase from diverse contractors/suppliers	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
c) Our company participates in work/employment training programs for vulnerable/diverse populations (e.g. Social purchasing portal)	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

We are currently working on a Diversity Policy that will be in place by the end of 2016.

**REQUEST FOR PROPOSALS NO. PS20160504
CONSULTANT SERVICES FOR AQUATICS STRATEGY DEVELOPMENT
ANNEX 4 VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE**

Section 2: Environmental Management & Stewardship

4. Tell us what policies and programs your company has in place to manage its environmental impact.

a) We have a documented Environmental or Sustainability Policy	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have an environmental management system registered to ISO 14001	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
c) We have a system registered, certified or recognized by another standard (e.g. EMAS) Please specify _____	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
d) We have a non-registered audited environmental management system	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
e) We conduct compliance audits to health, safety and environmental legislation	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
f) We produce a publicly available annual environmental, CSR, sustainability or accountability report	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

5. Tell us how your company works to reduce its greenhouse gas (GHG) emissions.

a) We measure our GHG emissions and have developed a reduction strategy	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
b) We publicly report our GHG emissions	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
c) We have set publicly available GHG reduction targets	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
d) We have set a target for the use of renewable or alternative forms of energy and have developed a strategy to reach this target	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
e) We have retrofitted our facility, our fleet and/or made process improvements to decrease GHG emissions and energy use	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
f) We have an alternative transportation program for employees (e.g. public transit subsidy, cycling facilities, carpooling program)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
g) We purchase from shipping/delivery companies that have taken steps to reduce their GHG emissions	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
h) We operate in third party verified green buildings and have developed a plan to meet third party verified standards (such as LEED, BREEAM, etc) in as many of our facilities as possible Please specify the verification system: _____	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

6. Tell us how your company works to reduce waste in its daily operations.

a) We conduct annual audits to measure the total amount of solid waste generated by our facilities and have a waste reduction strategy	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
b) We have set publicly available waste reduction targets	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
c) We have an office recycling program that includes office paper, beverage containers, batteries and printer cartridges	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
d) We have other recycling programs in our operations Please specify additional materials recycled: _____	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

7. Tell us how your company works to reduce the use of toxins and properly manage hazardous substances

N/A

REQUEST FOR PROPOSALS NO. PS20160504
CONSULTANT SERVICES FOR AQUATICS STRATEGY DEVELOPMENT
ANNEX 4 VENDOR SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

a) We are not in violation with any local, national or international laws related to the use of toxins and management of hazardous substances	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have a Toxic Reduction Strategy/Policy that aims to reduce toxins across all operations	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
c) We measure the implementation of our Toxic Reduction Strategy/Policy against a pre-determined set of performance metrics and verify performance with a third-party	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Section 3: Back-up Documentation to Verify Responses

The City reserves the right to verify responses on this questionnaire and may request some or all of the following documentation.

Section	Question	Back-up Documentation
Section 1: Workplace Health & Safety, Wage Rates and Diversity	Question 1	<ul style="list-style-type: none"> • A copy of policies • Proof of safety management system certification
	Question 2	<ul style="list-style-type: none"> • Documentation of employee benefit packages and a list of those who receive benefits
	Question 3	<ul style="list-style-type: none"> • A copy of policies
Section 2: Environmental Management & Stewardship	Question 4	<ul style="list-style-type: none"> • A copy of policies • Proof of environmental management system certification • A copy of public report
	Question 5	<ul style="list-style-type: none"> • A copy of public report • A copy of reduction targets and related results • A copy of LEED, BREEAM, etc. certification
	Question 6	<ul style="list-style-type: none"> • Total tonnes of solid waste generated • A copy of reduction targets
	Question 7	<ul style="list-style-type: none"> • A copy of policy or strategy • A copy of reduction targets and related results • A copy of third party audit/verification

7.4 Back-Up Documentation

HCMA Employee Benefits Package

Last Reviewed: 2016.04.20

Next Scheduled Review: 2016.09.01

Overview

New employees are eligible to participate in all rights and benefits under any medical, dental, and health plans maintained by HCMA for its employees generally, in accordance with the terms of the plans as amended from time to time. At present, HCMA provides Extended Health Care, Dental Care, Vision Care, Life & Dependent Life Insurance, AD&D, Long Term Disability and Out of Province/Out of Canada Health Insurance through Manulife Insurance.

