

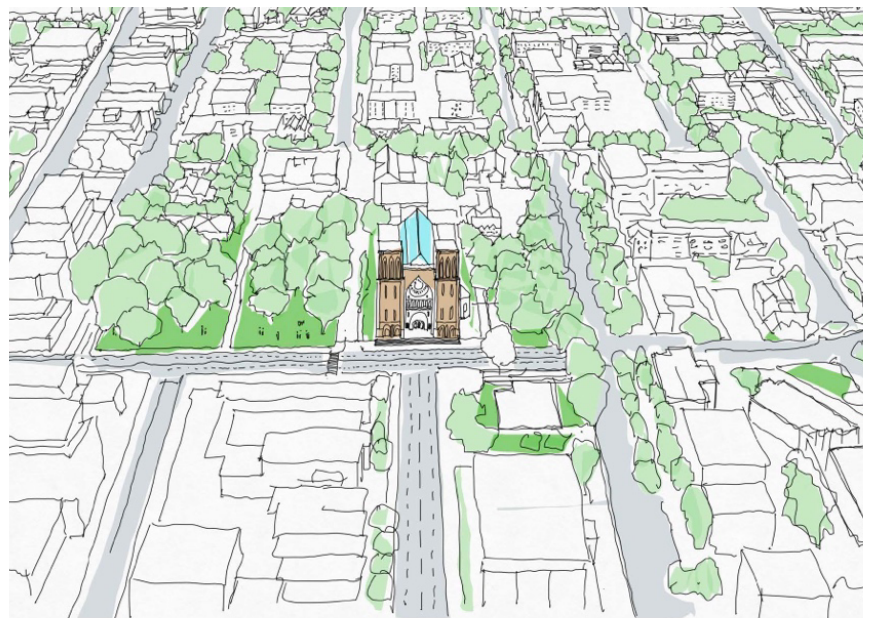
CHRIST CHURCH CATHEDRAL PRECINCT

Building for the Future

Phase One: Executive Summary

The goals and objectives of Building for the Future: Phase One are firmly grounded in the principles and strategy that will thoughtfully guide the Cathedral Precinct's¹ capacity, growth, and evolution into the middle of the 21st Century. These guiding principles derive from the Cathedral's Aspirational Statements and the School's Strategic Framework and have been woven throughout the exercises undertaken in Phase 1. The Synod Office is just beginning a process of organizational review and strategic planning. In 2022, the Synod's guiding principles and organizational direction will be incorporated into the process.

The Phase One report is a vehicle to measure capacity. (The Very Reverend) M. Ansley Tucker, Rector of Christ Church Cathedral and Dean of Columbia, in her Charge to Vestry, February 28, 2021, reminded us that *"capacity includes people, space, expertise, enthusiasm and money. Churches that enact Gospel values of mercy and justice begin to attract people who want to come alongside and join in God's mission to the world. The combination of values and capacity will indeed create an abundant 'Cathedral for the city' in the middle years of the 21st Century."*



The ultimate vision of the Building for the Future project is to create

*An Anglican centre for spirituality, culture, learning, heritage, and community
on these Islands and Inlets.*

¹ The Cathedral Precinct is defined as the block bounded by Quadra and Vancouver Streets, Burdett and Rockland Avenues. The three resident stakeholders on the Precinct are the Cathedral, the Cathedral School, and the Synod Office of the Diocese.

The physical property of the Cathedral Precinct is a crucial part of realizing this vision. As a key site within the Diocese, and within the broader community, it provides a vital opportunity to support the mission that staff and parishioners seek to deliver across the Islands and Inlets. This includes site-specific opportunities, as well as off-site partnerships within the local neighbourhood. Crucial in realizing these opportunities is the consideration of capital and operational socio-economic realities that are needed to realize spiritual and community aspirations as we enter the middle years of the 21st Century.

Process

Phase One was a process of information gathering and data assessment of functional needs, spatial requirements and design issues and goals from the Cathedral and the School. This process engaged the Cathedral and the School in the early critical definition of their long-term needs and design goals. The process was led by the planning firm of Wiser Projects.



