



"A WORLD OF OPPORTUNITIES WITHIN OUR REGION"

REQUEST FOR PROPOSAL – DESIGN DEVELOPMENT FOR PHASE 1 OF THE BULKLEY VALLEY REGIONAL POOL & RECREATION CENTRE EXPANSION

Located at Smithers, BC

Solicitation # RDBN-POOL-26-01

Regional District of Bulkley-Nechako

Bulkley Valley Regional Pool & Recreation Centre

Request Issued: January 16, 2026

**Closing Date: Tuesday March 17, 2026
4:00 pm (Pacific Standard Time)**

Contact: Chelsey Fields,
Asset Management and Procurement Clerk
bid@rdbn.bc.ca

WWW.RDBN.BC.CA

1-250-692-3195

INFO@RDBN.BC.CA

1-800-320-3339

37 3RD AVE, PO BOX 820 BURNS LAKE, BC V0J 1E0

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1 PROJECT SUMMARY

The Regional District of Bulkley-Nechako (the Regional District) is seeking a qualified proponent to undertake design development services for Phase 1 of the expansion of the Bulkley Valley Pool & Recreation Centre located in Smithers, BC.

Phase 1 of the expansion will advance the preferred concept identified in the *2022 Bulkley Valley Regional Pool & Recreation Facility Function Program Review Report* and will include the development of detailed design, tender-ready documents, and cost estimates for upgrades to the entrance, administrative areas, and the addition of a new fitness program space.

The successful proponent will act as Prime Consultant and Project Lead, coordinating all subconsultants and disciplines required to deliver a complete design development and tender package, and will support the Regional District through the procurement and construction administration stages of Phase 1.

2 BACKGROUND

The Bulkley Valley (BV) Regional Pool and Recreation Centre is located in Smithers, BC. It is owned by the Regional District of Bulkley-Nechako and operated by the Bulkley Valley Aquatic Centre Management Society (BVACMS). The Society, governed by a volunteer Board of Directors, is responsible for the day-to-day operations of the facility.

The BV Regional Pool and Recreation Centre serves a diverse local and regional population offering affordable, community-based recreation opportunities in a family-friendly environment. Existing amenities include pools, hot tub, sauna, fitness studio, climbing wall and racquet courts.

In 2022 the Bulkley Valley Pool and Recreation Facility Function Program Report Review Report was completed to assess the facility's condition and identify opportunities for improvement. Building on earlier studies, the report reviewed current programs, services, layout, and operations to highlight gaps and recommend future enhancements. It offers a long-term roadmap for upgrades and expansion aligned with community needs and expectations.

The Preferred Option schematic design completed as part of the 2022 project, ensures the BV Pool and Recreation Centre remains accessible, inclusive, and responsive to the evolving needs of the residents it serves.

Phase 1 of the BV Regional Pool and Recreation Centre expansion focuses on upgrading the main entrance and administration areas and constructing a new fitness room. The expansion will result in improved visitor experience, enhanced accessibility, reduced operational and staffing congestion, and the creation of a standalone fitness area for improved functionality.

3 TERMS AND CONDITIONS

The terms and conditions applicable to this Request for Proposals are contained within this document. Submission of a proposal in response to this RFP indicates acceptance of all terms and conditions contained herein or in any addenda issued by the Regional District.

4 CANCELLATION OF RFP

The Regional District reserves the right to cancel this Request for Proposals at any time and for any reason and will not be responsible for any direct or indirect loss, damage, cost, or expense incurred or suffered by any Proponent because of such cancellation. The acceptance of any proposal and the subsequent execution of a contract may be subject to funding and approval by the Board of the Regional District of Bulkley-Nechako.

5 SUBMISSION GUIDELINES

The Regional District invites the submission of proposals from qualified and experienced contractors as outlined in this document.

The Regional District will accept Proposals submitted by email or by direct delivery (in person or by courier/mail) to the Regional District main office at 37 3rd Avenue Burns Lake.

All proposals must be submitted to the Regional District by 4:00 pm (local time) on Tuesday March 17, 2026

Proposals submitted by fax will **NOT** be accepted. Any Proposals received after the closing time will be considered disqualified.

By Email

One (1) single PDF file containing your submission must be delivered to the Regional District by email at bid@rdbn.bc.ca. The Regional District will confirm receipt of emails.

By Direct Delivery (Hand Delivered, Mail or Courier)

One (1) complete copy of your submission must be submitted in a sealed envelope with the following information written on the outside of the envelope containing the proposal, as well as on the outside of the courier envelope/box (if sending by courier):

Attention: Asset Management and Procurement Clerk
Regional District of Bulkley-Nechako
37 3rd Avenue Burns Lake, BC V0J 1E0

Regional District of Bulkley-Nechako –
**Design Development for Phase 1 of the
Bulkley Valley Regional Pool & Recreation
Centre Expansion**
Request for Proposal
Responding Organization's name and address.

Inquiries regarding the RFP may be directed by email to bid@rdbn.bc.ca.

Please note that questions related to this Request for Proposals will be accepted up to 4:00 pm on Tuesday February 17, 2026. This will allow the answers to questions asked to be properly distributed to all interested parties via BC Bid.

Proponents shall be solely responsible for the delivery of their proposal in the manner and time

prescribed. All submissions must be delivered according to the instructions provided herein and the Regional District will accept no responsibility for documents delivered to any other location.

To ensure your receipt of any answers to questions asked or addendums issued, you must fill out and return the attached reply form to bid@rdbn.bc.ca.

Failure to submit a properly filled out reply form absolves the Regional District of any obligation to provide addendums to Proponents wishing to submit a proposal.

See Appendix A for the Proposal Reply Form

6 ADDENDA

Addenda to this RFP may be issued prior to closing in response to queries received or at the initiative of the Regional District. Addenda will be in written form posted on BC Bid and the Regional District website. Information contained within RFP addenda is considered an integral part of the RFP and should be considered by Proponents when responding to this RFP.

All final Addenda will be issued and posted on BC Bid and the Regional District website by 4:00 pm on Friday March 20, 2026.

Verbal communications will not be binding unless confirmed by written addenda.

It is the sole responsibility of the Proponent to check for addendums.

7 SITE TOUR

A site tour is not mandatory, but recommended, if a proponent wishes, a visit can be arranged by contacting Chelsey Fields at 250-692-3195 or by emailing bid@rdbn.bc.ca.

8 ALTERNATIVE SOLUTIONS

If alternative solutions are offered, the information should be submitted in the same format as a standard proposed response but should be clearly marked as an "Alternative Proposal." If a Proponent submits more than one proposal each must be separately and uniquely identified.

9 ARTIFICIAL INTELLIGENCE

Proponents must note in their bid documents if they have used any artificial intelligence in the development of their submission, and if so, confirm they have verified and validated the information received through artificial intelligence, prior to including it in their submission.

10 CHANGES TO PROPOSALS

By written notice submitted prior to the closing date, a Proponent may amend or withdraw its proposal. Upon closing, all proposals become irrevocable and may not be amended or withdrawn except where the Proponent and the Regional District have mutually agreed to a change for the purpose of entering into a contract.

Information obtained from any other source is not official and should not be relied upon.

11 PROPONENTS' EXPENSES

The Regional District will not be responsible for any costs incurred by the Proponents as a result of the preparation or submission of a Proposal pertaining to this RFP. The accuracy and completeness of the Proposal is the Proponent's responsibility. If errors are discovered, they will be corrected by the Proponent at their expense.

Proponents acknowledge that the Regional District, in preparation for the RFP supply of oral or written information to Proponents, review Proposals or the carrying out the Regional District's responsibilities under this RFP, does not owe a duty of care to the Proponents.

12 CONFIDENTIALITY OF INFORMATION

In accordance with the Freedom and Information and Protection of Privacy Act, the Proponents will treat as confidential and will not, without prior written consent of the Regional District, publish, release, or disclose, or permit to be published, released, or disclosed, any information supplied to, obtained by, or which comes to knowledge of the Proponents as a result of this RFP except insofar as such publication, release or disclosure is required by the laws of British Columbia.

13 OWNERSHIP OF PROPOSALS AND FREEDOM OF INFORMATION

All Proposals submitted under this RFP become the property of the Regional District and will not be returned to the Proponent. The Regional District advises Proponents that parts or all their Proposals may be subject to the provisions of British Columbia's Freedom of Information and Protection of Privacy Act (FIPPA) and the Community Charter. Proponents who wish to ensure parts of their Proposals are protected from disclosure under the FIPPA Act should specifically identify any information or records provided with their Proposals that constitute a) trade secrets, and b) that are supplied in confidence, and c) the release of which could significantly harm their competitive position. Information that does not meet all three of the foregoing categories may be subject to disclosure to third parties. Please refer to the Freedom of Information and Protection of Privacy Act for further information. The Regional District cannot guarantee that any information contained within a proposal will remain confidential if a request for access is made.

14 ACCEPTANCE OF PROPOSALS

This RFP should not be construed as an agreement to purchase goods or services nor as an invitation to perform any service for the Regional District except as specifically outlined herein. Proposals shall remain open for acceptance by the Regional District for a minimum of 90 days after the RFP closing date.

The Regional District's intent is to enter into a contract with the Proponent who has submitted the best value proposal. The Regional District reserves the right to accept any or none of the Proposals submitted and will evaluate Proposals based on the best value offered to the Regional District and not necessarily the lowest price, using the criteria specified in this RFP.

The Regional District reserves the right in its sole unrestricted discretion to:

- a) Reject any and/or all irregularities in a proposal submitted.
- b) Waive any defect or deficiency in a proposal whether that defect or deficiency materially affects the proposal and accept that proposal.
- c) Reject any and/or all Proposals for any reason, without discussion with the Proponent(s); and
- d) Accept a proposal which is not the lowest price proposal.

In addition to any other provision of this RFP, the Regional District may, at its absolute discretion, choose not to consider a Proposal if the Proponent, or any officer or director of the Proponent, is or has been engaged directly or indirectly in a legal action against the Regional District in relation to any matter.

Proponents should not attempt to solicit any members of the elected Board of Directors or employees of the Regional District. Any solicitation may result in the Proponent being removed from consideration.

15 EVALUATION CRITERIA

Proposals will be ranked on a points basis with criteria including cost, qualifications (personnel), availability, experience, and quality of proposal. The Proposal Evaluation Form is a tool to assist in the evaluation process; however, it is not the sole determining factor in the evaluation process.

See Appendix B for the Proposal Evaluation Form

16 CONFLICT OF INTEREST

When submitting a Proposal, the Proponent must complete, sign, and include with their Proposal a Conflict-of-Interest Disclosure Statement (Appendix "C").

The Regional District may reject a Proposal based on an actual, potential, or perceived conflict of interest.

The Regional District may reject any Proposal where:

- a) One or more of the directors, officers, principles, partners, senior management employees, shareholders, or owners of the Proponent, is an officer, employee, or director of the Regional District or a consultant involved in the procurement process, or is a member of the immediate family of an officer, employee or director of the Regional District or a consultant involved in the procurement process; or
- b) In the case of a Proposal submitted by a Proponent who is an individual person, where that individual is an officer, employee, or director of the Regional District or a consultant involved in the procurement process or is a member of the immediate family of officer, employee, or director of the Regional District or a consultant involved in the procurement process.

(collectively, "Restricted Parties")

A Proponent who has any concerns regarding whether a current or prospective employee, advisor, or member of that Proponent is, or may be, a Restricted Party, should request an advance decision by submitting to the Chief Administrative Officer (CAO), not less than ten working days (**Tuesday March 3, 2026**) prior to the Closing Time, by email, the following information:

- a) Names and contact information of the Proponent and the person which the advance opinion is requested.
- b) A description of the relationship that raises the possibility or perception of a conflict of interest or unfair advantage; and
- c) Copies of any relevant documentation

The Regional District may make an advance decision regarding whether the person is a Restricted Party, and whether the Regional District will reject a Proposal based on the information provided. If Proponent

has identified an actual, perceived, or potential conflict of interest regarding this RFP process or project, the Proponent must submit a Conflict-of-Interest Disclosure Statement (Appendix "A") to the CAO by **Tuesday March 10, 2026.**

17 SUBCONTRACTORS

All subcontractors, including affiliates of the Proponent, should be clearly identified in the Proposal as per the form attached as Appendix "D."

A Proponent may not subcontract to a firm or individual whose current or past corporate or other interests, may, in the Regional District's opinion, give rise to an actual, perceived, or potential conflict of interest in connection with the services described in the RFP. This includes, but not limited to, involvement be the firm or individual in the preparation of the RFP, or a relationship with any employee, contractor representative of the Regional District involved in preparation of the RFP, participating on the evaluation committee or in the administration of the Contract. If a proponent is in doubt as to whether a proposed subcontractor might be in conflict of interest, the Proponent should consult with the CAO prior to submitting a Proposal. By submitting a Proposal, the Proponent represents that it is not aware of any circumstances that would give rise to a conflict of interest this is actual, perceived or potential, in respect of the RFP.

18 EXECUTION OF CONTRACT

Following acceptance by the Regional District, the successful Proponent will be provided with written confirmation. A contract will be signed by both parties subject to negotiation between the Regional District and the Proponent.

19 INTENT OF CONTRACT DOCUMENTS

The intent of the Contract Documents is that the Contractor will provide all permits, materials, supervision, labour, equipment and all else necessary for, or incidental to, the proper execution to the Work described in the RFP documents or as directed by the Regional District and all incidental Work to complete the project.

20 LOCAL CONDITIONS

The Contractor will, by personal inspection, examination, calculations, or tests, or by any other means, satisfy themselves with respect to the local conditions to be encountered and the quantities, quality, and practicability of the Work and of their methods of procedure. No verbal agreements or conversation with any officer, agent, or employee of the Regional District, either before or after the execution of the Contract, will affect or modify any of the terms or obligations herein contained.

21 MANAGER'S STATUS

The Manager will be the Regional District's representative during the period of operation and will observe the Work in progress on behalf of the Regional District for the purpose of ensuring that the Contractor maintains the site in a satisfactory condition, and for ensuring that the Work has been satisfactorily carried out. The Manager will have the authority to stop the Work whenever such stoppage may be necessary, in their opinion, to ensure the proper execution of the Work in accordance with the provisions of the Contract.

The Contractor will comply with such an order immediately. Neither the giving nor the carrying out of

such orders thereby entitle the Contractor to any extra payment and the Regional District will not be held liable for any damages or any breach of laws, bylaws or regulations that may result.

22 GREENHOUSE GAS (GHG) REPORTING

The Contractor shall report all fuel used while performing work under this RFP, including fuel used by subcontractors, if applicable. At minimum, the Contractor must provide:

- a) Type of fuel used (e.g., gasoline, diesel)
- b) Estimated volume (in litres)
- c) General description of vehicle or equipment (e.g., pickup truck, excavator)
- d) Purpose or location of work (e.g., site name or activity)

This information shall be submitted once at the end of the project or as requested by the Regional District.

The data collected will support the Regional District's CleanBC reporting and climate initiatives. Contractors are asked to retain supporting records (e.g., receipts or logs) for a period of one year in case verification is needed.

23 CONTRACTOR'S PERSONNEL

The Contractor will always keep sufficient personnel to carry out the Work required by the Contract. The Contractor must demonstrate that their organization is adequately staffed and trained to perform the requirements.

All workers must have sufficient knowledge, skill, and experience to perform properly the Work assigned to them and to be tactful and courteous in dealing with the Regional District's staff. Any supervisor or worker employed by the Contractor or Sub-Contractor who, in the opinion of the Manager, does not perform their Work in a competent manner, appears to act in a disorderly or intemperate manner, or is intoxicated or willfully negligent will at the written request of the Manager, be removed from the site of the Work immediately and will not be employed again in any portion of the Work without the approval of the Manager.

The Contractor will comply with all federal and provincial legislation regarding wages and labour regulations including payment of all dues, levies, or charges made under or in relation to the Contract. The Contractor will make proof of payment available to the Manager when requested.

24 CONTRACTOR'S QUALITY CONTROL AND CONSULTANT OVERSIGHT PROGRAM

The Contractor must demonstrate that their organization has an established quality control plan for identifying and preventing deficiencies in the quality of services. General performance monitoring and supervision of the service is a fundamental requirement.

The Regional District has appointed TRUE Consulting (the Consultant) to act as the Regional District's representative for quality assurance purposes. The Consultant will review the Contractors Quality Control Program, inspection reports, test results, and corrective measures.

25 ASSIGNMENT OF CONTRACT

The Contractor will not sublet, sell, transfer, assign, or otherwise dispose of the Contract or any portions

thereof, or their right, title, or interest therein, or their obligations thereunder without written consent of the Regional District, except for assignment to a bank of the payments to be received hereunder.

26 RIGHT TO TERMINATE SERVICES

The Regional District may terminate any or all services upon 30 days' written notice. If such notice is given, the Regional District will pay only for time and expenses incurred by the Contractor up to the termination date and for any reasonable time and expenses incurred to bring the services to a close in a prompt and orderly manner.

27 REGIONAL DISTRICT'S RIGHT TO CORRECT DEFICIENCIES

Upon failure of the Contractor to perform the Work in accordance with the Contract Documents, and after written notice to the Contractor, or without notice if any emergency or danger to the Work or public exists, the Regional District may, without prejudice to any other remedy they may have, correct such deficiencies. The cost of Work performed by the Regional District in correcting deficiencies will be paid by the Contractor or may be deducted from monies payable to the Contractor.

28 INDEMNITY

Notwithstanding the provision of insurance coverage by the Contractor, the Contractor hereby agrees to indemnify and save harmless the Regional District, its officers, agents and employees from and against all claims, demands, losses, costs, damages, actions, suits or proceedings by whomever made, brought or prosecuted and in any manner based upon, arising out of, related to, occasioned by or attributable to the activities of the Contractor, its servants, agents, sub-contractors and sub-operators, in providing the services and performing the Work of the Contract, excepting always liability arising solely out of the negligent act or omission of the Regional District.

29 INSURANCE

The Contractor, without limiting its obligations or liabilities, and at its own expense, must provide and maintain throughout the Contract term, the following insurances with insurers licensed in the Province of British Columbia in forms acceptable to the Regional District. All required insurance (except Professional Liability Insurance and automobile insurance on vehicles owned by the Contractor) shall be endorsed to show the Regional District as additional insured and provide the Regional District with thirty (30) days' advance written notice of cancellation or material change.

The Contractor's insurance policies shall include a deductible no greater than \$25,000 for each claim. The Contractor must provide the Regional District with evidence of the required insurance, in a form acceptable to the Regional District, upon notification of award and prior to the execution and delivery of the contract:

- a) Commercial General Liability (CGL), written on an occurrence-based form, in an amount not less than \$3,000,000 inclusive per occurrence insuring against bodily injury and property damage and including liability assumed under the contract. The Regional District is to be added as additional insureds. Such CGL coverage shall include the following liability extensions: Contingent Employers Liability, Broad Form Products & Completed Obligations, Personal Injury, Blanket Contractual, and Cross Liability.
- b) Professional Liability in an amount not less than \$2,000,000 inclusive per occurrence.
- c) Where the Contractor requires the use of automobiles to undertake the Work of the Contract, the

Contractor will have the following:

- a. Automobile Liability on all vehicles owned, operated, or licensed in the name of the Contractor in an amount not less than \$2,000,000 per occurrence.
- b. Non-owned Automobile Liability insurance in an amount not less than \$2,000,000 per occurrence.

The Contractor shall ensure that all sub-contractors forming from this Contract meet the insurance requirements outlined above. It is the sole responsibility of the Contractor to determine if additional limits of liability insurance coverage are required to protect them from risk.

30 OCCUPATIONAL HEALTH AND SAFETY

The Contractor will use due care and take all necessary precautions to ensure the protection of persons and property at the Facility and will comply with the Workers' Compensation Act of the Province of British Columbia.

The Contractor must prepare a Health and Safety plan in accordance with the provincial WorkSafe BC. A copy will be submitted to the Regional District prior to commencing the Work.

31 CHANGES IN THE WORK

The Regional District, without invalidating the Contract, may make changes by altering, adding to, or deducting from the Work. The Contractor will proceed with the Work as changed and the Work will be executed under the provisions of the Contract. No changes will be undertaken by the Contractor without a written order from the Regional District, except in an emergency endangering life or property, and no claims for additional compensation will be valid unless the change was so ordered. The Regional District will entertain no payment for extra work or changes in any Contract unless a "Change Order" form is completed and signed by the Regional District and the Contractor.

If, in the opinion of the Regional District, such changes affect the Contract amount, these will be adjusted at the time of ordering the changes. The value of the addition or deduction from the Contract amount, and the method of determining such value, will be decided by the Regional District. The Regional District will use one or more of the following methods in deciding such value:

- a) by lump sum submitted by the Contractor and accepted by the Regional District.
- b) on a force account basis as specified in these General Conditions.

32 COMPLIANCE WITH LAWS

The contractor will give all the notices and obtain all the licenses and permits required to perform the Work and provide written confirmation that the Contractor (and Sub-contractor's) personnel are fully certified to perform the Work. The Contractor will comply with all laws, regulations and requirements of authorities having jurisdiction applicable to the Work or performance of the contract.

33 LAWS OF BRITISH COLUMBIA

Any Contract resulting from this RFP will be governed by and will be construed and interpreted in accordance with all laws in effect in the Province of British Columbia.

34 PROPOSAL FORMAT AND CONTENT

The proponent shall provide one (1) bound copy of its proposal to the Regional District. The content of

the proposal should include (but is not limited to) the following.

- a) A description of the proponent's understanding of the Services.
- b) A description of the proponent's corporate structure and history.
- c) A list of the personnel to be involved in providing the Services, their roles, and the per diem rate for each person or category of personnel.
- d) Staff resumes and relevant experience (including references) of key staff, with details of staff time allocation for each component of the work.
- e) A list of all sub-contractors that will be used to provide the Services along with their costs, company resumes, and administration fees (if applicable).
- f) A detailed work program and timeline for providing the Services, including a description of the following:
 - a. the scope of the background review.
 - b. the stakeholder and community consultation process.
 - c. the factors to be considered in developing the service delivery models proposed; and,
 - d. A list of at least three (3) references, which may be contacted by the Regional District.

35 SCOPE OF WORK

See Appendixes E and F for Scope of Work and the BVACMS Facility Function Report.

**Design Development for Phase 1 of
the Bulkley Valley Regional Pool &
Recreation****RDBN-BVPOO1-26-01****APPENDIX A - PROPOSAL REPLY FORM**

PROPOSAL REPLY FORM	
Project Title: Design Development for Phase 1 of the Bulkley Valley Regional Pool & Recreation Centre Expansion	
Company Name: _____	
Contact Person: _____	
Contact Information	
Phone	
e-mail	
Mailing Address	

**Design Development for Phase 1 of
the Bulkley Valley Regional Pool &
Recreation**

RDBN-BVPOO1-26-01

APPENDIX B - PROPOSAL EVALUATION FORM

PROPOSAL EVALUATION FORM			
Proponent's Name: _____			
Project Title: Design Development for Phase 1 of the Bulkley Valley Regional Pool & Recreation Centre Expansion			
Evaluation Date: _____			
Evaluator: _____			
Criteria			
Step 1:		YES	NO
Mandatory Criteria	Proposal received prior to closing		
	List of Key Personnel and References		
	Reply Form		
	Proposed Schedule		
	Detailed All-Inclusive Price Quote		
Step 2:		Max Points	Points Awarded
	1.0 Proponent Qualifications & Experience: Demonstrated relevant experience and qualifications of the firm and key personnel. Proven success in similar recreation or municipal facility design projects. Quality of references and past performance	30	
	2.0 Price: Clarity, Completeness, and competitiveness of proposed fees. Alignment of scope, deliverables, and cost estimate	30	
	3.0 Methodology & Project Approach: Understanding of project objective and the 2022 Function Program Review Report. Quality and clarity of proposed approach, design methodology, and engagement process. Consideration for accessibility sustainability and integration with future phases.	40	
Total Score		100	

APPENDIX C - CONFLICT OF INTEREST DISCLOSURE STATEMENT

Proponent Name: _____

The Proponent, including its officers, employees, and any person or other entity working on behalf of or in conjunction with (including subcontractors), the Proponent on this procurement process:

- ☐ is free of any conflict of interest that could be perceived to improperly influence the outcome of this procurement process.
- ☐ has not, and will not, participate in any improper procurement practices that can provide the Proponent with an unfair competitive advantage including obtaining and using insider type information to prepare a solicitation offer or participating in bid rigging.
- ☐ has an actual, perceived, or potential conflict of interest regarding this procurement process as a result of:

State reason(s) for conflict of interest:

If an actual, perceived, or potential conflict of interest regarding this procurement process has been identified, the Proponent must submit this document to the CAO by Tuesday March 10, 2026.

By signing below, I certify that all statements made on this form are true and correct to the best of my knowledge.

Print Name of Person Signing Disclosure

Signature of Person Making Disclosure

Authorized Representative of:

Date Signed

APPENDIX D - LIST OF SUBCONTRACTORS

The Proponent advises that they will be subcontracting the following parts of the work to the Subcontractor(s) listed below. In the Proponent's opinion, the Subcontractor(s) named are reliable and competent to perform that part of the work for which each is listed. Please indicate "not applicable" on this page if Subcontractors are not required and include it with your Proposal. Following acceptance of the Proposal, the Subcontractors named in the List of Sub-Contractors must not be changed nor will additional subcontractors be employed except with the written approval of the Regional District.