Eligibility to benefits follows after three months active employment and includes:

- HCMA pays 50% of the premiums associated with basic health benefits
- Routine dental care coverage
- Restorative dental coverage
- Eye care coverage
- Prescription drug coverage
- Spousal coverage under the basic benefits plan
- Access to health care providers including physiotherapy, massage therapy, chiropractor, osteopathy, podiatrist, acupuncture, naturopathy, and nutrition planning
- Medical travel insurance
- Life insurance
- Long-term disability insurance

Signed



Position

Managing Principal

HCMA Environmental Policy

Last Reviewed: 2016.02.24

Next Scheduled Review: 2016.09.01

Mission Statement

HCMA Architecture + Design recognises that it has a responsibility to the environment beyond legal and regulatory requirements. We are committed to reducing our environmental impact and continually improving our environmental performance as an integral part of our business strategy and operating methods, with regular review points. We will encourage our clients, suppliers and other stakeholders to adopt this same commitment.

Responsibility

HCMA's Environmental Committee is responsible for ensuring that the company environmental policy is implemented. However, all employees have a responsibility in their area to ensure that the aims and objectives of the policy are met.

Policy Aims

We endeavour to:

- Comply with and exceed all relevant regulatory requirements.
- Continually improve and monitor our environmental performance.
- Continually improve and reduce the environmental impacts of our company.
- Incorporate environmental factors into business decisions.
- Increase employee awareness and training.

Specific aims of this environmental policy are summarised under the following sub-categories:

Paper

- We will minimize the use of paper in the office.
- We will reduce packaging as much as possible.
- We will seek to buy recycled and recyclable paper products.
- We will reuse and recycle all paper where possible.

Energy and Water

- We will seek to reduce the amount of energy used as much as possible.
- Lights and electrical equipment will be switched off when not in use.
- Heating requirements will be adjusted with energy consumption in mind.
- The energy consumption and efficiency of new products will be taken into account when purchasing.

Office Supplies

Prior to purchase of office supplies, the considerations listed below will be made (listed by priority):

- We will evaluate if the need can be met in another way.
- We will evaluate if renting/sharing is an option before purchasing equipment.
- We will evaluate the environmental impact of any new products we intend to purchase.
- We will favour more environmentally friendly and efficient products wherever possible.
- We will reuse and recycle everything we are able to.

HCMA Sustainable Purchasing Policy

Last Reviewed: 2016.02.29

Next Scheduled Review: 2016.09.01

Purpose

The purpose of this policy is to support the purchase of recycled and environmentally preferred products in order to minimize environmental impacts relating to our work. HCMA recognizes our employees can make a difference in favour of environmental quality. We strongly recommend the purchase of environmentally preferable products whenever they perform satisfactorily and are available at a reasonably competitive price.

This policy supports the recycling hierarchy of reduce-reuse-recycle through minimizing the creation of waste, reusing materials, recycling materials that cannot be source-reduced, and purchasing recycled content and environmentally preferred products. Environmentally preferable products and services comparable to their standard counterparts in quality and price should receive purchasing preference. In situations where environmentally preferable products are unavailable or impractical, secondary considerations should include the environmental management practices of suppliers and producers.

The purchase of environmentally preferable products is part of HCMA's commitment to the environment. By sending a clear signal to producers and suppliers about this commitment, we hope to support wider adoption of environmentally preferable products and practices.

Definitions

"Recycling" means the process of collecting, sorting, cleansing, treating, and reconstituting materials that would otherwise become solid waste, and returning them to the economic mainstream in the form of raw material for new, reused, or reconstituted products which meet the quality standards necessary to be used in the marketplace.

"Waste Prevention" means any action undertaken by an individual or organization to eliminate or reduce the amount or toxicity of materials before they enter the municipal solid waste stream.

"Environmentally Preferable Products" means products that have a lesser impact on human health and the environment when compared with competing products. This comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation and/or disposal of the product.

"Recycled Products" are products manufactured with waste material that has been recovered or diverted from the waste stream. Recycled material may be derived from post-consumer waste, industrial scrap, manufacturing waste and/or other waste that otherwise would not have been utilized.

