

# Appendices

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# Appendix A: Policy Overview and Background Documents

## Fairfield Neighbourhood Plan

The Fairfield Neighbourhood Plan (FNP) (September 2019) is a neighbourhood-level plan that builds on many of the objectives of the City of Victoria Official Community Plan (OCP). It provides a focus on the vision and direction for the Fairfield neighbourhood.

### Housing

The FNP calls for higher density housing in the northwest corner of the neighbourhood, due to the proximity to jobs and amenities. The plan addresses this call for increased density by:

- More people in higher residential buildings near downtown, jobs and amenities
- Residential buildings up to six storeys in height between Vancouver Street and Quadra Street (north of Fairfield Road)

### Active Transportation

The FNP identifies several important plans for improving active transportation on several streets that border on this site (can be viewed in Figure 19 below):

- Vancouver Street AAA cycling network as a priority (north-south)
- Rockland Avenue (north of site, runs east-west) as a designated pedestrian and cycling “greenway” route
- Does not identify Quadra Street as an active transportation route

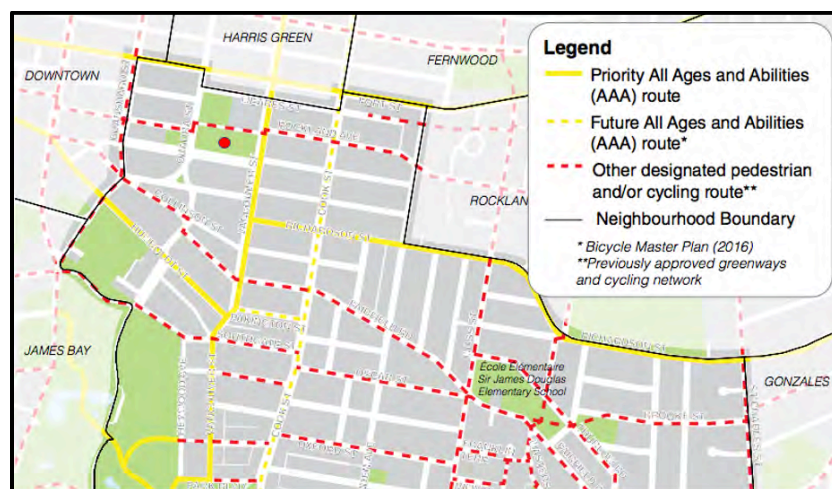


Figure 20: Active Transportation Network, Fairfield Neighbourhood Plan

The FNP has the following street-specific policies:

- Quadra Street: Evaluate for pedestrian safety, visibility and crossing improvements.
- Vancouver Street: Evaluate opportunities for traffic calming and diversion.



- Assess Southgate Street intersection for pedestrian safety, visibility and crossing improvements

These policies will contribute to making the CCC site a highly walkable and cyclable area, with access from all directions.

## Official Community Plan (OCP)

### Urban Place Designations

The OCP uses Urban Place Designations to guide broad land uses across the city, as laid out in Section 6 of the OCP. Christ Church Cathedral is shown on the map (Figure 20) below with the red dot. In the OCP this property is considered urban residential (eastern half) and public facilities, institutions, parks and open space (western half).



Figure 11: Urban Place Designation, City of Victoria OCP

### Urban Residential (Western half)

The urban residential designation allows for taller buildings and higher densities than area allowed in the current zoning bylaws, as seen in Table 14 below. This site is located in close proximity to the “core residential” area which allows for higher buildings and densities than in urban residential, with building up to 20 storeys in height and over 6 FSR.

Table 14: Urban Residential Designation features

Built Form	Character	Uses	Density
Urban Residential Designation			
Attached and detached buildings up to three storeys	Variable yard setbacks with primary doorways facing the street	Ground-oriented multi-unit residential	FSR: Between 1.2:1 and 2.5:1
Low-rise and mid-rise multi-unit buildings up to approximately six storeys	Variable front yard landscaping, boulevard and street tree planting	Low to Mid-rise multi-unit residential Low to Mid-rise mixed-use along arterial roads	FSR: Between 1.2:1 and 2.5:1

### Public Facilities, Institutions, Parks and Open Space (Eastern half)

The public facilities designation prioritizes government office, administration and ceremonial uses, but still allows for accessory residential uses. This is outlined in Table 15 below.

Table 15: Public Facilities Designation Features

Built Form	Character	Uses	Density
Public Facilities Designation			
Public buildings prominently sited in landscaped open space and formal grounds with variable heights	Variable with landmark buildings and open spaces deployed across the city, serving as local, city-wide, regional or provincial destinations	Government office, administration and ceremonial uses	FSR: Up to 0.5
Recreational, institutional, educational buildings and structures within open space	Variable with landmark buildings and open spaces deployed across the city, serving as local, city-wide, regional, or provincial destinations	Accessory residential uses Recreational uses Institutional uses including education, health and research, culture, and assembly Accessory commercial services	FSR: Up to 0.5*

\*It is worth noting that although the maximum suggested FSR in the OCP is 0.5, the current zoning (as discussed under the “current zoning” heading) allows for an FSR of 2.0.

Table 16: Official Community Plan Objectives and Policies Relevant to the Master Plan and Precinct Site

OCP Sections	Objectives and Policies	Master Planning Considerations
Land Management and Development (section 6)	Objectives	
	6(c) That the Downtown Core Area remains the Capital Region's primary economic, social, arts, cultural, and entertainment centre and where government employment and supporting services are retained and expanded.	The Site is on the boundary of the Downtown Core Area (DCA). Policies from the DCA Plan will be considered in the Planning of the Site.
	6 (f) That Town Centres and Urban Villages become progressively more complete so that over time residents can attain goods and services to meet daily needs within a 15-minute walk of home.	Providing cultural and community space adds amenities and supports to meeting personal needs. Aligned with Aspirational Statements.
	6 (g) That all 13 city neighbourhoods contain a range of housing types suitable to people with a mix of incomes, living in a variety of household types, throughout their lives.	Aligned with Aspirational Statements.
	Policy	
	6.10 Maintain and implement a detailed local area plan that supports the development of the Downtown Core Area	Fairfield Neighbourhood Plan Downtown Core Area Plan
Placemaking Urban Design and Heritage (section 8)	6.22 Generally support new development in areas designated Urban Residential that seeks densities toward the upper end of the range [...] where the proposal significantly advances the objectives in this plan and is:  -within 200 metres of the Urban Core -or within 200 metres of Town Centres or Large Urban Villages -or along arterial or secondary arterial roads.	The Site is within 200m of the Urban core and has the opportunity to significantly advance objectives of OCP and the Downtown Core Area Plan.
	Objective 8(b) That the views from the public realm of existing landmarks are maintained, and that new landmarks are introduced to enhance the visual identity and appearance of Victoria	The site is an important landmark to the city and new development will consider views and impacts on the site.

	and to improve wayfinding around the city.	
	8(c) That new buildings and features contribute to the sense of place in development permit areas and heritage conservation areas through sensitive and innovative responses to existing form and character.	Site redevelopment will consider the "sense of place" and existing form and character.
	8(j) That heritage property is conserved as resources with value for present and future generations.	Redevelopment and re-purposing will conserve existing heritage while revitalizing the site.
	Policy	
	City Form: Policy 8.6 Conserve and enhance heritage value, character and special features of areas, districts, streetscapes, cultural landscapes and individual properties throughout the city.	Master Planning will align with City Form.
Housing and homelessness (Section 13)	Objectives	
	13 (a) That housing development that responds to future demand is facilitated through land use policies and practices.	Enhanced Cathedral community programming and partnerships will support the development of support services for housing in the area.
	13 (b) That housing affordability is enabled for housing types across the housing spectrum, particularly for people in core housing need.	
	13 (c) That the existing supply of rental housing is expanded through regeneration.	
	13 (d) That a wide range of housing choice is available within neighbourhoods to support a diverse, inclusive and multigenerational community.	
	13 (e) That partnerships enable stable housing with appropriate support services.	
Arts and Culture (Section 16)	Objectives	
	16 (c) That cultural diversity and cultural heritage are celebrated and sustained.	In alignment with Aspirational Statements
	16 (d) That the arts are accessible to a broad diversity of people and groups.	In alignment with Aspirational Statements and proposed Cathedral renovations.

16 (e) That a wide range of cultural spaces are available and affordable	In alignment with the possibility of enhanced community programming on site.
Policies	
16.10.2 Seeks opportunities for partnership with the public, private and non-profit sectors.	The Precinct Renewal Plan will seek partnerships in the Cathedral Hill Precinct area.
16.10.4 Enhances support to local, non-profit groups engaged in arts or culture programs	In alignment with the possibility of enhanced community programming on site.
16.14 Participate in a regional arts facility assessment study to identify existing opportunities and create a long-term plan for future facilities.	To be accomplished as part of the Master Planning process.
16.15 Consider opportunities for new arts and culture facilities as part of a capital plan for visitor destination development in partnership with senior governments, organizations and private developers.	To be accomplished as part of the Master Planning process.

Table 17 provides an overview of the previous planning work done to date that was provided to the Project Team during Phase One. These works were reviewed a part of the background research for Phase One and will continually be utilized to inform future activities.

*Table 1: Summary of Anglican Diocese Background Documents*

Date	Title/ consultant	Description	Findings	Limitations
February 1927	Christ Church Cathedral Floorplan. Architect (Name illegible)	An updated floorplan from 1927	Floorplan showing measurements of the Christ Church Cathedral using a scale of 1 inch to 8 feet	Only shows the floorplan of the Christ Church Cathedral, does not show other buildings on the property
March 1983	Christ Church Cathedral Floorplan (ground plan). Wade Williams Partnership, Architects, Designers.	An updated floorplan from 1983	Floorplan shows measurement in feet using scale of 1/8 of an inch to 1 foot. (Same as 1927 floorplan).	Does not show the floorplan of other buildings on the property  Does not show as many measurements as the 1927 floorplan
February 2012	Precinct Renewal: Project Brief.	This project brief provided 2 different	Both concepts proposed renovations and	Very "high-level" concepts that were done before the

	CitySpaces Consulting	concepts for how to develop the land parcel	<p>expansions to both the Cathedral and the School.</p> <p>The report proposed developing a residential building between 4 and 8 storeys to help fund the renovations and expansion</p> <p>One concept proposed the building on south-east corner, while the other proposed it in the middle of the block on the south-side.</p>	<p>public consultation process (below)</p> <p>No budget for the estimated project costs.</p>
July 2012 (Last update Feb. 2020)	City of Victoria: Official Community Plan	Has several policies that encompass the Cathedral Hill Precinct, as well as the area surrounding it	DPA 14 is a special area that has policies relating exclusively to the Cathedral Hill Precinct	The OCP acknowledges specificity at the neighbourhood level. For this, the Fairfield Neighbourhood plan should be consulted.
December 2012	Cathedral Hill Renewal: Consultation Report. CitySpaces Consulting	Participants (84 total) were members of the Cathedral, the Diocese of BC and the Cathedral School	<p>Programming: Strong support as a music and culture centre for Victoria. Strong support for School programming</p> <p>Buildings: Strong support for upgrades to Memorial Hall including seismic upgrades. Strong support for repairing the Cathedral's East wing. Support for creating flexible meetings spaces of varying sizes.</p>	Was only a consultation report. The report suggested using this as a basis for creating a Conceptual Master Plan for the Cathedral Hill District.
June 2019	Christ Church Cathedral: Precedents & Emerging Trends. CitySpaces Consulting	Precedent study of 9 different cathedrals and Schools that investigated programming	<p>This study suggested:</p> <p>Re-branding the cathedral</p> <p>Renewing the exterior space to make it</p>	<p>A broad precedent study that had very general recommendations</p> <p>Examples used did not have any housing</p>

		and funding options	vibrant and attractive and  establishing community programming partnerships, among others  This study included: Liverpool Cathedral in the U.K. and Christ Church Cathedral in Vancouver, both of which have robust cultural, arts and events programming	developments on their properties
June 2019	Christ Church Cathedral: Introductory Development Toolkit. CitySpaces Consulting	Background memo that shows the current planning context, as well as partnership opportunities.	Did a policy/planning overview of the site, with similar findings  Looked at construction estimates and land-use options  Looked at potential partnership/funding opportunities (housing, educational, etc.)	Not as in-dept Planning context as the current memo done by Wiser Projects  Construction estimates need to be updated  Missing up-to date Fairfield Neighbourhood Plan and OCP
September 2019	City of Victoria: Fairfield Neighbourhood Plan	A detailed neighbourhood plan	Provides good details of the transportation plan  Provides good details as to planned densification of areas surrounding the Precinct	Mentions the Cathedral Hill Precinct, but does not have as many details or as much policy as the City of Victoria OCP
October 2019	City of Victoria: Zoning Bylaw NO. 80-159	Zoning Bylaw	Has 5 Cathedral Hill Precinct (CHP) zones including CHP-PB (Public buildings), which is the zone that covers this property.	CHP-PB does not necessarily allow all the uses that Anglican Diocese wants.  May need rezoning or variance permits
February 2021	Topographic Survey. GeoVerra	Updated Topographic land survey	An up-to-date land survey of the property	



## Appendix B: Neighbourhood Developments

Nearby development projects, infrastructure, and policies also give insight into potential development on the Precinct. The projects below cover both active transportation and housing (in the form of new developments). These projects give insight into how this land may be developed in relation to surrounding area.

### Fairfield and Downtown Project Examples

The developments listed below are near the project site and range in size from small six unit multiplexes up to 200+ unit rentals. The proposed developments listed are all within a 400m radius of the site, which is equivalent to approximately a five-minute walk. Examples are found in both the Fairfield Neighbourhood and the Downtown/Harris Green Neighbourhood. The Downtown neighbourhood has a focus on higher density mid to high-rise buildings, which differs greatly from the designations of Fairfield. Figure 21 shows a map of the developments relative to the site.

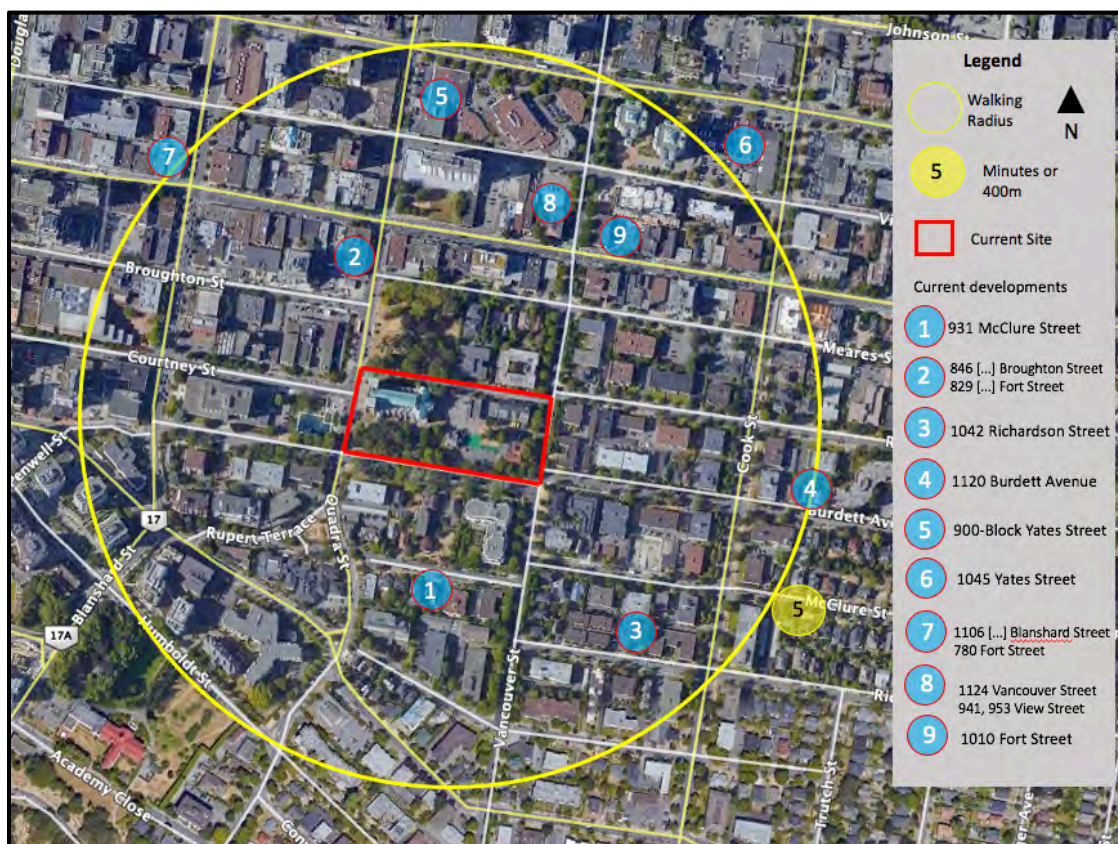


Figure 22: Map of Current developments in Proximity to the Site



### 931 McClure Street

- Building type: Residential
- Building size: 5-storey, 16-units dwelling
- Density:
  - Parcel coverage: 72%
  - FSR: 1.5
  - Site size: 693.40m<sup>2</sup> (building footprint: 693.40m<sup>2</sup>)
  - Parking spaces: 131
- Zoning: Rezoning RK to site specific zone
- Timeline: Application started Nov. 31<sup>st</sup>, 2018. Multiple revisions have occurred since, with the last revision occurring on April 15<sup>th</sup>, 2021
- Description: This project is a residential development by Aryze developments in Victoria BC.



Figure 23: Aryze Developments

### 846-854-856 Broughton Street, 829-835-841-849-891 Fort Street

- Building type: Mixed-use commercial and residential (rental) for seniors and students.
- Building size: 10 storeys, 266-rental units
- Density:
  - Parcel coverage: 88%
  - FSR: 5.25
  - Site size: 5,164m<sup>2</sup>
  - Parking spaces: 93 residential, 92 commercial
- Zoning: Rezoning from CA-2, CHP-OB, CHP-CR to site specific zone
- Timeline: Application started Sept. 22<sup>nd</sup>, 2017. Multiple revisions with last revision on May 7<sup>th</sup>, 2021.
- Description: This is a large mixed-use development named "Pacific Arbour six residences ltd." directly across Quadra Street from the Anglican Diocese property. This is a purpose-built rental geared towards senior residents looking for "independent living" retirement facilities.



Figure 24: Parc Living

### 1042-1044 Richardson Street

- Building type: Purpose-built rental with a mix of market and non-markets units.
- Building size: 6 storey, 21-unit
  - Density:
    - Parcel coverage: 60.2%
    - FSR: 1.97
    - Site size: 668m<sup>2</sup> 402m<sup>2</sup>
    - Parking spaces: 10 (proposed)
- Zoning: Rezoning from R-K to site specific zone
- Timeline: Application started Oct. 1<sup>st</sup>, 2020, with last revisions on Jan. 25<sup>th</sup>, 2021.
- Description: Development with a heavy focus on cycling facilities, such as bike parking



Figure 25: Lintott Architects

### 1120-1124-1128 Burdett Avenue

- Building type: residential, purpose-built rental
- Building size: 5 storey, 42 units
- Density:
  - Parcel coverage: 53
  - FSR: 1.9
  - Site size: 1673.7m<sup>2</sup>
  - Parking spaces: 40
- Zoning: Rezoning from R1-B, R3-AM-1 to site specific zone
- Timeline: Application started on March 31<sup>st</sup>, 2020; last plan revisions were on Oct. 8<sup>th</sup>, 2021. A development variance permit is happening concurrently
- Description: Purpose built rental development by Empresa properties



Figure 26: Empresa Properties

### 1205-1209 Quadra Street, 910 View Street, 903-911 Yates Street (900-block Yates)

- Building type: Residential, multi-plex
- Building size: 1, 3, 4, 5, 28, 29 and 32 storeys
- Density:
  - Parcel coverage: 71.6%
  - FSR: 6.0
  - Site size: 13,527m<sup>2</sup> (9,685m<sup>2</sup> building footprint)
  - Parking spaces: 943
- Zoning: Rezoning from R5, R-9 and R-48/S-1 to a site-specific CD zone
- Timeline: Application submitted March 19<sup>th</sup>, 2021. The City has done one round of revisions on May 13<sup>th</sup>, 2021.

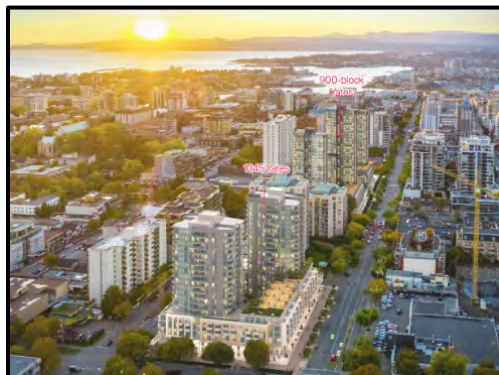


Figure 27: Starlight Developments

- Description: The first of two properties being rezoned for Starlight developments. This site is being zoned for a large master-plane development that will include townhomes, rental apartments, office space and retail within the Harris Green Neighbourhood.

### 1045 Yates Street

- Building type: Mixed-use, residential multi-plex, services, public greenspace
- Building size: 1, 4, 5, 20 and 21 storeys
- Density:
  - Parcel coverage: 84%
  - FSR: 6.0
  - Site size: 6,337m<sup>2</sup> (5,323m<sup>2</sup> footprint)
  - Parking spaces: 346
- Zoning: Rezoning from S-1 and R-48 to a site-specific CD zone
- Timeline: Application submitted March 19<sup>th</sup>, 2021. The City has done one round of revisions on May 13<sup>th</sup>, 2021.
- Description: The second of two properties being rezoned for Starlight developments. This site is being zoned for a large master-plane development that will include townhomes, rental apartments, office space, a daycare and retail within the Harris Green Neighbourhood.



Figure 28: Starlight Developments

### 1106, 1114 Blanshard Street, 780 Fort Street

- Building type: Hotel with commercial and residential units
- Building size: 20 Storeys, 128 suites
- Density:
  - Parcel coverage: 97%
  - FSR: 6.39
  - Site size: 1611.10m<sup>2</sup> (237m<sup>2</sup> footprint)
  - Parking spaces: 39
- Zoning: Rezoning to a site-specific zoning
- Timeline: Application submitted August 4<sup>th</sup>, 2020. The City has done one round of revisions on December 11<sup>th</sup>, 2020.
- Description: A large hotel proposed within downtown Victoria, under 1-block from St. Andrews Cathedral. This development shows the opportunities and constraints of developing close to a Cathedral.



Figure 29: Proposed Hotel on Blanshard St.

### 1124 Vancouver Street, 941,953 View Street

- Building type: Residential, purpose-built rental
- Building size: 6 storeys, 188 units
- Density:
  - Parcel coverage: 91%
  - FSR: 3.57
  - Site size: 670.95m<sup>2</sup> (237m<sup>2</sup> footprint)
  - Parking spaces: 45
- Zoning: Rezoning from R3-CT, R3 CP S1 to a site-specific zone.
- Timeline: Application submitted November 6<sup>th</sup>, 2019. The City completed its last staff review on April 19<sup>th</sup>, 2021
- Description: A mid-rise purpose-built rental apartment with a number of interesting design features, including a green roof.



Figure 30: D' Ambrosio Architecture + Urbanism

## 1010 Fort Street

- Building type: Mixed-use commercial-residential
- Building size: 9 storey, 53 units
- Density:
  - Parcel coverage: 89%
  - FSR: 5.50
  - Site size: 628m<sup>2</sup> (559m<sup>2</sup> footprint)
  - Parking spaces: 0 (74 Bicycle spaces)
- Zoning: Rezoning from CA-42 to site CA zone.
- Timeline: Application started on April 10th, 2018. The last plan revisions were on June 3<sup>rd</sup>, 2020
- Description: A proposed zero-parking commercial/residential development that is being proposed on a small/narrow infill site.



Figure 31: J. Gordon Enterprises

## 2560, 2566 and 2570 Fifth St.

- Building type: Residential, purpose-built rental
- Building size: 5 storeys, 64 units
- Density:
  - Parcel coverage: 65.4%
  - FSR: 2.41
  - Site size: 1805m<sup>2</sup>
  - Parking spaces: 25
- Zoning: Rezoning from R2-2 Residential to a site-specific zone.
- Timeline: Rezoning Application originally submitted November 23<sup>th</sup>, 2018.
- Description: The VISA campus includes a gallery, two classrooms, 15 studio spaces and a subsidized rental unit for an "artists in residence."



Figure 32: Aryze Developments



## 1025 Johnson Street

- Building type: Mixed-use purpose-built rental
- Building size: 12 storeys, 130 units
- Density:
  - Parcel coverage: n/a
  - FSR: n/a
  - Site size: n/a
  - Parking spaces: n/a
- Zoning: Rezoning from R2-2 Residential to a site-specific zone.
- Timeline: Rezoning Application originally submitted November 23<sup>th</sup>, 2018.
- Description: The 12-storey mixed-use affordable rental tower is the first phase in a planned four-phase development. The new 41,700ft<sup>2</sup> public safety building will have a 3,200ft<sup>2</sup> space that will be leased to the BC Emergency Health Services, who will use it to provide a rest area for paramedics. This development was built as a part of a public-private partnership, with local developer Dalmatian Developments. The deal includes the new public-safety building being sold to the City of Victoria at a fixed-price of \$33.7 million and is contingent on the developer being approved for rezoning. This partnership has allowed the City of Victoria to realise a new fire hall for a much lower cost than building a stand-alone structure.



Figure 33: Rendering of 1025 Johnson Street project

## Appendix C: Stakeholder Engagement

Table 17: External Stakeholder Engagement Responses

Organization	Spatial Needs and Goals
<b>Victoria Symphony Orchestra</b>	<p>A rehearsal space with primary booking/scheduling rights.</p> <ul style="list-style-type: none"> <li>• Access to the space for between 4 and 7 "orchestral services" per week. Each service is a maximum of 2.5 hours, so a maximum usage of the space of roughly 18-20 hours per week.</li> <li>• This space to be separate from the nave, and roughly 25% bigger than POV's rehearsal space at the Baumann Centre.</li> <li>• Large enough to house a Mahler sized orchestra and chorus.</li> <li>• Would also need a high-quality piano in residence. Ideally, this space could be used for select fundraising activities as well.</li> <li>• 4 or 5 small rehearsal rooms off the main space for use by symphony musicians to teach.</li> </ul> <p>Administrative offices to house the VS administration and the orchestra's main rehearsal space into the same complex.</p> <ul style="list-style-type: none"> <li>• Current square footage at the Central Building is approx. 3400 square feet, with two storage units (one off of the men's washroom and one in the basement).</li> <li>• Propose 2750-3000 sf going forward.</li> <li>• Only really need closed offices for the Department Heads.</li> </ul> <p>Storage space of 400 sf which could be basement space if there was an elevator up to the main rehearsal space as well as easy access to the street for loading onto the Symphony truck.</p> <p>Music Library of 350-400 sf.</p> <p>Performance space for small to midsize programmes in terms of orchestra size and chorus/soloists.</p> <p>Board Room 300 sf for 15 to 20 people and a kitchen.</p> <p>Improvements to acoustics in the nave, expand space for extra musician placement and extra audience capacity, narthex, coat check.</p>
<b>Victoria Conservatory of Music</b>	<ul style="list-style-type: none"> <li>• Kitchen</li> <li>• Periodic performance space for up to 800 attendees</li> <li>• Full utilization of the Conservatory building - limited need for additional space</li> </ul>

	<ul style="list-style-type: none"> <li>• Potential for collaborative programming</li> </ul>
<b>Victoria Children's Choir</b>	<ul style="list-style-type: none"> <li>• Performances with the Victoria Symphony.</li> <li>• Require the ability for front of house, ticketing and stage management to be managed on site.</li> </ul>
<b>University of Victoria Choral Studies</b>	<ul style="list-style-type: none"> <li>• Custom risers to flatten out the chancel altar space. It would provide elevated concert space, better visibility for audience and more options for groups.</li> <li>• Bringing the choirs down to the community is an essential and significant way to bridge the university with the downtown core.</li> <li>• Accommodate chancel for choral singing.</li> <li>• If the School gym was attached (not having to go outside and closer) to the Cathedral or if there was a larger open hall, it would provide exceptional space for many musical and non-musical groups in the City.</li> <li>• Great opportunity to bring outside groups into the Cathedral.</li> </ul>
<b>Pacific Opera Victoria</b>	<ul style="list-style-type: none"> <li>• Sound, video equipment on site and skilled operators.</li> </ul>
<b>Early Music Vancouver</b>	<ul style="list-style-type: none"> <li>• Improved stage configuration for placing artists in an elevated arrangement so they can be clearly seen by larger audiences,</li> <li>• Improved in-house A/V system for music.</li> <li>• An expanded and moveable stage arrangement for the spacing of musicians and presentation of larger group such as polychoral works.</li> <li>• A lighting package to make the space warmer and add flexibility,</li> <li>• reconfiguring the altar area to allow the flexibility of having a more traditional stage area.</li> <li>• Qualified operating staff.</li> </ul>
<b>Early Music Society of the Islands</b>	<ul style="list-style-type: none"> <li>• Acoustics and sight lines of the nave are not well suited to the majority of the Society's productions.</li> <li>• Early repertoire such as medieval and Renaissance work very well in the nave, but Baroque repertoire does not work well in that very live acoustic, as it is difficult to pick out individual lines and instruments - especially from the back of the audience.</li> <li>• The Chapel of the New Jerusalem is a promising venue for smaller scale concerts. While its acoustic is also very live, the closeness to the musicians makes it work.</li> </ul>
<b>Emily Carr String Quartet</b>	<ul style="list-style-type: none"> <li>• Acoustics and sight lines are problematic.</li> <li>• Propose 3 concerts for 2022 in the nave.</li> <li>• Would be advantages to see the organ and the performers during the performances. The organ is one of the most spectacular elements of the CCC and it needs to be closer to the center of attention.</li> </ul>



	<ul style="list-style-type: none"> <li>• Improvements to the lighting through additional side lighting pointing to the performance area.</li> <li>• Some European cathedrals are using hundreds of rechargeable LED powered candles around the stage for this purpose.</li> </ul>
<b>CapriCCio Vocal Ensemble</b>	<ul style="list-style-type: none"> <li>• Require more space for a choir of 32 singers. Suggest moving out the pews.</li> <li>• Collaboration with other choral groups to provide better choral risers.</li> <li>• Different colour box for the conductor with a rail for visibility and safety.</li> <li>• Increased co-ordination between the Cathedral and the Choir</li> <li>Promotion in social media and on the internet.</li> </ul>
<b>Art Gallery of Greater Victoria</b>	<ul style="list-style-type: none"> <li>• Require places for fundraising activities and lectures for more than 75 people.</li> <li>• Require kitchen, catering, a/v equipment, live streaming capability, ushers and custodial services.</li> <li>• AGGV art programs for children attending Christ Church Cathedral School.</li> </ul>
<b>Umbrella Society for Addictions and Mental Health</b>	<ul style="list-style-type: none"> <li>• Large group or event space</li> </ul>
<b>Keystone Group</b>	<ul style="list-style-type: none"> <li>• Improvement to WiFi functionality in the Chapter Room</li> <li>• Improve Chapter Room availability</li> <li>• Serve coffee and snacks</li> <li>• Use of shelving space in the storage room to store our book boxes.</li> </ul>
<b>Nyk Danu Yoga and Grow (Island Mental Health)</b>	<ul style="list-style-type: none"> <li>• Currently using the Chapel of the New Jerusalem</li> <li>• Improved internal communication at the Cathedral so organ or choir rehearsal is not taking place at the same time as yoga.</li> <li>• Improved cleanliness to the floor.</li> <li>• Improvement to the heating</li> <li>• Would like to run more classes and retreats at the Cathedral.</li> </ul>
<b>Our Place Society</b>	<ul style="list-style-type: none"> <li>• Training space for groups of 10 to 35 people.</li> <li>• Meeting room space for groups of 10 - 15 people.</li> <li>• Storage space</li> </ul>
<b>Together Against Poverty</b>	<ul style="list-style-type: none"> <li>• Community events in the Chapter Room for 30+ people</li> </ul>
<b>Greater Victoria Coalition to end Homelessness</b>	<ul style="list-style-type: none"> <li>• As COVID regulations ease, presentations of more in-person workshops as well as zooms at CCC.</li> <li>• Additional space is the only thing they need.</li> </ul>

	<ul style="list-style-type: none"> <li>• Require more parking.</li> <li>• Would like to host large, in-person workshops and kitchen is helpful.</li> </ul>
<b>Greater Victoria Public Library</b>	<ul style="list-style-type: none"> <li>• Interested in collaborative efforts.</li> <li>• Use of Cathedral space for public spoken word events.</li> </ul>

## Christ Church Cathedral School Parents, Staff and Board of Directors

### New Space Recommendations from Parents and Teachers, Nov. 16, 2021

- Utilization of the basement space in the School.
- "Maker space", hands-on learning.
- Science lab and technology spaces.
- Larger library.
- STEAM room in the new building.
- Science venture partnerships with science labs like University of Victoria.
- Outreach space.
- Increased storage.
- Continued safety and security of the playground with high fencing.
- A new performance space.
- 21st century Schools have library learning commons in the heart of the community with technology and tables for study and collaboration.
- A new technology VR world in a STEAM room would be a great option.
- 5 G wireless network - to cover the whole area and outlets to charge devices.
- A data closet to accommodate a heavy-load router to handle the bandwidth.
- Exhibition of the students' work throughout the School.
- Evening rentals of School space to generate revenue. Provide spaces that are suitable to generate revenue from other community partners.
- A commercial kitchen to bake cookies, prepare Christmas dinners and take food to the community.
- Kitchen to be part of the School - and a full cafeteria service for students.
- "Hugely important" to be involved in service to the community.
- A rock-climbing wall and a garden on the upper floor (rooftop).

- A veggie garden in front of the School or on the side of the building.
- Playground and outdoor space.
- Establish with the City a better drop off zone on Burdett.
- Proposed underground parking.
- Soundproofing throughout a new building.
- Gender-neutral washrooms.
- Learn from Schools which have partnered with companies like Microsoft. (Example in Seattle to provide a tech School).
- Victoria is becoming very tech oriented: there may be options available.
- Space for enhanced music program.
- Inclusion is very important: everyone walking into the space needs to feel welcomed and disabilities need to be accommodated.
- Focus on visual and performing arts in addition to music.

### **Welcoming Features**

- Coffee and muffins on the first day of School
- Open space at the front of the School with student artwork
- Connections between the School and other buildings on the Precinct

### **Location**

- Convenient for parents and a way for students to relate to a diverse downtown community.
- Appreciation for the beauty of the building.
- Possibility of building up overtop the parking lot.
- Appreciate access to the Cathedral and being next to a new playground and close to other parks.
- Better connections between all buildings on the Precinct.
- Parents also interested in a high School.
- In favour of the idea of a new build for the School with community partners.
- Limited space, parking and drop off zone all need improvement..
- Improve safety.
- Maintain the small classroom size.
- Outdoor learning space e.g., with community garden, waterproof tables.
- Interest in a high School. Also interested in multi-age learning in classrooms i.e., Grade2/3 split.

- Interest in an environmentally sustainable School building.

## **School Board and Staff Questionnaire Responses**

### **Staff Responses**

The School staff were sent the same questionnaire used in the parent Stakeholder Sessions conducted via zoom. Eleven of the School staff responded with the following suggestions:

- The School spaces are overly shared (8 ways). The facilities could be cleaner, and people would care more about the spaces if they were not shared so frequently. Sharing the Auditorium is particularly challenging.
- Proper technology is required in all classrooms.
- Improved building maintenance and upkeep is required during the days/weeks. Suggestion for a custodian to come in for the second half of the School days to touch up washrooms, keep hallways clean.
- The challenge is less to do with space and more to do with culture. Ensure staff stay until 4:00 pm and have them collaborate for more than 5 minutes on a lunch break.
- Library is way too small, band room noise effects classrooms due to proximity.
- The School needs more uniform, modern furnishings and fit-out.
- The proximity to downtown and parents' places of work is key.
- Need for adequate (plus extra for visitors!) parking for all staff.

### **Board of Directors Responses**

The project team conducted a briefing session with the Board of Directors via zoom. The intent was to provide information on the Phase One process and provide an opportunity for questions. The Board was sent the same Stakeholder questionnaire. Four responses were received with recommendations as follows:

- The School has the vision of doubling a cohort every year. As a transitional measure, we need to look at using some of the existing office space to accommodate growing student needs, and not to lose dedicated space such as science and French. Adults can move off Precinct, but classes need to be kept together if possible.
- There are Schools where space is devoted specifically to teacher needs. Most teachers use classrooms or the staff room or library in off hours. Small rooms where teachers could meet, work on projects together or meet with students might be very helpful.
- The people in the building are welcoming, but the physical building is not. The front hall is messy, crowded and cramped. Lighter and more ability to showcase student work would create a more welcoming, inspiring atmosphere.

- We have accommodated music to some extent by using the auditorium and Cathedral space. Visual arts and especially performing arts desperately need more space. As we rethink our possibilities, we need to look at not only space, but light, movement.

## Appendix D: Land Use Opportunities and Constraints

### New Development

The Cathedral is considering new development on their lands, whether residential, commercial, cultural, or other. Opportunities and constraints are considered below.

Table 18: New Development Policy Opportunities and Constraints

Policy Opportunities	Policy Constraints
<ul style="list-style-type: none"> <li>The development of housing and mix-uses on this site is supported through the Regional Growth Strategies' #1 objective of "keeping urban settlement compact".</li> <li>New high-density development may be able to be developed on this site as section 6.22 of the OCP supports high-density developments on the adjacent properties.</li> <li>New developments will have a better chance of success if they meet OCP objectives 13 a), b), c), d) and e). These objectives support housing development that responds to future demands, increases affordability, increases the supply of rental housing, provides a wide range of housing choices and that addresses support services through partnerships.</li> <li>A site-specific zone may be developed that allows for residential uses, as In the City of Victoria Zoning Bylaw, there are numerous site-specific zones for adjacent properties.</li> <li>High-density residential and mixed-use commercial uses may be developed on this site as The Fairfield Neighbourhood Plan (FNP) locates the site within a "core-residential" area.</li> <li>The Cathedral may be able to develop residential building up to 6 storeys in height, as the Housing section of the FNP (p.52) asks for higher density housing in the Northwest corner, with residential buildings up to 6 storeys between Vancouver Street and Quadra</li> </ul>	<ul style="list-style-type: none"> <li>The CHP-PB zoning bylaw does not allow for residential or mixed-use, meaning a rezoning will be needed if housing is pursued.</li> <li>The OCP designates the site as "public facilities, institutions, parks and open spaces" rather than residential, meaning that an OCP amendment may be needed if housing is pursued.</li> <li>In the CHP-PB zoning bylaw, FSR is limited to 2:1 and site coverage is limited to 40%, restricting the size and financial viability of a new development. If the Cathedral wants to create higher-density housing, a rezoning will need to be pursued.</li> <li>Located within a development permit area (DPA14) makes development more constrained, as the developer would need to apply for a development permit, creating a longer development process.</li> <li>The OCP designates the Christ Church Cathedral as a "Prominent Heritage Building", meaning that new developments within 90m need careful consideration, which may mean more consultation and lead to a longer rezoning or development permit process.</li> <li>Heritage designations for the majority of site facilities also requires careful consideration and limits development and opportunities.</li> <li>The OCP Objectives 8 b) and c) ask that new development in heritage areas respect the views of important landmarks such as the Cathedral, and</li> </ul>

<p>Street, which is where the Cathedral is located.</p> <ul style="list-style-type: none"> <li>Increasingly, precedents are being set adjacent to the Precinct for significant FSR based on the housing needs of our community; these are to be explored and followed closely.</li> </ul>	<p>that they contribute to a sense of place. This may mean that more consultation will be needed and lead to a longer rezoning or development permit process.</p> <ul style="list-style-type: none"> <li>Under Schedule C of the zoning bylaw, parking requirements would increase under the new development to the point of covering a significant portion of the lot. This may mean there is a need for underground parking or parking variances, which would add costs and time to the redevelopment.</li> </ul>
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## Administration/Operations Space

The Cathedral is considering streamlining operations/administrative space under one roof. Assuming this is a desire of the Cathedral, opportunities and constraints are considered below.

Table 19: Administration & Operations Policy Opportunities and Constraints

Policy Opportunities	Policy Constraints
Land Use Opportunities	Land Use Constraints
<ul style="list-style-type: none"> <li>Administrative uses are allowed under the CHP-PB zoning bylaw.</li> <li>Administrative and accessory uses are supported under the OCP, which designates this site as public facilities, institutions, parks and open spaces.</li> <li>The development of employment on this site is supported through the Regional Growth Strategies' #1 objective of "keeping urban settlement compact".</li> </ul>	<ul style="list-style-type: none"> <li>In the CHP-PB zoning bylaw, FSR is limited to 2:1 and site coverage is limited to 40%, restricting the size and financial viability of a new development. If the Cathedral wants to create higher-density housing, a rezoning will need to be pursued.</li> <li>Located within a development permit area (DPA14) makes development more constrained, as the Cathedral would need to apply for a development permit, creating a longer project timeline.</li> <li>Under Schedule C of the zoning bylaw, parking requirements would increase under the new development to the point of covering a significant portion of the lot. This may mean there is a need for underground parking or parking variances, which would add costs and time to any new build or expansion.</li> </ul>
Political Opportunities	Political Constraints

<ul style="list-style-type: none"> <li>The current council and mayor supports mixed-use and live-work options for land use.</li> <li>Not located in a single-detached neighbourhood, making for less political opposition.</li> <li>Relatively easy to approve since the site already has this use.</li> </ul>	<ul style="list-style-type: none"> <li>Upcoming mayoral election in Fall 2022 may create a change in leadership and priorities.</li> </ul>
<b>Community Opportunities</b>	<b>Community Constraints</b>
<ul style="list-style-type: none"> <li>Reduced car traffic by creating offices in walkable neighbourhood.</li> <li>Opportunities for office space rentals or shared office space for local residents.</li> </ul>	<ul style="list-style-type: none"> <li>If building a new building, concerns from local residents around new developments may occur</li> </ul>
<b>Programming/Partnership Opportunities</b>	<b>Programming/Partnership Constraints</b>
<ul style="list-style-type: none"> <li>Opportunity to partner with other organizations who need office space</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to partner with other organizations who need office space</li> </ul>
<b>Financial Opportunities</b>	<b>Financial Constraints</b>
<ul style="list-style-type: none"> <li>Reduced overhead costs through streamlining by placing admin into a single building.</li> <li>Opportunity to lease or rent office space to other tenants</li> </ul>	<ul style="list-style-type: none"> <li>A new building or expansion to the old building will likely be expensive.</li> </ul>

## Education Space

New educational space is urgently needed for the existing School on site. Opportunities and constraints are considered below.

Table 20: Education Space Policy Opportunities and Constraints

<b>Policy Opportunities</b>	<b>Policy Constraints</b>
<b>Land Use Opportunities</b>	<b>Land Use Constraints</b>
<ul style="list-style-type: none"> <li>Institutional uses are allowed under the CHP-PB zoning bylaw</li> <li>Educational institutions are supported under the OCP, which designates this property as public facilities, institutions, parks and open spaces.</li> <li>There is an opportunity for the School to be used for neighbourhood events and programming under the Fairfield Neighbourhood Plan, Policies 13.1.1. and 13.1.2. These policies ask that the City works with the community</li> </ul>	<ul style="list-style-type: none"> <li>Located within a development permit area (DPA14) makes development more constrained, as the Cathedral would need to apply for a development permit, creating a longer project timeline.</li> <li>Under Schedule C of the zoning bylaw, parking requirements would increase under the new development to the point of covering a significant portion of the lot. This may mean there is a need for underground parking or parking</li> </ul>



association to sustain and enhance community programming, services and facilities and to make School facilities more broadly available for community programming, sports, indoor and outdoor gathering.	<p>variances, which would add costs and time to the build or expansion.</p> <ul style="list-style-type: none"> <li>In the CHP-PB zoning bylaw, FSR is limited to 2:1 and site coverage is limited to 40%, restricting the size and financial viability of a new development. If the Cathedral wants to create additional education space, a rezoning may need to be pursued.</li> </ul>
<b>Political Opportunities</b>	<b>Political Constraints</b>
<ul style="list-style-type: none"> <li>The current council and mayor are progressive and open to site opportunities.</li> <li>Relatively easy to approve since the site already has this use.</li> </ul>	<ul style="list-style-type: none"> <li>An independent School may not be of interest to Victoria's Mayor and Council.</li> </ul>
<b>Community Opportunities</b>	<b>Community Constraints</b>
<ul style="list-style-type: none"> <li>Educational space could double as community space or activity space when not in use.</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of the School will likely create more traffic around the Cathedral.</li> </ul>
<b>Programming/ Partnership Opportunities</b>	<b>Programming/ Partnership Opportunities</b>
<ul style="list-style-type: none"> <li>Use the space for other programming outside of School hours.</li> </ul>	
<b>Financial Opportunities</b>	<b>Financial Constraints</b>
<ul style="list-style-type: none"> <li>An increase in School capacity will create more tuition income.</li> <li>School space can be rented to other organizations when not in use.</li> </ul>	<ul style="list-style-type: none"> <li>A new building or expansion to the old building will likely be expensive.</li> </ul>

## Precinct Lands/Outdoor Space

The outdoor space of the Precinct Lands is the most public-facing feature. Opportunities and constraints for improving the space are considered below.