Subcontractor's Legal Name	Work to be Performed by Subcontractor

APPENDIX E – SCOPE OF WORK

The Proponent shall provide full design development services in accordance with accepted professional practice, applicable codes, and AIBC/EGBC standards, including but not limited to the following:

1. Review & Confirm Functional Requirements

- Review and validate the 2022 Function Program Review Report and Phase 1 recommendations.
- Confirm spatial, programmatic, and technical requirements with Regional District Staff and BVACMS.
- Identify constraints and dependencies that may affect integration with future phases.

2. Design Development

- Prepare coordinated Design Development (DD) drawings and outline specifications for architectural, structural, mechanical, electrical, and civil systems.
- Provide system descriptions, performance criteria, and material selections suitable for cost estimating and tender preparation.
- Integrate opportunities for building performance optimization, including energy recovery systems, envelope improvements, and renewable energy options (e.g., solar PV).
- Ensure universal accessibility, life-safety compliance, and durable, low-maintenance finishes appropriate for a recreation facility.
- Maintain compatibility with the long-term Preferred Option master plan, ensuring functional and aesthetic continuity with future phases.

3. Tender Preparation & Procurement Support

- Develop tender-ready construction documents (drawings, specifications, and schedules) based on the approved Design Development package.
- Assist the Regional District during tendering, including responding to bidder inquiries, preparing addenda, and providing technical clarifications.
- Participate as a technical advisor in the evaluation of tenders.
- Provide an updated cost estimate (Class A) based on final tender documents and market conditions prior to tender release.

4. Construction Administration & Project Leadership

- Serve as Project Lead during the tender and construction stages of Phase 1, ensuring design integrity, quality control, and schedule coordination.
- Provide construction administration services, including review of shop drawings, responses to RFIs, site visits, progress certification, and contract close-out in accordance with AIBC/EGBC standards.
- Coordinate all sub-consultants to ensure timely issue resolution and adherence to design intent.

5. Stakeholder & Staff Engagement

- Facilitate review meetings with BVACMS, the Regional District staff, and key stakeholders at each major milestone.
- Incorporate feedback into progressive design refinements.
- Present the final design and cost summary to the BVACMS Board prior to tender.

Deliverables

At minimum, the Proponent shall provide:

- a. Design Development Package – Coordinated drawings, outline specifications, and system descriptions.
- b. Tender-Ready Documents – Final construction drawings, specifications, and schedules suitable for public tender including logos from project funders provided by the Regional District.
- c. Cost Estimates:
 - a. Class B Estimate at completion of Design Development to confirm scope and budget alignment.
 - b. Class A Pre-Tender Estimate based on final tender documents and current market pricing prior to tender release.
- d. Final Design Development Report – Documenting design rationale, technical systems, sustainability measures, and code compliance.
- e. Construction Administration Plan – Detailing consultant roles, deliverables, and quality-assurance procedures during Phase 1 implementation.

**APPENDIX F – BULKLEY VALLEY AQUATIC CENTRE MANAGEMENT SOCIETY FACILITY FUNCTION
STUDY**



PROJECT TITLE

Bulkley Valley Aquatic Centre Management Society

Bulkley Valley Regional Pool & Recreation
Centre Facility Function and Program Review

PREPARED FOR

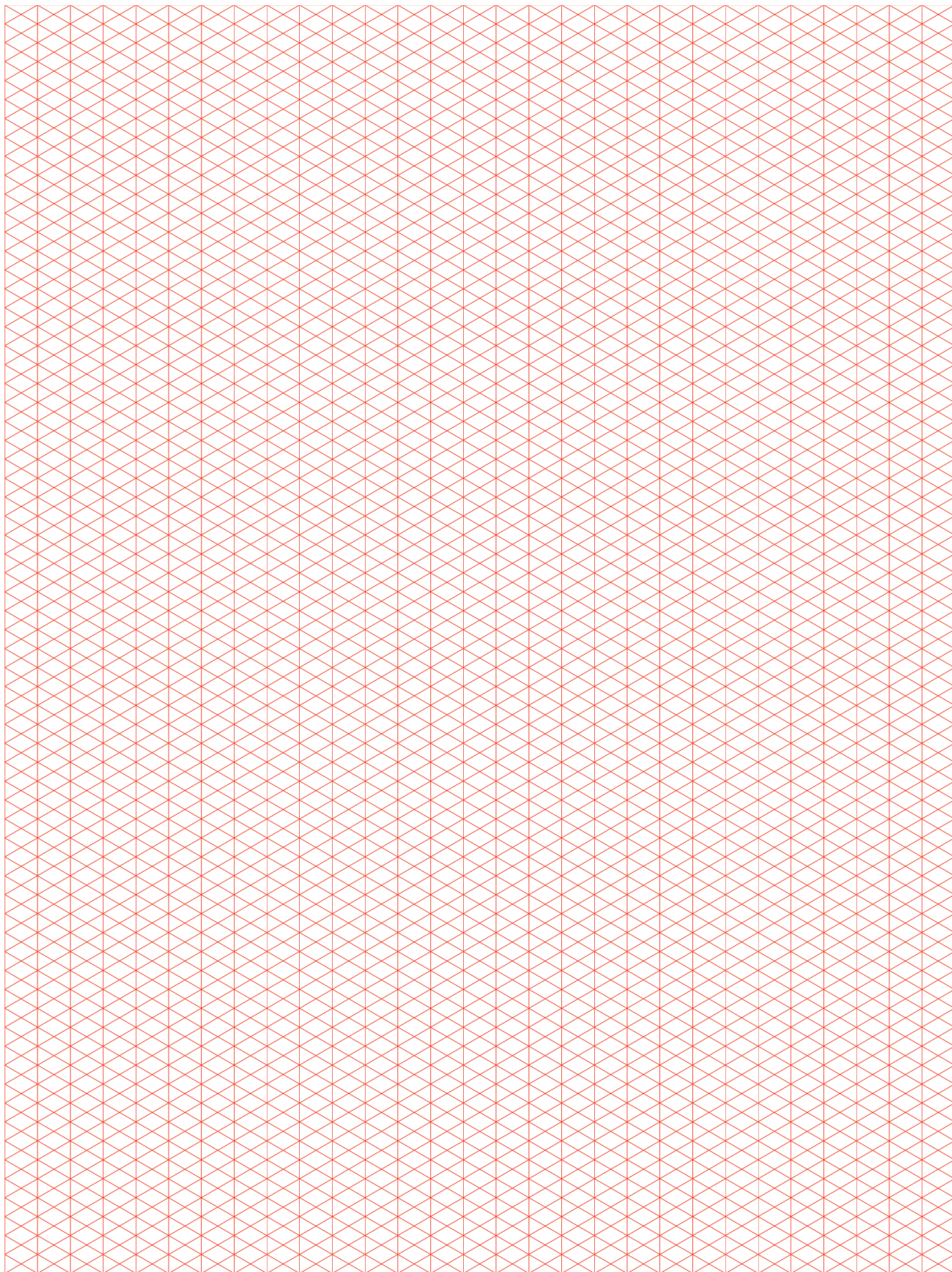
Bulkley Valley Aquatic Centre Management
Society
Po Box 2298
1316 Toronto Street
Smithers, BC V0J 2N0

Tamara Gillis FACILITY MANAGER

DELIVERABLES

Monday, March 28, 2022

1 PDF via email to tgillis@bvpool.com





January 31, 2022

Bulkley Valley Aquatic Centre Management Society
PO Box 2298
1316 Toronto Street
Smithers, BC V0J 2N0

Attn: Tamara Gillis FACILITY MANAGER

Dear Tamara,

Re: **Bulkley Valley Aquatic Centre Management Society** – Bulkley Valley Regional Pool & Recreation
Centre Facility Function and Program Review

Please find enclosed our draft report for the Bulkley Valley Regional Pool & Recreation Facility Function
and Program Review.

I would like to thank you for your direction and comments throughout the process of preparing the
report. We are pleased to have had the opportunity to work with you.

Yours truly,

Ian Ross McDonald PARTNER ARCHITECT AIBC AAA OAA LEED® GA

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EXECUTIVE SUMMARY

In the spring 2021, the Bulkley Valley Regional Pool & Recreation Centre (BV Pool or Bulkley Valley Pool) retained Carscadden Stokes McDonald Architects and GDH Solutions to build on earlier studies and reviews – including Facility Energy and Life Cycle Assessments – with a review of the facility’s current programs, services, physical premises.

The intent of this report is to identify gaps and areas for improved services and recommend new and enhanced potential programming. Improved services are of several types, ranging from updated existing programming to new programming that requires facility expansion with new program areas. The intent is for this to serve as a basis for recommendations on facility improvements over the coming decades. Simultaneously, the report addresses administrative systems and spaces and makes recommendations concerning their efficiency and productivity. Together – the review of the physical facility, as well as operational aspects – provide the Bulkley Valley Aquatic Centre Management Society (BVACMS) with an understanding of the current state of the BV Pool program and facility capacity, and a roadmap for its future.

The consultant’s recommendations are encapsulated in the Preferred Option design proposition discussed in detail below. In summary the Preferred Option comprises three phases: renovations to the entry and administration area with a new fitness program addition; extensive renovation and expansion to the natatorium and change rooms as well as new fitness and multipurpose room; and a new gymnasium.

Collectively, these renovations and additions will bring the existing facility in line with its community’s needs and expressed desires, ensuring its continued relevance in the coming years.



SITE PLAN

INTRODUCTION

The Bulkley Valley Pool and its surrounding community are at an inflection point in their mutual development. Like most of British Columbia, it continues to grow and diversity in terms of populations. The existing BV Pool, now 31 years old, does not meet the needs of the community currently and as Smithers grows, the gap between expectations and need, and the facility's capacity will only continue to grow. This gap is function of three major themes:

1. Facility Size: Designed and constructed in the late 1980s, the facility accommodated residents at the time. Population increases have increased demands on the facility.
2. Program Diversity: The existing facility's primary programmatic offering is aquatics. A modest fitness room, the squash courts, and the climbing wall compliment the pool, but overall the facility lacks the capacity to provide diverse services to its community.
3. Cultural Expectations: Demographic changes and shifting cultural expectations have altered the character of demand on the facility. Chief among these are expectations for accessibility as it relates to people with mobility challenges, addressing contemporary understandings of gender and sexual identity, accommodation of more diverse cultural practices, and finally the simple expectation that facilities provide more and diverse opportunities for recreation. Much of this is a function of comparison to other facilities people are familiar with either by direct experience or reputation.

Each of these are interrelated – community diversity is in part a function of population increase, and program diversity is a function of facility size, for instance – and ultimately the challenge for the BV Pool will be addressing its community's needs in a context of high expectations but limited resources. The intent of this report is to provide a framework for implementing the modification and expansion of the facility to satisfy the BV Pool's users expressed desires. Compounding these themes are several other factors:

1. Based on discussions with Staff there is evidence that the existing pool programming and size were compromised at the time of construction to satisfy a limited budget. The absence of a deep end that would permit safe diving for the general public from dive blocks, or other attractions, like a rope swing, as well as the limited number of lanes and their narrow widths are all evidence of a significant cost-savings choice during design or construction, one that fundamentally restricts the pool's programming.
2. The BV Pool exists within an ecosystem of neighbourhood and regional facilities. These include small local enterprises like The Yoga Loft and Fitness Northwest, as well as the adjacent arenas, and further afield the Upper Skeena Recreation Centre and the Houston Leisure Facility. Each of these provide competing and complimentary programming.

The Bulkley Valley Pool and its surrounding community are at an inflection point in their mutual development. Like most of British Columbia, it continues to grow and diversity in terms of populations. The existing BV Pool, now 31 years old, does not meet the needs of the community currently and as Smithers grows, the gap between expectations and need, and the facility's capacity will only continue to grow.

This document summarizes the outcomes of Carscadden Stokes McDonald Architects, and its team of consultants. It assembles and draws conclusions from the design drawings and class D cost estimates to assist the BV Pool in moving forward with its plans for the future.

Project Team

Architecture & Planning	Carscadden Stokes McDonald Architects Inc Ian Ross McDonald PARTNER ARCHITECT AIBC AAA NWTAA OAA LEED ®GA
Planning & Management	GDH Solutions Gabi Haas HONS. BA MBA CMM III

The consulting team was assisted by the contributions of Bulkley Valley Pool Staff and Directors who gave their time, energy, and guidance in this process and in the preparation of this report. Key Staff participants include:

Tamara Gillis FACILITY MANAGER
Kayla Watrich FACILITY PROGRAMMER
Laurie Jackson BOARD FACILITY COMMITTEE
Leene Matthus BOARD FACILITY COMMITTEE
Steve Willis BOARD FACILITY COMMITTEE

DESIGN OPTIONS

Description

The schematic designs included in this report were generated in response to staff input, community engagement research conducted by GDH Solutions and Carscadden, observations made by the consultants on-site relative to an understanding of industry trends in aquatic and recreation activities.

The schematic designs, and the Preferred Option in particular, are not intended to be the final word on the issues they address; rather, they are meant to illustrate a possible future outcome that demonstrates an in-principle optimal solution based on the comments and information provided by BV Pool.

Process

The design process that resulted in the Preferred Option was relatively straightforward and typical of speculative exercises of this kind: based on the information provided and collected by GDH and Carscadden, two contrasting options were generated and presented to BV Pool. Based on comments provided, the two options were refined, represented, and refined again. The final outcome is the Preferred Option which balances competing objectives and prioritizes aspects of the facility's operations and physical programming capacity – all based on considering and weighing the variety of influences on the facility.

In the course of this work, several key factors emerged and bear specific mention; these items in large part determined the Preferred Option outcome:

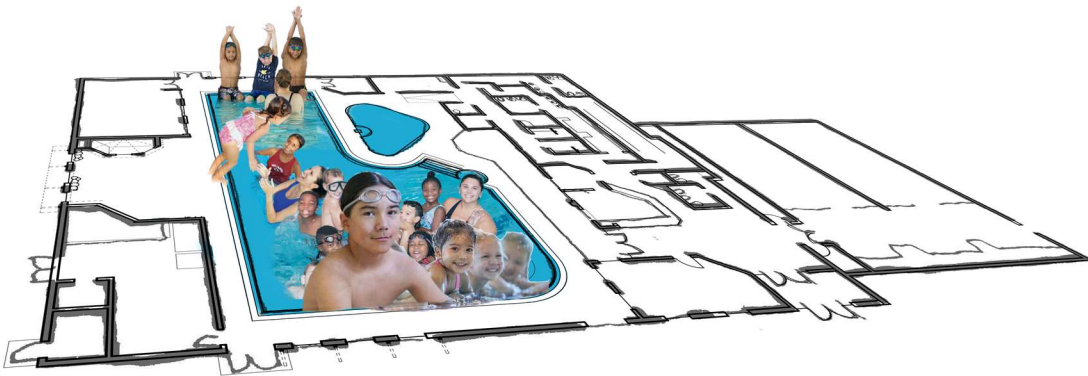
1. Universal Access: For nearly thirty years the trend in British Columbia has been to improve access to facilities for users of all abilities and orientation. As a result, the Preferred Option employs an all universal changing village strategy. There are operational advantages to this strategy discussed later as well as the merit of expressing through architecture the principles and values of the BV Pool: this facility provides “access for all people” (BV Pool Mission Statement).
2. Phasing: A challenge with most facilities, and often more so in smaller communities as a function of their reduced funding capacity, conceiving the facility renovations and expansions as part of a multi-year, phased effort was important in order to reasonably balance the funding capacity of the BV Pool and the scope of the project.
3. Existing Pool Tank: The existing pool tank represents a pair of compromises that were likely made for budget reasons during construction, but significantly restrict programming. First, the leisure and lap pools are combined. Typically these pools have different temperatures. The effect of combining them is that the lap portion of the pool is typically too hot for lap swimmers and the leisure portion of the pool is too cool for leisure swimmers. Second, the lap pool's depth restricts diving options for both staff and public. This is an impediment to competition, swim team practice, and guard training.

4. Fitness Facility: The existing fitness facility is only accessible by crossing the natatorium. There are two challenges here. First, it means that the fitness facility cannot be used unless the pool is being supervised by guards. A separately accessed fitness facility would have lower (staffing) costs with hours independent of the pool. Second, street shoes are not permitted on the pool deck, but are required in the fitness room. Pool policy requires users to bring *dedicated* indoor shoes, but doubtless some skirt the rules and carry shoes while walking barefoot to the fitness room. This strategy is unsupportable; foot traffic to and from the change rooms increases the amount of debris on the deck and relies on the goodwill of users to maintain conformance with the *Public Health Act*.
5. Administration: The existing administration area, including the entry and lobby, do not satisfy the facility's needs. Except as they impact the lobby and entry, their upgrade or modification will not directly impact the public's experience of the facility. However, indirect improvements will accrue through their improvement. Improvements in staffing areas will increase staff retention. A dedicated manager's office will make private meetings for professional development or discipline easier, improving efficiency and the workplace environment. A reconfigured entry will make queuing easier. In the aggregate, changes to the administration area will significantly improve staff productivity which will result in further downstream improvements for users.

Preliminary Research

To begin, the consultants visited Smithers and the BV pool. Staff provided a tour of the facility and property, highlighting programming and operational challenges, observing building wear, and speculating about program expansion.

This was followed by a public engagement session in the facility. The session was intended to gather information from the community to help direct future programming and facility offerings. The event was advertised locally and hosted in the squash and climbing addition. It was well attended by a broad cross section of facility users as well as a number of board members. Attendees were encouraged to fill out a survey and leave recommendations on a display panel via Post-It notes. Consultants were assisted by staff, both of whom answered questions about the facility and the intent of the session.



ENGAGEMENT POSTER GRAPHIC

The information collected at the session is summarized in GDH's report and directly informs many of the choices in the proposed concept and preferred options discussed later in this report. Community input includes desire for a new lap swimming pool, improvements to the natatorium and change rooms, an expanded fitness facility, a multipurpose room, and a gymnasium, all of which are addressed in the concept options.

Following the public engagement session, Carscadden and GDH met with groups of staff – front desk and administration, as well as guards – to seek input from their perspective. As expected, while many of the improvements to the facility programming capacity were also discussed, staff comments also included concerns related to administration offices, configuration of the front desk and reception, as well as the life guard room.



ENGAGEMENT PANELS



Finally, Carscadden and GDH met with the BV Pool board to solicit their input. The board's input included many of the interests of the public and staff, but tended to adopt a slightly wider view of the facility. Expansion of the natatorium was discussed, but this was circumscribed by and interest in the condition of the existing pool tank – the implicit concern being long-term maintenance obligations. Upgrades to the existing facility were discussed, however, these too were bounded by concerns of building upgrade obligations – an acknowledgement that the building does not satisfy many of the current BC Building Code requirements. (Obligations to upgrade as they relate to the BC Building Code are discussed below.) An expansion to the lobby and entry were discussed and viewed as a positive outcome, both operationally as well as in terms of advertising the facility's quality of programming.

Concurrent with this in-person interview-based research, GDH conducted a community survey to capture input as broadly as possible. The results are discussed in detail in GDG's report included here.

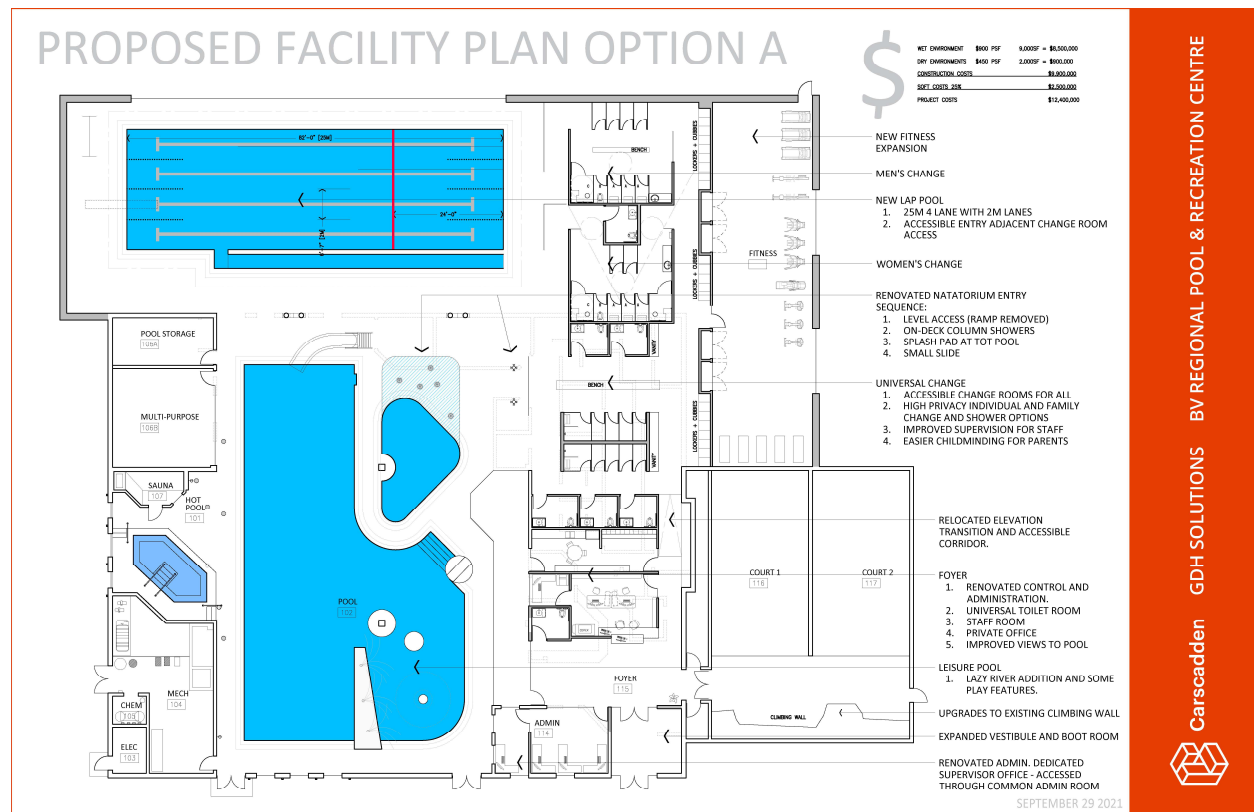
Early Studies

Two preliminary studies were generated following the community consultant. These were structured as polarities in order to test staff and board preferences between options. These options were presented to the board and staff twice to solicit comments, then distilled and refined into the Preferred Option which captures many of the same ideas, often blending concepts.

It is worth noting that in spite of the apparently extensive amount of available land, that the site remains fairly constrained, bounded to the northeast by Yellowhead Highway and the northwest by Toronto Street; and further constrained by the arenas and required parking to the south. Expansion options remain limited as a result.

Concept Option A has five major components:

1. **New Lap Pool:** A new 25m lap pool with ramped entry and deep enough for a 1m diving board. Suitable for modest competitions, training, and recreational fitness swimming.
2. **Existing Pool Modifications:** Modifications to the existing pool to include a lazy river and the addition of a splash pad area adjacent the tot pool.
3. **New Changerooms:** The expanded water area and increased program area will demand a commensurate increase in the change rooms and washroom capacity. This option includes a modest universal family-style changing village with private cubicals, complimented by male and female change rooms, also with private cubicals.



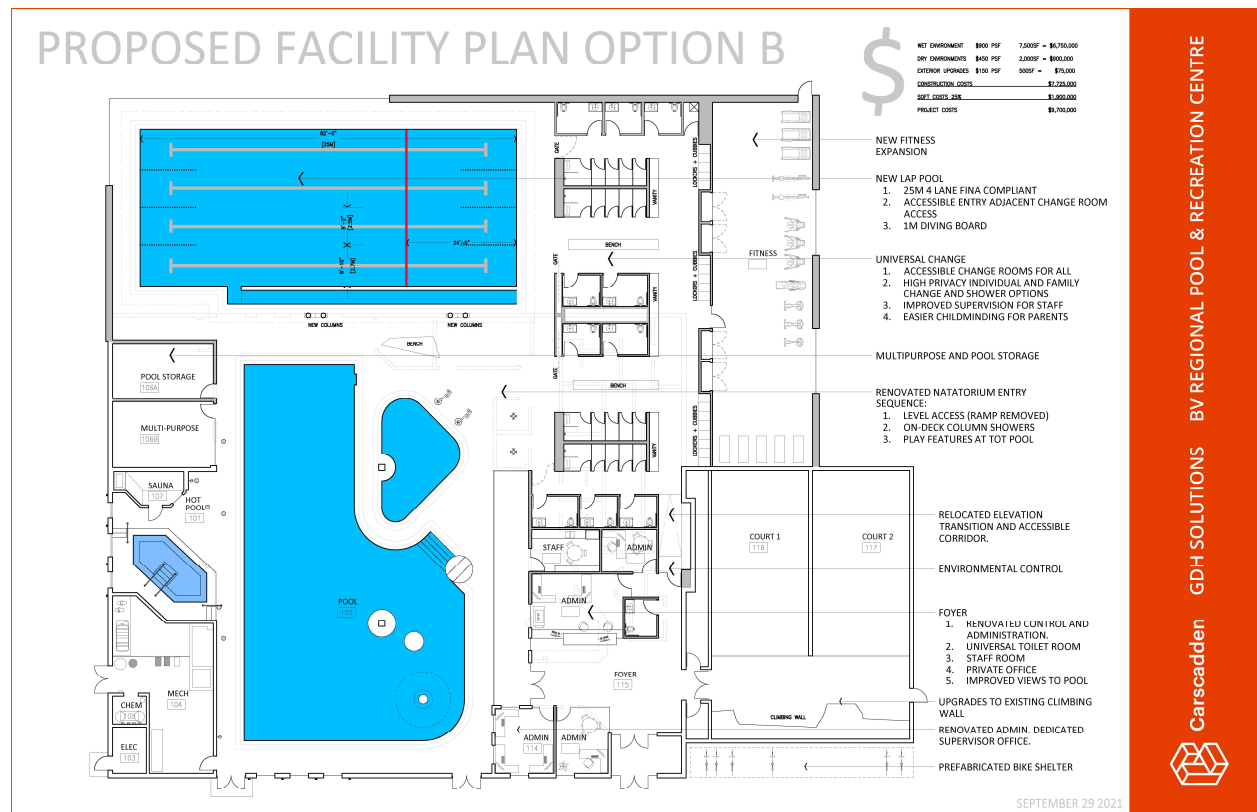
CONCEPT OPTION A

4. Renovated Entry / Administration: A reconfigured entry with expanded vestibule / boot room, private administration offices, and code compliant access to the change rooms.