"Practical" means sufficient in performance and reasonably available at a reasonably competitive cost.

Policies

1. All HCMA staff shall purchase recycled and environmentally preferable products whenever practical.
2. HCMA shall practice waste prevention whenever practical.

7.5 Supplier Code of Conduct Compliance

ANNEX 3 - DECLARATION OF SUPPLIER CODE OF CONDUCT COMPLIANCE

DECLARATION OF SUPPLIER CODE OF CONDUCT COMPLIANCE

Purpose: All proposed suppliers are to complete and submit this form to certify compliance with the supplier performance standards set out in the Supplier Code of Conduct.

The City of Vancouver expects each supplier of goods and services to the City to comply with the supplier performance standards set out in the City's Supplier Code of Conduct (SCC) <http://vancouver.ca/policy_pdf/AF01401P1.pdf>. The SCC defines minimum labour and environmental standards for City suppliers and their subcontractors.

Suppliers are expected to comply with the aforementioned standards upon submitting a tender, proposal, application, expression of interest or quotation to the City, or have a plan in place to comply within a specific period of time. The City reserves the right to determine an appropriate timeframe in which suppliers must come into compliance with these standards. To give effect to these requirements, an authorised signatory of each proposed vendor must complete the following declaration and include this declaration with its submission:

As an authorised signatory of HCMA Architecture + Design (vendor name), I declare that I have reviewed the SCC and to the best of my knowledge, HCMA Architecture + Design (vendor name) and its proposed subcontractors have not been and are not currently in violation of the SCC or convicted of an offence under national and other applicable laws referred to in the SCC, other than as noted in the table below (include all violations/convictions that have occurred in the past three years as well as plans for corrective action).

Section of SCC / title of law	Date of violation / conviction	Description of violation / conviction	Regulatory / adjudication body and document file number	Corrective action plan

I understand that a false declaration and/or lack of a corrective action plan may result in no further consideration being given to HCMA Architecture + Design (vendor name).

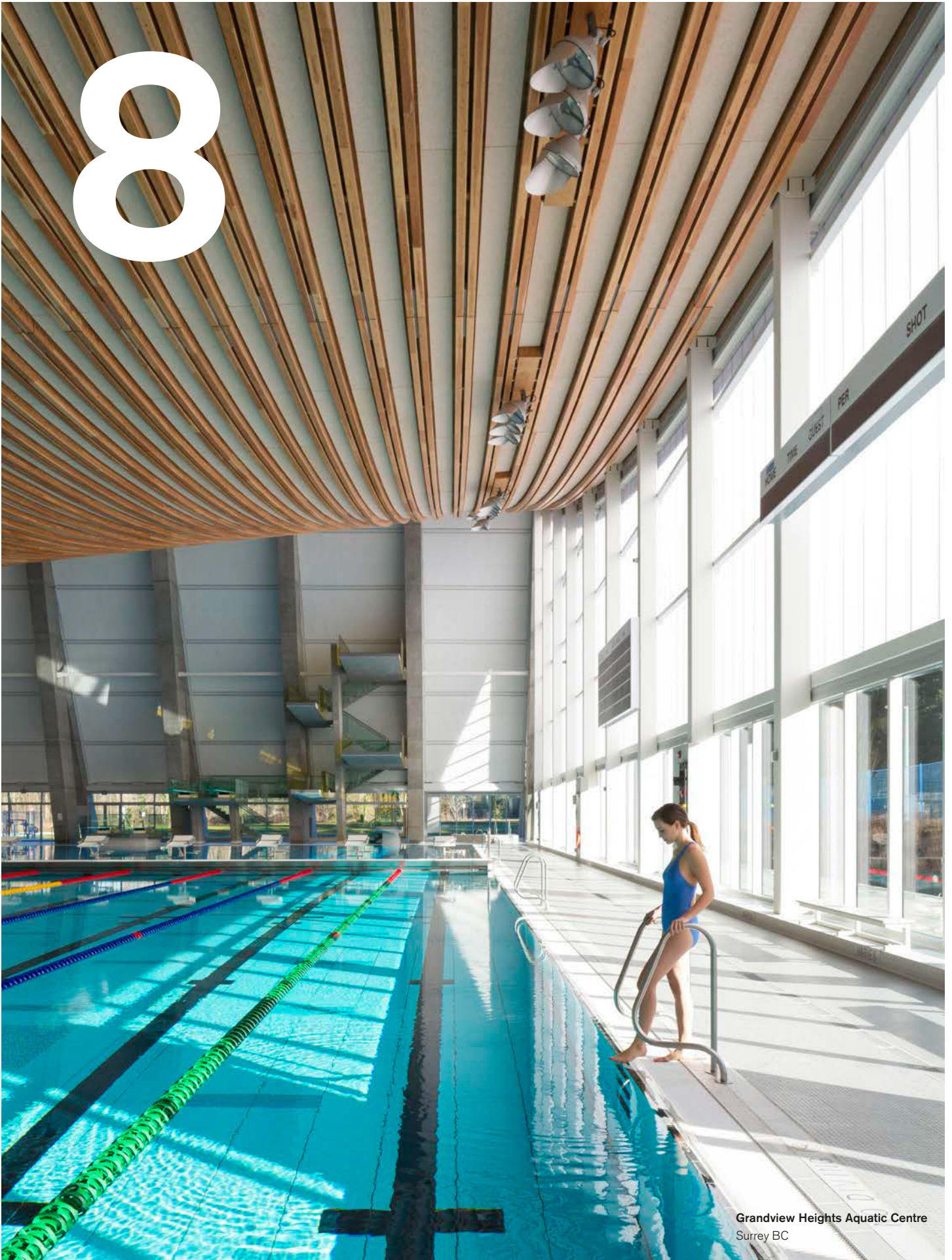
Signature:



Name and Title:

Darryl Condon, Managing Principal

8



Grandview Heights Aquatic Centre
Surrey BC

8.0 Deviations and Variations

Proposed Deviations or Variations from the Terms and Conditions

No deviations, subject to final review by our insurance company.

Proposed Amendments to the Form of Agreement

HCMA Architecture + Design's Proposal is fully consistent with the Form of Agreement.

9



Killarney Community Pool
Vancouver BC

9.0 Conflicts; Collusions; Lobbying

HCMA Architecture + Design confirms that we, along with our proposed subcontractors, have no Conflict of Interest in the RFP Process, no Conflict of Interest Respecting Proposed Supply, No Collusion and No Lobbying, as described in the proposal.

10



Coal Harbour Deck
Vancouver BC

10.0 Insurance

As required by the Architectural Association of British Columbia we notify you that HCMA carries Professional Liability Insurance.

We have attached on the following pages:

- Letter from our insurance agent
- Annex 2 - Certificate of Existing Insurance
- Worksafe BC Clearance Letter



Jardine Lloyd Thompson Canada Inc.

Suite 1600, 1111 West Georgia Street
Vancouver, BC V6E 4G2

Tel: 604 682 4211
Fax: 604 682 3520

www.jltcanada.com

City of Vancouver
453 West 12th Avenue
Vancouver, BC V5Y 1V4

April 19, 2016

RE: Request for Proposals No. PS20160504
Request for Proposal of Architectural Consulting for Aquatics Strategy Development
INSURED: HCMA Architecture + Design

Dear Sirs:

We understand that **HCMA Architecture + Design** would like to be considered for the Request for Proposal of Professional Services for Architectural Consulting for Consulting Services for Aquatics Strategy Development

Jardine Lloyd Thompson Canada Inc. has been the insurance broker for **HCMA Architecture + Design** for many years and, in that time, we have enjoyed a very positive relationship with them. **HCMA Architecture + Design** has successfully completed many large projects as professionals in their field.

After review of the Request for Proposals documentation, we confirm that **HCMA Architecture + Design** currently meets the Commercial General Liability insurance requirements as indicated in Appendix A, Insurance Requirements.

We can confirm that **HCMA Architecture + Design** has an excellent relationship with the insurance markets and, if awarded the project, Jardine Lloyd Thompson Canada Inc. would be able to provide them with insurance according to the contract requirements, subject to full review of the contract/project and underwriting procedures by the potential insurer(s).

We trust that the information provided is satisfactory; however, should you have any questions or concerns, please do not hesitate to contact the undersigned to discuss.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Mike Nikkel", written in a cursive style.