Table 21: Precinct Lands & Outdoor Space Policy Opportunities and Constraints

<b>Policy Opportunities</b>	<b>Policy Constraints</b>
<b>Land Use Opportunities</b>	<b>Land Use Constraints</b>
<ul style="list-style-type: none"> <li>The Precinct lands can host concerts and events as the CHP-PB zoning bylaw allows for "theatre" uses.</li> <li>The OCP supports the use of the outdoor space as a public facility, as this</li> </ul>	<ul style="list-style-type: none"> <li>Located within a development permit area (DPA14) makes development more constrained, as the Cathedral would need to apply for a development permit, creating a longer project timeline.</li> </ul>

<p>site is designated as public facilities, institutions, parks and open spaces.</p> <ul style="list-style-type: none"> <li>Engagement with the Songhees and Esquimalt First Nations for placemaking and public arts installations is encouraged under the Fairfield Neighbourhood Plan, policy 12.1</li> <li>Public art in parks and along active transportation routes through partnerships with arts organizations, is encouraged under policy 12.2.</li> </ul>	
<b>Political Opportunities</b>	<b>Political Constraints</b>
<ul style="list-style-type: none"> <li>Political interest in creating attractive placemaking and park space.</li> <li>A site plan for an outdoor space with First Nations input and art has been recently completed.</li> </ul>	<ul style="list-style-type: none"> <li>Upcoming mayoral election in Fall 2022 may create a change in leadership and priorities.</li> </ul>
<b>Community Opportunities</b>	<b>Community Constraints</b>
<ul style="list-style-type: none"> <li>Opportunity to host community events.</li> <li>Opportunity to have a community organization use the space for meetings/ events.</li> <li>Opportunity for community members to attend cultural events and concerts on the property.</li> <li>Located in walkable area of the community and surrounded by bike paths (Vancouver Street AAA route and Rockland Bikeway).</li> </ul>	<ul style="list-style-type: none"> <li>Limited parking spaces for events.</li> <li>Outdoor events and concerts may disturb some community members.</li> <li>Limited access for people with disabilities.</li> </ul>
<b>Programming/ Partnership Opportunities</b>	<b>Programming/ Partnership Opportunities</b>
<ul style="list-style-type: none"> <li>Opportunities for outdoor concert/ performance space and hosting larger cultural events.</li> <li>Current partnership with local First Nations allowing for continued public access.</li> <li>Possible partnerships with other organizations who could do arts and entertainment programming.</li> <li>Use of parking space for programming (arts exhibits, concerts, markets, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Potential partners may be hesitant to partner with a religious institution if they are not religious.</li> <li>Limited parking spaces for events.</li> <li>Limited washroom facilities for hosting large events.</li> <li>Limited access for people with disabilities.</li> </ul>
<b>Financial Opportunities</b>	<b>Financial Constraints</b>

<ul style="list-style-type: none"> <li>• Revenue from performance space rentals.</li> <li>• Revenue from hosting concerts.</li> </ul>	<ul style="list-style-type: none"> <li>• Need upgrades to outdoor space to conduct concerts.</li> </ul>
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## Cathedral Space

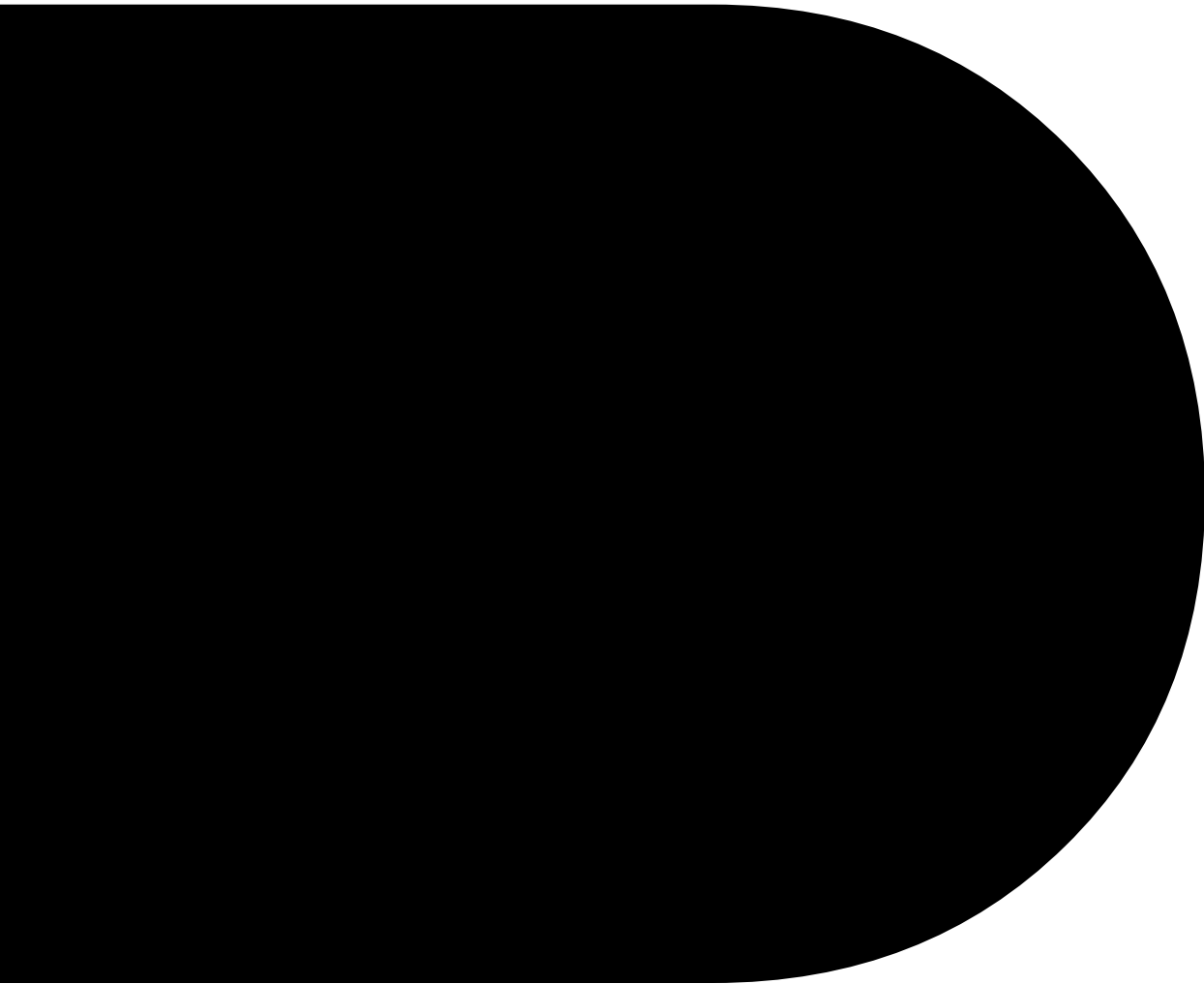
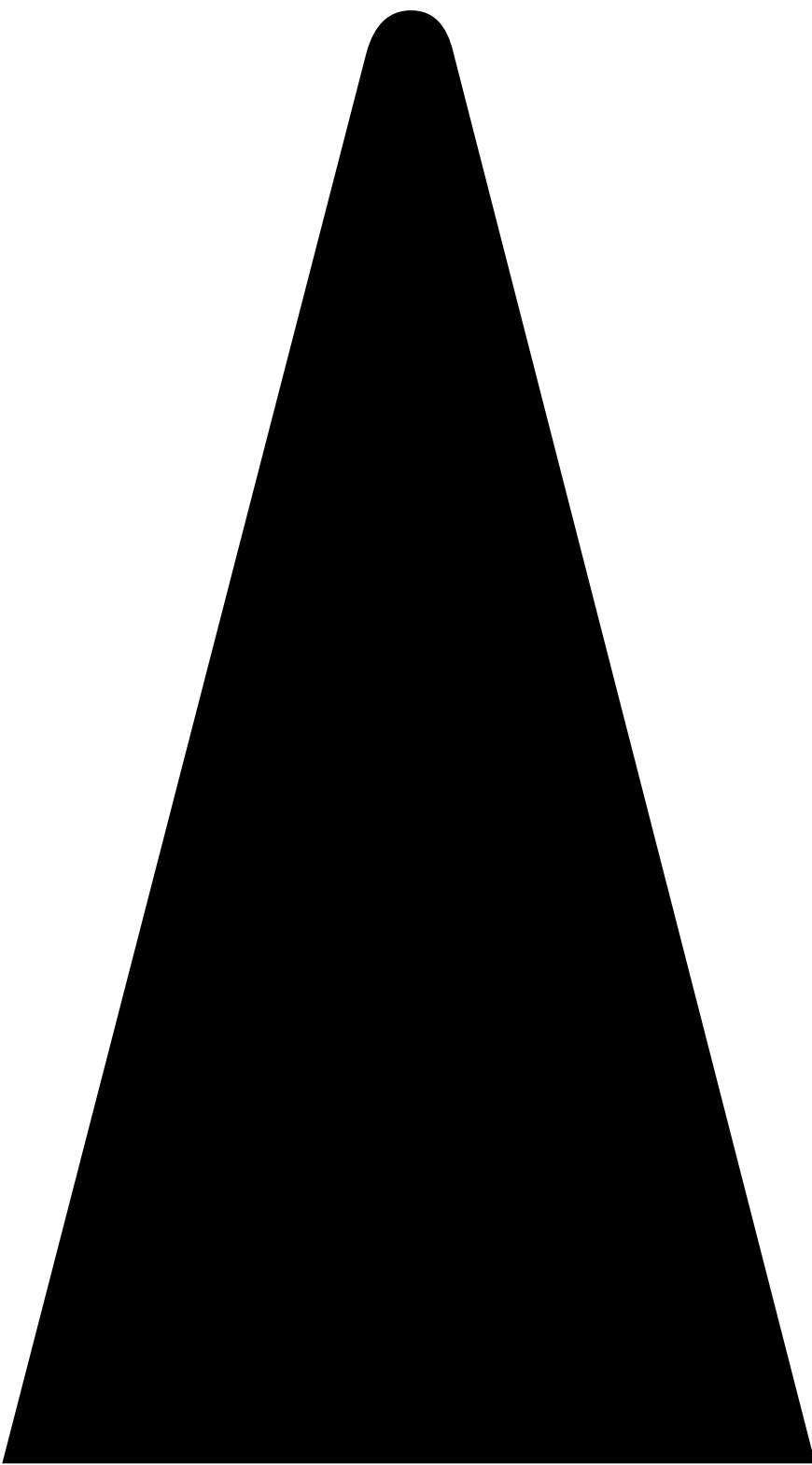
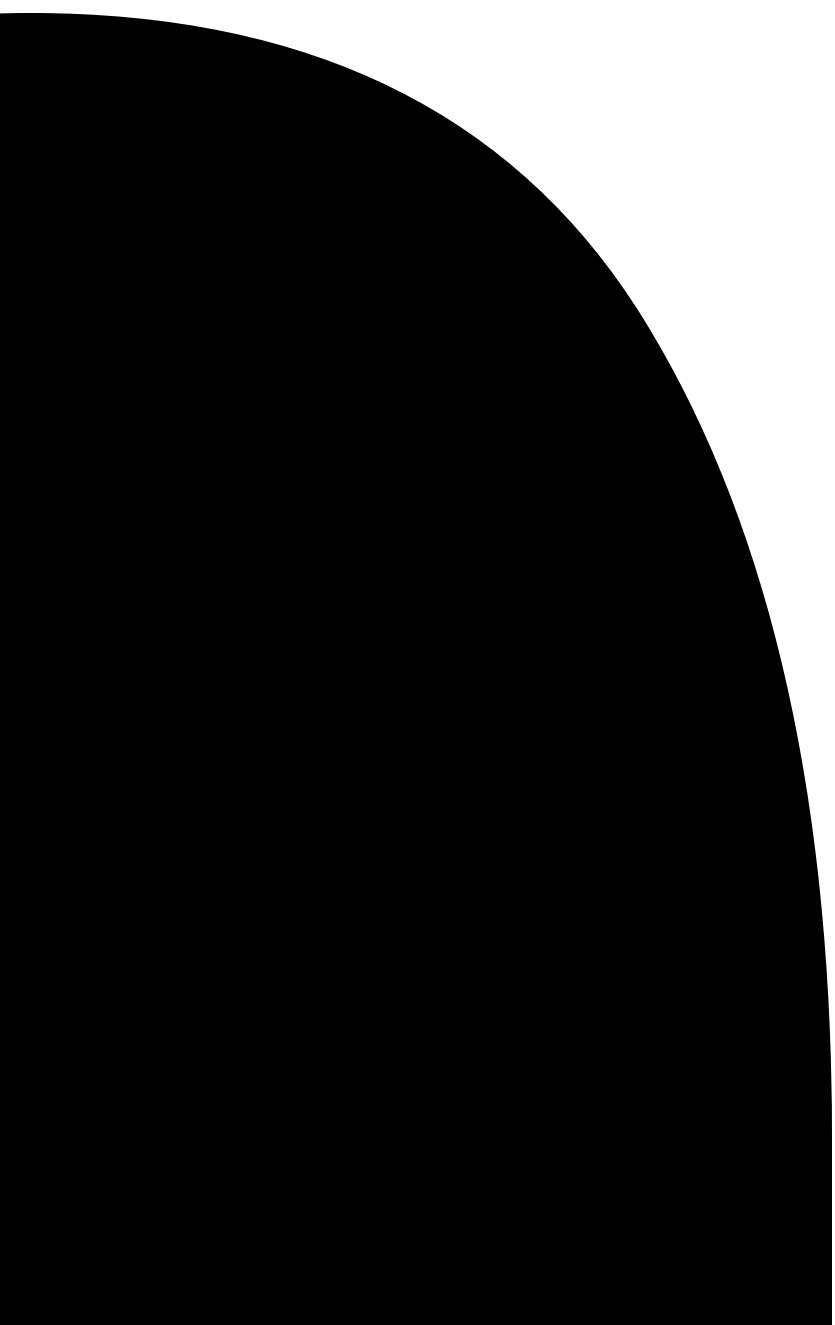
The Cathedral itself offers opportunities for partnerships, additional uses, and financial revenue for the Church. Opportunities and constraints are provided below.

Table 22: Cathedral Space Policy Opportunities and Constraints

Policy Opportunities	Policy Constraints
Land Use Opportunities	Land Use Constraints
<ul style="list-style-type: none"> <li>• Renovations do not require approval by City Council since, although the Cathedral is Heritage Designated under the OCP, it is not Heritage Registered.</li> <li>• The Cathedral can host concerts and events as the CHP-PB zoning bylaw allows for “theatre” uses.</li> <li>• Using the Cathedral as a performance space is supported under Section 16, objective e) in the OCP, which asks that “a wide range of cultural spaces are available and affordable.”</li> <li>• Seeking partnerships with arts and culture organizations is encouraged under Policy 16.10.2, which asks that arts and culture organizations seek partnerships with public, private and non-profit sectors.</li> <li>• The Cathedral is likely to be supported by the City in hosting arts and culture events and turning the Cathedral into a “destination venue”. This is supported through Policies 16.10.4 and 16.15, which asks that the City support local non-profit groups engaged in arts or culture programs and that the City consider new arts and culture facilities (in partnership with organizations) as a part of destination development.</li> <li>• The development of the Cathedral as an arts venue is supported in the City of Victoria Arts and Culture Master Plan (ACMP), under Objective 1.2.</li> </ul>	<ul style="list-style-type: none"> <li>• Located within a development permit area (DPA14) makes development more constrained, as the Cathedral would need to apply for a development permit, creating a longer project timeline.</li> <li>• New renovations are expected to consider the Heritage Designation under the OCP, potentially creating a longer project timeline.</li> </ul>

<ul style="list-style-type: none"> <li>Using the Cathedral as a venue for events and as an attraction and destination for visitors is supported under the ACMPs objectives (1-4).</li> </ul>	
<b>Political Opportunities</b>	<b>Political Constraints</b>
<ul style="list-style-type: none"> <li>The current council and mayor are progressive and open to different site uses.</li> <li>Relatively easy to approve since Cathedral already has a theatre use.</li> </ul>	<ul style="list-style-type: none"> <li>Located within a development permit area (DPA14) makes development more constrained, as the Cathedral would need to apply for a development permit, creating a longer project timeline.</li> <li>New renovations are expected to consider the Heritage Designation under the OCP, potentially creating a longer project timeline.</li> </ul>
<b>Community Opportunities</b>	<b>Community Constraints</b>
<ul style="list-style-type: none"> <li>Opportunity to host community events.</li> <li>Opportunity to have a community organization use the space for meetings/ events.</li> <li>Opportunity for community members to attend cultural events and concerts on the property.</li> <li>Located in walkable area of the community and surrounded by bike paths (Vancouver Street AAA route and Rockland Bikeway).</li> </ul>	<ul style="list-style-type: none"> <li>Limited parking spaces for events.</li> <li>Events and concerts may disturb some community members.</li> <li>Limited access for people with disabilities.</li> </ul>
<b>Programming/ Partnership Opportunities</b>	<b>Programming/ Partnership Opportunities</b>
<ul style="list-style-type: none"> <li>Possible partnership with the Victoria Symphony.</li> <li>Possible partnerships with other organizations who could do arts and entertainment programming.</li> <li>Opportunity to host their own concert series.</li> </ul>	<ul style="list-style-type: none"> <li>Need to compete with other high-end venues as a performance space.</li> <li>Limited parking spaces for events.</li> <li>Limited washroom facilities for hosting large events.</li> <li>Limited access for people with disabilities.</li> </ul>
<b>Financial Opportunities</b>	<b>Financial Constraints</b>
<ul style="list-style-type: none"> <li>Revenue from performance space rentals.</li> <li>Revenue from hosting concerts.</li> <li>Revenue through online concert coverage.</li> </ul>	<ul style="list-style-type: none"> <li>Likely requires expensive upgrades including: washroom upgrades (increased size and capacity) and accessibility including an elevator to the top floor.</li> </ul>

## **Appendix E: Faulkner Browns Precinct and Cathedral Analysis**



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# CATHEDRAL SCOPE ANALYSIS

## 1. BUILDING ANALYSIS

- WAYFINDING
- ACCESSIBILITY
- WASHROOMS

## 2. PROGRAMMATIC USE

- RELIGIOUS
- COMMUNITY
- EVENTS
- VISITORS

## 3. SHAPING THE FUTURE

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# 1. BUILDING ANALYSIS

## 1. BUILDING ANALYSIS

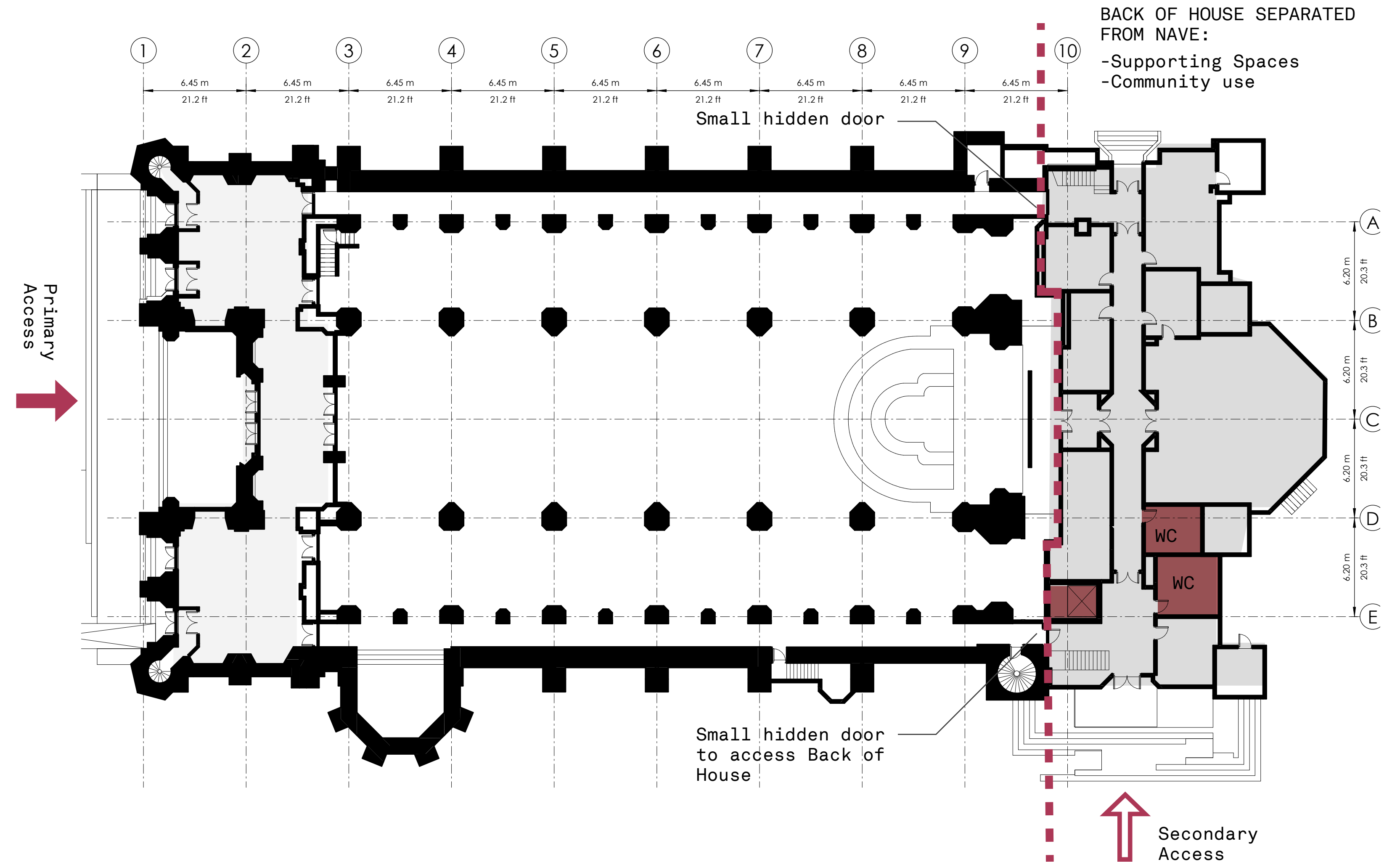
- WAYFINDING
- ACCESSIBILITY
- WASHROOMS



# WAYFINDING

A church is a building for all. Wayfinding should be as natural as possible so everybody feels welcome.

- **Two entries**, one public and one for community and clerical.
- **Uninviting Narthex**, anodyne and obscure.
- **Community program hidden** behind doors, hard to find.
- **Back of Church** usually perceived as sacred and **most private area**. Most people wouldn't go behind those doors unless they know well the Church.
- **Disconnection between spaces** like Choir, balconies, chapel. Accessed through different staircases.
- **Limited elevator accessibility** because of visibility and disconnection from many areas.





# ACCESSIBILITY

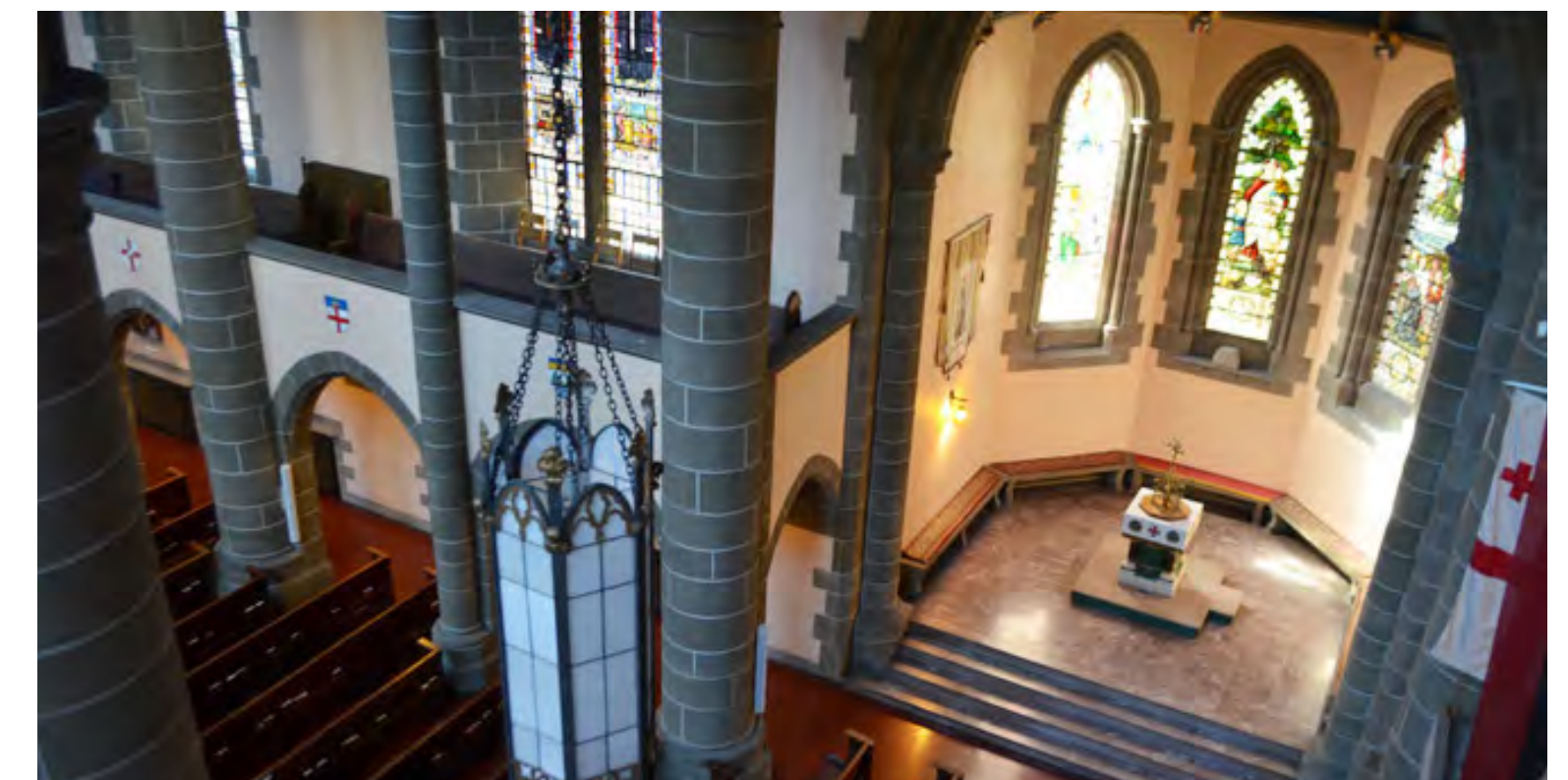
As a public building, accessibility is an important issue to review. The most accessible the building is, the better it will serve its community.

## Inaccessible spaces (by change of level)

- Altar
- North & South Walkways
- Chapel of Reconciliation
- Columbarium (Crypt)
- Choir & Organ
- Bell room & Tower top

## Inaccessible spaces (by room dimension-layout)★

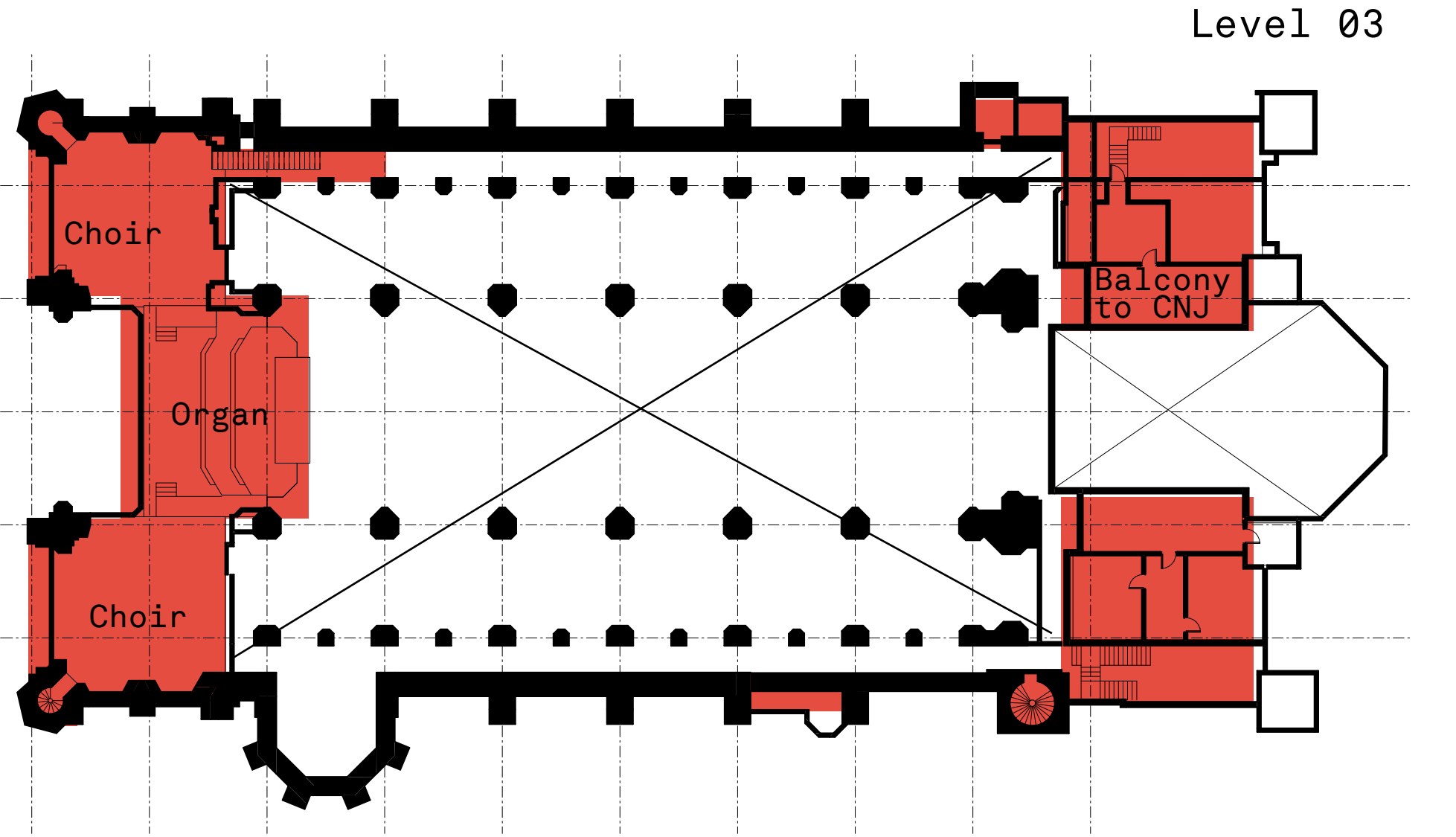
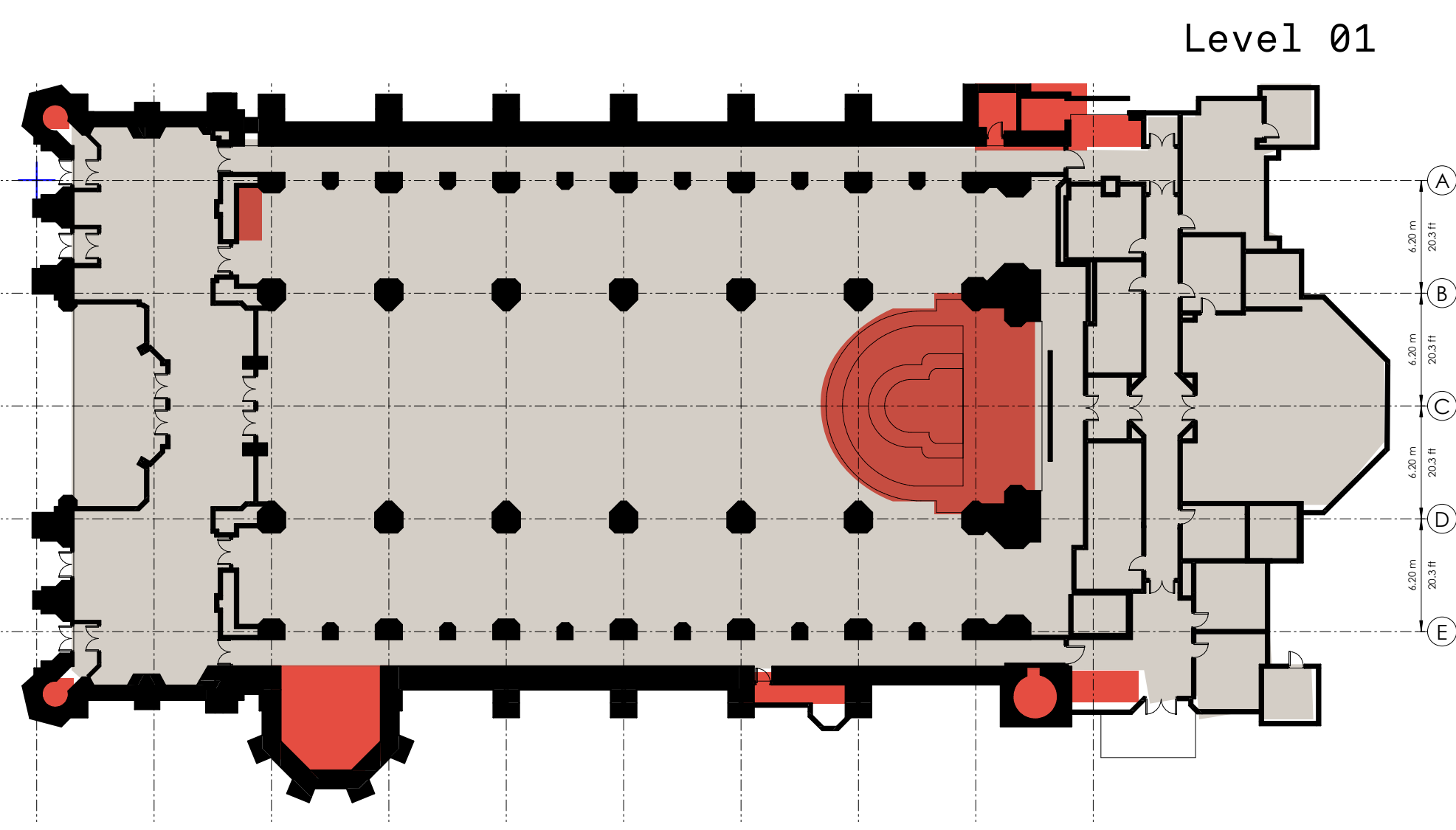
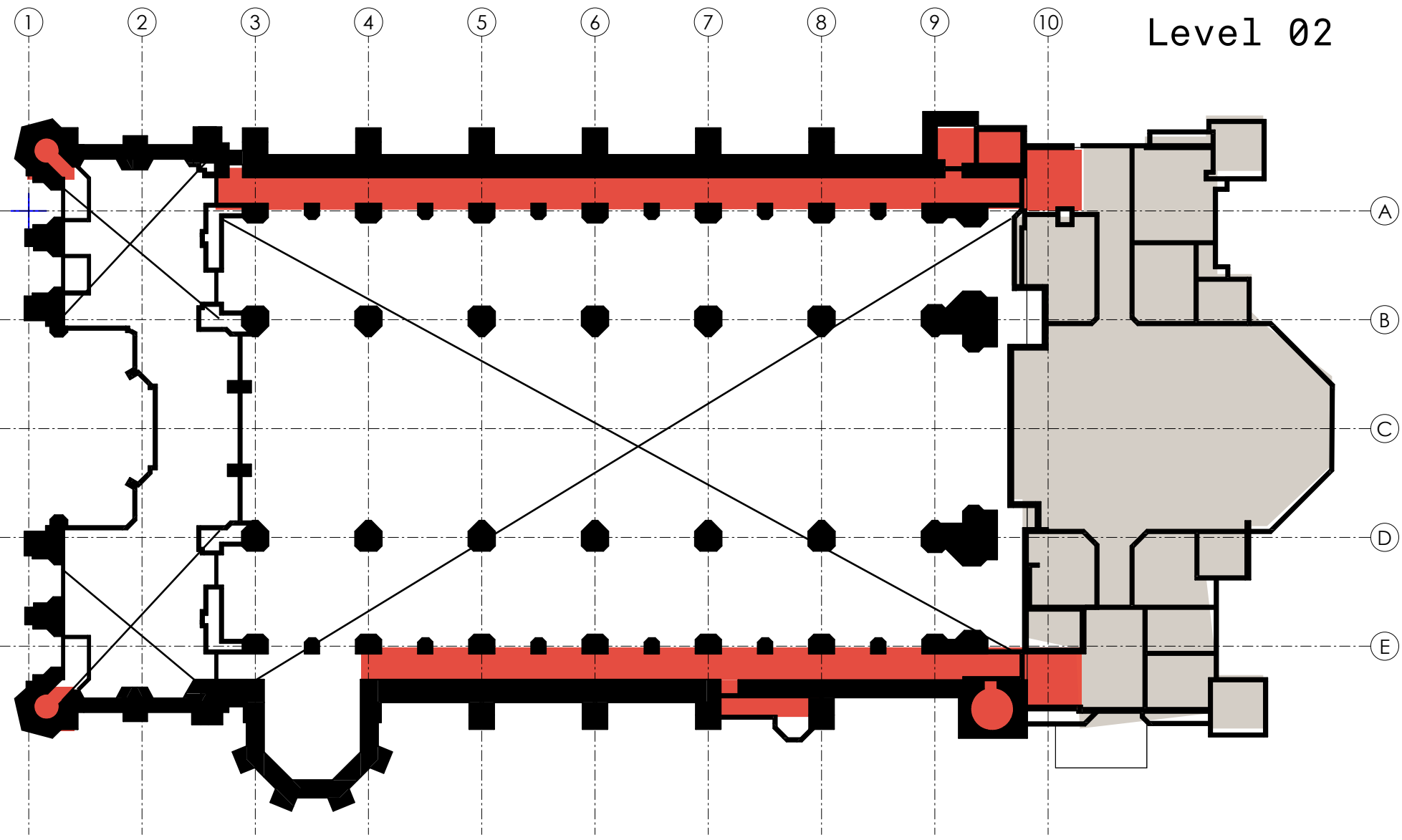
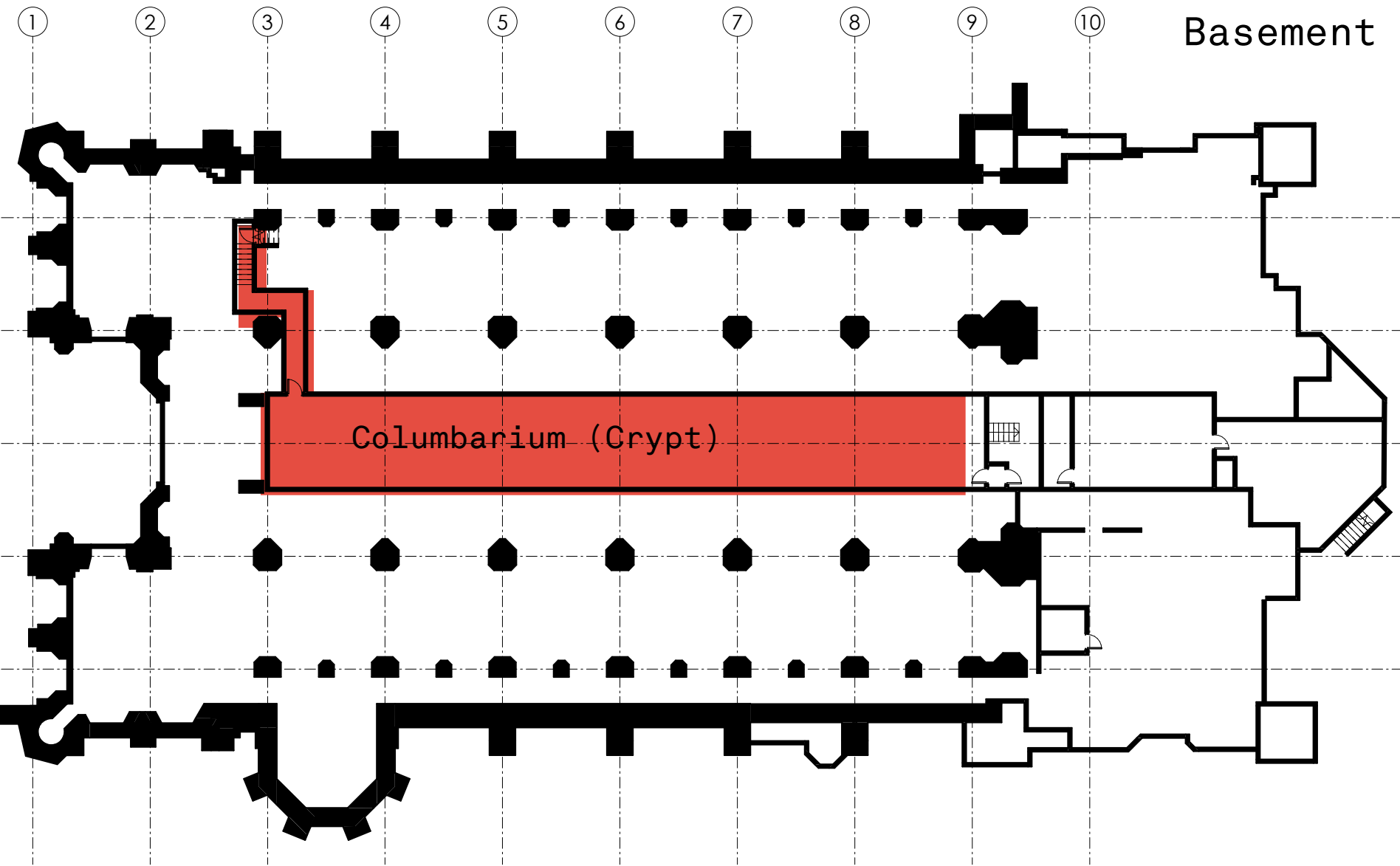
\*In order to do a more in depth study about room accessibility, a survey will be needed





# ACCESSIBILITY

Unaccessible 900m2 (37%)  
Accessible 2,425m2



# ACCESSIBILITY

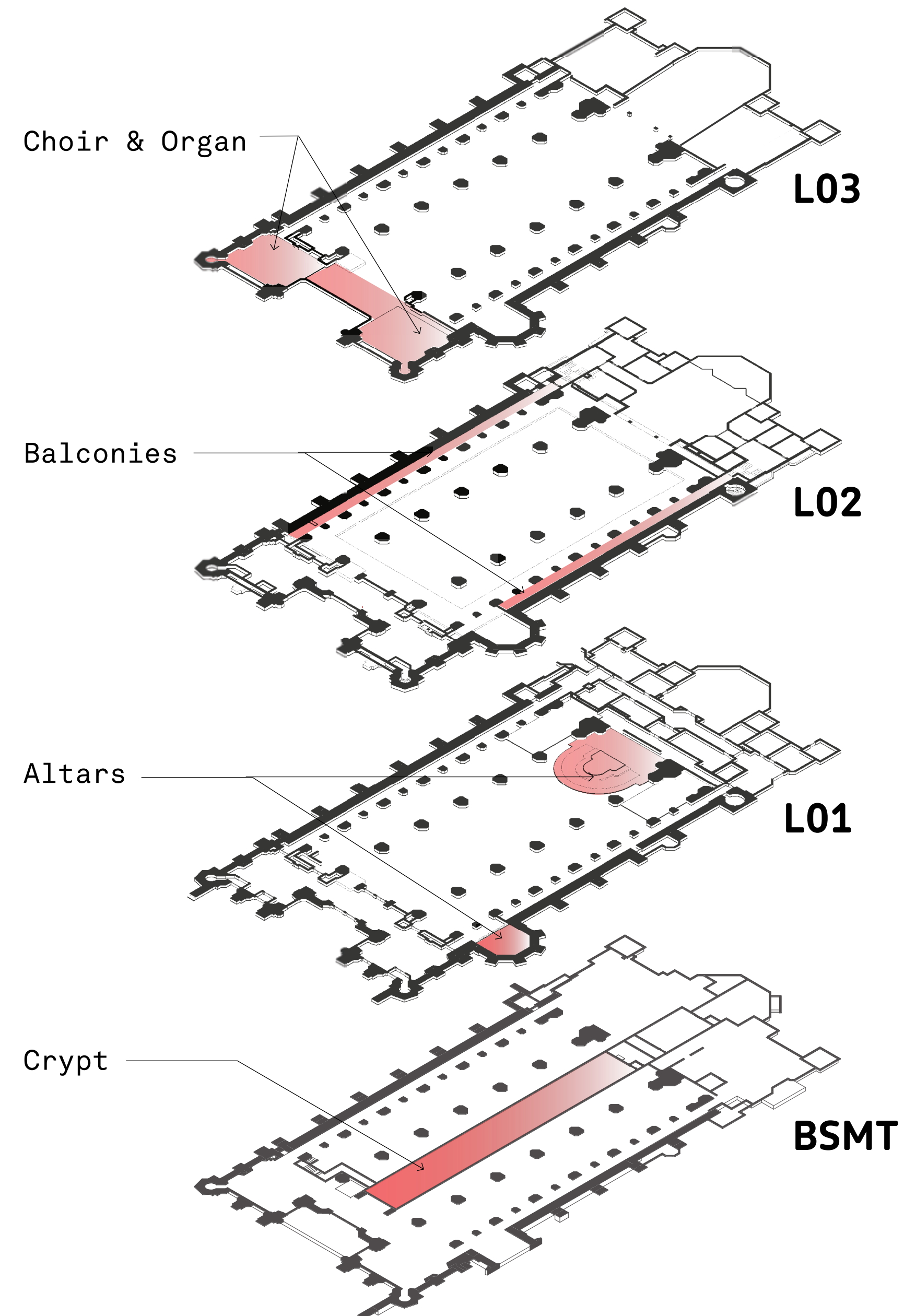
## OBSERVATIONS:

- **Many independent staircases** to access different spaces, **not serviced by elevator.**

- North Balcony
- South balcony
- Choir & organ
- Columbarium (Crypt)

**Spaces very disconnected** between each other.

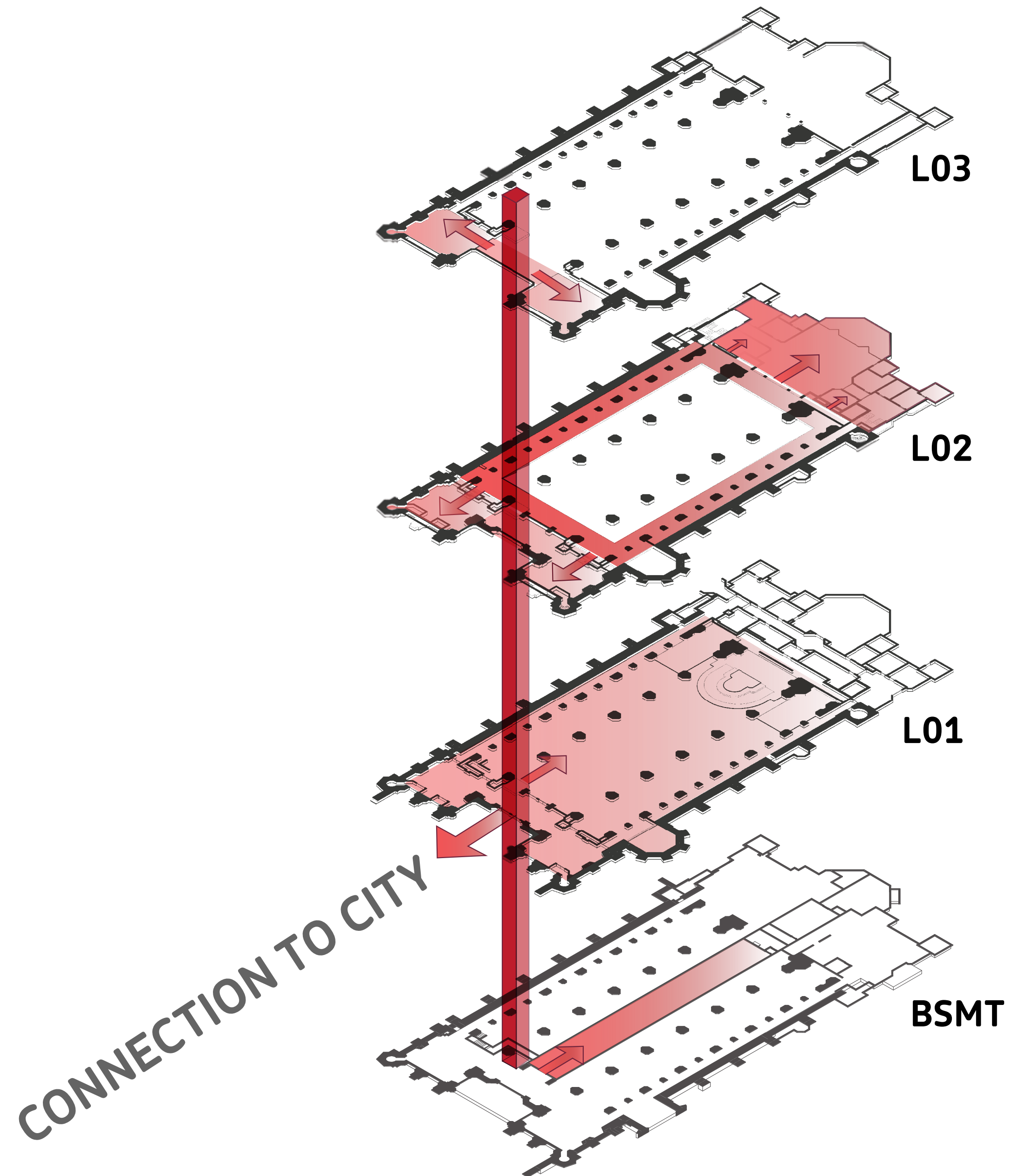
- **Difficult to navigate** around the space, specially if you are a visitor.