5. Relocated / Expanded Fitness: A new fitness room, directly accessible from the changerooms.

Concept Option A is estimated to have a construction cost of \$9.9M and a project cost of \$12.4M.

Concept Option B has many of the same components. These were presented in an effort to solicit from staff and the board clear priorities. As the Preferred Option makes clear, the apparent similarities are only superficial; the choice in change room type has wide ranging implications related not just to the physical facility, but also BV Pool's mission – its values expressed concretely through building.



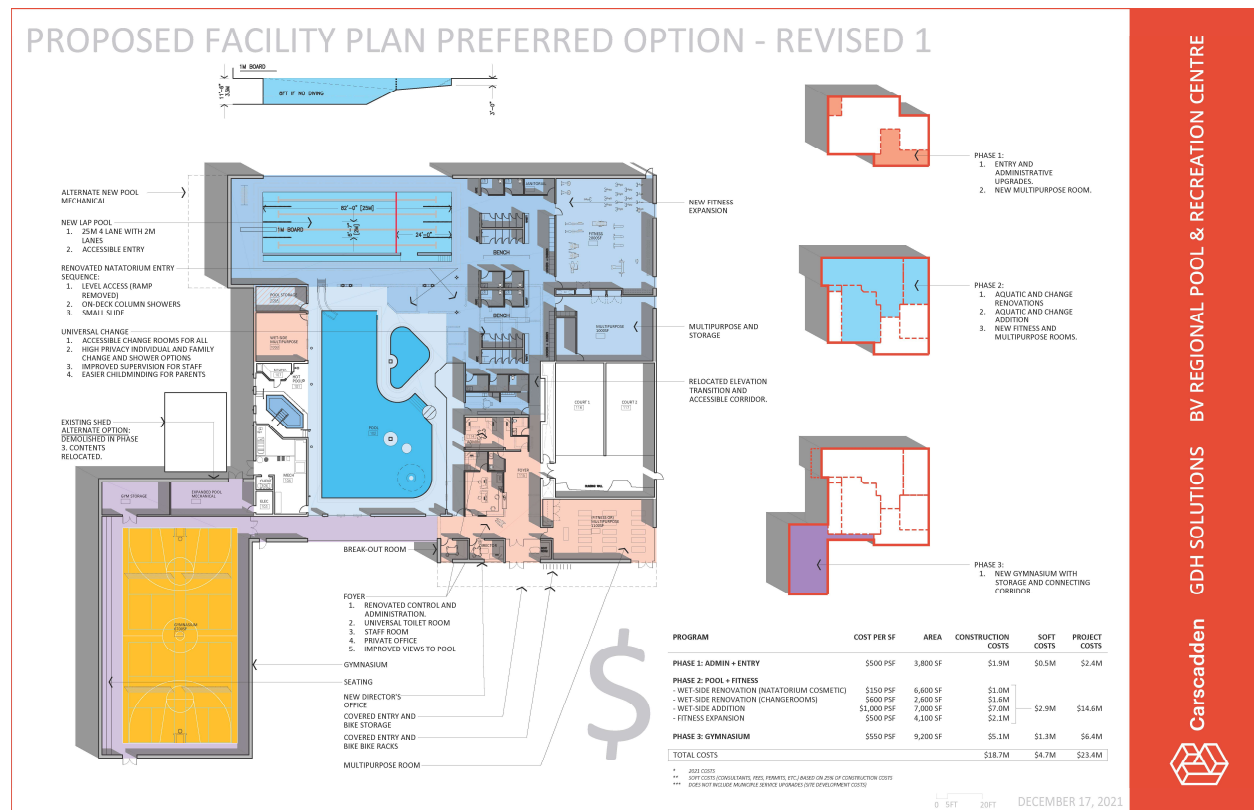
CONCEPT OPTION B

1. New Lap Pool: A new 25m lap pool with ramped entry and deep enough for a 1m diving board. This option is also 4 lanes and suitable for modest competitions, training, and recreational fitness swimming, with wider lanes which increases capacity and provides a more comfortable lane-swimming experience for users.
2. Existing Pool Modifications: Modifications here are limited to new play features at the tot pool.

3. **New Changerooms:** As with Concept Option A, the expanded water area and increased program area necessitates an increase in the change rooms and washroom capacity. Concept Option B proposes an all-universal family-style changing village with private cubicals. This will have the merit of allowing pools staff to supervise the whole facility and provide truly universal access.
4. **Renovated Entry / Administration:** A reconfigured entry with expanded vestibule / boot room, private administration offices, and code compliant access to the change rooms. Note the subtle differences relative to Concept Option A here: the vestibule remains unchanged, the supervisor's office is connected directly to the lobby, and the staff room is much reduced.
5. **Relocated / Expanded Fitness:** This component is the same as in Concept Option A, though was changed significantly for the Preferred Option.

Concept Option B is estimated to have a construction cost of \$7.25M and a project cost of \$9.7M, the differences primarily attributable to elimination of renovation scope to the existing pool and entry vestibule and lobby.

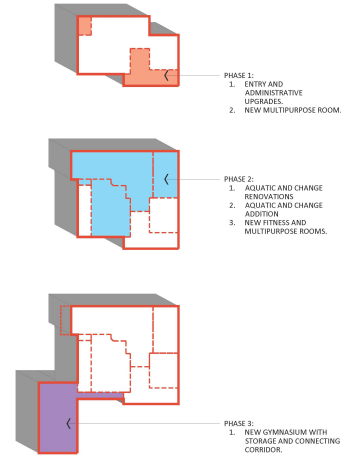
Preferred Option



THE PREFERRED OPTION (REVISED) – FINAL BUILD-OUT; PHASES AT RIGHT.

In the course of developing the Preferred Option, it became clear that phasing the work would be required. This was due to both budgetary considerations, as well as a desire to minimize a facility shutdown period. The phases are:

1. Phase 1: Lobby and administration upgrades with a new fitness multipurpose room.
2. Phase 2: Natatorium and change room renovations and addition as well as new fitness and multipurpose rooms.
3. Phase 3: New Gymnasium with storage and connecting corridor.

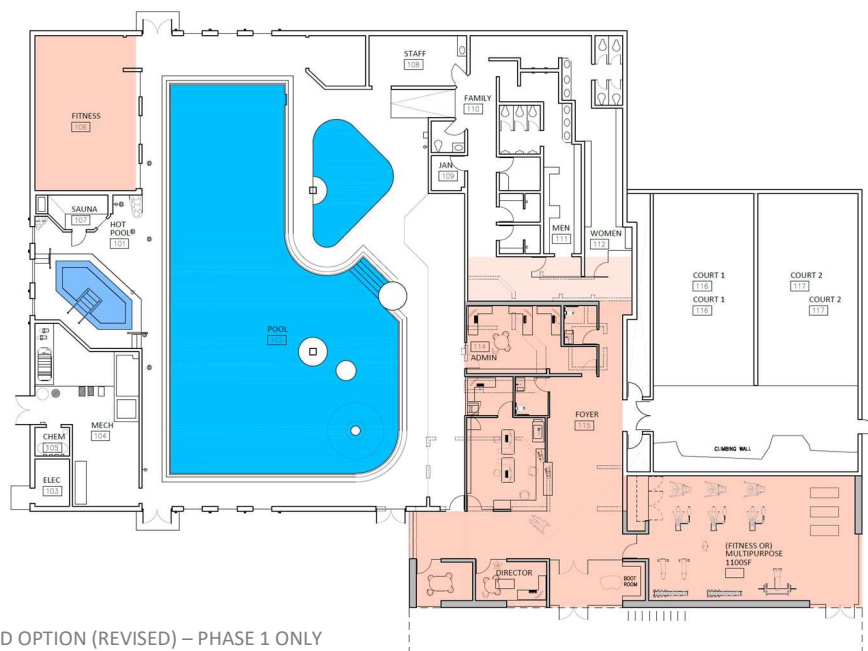


Phase 1

Phase 1 expands on early ideas and expands and improves the entry sequence for the facility. It includes an expanded boot area (access to which would be negotiated with the Authority Having Jurisdiction) private offices, much improved front reception area, and a dedicated break-out room. Also included is a new canopy and bike parking at the renovated front entry.

A significant change from earlier explorations is the addition of a new program area accessible from the new foyer. This would be a significant program advantage for the facility with potential uses as a multipurpose room, rentable or otherwise; or more likely, a relocated fitness / exercise room which would resolve the long-standing challenge of accessing the existing fitness room via the natatorium deck while, simultaneously making the existing fitness room available for appropriate pool-related programming uses.

Phase 1 does not include any 'wet-side' renovations. It does, however, establish suitable conditions for code compliant access to the future renovated change rooms as well as the gym associated with Phase 3.

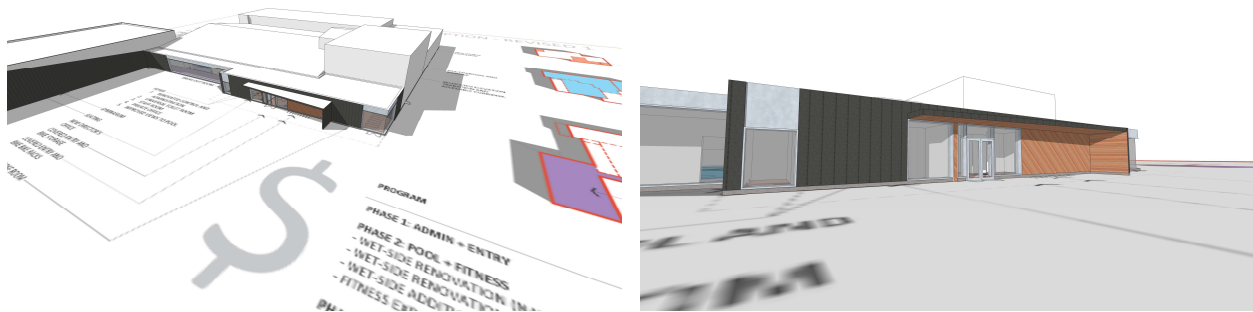


THE PREFERRED OPTION (REVISED) – PHASE 1 ONLY

Phase 2

Phase 2 is the major component of the Preferred Option and generally constitutes the ‘wet-side’ improvement. It contains many of the same strategies that were addressed in the early concept options: new 25m lap pool, expanded change rooms, and new fitness area.

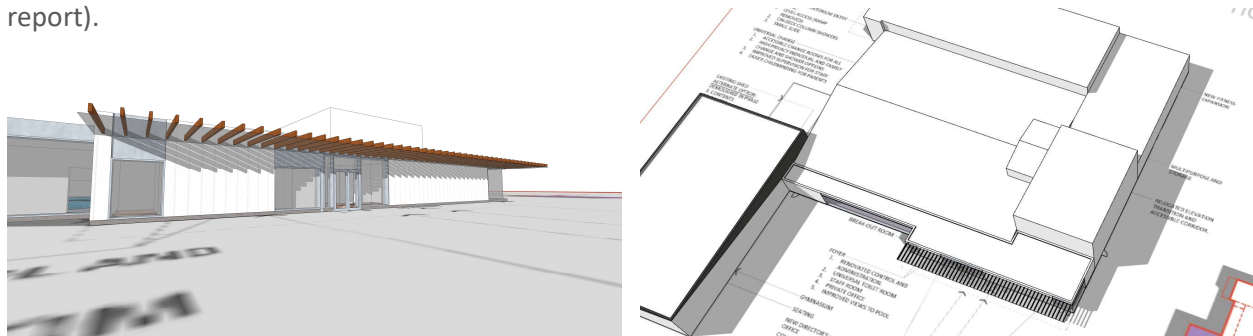
The Preferred Option proposes the all-universal family style changing village with private change cubicals. This was identified and strongly supported by staff and the board as a strategy to advance the BV Pool’s mission of inclusion, and for its operational merits of improved staff supervision of the change rooms from the pool deck. It is worth noting that even in gender specific change rooms it is typical to provide private change cubicals; so-called “gang-change” change rooms are increasingly rare in recreational facilities as they are less flexible for users, more easily invite bullying, and make cleaning and supervision challenging.



3D MODELING STUDY OF THE NEW ENTRY FOR PHASE 1. THE STUDIES EXPLORE ORIENTATION, MATERIALS. THIS STUDY SHOWS— METAL CLADDING WITH WOOD ACCENT

The primary expansion to the natatorium is the addition of a new 25m lap pool. Suitable for small competitions, training, aquafit, and recreation swimming, the dedicated lap pool would correct several of the original challenges of the building, in particular the separation of leisure versus “fitness” swimming and water temperatures appropriate to each. In addition, a pool depth and profile that can accommodate diving, at minimum from the pool edge is considered here. Shown also is a pool depth and profile suitable for a diving board – a significant and regionally unique feature which would attract users to the facility.

The existing pool tank is assumed to be augmented with the addition of new play features and cosmetic upgrades, but without significant material upgrades otherwise. Additive modifications to the existing tank to introduce modest new leisure are shown in the revised preferred option . Significant upgrades to the existing tank – modification of its depth - were viewed as less of a priority than program expansion given the community’s growth over the last thirty years as well as its anticipated growth (see GDH’s report).



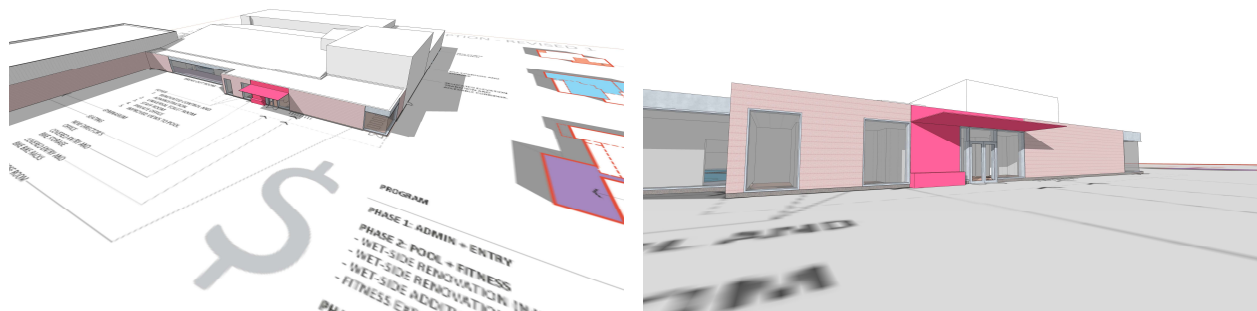
PHASE 1 ENTRY STUDY 2 – GLASS WITH WOOD STRUCTURE CANOPY

The Preferred Option maintains the fitness expansion and adds another multipurpose room. This portion of Phase 2 is operationally significant since it will allow the conversion of the Phase 1 fitness room to a general multipurpose room and relocate the Phase 2 fitness room adjacent the changerooms. This will improve staff's control and supervision of who uses the fitness room, and reduce related back and forth traffic.

In addition, it will also allow the Phase 1 multipurpose room to operate more independently, similar to the squash and climbing addition. Access may still be controlled via buzzer from the front desk, but the Phase 1 multipurpose room can host events and activities that do not require access to the changerooms: music, art, birthday parties, community meetings. The Phase 2 multipurpose room (adjacent to the fitness room) is likely to be more fitness centric, its users more likely to need access to the change rooms: yoga, dance, spin classes (equipment permitting), muya thai.

Phase 3

The gymnasium proposed in Phase 3 would permit types of activity not currently possible at the BV Pool, expanding its user appeal and further solidifying the facility in the community as a place for all. The gymnasium is accessed via a dedicated corridor, entry to which is established in Phase 1, that flanks the existing pool tank providing glancing views into the pool while accessing the gym. This strategy has the added advantage of providing a new building envelope with limited modification to the existing wall assembly, improving the building's overall energy performance.



PHASE 1 ENTRY STUDY 3 – METAL CLADDING AND MODEST METAL ENTRY CANOPY. THE INTENT HERE IS TO PORIVDE A PGRAPHIC 'POP' TO THE FACILITY.

The proposed gymnasium is sized to match an NBA sized court, the de facto competition standard in North America, though other sizes are common in older facilities. (This is similar to many hockey arenas: most modern recreational arenas in Canada aspire to match NHL standard dimensions, though many older rinks are smaller by varying amounts.) This size permits four pickle ball courts. Storage and a modest area for bench seating (and general gym-bag dumping) are also provided.

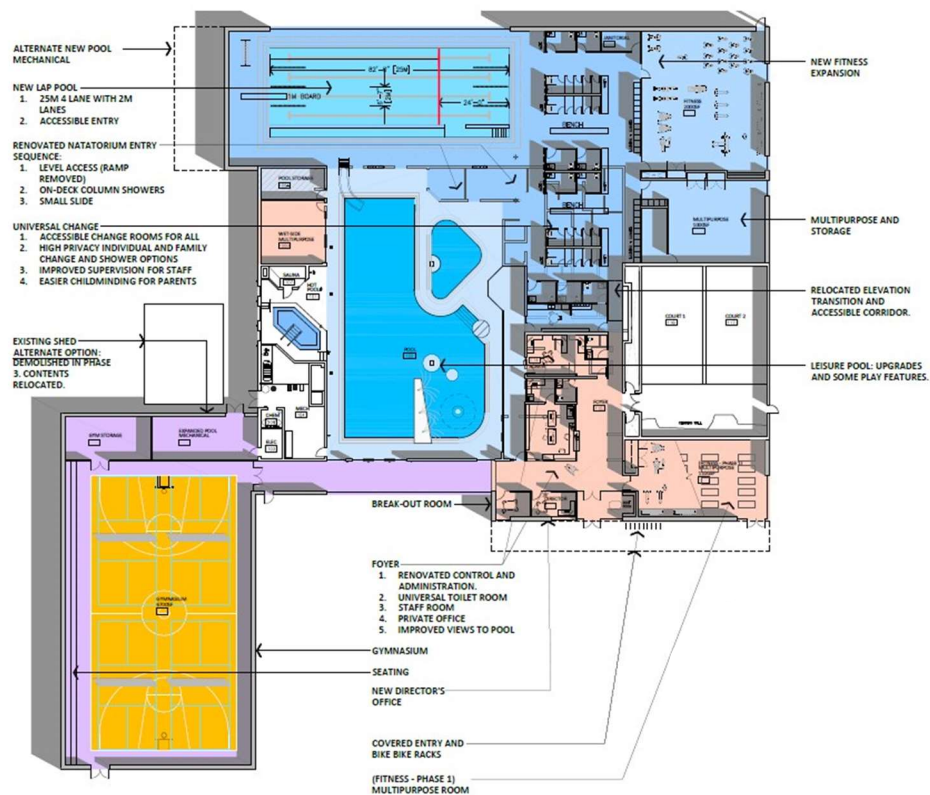
As revealed by the pandemic, large general purpose spaces are undervalued. The gymnasium will satisfy user needs not currently met by the BV Pool. Pickleball, for instance, is increasingly popular with seniors, and both it and basketball can satisfy a need for collegial competition not currently possible at the facility. Sportball, or grassroots soccer on winter weekend mornings are popular for young children, and the additional – *and different* – programming will also help to serve families: teenagers can use the gym for a game of pick-up basketball, while a parent drops a younger child for swim lessons, and then uses the fitness room.

While a similar narrative might be made for the current squash, climbing, and fitness room, each are too specific (squash, climbing) or modest in size (fitness) to be convincing.

The Preferred Option is estimated to have a construction cost of \$19.4M and a project cost of \$24.3M.

Summary & Conclusions

The intent of this study was to explore the BV Pool's capacity and expansion requirements with a solid grounding in the community's needs and expressed wants. The result of this survey and design research is a design proposal, the Preferred Option, that represents a reasonable outcome relative to the competing pressures of stakeholder priorities, budget, facility condition, among other variables.



The critical elements of the Preferred Option, chiefly, the phased implementation – entry and administration; wet-side and fitness renovation and expansion; and gymnasium addition – are what serve to give it structure. As proposed, the phased implementation will, with the renovations to the

entry, administration, and addition of a new fitness room (Phase 1), allow for a visible facility refresh, improving both visitor and staff experience, which will in turn improve loyalty and retention. As the smallest of the phases, it should be the easiest to fund and will give the BV Pool time to develop a fundraising strategy for Phase 2 and Phase 3.

It was made clear during the course of preparing this report that the BV Pool is limited in its ability to satisfy its community's needs for three primary reasons:

1. The facility is the result of choices made at the time of construction: its shallow tank, changeroom configuration, and other features were design choices that made sense at the time, but are no longer satisfactory.
2. The community that the BV Pool serves has changed in size, composition, and expectations. This amplifies the limitations of the shallow tank and other existing features. People's expectations of their facilities are higher than they were thirty years ago.
3. The BV Pool's dedication to aquatics is fundamentally limiting. While the fitness room, racquet courts, and climbing wall are helpful, they are insufficient in size, and in the case of the racquet courts and climbing wall, too specific to attract the critical mass of users required to make BV Pool a truly valued community facility.

It is useful, given the above, to think of the original facility as seed crystal. As a starting point, the BV Pool has served and built a culture of trust with its community. Users value and care about the facility, and now is the time to build on that relationship by providing an increased breadth and quality of program offerings.

APPENDICES

1. Additional Notes:
 - a. Costing
 - b. Building Condition Assessment
 - c. Building Code Considerations and Trigger Upgrades
 - d. Project Delivery Summary
2. *Architectural Schematic Drawing Set* – Carscadden Stokes McDonald Inc
3. *Bulkley Valley Regional Pool and Recreation Centre Facility Operations, Program Review and Stakeholder Consultation*, GDH Solutions Report

ADDITIONAL NOTES

Costing

Costs in this report are generated on a per square foot basis and are intended to provide a Class D level of accuracy which is typically +/- 25% of the likely construction cost. The generating per square foot cost - \$800psf, say – is based on recent experience with similar facility types. There are several additional factors to keep in mind:

1. Market volatility: at any given time, market volatility may impact the costs. A busy market will drive prices up and a slow market will push prices down.
2. Geography: Smithers' location generally results in a premium on construction costs. Specialty contractors in particular will charge more for time working away from larger population centres.
3. Pandemic impacts: while construction has generally continued unabated by the COVID-19 pandemic, the unpredictability of material and labour supply has increased prices.

Costs as they relate to the Concept Options and Preferred Option are discussed in the context of those design options.

Building Condition Assessment

A concern raised by the Board is the condition of the existing pool tank and its expected lifespan. The concern highlights the challenge of upgrading a facility if a significant component is close to its end of life. The reality of building assessments, however, generally prevent a perfect understanding of the building's condition. This study was not intended to serve as a building condition assessment. Such a report would require inclusion of structural, mechanical, and electrical engineers at minimum, and in the first instance be a visual survey only. Nevertheless, the following may be observed about the pool tank:

1. Staff reported that the pool maintains its static water level, suggesting the pool does not leak and that there is not loss due to evaporation (more commonly a challenge with outdoor pools).
2. The chemical process of concrete curing persists well beyond the original construction period (in a technical sense can be continual under the appropriate conditions) and well protected, well reinforced concrete can last for literally millennia (Rome is a good example).
3. The BV Pool pool tank is protected by a waterproof membrane which is in turn protected by tile. Proper maintenance of both is the best strategy for protecting the concrete structure of the pool tank.

Ultimately, the condition of the pool tank is unknowable without specialized testing which might include scanning and limited destructive testing. Based on the lack of reported symptoms – water loss, pool wall or floor heaving, persistently cracking tiles – there does not appear to be a deficiency with the pool tank.