The Building for the Future Steering Committee provided oversight and input at regular junctures throughout the process. Functional programs and needs analysis by Wiser Projects informed preliminary spatial and design analysis conducted by FaulknerBrowns, the architectural firm engaged to support Phase One. Additionally, previously completed work and information on the site and neighbourhood was reviewed, socio-economic and policy context was considered for the local and regional planning areas, key site attributes such as heritage, the South Lawn/Commons, and market conditions were reviewed to inform the Phase One process, outcomes and the suggested approach for Phase Two.



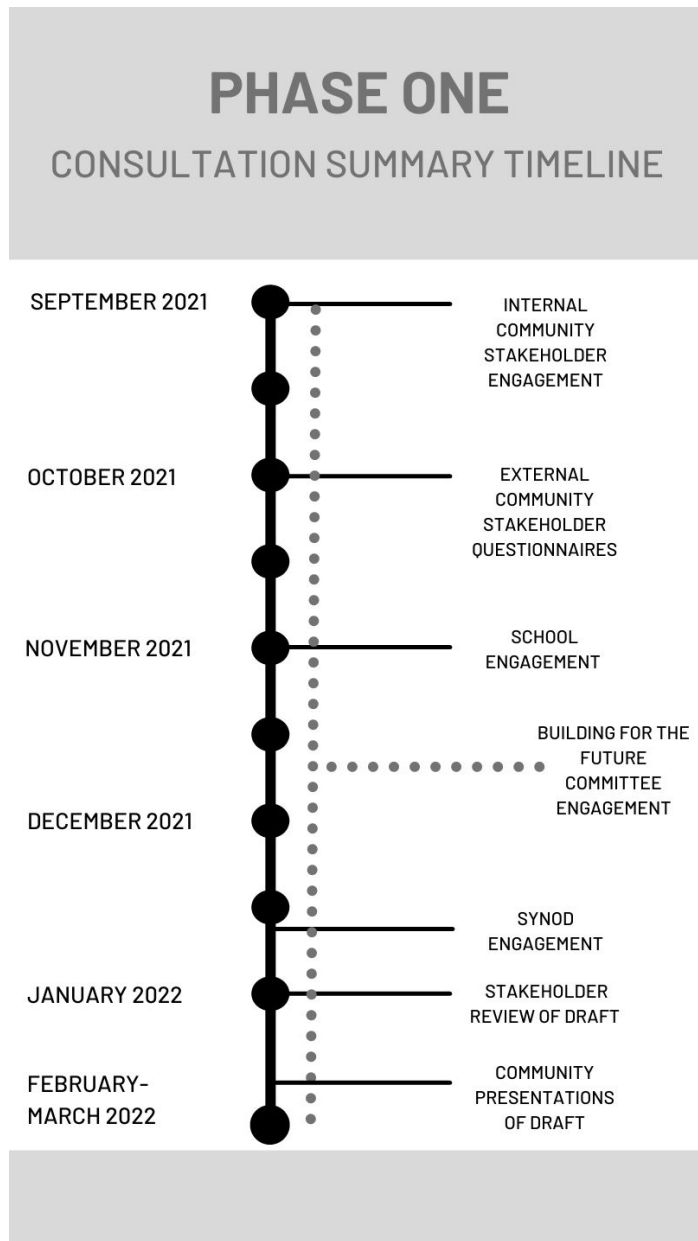
Stakeholder Engagement

At the centre of the Phase One work was continued stakeholder engagement, building from the Greater Works consultation previously undertaken. Engagement sessions involving internal and external Cathedral stakeholders, School Board representatives, and School staff and parents who all provided invaluable insight into the culture, function and experience of those at the Precinct.

What did we hear through this process?

- Cathedral internal stakeholders describe the nave as majestic, beautiful, and magnificent.
- They particularly value the small chapels and spaces for quiet contemplation and worship.
- Recognition of the rich history of the Precinct buildings and site.
- High value is placed on the unique integration of Diocese, School and Parish, and the opportunities for synergies and growth; there is recognition of the unique contribution the School families and the Cathedral children and youth bring to the Precinct.

These Cathedral stakeholders recognize the balance between cherishing the Precinct's history and innovating for the future. There is an understanding that innovation is required to enhance worship, gatherings, hospitality, music, visual and dramatic arts, and that local community connections and developing a supportive relationship with the City of Victoria is crucial. Stakeholders also acknowledged the Precinct property is likely the most valuable asset to pass on to future generations.