# ACCESSIBILITY

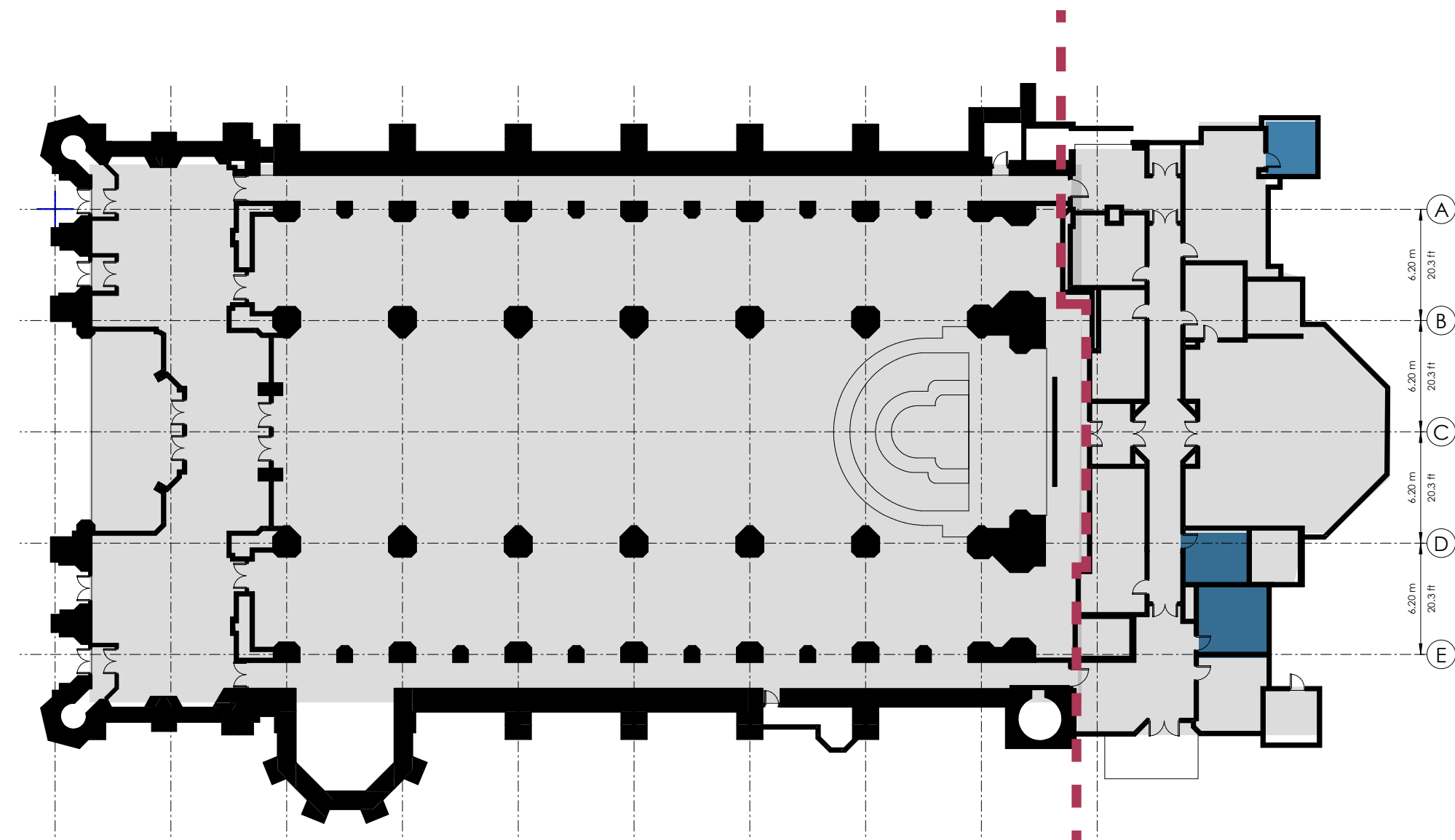
## OPPORTUNITIES:

- **Connect spaces & improve accessibility**
  - North Balcony
  - South balcony
  - Choir & organ
  - Columbarium (Crypt)
- **Easier self navigation** through space
- **Infill narthex void space**

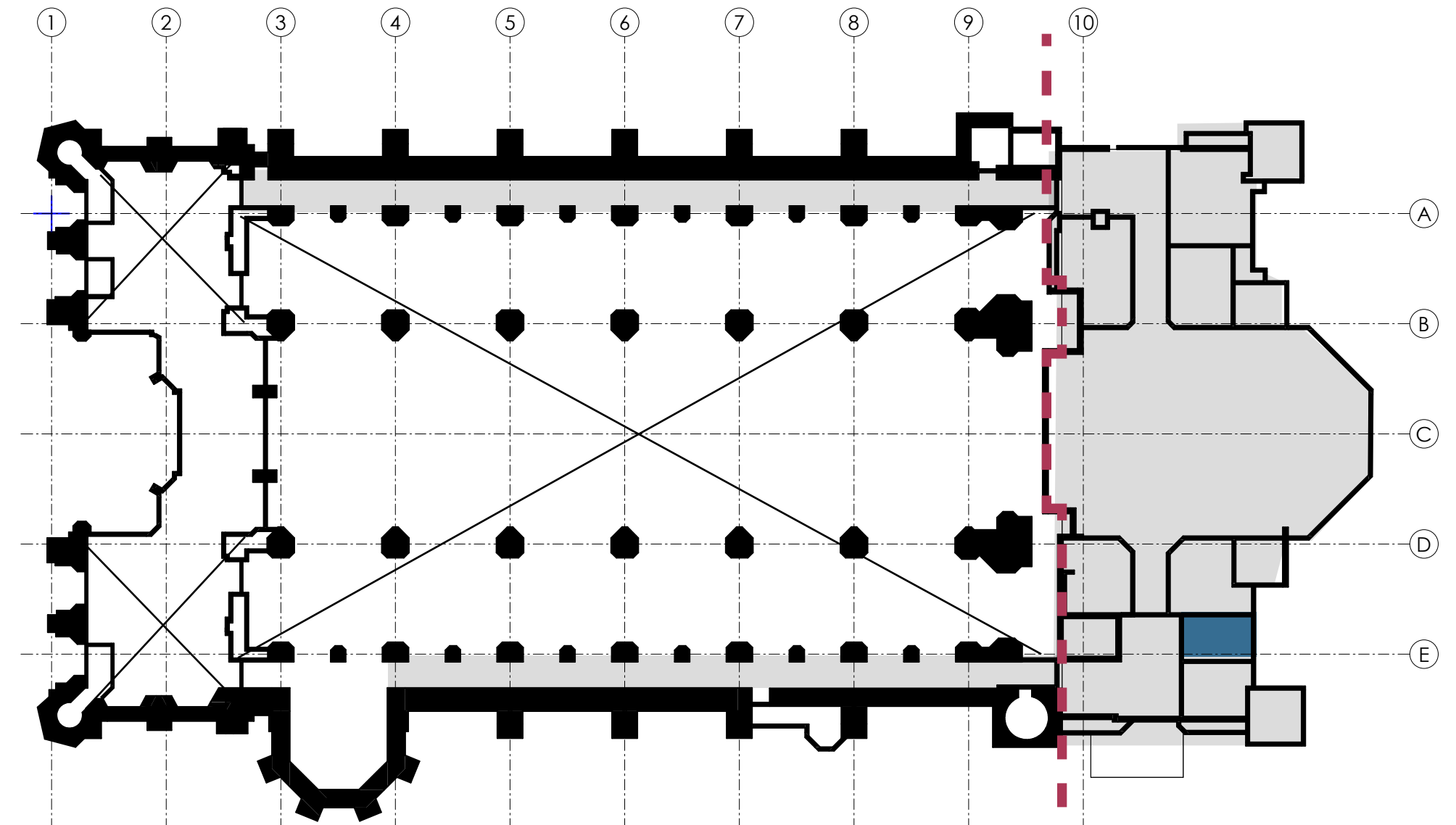


# WASHROOMS

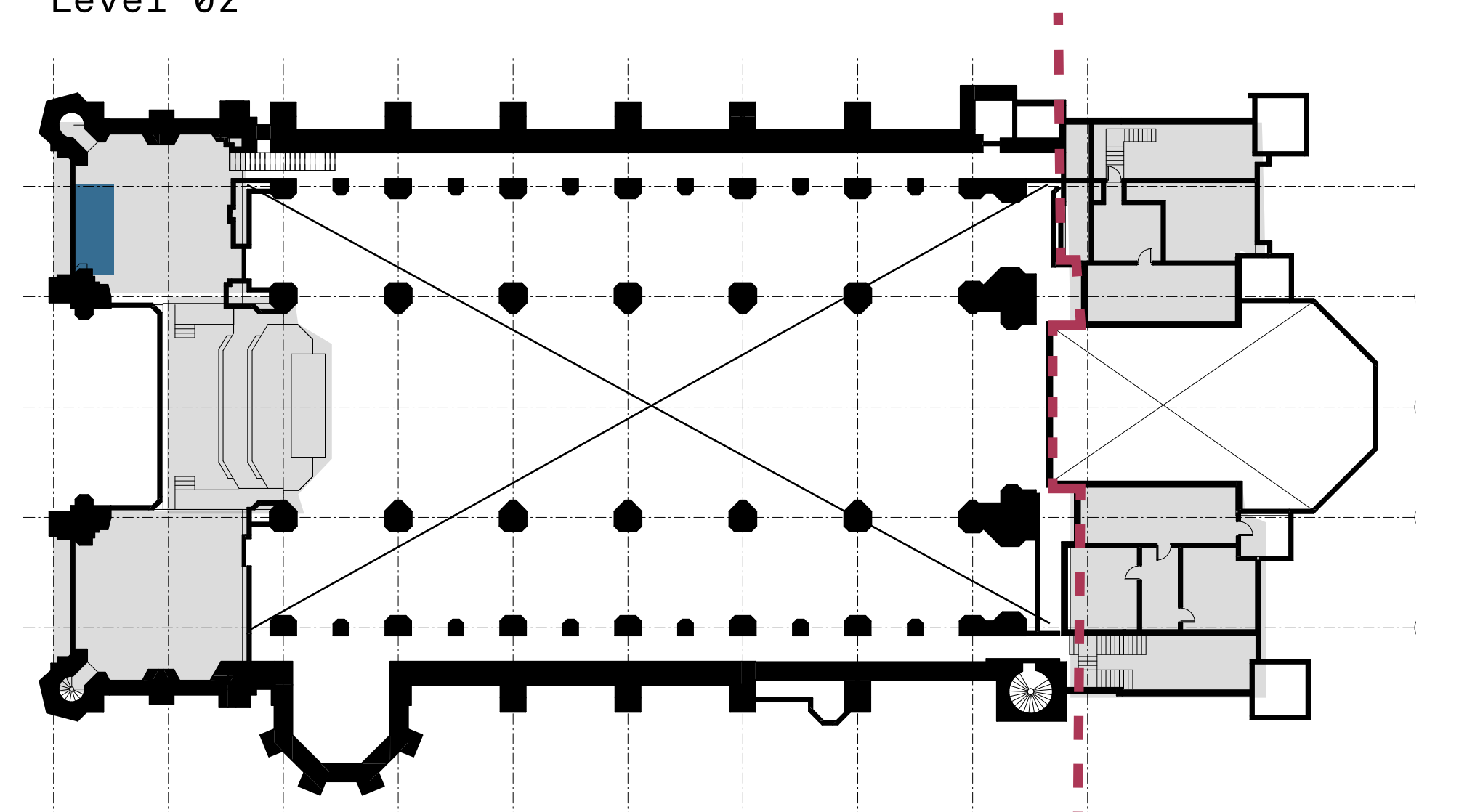
- **Small & disconnected** bathrooms dissipated through different levels.
- **Hard to find**, not very accessible-visible to the public.
- **Accessibility** assessment required
- **No amenity in publicly accessible space**



Level 01



Level 02



Level 03 (Semi private)

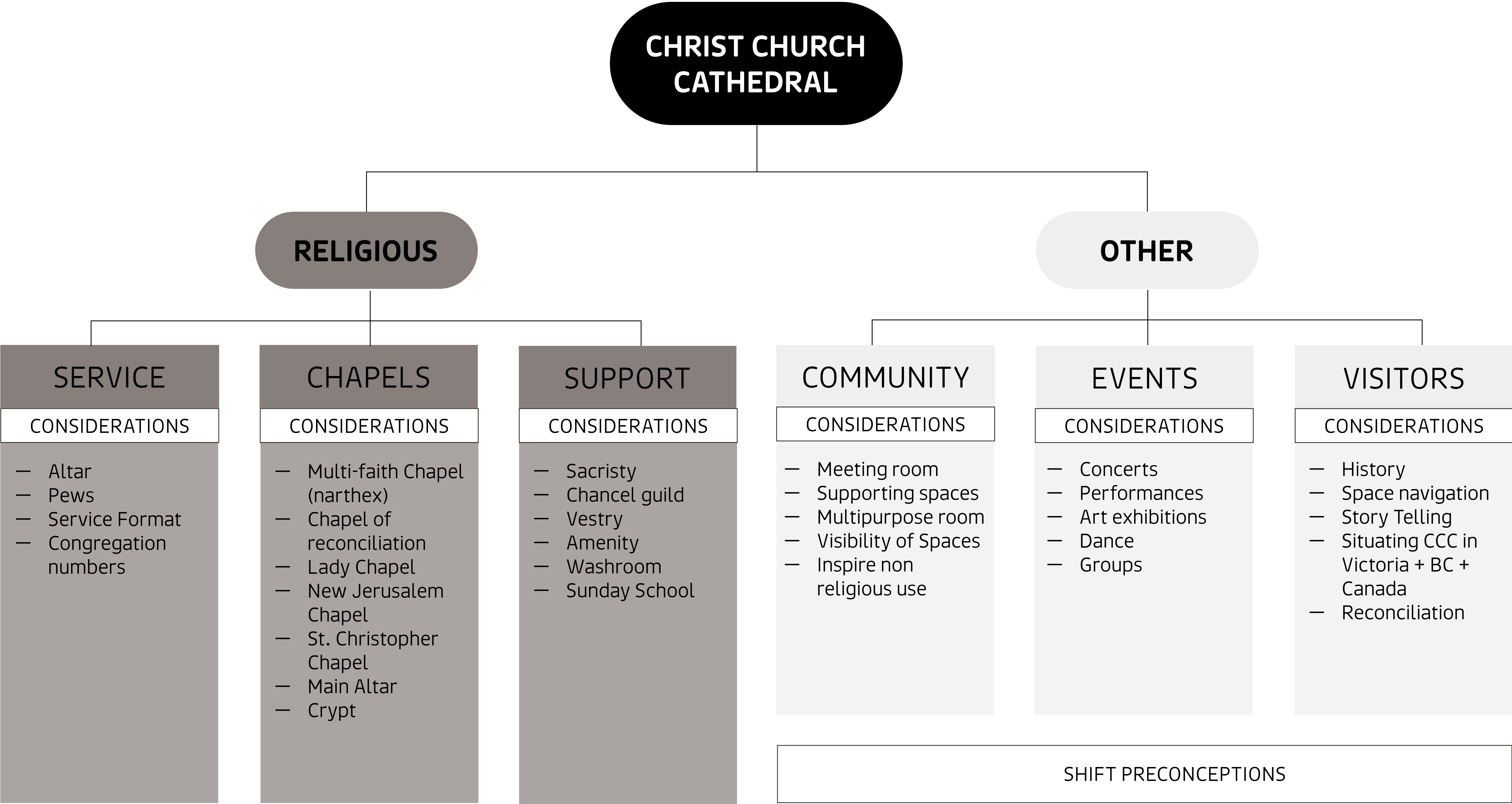
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## 2. PROGRAMMATIC USE

- RELIGIOUS
- COMMUNITY
- EVENTS
- VISITORS

FLEXIBILITY & EFFICIENCY  
ARE KEY







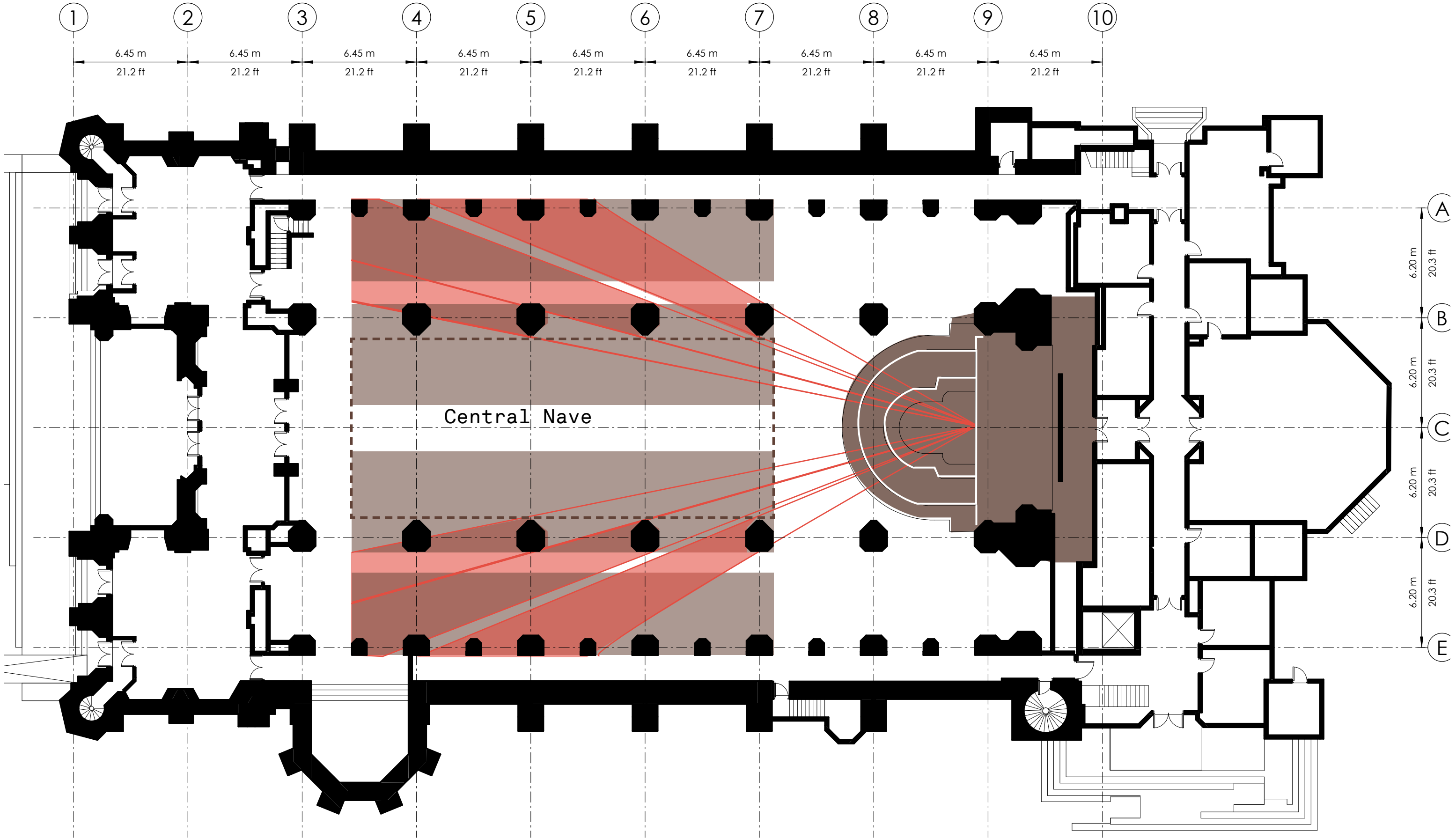
# RELIGIOUS | SERVICE

## Facts

- Large **fixed raised altar**
- **Fixed Pews**
- **Service Format**
- Two services weekly on Sundays  
**2.5h /week service**
- **Reduced assistance** to Sunday service

## Observations:

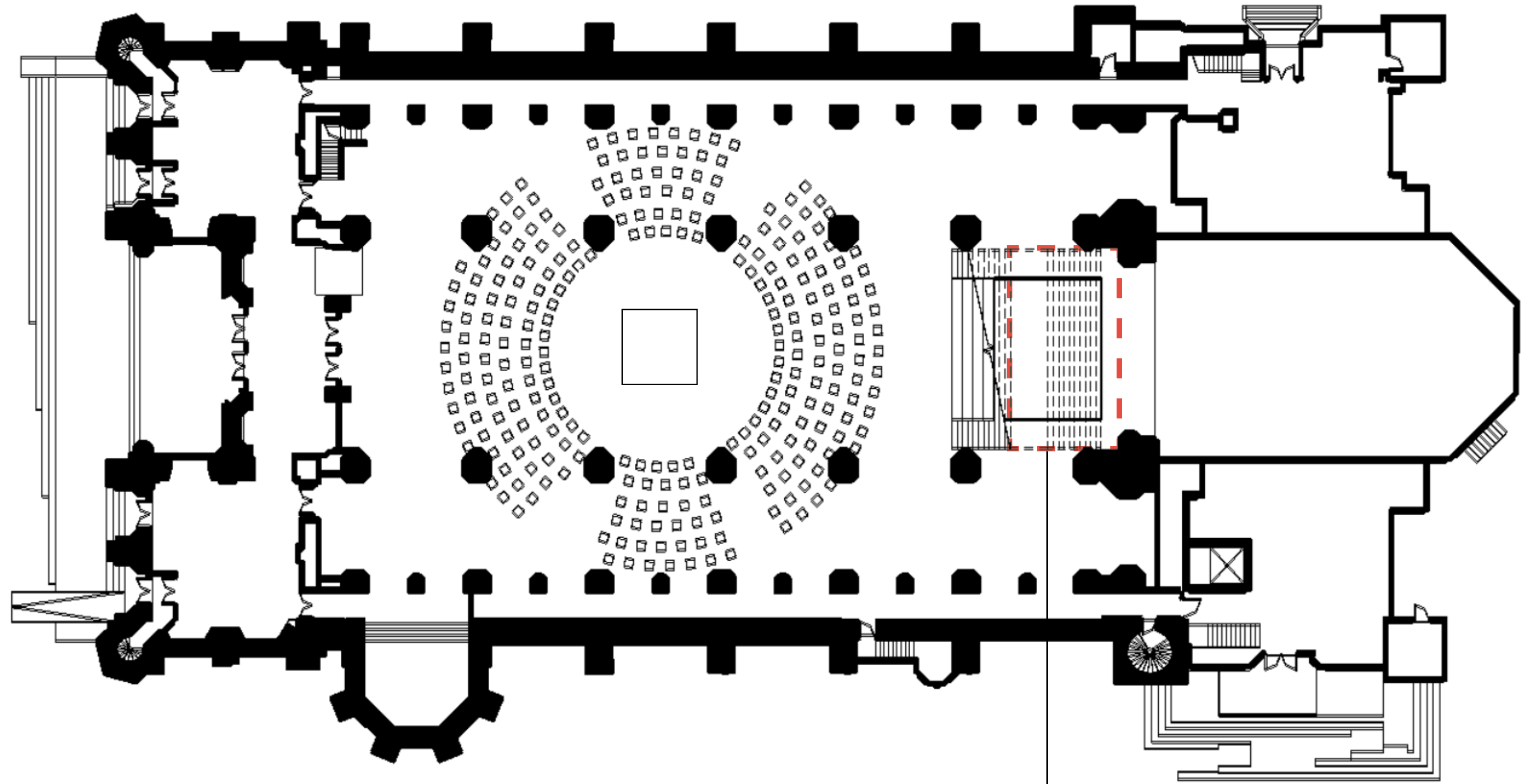
- Fixed raised altar takes a lot of floor area 150m<sup>2</sup> (11% of Nave)
- Fixed pews makes impossible flexible use of space and its location is not favourable for altar visibility.
- Current arrangement of church space is set up for service, but this only occurs for 2.5 hours a week.
- Good visibility only in central nave



# RELIGIOUS | SERVICE

## Opportunities:

- Smaller portable altar
- Portable seating for flexible floor use
- Keep focal point within central nave for visibility
- Open side aisles to other uses, like art gallery, to animate space



Furniture Storage ?

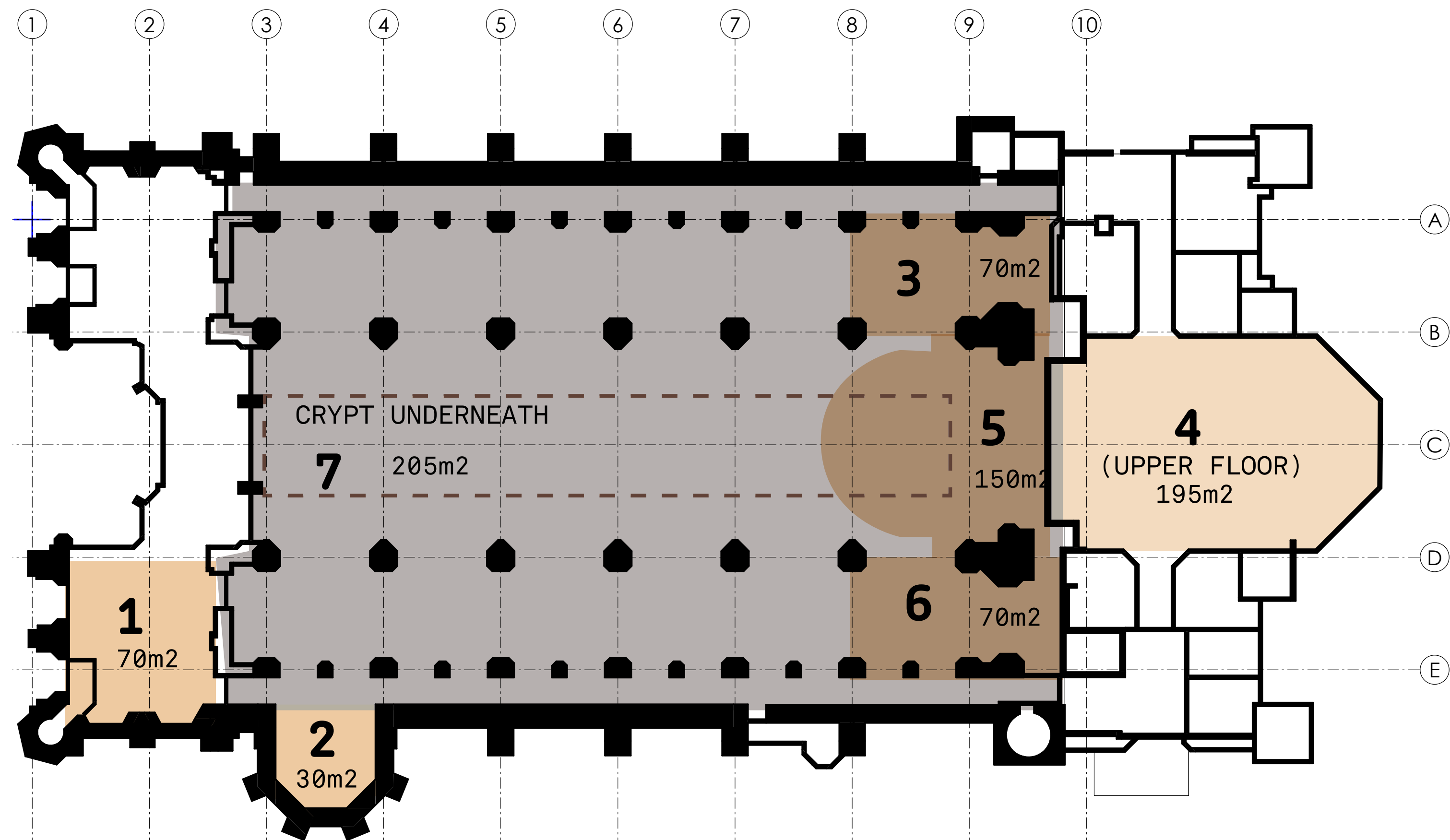
# RELIGIOUS | CHAPELS

## Facts:

- Multiple chapels
  1. Multi- Faith Chapel
  2. Reconciliation Chapel
  3. Our Lady Chapel
  4. New Jerusalem Chapel
  5. Main Altar
  6. St Christopher Chapel
  7. Crypt

## Observations:

- Chapels have no formal enclosure
- Lack of acoustic separation
- Large use of space, duplicated uses
- Most striking space (new Jerusalem chapel) is not very accessible and used as secondary space
- How many chapels are needed?



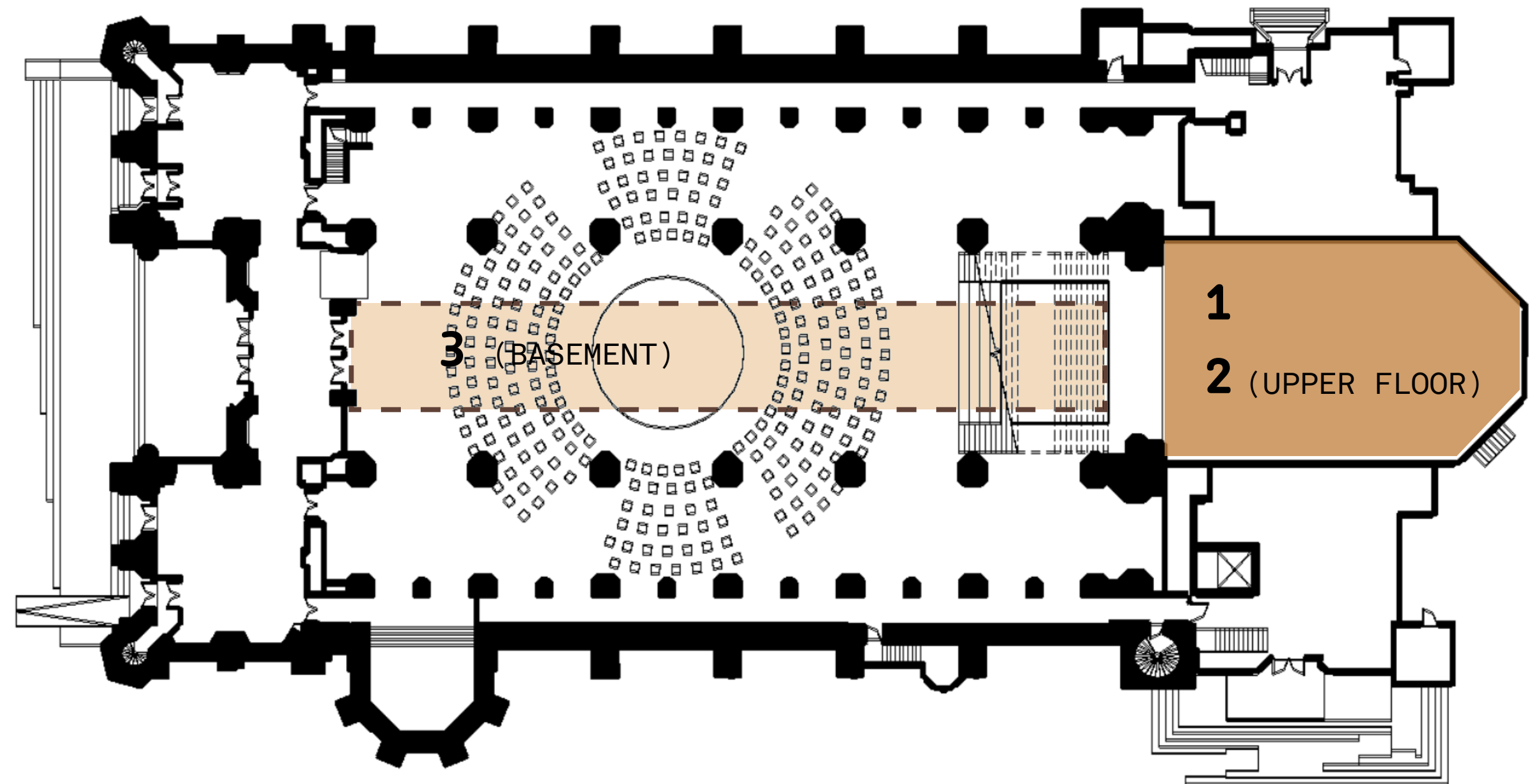
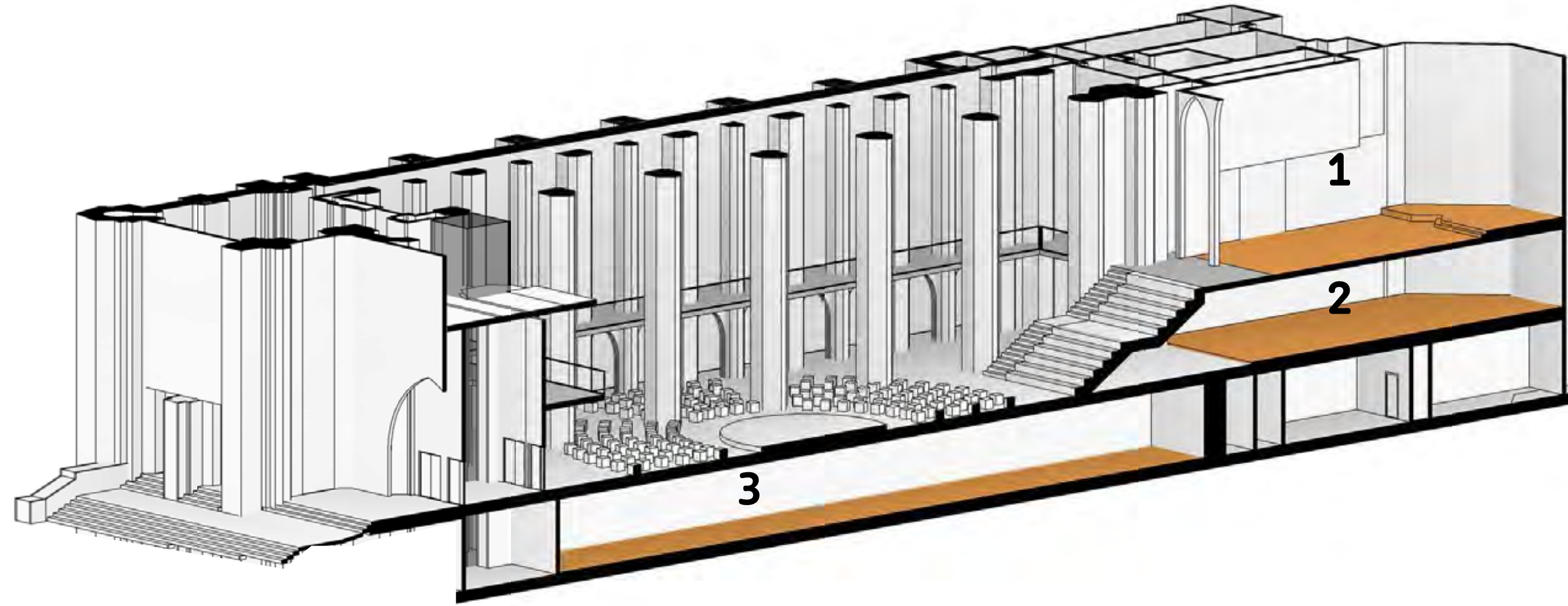
Total Chapels Area 790m<sup>2</sup>  
Nave Area 1,340m<sup>2</sup>



# RELIGIOUS | CHAPELS

Opportunities:

- Explore consolidation of chapels
  1. Permanent Chapel with fixed altar for smaller services.
  2. Consolidated Chapel
  3. Chapel of Remembrance (Crypt)
- How important is recycling of identity of current chapels? Saints?
- Make the crypt accessible



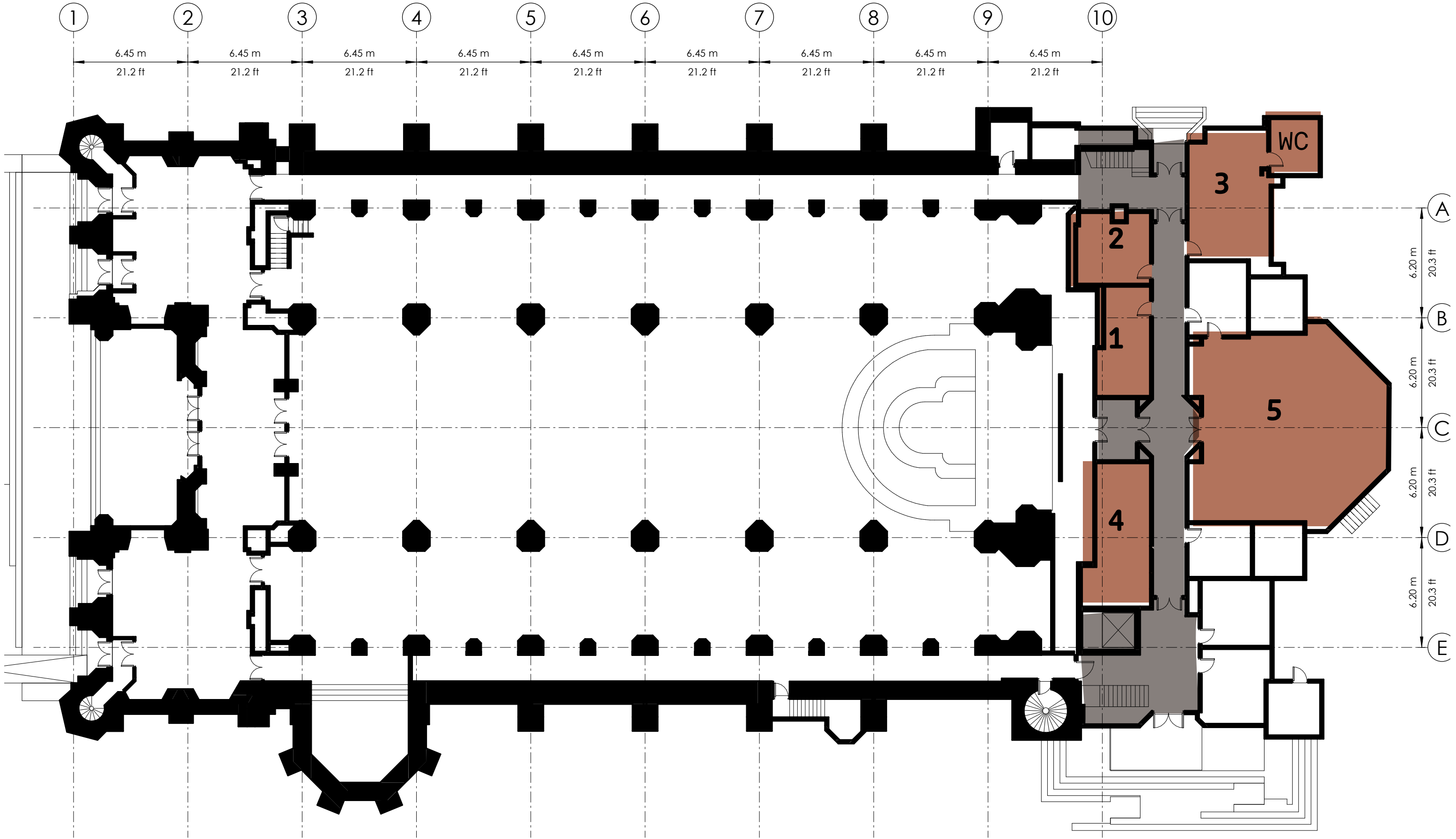
# RELIGIOUS | SUPPORT AREAS

Facts:

- Multiple small spaces:
  1. Sacristy
  2. Server's vestry
  3. Clergy vestry
  4. Chancel Guild
  5. Chapter room (Library)
- Circulation (24% of BOH)

Observations:

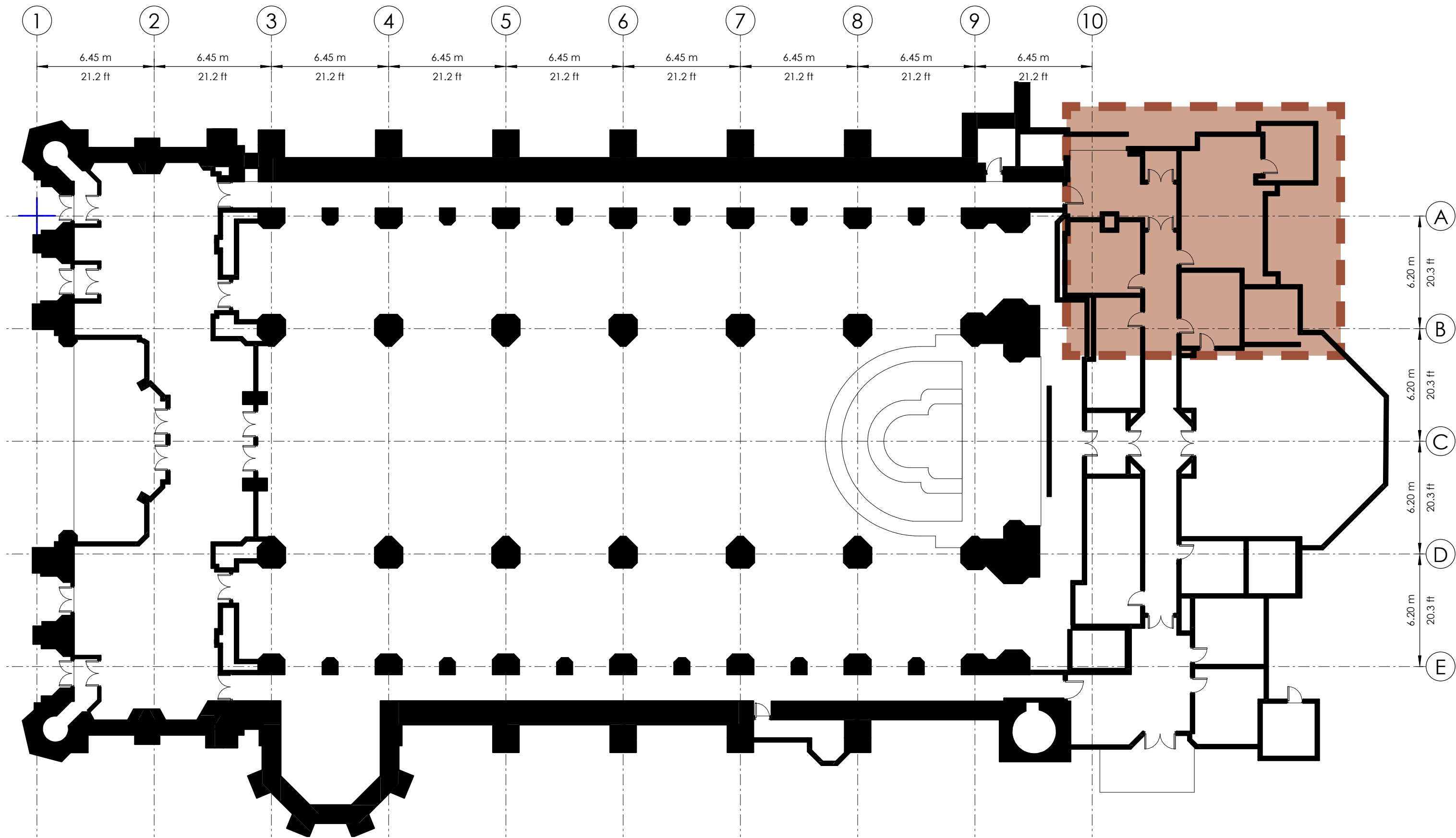
- Mixed** with community space in "back of house"
- Confusing relationship** with community spaces.
- Inefficient** use of space  
(Best to be consolidated in one area and separated from community use)



# RELIGIOUS | SUPPORT AREAS

Opportunities:

- **Group** clerical support sues
- **Reduce circulation space**
- **Optimise** area use and space navigation



# OTHER| COMMUNITY AREAS

Facts:

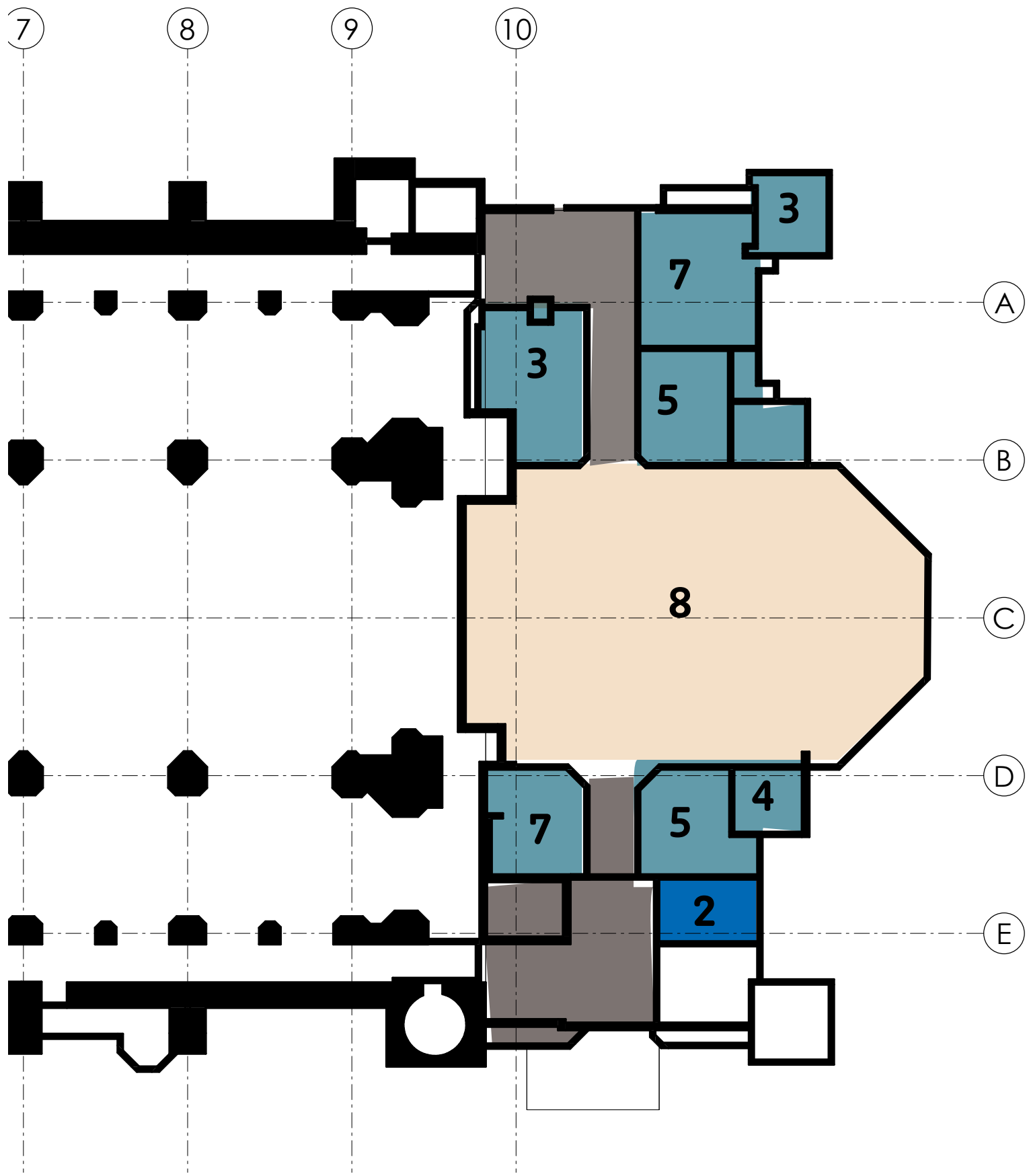
— Many small spaces with distinct use:

- 1. Meeting Room
- 2. Public Washrooms (x3)
- 3. Storage (x5)
- 4. Kitchen (x2)
- 5. Classroom (x2)
- 6. A/V room
- 7. Reference library
- 8. CNJ as Multipurpose room
- . Circulation

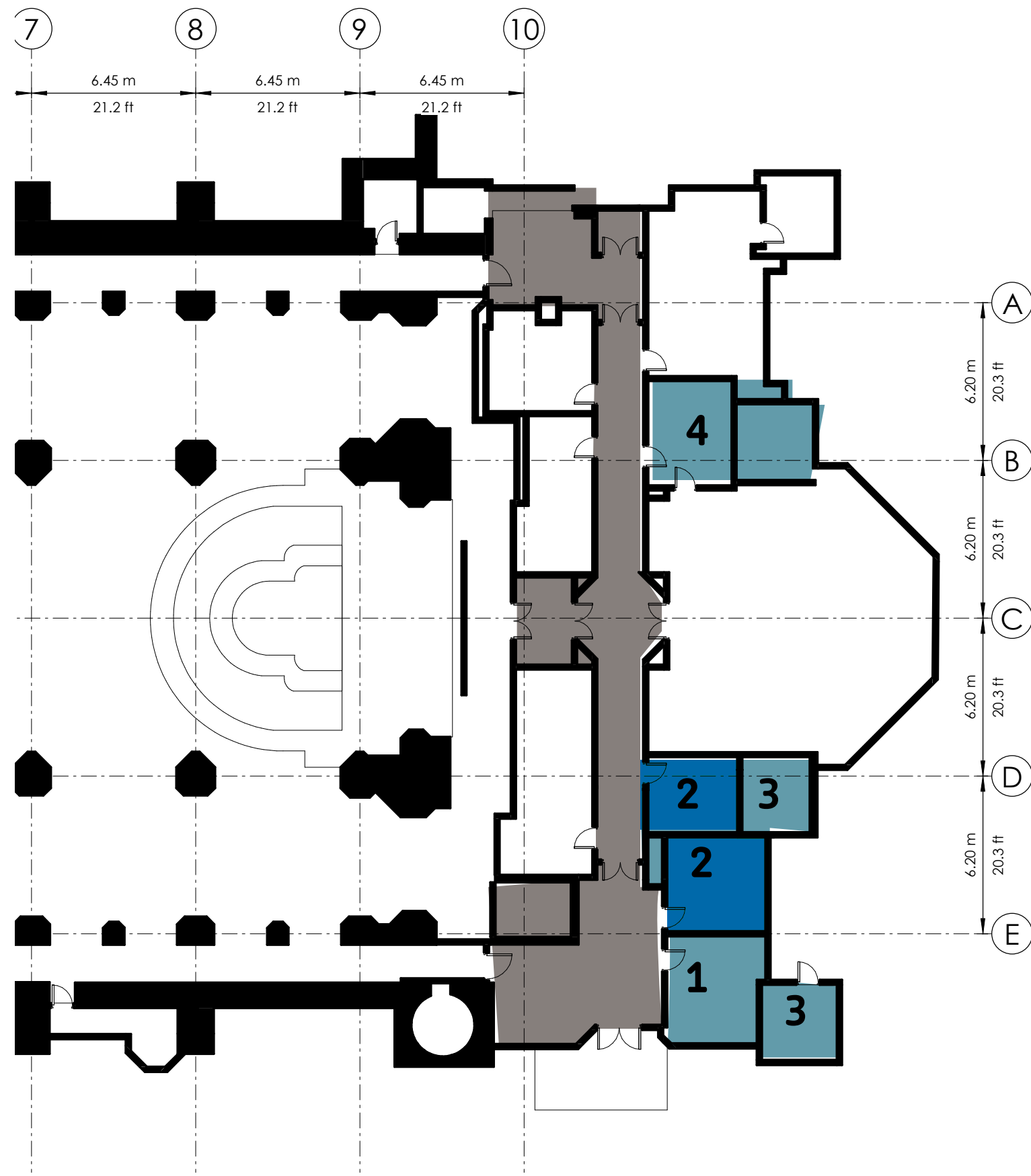
— Large circulation area  
— Mixed with Clerical supporting spaces

Observations:

- **Inefficient** use of space
- **Unclear layout** organization
- **Hard to use for multipurpose** uses (very divided)
- **Confusing relationship with clerical** spaces. Interlocked with most private use or a church



Second floor



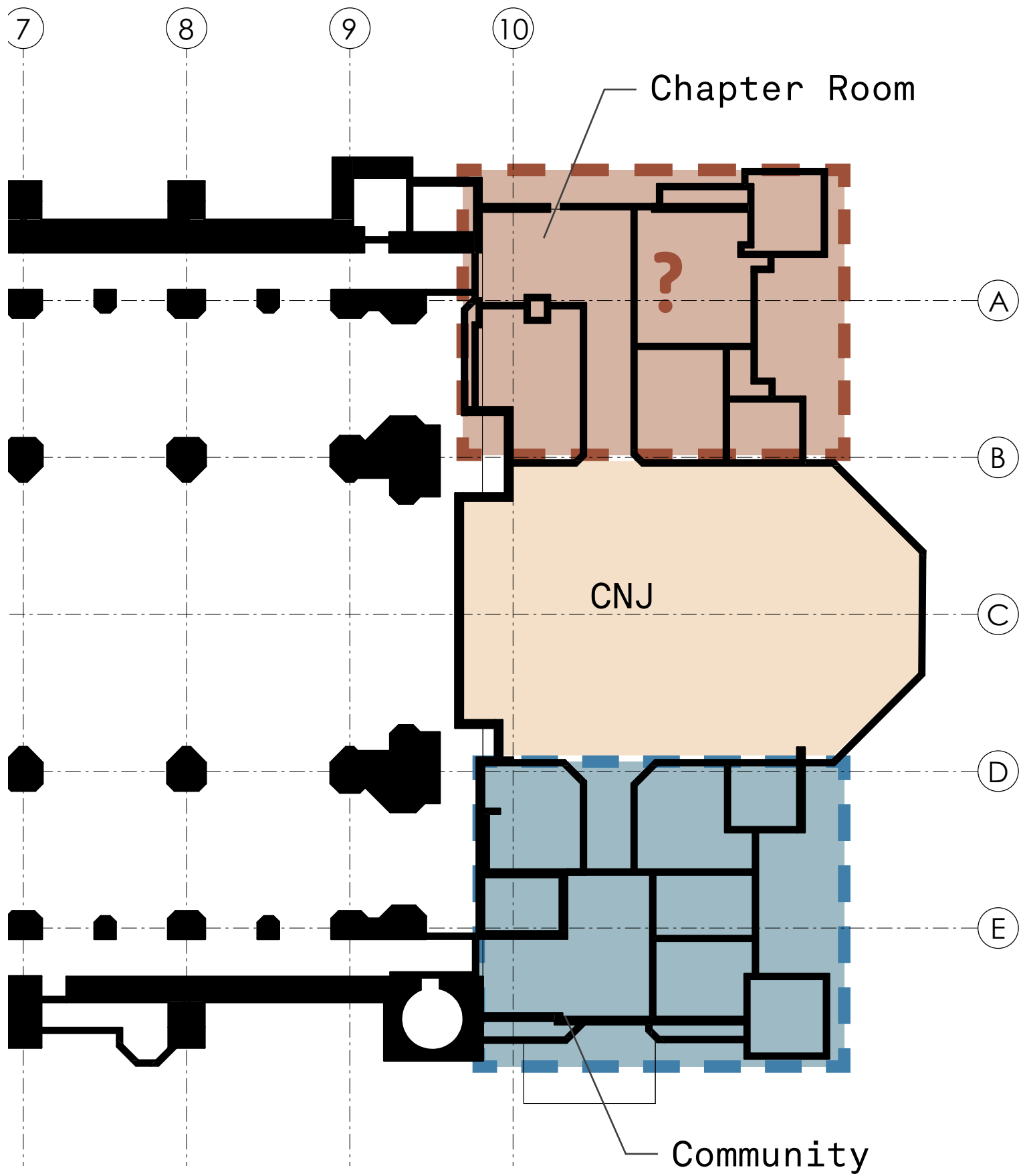
Ground floor



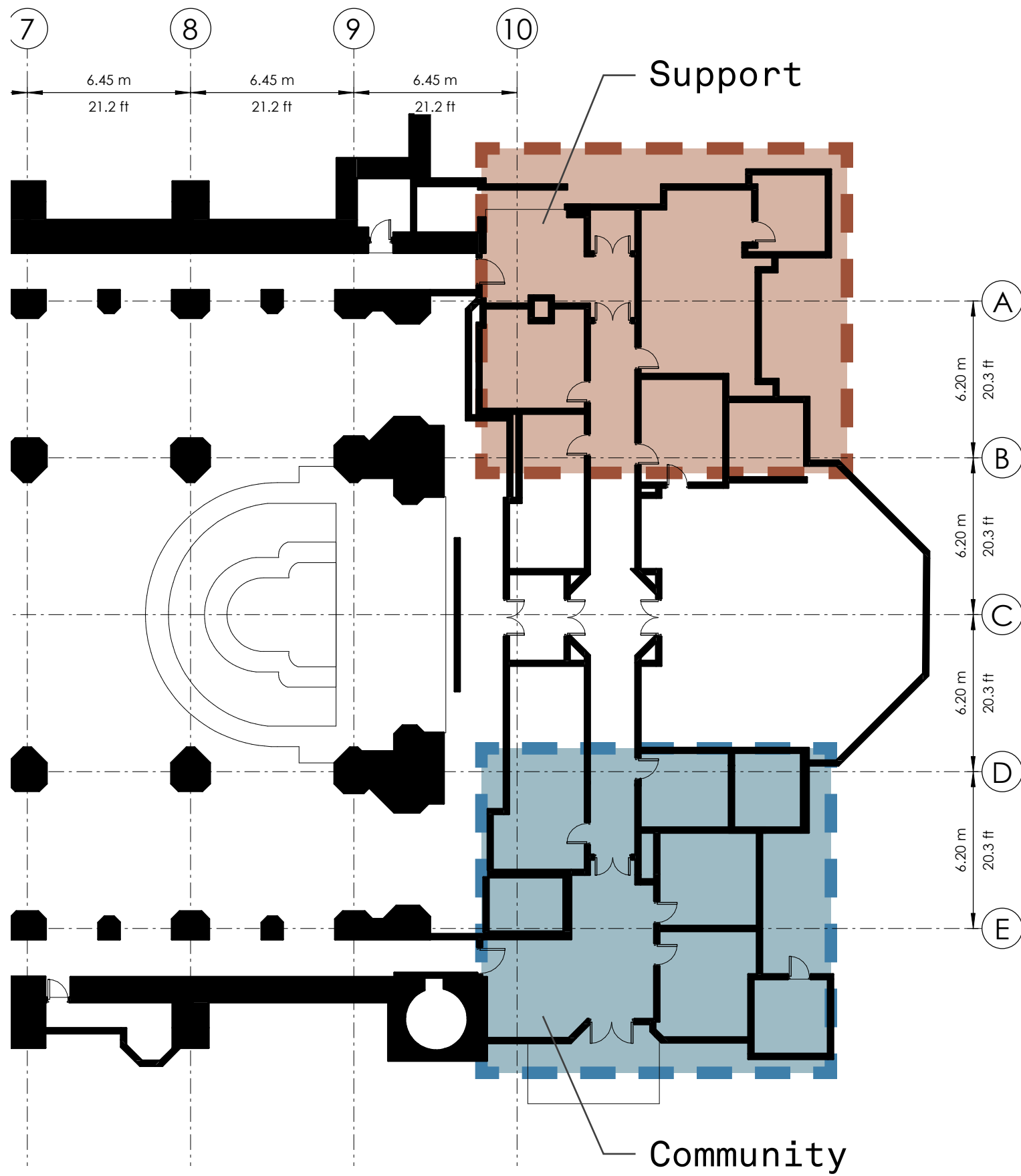
# OTHER| COMMUNITY AREAS

## Opportunities:

- **Group** community uses
- **Reduce circulation space**
- **Optimise** area use and space navigation
- **Larger Multipurpose** rooms



SECOND FLOOR



GROUND FLOOR



## OTHER | EVENTS

### Facts:

- Active Church in organizing events and concerts
- Orientation to main altar(fixed)
- Fixed pews

### Observations:

- Current altar location and fixed pews create **visibility challenges**
- **Not flexible** use of space
- **Not optimum use of Lateral corridors.**



## OTHER | EVENTS

Opportunities:

- **Portable altar used as portable stage**
- **Flexible configuration**
- **Hellerup stairs** to Chapel of New Jerusalem that can be used as seating, stage, etc.
- **Retain central axis as main space**





## OTHER | VISITORS

### Facts

- **Heritage Landmark**
- Close to Downtown, **centric**
- **Open daily** for visitors
- **Rich in History**

### Observations:

- **Difficult self navigation** through the building, other than the main nave.
- **Limited services for visitors** are and washrooms not visible.
- **Amenity spaces** like coffee shop or gift shop would enhance the experience.
- **Additional attractions** like panoramic views from tower top, art gallery, and others would be beneficial.



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### 3. SHAPING THE FUTURE

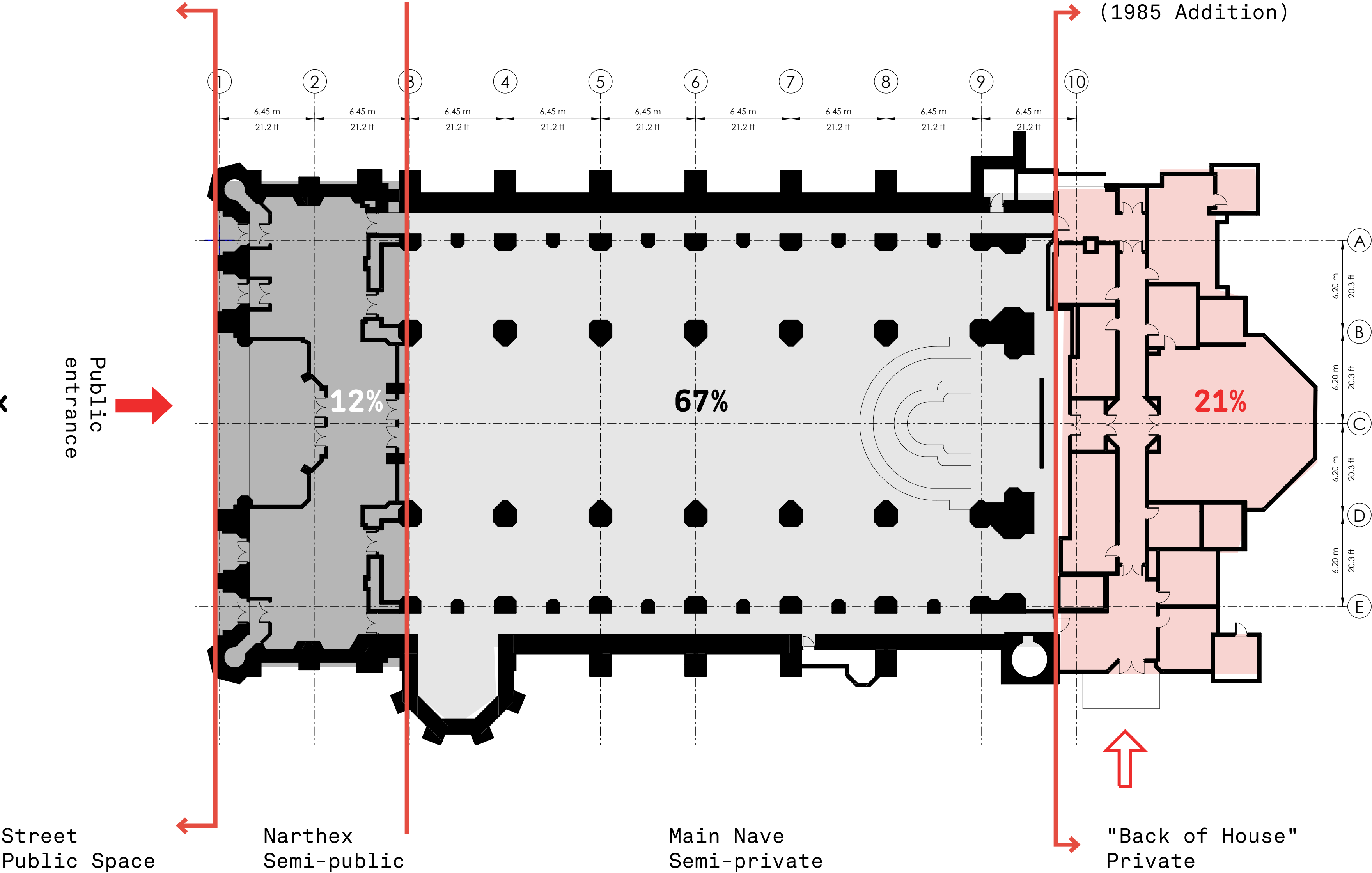
- SPACE HIERARCHY & **LEGIBILITY**
- IMPROVED CONNECTION & **NAVIGATION**
- EFFICIENT OF USE OF SPACE & **FLEXIBILITY**

# SPACE HIERARCHY | AREA DIAGRAM

GROUND FLOOR AREA DIAGRAM

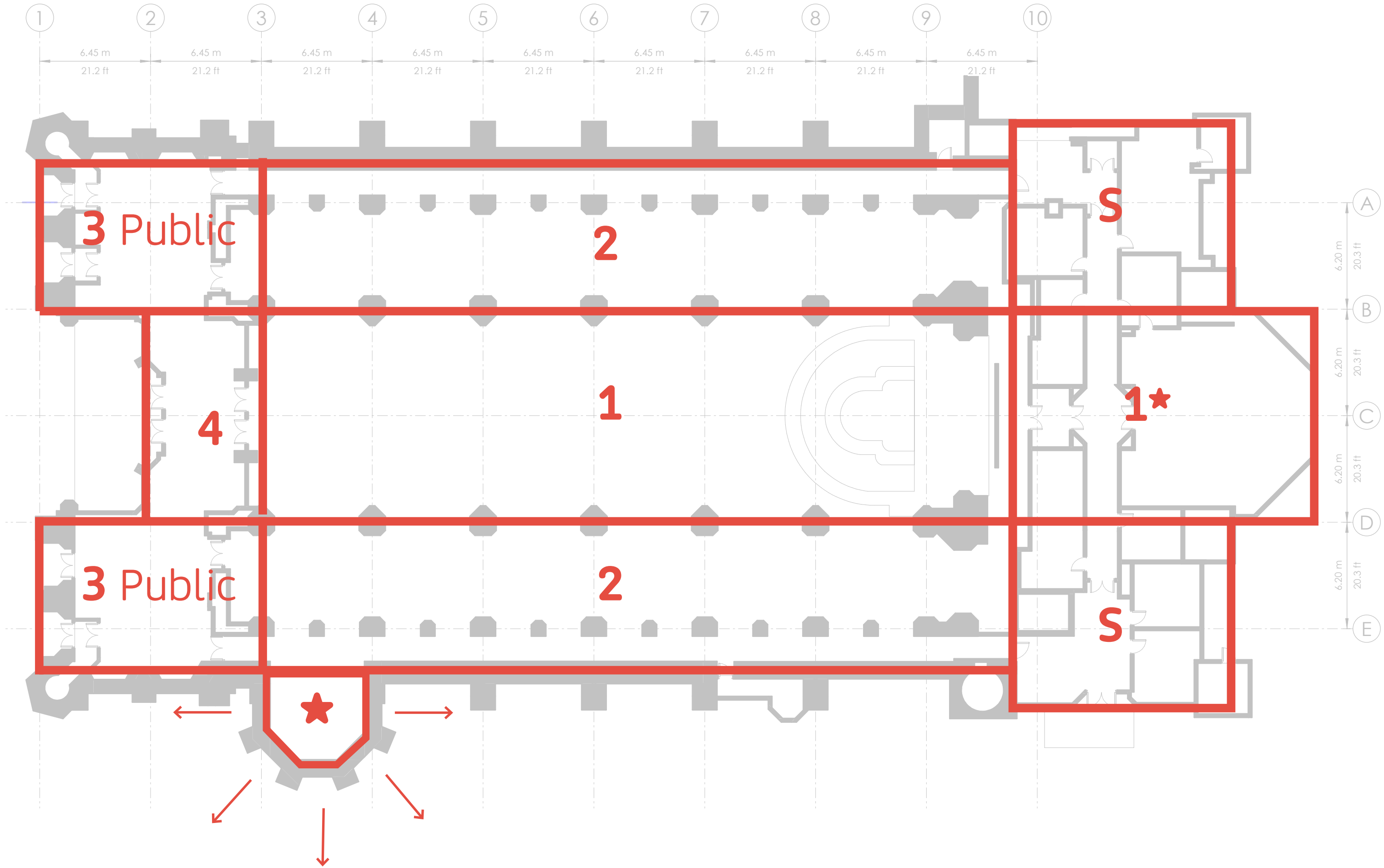
<div></div>	Narthex	235 m2	12%
<div></div>	Main Nave	1,340 m2	67%
<div></div>	Back of House	425 m2	21%
	TOTAL	2,000 m2	100%

- Observations:
- Obscure unanimated small narthex
  - Large Nave
  - Inefficient subdivided

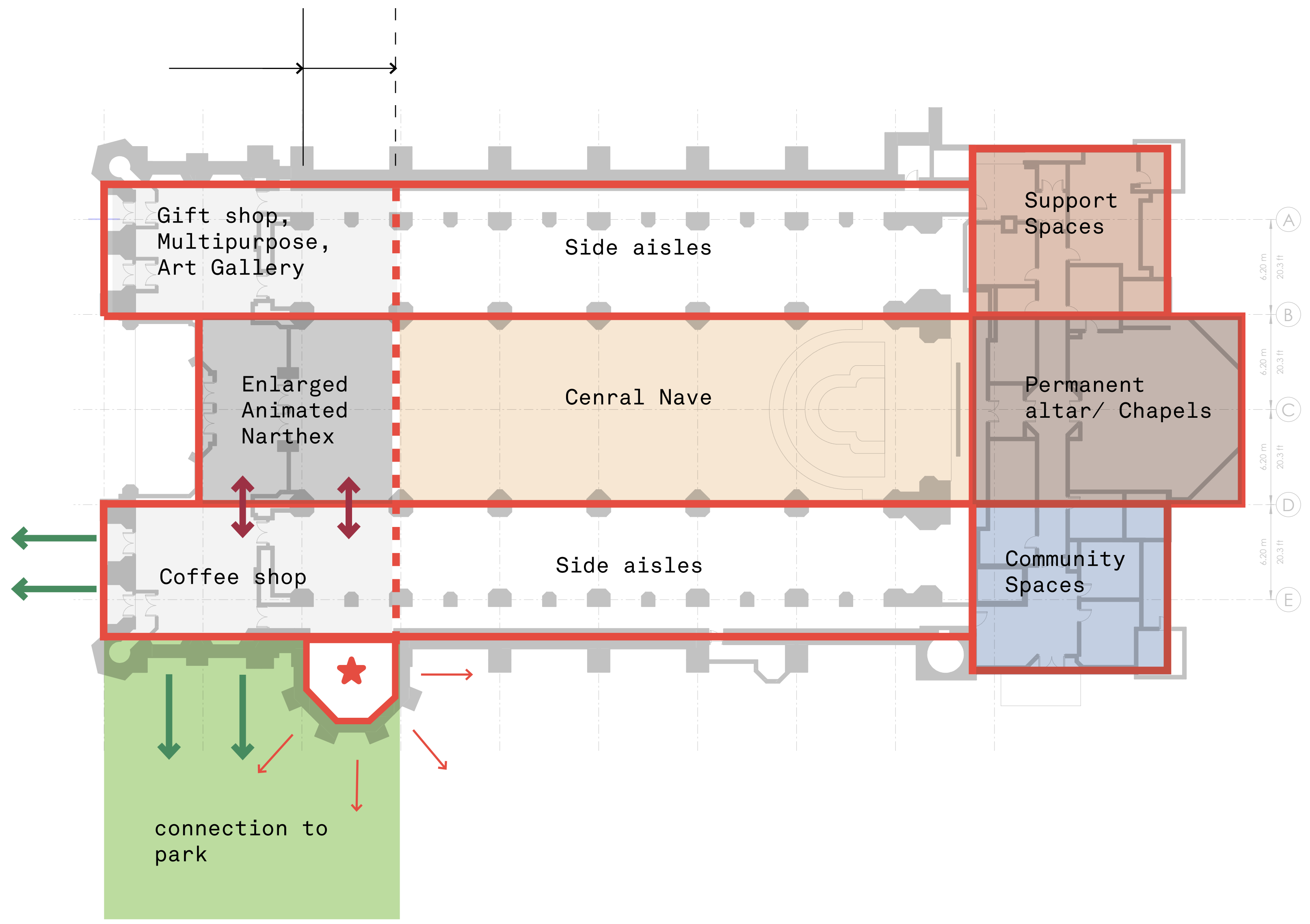


# SPACE HIERARCHY

- 1. Nave Primary Congregation
- 1★. Premiere Chapel
- 2. Secondary Congregation Space
- 3. Potential Public Amenity
- 4. Orientation
- 5. Support



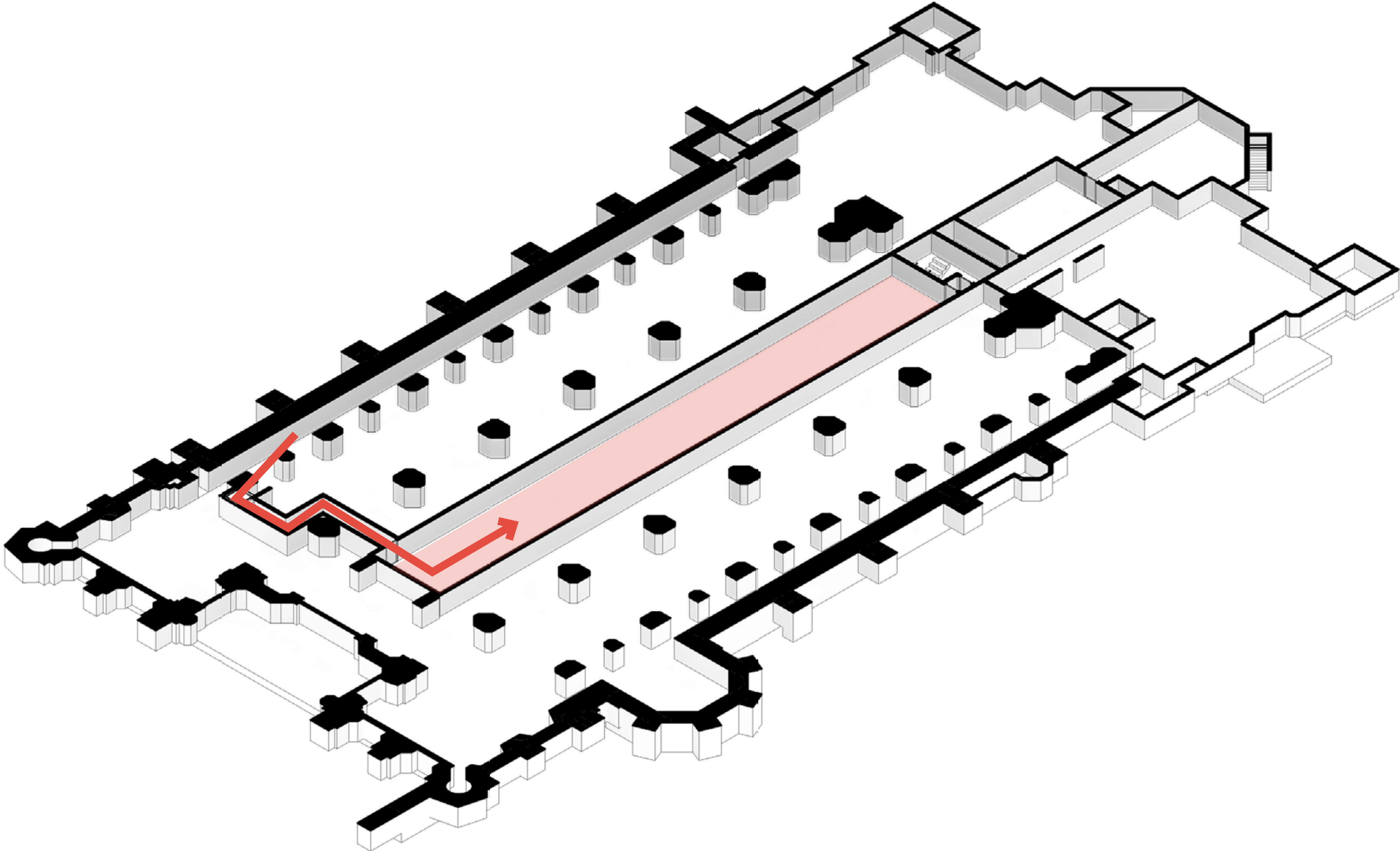
# SPACE HIERARCHY | OPPORTUNITIES FOR DISCUSSION





# BASEMENT | EXISTING

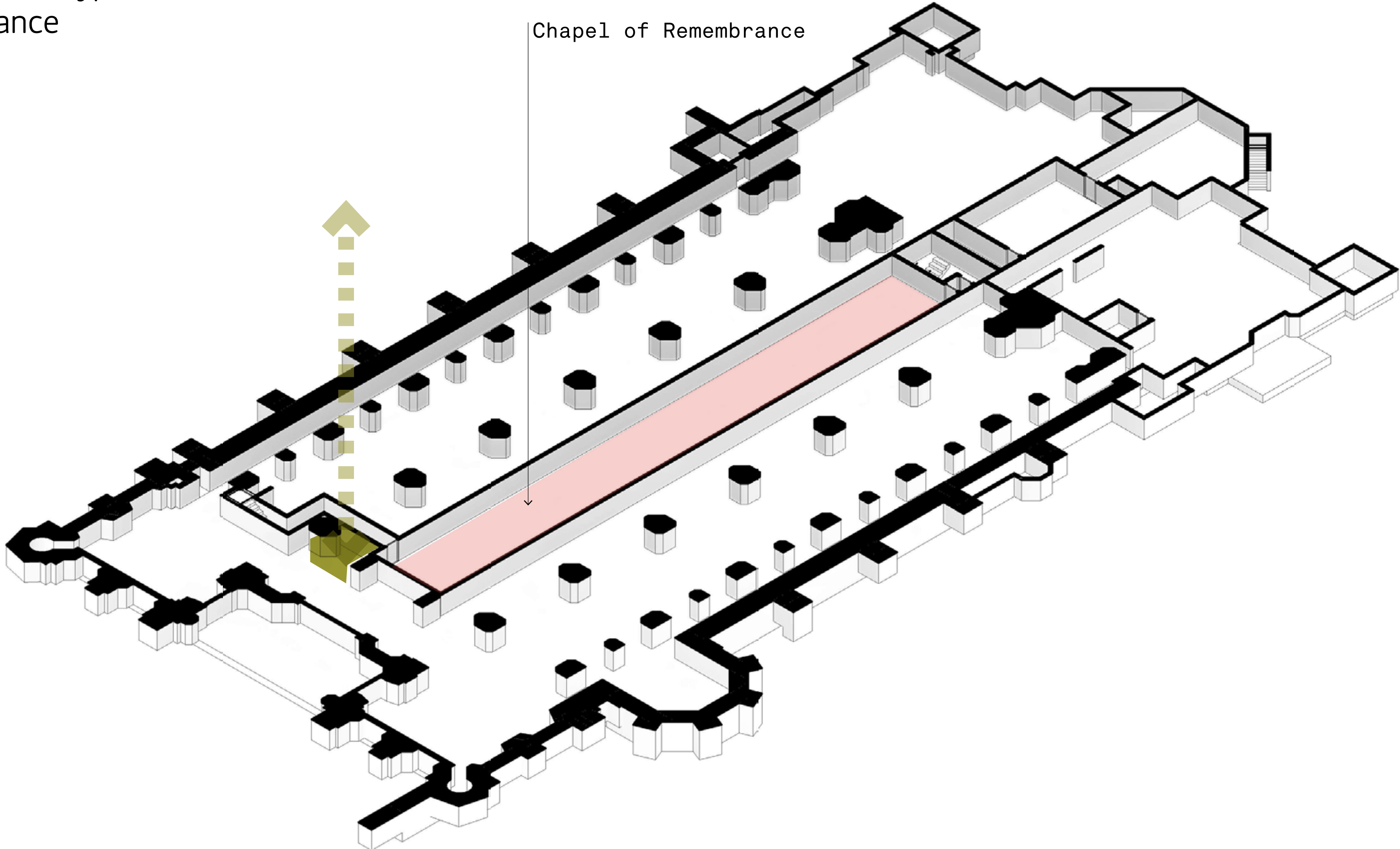
- Crypt not accessible
- Under used space





# BASEMENT | PROPOSED

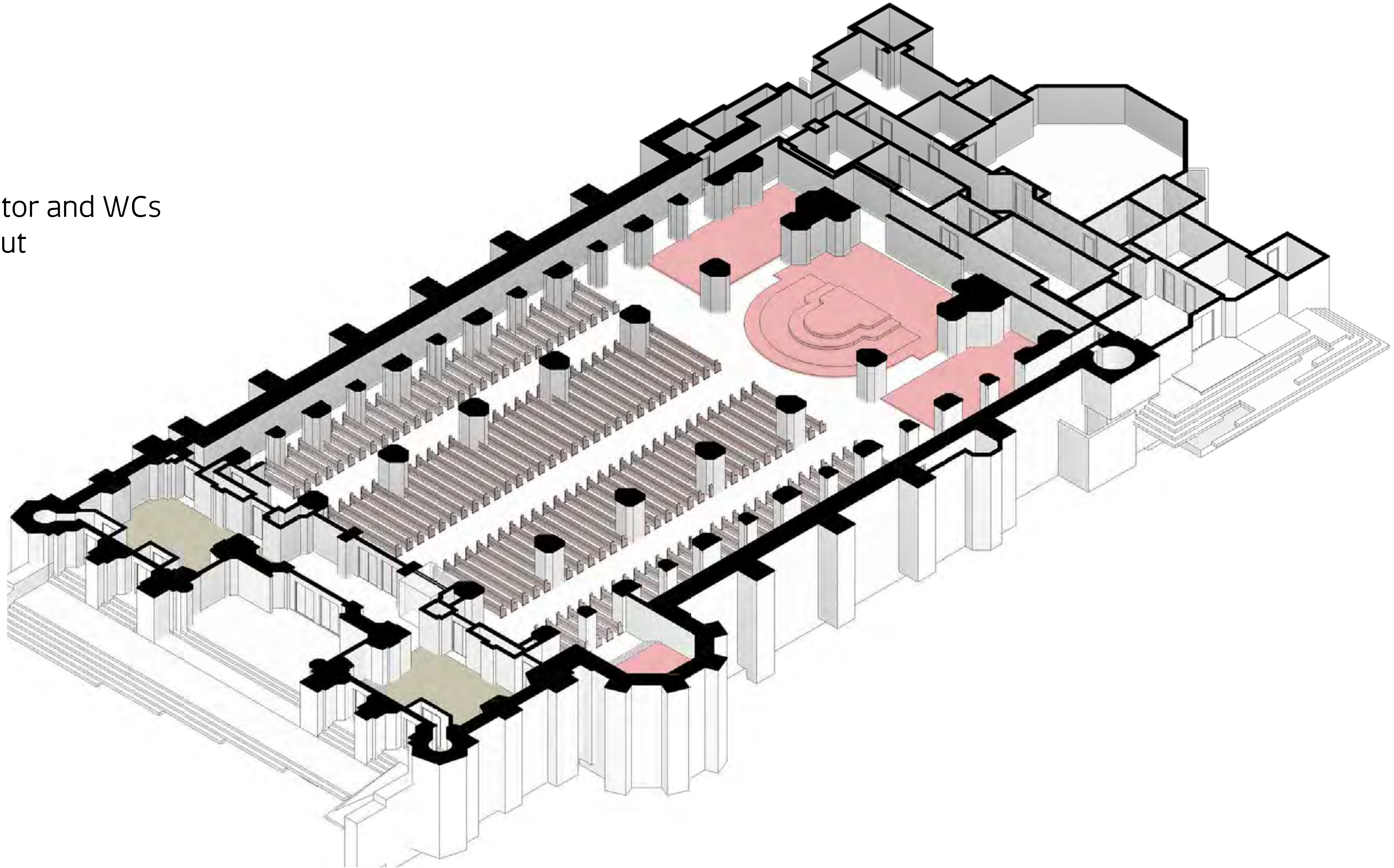
- New elevator access to Crypt
- Chapel of Remembrance