Building Code Considerations and Upgrade 'Triggers'

Another concern raised by the Board is the extent to which upgrades to the existing facility are required. Given the facility's age, many aspects of it do not conform to the current edition of the governing building code (BC Building Code), a status typically called "existing non-conforming". In and of itself this is not a pressing challenge: the Building Code is updated regularly, with major updates approximately

every 6 years. When any major update is published, nearly every building in the province is suddenly existing non-conforming by definition. There is no obligation for building owners and operators to upgrade their facilities when this occurs.

Instead, the more common approach is for existing non-conforming aspects of a building to be upgraded progressively if and when other upgrades are made to an existing facility. New work in this case must conform to the current code and existing conditions not made worse. For example, renovations to the BV Pool vestibule would require upgrades to meet current accessibility requirements (clearances, door hardware) and be consistent with current energy performance requirements (quality of glazing, door seals). Likewise, upgrades to the changerooms would require the work conform to the current building code requirements (clearances, fixture efficiency and mounting heights, door hardware). And while it is true that municipalities will often attempt to leverage this work as an opportunity to upgrade other aspects of the building, such expanded scopes are typically negotiated and usually address performance requirements, not project scope: upgrades to the change rooms are unlikely to result in a requirement to upgrade the building envelope; the municipality might view an expansion to the facility, however, as an opportunity to improve building efficiency or site servicing.

Project Delivery Summary

While not explicitly considered during the research portion of the present report, included for reference is a general description of the typical phases of service undertaken during the design of most projects. In the event that any portion or portions of the options described in this report proceed, it will become increasingly important for all parties involved to be familiar with common terms, the sequence of service delivery, participant roles, and the various options for project delivery.

Design Development. During the Design Development step, the selected scheme (schematic design) is refined and developed in more detail. Significantly, basic structural, mechanical, and electrical design strategies are developed. Together with an outline specification, architectural drawings will now indicate the full scope, materials, and dimensions, and suggest colour and material selections. **Client / owner / operator / user** input and direction are important to the design team at this stage. The budget is refined.

The client's approval and directions to proceed to the next phase indicate agreement with the proposed design solutions.

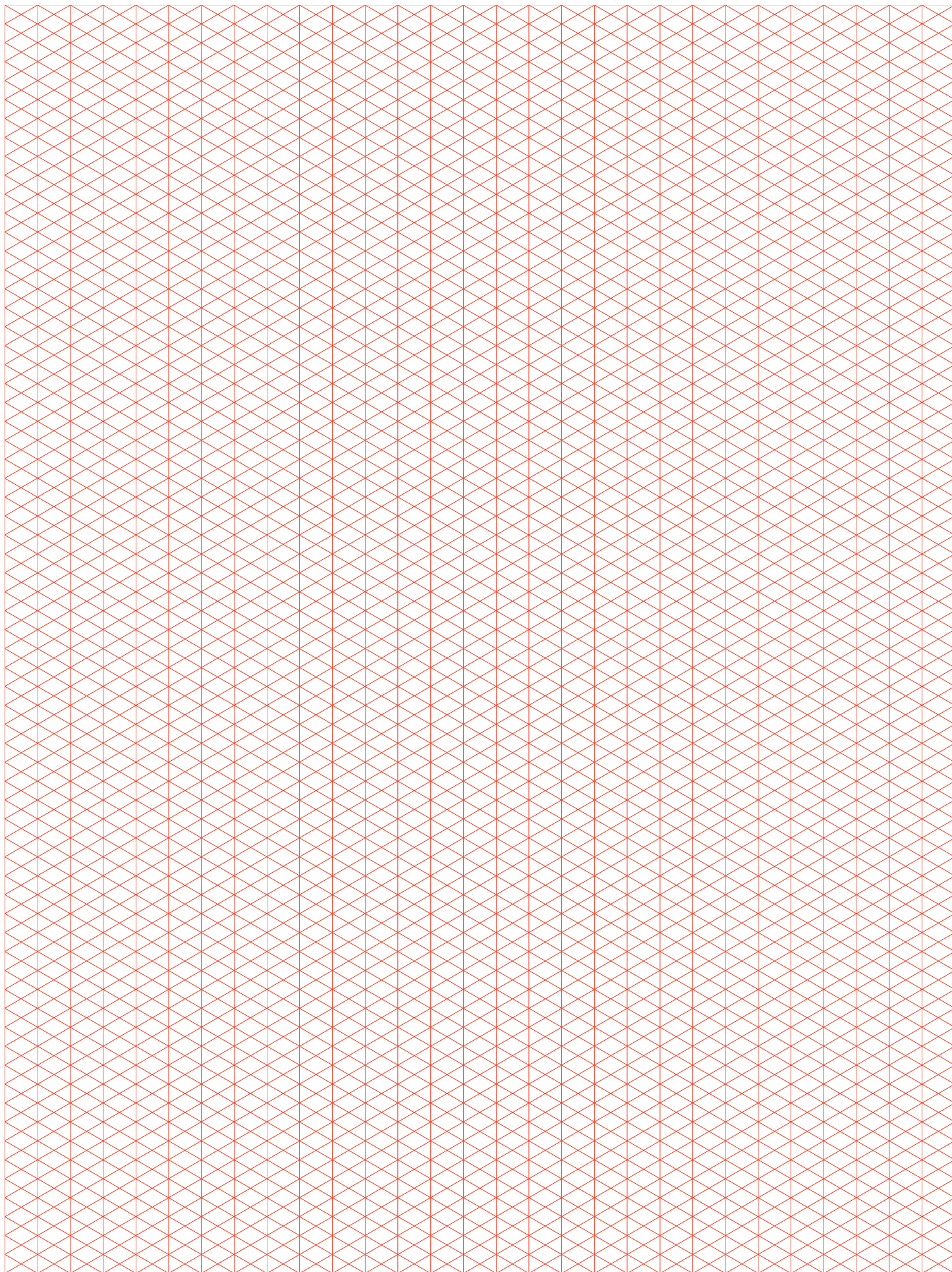
Contract Documents. This step includes preparation of drawings and specifications that will be used by the contractor to carry out the work. As a result, this step is often referred to as *working drawings*, which form part of the construction contract and take on legal significance. The drawings and specifications are a means to communicate detailed technical information and requirements and the basis of a legal contract. They will also be used to submit to the *authorities having jurisdiction* for permission to build.

In this step, the **Client / owner / operator** will meet once or twice a month as necessary to approve or direct the design solutions and check that the project continues to meet owner requirements. Typically, this step will include cost estimates at specified intervals, and the owner's directions and approvals at these intervals will be sought.

Bidding & Negotiation. This step is also referred to as *construction procurement*. The architect and design team will assist in obtaining bids and in awarding and preparing the construction contracts. Often working closely with the Client's purchasing department, the architect will analyze bids after opening and make a recommendation in light of owner's parameters on awarding the project.

Contract Administration. The architect and design team "look out for the client's interest" during construction through services called contract administration. This process is needed to ensure the contractor and owner are fulfilling their respective roles and obligations as outlined in the construction contract (CCDC2). The architect will represent and provide advice to the client, document changes and meetings, review progress and submittals, and issue monthly certificates for payment in the amount owing the contractor by the owner all as defined in the contract as roles of the consultant. The owner will provide direction to the design team on changes, authorize payments, and importantly, make prompt decisions. Representation at biweekly construction meetings is typical.

This process benefits from a team play and cooperation. It requires the dedicated attention of the professional design team and contractor and the timely and knowledgeable input from the owner.



SITE AERIAL AND CONTEXT



AUGUST 9 & 10, 2021

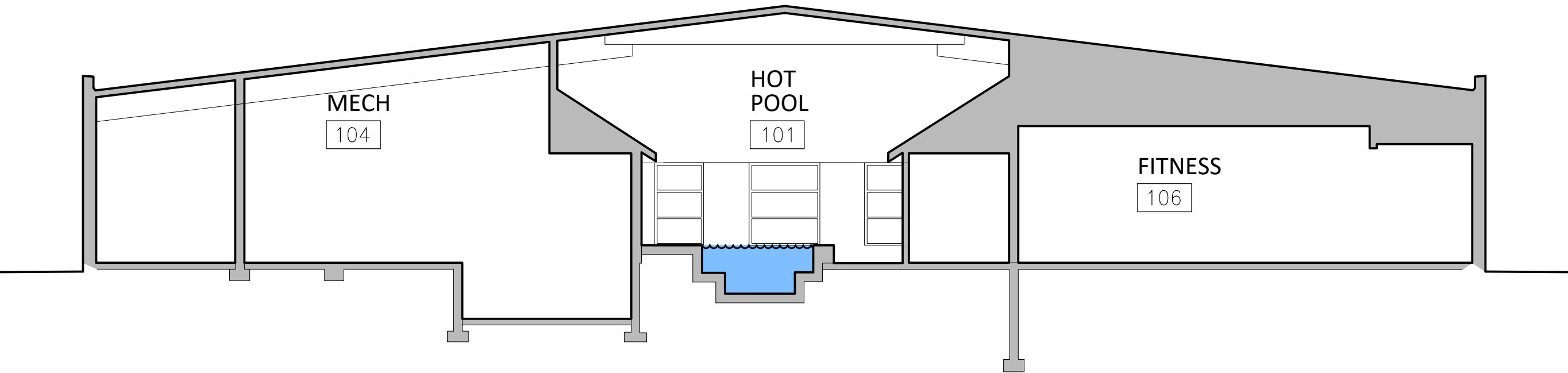
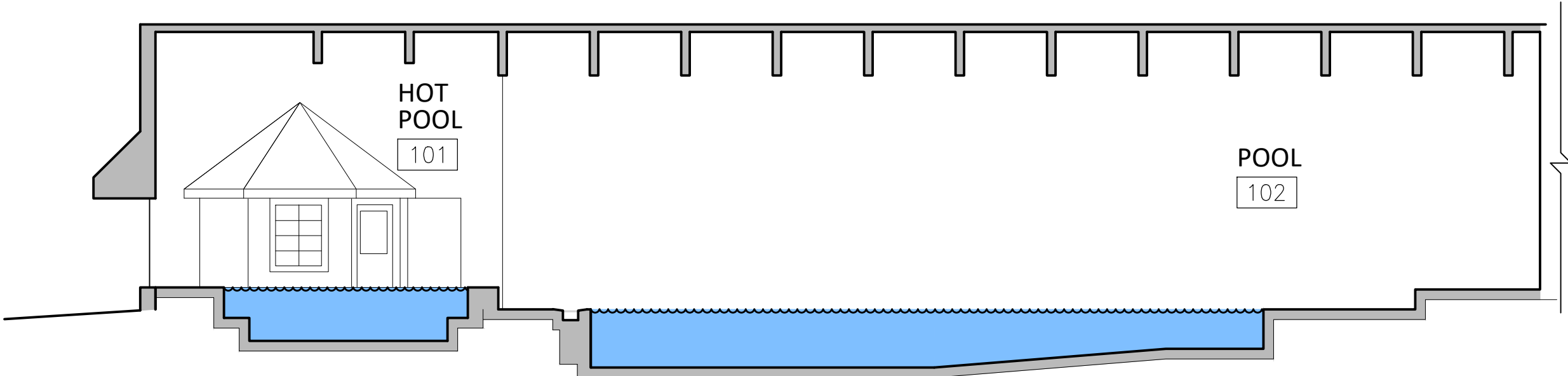
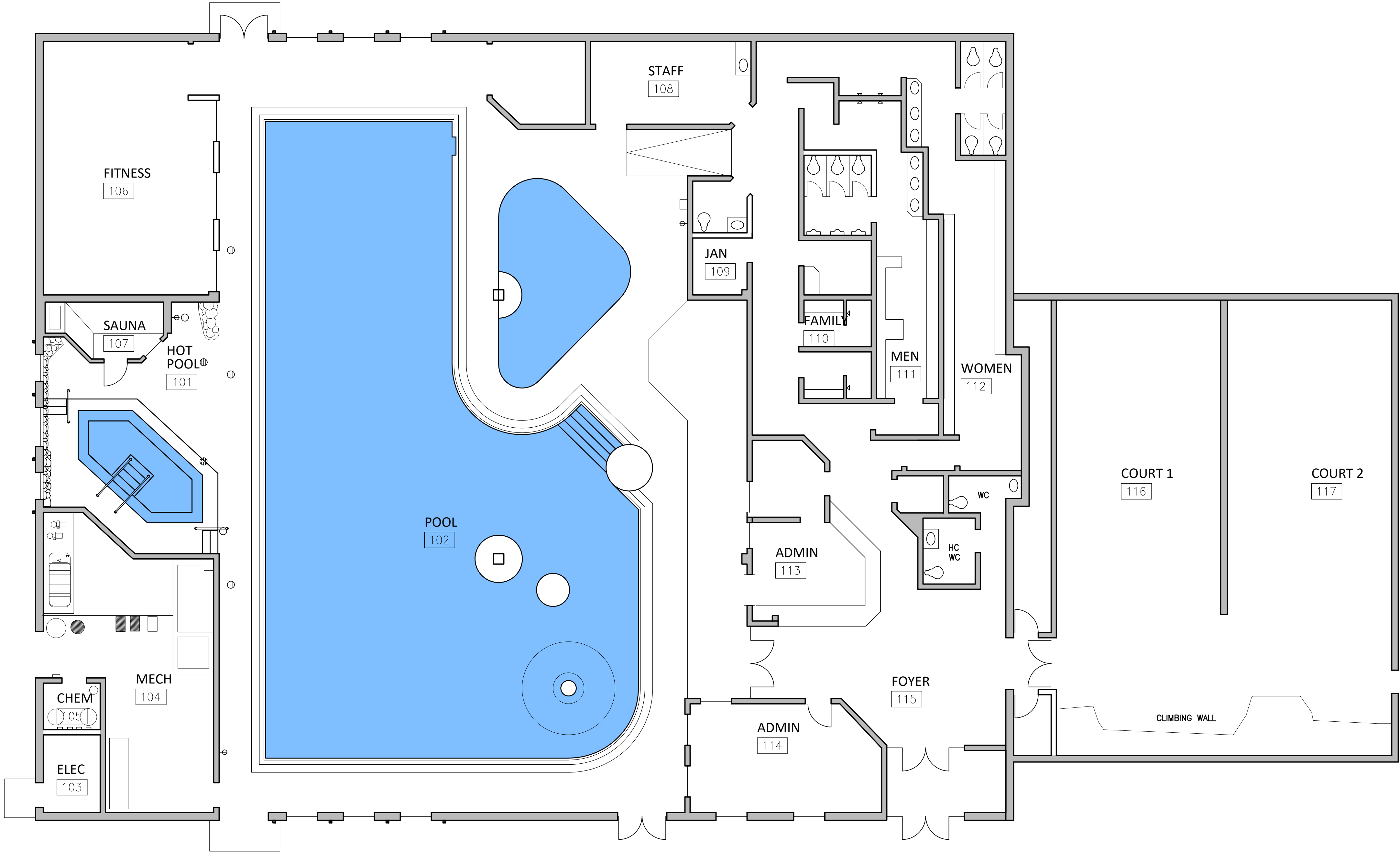


Carscadden

GDH SOLUTIONS

BV REGIONAL POOL & RECREATION CENTRE

FACILITY PLAN AND SECTIONS



SURVEY QUESTIONS

What do you **like** about the current facility?

What aspects of the facility **need improvement**?

What **new programs**, or recreational **opportunities** are needed at the facility?

What about the facility hours? Are there issues accessing enough time for activities like squash, climbing, lane swimming, or other programs?

Do you feel the fees charged are appropriate?

Given the size and community that the pool and recreation centre serve, do you think that the facility is appropriate?

How could we encourage people to take **aquatic leadership** courses or recruit qualified staff to work with us?

Do you feel **comfortable** and **included** when you visit the pool?

Do you typically come alone or with friends or family?

If you come with children, do you join them in the pool, or do you leave the facility, wait elsewhere, or use other facilities in the building?

How do you typically come to the facility?

In your own car? Dropped off by car? Walking? By bike? Public transit?

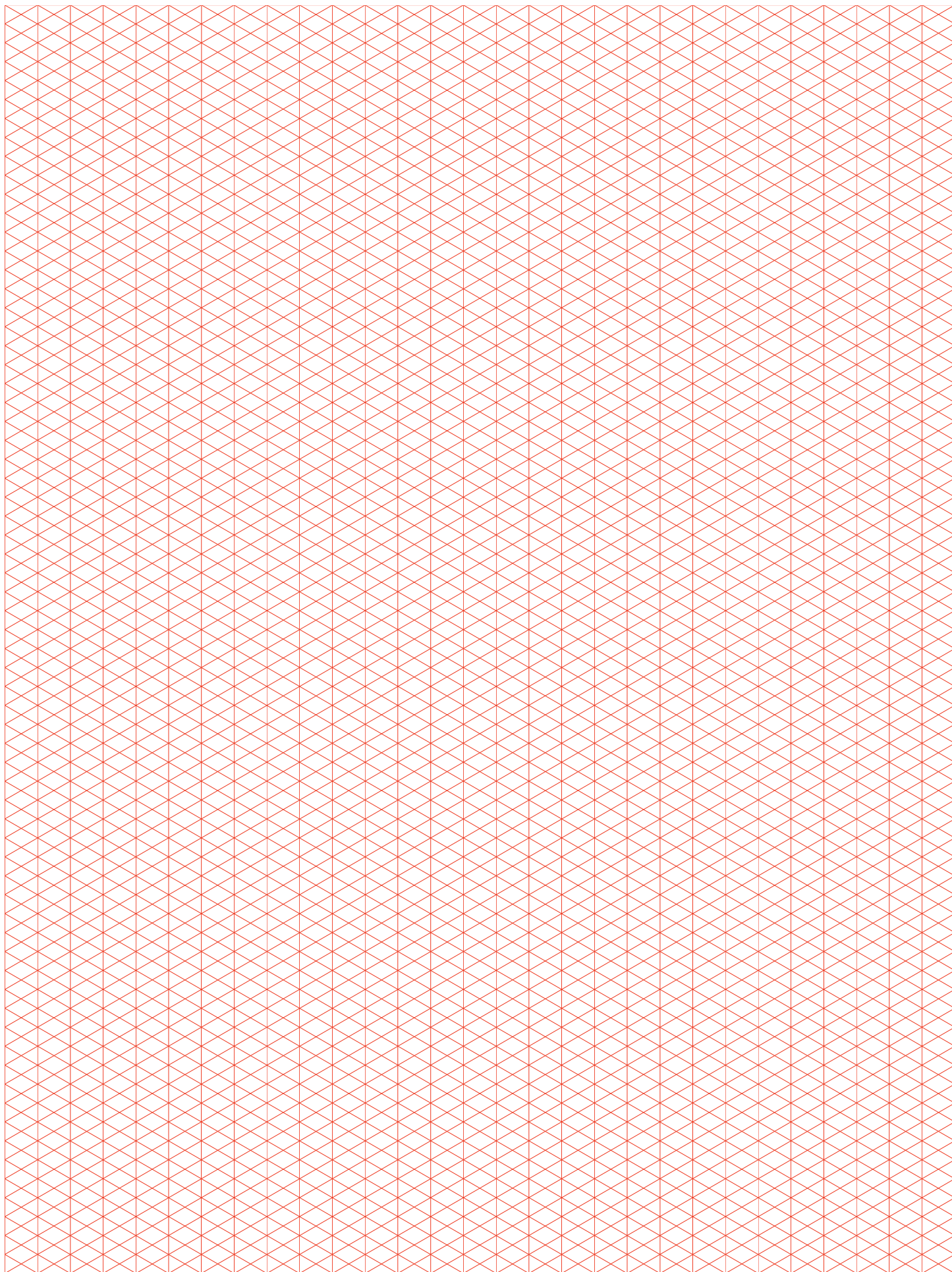
Do you have experience at other recreation facilities (not just pool)? If so, which ones?



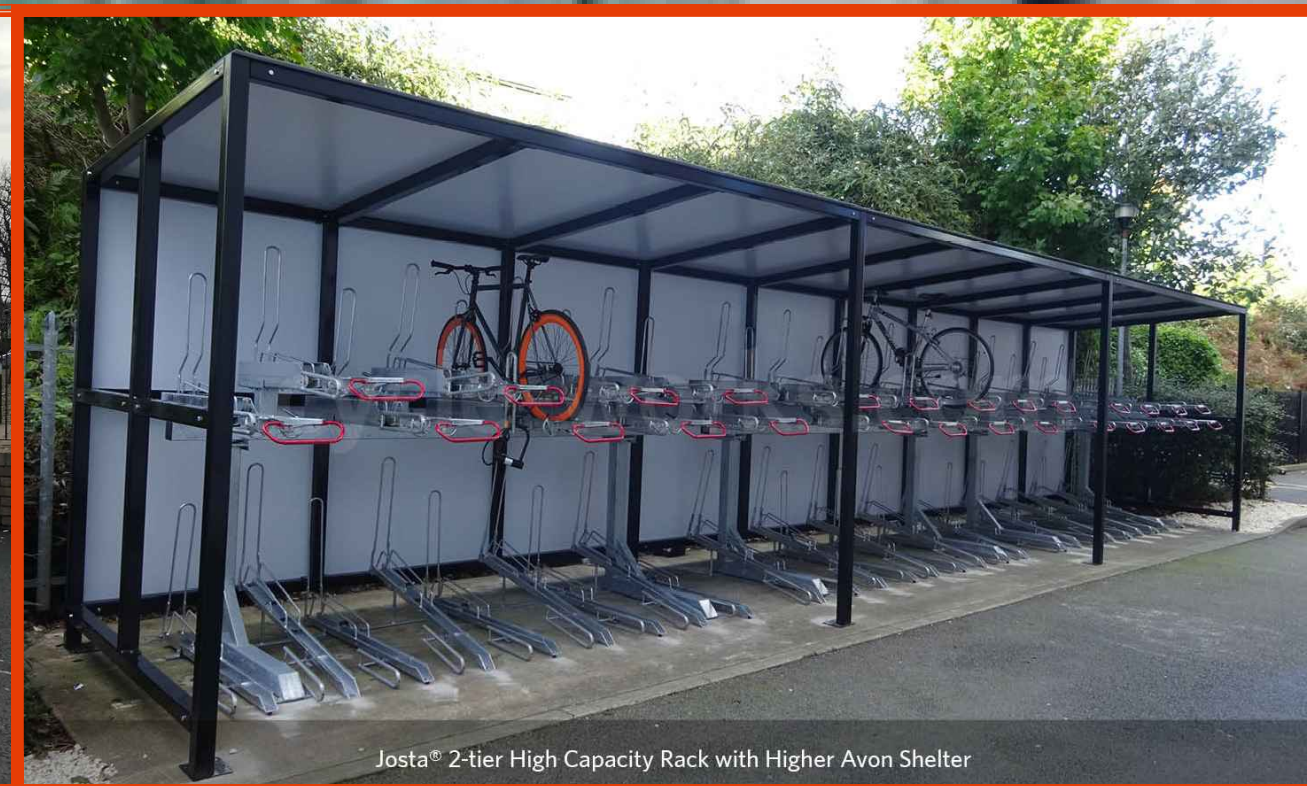
POST
YOUR
THOUGHTS!