Mike Nikkel, CAIB CRM
Vice President
Jardine Lloyd Thompson Canada Inc.
Construction and Architects & Engineers Division
Tel: 604-484-5324
Email: mnikkel@jltcanada.com

**REQUEST FOR PROPOSALS NO. PS20160504
CONSULTANT SERVICES FOR AQUATICS STRATEGY DEVELOPMENT
ANNEX 2 - CERTIFICATE OF EXISTING INSURANCE**

ANNEX 2



**CITY OF
VANCOUVER**

CERTIFICATE OF EXISTING INSURANCE

Section 2 through 8 – to be completed and executed by the Insurer or its Authorized Representative

1. THIS CERTIFICATE IS ISSUED TO: City of Vancouver, 453 W 12th Avenue, Vancouver, BC, V5Y 1V4
and certifies that the insurance policy (policies) as listed herein has/have been issued to the Named Insured and is/are in full force and effect.
2. NAMED INSURED (must be the same name as the proponent/bidder and is either an individual or a legally incorporated company)
HCMA Architecture + Design
BUSINESS TRADE NAME or DOING BUSINESS AS _____
BUSINESS ADDRESS
Suite 400 - 675 West Hastings Street, Vancouver, BC V6B 1N2
DESCRIPTION OF OPERATION
Architectural and Consulting Services
3. PROPERTY INSURANCE (All Risks Coverage including Earthquake and Flood)
INSURER N/A
TYPE OF COVERAGE _____ Building and Tenants' Improvements \$ _____
POLICY NUMBER _____ Contents and Equipment \$ _____
POLICY PERIOD From _____ to _____ Deductible Per Loss \$ _____
4. COMMERCIAL GENERAL LIABILITY INSURANCE (Occurrence Form)
Including the following extensions:

<ul style="list-style-type: none"> ✓ Personal Injury ✓ Property Damage including Loss of Use ✓ Products and Completed Operations ✓ Employees as Additional Insureds ✓ Blanket Contractual Liability ✓ Non-Owned Auto Liability 	INSURER <u>Lloyd's Underwriters</u> POLICY NUMBER <u>TUS1911141</u> POLICY PERIOD From <u>06/25/2015</u> to <u>06/25/2016</u> Limits of Liability (Bodily Injury and Property Damage Inclusive) -√Cross Liability or Severability of Interest Aggregate \$ <u>5,000,000</u> All Risk Tenants' Legal Liability \$ <u>1,000,000</u> Deductible Per Occurrence \$ <u>NIL</u>
--	--
5. AUTOMOBILE LIABILITY INSURANCE for operation of owned and/or leased vehicles
INSURER N/A Limits of Liability -
POLICY NUMBER _____ Combined Single Limit \$ _____
POLICY PERIOD From _____ to _____ *If vehicles are insured by ICBC, complete and provide Form APV-47.*
6. ☐ UMBRELLA OR ☐ EXCESS LIABILITY INSURANCE Limits of Liability (Bodily Injury and Property Damage Inclusive) -
INSURER N/A Per Occurrence \$ _____
POLICY NUMBER _____ Aggregate \$ _____
POLICY PERIOD From _____ to _____ Self-Insured Retention \$ _____
7. PROFESSIONAL LIABILITY INSURANCE Limits of Liability
INSURER Lloyd's Underwriters Per Occurrence/Claim \$ 1,000,000
POLICY NUMBER 7066/14-VM1502 Aggregate \$ 1,000,000
POLICY PERIOD From 06/25/2015 to 06/25/2016 Deductible Per Occurrence/Claim \$ 30,000
If the policy is in a "CLAIMS MADE" form, please specify the applicable Retroactive Date: N/A
8. OTHER INSURANCE Limits of Liability
TYPE OF INSURANCE N/A Per Occurrence \$ _____
INSURER _____ Aggregate \$ _____
POLICY NUMBER _____ Deductible Per Loss \$ _____
POLICY PERIOD From _____ to _____
TYPE OF INSURANCE _____ Limits of Liability
INSURER _____ Per Occurrence \$ _____
POLICY NUMBER _____ Aggregate \$ _____
POLICY PERIOD From _____ to _____ Deductible Per Loss \$ _____

SIGNED BY THE INSURER OR ITS AUTHORIZED REPRESENTATIVE

Dated 04/19/2016

PRINT NAME OF INSURER OR ITS AUTHORIZED REPRESENTATIVE, ADDRESS AND PHONE NUMBER

JARDINE LLOYD THOMPSON CANADA INC.