## GROUND FLOOR | EXISTING

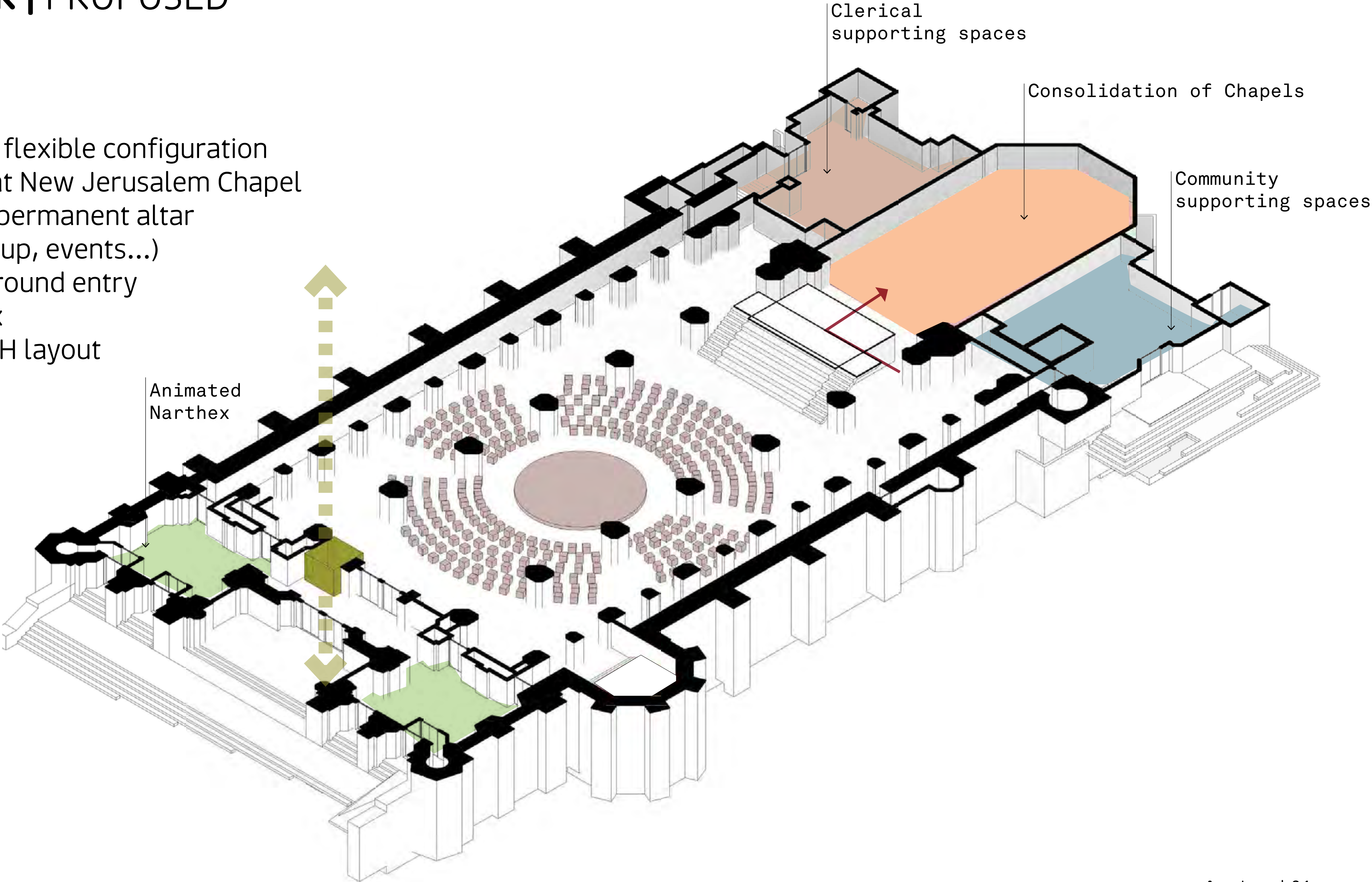
- Fixed Pews
- Fixed Raised Altar
- Multiple chapels
- Under used Narthex
- No visibility of Elevator and WCs
- Inefficient BOH layout





# GROUND FLOOR | PROPOSED

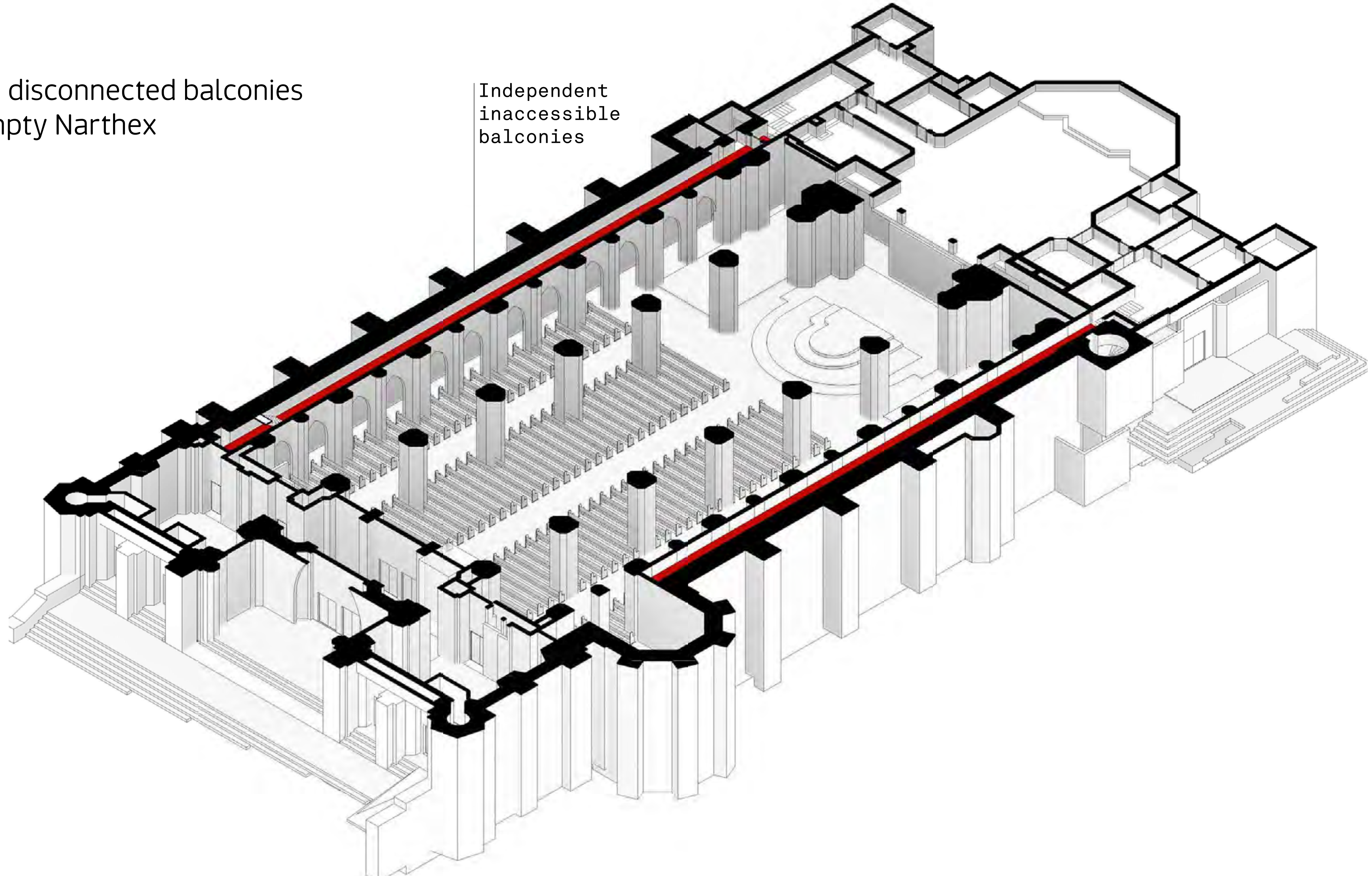
- Portable seating
- Portable altar for flexible configuration
- Permanent altar at New Jerusalem Chapel
- Heller up stair to permanent altar (ceremonial walk up, events...)
- Visible elevator around entry
- Inhabited Narthex
- More efficient BOH layout





## SECOND FLOOR | EXISTING

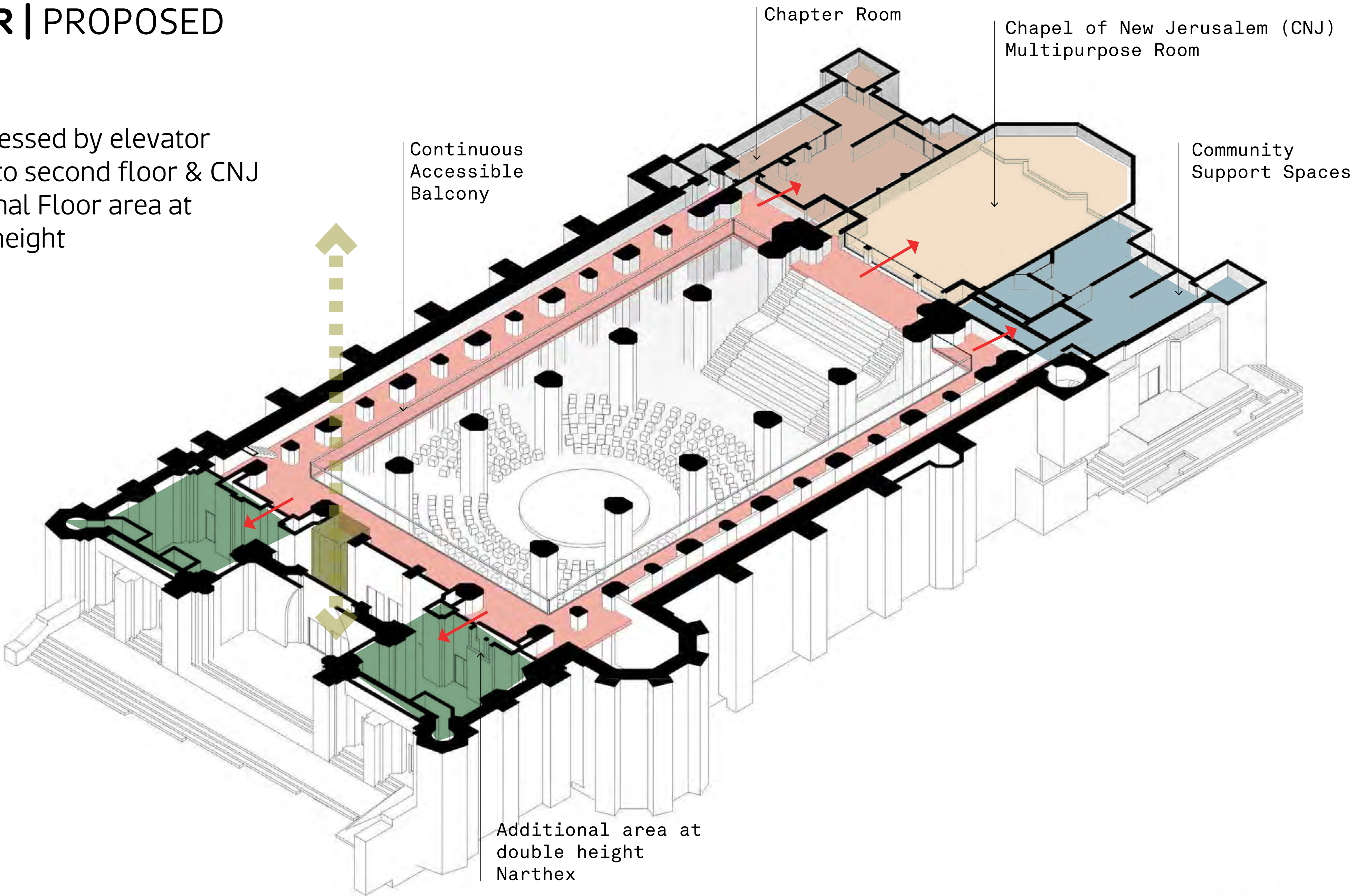
- Unaccessible and disconnected balconies
- Double height empty Narthex





# SECOND FLOOR | PROPOSED

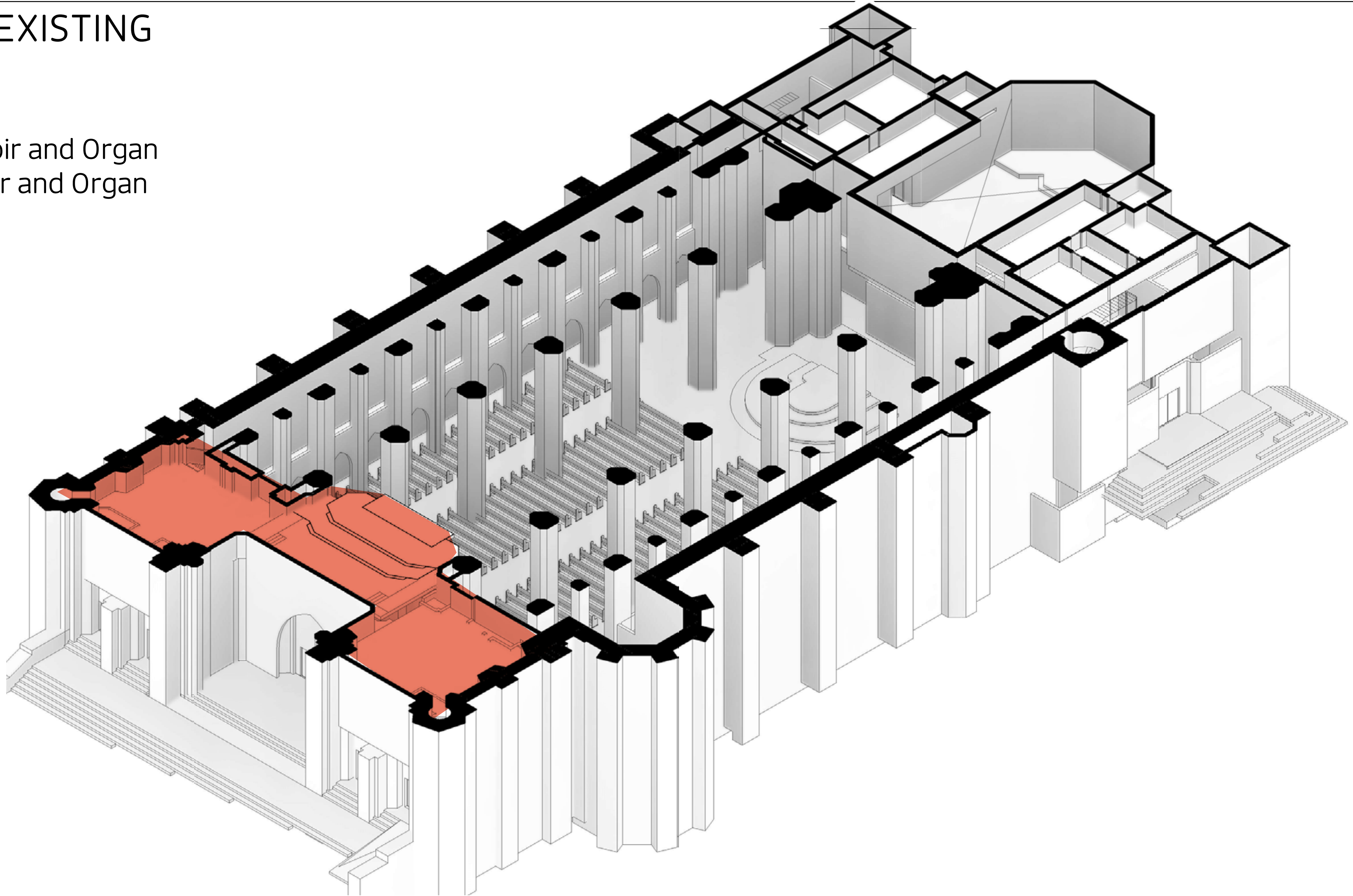
- Balcony loop accessed by elevator
- Loop connected to second floor & CNJ
- Potential Additional Floor area at Narthex second height





## THIRD FLOOR | EXISTING

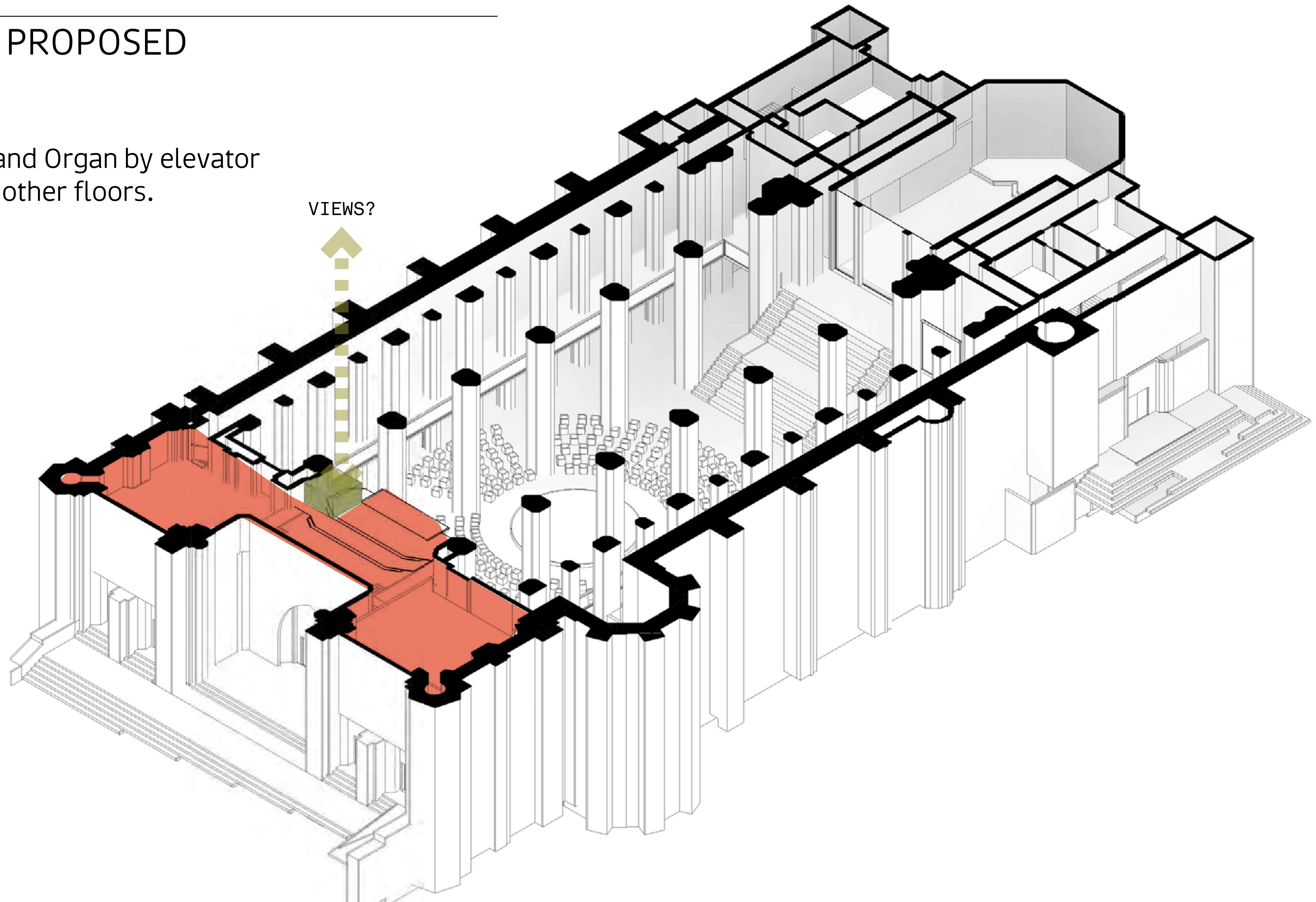
- Not accessible Choir and Organ
- Disconnected Choir and Organ





## THIRD FLOOR | PROPOSED

- Accessible Choir and Organ by elevator
- Connected to the other floors.



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# CATHEDRAL PRECINCT CONTEXT

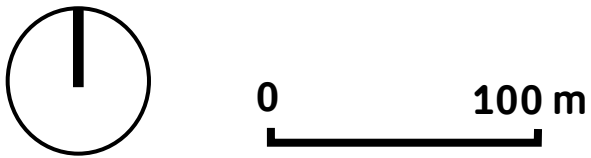
- LOCATION & CONTEXT
- POLICY FRAMEWORK
- SITE OPPORTUNITIES



# SITE LOCATION & CONTEXT



City of Victoria Neighbourhood Boundaries





# AERIAL VIEWS





# HIGH LEVEL POLICY FRAMEWORK: NEIGHBOURHOOD PLAN & OCP

## FAIRFIELD NEIGHBOURHOOD PLAN (NORTHWEST AREA - CHAPTER 6)

- **Commercial uses at grade** encouraged
- Opportunity for **Bonus density: 2.5:1** floor space ratio within the Northwest Area and Fort Street Corridor.
- In the Northwest and Rental Retention areas: multi- unit residential or mixed-use buildings **up to 20 metres (approx. 6 storeys)** in height
- Support the unique place character features while creating new, **on-site affordable housing.**



## OCP CATHEDRAL HILL PRECINCT (HERITAGE CONSERVATION AREA DPA-14)

- **To Enhance the Cathedral Hill Precinct through a high quality of architecture, landscape and urban design** that reflects the function of a major residential centre on the edge of a central business district in scale, massing and character, while respecting prominent heritage properties and landmarks.
- **To revitalize** an area of commercial use through redevelopment of sites
- **Transitional nature** of the area between a high density Downtown and the medium to lower density residential
- Capacity for growth through intensified **multi-unit residential development with commercial activity at grade.**
- **High- and medium density multi-unit** residential and commercial development

# SITE ANALYSIS



## LEGEND

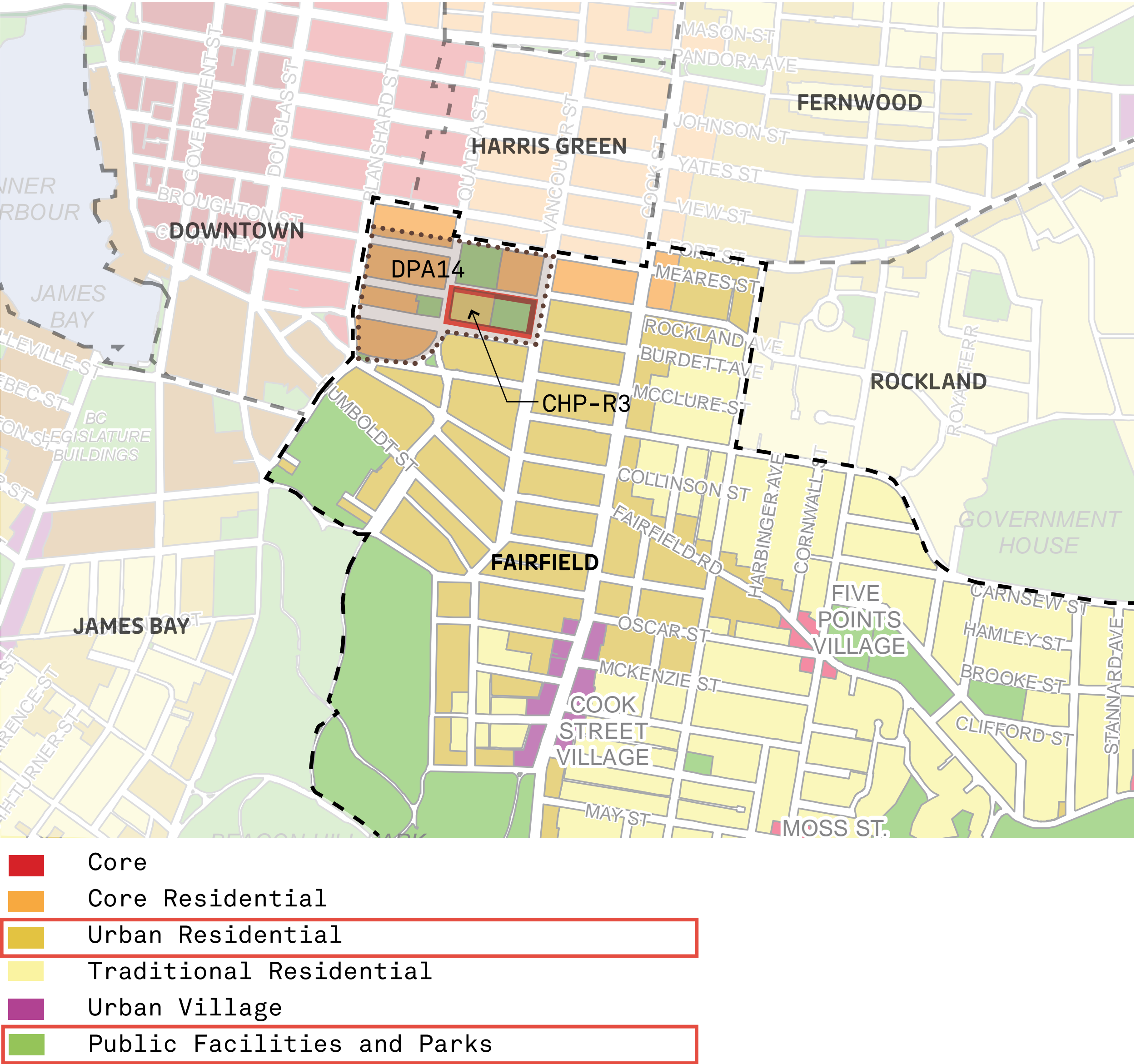
- Site
- Bus Stop
- Arterial
- Secondary Arterial
- Frequent Transit Route
- Bike Route
- People priority Greenway\* (OCP)
- Shared Greenway\* (OCP)
- Tree Canopy/ Park
- Urban Core, core residential (50% population growth by 2041)

- 1 Christ Church Cathedral
- 2 Christ Church Cathedral School
- 3 Anglican Diocese of British Columbia
- 4 YMCA-YMWA Downtown
- 5 Provincial Court of British Columbia
- 6 Victoria Senior Citizens
- 7 Mt. St. Mary Hospital
- 8 Greater Victoria Public Library, Central Branch
- 9 Royal Theatre
- 10 West Coast College of Massage Therapy

\*Greenways:  
A city-wide network of pathways and bikeways situated on streets, along shoreline areas, and in natural corridors that link parks, employment districts, urban villages and other destinations along routes that give priority to walking and cycling and feature an attractive, well landscaped ambience.



# POLICY FRAMEWORK: DPA 14- CATHEDRAL HILL PRECINCT DISTRICT ZONING (MULTIPLE DWELLING)



## Zoning Regulation Bylaw (No. 80-159)

CHP-R3 ZONE PART 8.1-CATHEDRAL HILL PRECINCT DISTRICT	
Site Area	13,500m <sup>2</sup> (145,312 sqft.)* Open space currently = 9,580m <sup>2</sup> (71%)
Max. Height	16m (52.5ft)or 5 storeys
Yard Setback (unless fully underground)	F.Y. R.Y.& S.Y. = 9m (29.5ft) Steps and canopy to street= 4.5m (10ft) Steps and canopy in lot= 3m (10ft)
Max. Coverage	1-4 storeys 30% (40% if all req. parking enclosed) 5 storeys 24% (32% if all req. parking enclosed)
Min. Open Space	30% open site space 60% (if req. enclosed parking including access road)
Max. FSR	1.2 (if 4 or more storeys) 1.6 (if 4 or more storeys and req. parking enclosed)
Min unit size	33m <sup>2</sup> (355sqft.)
Limit of Buildings	1 max for multiple dwelling
Parking Schedule C  (Other Area)	<u>Car Parking</u> (reduce by 10% if secured rental): 0.85/unit < 45m <sup>2</sup> 1/unit > 45m <sup>2</sup> <70m <sup>2</sup> 1.45/unit > 70m <sup>2</sup> + 0.1/unit visitor <u>Bikes Long Term</u> 1/unit < 45m <sup>2</sup> 1.25/unit > 45m <sup>2</sup> + <u>short term</u> 6/building or 0.1/unit

\* Area of site counting cathedral and school sites  
Current Open space area = 9,580m<sup>2</sup> (71%)

---

# CATHEDRAL PRECINCT CONTEXT

- THE CATHEDRAL - A CITY LANDMARK
- CATHEDRAL AND ITS IMMEDIATE SURROUNDINGS
- SITE DEVELOPMENT STRATEGIES



# CATHEDRAL ARRIVAL



Christ Church Cathedral, Victoria BC

VS



Notre-Dame de Paris Cathedral






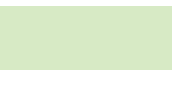
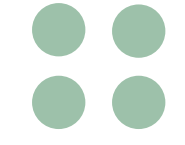

## CATHEDRAL ARRIVAL A PUBLIC SPACE - REDUCE CAR PRESENCE / ENHANCE PEDESTRIANS





# SITE OPPORTUNITIES | URBAN APPROACH



-  Pedestrian focal street Courtney St.  
(Noted as Pedestrian Greenway in OCP)
-  Pedestrian Greenway Rockland st.  
(Noted as Pedestrian Greenway in OCP)
-  Cathedral Welcome Square  
Opportunity to connect parks/open spaces
-  Parks
-  Tree Canopy
-  Share Greenway (bikes)



## PEDESTRIAN FOCAL STREET (GREENWAY DESIGNATED STREET BY COP)



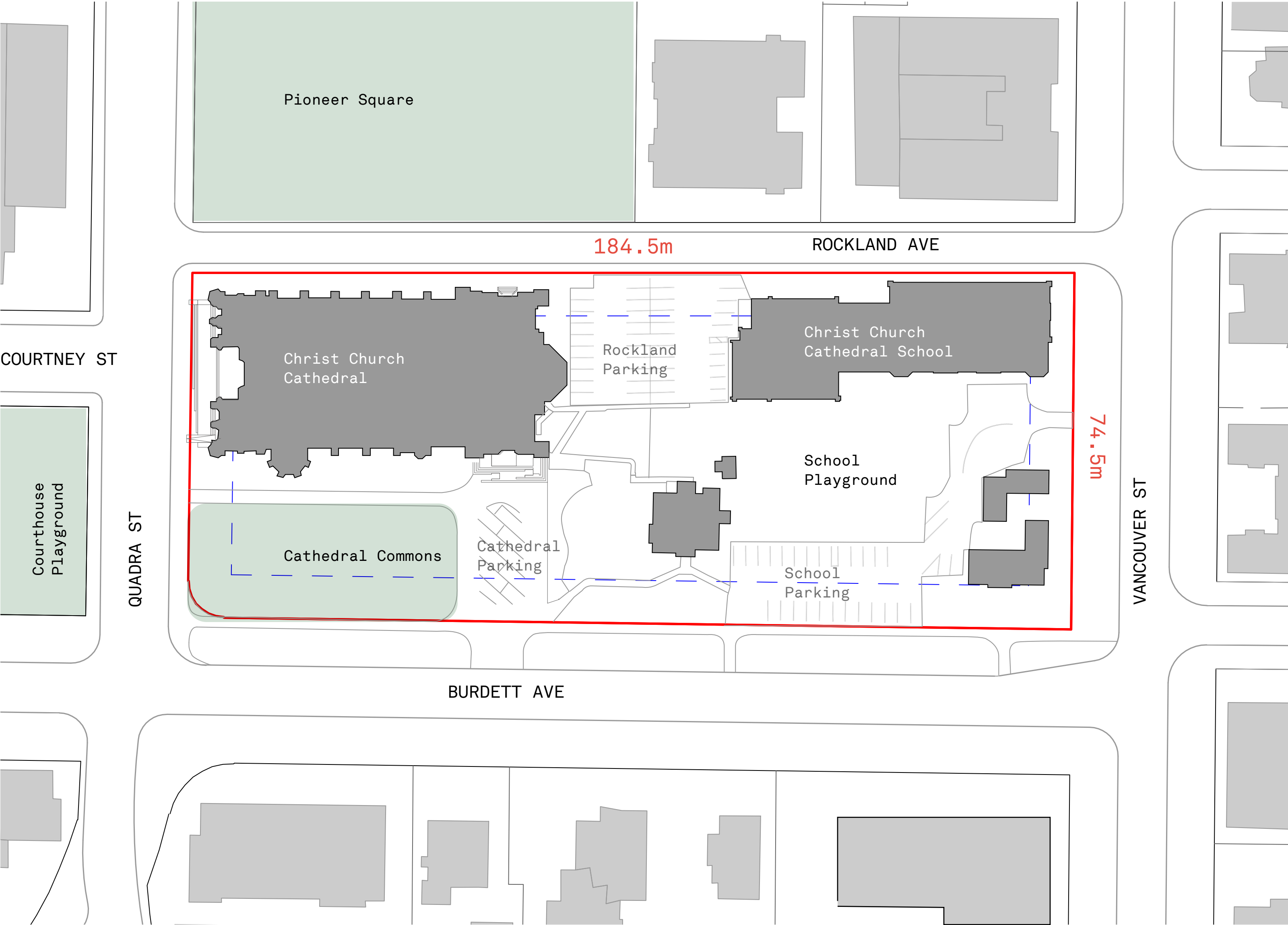
Courtney St, Victoria BC  
Pedestrian focused Greenway designated by Victoria OCP



Zrinyi Utca, Budapest, Hungary  
Pedestrian street towards St. Stephen Basilica



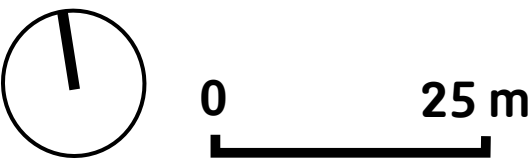
# SITE OPPORTUNITIES | CURRENT SITE



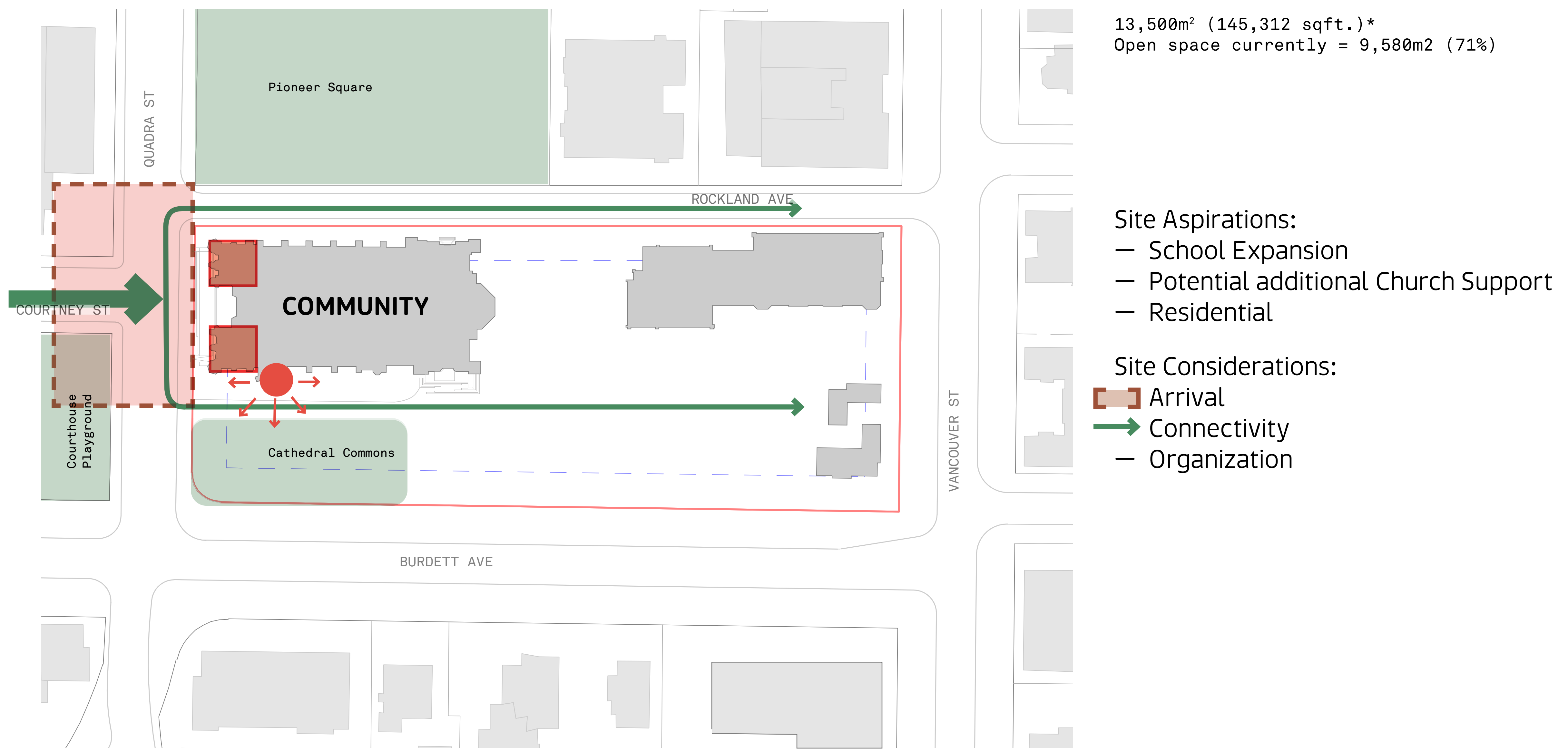
13,500m<sup>2</sup> (145,312 sqft.)\*  
Open space currently = 9,580m<sup>2</sup> (71%)

- Property Line
- Setbacks

- Site Aspirations:
- School Expansion
  - Potential additional Church Admin
  - Residential