AUGUST 9 & 10, 2021

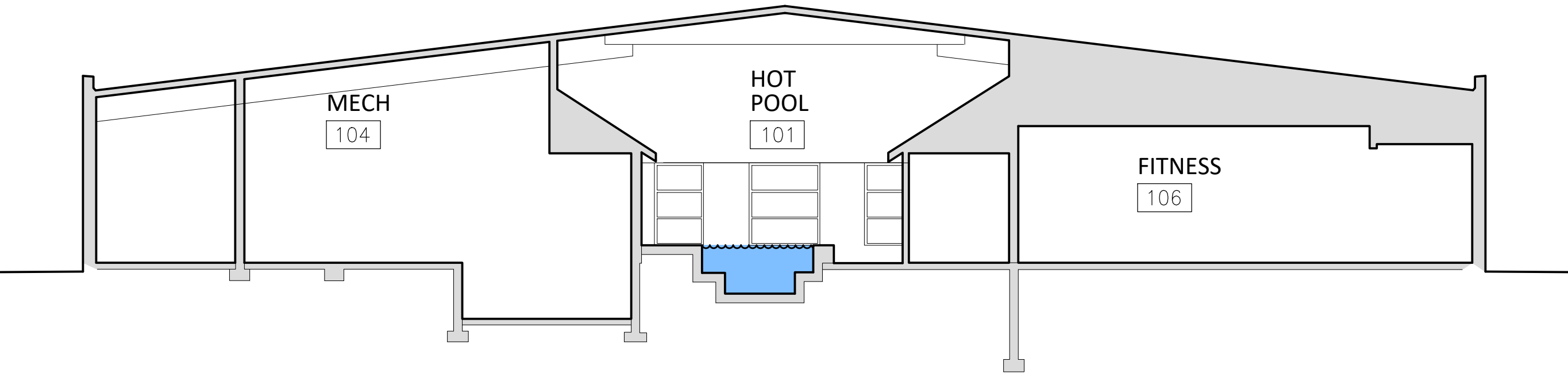
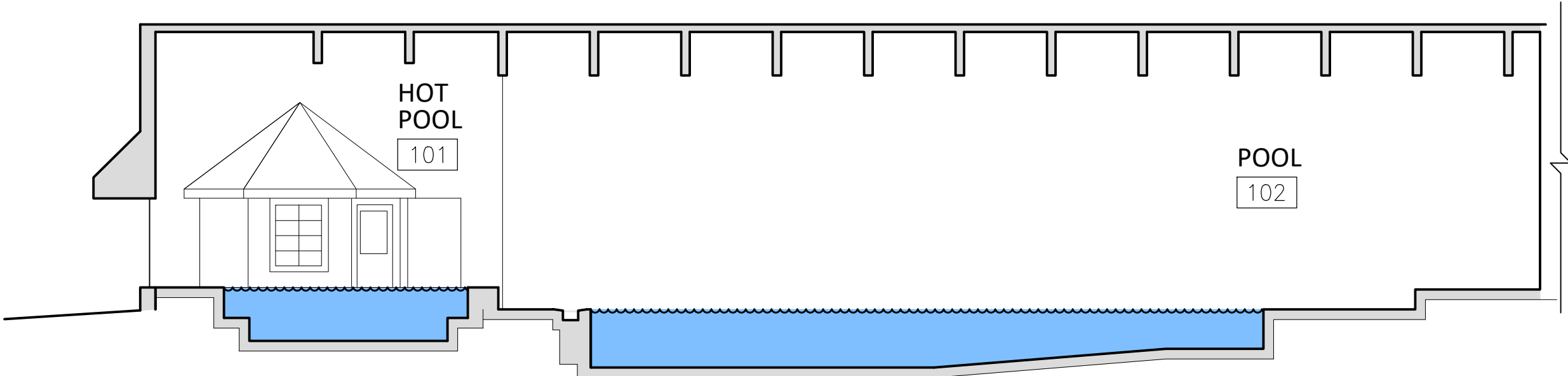
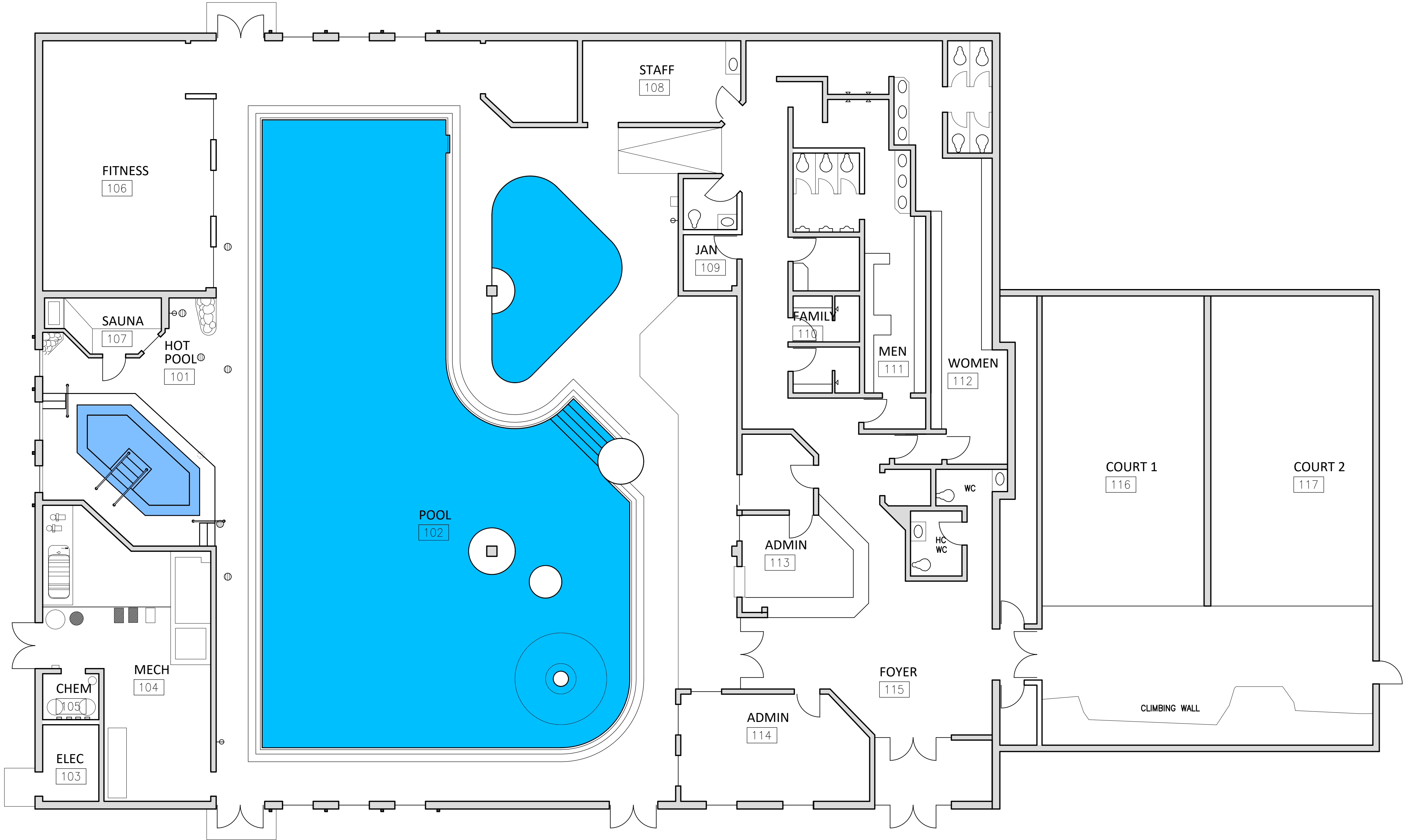




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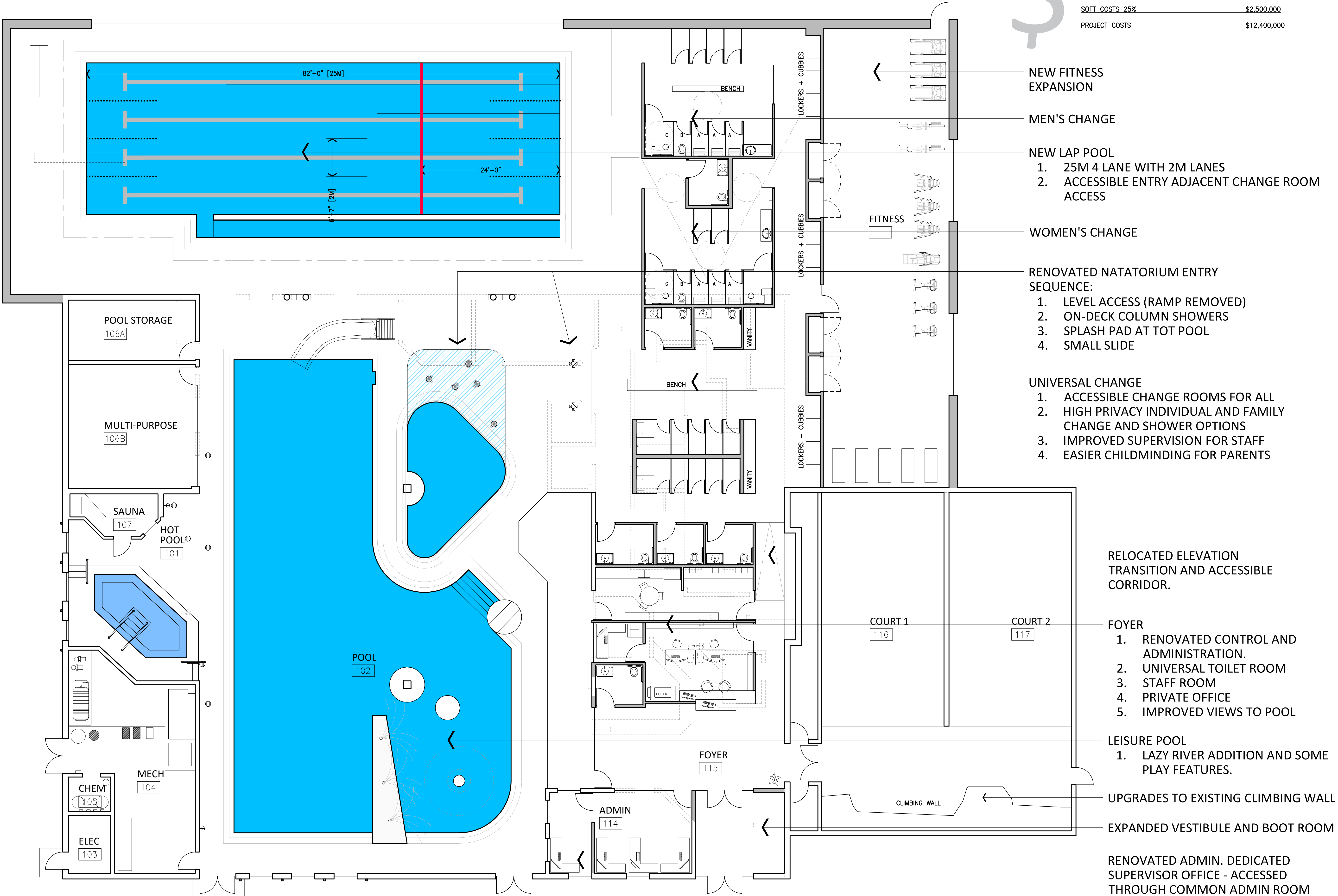
FACILITY PLAN AND SECTIONS



PROPOSED FACILITY PLAN OPTION A



WET ENVIRONMENT	\$900 PSF	9,000SF = \$8,500,000
DRY ENVIRONMENTS	\$450 PSF	2,000SF = \$900,000
CONSTRUCTION COSTS		<u>\$9,900,000</u>
SOFT COSTS 25%		<u>\$2,500,000</u>
PROJECT COSTS		\$12,400,000

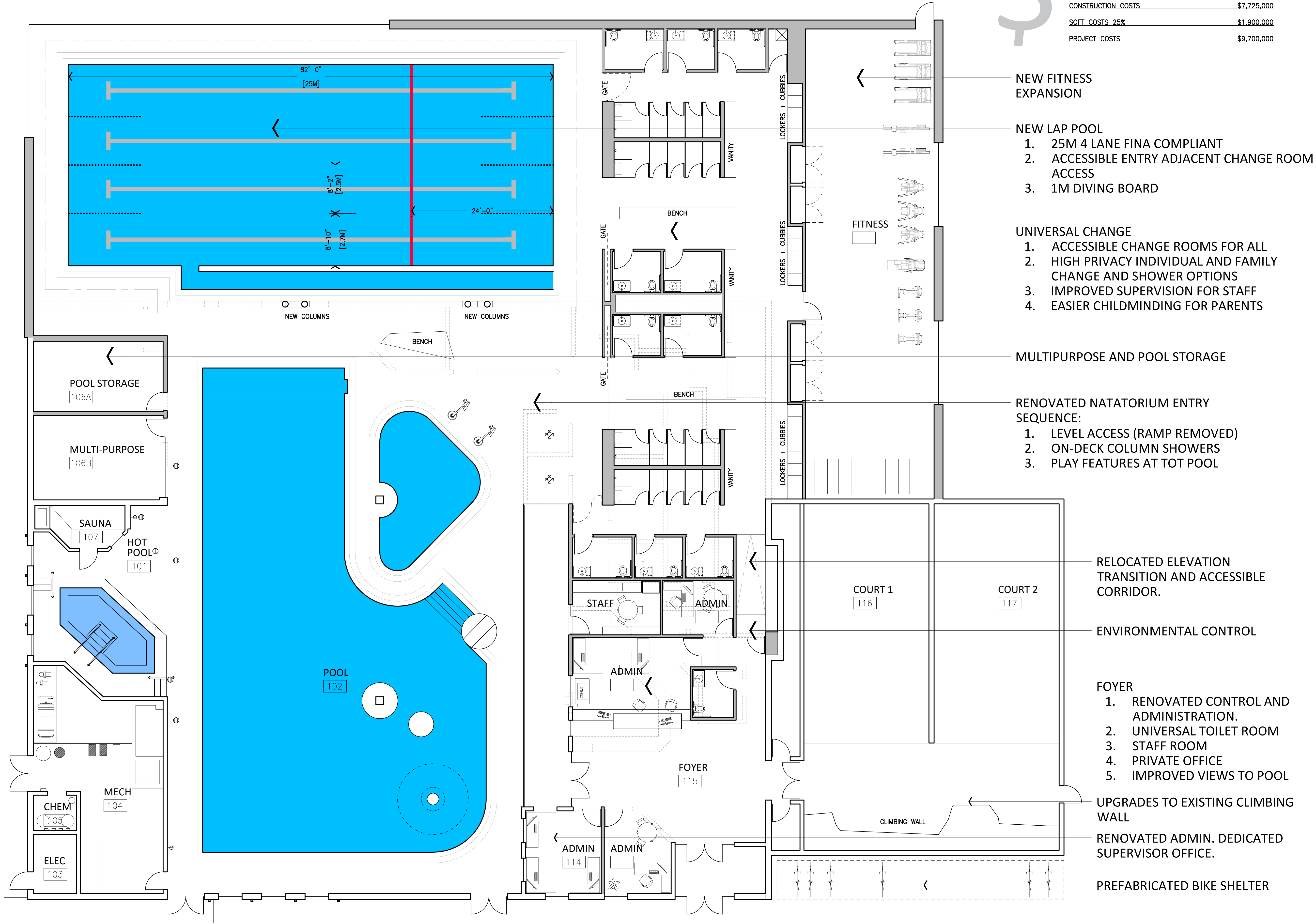


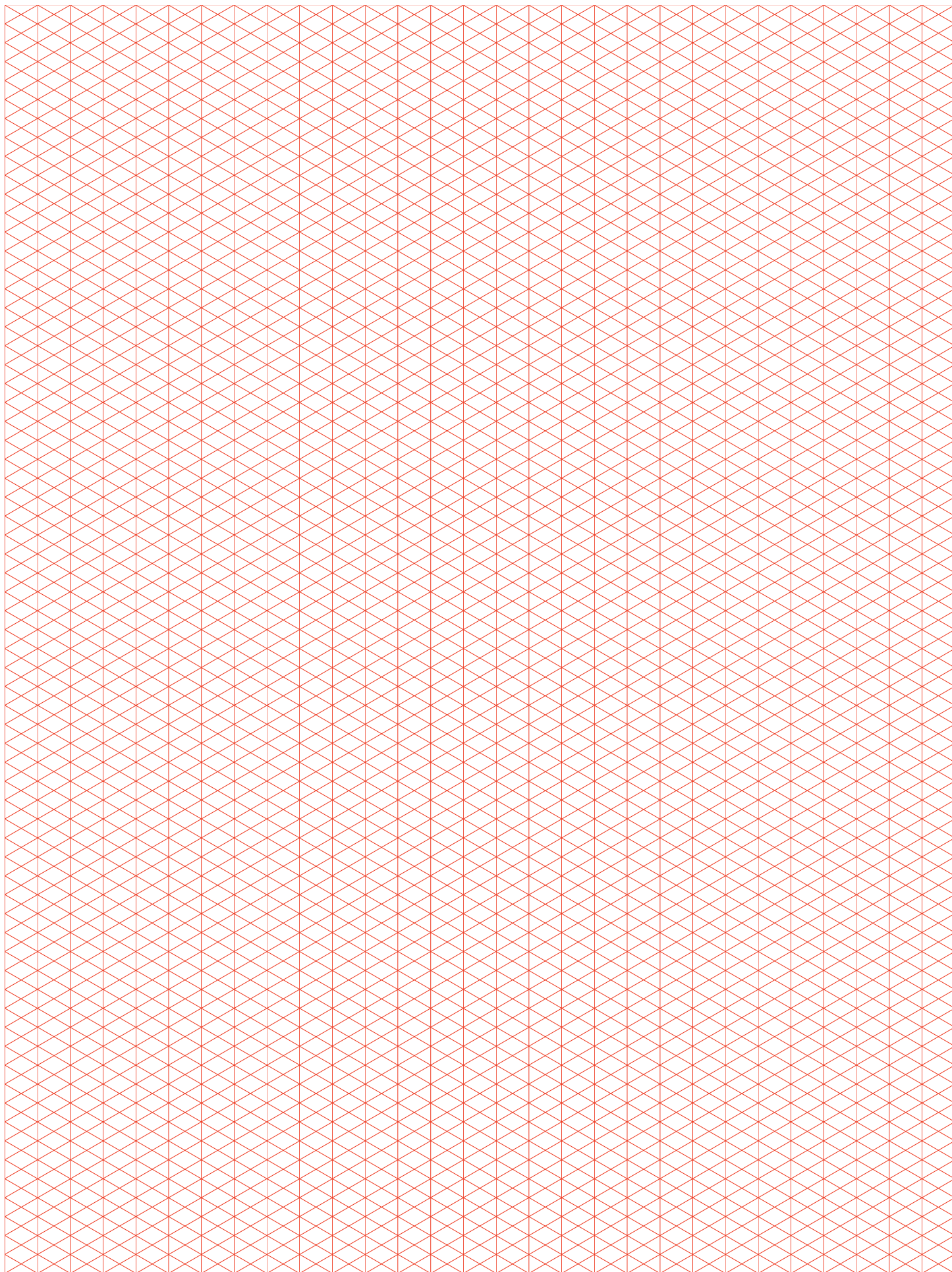
- NEW FITNESS EXPANSION
- MEN'S CHANGE
- NEW LAP POOL
 - 25M 4 LANE WITH 2M LANES
 - ACCESSIBLE ENTRY ADJACENT CHANGE ROOM ACCESS
- WOMEN'S CHANGE
- RENOVATED NATATORIUM ENTRY SEQUENCE:
 - LEVEL ACCESS (RAMP REMOVED)
 - ON-DECK COLUMN SHOWERS
 - SPLASH PAD AT TOT POOL
 - SMALL SLIDE
- UNIVERSAL CHANGE
 - ACCESSIBLE CHANGE ROOMS FOR ALL
 - HIGH PRIVACY INDIVIDUAL AND FAMILY CHANGE AND SHOWER OPTIONS
 - IMPROVED SUPERVISION FOR STAFF
 - EASIER CHILDMINDING FOR PARENTS
- RELOCATED ELEVATION TRANSITION AND ACCESSIBLE CORRIDOR.
- FOYER
 - RENOVATED CONTROL AND ADMINISTRATION.
 - UNIVERSAL TOILET ROOM
 - STAFF ROOM
 - PRIVATE OFFICE
 - IMPROVED VIEWS TO POOL
- LEISURE POOL
 - LAZY RIVER ADDITION AND SOME PLAY FEATURES.
- UPGRADES TO EXISTING CLIMBING WALL
- EXPANDED VESTIBULE AND BOOT ROOM
- RENOVATED ADMIN. DEDICATED SUPERVISOR OFFICE - ACCESSED THROUGH COMMON ADMIN ROOM

PROPOSED FACILITY PLAN OPTION B

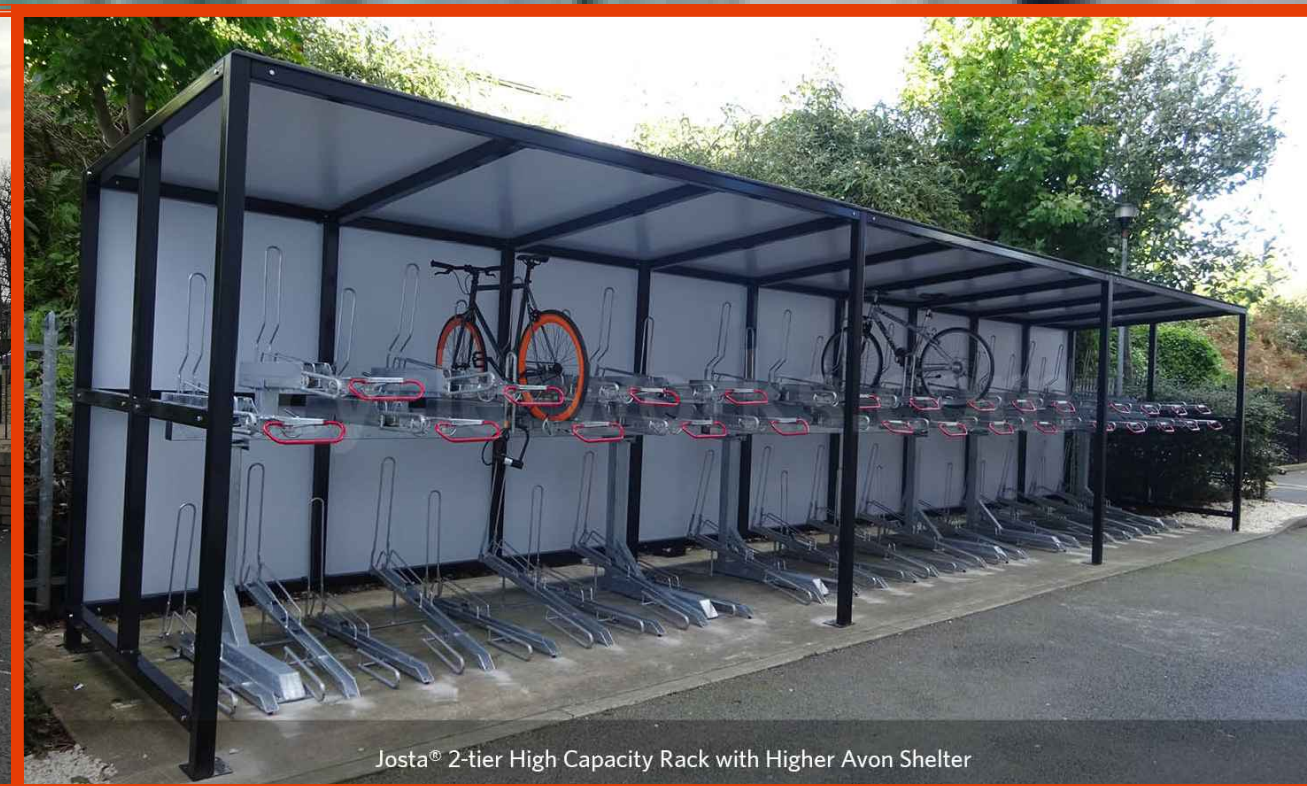


WET ENVIRONMENT	\$900 PSF	7,500SF =	\$6,750,000
DRY ENVIRONMENTS	\$450 PSF	2,000SF =	\$900,000
EXTERIOR UPGRADES	\$150 PSF	500SF =	\$75,000
CONSTRUCTION COSTS			\$7,725,000
SOFT COSTS 25%			\$1,900,000
PROJECT COSTS			\$9,700,000