Jardine Lloyd Thompson Canada Inc.

1600 - 1111 W. Georgia Street, Vancouver, BC V6E 4G6

Tel: 604-682-4211

PER [Signature]



Assessment Department

Mailing Address

PO Box 5350
Station Terminal
Vancouver BC V6B 5L5

Location

6951 Westminster Highway
Richmond BC
V7C 1C6
www.worksafebc.com

Clearance Section

Telephone 604 244 6380
Toll Free within Canada
1 888 922 2768
Fax 604 244 6390

HCMA Architecture + Design
400 - 675 West Hastings Street
VANCOUVER, BC V6B 1N2

April 06, 2016

**Person/Business : DARRYL CONDON ARCHITECT INC, KAREN MARLER ARCHITECT INC ET AL
HCMA ARCHITECTURE + DESIGN
611916 AQ(007)**

This letter provides clearance information for the purposes of Section 51 of the *Workers Compensation Act*.

We confirm that the above-referenced firm is active, in good standing, and has met WorkSafeBC's criteria for advance clearance. Accordingly, if the addressee on this letter is the prime contractor, the addressee will not be held liable for the amount of any assessment payable for work undertaken by the above-referenced firm to **July 01, 2016**.

This firm has had continuous coverage with us since July 01, 1998.

Employer Service Centre
Assessment Department

**Clearance Reference # : C128867961
CLRAAA**

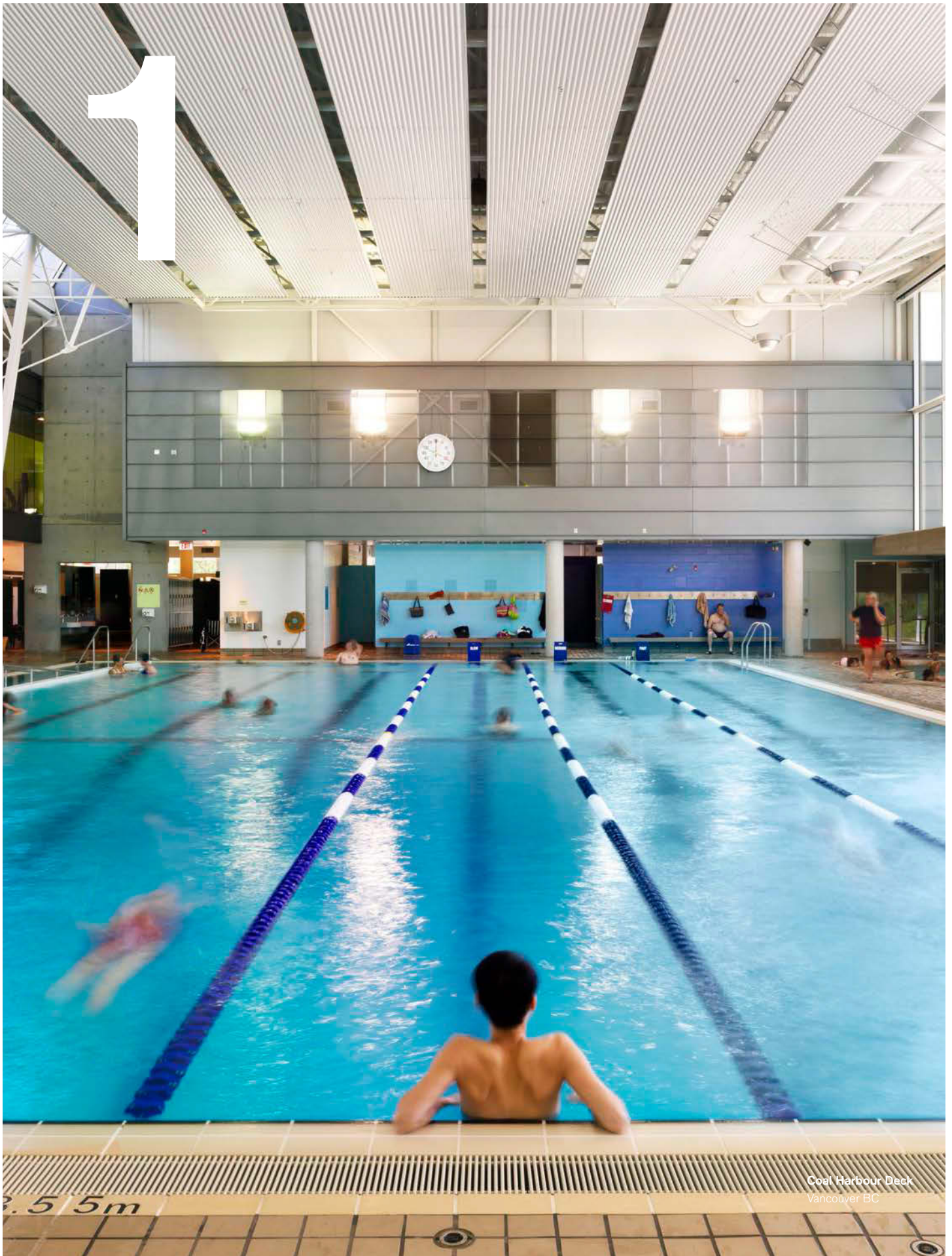
For more information about Section 51 and clearance letters visit WorkSafeBC.com