External Cathedral stakeholders were appreciative of the Cathedral's performance venue, the kindness and cooperation of administration and staff and the unique ambiance of the Cathedral. Each of the stakeholders wanted to maintain a long-term relationship with the Cathedral.

Stakeholder response from the School Board, teachers and parents highlighted their strong commitment to the School, the excellence in **STEAM** teaching (Science, Technology, Engineering, the Arts and Mathematics), and the close School community. It was agreed that a newer, purpose-built educational facility is required to deliver programs of excellence across all grades and is crucial in attracting families and long-term financial support.

The development community was engaged through a Terms of Reference process. This process facilitated relationship building and information sharing between local and regional developers who may have a community or socio-economic interest in the Precinct. Three development entities submitted proposals indicating interest in potential partnerships that may help realize shared goals and interests; ongoing dialogue with these three but also adjacent development neighbours will continue in Phase Two.

Concurrent with Phase One planning has been consideration of the municipal context within which long-term Master Planning decisions will be taken. This includes the current site and zoning, relevant municipal policy, and current projects and developments taking place near the Precinct. Future enhancement and development of the Precinct site will occur in coordination with the City of Victoria's policy, zoning, and long-term vision for the downtown.

Opportunities and Constraints

Based on the Precinct's strategic guidance and framework, stakeholder input and site context and analysis, Phase One has identified several precinct design opportunities and constraints. The definition of opportunities and constraints has been developed through an analysis of the effective usage of all space, improvements to accessibility, welcoming and wayfinding, flexible formats for worship, shared spaces with the School and Synod administration.

Key opportunities include:

- A more recognized and visited Precinct.
- Enhanced facilities for worship, performance and exhibition.
- Enhancement of the Cathedral's position as a key civic asset within the urban fabric of the City.
- Expansion and enhancement of the School with a completion target of 2025.
- Renewal and restoration of the Cathedral's interior building needs.
- Shared services and opportunities to generate revenue on the site, with housing as a preliminary option at this time.
- New opportunities for hospitality and community programming.



Key constraints include:

- *Accessibility.*
 - Currently 37% of the space in the Cathedral is not accessible. Inaccessible spaces include the altar, Chapel of Reconciliation, Columbarium, North and South Galleries, Balconies of Chapel of the New Jerusalem, Choir room, Organ loft and North Tower room, Ringing Chamber and Bell Tower. Given the level of activity in the Cathedral.
- *Facilities.*
 - Phase One recommends a 200% increase in washrooms across a variety of locations, levels of accessibility, and public availability.
- *Flexibility.*
 - There is a need for increased flexibility of interior Cathedral space that could be offered by removal of all fixed pews to be replaced by portable seating.
 - This flexible format of seating, combined with a portable altar, could provide many different formats for both worship and performance.
 - In addition, Phase One also revealed that the 6 chapel spaces are either not accessible, underused, or suboptimal in terms of layout, format, enclosure and acoustic separation.
- *Chapel relationships and access challenges.*
 - There is an extensive suite of liturgical support spaces and multi-purpose rooms located below and around the Chapel of New Jerusalem.
 - The relationship between rooms that support liturgical activity, such as the Sacristy and Vestries, and multi-purpose rooms like the Chapter Room is blurred, potentially creating operational conflicts in certain scenarios.
 - The warren of small rooms on the second floor seems confusing and inefficient. Phase Two will examine consolidating spaces and making clear distinctions between private spaces that support liturgy and rooms used by the public.

The Christ Church Cathedral School design review and engagement sessions have demonstrated that the current facility is inadequate. Phase Two will propose a School solution that will meet the academic, cultural and community requirements of the School and be situated in the most advantageous location on site. Phase One has introduced various considerations in building a new School including the issues of long-term building flexibility and growth, relationship to other parcels of development on site with partners, relationship to other Precinct administrative and operational functions and a modest or stacked approach to building design.