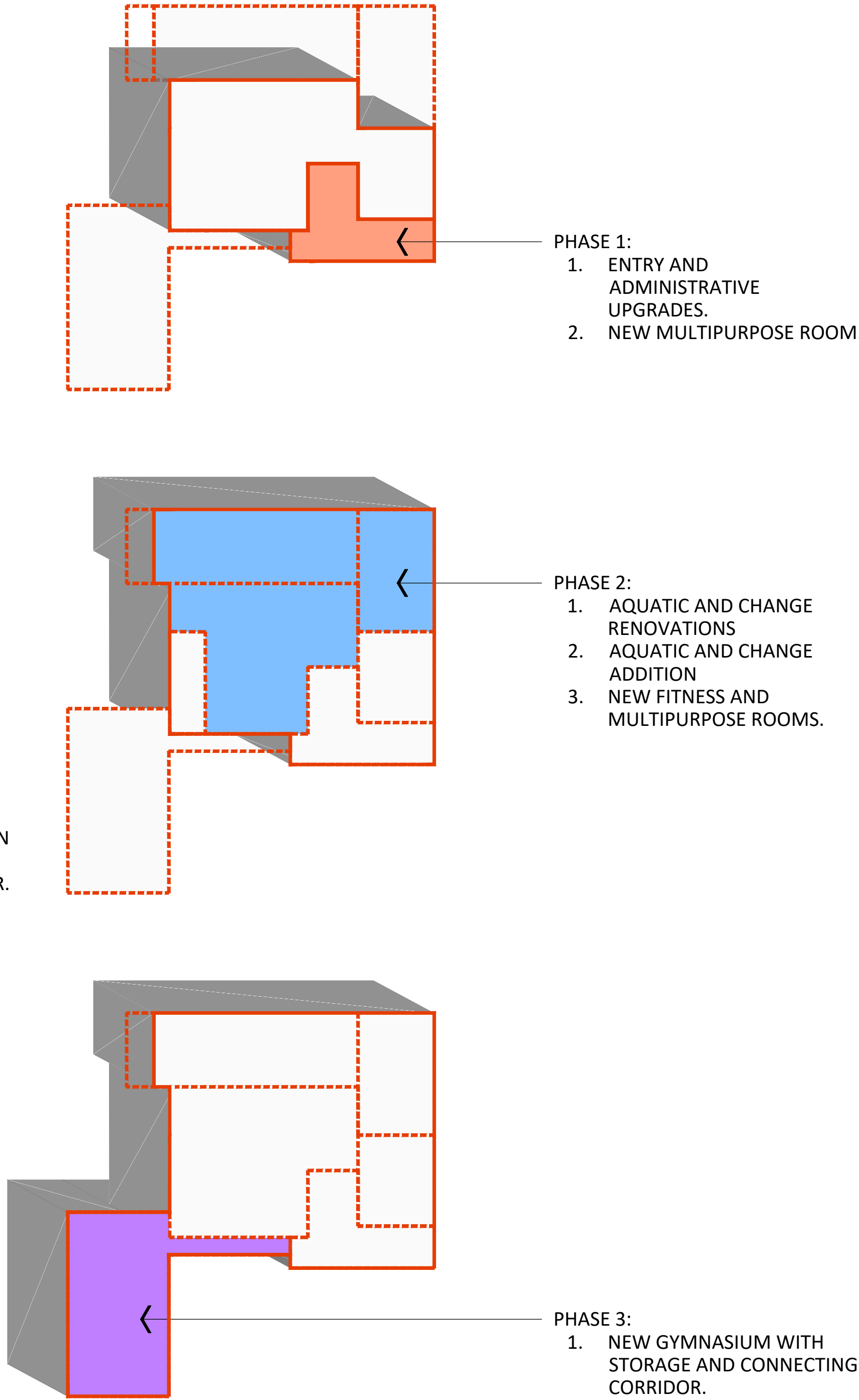
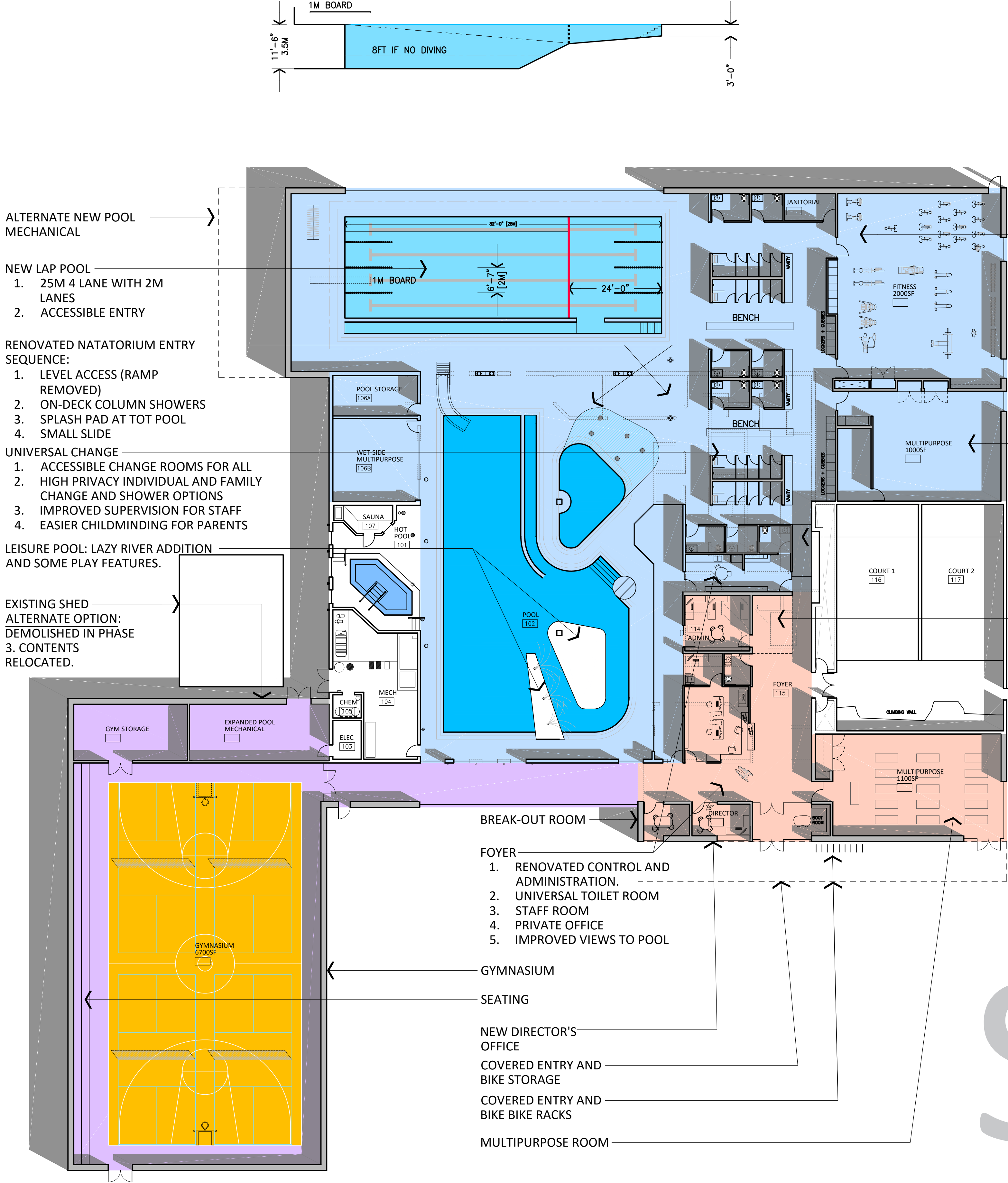




SITE AERIAL AND CONTEXT



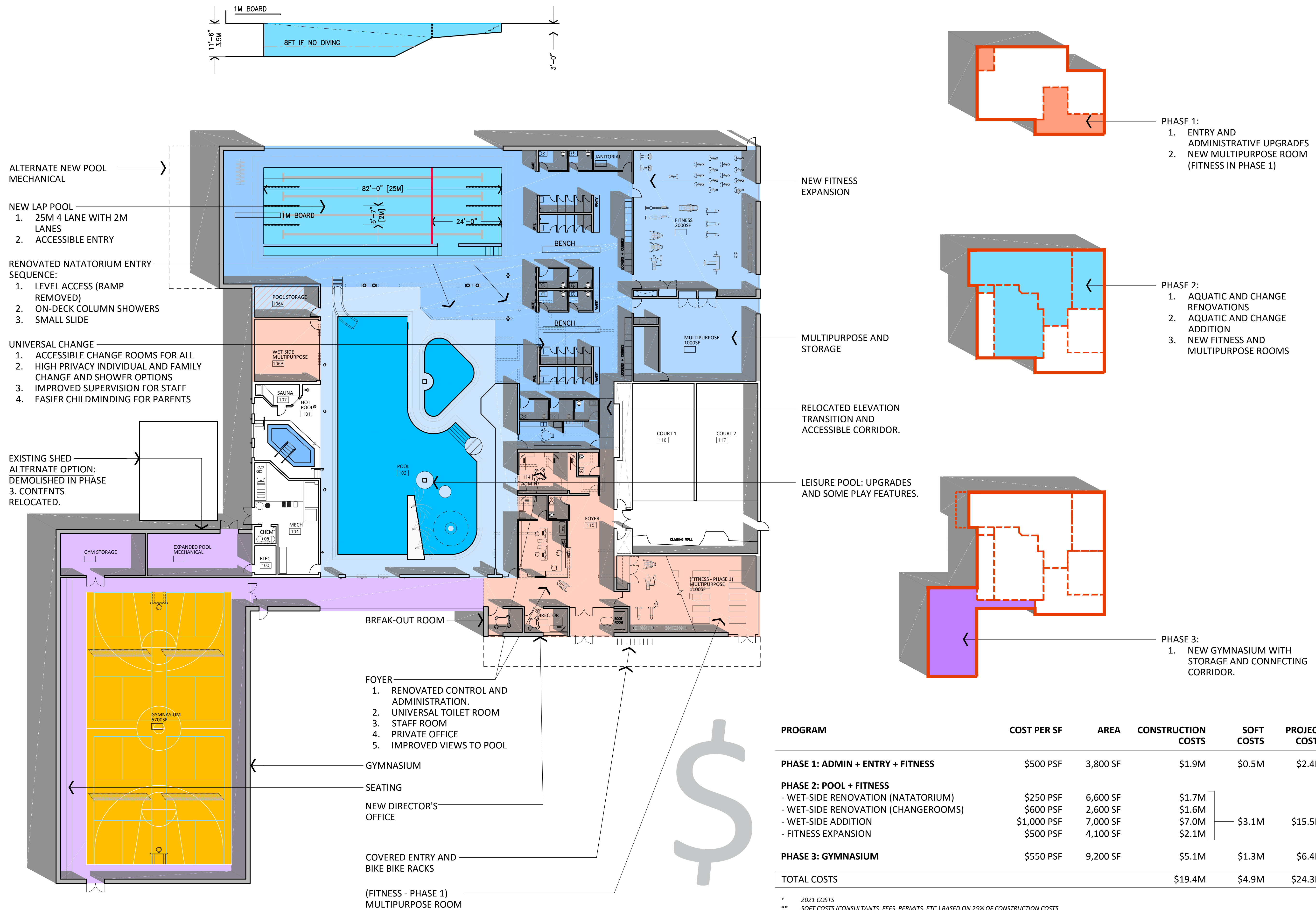
PROPOSED FACILITY PLAN PREFERRED OPTION



PROGRAM	COST PER SF	AREA (SF)	CONSTRUCTION COSTS	SOFT COSTS	PROJECT COSTS
PHASE 1: ADMIN + ENTRY	\$500 PSF	3,800 SF	\$1.9M	\$0.5M	\$2.4M
PHASE 2: POOL + FITNESS					
- WET-SIDE RENOVATION	\$600 PSF	9,600 SF	\$5.8M	\$3.6M	\$18.1M
- WET-SIDE ADDITION	\$1,000 PSF	\$6,600 SF	\$6.6M		
- FITNESS EXPANSION	\$500 PSF	4,100 SF	\$2.1M		
PHASE 3: GYMNASIUM	\$550 PSF	9,200 SF	\$5.1M	\$1.3M	\$6.4M
TOTAL COSTS			\$21.5M	\$5.4M	\$26.9M

* 2021 COSTS
** SOFT COSTS (CONSULTANTS, FEES, PERMITS, ETC.) BASED ON 25% OF CONSTRUCTION COSTS
*** DOES NOT INCLUDE MUNICIPAL SERVICE UPGRADES (SITE DEVELOPMENT COSTS)

PROPOSED FACILITY PLAN PREFERRED OPTION - REVISED

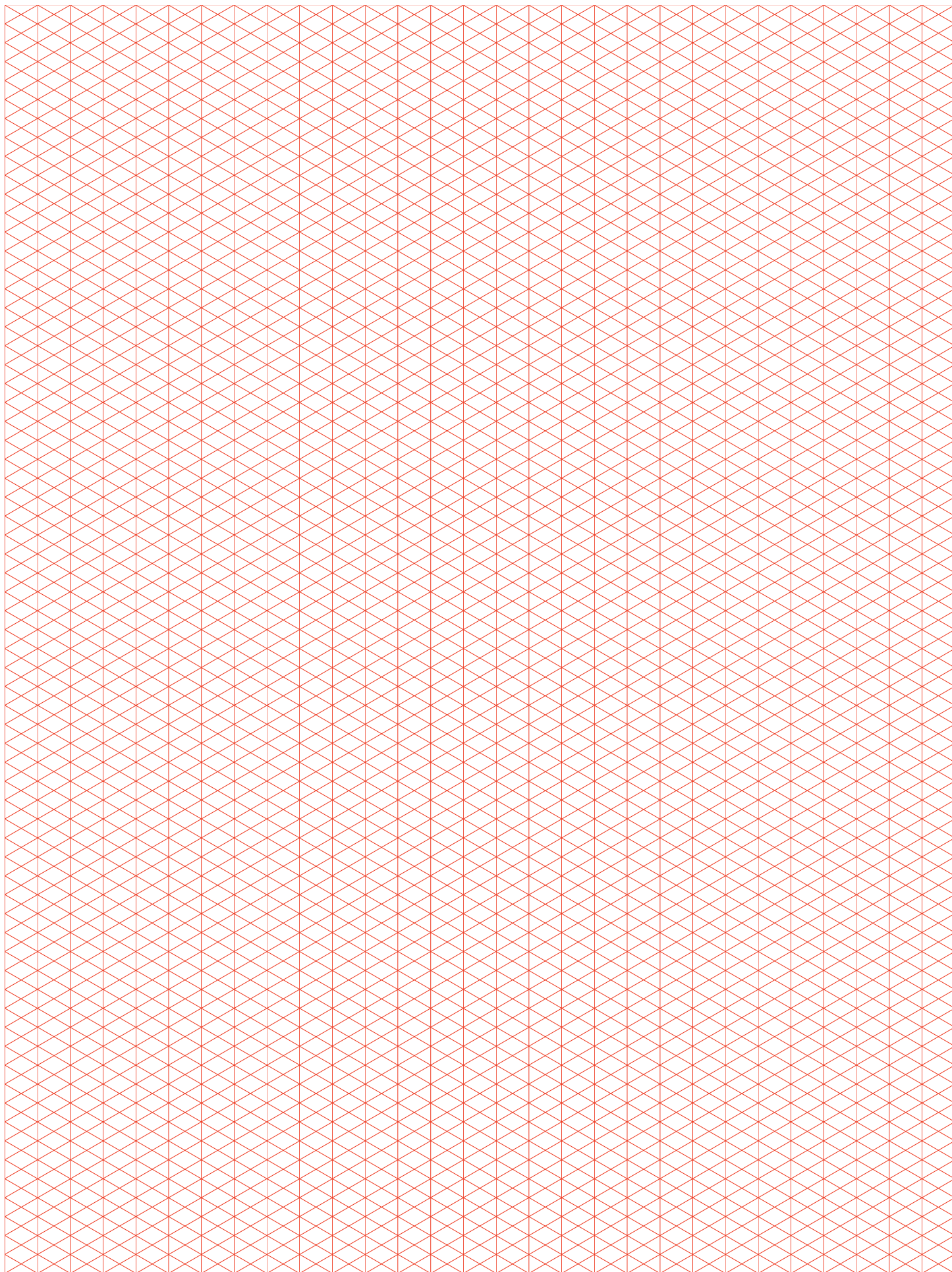


PROGRAM	COST PER SF	AREA	CONSTRUCTION COSTS	SOFT COSTS	PROJECT COSTS
PHASE 1: ADMIN + ENTRY + FITNESS	\$500 PSF	3,800 SF	\$1.9M	\$0.5M	\$2.4M
PHASE 2: POOL + FITNESS					
- WET-SIDE RENOVATION (NATATORIUM)	\$250 PSF	6,600 SF	\$1.7M	\$3.1M	\$15.5M
- WET-SIDE RENOVATION (CHANGEROOMS)	\$600 PSF	2,600 SF	\$1.6M		
- WET-SIDE ADDITION	\$1,000 PSF	7,000 SF	\$7.0M		
- FITNESS EXPANSION	\$500 PSF	4,100 SF	\$2.1M		
PHASE 3: GYMNASIUM	\$550 PSF	9,200 SF	\$5.1M	\$1.3M	\$6.4M
TOTAL COSTS			\$19.4M	\$4.9M	\$24.3M

* 2021 COSTS
** SOFT COSTS (CONSULTANTS, FEES, PERMITS, ETC.) BASED ON 25% OF CONSTRUCTION COSTS
*** DOES NOT INCLUDE MUNICIPAL SERVICE UPGRADES (SITE DEVELOPMENT COSTS)

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FEBRUARY, 2022



Bulkley Valley Regional Pool and Recreation Centre

Facility Function and Program Review Report

Operational Review and Community Consultation



January 2022

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Appendix A - Community Consultation Report

Bulkley Valley Regional Pool and Recreation Centre

Facility Function and Program Review Report

Project Scope

The Bulkley Valley Pool and Recreation Centre is operated under the direction of the Bulkley Valley Aquatic Centre Management Society (BVACMS). They sought professional support to review the 30 year old Pool and Recreation Centre.

The specific objectives of the Review were:

1. Assessment of facility programs and services
2. Assessment of administrative efficiencies
3. Assessment of community needs for the enhancement of public service and public safety
4. Setting priorities for short and long term goals. Finding a balance between ongoing facility improvements and/or retrofits with long term facility replacement.

These objectives were addressed through a multi-stage approach:

- A comprehensive stakeholder consultation, including the community – both facility users and non-users, staff and board members.
- Conducted a thorough review and assessment of the physical state of the facility
- Assessed the operations and programming.

This current review was conducted during COVID-19, which has had a significant impact on the public use and operation of this facility. It is still not clear what the final impacts of the pandemic will be, moving forward.

Trends in Recreation

Parks and recreation activities, infrastructure, and participation are constantly changing in response to broader societal trends. Parks and recreation trends in 2020 and 2021 were also affected by the COVID-19 pandemic, and in some ways the pandemic accelerated trends that were already occurring. Public health requirements forced people to make changes in how they visit parks and pursue recreation activities. Parks and recreation will play a greater role in supporting mental health and well-being.

Trends show a reduction in structured activities such as organized sports and group lessons, and an increase in unstructured activities. With the pandemic, municipalities have been seeking ways to animate recreation spaces to encourage independent and spontaneous recreation activity.

The following are high level trends in recreation, from a variety of sources.

Participation

- Focus is on independent activities and wellness
- Greater interest in outdoor activities
- Flexibility - drop-in classes, access to facilities

Service Delivery

- Partnerships with community groups
- Flexibility and creativity in programming

Infrastructure

- Aging infrastructure is a concern
- Multi-purpose facilities that serve as community hubs
- New facilities and renovations incorporating the learnings from COVID, including no-touch doors, faucets and toilets, and more emphasis on ventilation and air handling

Flexible Pricing

- Pricing designed to bring in more residents/community members to recreation spaces by offering membership programs and flexible pricing.

Aquatics

- One aquatics trend involves offering programming that appeals to the needs of niche audiences. Building programs around specific needs or age groups allows participants to bond over similar goals and makes it a more comfortable environment.
- Classes that offer a mix of cardio and strength are gaining popularity.

Demographics

The 2021 census data has not yet been released. The first major population numbers will be released February 9, 2022.

Population projections are available on BC Stats, using the Local Health Area 514. This includes Smithers Town Centre, Smithers Rural, the Witset First Nation and Houston. This was the best configuration that captures Smithers (population of 5,351 in 2016), Telkwa and the surrounding rural areas. It also includes Houston, which has a population of about 3,600.

The total population for Local Health Area 514 was estimated at 17,736 in 2021. It is projected to grow to 18,080 in 2022, then to 21,917 in 2032 and finally 25,509 in 2041.

The number of infants, children and youth (ages to 19) in this LHA in 2022 is estimated at 4,301, rising to 4,822 in 2032, and 5,278 in 2041.

Adults ages 20 to 64, estimated at 10,905 will grow in number to 13,036 in 2032, and to 15,641 in 2041.

Seniors aged 65 to 90+ will increase in numbers from 2,874 in 2022 to 4,059 in 2032, and then to 4,590 by 2041.

The following chart illustrates these projected numbers.

Year	Children & Youth (0-19)	Adults (20-64)	Seniors (65-90+)	Total Population
2022	4,301	10,905	2,874	18,080
2032	4,822	13,036	4,059	21,917
2041	5,278	15,641	4,590	25,509

This table clearly shows the dramatic growth in the adult and seniors' population over the next 20 years.

Stakeholder Consultation

Introduction

A comprehensive stakeholder consultation process was undertaken for an updated, improved Bulkley Valley Regional Pool and Recreation Centre, including the facility, programs and operations. This process was conducted during the pandemic – all safety protocols were followed.

It is likely that the participation in the consultation process was impacted both in numbers and in the perspective of the respondents. The facility was required to continuously implement COVID-19 protocols to ensure the safety of the participants, and at times was closed, or could only accommodate a very limited number of people. These measures very much affected the opportunities to offer swimming lessons and other programs.

More than 400 people provided input to the review through the online survey, paper surveys, stakeholder interviews, an in-person public consultation, use of “sticky notes”, a staff consultation meeting and a board consultation meeting. The full survey results can be found in the Appendix.

The information acquired through the entire consultation process was the basis for the recommendations for improvements to the facility, the program and operations.

Summary of Stakeholder Consultation Process

A variety of methods were used to gather information from the community regarding the future of the Bulkley Valley Regional Pool and Recreation Centre.

These methods included: Survey Monkey, interviews with key stakeholders, in person consultation session, staff meetings and a meeting with the Board, to gather a large amount of information. The survey generated 330 responses, plus 10 paper responses.

The entire consultation results are in the Appendix. The following is a summary of the consultation findings.

Survey Monkey

This online survey generated 330 responses. An additional 10 paper versions were also completed.

Q1. Did you or anyone in your household participate in programs or activities in the facility pre-covid and past 16 months?

Almost 80 % of the respondents had participated in some way at the facility.

Q2. If yes, which of the facilities did you use?

The facility uses were primarily water based – the pool and the hot tub. The fitness centre, climbing wall, sauna and court sports were next, in that order.

The main comments on the “needs improvement” side were that the pool, changerooms and fitness area were too small, and often crowded.

On the “compliments” side, the facilities are clean, staff are amazing, the climbing wall and squash courts are great, pretty good wheelchair access.

Q3. Were you satisfied with your experience at the facility?

The majority of the facility users, about 85%, were satisfied with their experience at the facility.

Q4. *Did you or anyone in your household participate in any programs?*

The most popular programs were swimming lessons (60%), fitness programs (30%) and summer camps (20%)

Q5. *What needs to be improved/added at the facility?*

Specific information re “facility improvements” in order of popularity:

1. Additional and improved leisure pool features(waterslides, lazy river)
2. Larger lane pool
3. Larger fitness space, not located off the deck
4. Larger and more family changerooms
5. Multi-purpose room for programs, summer camps
6. Better lobby, larger boot room
7. Better accessibility

Q6. *What types of Programs would be of interest to you or anyone in your household?*

- Programs for pre-schoolers, children, youth and adults (40-45%)
- 25% answered “programs for seniors”

Comments list included:

- Youth programs
- “Active” kids’ programs
- Weekend swim lessons
- Adult programs at noon or after work, or later evening for Moms
- Senior’s exercise + socializing

Q7. *Are there any Issues with registering for a program or booking a time or space?*

- 65% had no issues, 35% had concerns
- Availability of lessons and programs for kids
- Online booking was an issue, but has now been improved

Q8. *What are the barriers (if any) for you or anyone in your household to participate in activities at the Pool and Recreation Centre?*

- Hours for kid’s swim lessons (need more evenings and weekends)
- Lap swim too busy
- Cost
- Transportation
- Schedules – e.g., Fitness, Aquafit
- Water is too cold - for seniors and babies
- If the pool is closed, all other areas are closed as well

Q9. *What type of facility improvements would encourage you or a member of your household to visit the Centre?*

There were a large number of responses to this question (140). The most frequent were:

- Increase size of lap pool

- Deep end with rope swing
- Larger kids pool
- Separate pools – leisure (warmer) and lap (cooler)
- Water slides
- Lazy River
- Fountains, Squirt cannons
- Diving boards
- Community hall, multipurpose room
- Larger, better equipped fitness room – not off pool deck
- Bigger entrance way and lobby
- Climbing wall expansion- bouldering section

Q10. *What programs would encourage you or household to visit the facility?*

- More varied lesson times for kids
- More toddler lessons
- Swim lessons on weekends or evenings
- Teen only swim lessons
- Teen and Pre-teen swims
- More seniors' programs
- Swim camps for kids with special needs
- Climbing programs
- Childcare during adult lessons
- Fitness classes

Q11 and Q12 were regarding support and assistance with developing and funding facility upgrades. Thirty people indicated their support and provided their names.

Stakeholder Interviews

Interviews were conducted with users of the climbing wall, squash courts, fitness facility and the pool. Some were affiliated with the related sports organizations.

They provided a number of suggestions for facility improvements. Their comments supported those in the community survey. A brief summary of the comments follows:

- Changerooms and showers are inadequate
- Need a larger pool (50M would be great), and 6 lanes
- Larger pool with more features
- Pool lanes are too narrow
- Need a diving board
- No good seating area on deck
- Hot tub is too small
- Deck space is too small
- Leisure pool configuration and depth, difficult for swim meets and training
- Need a larger fitness area, not directly off the pool deck
- Climbing wall needs maintenance
- For the climbing area, consider a pre-made Board that has many possible routes, that light up

- Need a large multi-purpose room (many comments on this)
- A program room
- Need a better administrative and “control” area
- Lobby and boot room are too small
- Covered area outside door, with seating, where people wait to get into building (rains and snows a lot)

Public Consultation On Site

The staff, members of the board and the consultants participated in speaking to the general public in this information gathering session.

About 45 people dropped in to provide their comments and some filled out paper surveys and provided their comments on sticky notes. Valuable information was obtained, that supported the survey results and provided additional insight into the community’s needs.

The sticky notes board was available for a period of time after the consultation day. The comments included:

- Water slide(several notes), a children’s slide, bigger diving board, rope swing
- Lazy river (several notes)
- Wider lanes, deeper pool, 50 M pool
- Need toilets in family change rooms
- More private change rooms
- Bigger, better fitness centre with better access (several comments); not enough equipment
- Pit below climbing wall
- Multi-purpose room (several comments)
- Longer opening hours
- Enlarge entrance
- Lower fees, Loonie swims

Staff Consultation

The consultants met with senior management staff and then the full time facility staff.

The following is a summary of the comments and concerns.