Please refer to your account number in your correspondence or when contacting the Assessment Department.

To alter this document constitutes fraud.

Commercial Proposal

1



Coal Harbour Deck
Vancouver BC

1.0 Fees

Tax: All fees and disbursements exclude GST. Any work outside of the scope of service in this proposal will be charged out at the hourly rates on the following page.

Insurance: As required by the Architectural Association of British Columbia we notify you that HCMA carries Professional Liability Insurance. This is covered in more detail under section **10.0 Insurance** in the **Technical Proposal**.

AIBC By-laws: This proposal is in compliance with the Architectural Institute of BC By-laws, including (but not limited to) bylaw 28: Professional Engagement and bylaw 34.16: Tarriff of Fees for Architectural Services, as well as the Code of Ethics.

Table A: Pricing Schedule

Work Task/Phase/Deliverable	Description of Activities	Team Members	Team Member Activity Role	Estimated Hours	Fees
Public Consultation/Engagement					
		Darryl Condon		s.21(1)	
		Melissa Higgs			
		Brian Johnston			
		Mark Busse			
		Aiden Callison			
		Ross Templeton			
Disbursement Estimate					
GST should not be included in prices				Total Price	\$34,900

Work Task/Phase/Deliverable	Description of Activities	Team Members	Team Member Activity Role	Estimated Hours	Fees
Phase 1 -Policy Review, Inventory + Current State Assessment					
Project Start-Up		Darryl Condon		s.21(1)	
		Melissa Higgs			
		Brian Johnston			
		Mark Busse			
		Aiden Callison			
		Ross Templeton			
Current					
		Darryl Condon			
		Melissa Higgs			
		Brian Johnston			
		Mark Busse			
		Aiden Callison			
		Ross Templeton			
Future					
		Darryl Condon			
		Melissa Higgs			
		Brian Johnston			
		Mark Busse			
		Aiden Callison			
		Ross Templeton			
Disbursement Estimate					
GST should not be included in prices				Total Price	\$32,890

Work Task/Phase/Deliverable	Description of Activities	Team Members	Team Member Activity Role	Estimated Hours	Fees
Phase 2 - Service Levels and Policy Update					
Analyze + Recommend		Darryl Condon		s.21(1)	
		Melissa Higgs			
		Brian Johnston			
		Mark Busse			
		Aiden Callison			
		Ross Templeton			
Engage (carried above)					
Disbursement Estimate					
GST should not be included in prices				Total Price	\$30,125