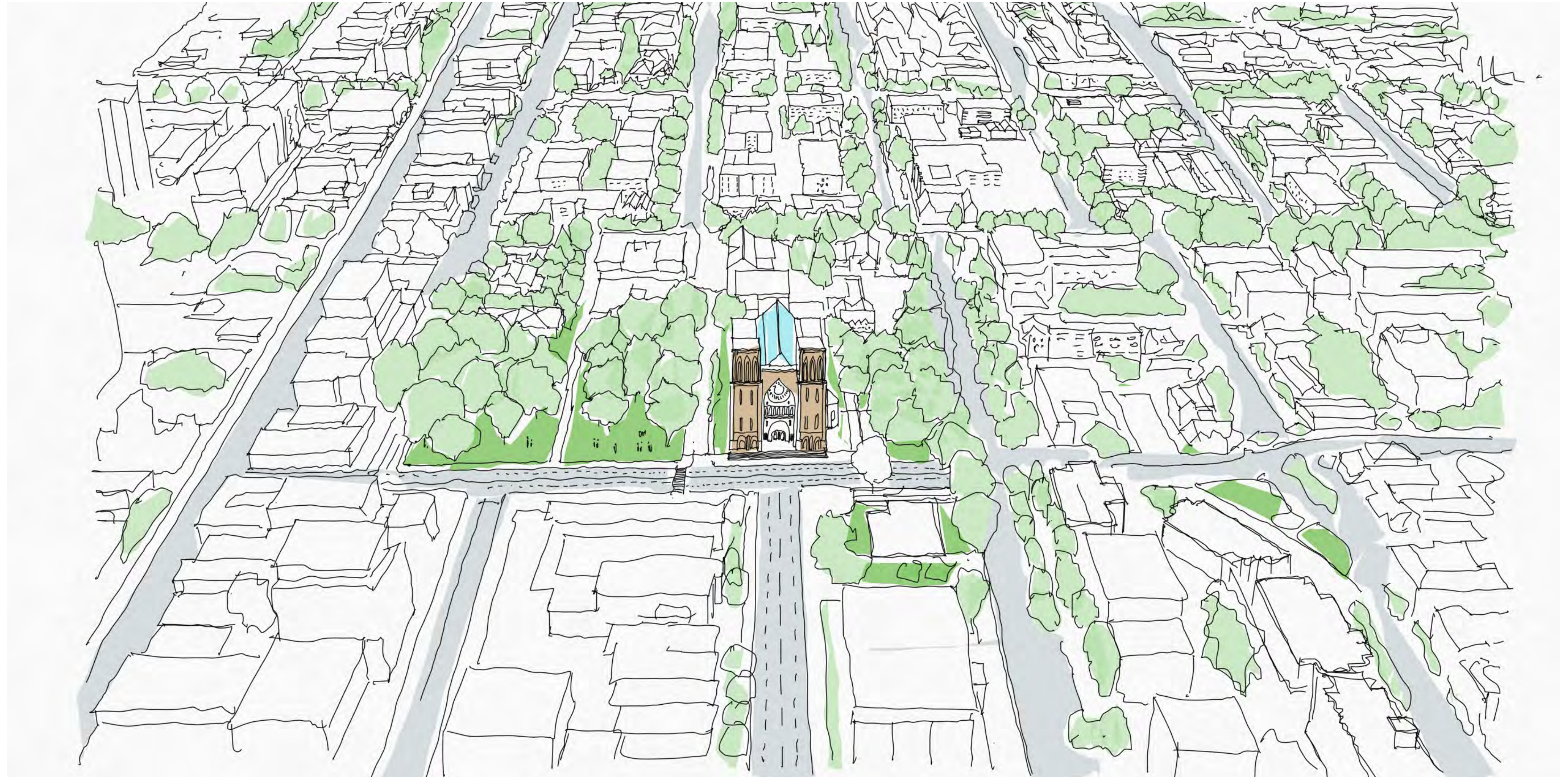


# SITE OPPORTUNITIES | SITE APPROACH



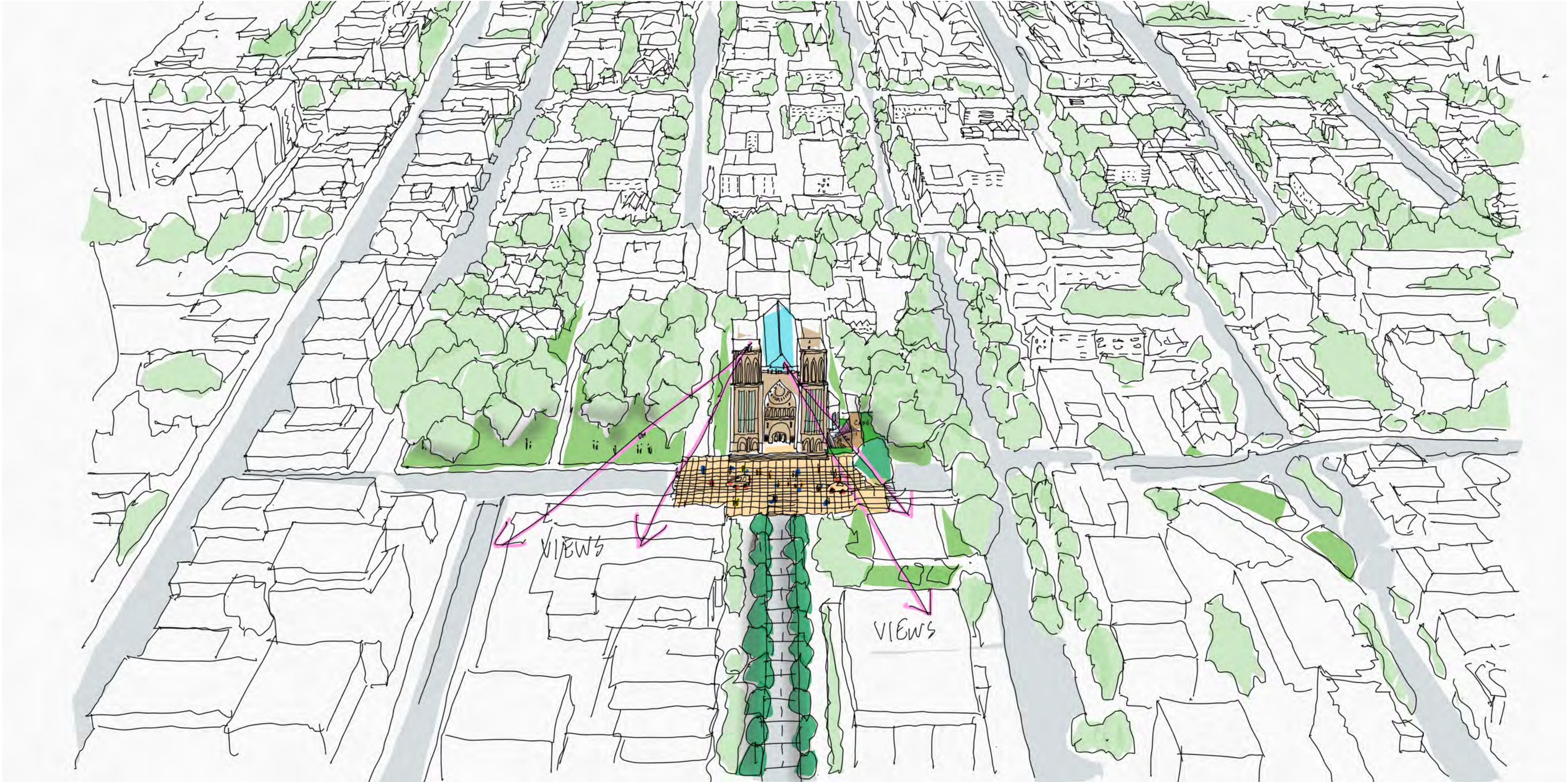


## CATHEDRAL IN CONTEXT | DOMINATED BY ROAD, LACKS IMPACT ON STREET



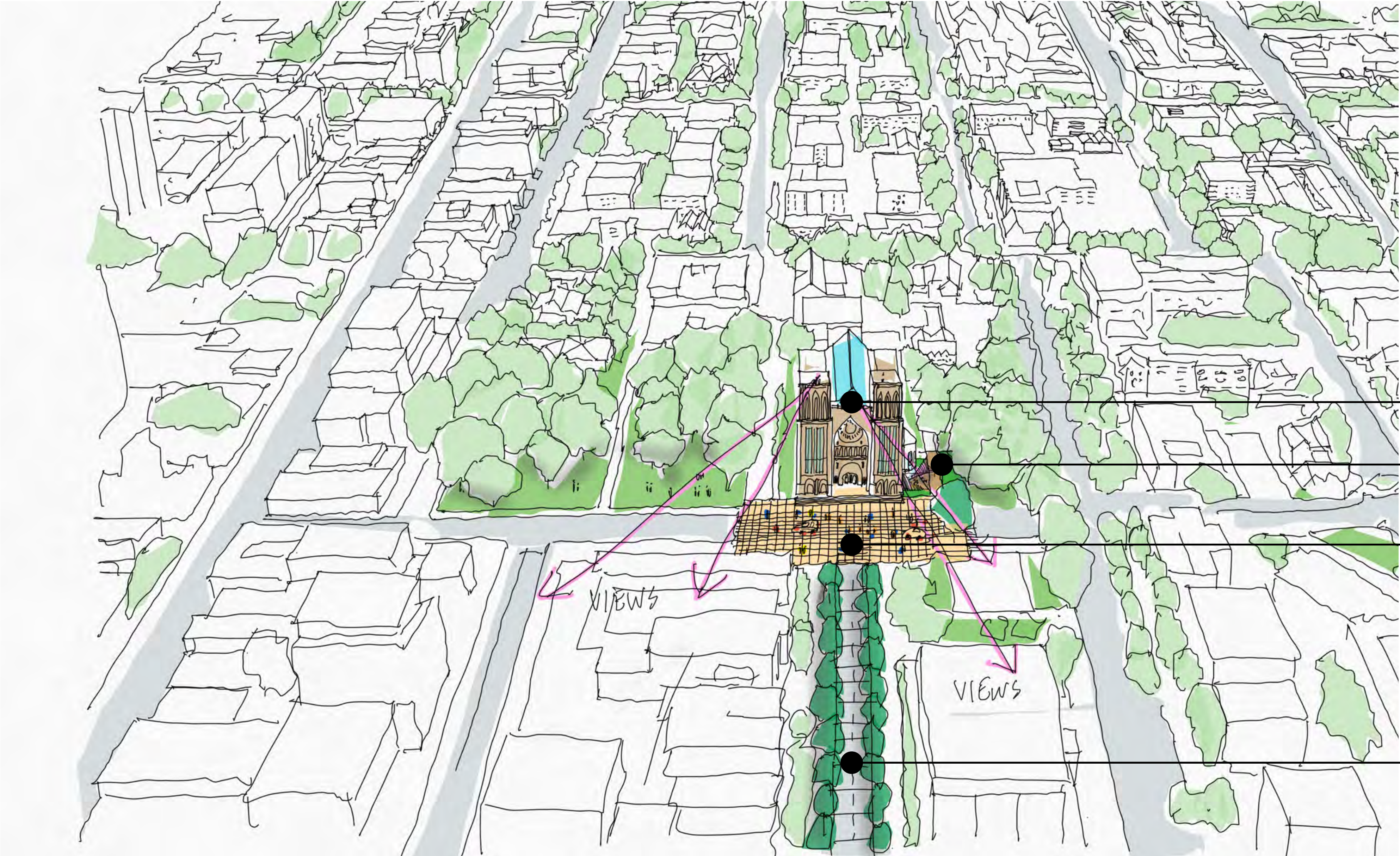


CATHEDRAL IN CONTEXT | URBAN INTERVENTIONS





# CATHEDRAL IN CONTEXT | URBAN INTERVENTIONS



**ACCESS FOR VIEWING**

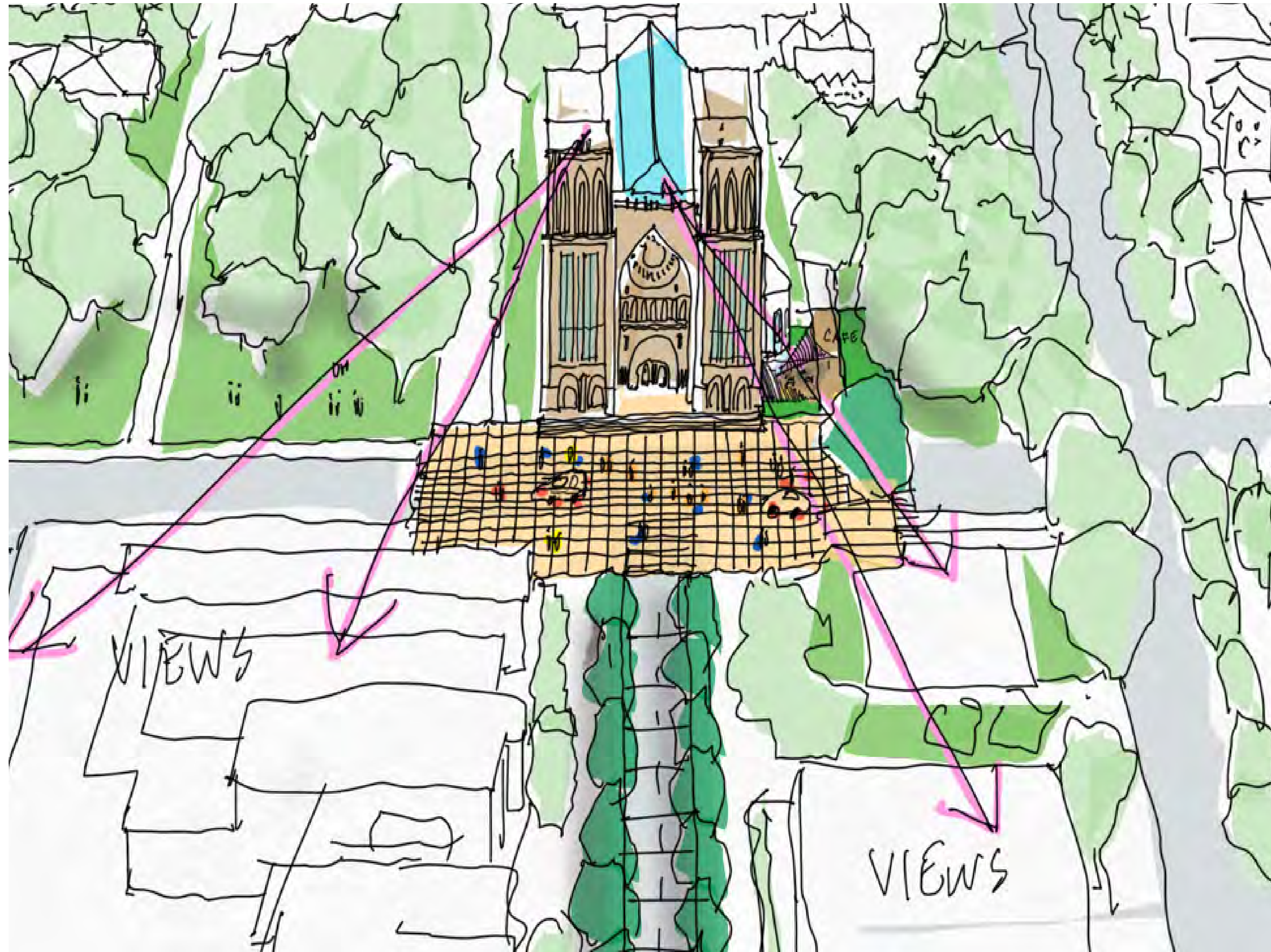
**CAFE ANNIMATION**

**NEW SQUARE**

**NARROWED TREE  
LINED BOULEVARD**



## CATHEDRAL IN CONTEXT | URBAN INTERVENTIONS

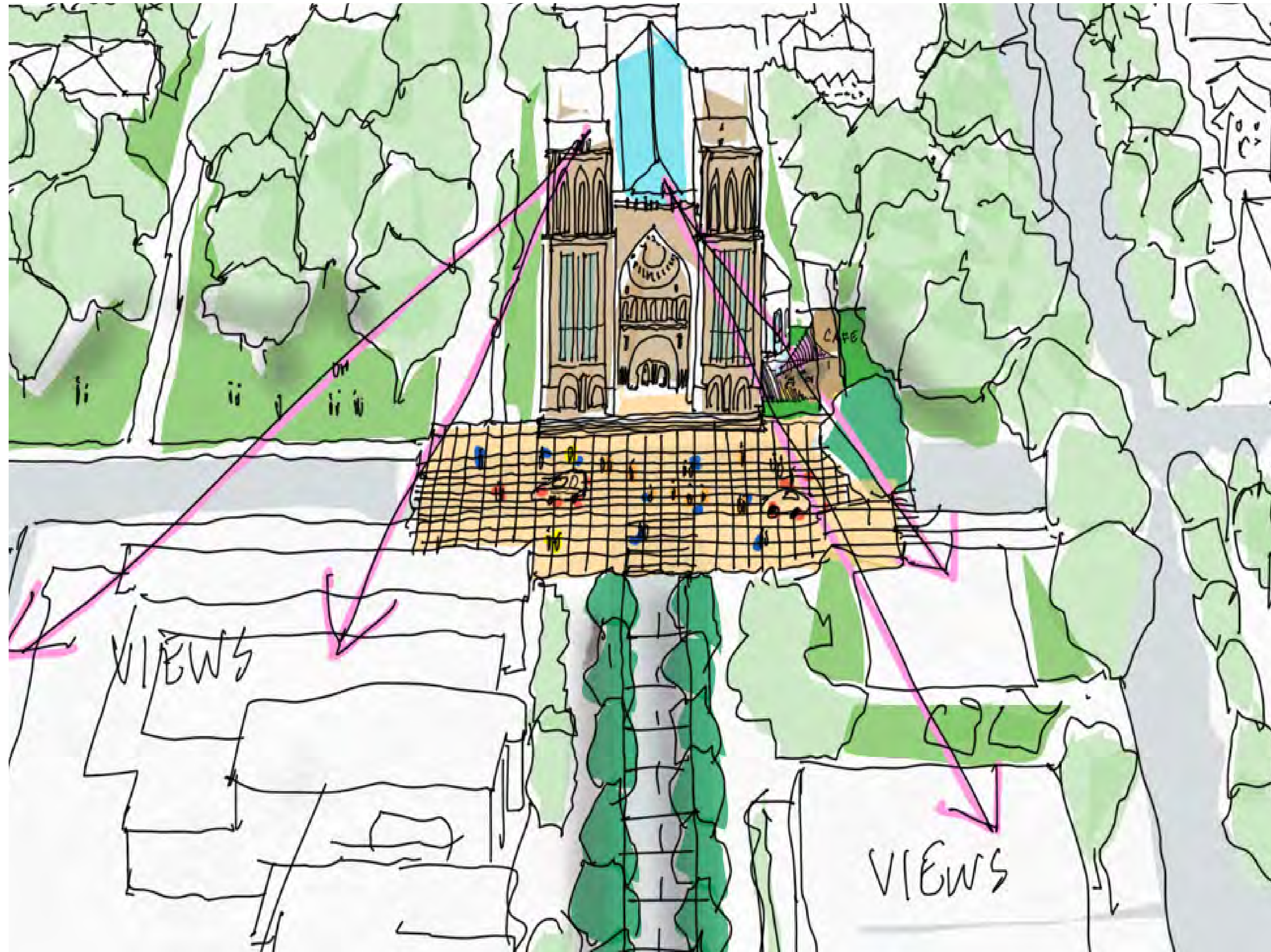




## CATHEDRAL IN CONTEXT | URBAN INTERVENTIONS



## CATHEDRAL IN CONTEXT | VANTAGE POINT

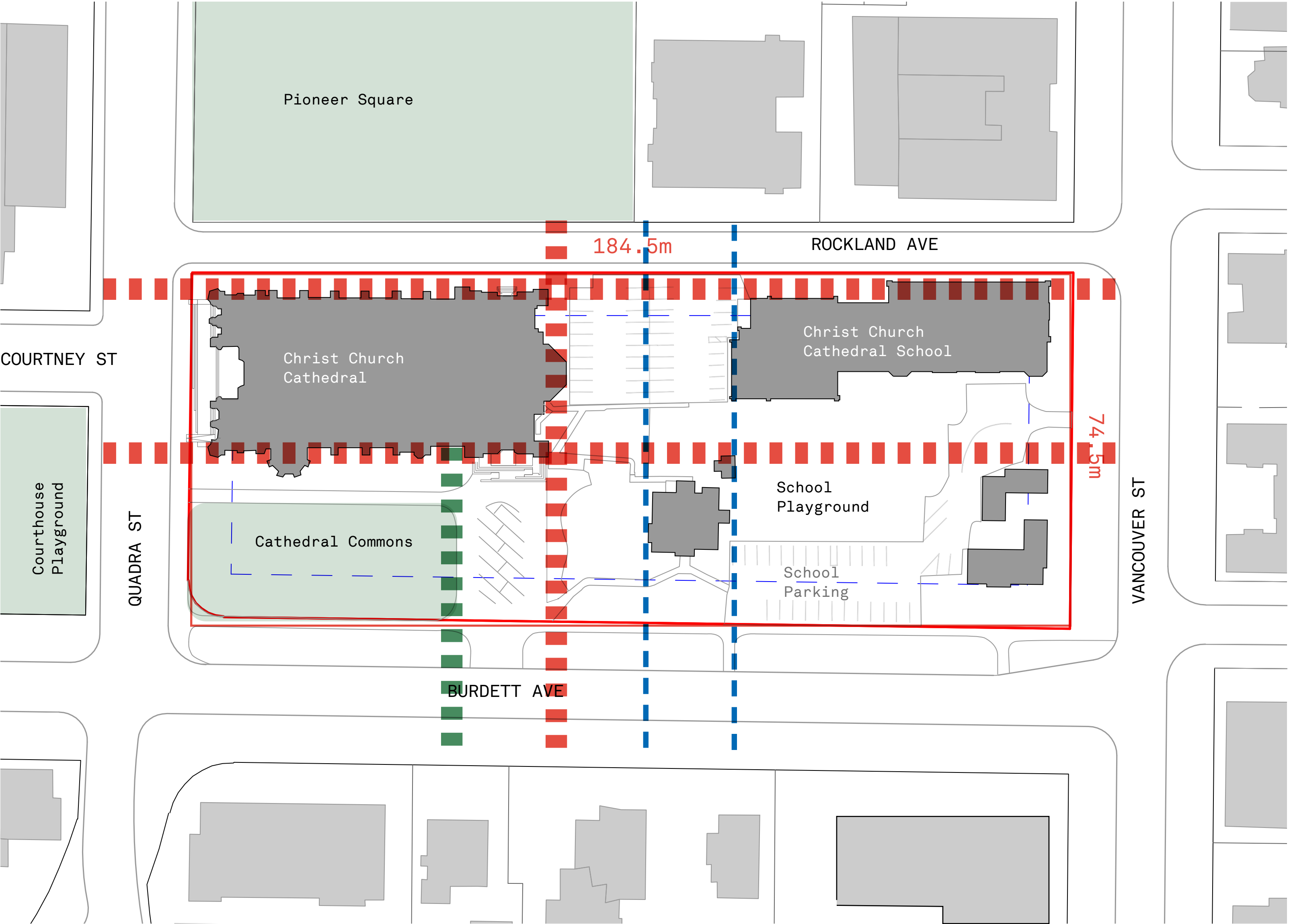




## CATHEDRAL IN CONTEXT | A CONTEMPORARY INTERVENTION



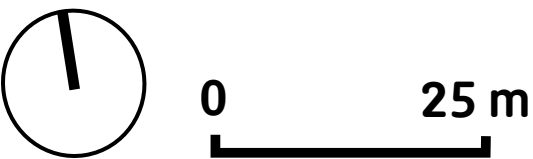
# SITE OPPORTUNITIES | CURRENT SITE



13,500m<sup>2</sup> (145,312 sqft.)\*  
Open space currently = 9,580m<sup>2</sup> (71%)

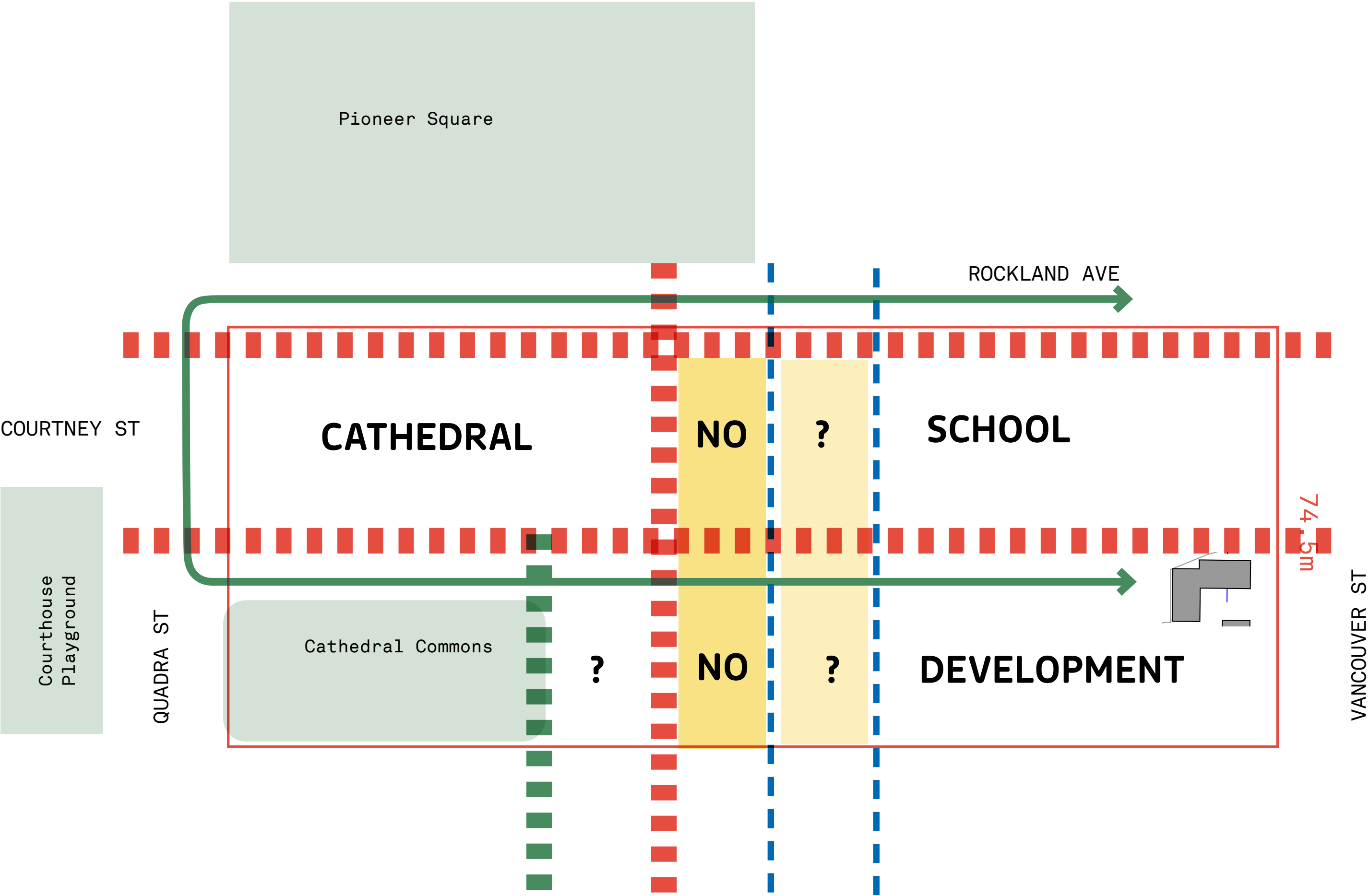
- Property Line
- Setbacks

- Site Aspirations:
- School Expansion
  - Potential additional Church Admin
  - Residential





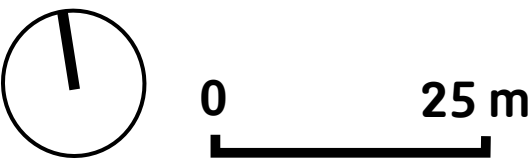
# SITE OPPORTUNITIES | CURRENT SITE



13,500m<sup>2</sup> (145,312 sqft.)\*  
Open space currently = 9,580m<sup>2</sup> (71%)

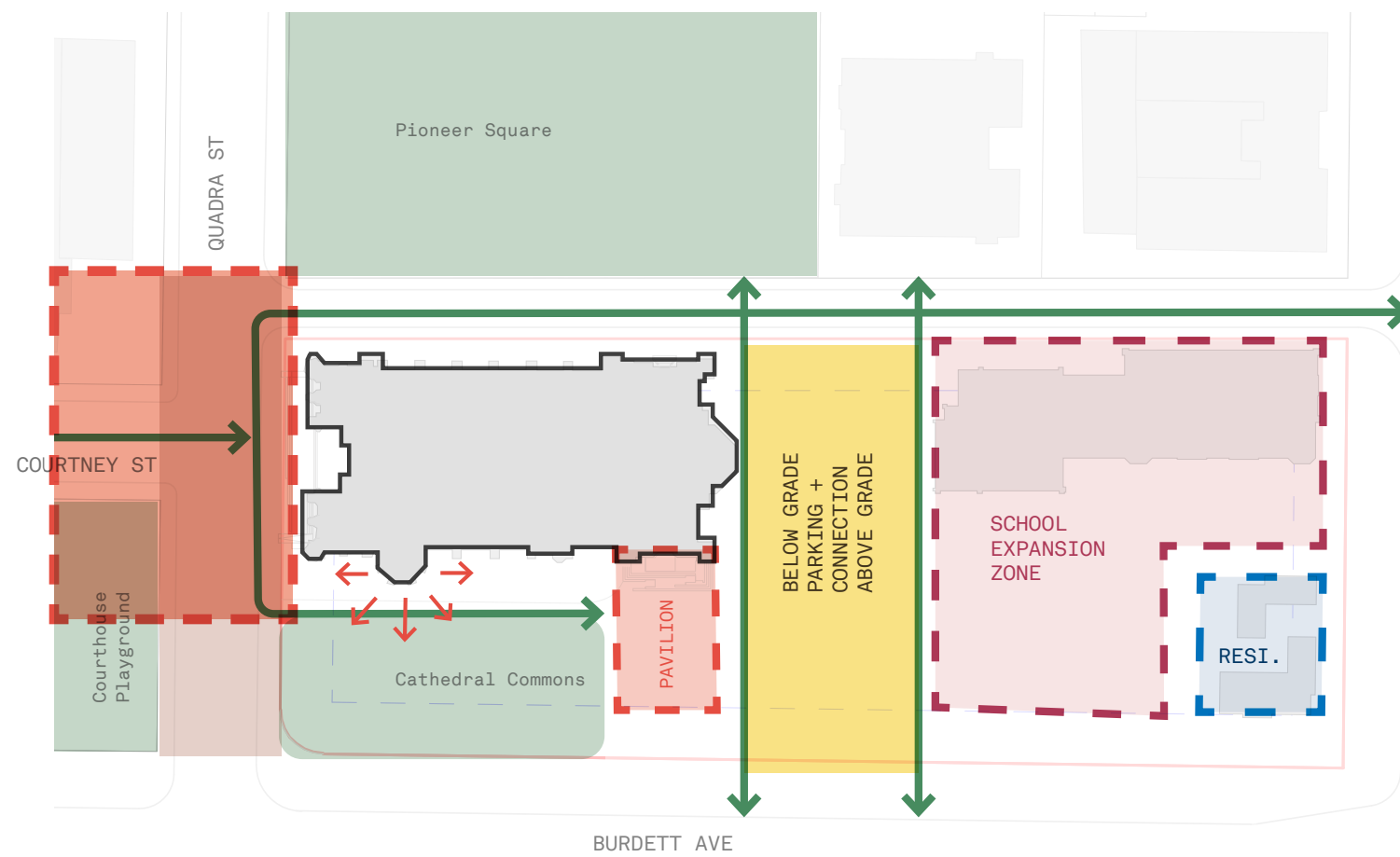
- Property Line
- Setbacks

- Site Aspirations:
- School Expansion
  - Potential additional Church Admin
  - Residential



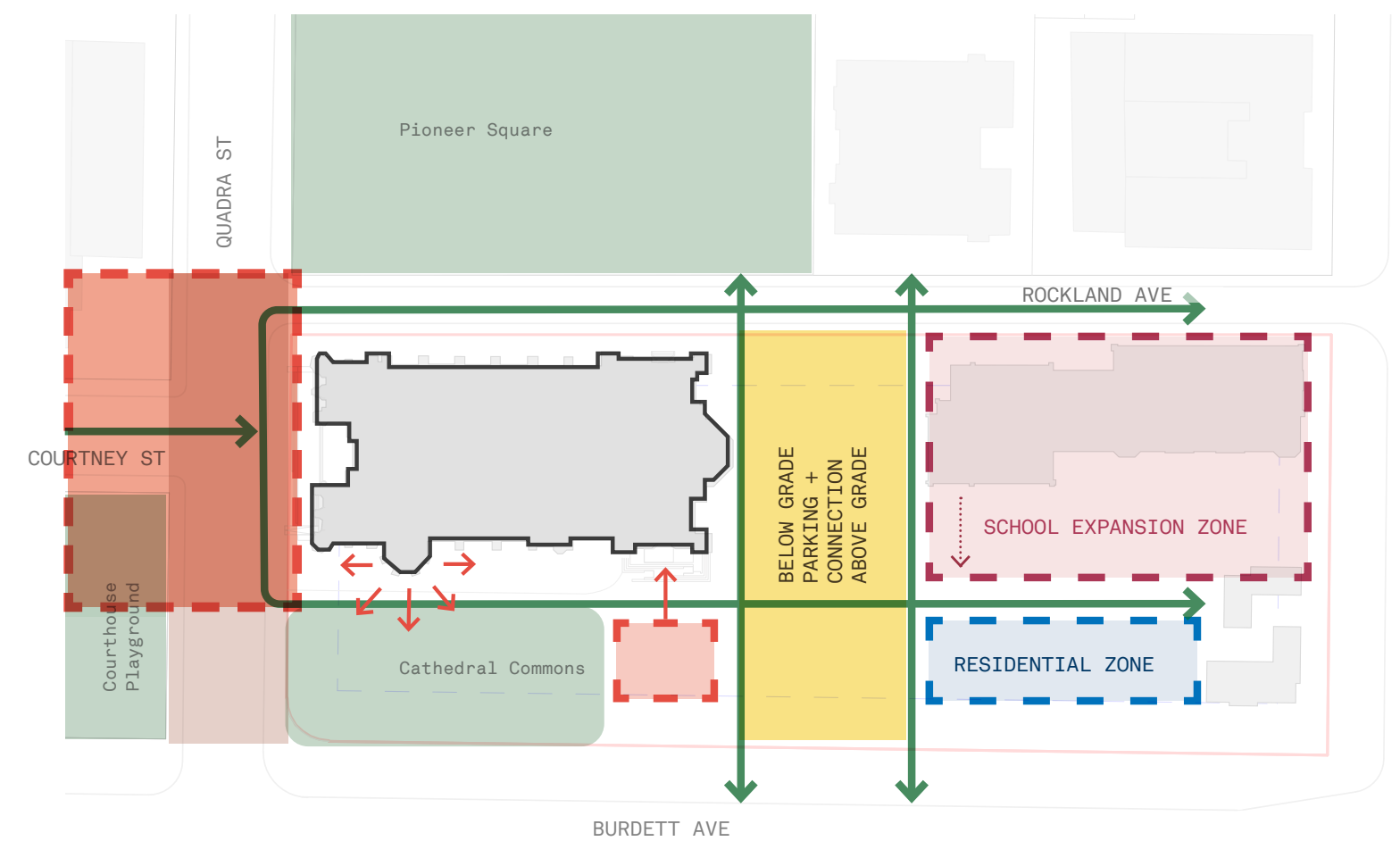
# SITE OPPORTUNITIES | SITE APPROACHES

## SCHOOL FOCUSED



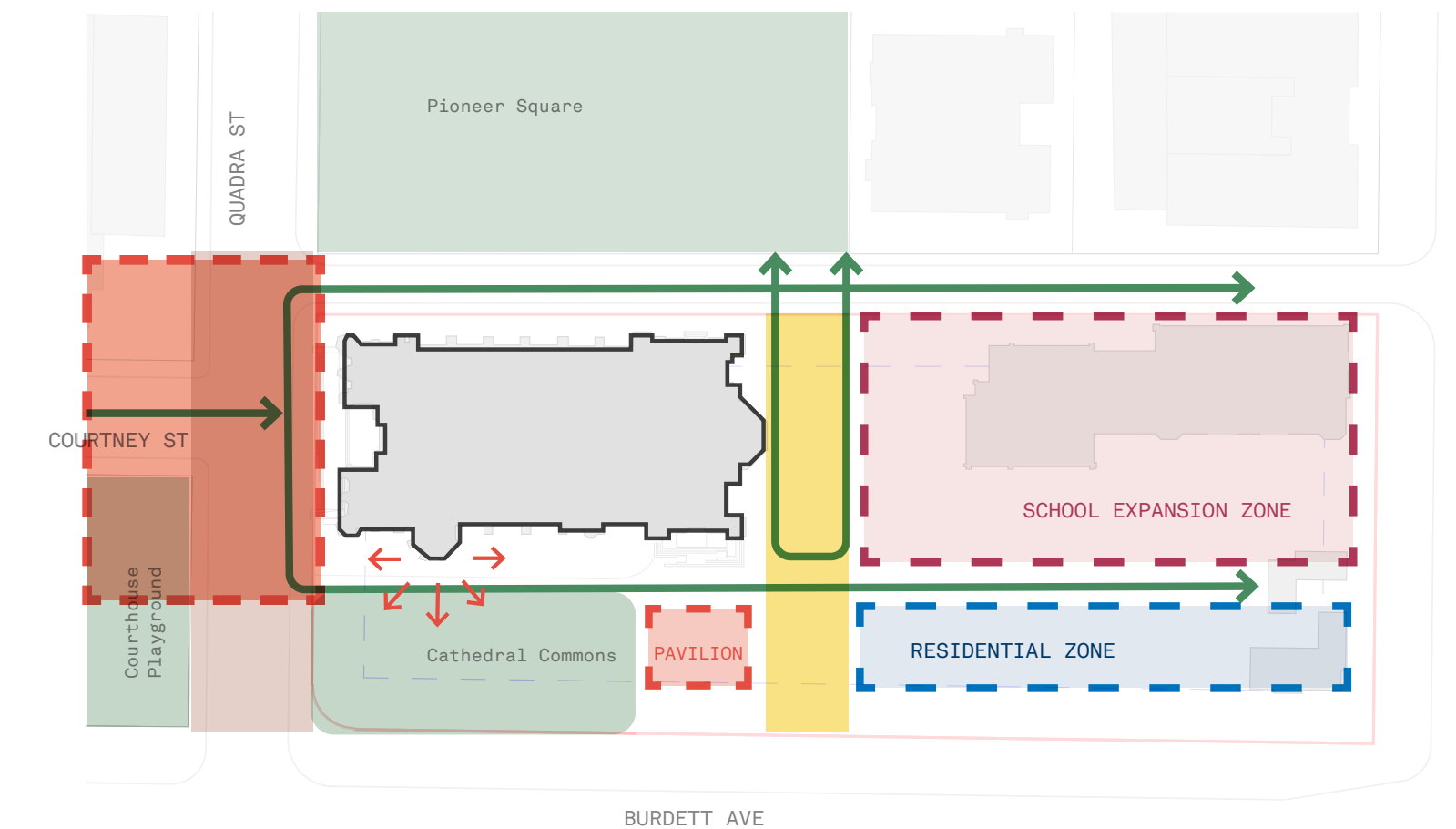
- Provides long term flexibility for school growth and operation
- Small parcels for development with partners.
- Flexible baseline long term strategy to build off.

## SPACE FOCUSED



- Provides a 'tight' plot for school expansion
- School to have access to central zone at certain times in the day
- Mid-sized parcels for development with partners.
- Could be a B strategy once school expansion is fixed .

## BUILD FOCUSED



- Provides a 'tight' plot for school
- School expansion may need to be modest or stacked
- School to have access to central zone at certain times in the day
- Mid-sized parcels for development with partners.
- Could be a C strategy once school expansion is fixed .



# SCHOOL FOCUSED DEVELOPMENT



13,500m<sup>2</sup> (145,312 sqft.)\*  
Open space currently = 9,580m<sup>2</sup> (71%)

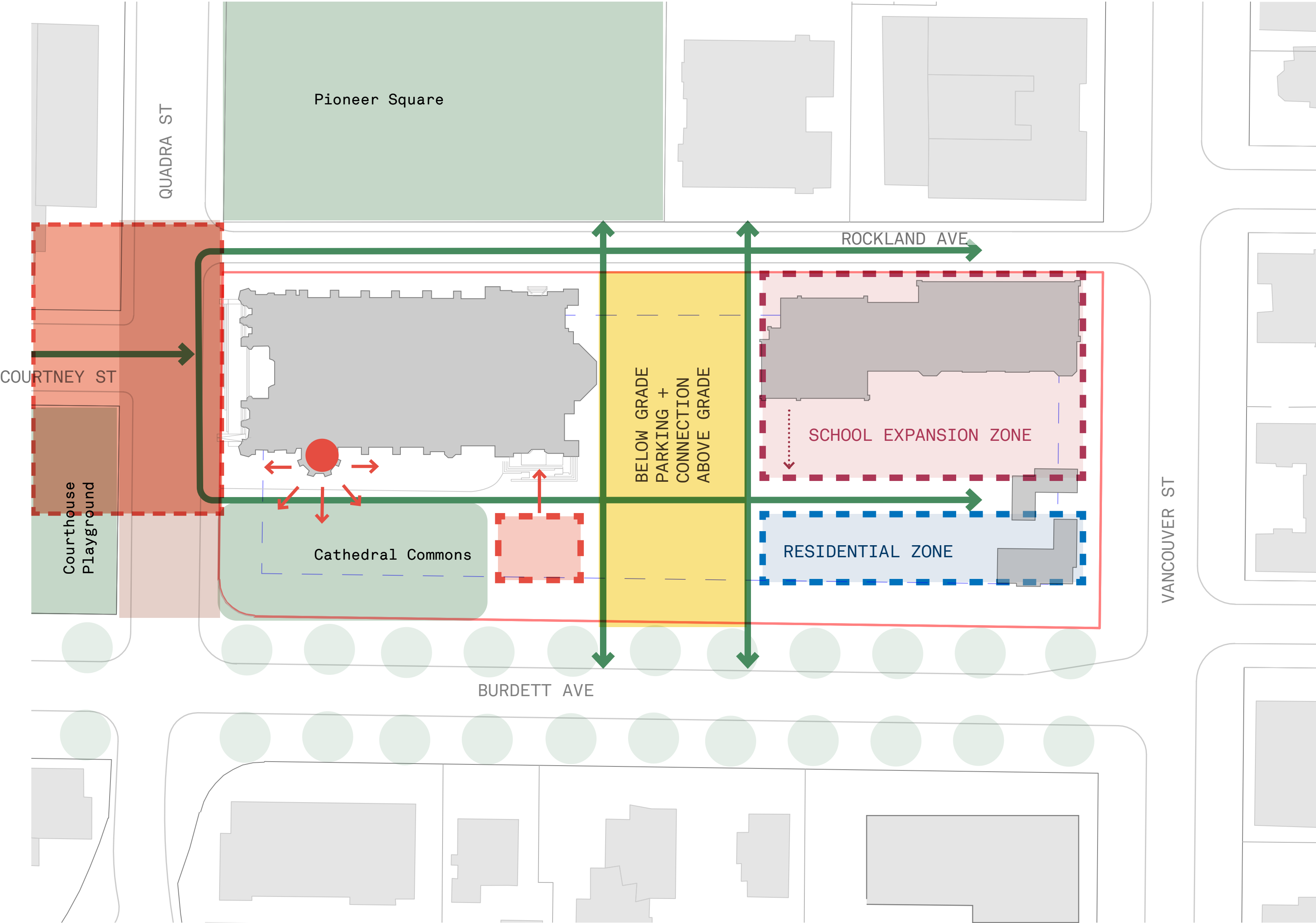
- Property Line
- Setbacks

- Site Aspirations:
- School Expansion
  - Church Support
  - Residential

- Site Considerations:
- Arrival
  - Organization
  - Connectivity



# SITE OPPORTUNITIES | OPTION C



13,500m<sup>2</sup> (145,312 sqft.)\*  
Open space currently = 9,580m<sup>2</sup> (71%)

- Property Line
- Setbacks

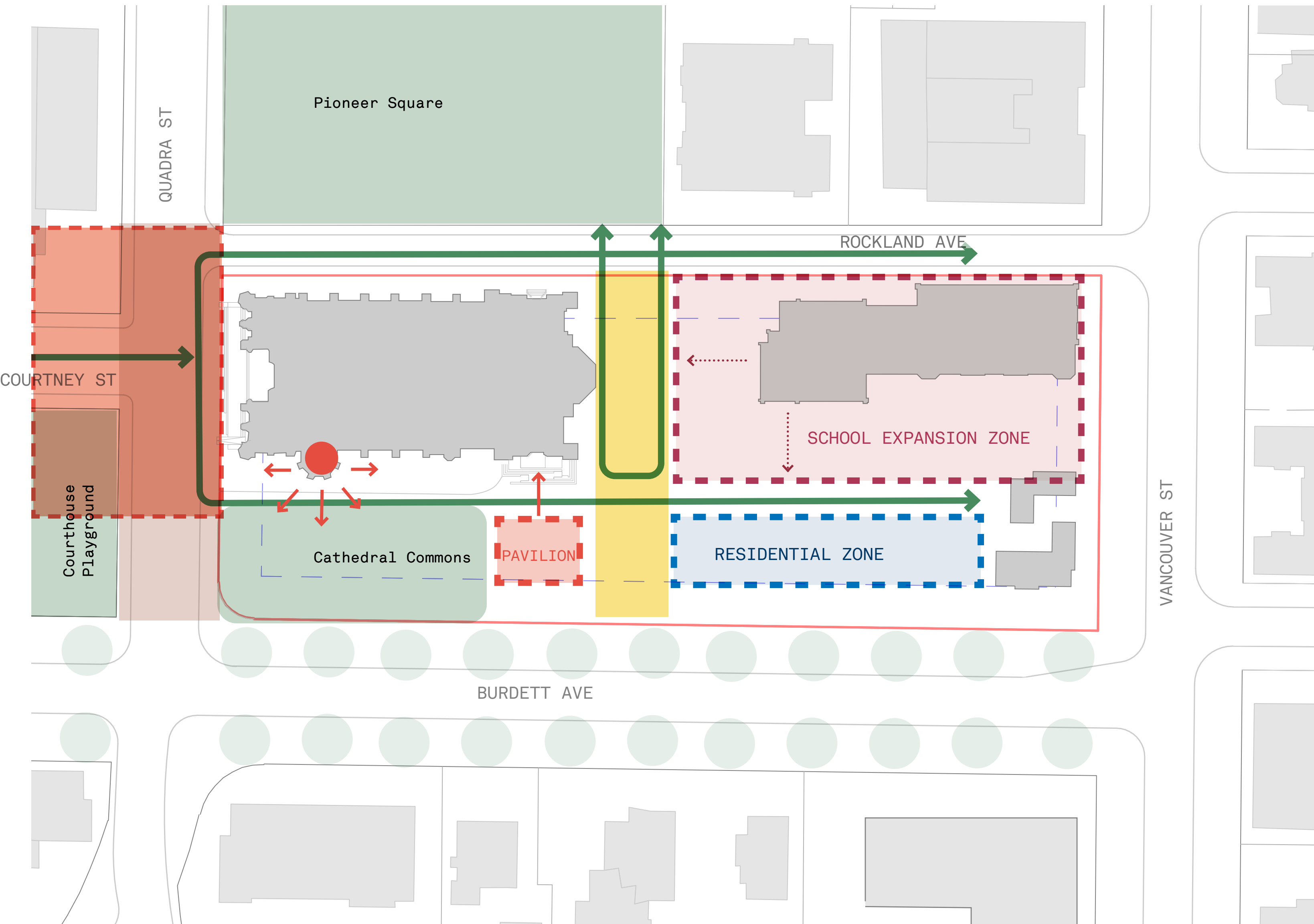
- Site Aspirations:
- School Expansion
  - Church Support
  - Residential

- Site Considerations:
- Arrival
  - Organization
  - Connectivity





# INCOME FOCUSED DEVELOPMENT



13,500m<sup>2</sup> (145,312 sqft.)\*  
Open space currently = 9,580m<sup>2</sup> (71%)