Operational Comments:

1. The staff are now accustomed to working with ActiveNet for POS, membership sales and program registrations. During COVID-19 staff were using Active Net in different ways for pre-booking all facility activities. This was a steep learning curve, and during this time the burden of processing fees was high for facility staff. The public are now able to register in person as well as online.
2. The level of staffing is a big issue. Management and administrative staff gets drawn into operational issues due to a shortage of front line staff. This is true for both aquatic staff and administrative staff.

3. More staff support is needed to effectively run the climbing wall and courts – need to increase programming & promotion in order to increase levels of participation. It is a unique facility and could do well with adequate staff support.
4. Operating the concession is a burden on staff and does not appear to be an essential service. It was discussed and suggested that the concession operations cease and be replaced with additional vending machines

Facility Comments:

Lobby and Administration

1. The front counter and the whole administrative space needs to be re-designed and changed. The control function combined with the administrative function needs to be maintained.
2. The lobby space needs to be more efficient space – that improves the facility flow.
3. There is a pressing need for office space for the management team. It is essential for privacy and productivity that management staff have dedicated office space.

Pool and Changerooms

1. Facility hallways are too narrow.
2. Need more and bigger family changerooms.
3. Fully accessible changerooms
4. New lockers
5. Handicapped changeroom too small.
6. Men's changeroom needs cubicles.
7. Entrances and exits to changerooms can be confusing.
8. Need wider lanes – narrow lanes cause accidents
9. Deep end – too short and too shallow
10. Not enough deck space
11. Tot pool area is too small and too close to big pool (deep end)
12. Need a separate leisure pool with warmer temperature – for small children and families, and public leisure swim, leisure pool with beach entrance and water features
13. Ramp into hot tub would be useful

14. Blind spots in pool area – posts in tot pool and lagoon create blind spots; another blind spot is the shallow end wall by hot tub, can't see hot tub if standing by that wall (lifeguard guard route on pool deck is adjusted because of this).

Fitness Centre

1. There is a need for a new fitness centre, that is not accessed from the pool deck
2. Fitness centre could be converted to a classroom (for aquatic leadership courses) or for children's birthday parties. (Staff identified the need for dedicated classroom/multi-purpose space)
3. Need better & more fitness equipment

Other Spaces

1. Larger equipment storage room is needed
2. First Aid Room needed
3. Need a shower and bathroom in the staffroom.

Board of Directors Input

1. Front entrance and lobby is a priority
2. Pool in Houston is a good example (4 lane pool with diving blocks, separate leisure pool with amenities)
3. Need to increase staff wages and training
4. Need to review admissions cost (currently \$6.70) – want to keep it reasonable
5. Fitness room needs improvements
7. "Facility For All" that meets the needs of the whole community

Operational Review and Analysis

Management

The Bulkley Valley Regional Pool and Recreation Centre is operated under the direction of the Aquatic Centre Management Society. They have a volunteer Board of Directors that is responsible for operation of the facility. They meet monthly to deal with facility and maintenance, and programs and management. They host an Annual General Meeting open to the public, where they share the year's accomplishments and challenges, and present the upcoming year's plan and the budget.

The Pool Committee, which consists of representatives from the Regional District of Bulkley-Nechako (Rural A), the Town of Smithers, and the Village of Telkwa, oversees the financial aspects, both operating and capital budgets. They also determine the rate of financial subsidy, provided through taxes.

The Centre is managed by the Facility Manager who reports to the Pool Committee and the Board of Directors. The Manager oversees the overall management and operations of the facility, with the support of the Facility Programmer, and the Finance Supervisor, who both report to the Manager. The third direct report is the Maintenance Worker.

The Facility Manager is responsible for long and short term planning, human resources, marketing, occupational health and safety, the management of the annual budget and community outreach and support. The Facility Manager reports to the Pool Committee for fiscal and resource accountability, and the Board of Directors for operations.

The Facility Programmer looks after seasonal and week to week planning, staff schedules and training, marketing (delivery), management of the aquatic leaders/shift supervisors, the department budget, and provides support the Facility Manager with human resource management.

The Finance Supervisor looks after the accounts receivable and payable, the staff payroll and manages the front desk staff.

Management is stretched thin with the breadth of responsibilities, the lack of adequate staff in the aquatics area, and no other full-time staff in the "dry program" area. The population is projected to increase steadily over the next 10 to 20 years.

The management staff complement needs to be increased in order to effectively operate the facility and provide responsible leadership.

Another issue that affects management's productivity is the lack of proper office space. This has been addressed in the facility design section of this report.

The Maintenance Worker is responsible for the mechanical and pool systems, the janitorial (high level), risk management facility upkeep, and the department budget (re maintenance). Maintenance is supported by the janitorial duties undertaken by the aquatics staff.

Administration, Programs, and Services

Administration

The Finance Supervisor oversees the management of the front desk staff. It is the role of these reception and administrative staff to look after program registration, both online and in person. They also handle the admissions, for the pay-as-you-go activities, including recreational swim, fitness, racquet sports and the climbing wall.

The Finance Supervisor is responsible for the accounts receivable and payable, and the staff payroll.

The administrative functions appear to be well run and serve the needs of the public as well as the staff. Management and administrative staff are now very familiar with the new program registration system (ActiveNet) and have adapted to its use. Staff schedules are now online, which has resulted in more streamlined payroll and scheduling.

Despite the efficiencies in the administrative area, an ongoing issue is the heavy workload, and the capacity of the staff complement to handle that workload. The administrative staff are often “pulled into” operational issues, due to frequent shortages of front-line staff.

These staff provide the control of participants entering the facility, including collecting entry fees as appropriate. The same staff also provide concession services, which takes away from their regular administrative duties.

Another key issue is the lack of adequate office space, and the layout of the front desk area and the lobby. This has been reviewed by the architect and is addressed in the facility design section.

The productivity and morale of the administrative staff is negatively impacted by this work environment.

Aquatics

The Aquatic programs are led by the Aquatic Leaders/Shift Supervisors. These staff are responsible for day-to-day operations of the pool. They provide program support and quality assurance, and front line training, and supervise the pool staff. They are responsible for special event planning as well as administrative tasks. These staff also help with the janitorial duties and maintaining the quality of the pool water.

The Lifeguard/ Instructors, along with the Recreation, Fitness and Climbing Wall staff work on the front line ensuring public safety in the pool, the fitness centre and the climbing wall area. They also have janitorial duties.

Analysis of Aquatic Staffing Levels and Duties

The main programming for the facility revolves around the pool. Management is not able to meet the demand for pool based programs due to the severe shortage of qualified lifeguards and instructors. These staff require very specific training, which is expensive, time consuming and physically challenging.

Despite offering numerous incentives to attract additional lifeguards and instructors, the pool is still short staffed. This is not unique to the Bulkley Valley. Despite financial incentives in the form of subsidies to help with the cost of training and certification courses, it is difficult if not impossible to find enough qualified lifeguards, particularly for daytime hours.

The current numbers of qualified lifeguards is resulting in reduced pool hours. Although staff salaries have been increased annually, it is still extremely difficult to attract and retain aquatics staff. The management staff have been working to continue to offer incentives for people to take lifeguard training courses and then the required certification tests. They have been able to increase wages annually and offer pay rate incentives to staff who stayed.

In Bulkley Valley the small number of potential candidates and the non-union salaries make it more difficult to find pool staff. The Manager has attempted to work with the high school to encourage students to consider lifeguard training but has had little success. The Town of Golden, as an example, has been successful in working with the local high school to attract, train and hire students.

It is important that lifeguard and instructor wages are increased annually in order to continue to offer recreational swimming and a full slate of aquatic programs to the community.

Fitness Centre

The fitness centre is primarily used by drop-in patrons. There are Fitness Trainers available for personal training and staff that run fitness classes. However, no fitness classes take place in the fitness centre, as the small size and location of the fitness space is not conducive to classes. Fitness classes are held in the racquet courts and there have been outdoor fitness classes during the warm weather.

The fitness room is only open when the pool is open, which affects participation by fitness enthusiasts who generally want access early in the mornings and later in the evenings. In the past year access has been drastically impacted due to the shortage of aquatic staff and COVID-19.

Racquet Courts

There are two racquet courts, one for squash and one convertible court for racquetball or wallyball, or other dry land uses. Squash lessons are available for youth and adults. There are also squash development clinics to improve skills. A Squash Ladder is kept at the front desk for interested members, but is not well used, without administrative support for the players.

The racquet courts are not used on a full time basis. Squash is the main use, but the courts are also used for fitness activities and for children's programs, particularly in the summer months. The courts are also used as a classroom for year round first aid courses. This has an impact on the times available for use by squash players.

There is an active squash club, which is informal. They raised the funds to build the courts and helped with funding the climbing wall. It was also necessary to take out a ten year loan to pay off the debt.

They have about 50 to 60 regular players during the winter months. Squash is a "revenue positive" area for the facility.

Another issue with the courts is that they cannot be accessed if the pool is closed, as the whole facility shuts down. There is no separate entrance.

Climbing Wall

The climbing wall is a unique feature, that was also built through community fundraising. There are several climbing activities including a "Super Kids Climbing Club", family climbing time, an Intro to Climbing, and skill-based clinics.

The Climbing Club, which did the fundraising to build the wall, is not as active as it once was. The climbing wall is aging and needs more regular maintenance as well as an upgrade with new climbing features.

More administrative support is needed to offer programs and as well as the marketing of these programs and opportunities to use the wall, learn to climb and so on.

The climbing wall is also impacted by lack of access when the pool is not open.

Indoor climbing has become a very popular activity, particularly in small and medium sized towns, with a focus on outdoor activities. The indoor climbing allows outdoor enthusiasts an enjoyable indoor activity in the colder months.

Special Events

There are special events throughout the year, mainly in the pool, but also in the racquet courts and the space in the climbing wall area. For example, this Winter Season (2021) there was a “Climb with Santa”, a family climbing and crafts event. In the pool there is a “Winter Wonderland Swim” complete with a polar bear dip, snowman building and games.

The number and type of events are restricted by the facility availability and lack of a large program/events area. In the warm weather months, some events are held outside, including the annual community wide BV Pool Triathlon and legendary water fight!

Events are posted on the bvpool.com website for each season.

Subsidies

The facility has a Recreation Access program which helps support individuals and families who cannot afford to pay for use of the facility. The program allows for 12 free visits per year, after which families/individuals can get a 50% discount or a \$100 saving per person.

This program is very important to many families and individuals who otherwise would not be able to use the facility.

Operational Summary

The facility is well run and well maintained. Dealing with the impacts of COVID-19 has been a tremendous challenge, but the staff have risen to that challenge and have been able to operate the facility and offer limited programs as permitted by the health regulations.

The greatest ongoing challenge is the chronic shortage of qualified aquatic staff. At this time, the management has been able to staff the pool afterschool and weekend hours, however daytime hours are very difficult to cover. This is despite ongoing recruitment and specific “perks” such as reimbursement for the aquatic training courses.

Another major challenge is the current staffing structure and workload on the management staff. The senior staff have a broad range of responsibility, and often need to pick up responsibilities of their subordinates. The administrative staff are also stressed with multiple duties, some of which are well beyond their job descriptions. The shortage of aquatic staff, and dry-land program staff, is also an ongoing problem, which impacts the ability to offer more programs and recreational swim times.

Currently the focus is primarily on the pool, at times to the detriment of the rest of the facility. Senior staff are continuing to find ways of attracting and retaining aquatics staff.

There is a desire to enhance the programming of the non-aquatic “Recreation” side of the facility, however this is not feasible within the current staff structure.

The addition of a senior position that would allow for a division of the aquatics and the “dry” side of the facility could result in a larger range of programs and increased revenue, as well as an opportunity to better meet the recreational needs of the community.

Recommendations for Management and Operations

1. Strike a Board Recruitment Task Force. This task force should include some current board members, and some past board members. This Task Force is not meant to replace any of the the current Board, rather to find replacements for future available Board positions. *Medium Priority.*
2. Ensure ongoing Board Development opportunities for all members of the Board. This would include governance, finance, facility and operations knowledge. Include funds in the annual operation budget to cover the costs of this training. *High Priority*
3. Develop priorities, both capital and operating, on an annual basis, during the budget cycle. A small Board sub-committee could work with the Manager to develop these priorities and present them to the entire Board. *High Priority*
4. Review the current organizational structure, in particular reporting relationships and the number of management and supervisory positions. This is intended to address the workload of senior positions, and their ability to provide direction and guidance to staff as well as undertake their day to day duties. It is further recommended that an additional senior position be added to provide leadership and supervision to the “dry side” of the facility, and non-aquatic events, supporting the growth in programs in that area. *High Priority*
5. Enhance the administrative functions of the Centre through physical changes to the front desk, office areas, front lobby, physical access to the pool/changerooms, sport courts and climbing wall. The recommendations in the proposed design and renovations will help to address the current issues. *High Priority*
6. Analyse the workload of the front desk and administrative support staff, including their concession duties, to determine whether additional staff positions (part or full-time) are warranted. *Medium Priority*
7. Undertake a review of wages and benefits in comparison to other public aquatic facilities. Once the wage study is complete, implement wage increases as appropriate, and continue to monitor staff wages to ensure they are competitive and support successful recruitment. Increase wages annually if possible. Provide benefits and continuing education in aquatics. *High Priority*

8. Evaluate the tasks undertaken by the aquatic staff that take away time from their aquatic roles (e.g., cleaning duties). Look at options to change this practice – such as hiring one or more part time custodians/cleaners, which would likely be at a lower rate than the aquatic staff. *Medium Priority*
9. Develop a lifeguard certification course that is suitable for high school students; approach the high school administration to implement the program, as a course credit. Utilize members of the Board to help promote this with school board officials as well as the Principal and Physical Education teachers. *Medium Priority*
10. Review the current practice of operating a concession, to determine the benefits versus the costs. This is important as staff time is taken away from their administrative or other duties to provide concession services. Consider adding additional vending machines to serve the public (and staff). *Medium Priority*

Appendix A : Community, Staff and Board Consultation- Full Results (attached)

APPENDIX A

Bulkley Valley Regional Pool & Recreation Centre

Community Consultation Full Report

A considerable amount of information was gathered throughout the consultation phase.

Summary of Consultation Methods:

- ➔ Survey Monkey 347 responses online, plus 10 paper surveys.
- ➔ Individual interviews with key stakeholders
- ➔ In person public consultation session
- ➔ Public input on sticky notes

Survey Monkey

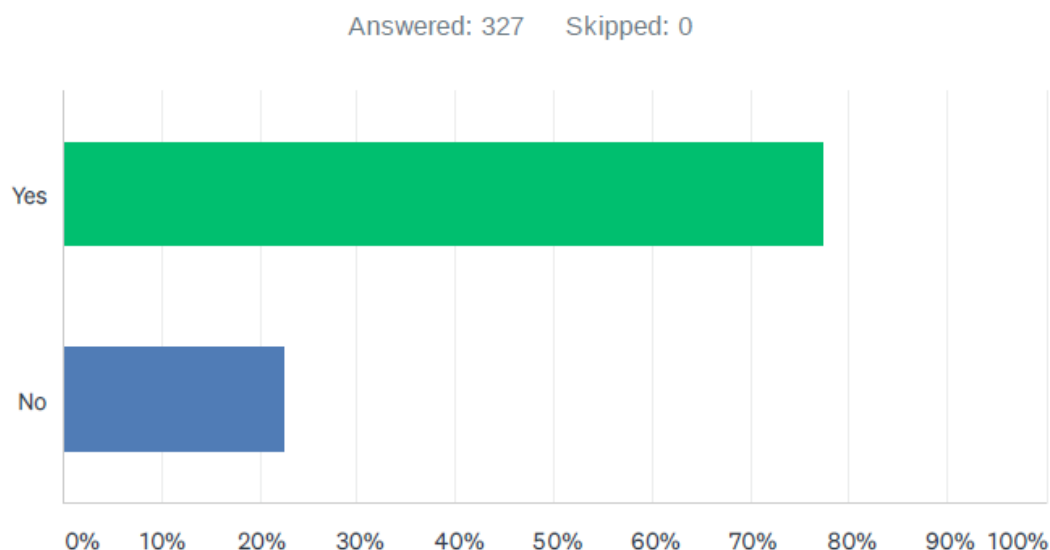
The primary community consultation was done through a Survey Monkey survey, which was posted on the BV Pool website. Paper copies were also available at the pool. The survey was promoted on the website as well as through social media and posters.

The response was excellent with 347 responses online, plus an additional 10 paper surveys.

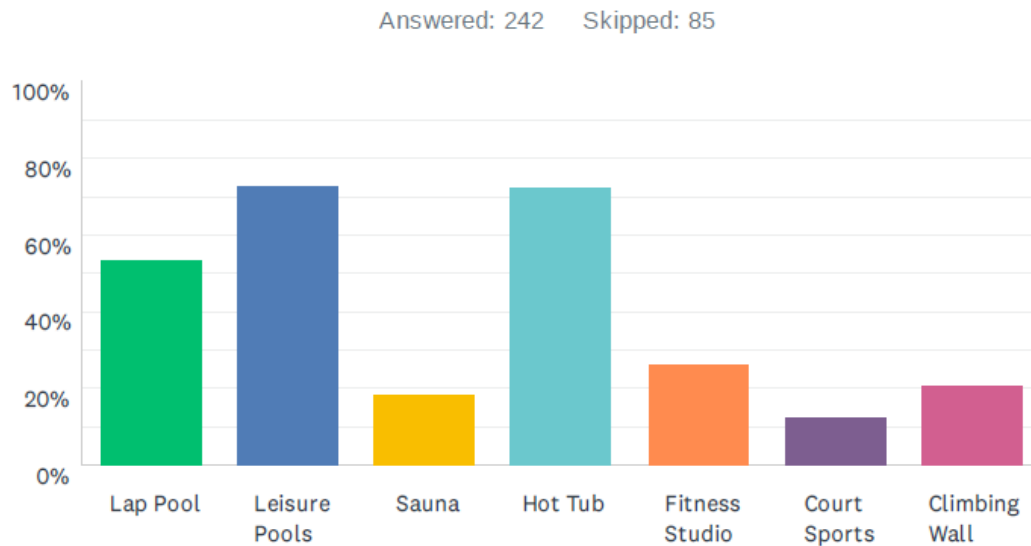
The survey consisted of ten questions regarding the facility and programs, plus two additional questions regarding interest in participating in the re-development process.

The following is a synopsis of each question, including the percentage of responses for each option and a summary of the open ended comments.

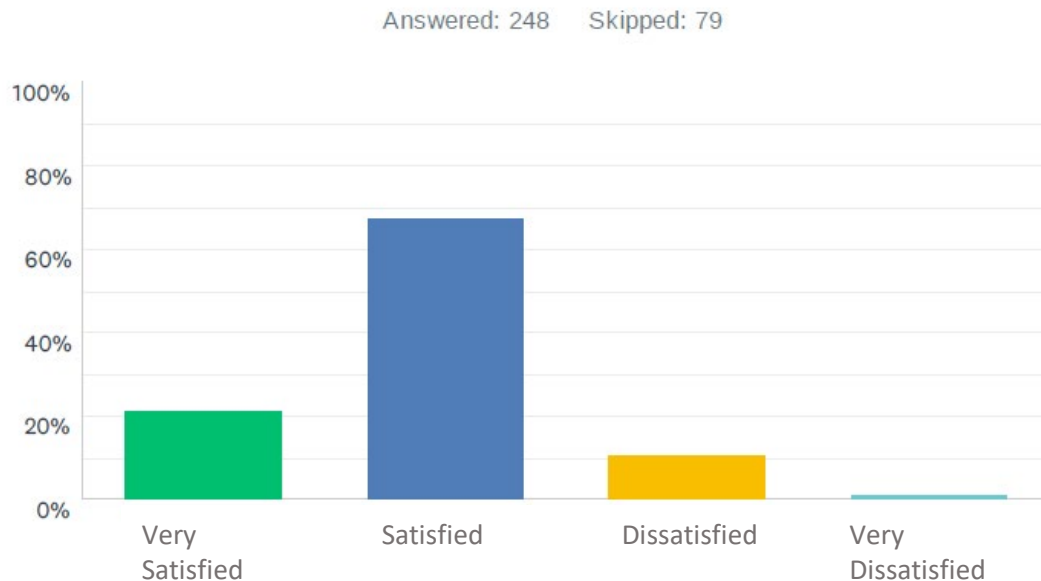
Q1 Did you or any member of your household participate in any programs or activities at the facility, pre Covid or in the past 16 months?



Q2 If yes, which of the facilities did you or members of your household use?



Q3 – Were you or others in your household satisfied with your/their experience at the facility?



Comments (59 comments)

Needs Improvement:

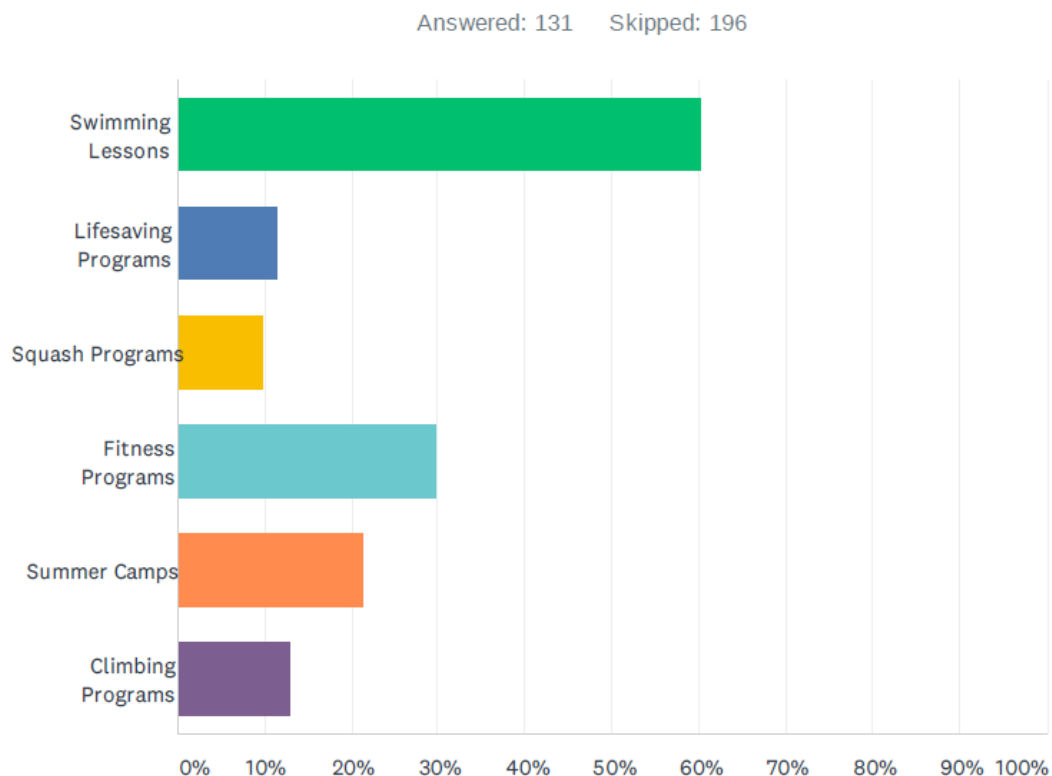
- Pool needs an upgrade, pool and fitness room feel cramped, showing its age, outdated, water features not on or missing
- Desired additional features – waterslides, steam room.
- Big pool is too cold (many comments)
- Pool too small

- Sauna not hot enough
- Need a steam room
- Schedules are impossible
- Want adult only swim
- Lap lanes crowded- need more times (several)
- Pool is too shallow – swim club
- Baby pool is very small
- Climbing wall needs attention, route setting
- Fitness centre too small, equipment not well maintained, not good in pool area
- Staffing problems (difficulty getting qualified aquatics staff)
- Online booking is a pain

Compliments

- ✓ Clean facilities
- ✓ Love online booking
- ✓ Staff are amazing, pleasant
- ✓ COVID was well handled
- ✓ Love Aquasize
- ✓ Climbing wall great for family
- ✓ Climbing wall and squash courts are great
- ✓ Pretty good for wheelchair access

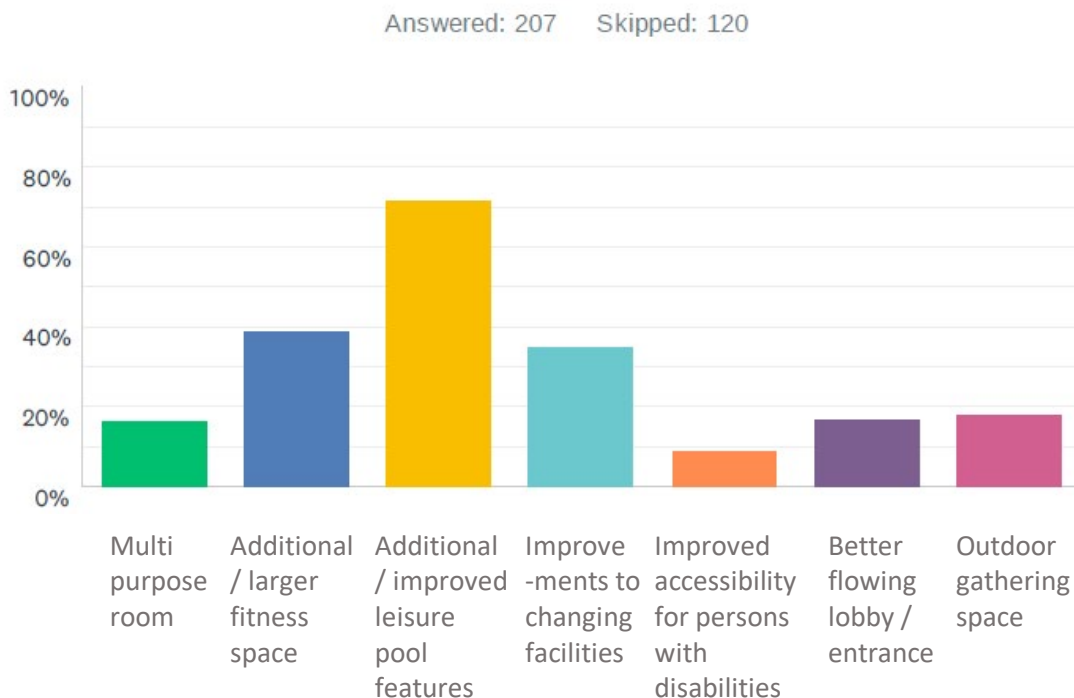
Q4 Did you or anyone in your household participate in any programs?