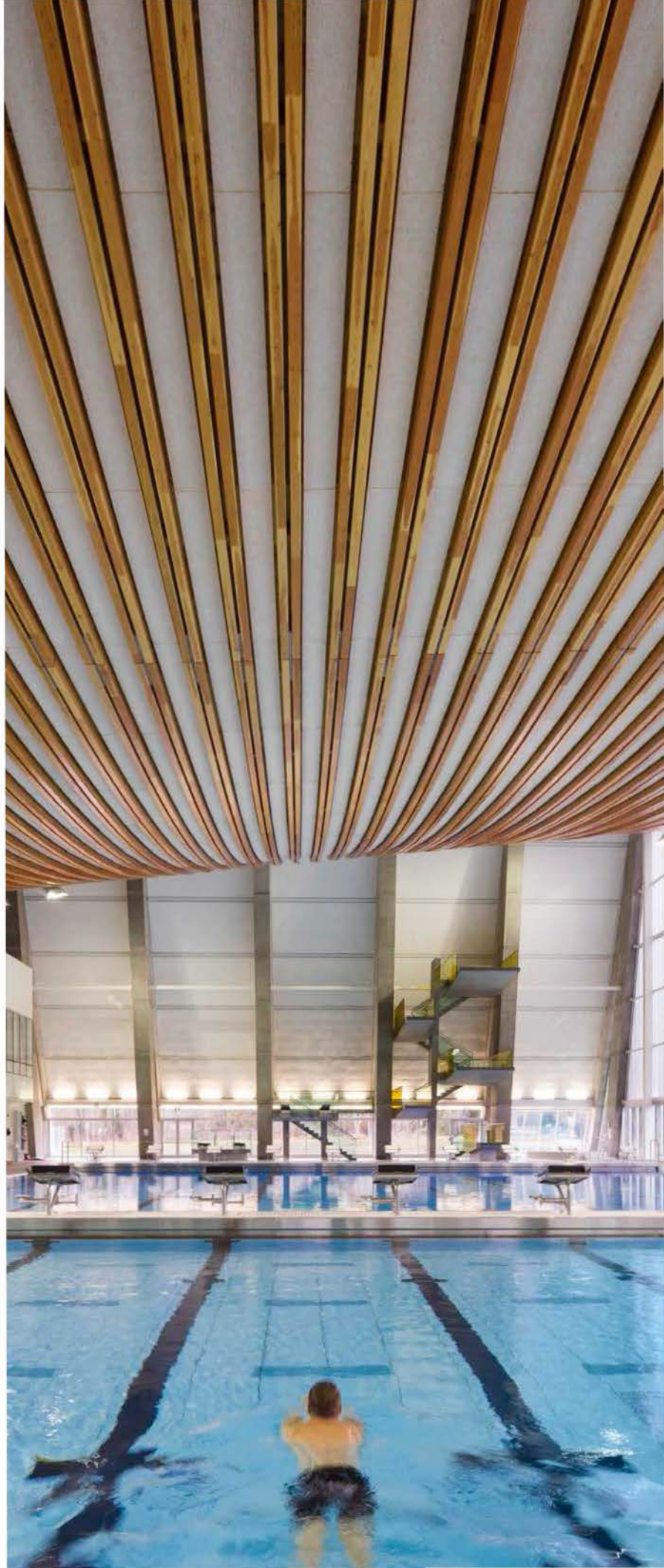
Work Task/Phase/Deliverable	Description of Activities	Team Members	Team Member Activity Role	Estimated Hours	Fees
Phase 3 - Draft Final Strategy and Implementation Plan					
Report				s.21(1)	
		Darryl Condon			
		Melissa Higgs			
		Brian Johnston			
		Mark Busse			
		Aiden Callison			
		Ross Templeton			
Disbursement Estimate					
GST should not be included in prices				Total Price	\$21,575
Total hours				s.21(1)	
Total Fees					111,490
Disbursement Estimate					8,000
Grand Total (excluding GST)					\$119,490

Note: Detailed breakdown is available if required

Table B: Schedule of Labour Rates

Table B: SCHEDULE OF LABOUR RATES (add columns as necessary)

Key Personnel/Team Members	Title	Activity/Role	Proposed Rate per Hour	Estimated Hours
HCMA				
Darryl Condon	Manging Principal	Principal-in-Charge	s.21(1)	
Melissa Higgs	Associate	Project Architect		
Mark Busse	Director of Creativity + Engagement	Public Engagement Specialist		
Aiden Callison	Architect	Team Member		
PERC				
Brian Johnston	President	Recreation Advisor		
LEC Cost Consulting				
Ross Templeton	Principal	Cost Consultant		



HCMA Architecture + Design

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RFP PS20160504