- Property Line
- Setbacks

- Site Aspirations:
- School Expansion
  - Church Support
  - Residential

- Site Considerations:
- Arrival
  - Organization
  - Connectivity



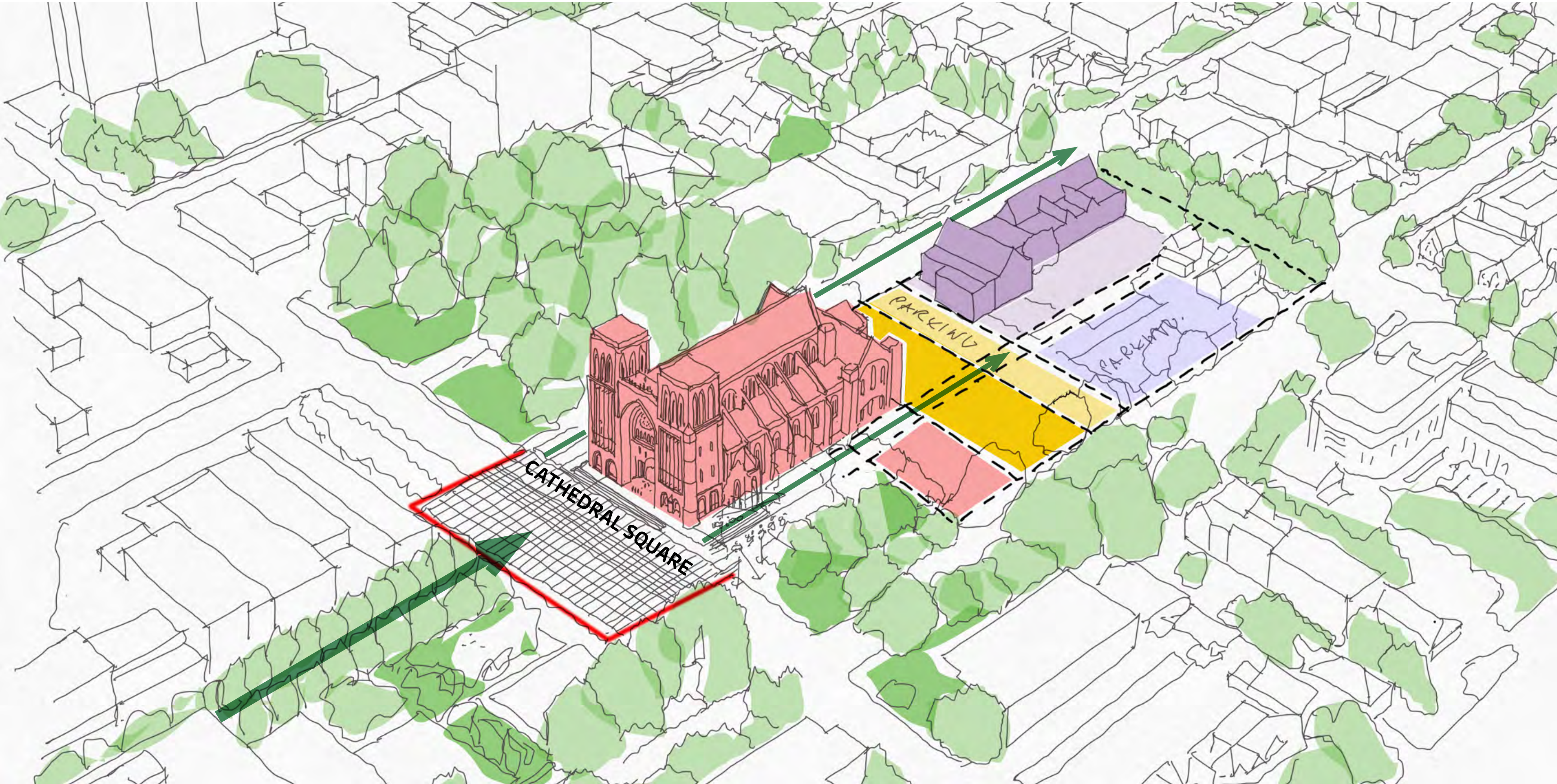


# CURRENT CONDITION



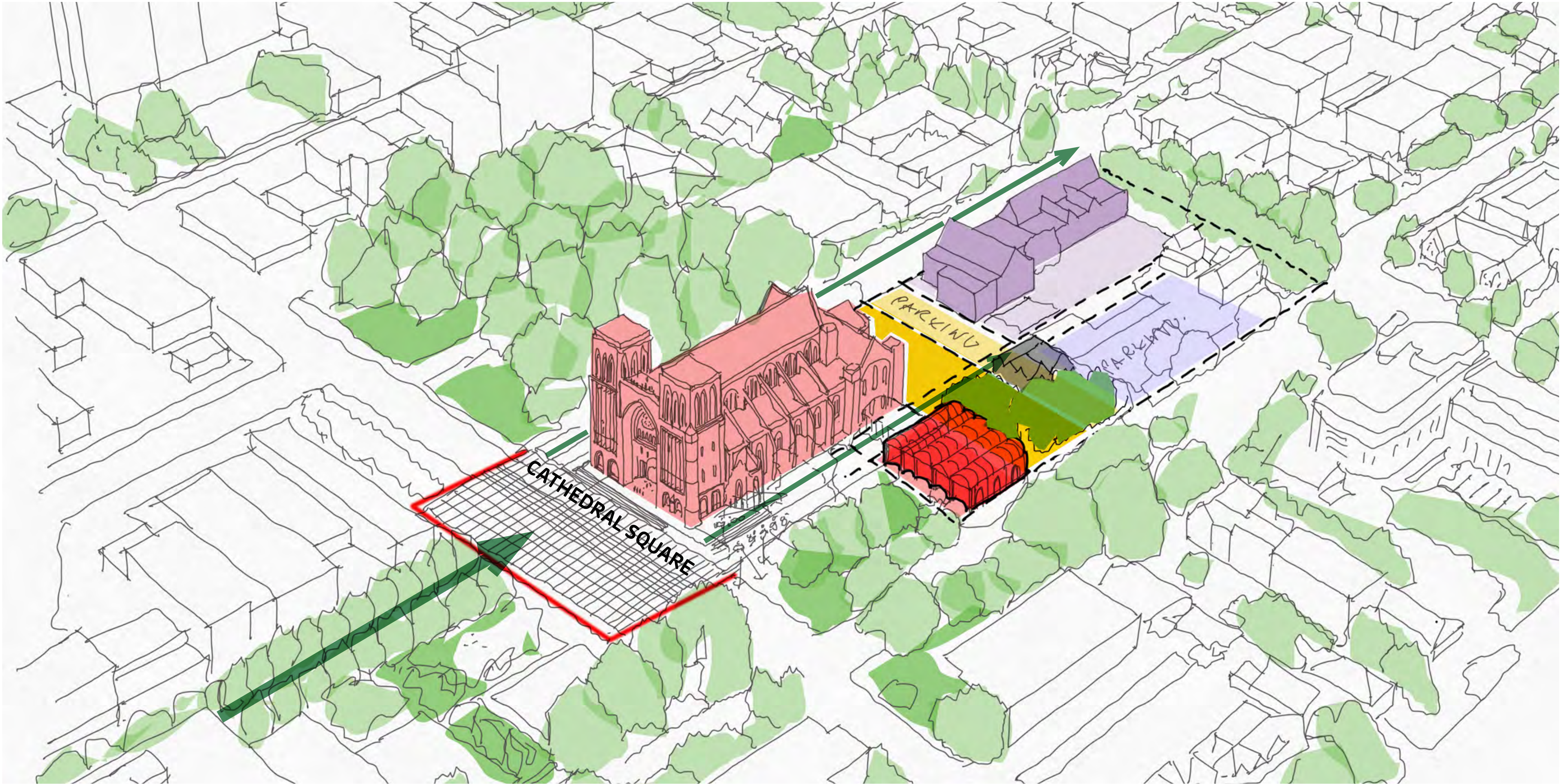


CURRENT CONDITION | SITE PARCELS





CATHEDRAL AMENITY | THE PAVILION





CARLISLE | REFECTORY



CARLISLE | REFECTORY





## NORWICH | REFECTORY



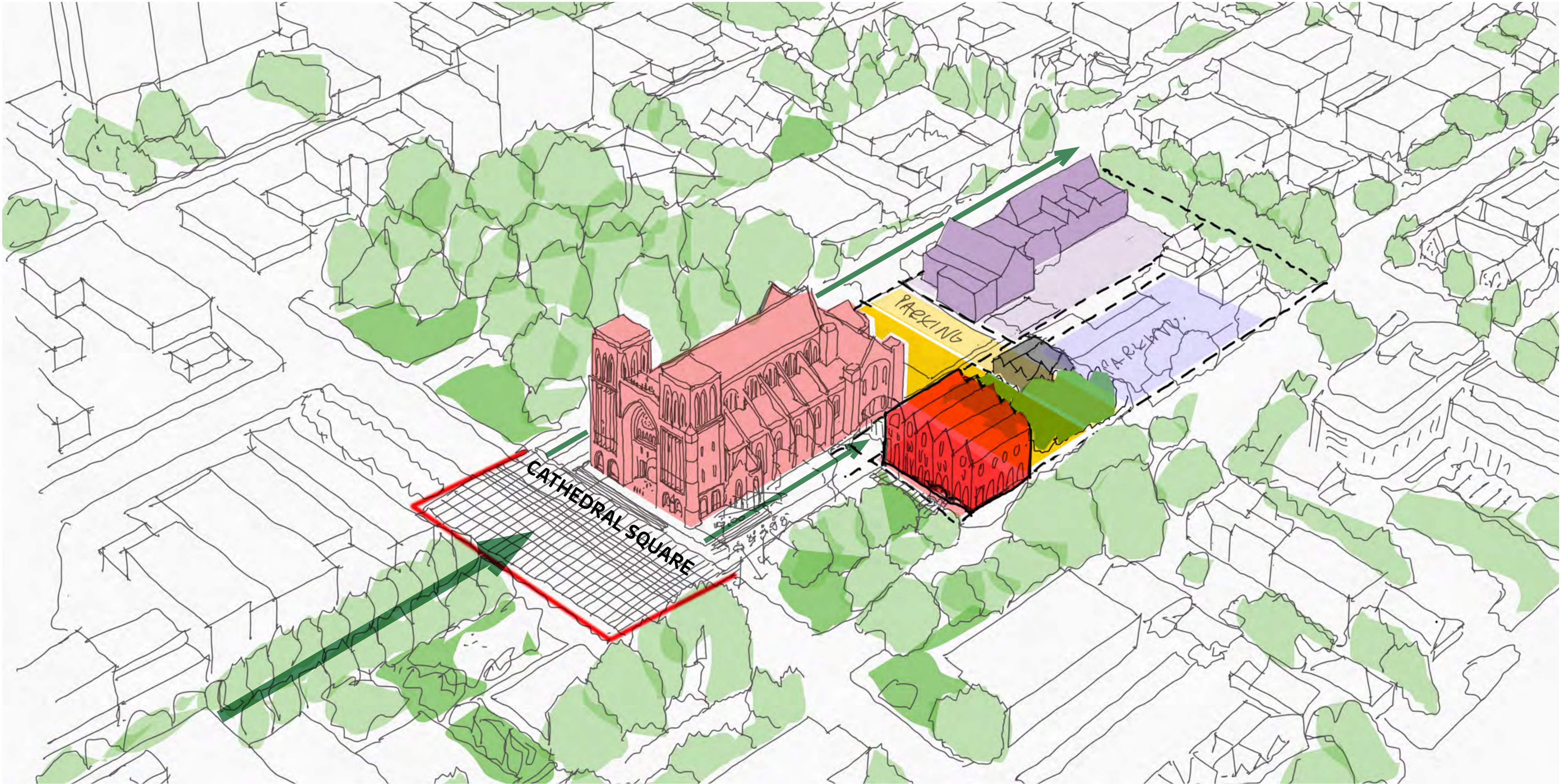


## NORWICH | REFECTORY





CATHEDRAL AMENITY | THE PAVILION PLUS ACCOMMODATION





## CAMBRIDGE | SENSITIVE ARCHITECTURE OF SCALE





## CAMBRIDGE | SENSITIVE ARCHITECTURE OF SCALE





EXPANDED SCHOOL | FLEXIBLE PHASED EXPANSION AROUND COURTYARD





# SKINNERS SCHOOL LONDON | SENSITIVE ARCHITECTURE OF SCALE



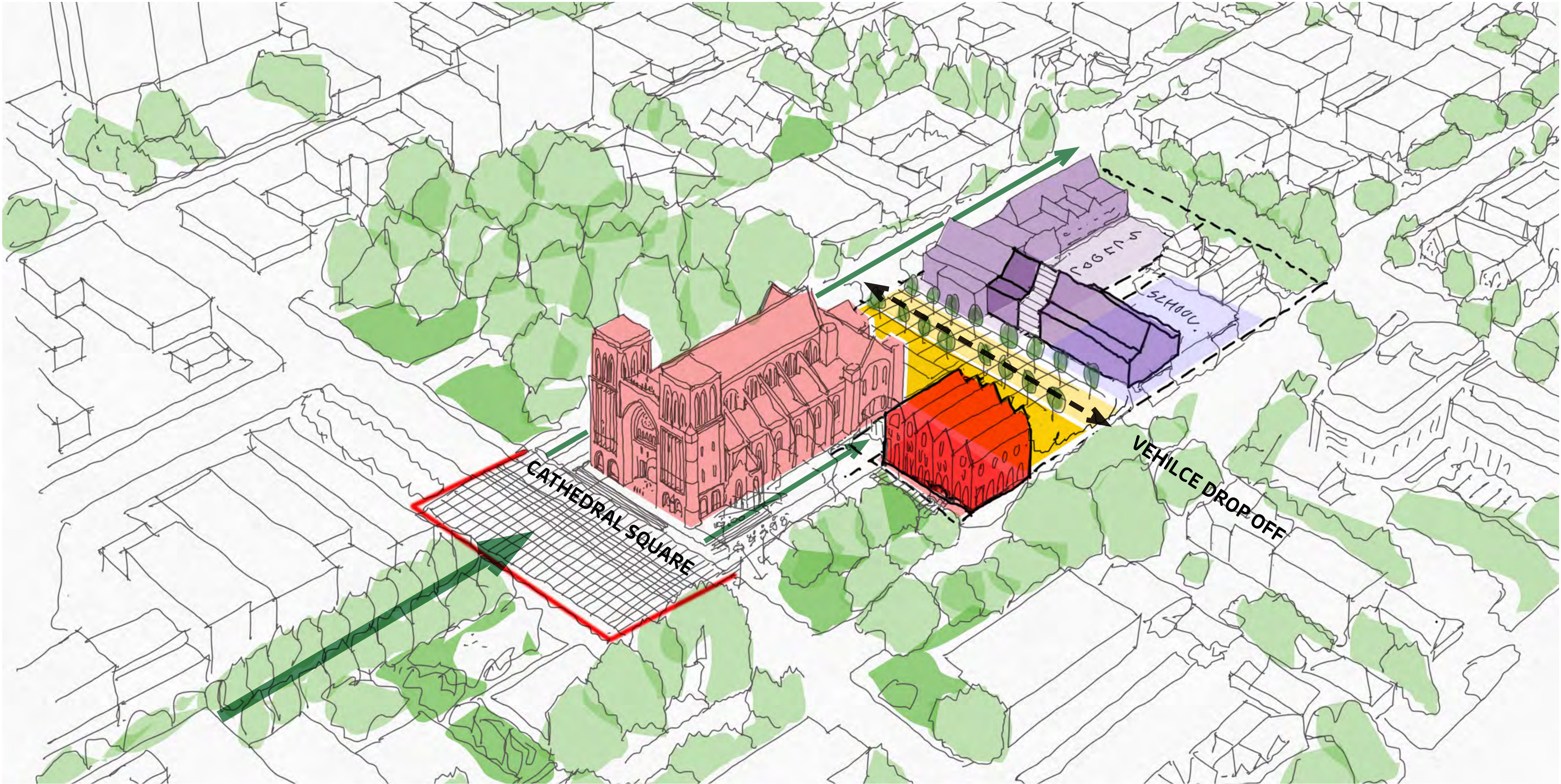


## SKINNERS SCHOOL LONDON | SENSITIVE ARCHITECTURE OF SCALE





SHARED MULTI PURPOSE OURDOOR SPACE | MANAGED USE AT TIMES OF DAY





## SHARED MULTI PURPOSE OURDOOR SPACE | MANAGED USE AT TIMES OF DAY



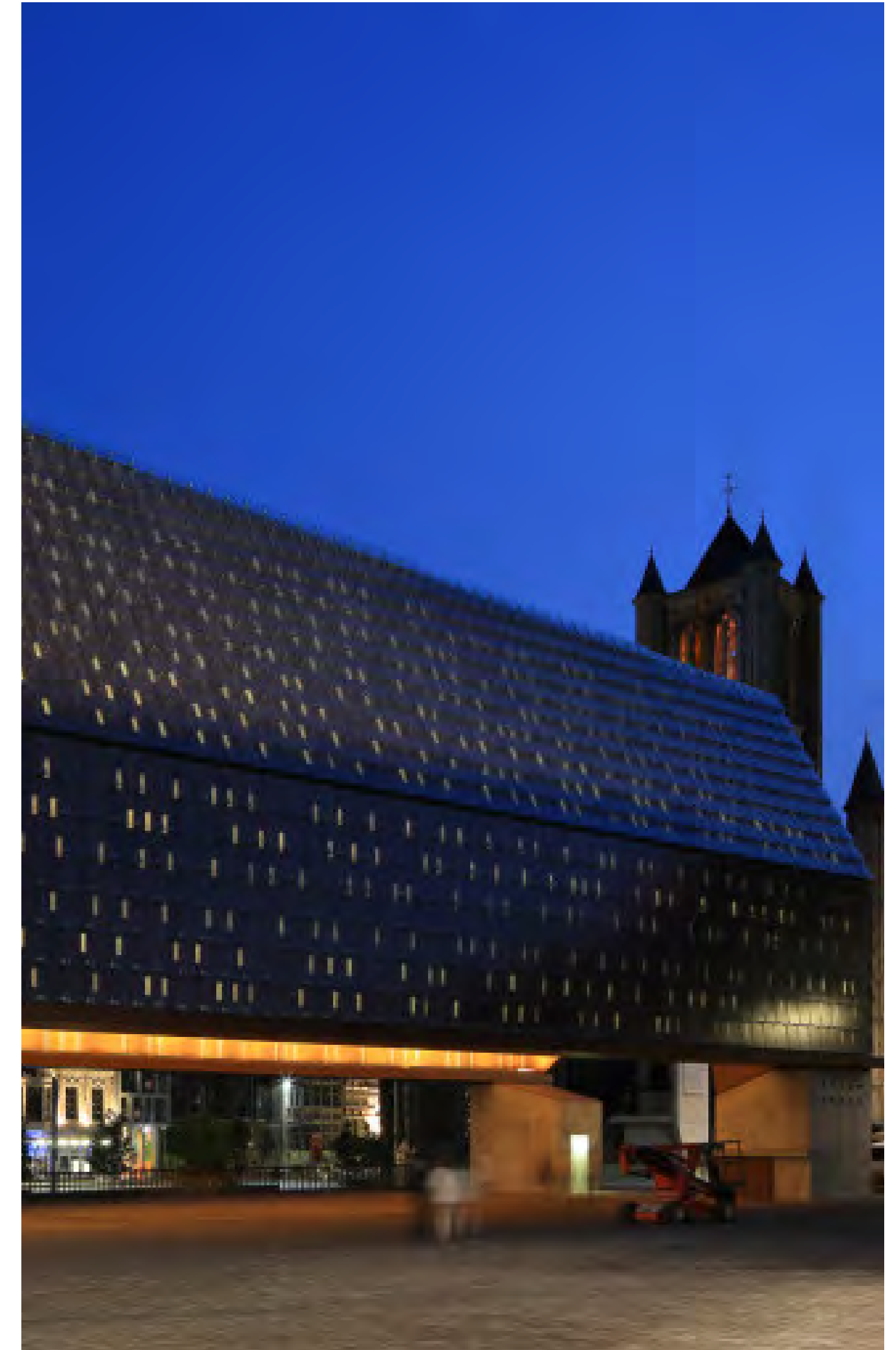


## SHARED MULTI PURPOSE OURDOOR SPACE | MANAGED USE AT TIMES OF DAY



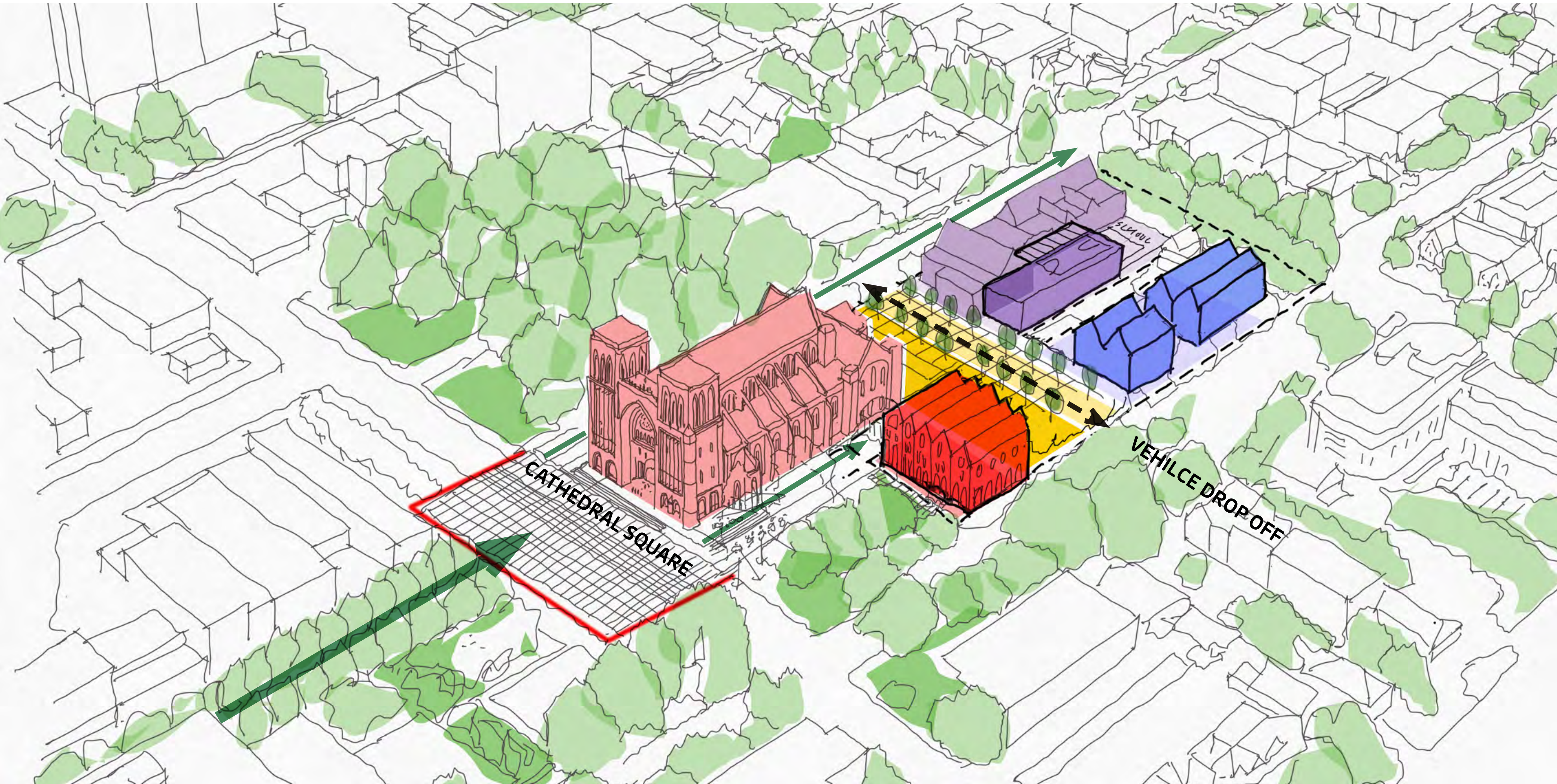


## SHARED MULTI PURPOSE OURDOOR SPACE | MANAGED USE AT TIMES OF DAY





PLAN FOR RESIDENTIAL | GENERATE INCOME AND CREATE 'URBAN STACKED SCHOOL'





PLAN FOR RESIDENTIAL | GENERATE INCOME AND CREATE 'URBAN STACKED SCHOOL'





## PLAN FOR RESIDENTIAL | ARCHITECTURE APPROPRIATE TO CONTEXT





## PLAN FOR RESIDENTIAL | ARCHITECTURE APPROPRIATE TO CONTEXT





# SITE OPPORTUNITIES | SITE APPROACH



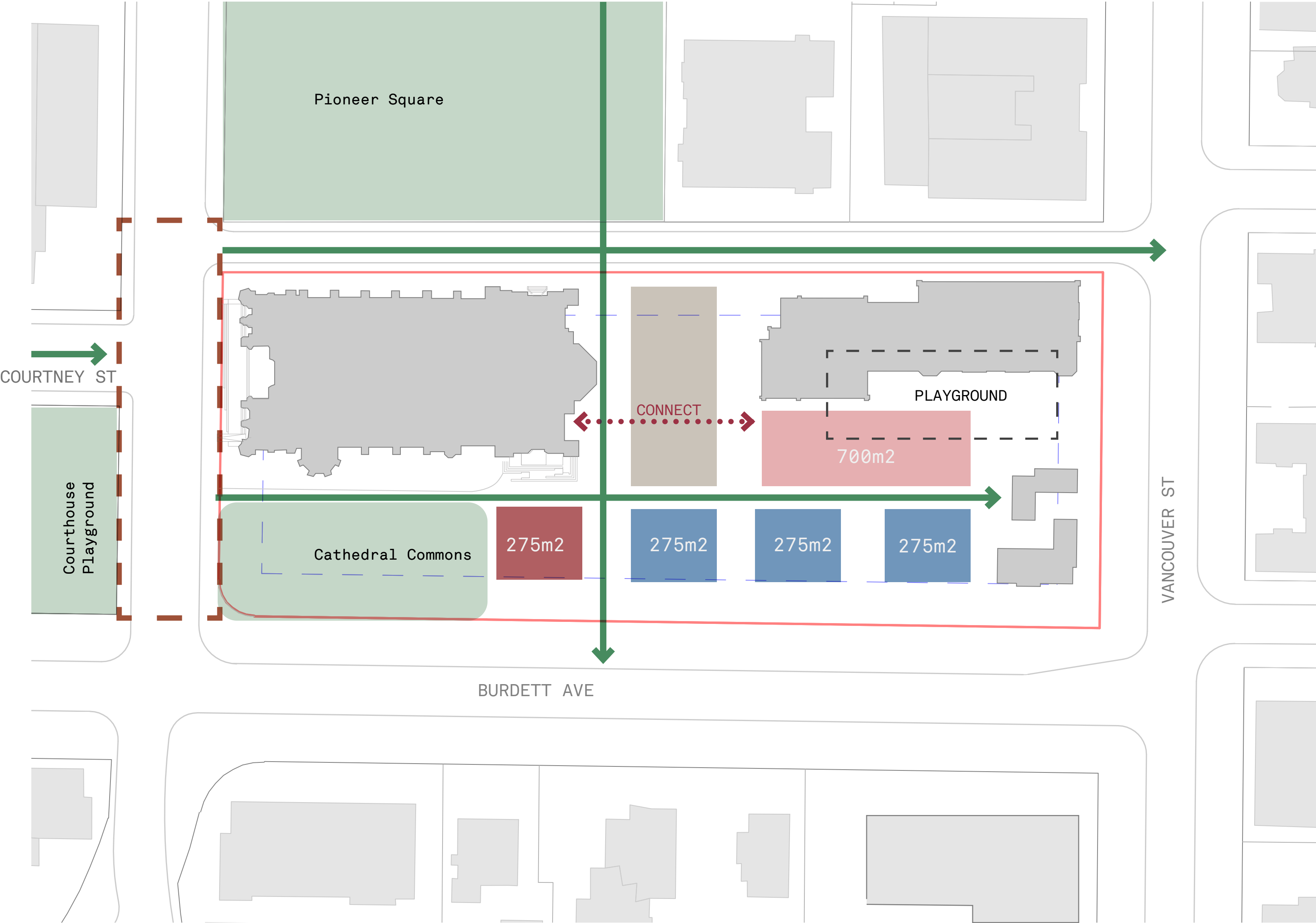
13,500m<sup>2</sup> (145,312 sqft.)\*  
Open space currently = 9,580m<sup>2</sup> (71%)

- Site Aspirations:
- School Expansion
  - Potential additional Church Support
  - Residential
- Site Considerations:
- Arrival
  - Connectivity
  - Organization





# SITE OPPORTUNITIES | SITE APPROACH

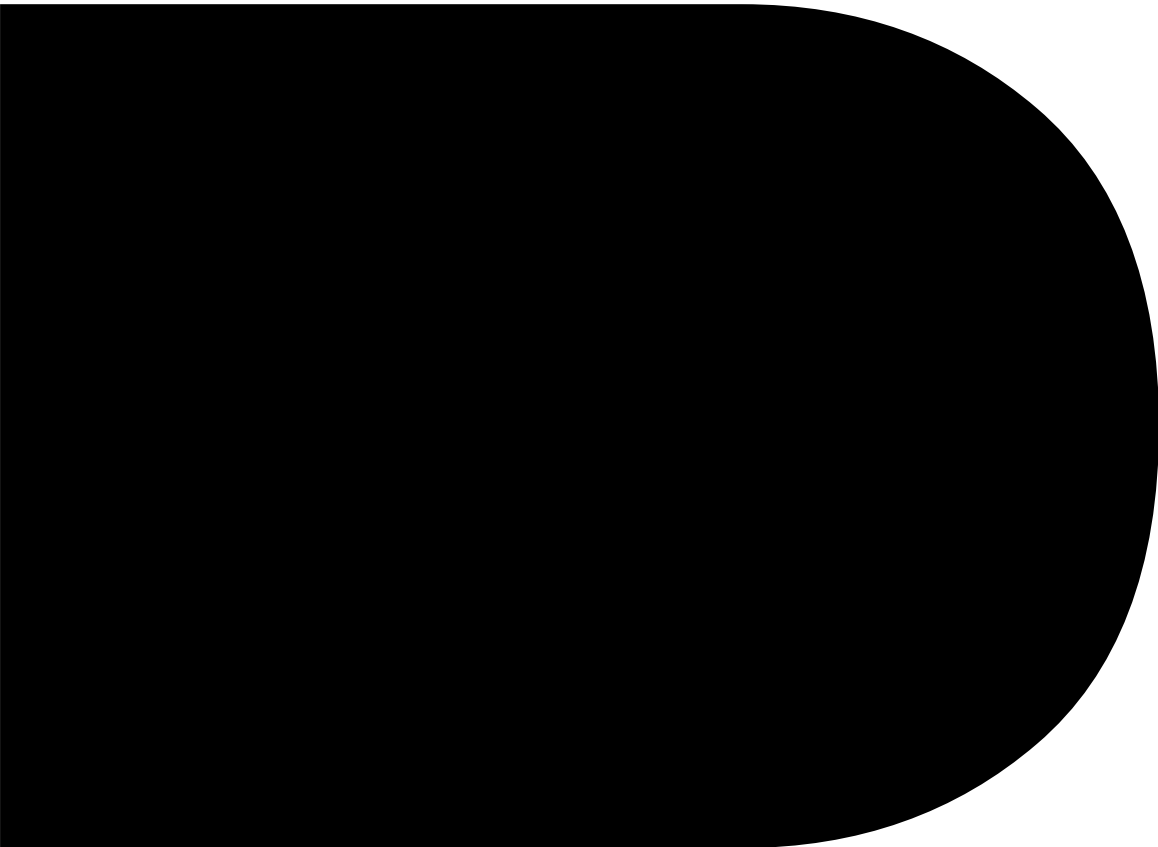
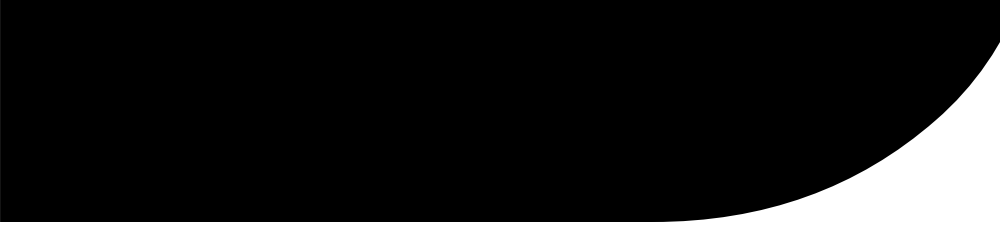
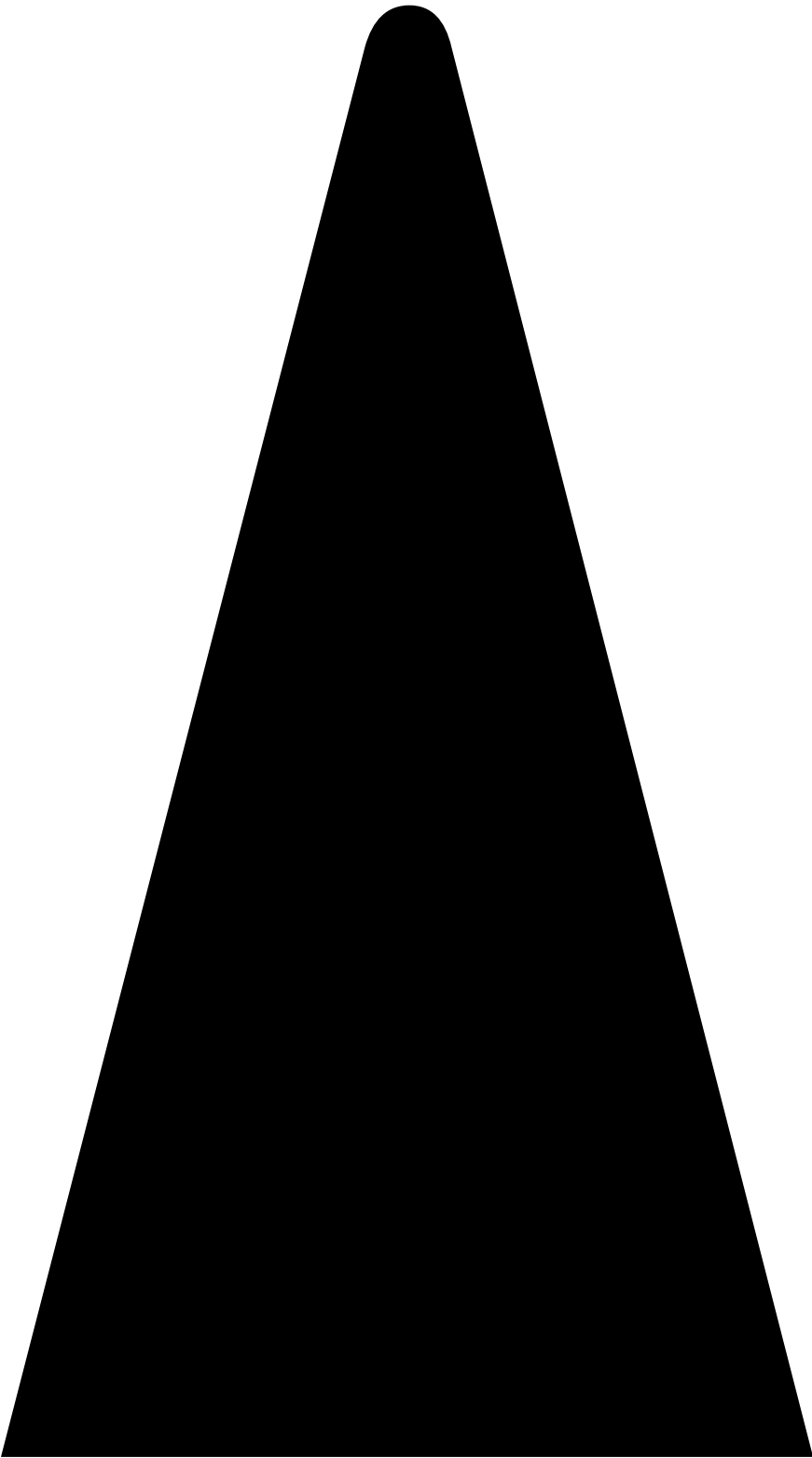


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- Site Aspirations:
- School Expansion
  - Potential additional Church Support
  - Residential
- Site Considerations:
- Arrival
  - Connectivity
  - Organization











## MAP 21

### Fairfield Neighbourhood

#### Urban Place Designations\*

- Core Residential
- Large Urban Village
- Small Urban Village
- Urban Residential
- Traditional Residential
- Public Facilities, Institutions, Parks and Open Space
- Marine

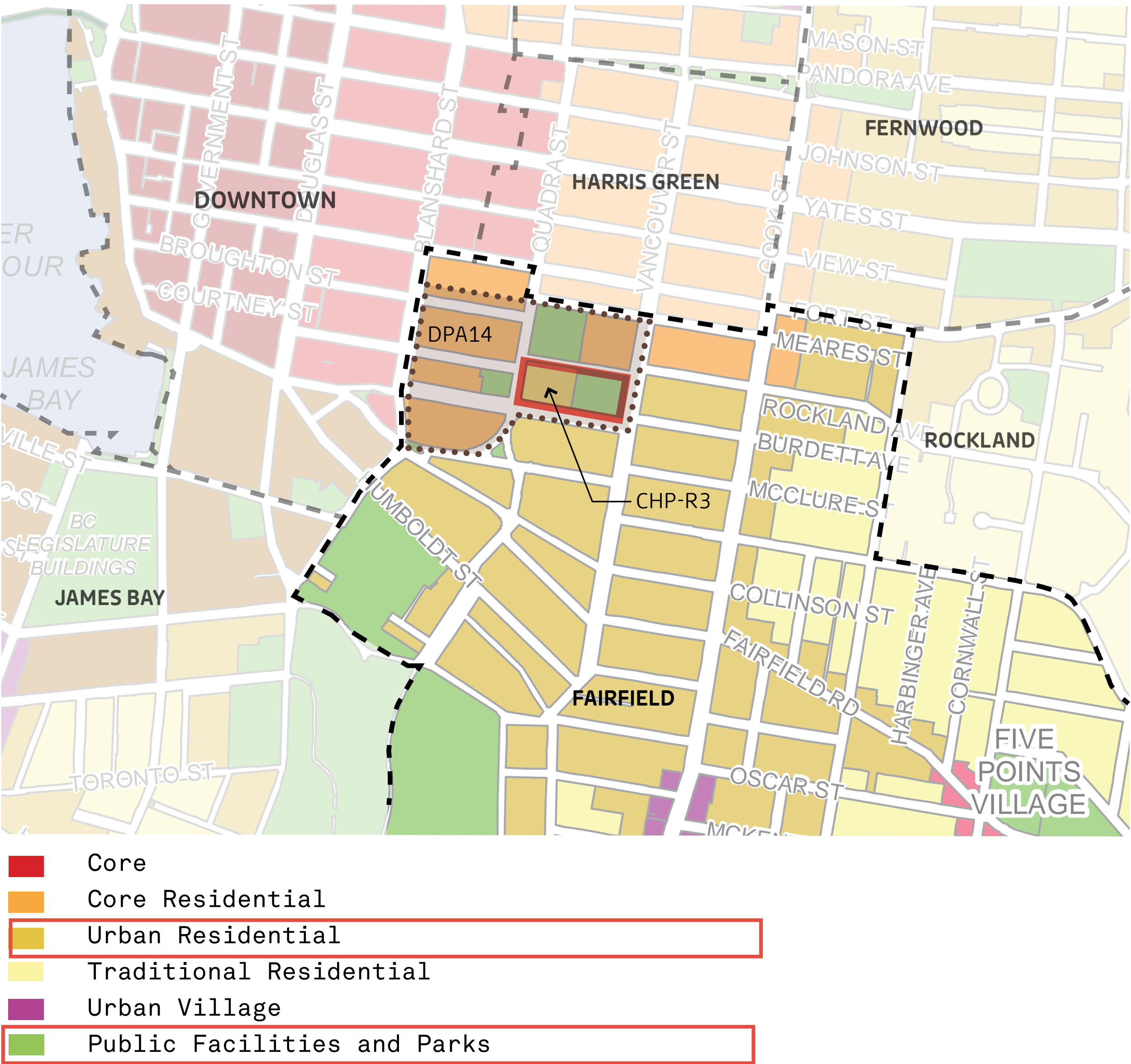
#### Public Facilities

- Existing Public School
- Community Centre
- Seniors Centre



POLICY FRAMEWORK: DPA 14-CATHEDRAL HILL PRECINCT DISTRICT ZONING (MULTIPLE DWELLING)

TBC



Zoning Regulation Bylaw (No. 80-159)

CHP-R3 ZONE PART 8.1-CATHEDRAL HILL PRECINCT DISTRICT	
Site Area	13,500m <sup>2</sup> (145,312 sqft.)* Open space currently = 9,580m2 (71%)
Max. Height	16m (52.5ft)or 5 storeys
Yard Setback (unless fully underground)	F.Y. R.Y.& S.Y. = 9m (29.5ft) Steps and canopy to street= 4.5m (10ft) Steps and canopy in lot= 3m (10ft)
Max. Coverage	1-4 storeys 30% (40% if all req. parking enclosed) 5 storeys 24% (32% if all req. parking enclosed)
Min. Open Space	30% open site space 60% (if req. enclosed parking including access road)
Max. FSR	1.2 (if 4 or more storeys) 1.6 (if 4 or more storeys and req. parking enclosed)
Min unit size	33m2 (355sqft.)
Limit of Buildings	1 max for multiple dwelling
Parking Schedule C  (Other Area)	<u>Car Parking</u> (reduce by 10% if secured rental): 0.85/unit < 45m2 1/unit > 45m2 <70m2 1.45/unit > 70m2 + 0.1/unit visitor <u>Bikes Long Term</u> 1/unit < 45m2 1.25/unit > 45m2 + <u>short term</u> 6/building or 0.1/unit

\* Area of site counting cathedral and school sites



# SITE PLAN



13,500m<sup>2</sup> (145,312 sqft.)\*  
Open space currently = 9,580m<sup>2</sup> (71%)

- Core
- Urban Residential
- Traditional Residential
- Core Residential
- Urban Village
- Public Facilities and Parks



---

# CATHEDRAL STUDIES

## 1. ISSUES

- Accessibility
- Wayfinding
- Washrooms
- Visibility
- Acoustics
- Complimentary uses (cafe, gift shop, kitchen)
- Animate Narthex
- Lack of meeting space
- 



## 2. OPPORTUNITIES

- Cathedral plan analysis
- Area breakdown
- Occupation use order analysis
- Identify opportunities
- Hierarchy diagram
- 

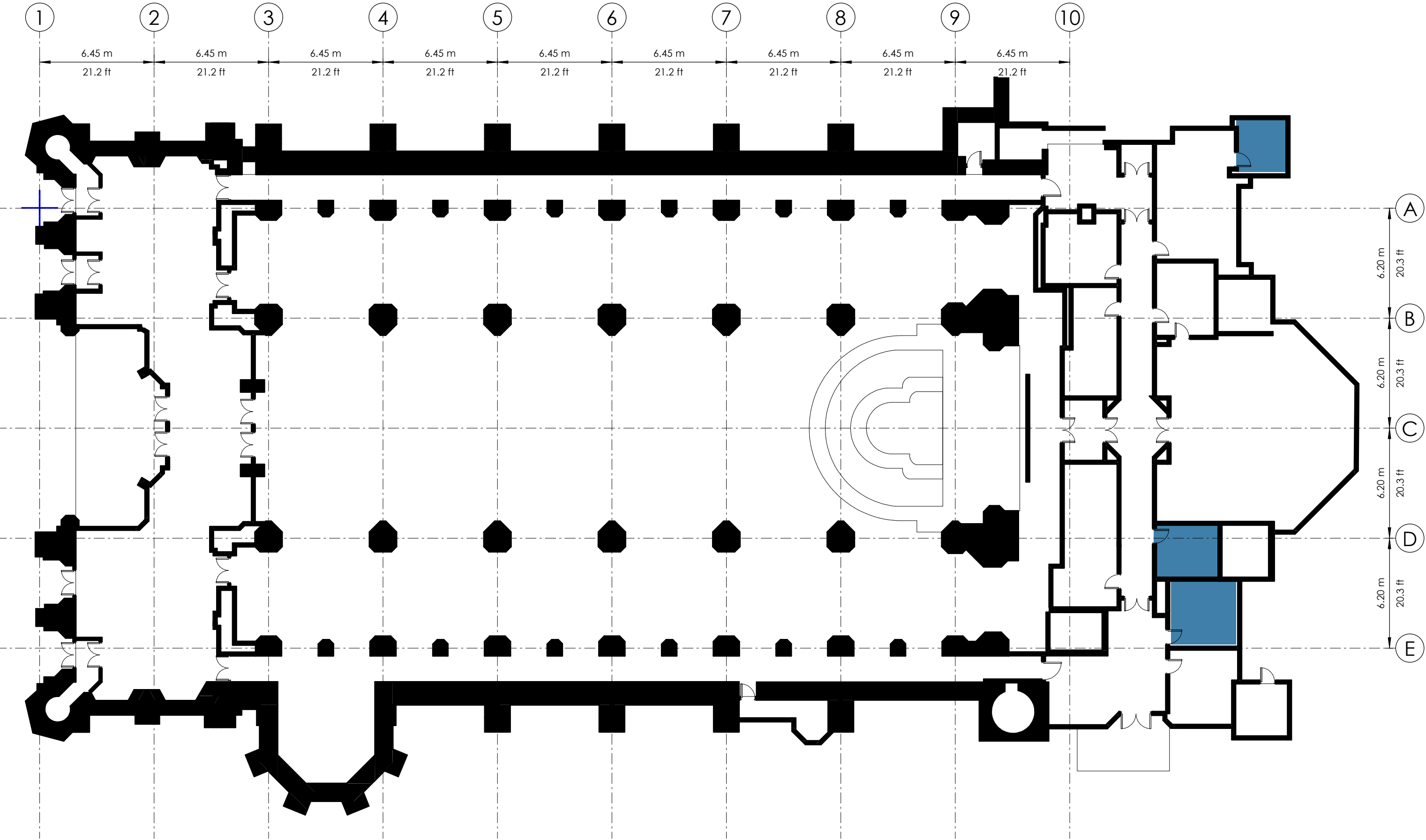


## 3. STRATEGY APPROACH FOR DIFFERENT USES





- Chapels
- Altar+Baptism+ Pulpit
- Clerical supporting space (sacristy...)
- Multipurpose rooms (community use)
- Performance Setting
- Performance support
- Washrooms
- Accessibility
- Way finding
-



# WASHROOMS



LEGEND

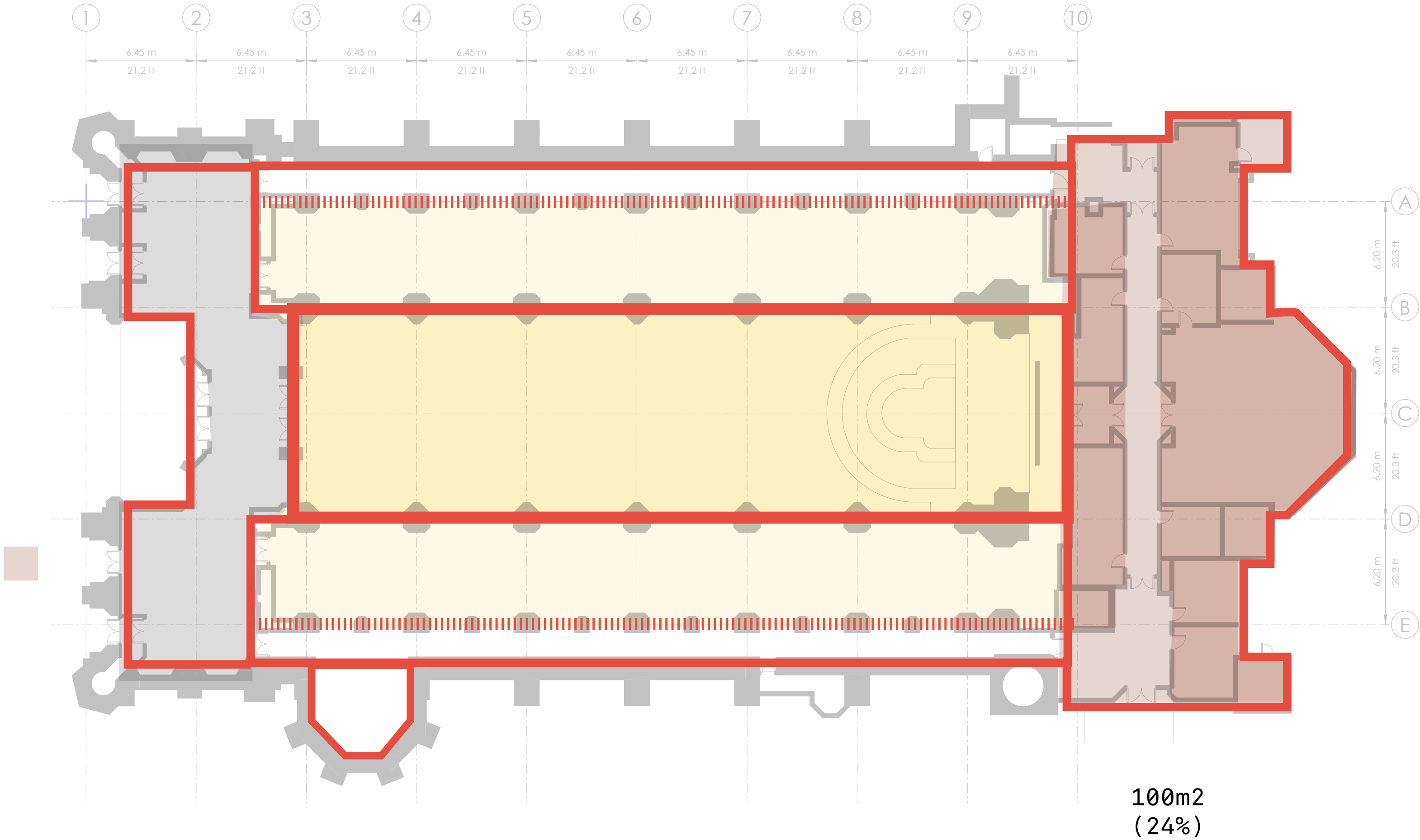
-  Site
-  Bus Stop
-  Arterial
-  Secondary Arterial



# SPACE HIERARCHY | ORGANISATIONAL DIAGRAM

AREAS

<div></div> Narthex	235 m2	12%
<div></div> Main Nave	1,340 m2	67%
<div></div> Back of House	425 m2	21%
TOTAL	2,000 m2	100%





# SITE OPPORTUNITIES

- PEDESTRIAN FOCAL STREET (GREEN WAY-OCP)
- CATHEDRAL WELCOME SQUARE
- OPPORTUNITY TO CONNECT OPEN SPACES
- POTENTIAL LOCATION FOR NEW RESIDENTIAL DEVELOPMENT



## LEGEND

- Site
- Bus Stop
- Arterial
- Frequent Transit Route
- Bike Route
- People priority Greenway\* (OCP)
- Shared Greenway\* (OCP)
- Tree Canopy/ Park
- Urban Core, core residential (50% population growth by 2041)

- 1 Christ Church Cathedral
- 2 Christ Church Cathedral School
- 3 Anglican Diocese of British Columbia
- 4 YMCA-YMWA Downtown
- 5 Provincial Court of British Columbia
- 6 Victoria Senior Citizens
- 7 Mt St. Mary Hospital
- 8 Greater Victoria Public Library, Central Branch
- 9 Royal Theatre
- 10 West Coast College of Massage Therapy



# WASHROOMS

## OPPORTUNITIES:

- **Group washrooms** to:
  - Improve efficiency
  - Make them larger
  - Easier to find
  - Improve accessibility
- Rethink **location and visibility**



## **Appendix F: Terms of Reference Submissions**





#1701 – 989 Johnson St. Victoria BC

December 3, 2021

Dear Ms Wiseman,

Please accept this letter as a formal submission to engage with the Anglican Diocese of Islands and Inlets with regards to enhancing and developing the Christ Church Cathedral Lands.