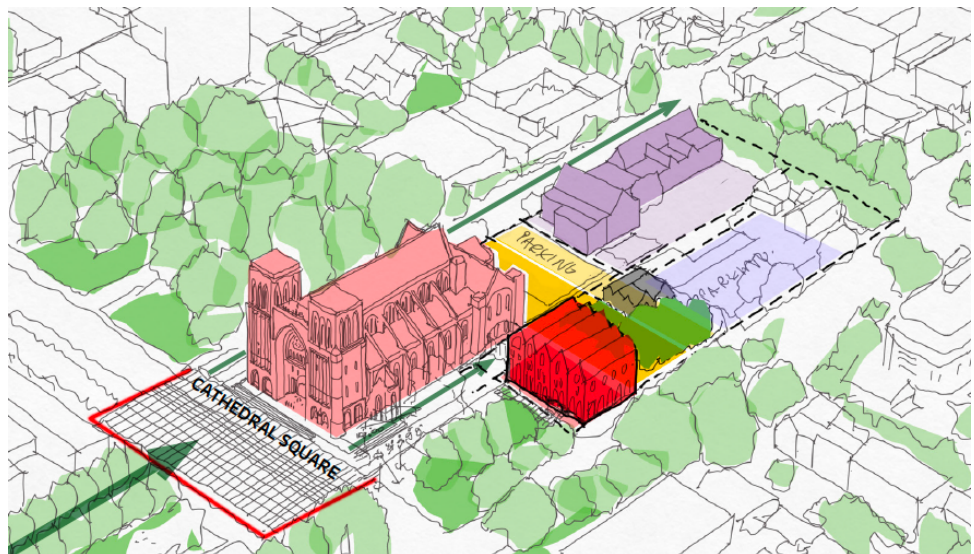
Community and Partnership Principles

Due to development interest and activity around the Precinct, including ongoing inquiries from individual developers, the Committee took a proactive approach with our neighbours. Rather than reacting to individual requests for participation or collaboration in projects, the Committee established a Terms of Reference document for Precinct Development Partnerships that was issued to 16 potential partners in September 2021. The goal was to reach out to interested and aligned developers to inform them of Precinct vision, mission and goals and seek ideas for alignment to meet Precinct needs. Phase One includes an evaluation matrix for each developer response.

Upon review, Phase One recommends that further development discussions occur with those who submitted responses, but also the developments occurring adjacent to the Precinct. Partnership relationships bring opportunities to the Precinct including but not limited to: community amenity contributions in the form of cash or in-kind; professional and technical support; infrastructure upgrades to the area; public realm improvements; co-locating programming and physical space uses; and land or development partnerships. Phase Two will explore these further and make recommendations for potentially formalizing these partnerships.

Phase Two Workplan

Phase 1 has created a framework for a master plan for the Cathedral Precinct. **Phase 2 will create the master plan itself:** *a plan for future improvement, redevelopment and new construction on the Precinct which will accommodate the needs of occupants and the wider community into the middle of the 21st Century and beyond.* It is likely that these changes will be implemented in stages, as needs and opportunities arise. But they will take place within the context of the overall master plan.



Wiser Projects will request a newly configured Development Committee during Phase Two to provide fiscal and strategic decision making, reporting, and communications throughout the process. The work plan will be framed by a Project Charter to state Phase Two goals and

objectives, planning and design principles, project budget, funding/finance plan, long term operational costs of building development, risk management, and project scheduling.

Given the School renewal project is a critical schedule driver, Phase Two planning will occur alongside schematic School design. The workplan has been designed with the recognition that a municipal submission is required by early 2023 to realize the School's more immediate needs of expansion by 2025/2026.

Wiser Projects will lead the process of the master plan, while FaulknerBrowns will lead the design components of the Phase Two Master Plan with overall tasks to include:

- Interactive, open workshops exploring context, scale, massing, landscape etc.
- Definition of how the existing Cathedral can be modernized to deliver best value for all.
- Explore the best way to facilitate the growth and renewal of the School buildings and infrastructure.
- Explore elements of program that can be shared between the School and the Cathedral and other stakeholders.
- Explore the potential to include other complimentary land uses such as residential.
- Undertaking detailed site analysis to identify further opportunities and constraints that will shape the effective masterplan for the site redevelopment, including those related to partnerships.
- Identify core site planning principles to guide options analysis.
- Continually refine options and assessment of benefits and weaknesses against the defined Project Charter.
- Develop a phasing strategy.
- Assess infrastructure needs based on due diligence work completed.
- Develop an integrated approach to Precinct wide energy planning.
- Review structures to assess opportunities for reuse and seismic upgrade requirements.
- Explore master plan 3D computer and physical models.
- Generate a detailed analysis of local and regional policy contexts and needs.
- Provide the level of detail required for Class D and C cost estimates by a third-party.