Other Programs or Activities (Synopsis from 24 responses)

- Aquasize, Aquafit, Senior Aquafit
- Swim Club, Masters Swim
- Special day activities,
- First Aid courses
- Squash tournaments
- Free swim and laps

Q5 What needs to be improved or added at the facility to better suit your household needs/wants?

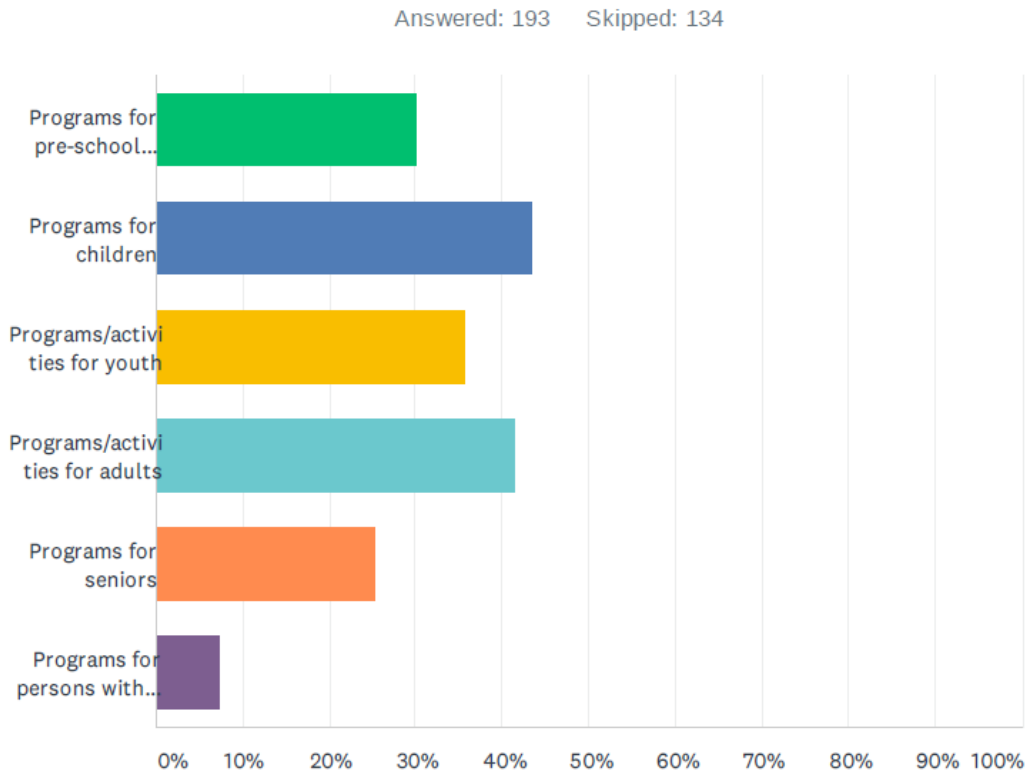


Other facility improvements — (Synopsis from 77 responses)

- Steam room, Waterslides ,Lazy river,
- Larger lane pool, larger and more family changerooms.
- Separate main pool water from kid's pool.
- Kids pool needs to be warmer and main pool cooler.
- Pool lanes are too narrow
- Only one functional family changeroom
- Re-locate gym – so you don't need to cross pool deck
- Add multi-purpose room for camps and programs
- Better accessibility – more handicapped rails, two assisted changerooms
- Larger boot room
- Walking/running track for winter
- Men's change room design – no privacy from pool deck – can see into the showers
- Water park or splash pad outside

- Larger climbing wall with more slopes and better holds (that are not worn smooth)
- Covered outside bike and scooter parking

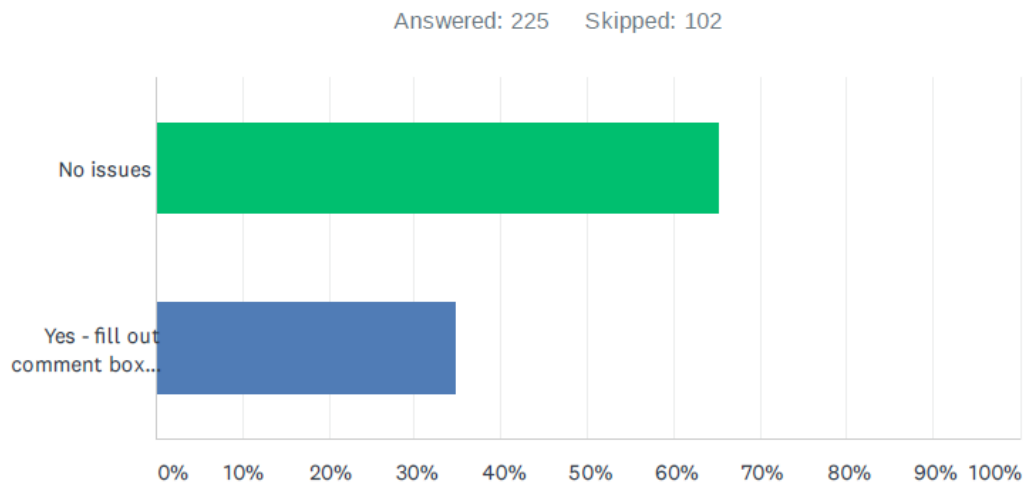
Q6 – What types of Programs would be of interest to you or anyone in your household?



Program Suggestions: (Synopsis from 28 comments)

- Youth programs in a new gym, e.g. strength training for skateboarding, or flexibility for snow boarding. Partner with clubs and school.
- Greater level of activity in kids' programs
- Ping pong, badminton
- Swim lessons on weekends (many comments)
- Stroke improvement, Aquafit for fit people
- Adult programs at noon or after work
- Seniors exercise with socializing
- Late evening adult only swim
- Evening exercise progs after 7:30 for Moms
- Deep water aquafit
- Zumba for all ages, Dance
- Offer programs that can receive Autism Funding Unit support

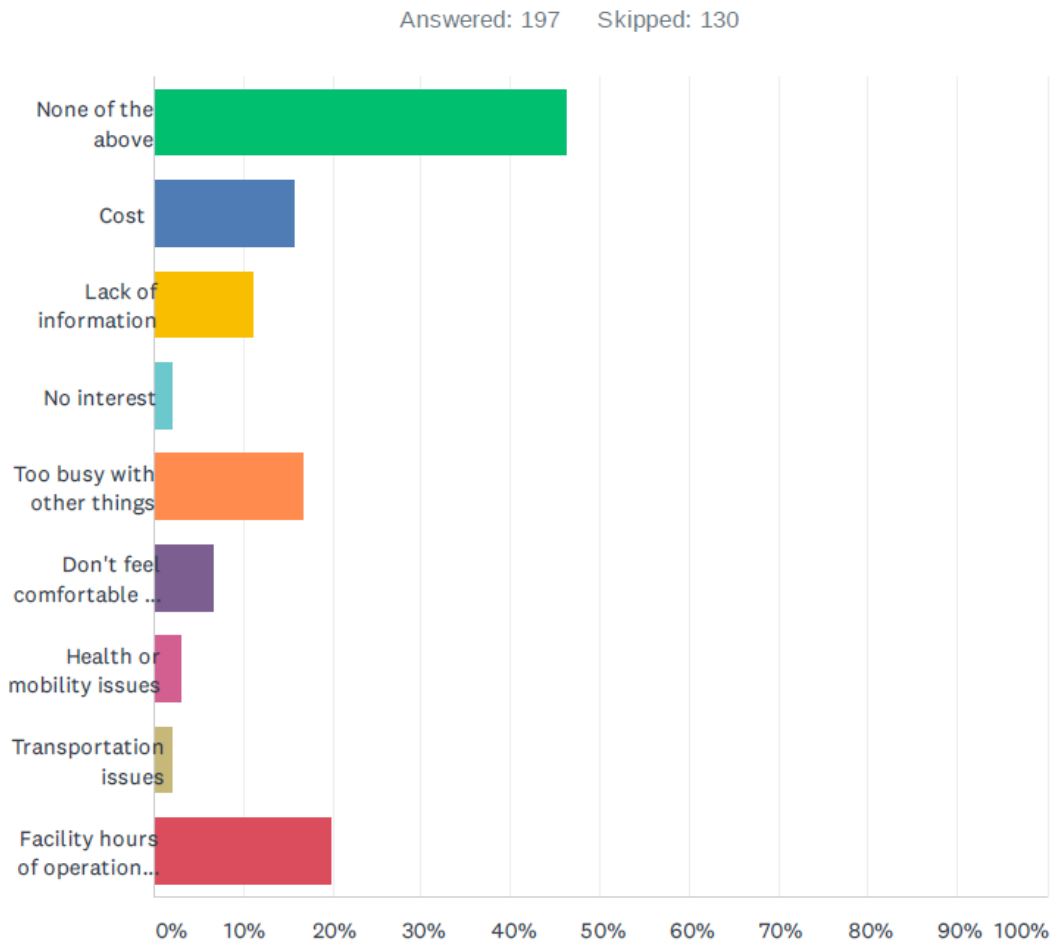
Q7 Are there any Issues with registering for a program or booking a time or space?



Comments (Synopsis from 86 comments)

- Swim lessons fill up too quickly
- Time and availability of programs for working people (and their kids)
- Cumbersome when trying to get into programs for kids
- Biggest problem seems to be availability of lessons and lane bookings
- Some people can't manage the online booking
- Wasn't impressed with additional fee to be charged for online booking
- System is not friendly, not efficient
- Can't cancel online
- Can only pay for one squash player at a time – then have to line up for second one!?
- Website is difficult to navigate (several comments on this)
- Website is not always up to date
- Booking system is difficult (has improved recently)
- Staff are helpful in dealing with online issues

Q8 What are the barriers (if any) for you or anyone in your household to participate in activities at the Pool and Recreation Centre?



Other barriers to participation? (Synopsis from 67 comments)

- Need better hours for kids swim classes (evenings, weekends)
- Climbing Wall is a little “exclusive”
- Lap swim is too busy (pre-covid)
- Fitness program schedule don’t fit work schedule
- Facility hours – if pool closed due to lack of staff, the rest of the facility should still be open for courts, wall, fitness
- Courts used for non-squash activities too often
- Limited Lane swim time for working adults
- Cost of programs for kids lessons etc.
- Family climbing hours don’t work, if out of town
- Not as many fun/interesting programs as other towns
- Adult only swim in late evening would be life changing
- Online booking system is a barrier

- Water is too cold
- Staffing limitations resulting in closures
- Pool too cold for babies with Mom classes
- Need clear schedule and registration on “front of website”
- Baby pool too small
- Timing of Aquafit
- Transportation issues

Q9 What type of facility improvements would encourage you or a member of your household to visit the Centre?

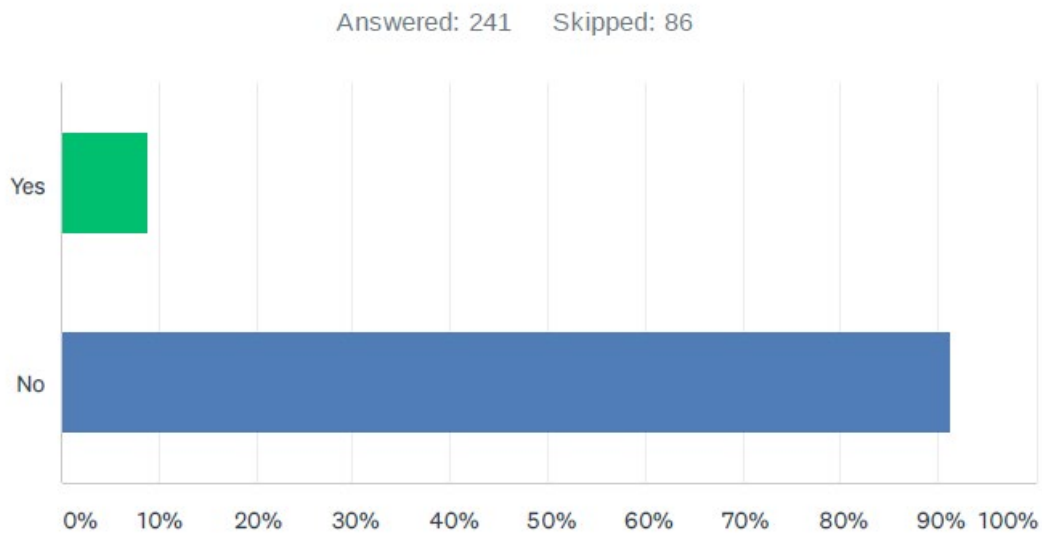
There were 140 responses to this question. Many had several comments – the ones with many similar comments have been noted

- Increase size of lap pool (30 comments)
- Deep end with rope; good for Water Polo
- Increase size of kid’s pool (10 comments)
- Separate warmer leisure and cooler large pool (8 comments)
- Wave pool (2)
- Water slides (17 comments)
- Lazy River (25 comments)
- Fountains, Squirt Cannons (3)
- Diving boards (9 comments)
- Rope swing (5 comments)
- Kids hot tub
- Warmer pool temp (12 comments)
- Water quality
- Better sound system in pool
- Better entranceway and lobby, bigger boot room
- Steam room
- Larger ladies changeroom, more privacy stalls, more family change rooms
- Better change rooms
- Larger, better equipped fitness room, not through pool deck (15 comments)
- Climbing wall expansion- bouldering (e.g. Moon Board system)
- Community Hall/ Multipurpose room (3)
- More squash courts
- Indoor Track
- Want the Houston Pool model(5)
- Splash Park outside (5)

Q10 What program or types of programs would encourage you or a member of your household to visit the facility? (Synopsis from 81 responses)

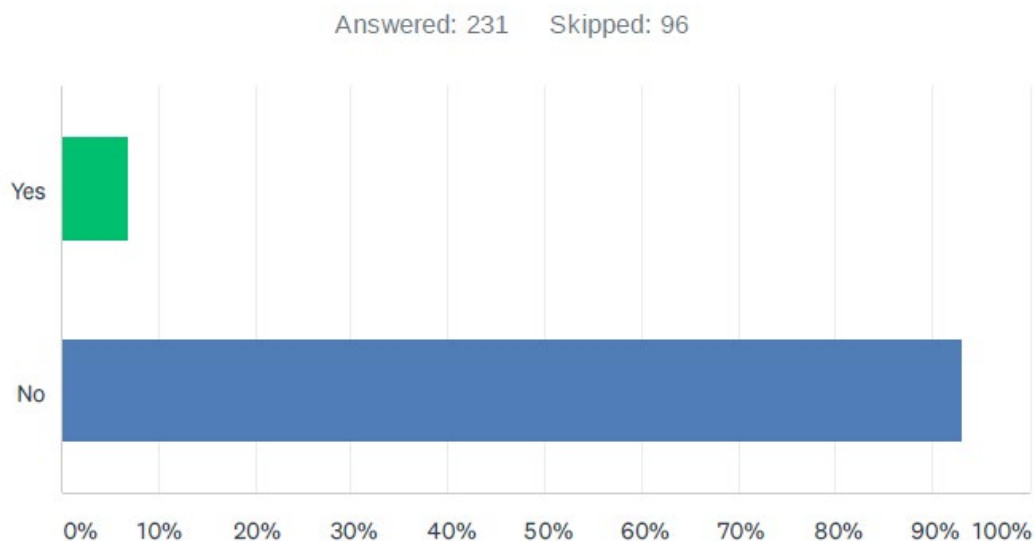
- More varied lesson times for kids
- More toddler lessons (2)
- Swim lessons on weekends for kids or evenings (2)
- Swim lessons for teens (not mixed with younger kids) (3)
- Infant swimming classes (under age 2)
- More morning aquafit progs, plus different hours
- Yoga
- Fitness classes
- Scuba lessons
- Masters or adult stroke improvement
- Teen Swims, Pre-teen swims (3)
- More lane swim times
- Lunch time aquafit
- Zumba
- Personal training – more availability
- More after school options
- More advanced swimming lessons for kids
- Evening group fitness
- More exercise programs outside of work hours
- More teen programs
- Preschool programs
- Babysitting progs
- Mom and baby fitness
- Crafts
- Swimming lessons for adults with childcare available
- Sports
- Aquasize
- More seniors programs
- Little Rockers program
- Family Fun – rock climbing
- Climbing program
- Swim camps for kids with special needs
- Water Polo
- Preschool swim lessons, not during workday
- Aquafit while sitting, for seniors or disabled
- Swim lessons right after school (3)
- Low impact water aerobics

Q11 Are you interested in being part of the stakeholder focus groups?



Eighteen (18) people indicated interest and provided their contact information. These individuals could be contacted when moving forward with this project.

Q12 Are you interested in helping with fundraising Efforts for future facility improvements, or a new facility. This could include grant writing, organizing fundraising events, promoting the fundraising efforts etc.



Twelve (12) people indicated their support.

Stakeholder Interviews

Interviews were conducted with individual users of the climbing wall, squash courts, fitness facility and pool. An interview was also done with the Recreation staff person from the Town of Smithers.

Facility Comments, based on the many comments received from the interviewees.

- Changerooms and showers are inadequate
- Need a larger pool (50M would be great)
- Larger pool with more features
- Pool lanes are too narrow
- No diving board
- No good seating area on deck
- Hot tub is too small
- Six lane pool needed
- Deck space is too small
- Leisure pool configuration and depth, difficult for swim meets and training
- Larger fitness area, not directly off the pool deck
- Access to fitness across deck is not appropriate
- Fitness room could use more weights and a squat rack
- Climbing wall needs maintenance
- Install a pre-made Board that has many possible routes, that light up (e.g. Walltopia, Moon Board) – they are pre-made with thousands of routes – need an appropriate space
- Need a large multi-purpose room (many comments on this)
- A program room
- No dry land program space
- Need a better administrative and “control” area
- Lobby and boot room are too small
- Covered area outside door, with seating, where people wait to get into building (rains and snows a lot)

Other Comments

- Governance model is not effective – volunteer board with little or no experience – could be run by Town of Smithers or Regional District
- The pool should close the last two weeks of August rather than first two weeks of September

Public Consultation On Site August 9, 2021

Consultants and staff with the assistance of the Board members, hosted this session in the court/climbing wall area. About 45 people attended the session.

Participants were invited to post their thoughts on colored sticky notes and fill out paper surveys.

Ten (10) Surveys were completed at the session:

- Comments were generally positive
- Need a bigger pool to serve the 3 communities

- Some concern with treatment of aboriginals on part of staff, but notes that the atmosphere is friendly
- Facility is too small for the community – look at Houston and Hazelton
- Need indoor gym for basketball, volleyball, walking track
- Swimming programs are good
- Like the hot tub and sauna
- Facility is too small
- Toonie swims are great for inclusivity
- Need expanded facility – with “multi” uses
- Facility is outdated - narrow lanes in pool!
- Longer facility hours would be good
- Reduce course fees for aquatic leadership
- Aging infrastructure
- Need a bigger gym
- More morning hours for pool
- Need bigger pool
- Public transit needs to stop closer to the facility

Sticky Notes:

Participants were invited to post their thought on colored sticky notes. The notes were in line with the paper survey responses and Survey Monkey results.

Comments included:

- Bigger fitness/wellness centre
- Fitness centre with windows
- Foam pit below climbing wall
- Training and meeting room
- Multi-purpose room
- Basketball/volleyball courts
- Aerobics, dance, yoga, spin room
- 50 Metre pool
- Lazy River feature in pool area
- Higher diving board
- Squirt guns
- Rope swing
- Waterslide
- Steam Room
- More, wider lanes
- Deeper water for synchro, water polo, underwater hockey, scuba
- More private changerooms
- Toilets in family change rooms
- Enlarge Entrance
- Longer operating hours
- Keep cost low

Bulkley Valley Regional Pool & Recreation Centre - Staff and Board Consultation

Staff Consultation

The consultants met with Senior Management Staff and then with the full-time recreation and administrative staff. Both meetings involved an open discussion on how the facility and operations could be improved.

Management Staff Meeting

The staff are now using ActiveNet for program registration, facility booking and Point of Sale transactions. The fees for Active Net are on the high side and are a burden. People pay a “convenience fee” to register online – ActiveNet gets a portion of this fee. It is generally working well, and staff are now accustomed to it. Four of the staff are now very familiar with the system.

Staff schedules are now live online, a big improvement that has streamlined scheduling and payroll systems.

A big issue is the staffing levels in administration. There needs to be a review of the workload and the capacity of the current staff complement to carry that workload. Staff are often pulled into operations due to being short on front-line staff (because of staff turnover and training requirements)

Operating the concession is a burden on staff and does not appear to be an essential service. It was discussed and suggested that the concession operations cease and be replaced with additional vending machines.

More support is needed to effectively run the climbing wall and courts. There is a need to bump up the programming and promotion in order to increase participation.

Facility design Issues:

- The design of the front counter is an issue for Administration. Difficult to work in that space and attend to clients, as well as monitor the traffic and admissions.
- The combined control and administrative function of that area needs to be addressed.
- There is a need for office space for the management team. It is essential for privacy and productivity that management staff have dedicated office space.
- Staff also identified the need for dedicated classroom/multi-purpose space, a fitness room that is not accessed through the pool deck, and a more efficient lobby space/facility flow.

Staff Meeting

Aquatic Leaders, Shift Supervisors, Recreation and Fitness Staff, Lifeguards/Instructors, Climbing Wall Staff, Maintenance Worker, Administrative Assistant, Receptionist, Enrolment, Registration.

Reception, Lobby, Changerooms

- Front desk and poolside theft
- Squash players and climbers don't always stop at the desk
- Staffing for courts & wall – not worth it (don't get enough revenue)
- The administrative space is problematic – unusable/impractical space
- The space in the front desk area is too big

- Hallways in the facility are too narrow
- Concession is not worthwhile – get rid of it; keep vending machines
- Need more and larger family changerooms
- Handicapped changeroom is too small
- Men's changeroom needs cubicles
- Staff does all the cleaning
- Hoses are under the sinks
- Changeroom entrances and exits can be confusing
- Need a shower in the staff room as well as a washroom

Pool

- Busy, but not at capacity
- Need wider lanes – the narrow lanes cause accidents
- Deep end – too short and too shallow
- Not enough deck space
- Tot pool area is too small and too close to big pool (deep end)
- Need a separate leisure pool with warmer temperature – for small children and families, and public leisure swim
- Ramp into hot tub would be useful
- Blind spots – posts in tot pool and lagoon create blind spots, cannot see clearly into lagoon area or tot pool depending on where the guard is on the pool deck. Another blind spot is the shallow end wall by hot tub, can't see hot tub if standing by that wall (lifeguard guard route on pool deck is adjusted because of this).
- Lockable or physical barrier at the entrance to pool deck area. This would be especially useful if the fitness room was moved closer to the change rooms and patrons were given access to the change rooms in order to use the gym, but not risking public being able bypass the current flimsy "closed" sign on the ramp.
- Larger leisure pool, possible beach entrance, water features
- Bigger, upgraded changerooms, fully accessible, new lockers

Fitness Gym

- In the wrong spot
- Would be good to have a staff workstation with a visual into the fitness area
- Staff Office could be expanded to become a fitness room
- The Fitness/Gym could be converted to a classroom and party room (rentals)
- Need better/different gym equipment, more free weights
- Automatic lights Revamp lobby and desk/admin area

Other Areas

- Need a multi-purpose room – for programs, kids camp etc.
- Better storage area for equipment
- First Aid room
- Revamp lobby and admin area
- Add more vending machines
- More storage overall

- Need more workstations
- A bouldering wall, and smaller kid friendly walls

Board Meeting – Input

The following are points made by members of the Board:

- Questioned the timing of any improvements that would cause closure
- Front entrance is a priority
- Pool in Houston is a good example (six lane pool, with separate warmer leisure pool)
- Need to increase staff wages and training
- Need to review admissions cost (currently \$6.80) – want to keep it reasonable
- Fitness room needs improvements
- “Facility For All”