Cox Developments Ltd. is a Victoria based boutique developer. It is a family operation owned and operated by Steven and Daniel Cox, a Father/Son developer team.

We have developed and built 1488 Cook St, a family oriented rental building located at the corner of Cook and Pandora. This is the first family-oriented building built in the Capital Regional District for decades. We host a daycare and have playgrounds on site. It shocked us but we are the only rental building built over the last forty years with a playground for children!

Our other buildings include '989', a very nice high end condo building located at 989 Johnson St. This building hosts a gym and a health spa on the ground floor. Our intent on this building was to build something aimed at young 'starting out' people, with an emphasis on an active and healthy lifestyle.

Currently, we have two more buildings in the ground. 1088 Johnson is a 37-unit ten storey rental building, and The Wedge, located across the street from 989 Johnson, which is an International Architectural Award-winning rental building. This last building is located at the site of the former McCall Brother's Funeral Home and has retained the DiCastrì Chapel in its design.

Our team consists of Daniel and Steven Cox. This might seem to be a disadvantage over using a Concert Properties, for example. It isn't. When Cox Developments is engaged you get the advantage of dealing directly with the Principals. Should you engage Concert, or one of the other larger developers, you engage a good large company, but the people actually working on your project would be \$100,000 a year employees. You will get better service dealing directly with two people who own the company than you will with two people who are less experienced and not as devoted to ensuring the project is unique and profitable.



In addition, and this is a very important point, Victoria has a huge worker shortage. As does the entire Island. Cox is part owner of Blackrete Builders. Our projects take priority in the job pile. Blackrete is a union concrete company, and a full service general construction company. We will be able to man this job.

We are well funded. Our main financial partner is a multi Billion dollar REIT. We have not discussed this with them, but they are very aggressive right now and bullish on Victoria.

In addition, coincidentally, we have been approached by two groups. One group wishes to establish a 'sanctuary' to be used by different groups for healing and reconciliation – for various issues. This group also is well funded. The second group consists of a multi-faith group who has come to me with the hopes of establishing a multi faith Church centered around music. The lead for this group is a well-known Canadian rock and roll family. Less well known is the fact they are Christian.

I see a great synergy between the Diocese and both these groups.

Construction costs have skyrocketed in Victoria. It is disconcerting. In addition, the City of Victoria has brought in Step Code environmental standards earlier than it had to, Step Code being a Provincial mandate. This has increased the cost of construction greatly. And, the City of Victoria is mandating 20% of units to be low-cost housing in all new condo projects. Between these two initiatives, along with labour shortages and supply chain cost increases, we don't see condo construction as being viable. Rental buildings are very difficult to make work and can only be done at the very best of times. Which we are past now, unfortunately. We don't practically see much new rental construction to happen downtown until rents reach \$2200-\$2600 a month for one bedroom units, and push past \$3,000 for two bedroom units.

However....what is doing well is hotel room rates! Victoria has very high room rates for a small market. A Hotel can pay for itself. It is not subject to the extra onerous costs added by the latest Step Code requirements and isn't subject to the 20% low-cost housing rules.

I have previously owned a full-service Hotel and a large restaurant/pub. I am very comfortable with the industry.

In addition, I have spent nearly two years of my adult life in quiet contemplative retreats. Prayer, silence, and/or near silent retreats, have been a large part of my life.

There is a market for 'Sanctuary' type hotels in downtown urban settings. This hotel could be used by single travelers, groups running contemplative retreats, and those running healing and counselling retreats. This could become a template for Anglican Dioceses across the world.

It also would be attractive to single women travelers, even business travelers, who wish to be in a safe environment.



It might sound counter-intuitive to think of a Sanctuary in a downtown setting. Yet, that is where they are most needed. Silence is less of a 'no noise' concept than it is of silence of the individual.

This Hotel could be a significant source of revenue on an on-going basis for the Diocese.

Personally, for me, this would be an ideal last project to work on. My faith is a very important part of my life. I would likely be retiring after the completion of the two projects we have in the ground, Daniel runs the company now, but finishing off with something that speaks to my prayerful side, and speaks to the needs of an Ecumenical and multi-faith building aimed at restoring peace – and a little spiritual music - in the downtown is very, very appealing.

Last, our Architect is Doug Austin, a world-renowned Architect from San Diego. Doug has won so many awards they can hardly be listed. He is a rare genius. We work very well with him as we both are committed to building beautiful buildings. Over and above any sense of profit we wish to build a building where people live in a healthy way, in a beautiful setting. Obviously, the buildings must make money, or they can't be funded, but we are not 'profit maximizers'. We build to provide something beautiful and healthy, especially for families.

Doug has a special bond with Victoria. And, most importantly Doug is a committed Christian and has helped many churches develop their lands, and provide housing for their community. This is a small project for him, but he is willing to work on this. He owns his company, AVR P Skyport, and would typically give a project of this size to a junior, but in this case, because of his connection to Victoria and Dan and I, he has agreed to personally do the design work.

I very much look forward to discussing these ideas with the Diocese.

Thank you very much for considering our submission.

Sincerely

Steven Cox  
Cox Developments Ltd.



Partnership Proposal prepared by

Luke Mari, Ryan Goodman and Katherine Davies

07 December 2021

# Christ Church Cathedral

ARYZE



# Overview

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    About 5468796 Architecture

    About 1stPlace

    About Synergy

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# Introduction

Dear Reverend Tucker,

**Thank you** for your consideration as a potential partner for the development of the Christ Church Cathedral precinct. We are honored that you'd consider us and look forward to the opportunity to work together.

**Community Engagement**

We've been reflecting on our own business and thinking about the challenges we face in our local industry. As cities have grown and evolved at a pace that has left some people behind, it has become increasingly difficult to develop in many of BC's municipalities. There is an obvious need for diverse housing typologies, densities, tenures and spaces that support Victoria's diverse demographics while still maintaining a connection to larger city migrations and trends; that's why we make it our mission to envision projects

that challenge the status quo. Through our community engagement initiatives such as Hey Neighbour—30 transitional housing units built from repurposed shipping containers—and Project Albero—the swim dock with a floating tree in the Gorge Waterway—and as Aryze begins to construct the high profile projects currently in its project pipeline, we believe we will be seen as a driver of modern urban change, not just site-specific project turnover.

The Christ Church Cathedral precinct is within an established heritage precinct surrounded by a diverse mix of single-family homes, multi-unit apartment buildings and the hallmarks of a stable, established neighbourhood. For this reason, we know a careful, thoughtful approach to community engagement and project introductions will be required to realize the best outcomes for all. At Aryze, our sole focus has always been

urban infill projects within Victoria's established neighbourhoods. We largely stand alone in these efforts, as most developers avoid the complexity of these often challenging infill sites, preferring instead to focus on pre-zoned properties or downtown development. It is through this specialization and experience that uniquely positions Aryze for this partnership.

**Construction & Housing Innovation**

Aryze is committed to finding innovation in both the tenure of housing and construction approach to delivering homes and vibrant commercial spaces across a full spectrum of typologies. This includes a dedication to making our cities and neighbourhoods more inclusive, livable and healthy.

We are actively integrating progressive building technologies, a diverse mix of unit

types and tenures and affordable housing components in our market projects to create opportunities for attainable homeownership and non-market rental housing. In collaboration with both our private and non-market development partners, we continue to push forward in seeking innovation in housing.

**Our Team**

Aryze's mission is to gather the best people, use our business to create healthy, resilient places for our community to call home and realize projects that shape our city in a positive way. Aryze today is just that—a group of educated, experienced and skilled professionals working to create a new type of company; an integrated developer and constructor built on a foundation of advocacy, innovation and performance.

**Conclusion**

We all love and take pride in what we do and through creativity and innovation we are driven to become the leading infill development practice on Vancouver Island. Thank you for the opportunity to present this proposal; we look forward to the opportunity to work together.

Sincerely Yours,



**Luke Mari**  
Principal,  
Development



**Ryan Goodman**  
Principal,  
General Manager

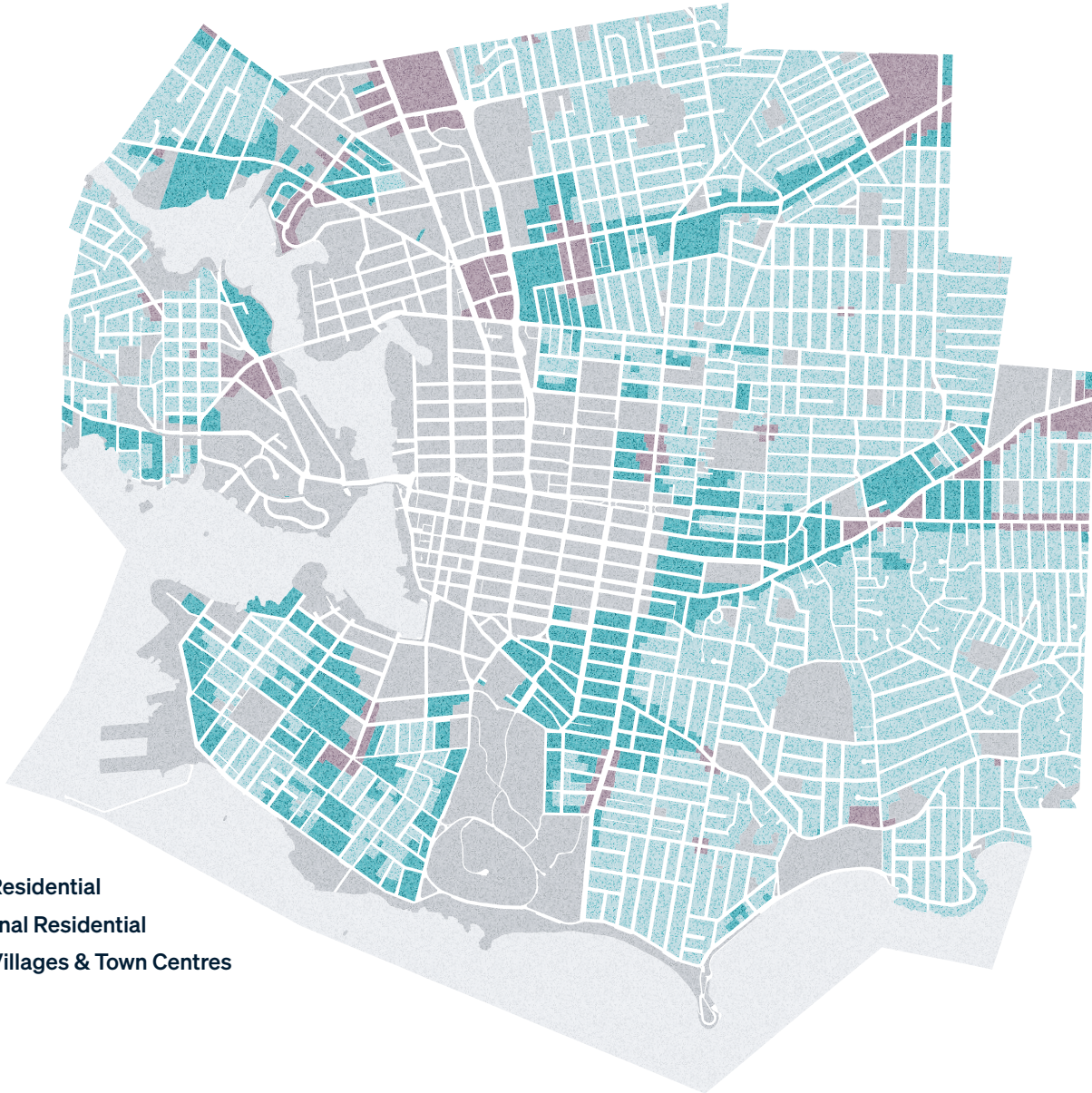


# The Aryze Blueprint

A key differentiator between Aryze and any other development team is not only that values drive the work we do—but more importantly—we have the expertise and scale to successfully execute this value-aligned work in a way that is tailored to the needs of the community. After all, building something just for the sake of building isn't good enough.

We use proprietary data sets (called Aryze Analytics) to inform our decisions, as it helps us understand how people in urban areas interact with the built environment. By using a data-driven approach, we're able to identify the appropriate housing and community needs and tailor our projects accordingly.

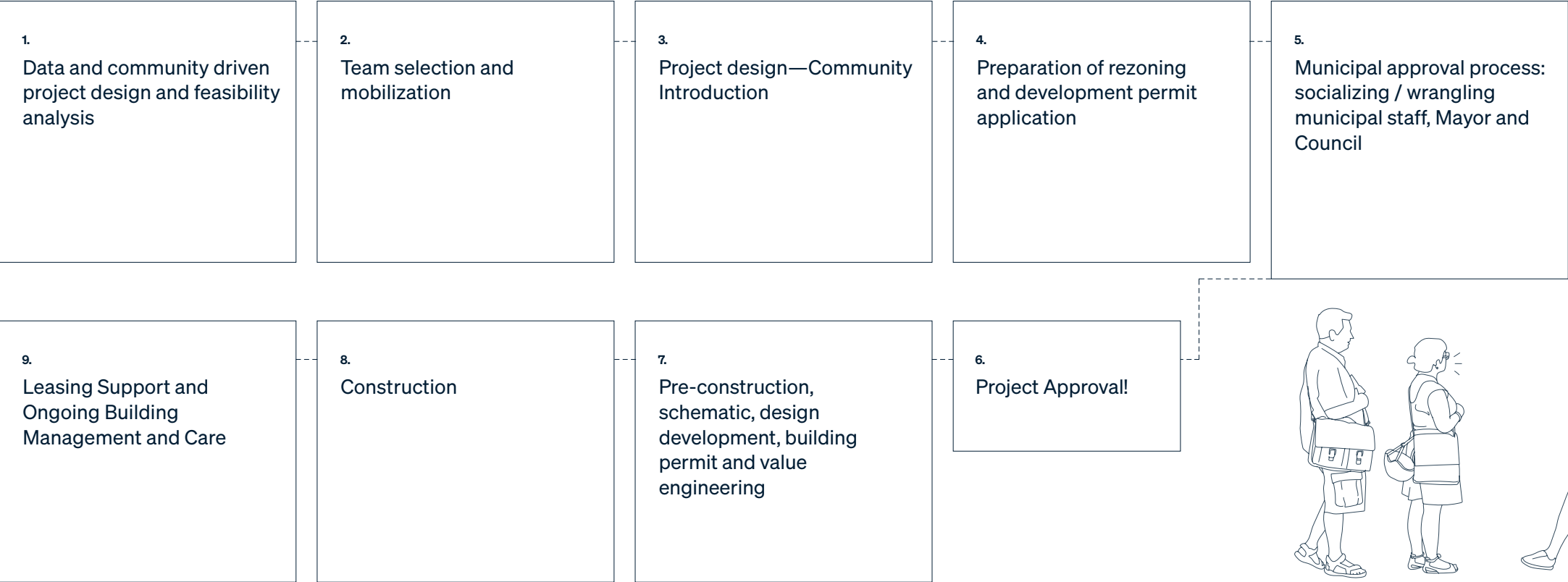
From initial site concepts, through to consultant management, municipal approvals, construction and marketing/leasing; we do it all. No other team in town has the number of dedicated development team members nor the expertise in urban planning, land economics, data analysis, process and design.

- 
- Urban Residential
  - Traditional Residential
  - Urban Villages & Town Centres
  - Others



# The Aryze Blueprint

## An Unconventional Engagement Strategy



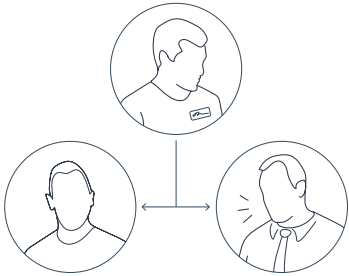


# A New Type of Partnership

We see ourselves as an active participant in the local community, not a developer whose responsibility is solely focused on maximizing financial performance and whose vision extends only to the project boundaries.

Aryze will lead comprehensive community engagement efforts, which includes a data-driven project design and a development process with a broad perspective and a view toward creating greater value. In addition to our public facing engagement, we will work to leverage the goodwill Aryze has established and existing relationships with the provincial and local municipal governments to support each project and ensure their success.

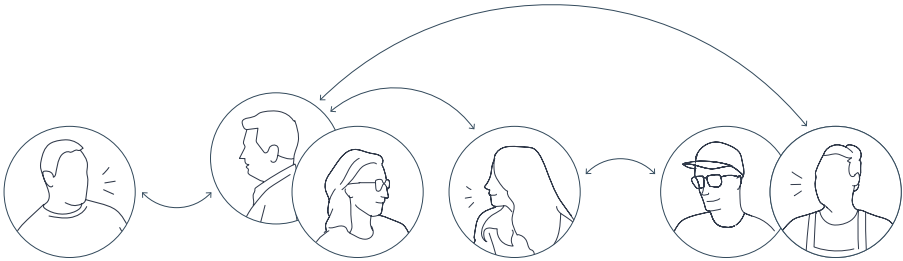
A Comparison



**Traditional Development Partner**

A traditional development firm is often a multi-generational family operation, with a rigid, tried and true approach to project concept and development passed down from parents to children. This legacy often leads to a conservative approach, where decisions are made to meet a minimum test of city requirements, and community engagement is a necessary evil; something done to check a box on the municipal development application.

Many of Victoria's traditional development firms have the benefit of a land bank; property that was acquired by their predecessors many years beforehand, with a different cost base than today's market. For a young firm like Aryze, this is a luxury we don't have. Each project requires innovation and out of the box thinking to be successful in a highly competitive environment. While a low cost base would be helpful in making some projects that shouldn't work pencil out, it's not the reality of many sites.



**Next Generation Development Partner**

Our strategy has always been simple—leverage design, data and distinction to develop a project that not only performs well financially, but also considers its impact on the local community, our city and our environment. Beyond that, we believe in the power of generational influence as our cities pivot to a different economy to serve the next century. Aryze's capabilities and aspirations are to extend our craft beyond the traditional boundaries of real estate development to include a holistic approach to community engagement, marketing, finance, sustainability, art, culture, architecture and technology.

Aryze is the sum of our parts; we have a dynamic and collaborative team representing some of Canada's leading architecture, placemaking and sustainable design firms that will work together to ensure strong outcomes for the Christ Church Cathedral precinct.

- Don't believe us, ask:**
- BC Housing
  - Anawim Companion Society
  - Greater Victoria Housing Society (GVHS)
  - TELUS
  - Lisa Helps, Mayor of Victoria
  - Grace Lore, MLA - Victoria Beacon Hill



# About Aryze

Aryze is made up of a group of people who are passionate about urban planning, design and construction. The key to a truly successful project is a dedicated team, intimately involved in every detail, and having a vested interest in its success.

With a diverse background in construction, urban planning, design and technology—but shared passion for delivering each project as if it's our own—Aryze's team is at the heart of each project.

## The Team



**Luke Mari**  
Principal, Development

Luke is a Registered Professional Planner (RPP) and leads Aryze's development efforts. Luke has extensive experience at the local, regional and provincial levels of government and in the private sector as a consultant in planning and real estate development.

Luke holds a BA (Planning) from the School of Environmental Planning, University of Northern British Columbia. Prior to studies at UNBC, Luke studied urban land economics at the Sauder School of Business, University of British Columbia. Luke will be involved in the project as the Project Lead. Luke serves on the Board of Directors of the Greater Victoria Housing Society, one of Greater Victoria's largest providers of affordable rental housing.



**Ryan Goodman**  
Principal, General Manager

Ryan has an BA (Economics) from Simon Fraser University and an MBA from the University of Victoria. Ryan has extensive experience leading Aryze's construction, marketing and development efforts and oversees Aryze's business operations.

Ryan also serves on the Board of Directors of Kinsol Timber Systems, one of British Columbia's leading Mass Timber specialists and Pacifica Housing, a provider of more than 1,200 affordable rental homes across Southern Vancouver Island.



**Matty Jardine**  
Principal, Construction

Matty founded Aryze; he has been refining his craft as a master home builder for more than 18 years, constructing custom living environments with some of the most celebrated architects across Canada. Serving as a member of Victoria's Advisory Design Panel (ADP), Matty uses his years of experience to advise Council on the design merits of development plans and projects throughout the City of Victoria.

With a focus on progressive construction technologies and construction management, Matty provides leadership and oversight to the project management and construction teams and is intimately involved in each project delivered by Aryze.



**Katherine Davies**  
VP of Operations

Katherine has a PhD from the University of Victoria and a project management professional (PMP) designation, and collaborates with Ryan, Matty and Luke in organizing and overseeing the daily operations of the company. She serves as a board member for One Degree Forward, a Canadian charity focused on education, clean water and infrastructure in key Cambodian villages, and also supports local charity and neighbourhood initiatives.

Katherine ensures the business and projects are well-coordinated; manages Aryze's procedures and processes; and safeguards and augments the efficiency of the company's operations to facilitate accelerating development and long-term success.



The Team



**Chris Quigley**  
Director of Development

Chris has an extensive and diverse background in real estate development. Over the past 15+ years he has worked on projects throughout North America and Europe, including master-planned communities, affordable housing projects, brownfield redevelopment and speciality commercial/retail projects.

Chris holds a Master's Degree in urban planning and design from Oxford Brookes University, an MA in Urban Economics from the University of Southampton and an Honors Degree in Geography from the University of Leeds. He is a chartered member of the Royal Town Planning Institute as well as the Canadian Institute of Planners.



**Divya Saleem**  
Director of Finance

Divya leads the financial analysis of Aryze's projects and works in collaboration with Luke and the development team to test the building designs and unit mixes, and maintain proformas as necessary.

Divya holds a Certified Public Accountant (CPA) designation and an MCom from the University of Madras and is actively completing her Chartered Financial Analyst (CFA) designation. With 16+ years experience in accounting and finance, Divya runs a tight ship as the head of finance at Aryze.



**Damian Clow**  
Director of Construction

Damian holds a degree in Business Administration from the University of PEI and has been involved in all aspects of high-rise and multi-family construction for the past 13+ years. His dynamic experience includes creating budgets for a wide range of concrete and wood frame residential multi-family projects, developing scopes of work, negotiating contracts and change orders and using sales techniques to finalize trade contracts.

Damian's construction experience, combined with multiple years as a competitive Alpine Ski coach, has shaped his skill set as a leading and innovative project manager and director. Damian knows that striving for efficiency, accountability, and the highest quality is paramount to a successful project.



**Melanie Ransome**  
Comms & Engagement Manager

Melanie leads the execution of all sales and marketing programs, as well as the community engagement strategy to advance developments through the approvals lifecycle.

Melanie brings extensive experience in developing and executing complex campaigns, bridging both big-picture strategy and detail-driven tactics. Working closely with the development team, Melanie will ensure the engagement, marketing, communications and sales strategies drive an efficient campaign through to project completion.



# Our Projects

## The Work



### Reimagining Public Realm Project Albero

In July 2020 Aryze unveiled a covert mission called Project Albero—a floating swim dock with a Japanese Katsura tree anchored just off Banfield Park in the Gorge waterway. The concept was inspired by beautiful urban cities with working harbours (like Copenhagen) that are lined with people swimming on hot summer days. It struck us that in Victoria we have all the bones for this lifestyle, but our public realm is disconnected from its potential for harbour recreation.

In partnership with D'Ambrosio Architecture + Urbanism and Biophilia Collective, we envisioned the floating tree. Designed to draw citizens to the water through urban planning, we created points A and B and people began to naturally connect and congregate between the two.



### Innovative Housing Solution Tiny Homes Village

Considering the effects of the global pandemic and nearing cold winter months, we brought forward the idea of a transitional housing solution to keep the city's most vulnerable population safe and warm.

Together with the Greater Victoria Coalition to End Homelessness (GVCEH) and with the support from the City of Victoria we embarked on a crowdfunding campaign in December 2020. Over the period of just three months, 580 citizens and local businesses contributed their financial and moral support to the project, raising \$550,000 to construct the 30 homes and ancillary support services.

On an extremely tight timeline in a challenging market faced with major shortages of both materials and labour, we were honoured to welcome residents to their new home in less than 6 months time.



### Integrated Team & Approach Anawim House

Established in 1987, the Anawim Companions Society is a non-profit charitable organization that is funded through the generosity of churches, service clubs, the business community and countless individuals. Today, Anawim's core purpose is to provide for the needs of people living in physical, emotional, spiritual and social poverty.

The property at 1628 Edgeware Road was donated to Anawim with the goal of providing a safe place for women who are at risk of homelessness or safety to find a place to get back on their feet. To realize this vision, Aryze was engaged to lead the development and rezoning of the site, which was approved by Mayor and Council this summer. Aryze is first supporting the Anawim board with fundraising materials to begin their community outreach efforts.



### Neighbourhood Density Ross Terrace

Aryze led the acquisition, community engagement, municipal approvals and construction of Ross Terrace, a 64-unit purpose-built rental building. Knowing the desperate need for secure and affordable rental units, we focused from day one on creating a project that could be constructed efficiently and cost effectively, while still incorporating the high quality design and build quality Aryze is known for.

The vendors of the property had been approached over the years by many developers but they ultimately chose Aryze due to alignment in social values. We wanted Ross Terrace to be a showcase of how affordability and beauty can work together. In the end, this project exceeded all affordability targets and was the first purpose-built rental building by a private developer to qualify as 100% affordable housing.

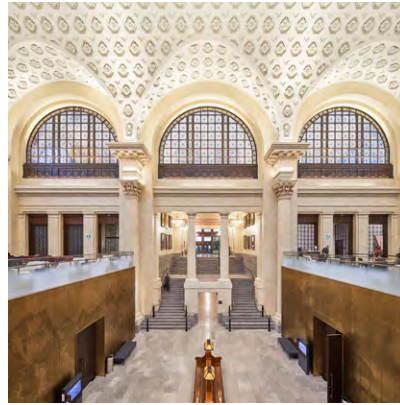


Portfolio





# Our Proposed Project Team



**Diamond Schmitt Architects**



**5468796 Architecture**



**Synergy Enterprises**



**1stPlace**

Aryze has assembled an integrated team for the Christ Church Cathedral precinct that can synthesize community values and innovative design with a high performance construction strategy. The project team is made up of some of Canada's leading architecture, place making and sustainability firms and represents an opportunity to create an innovative, sustainable project that will make a dynamic impact on our community today and for decades to come.

These firms have deep experience at a national level repurposing churches, historic universities and municipal and cultural buildings to capture and reflect broader community interests. It is through our collaboration with this leading team that we believe Aryze is uniquely positioned to deliver a project that is second to none in our region.





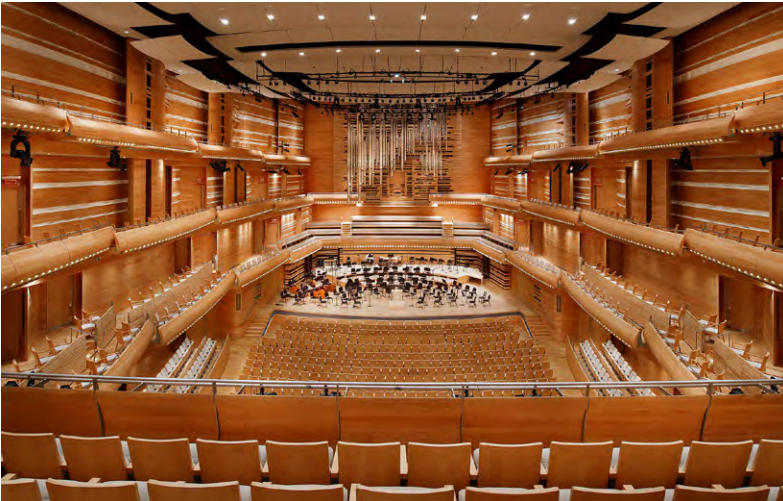
## **Diamond Schmitt Architects**

Diamond Schmitt Architects (DSA) has built a culture of design excellence and innovation across a range of building types. They provide a broad range of services—from site master planning and municipal planning approvals; to feasibility studies and building condition assessments; programming and stakeholder consultations services; to full architectural design, site administration and commissioning services for large institutional and infrastructure projects. To date, DSA has received more than 350 regional, national and international awards for design, including seven Governor General's Awards for architecture.

Rather than a singular approach applied to all projects, their architectural language is imbued with character derived from the particularities of the site and each individual client's ambitions. DSA creates environments that are contemporary and yet highly sensitive to local context. While managing the overall master planning of the site, DSA will create multiple designs and options that will enable the team to determine the best solution, providing confidence that all viable ideas have been explored. Ultimately, they will create a design that embodies the spirit of Victoria, while transitioning the site into a thriving anchor within the community.



Portfolio







## 5468796 Architecture

5468796 Architecture (546 Architecture) is a Winnipeg-based design studio and is one of Canada's most internationally recognized and awarded design practices. They believe that every client, user and civic environment—regardless of budget—deserves an outcome that advances architecture. In the past 14 years the firm has achieved national and international recognition and its work has been published in over 250 books and publications.

546 Architecture believes that creating socially responsive and cutting edge solutions for urban environments can elevate the ordinary and improve our social and cultural milieu. They are currently working on a number of projects with Victoria-based Aryze, and are familiar with collaborating with larger firms in this locale. 546 Architecture believes that the key to their success lies in delivering value beyond the subscribed design brief. Since the beginning of their practice, they have completed a variety of creative projects and intimate civic interventions that achieve high quality human experiences in innovative ways. They understand budgets and how to produce architectural wonder within very tight financial margins, timelines and stringent context limitations.



Portfolio







## 1stPlace

1stPlace is an agency that plans, designs and delivers cultural and creative projects for brands, developers and city planners, connecting them with their target audiences and communities. 1stPlace tests and leads brand expansions into new markets, carries out strategic research on activities and implements a range of projects with a global network of creators.

1stPlace brings a wealth of experience delivering cutting-edge event programmes that achieve their partners' specific objectives. They can help the Christ Church Cathedral precinct establish a business model that includes event venues, infrastructure and programming to exceed revenue targets and act as a catalyst for community cohesion. 1stPlace has worked with a mix of communities and sectors in diverse settings around the world, including BC; their previous work ranged from large-scale commercial events, to initiatives with children and youth.



Portfolio







## Synergy Enterprises

Synergy Enterprises is a corporate sustainability management firm founded on the principle that business can make a positive impact on the planet. Synergy's team of environmental business experts work with leading companies and organizations to mobilize climate action and social equity all around the globe.

For the Christ Church Cathedral lands, Synergy Foundation will provide expertise on sustainable development and opportunities within the built structure that can lend itself to creating progressive educational programming such as maker space, a clean technology lab or urban agriculture.



# Thank You

We firmly believe in value creation through design innovation and the momentum that can be created through engagement. Our goal is to work in collaboration with your leadership to understand the values, goals and aspirations you have for expanding the impact of community-based activities and design, and encouraging touchpoints with those whose life needs can be met through connection with the Cathedral precinct.

Aryze is a business run by talented, ambitious professionals committed to delivering high quality living and work spaces. We all love and take pride in what we do and through creativity and innovation are driven to become the leading infill development practice in Victoria.

Thank you for the opportunity to present this proposal for development management collaboration to support the Christ Church Cathedral redevelopment project. We look forward to the opportunity to work together.

Sincerely Yours,

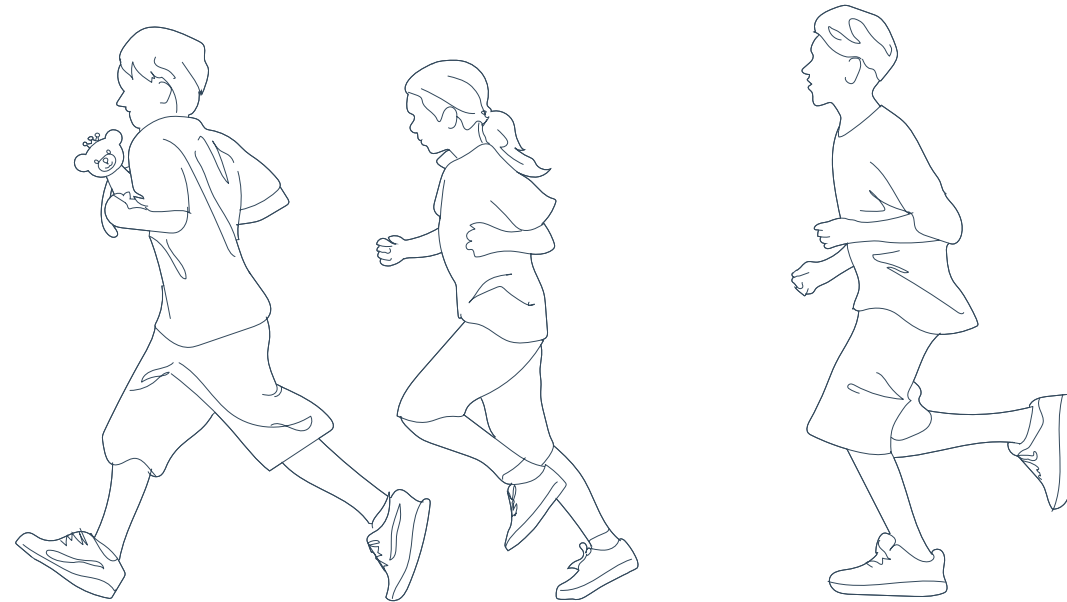


**Luke Mari**  
Principal,  
Development



**Ryan Goodman**  
Principal,  
General Manager





#### Legal Disclaimer

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# Contact

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[aryze.ca](https://aryze.ca) ↗

**ARYZE**



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Wiser Projects  
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Victoria, BC  
V8T 5G8 250-580-3835  
kaeley@wiserprojects.com

November 3, 2021

**Response to Christ Church Cathedral,  
Expression of Interest**

Ms. Wiseman,

We are very pleased to respond to this Expression of Interest to confirm our keen interest in working collaboratively with Wiser Projects and Christ Church Cathedral in developing a comprehensive master plan for the Cathedral precinct.

We believe Concert's core values are closely aligned with Christ Church Cathedral's values and we are ideally-suited as a community development partner to work with Christ Church Cathedral to realize its aspirations and areas of priority.

We bring two decades of experience developing in Victoria, and have a successful history of partnering with all levels of government and not-for-profit and community organizations to deliver long term value. Grounded by our thoughtful development process, award-winning focus on quality, respect for heritage, and belief in giving back to communities, our ultimate goal is to improve the lives of the people who live and work in our communities.

Furthermore, as the owners of the YMCA-YWCA Downtown property at 851 Broughton Street, which as you are aware we are in the early stages of redevelopment planning, we feel there are valuable synergies for our two community-minded organizations to be working together to create a strong shared

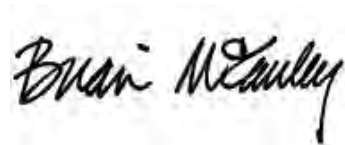


vision for development of this important area of downtown Victoria.

Please find enclosed an overview of who we are at Concert, what we stand for and what guides our actions, along with our relevant experience.

Our team here at Concert looks forward to Christ Church Cathedral's review of our company background and Expression of Interest to undertake this unique and important community development partner opportunity. Should you have any questions regarding this submission, please contact me directly at 604.602.3730.

Sincerely,

A handwritten signature in black ink that reads "Brian McCauley". The signature is written in a cursive, flowing style.

Brian McCauley  
President & CEO, Concert



CONCERT®

# Building a people-first future





# Concert an overview

Putting people first is at the heart of the Concert story. In 1989, Concert was founded with a mandate to create assured rental housing.

We've since grown and diversified—and the Company became a real estate corporation wholly owned by union and management pension plans representing over 200,000 Canadians. Today, our portfolio includes condominiums, rentals, seniors' active aging communities, industrial and commercial properties, and public infrastructure projects across Canada.

We are deeply invested in improving the lives of the people who live and work in our communities, acknowledging that communities are more than just buildings.

We take pride in ensuring these communities are environmentally and socially sustainable to address climate change and reduce waste while fostering human connection. And our relentless passion for quality means we critically think about every decision, no matter how small. We hold ourselves to firm quality standards that guarantee an unparalleled execution.

We are a proud Canadian company, providing quality employment across the country, and working together with the people we serve to realize our vision—building resilient, inclusive, sustainable communities.



“Concert was built out of a core belief—that strong, sustainable communities are fundamental to the social well-being of all Canadians. It’s a vision that guides us every day.”

BRIAN MCCAULEY, PRESIDENT & CHIEF EXECUTIVE OFFICER



## What We Stand For

### Prioritize Substance

Our relentless passion for quality means we think critically about every decision, no matter how small—from our signature award-winning customer service to the details of our community programs.

### Holistic Sustainability

We weave sustainability practices into every level of our business, with a particular focus on three interconnected priorities: environmental, economic and social.

### Legacy for Community

Our purpose is people. Before starting a new project, we establish roots so we can thoughtfully grow and strengthen the existing community.

### For Canadians, by Canadians

Concert was created to provide quality employment and returns for Canadian pension plans. We are proud to work in regions across the country—on the ground with the people we serve.





# What Guides Our Business

Our company culture is defined by core principles that are innate to each and every Concert employee. They guide our actions and conversations with one another, with our clients, with our residents and tenants, and with the general public.

Building a people-first future is grounded in several guiding principles that inform our actions—and it all starts with collaboration. From strategic partnerships to connecting with coworkers, we're producing successful results together by placing value in our complementary expertise.

We thoughtfully consider the long-term effects of each and every project by thinking ahead and engaging with the communities where we build. When a local church group in Toronto shared their concern that an upcoming community development was going to cast a shadow over their property, we moved the building.

“We are deeply invested in improving the lives of the people who live and work in our communities. We take pride in ensuring the communities we build are environmentally and socially sustainable to not only address climate change, but to also foster human connection.”

CRAIG WATTERS, SENIOR VICE PRESIDENT,  
DEVELOPMENT





Leading through innovation is at our core—we look forward, not backward. When COVID-19 hit we shifted our entire financial process online and within weeks our customers could work with us completely remote. Whether it’s adapting communication processes or driving change through our sustainability initiatives, we’re always looking for ways to do things efficiently and thoughtfully.

We believe in going above and beyond, always considering how we can be in better service to others. It’s not just a job, it’s a commitment from every employee to the communities across Canada where we build and live. Concert staff and partners give their time and money to important causes like cancer research, youth homelessness, the Downtown Eastside and many others that enhance the lives of the people we serve across Canada.

“I enjoy working for a company that really knows how to take care of residents and the community they live in. Customer service is also so important to me and I am so happy that it is a top priority for the company.”

MIRAJUDIN ABDUL GHANI, MAINTENANCE  
TECHNICIAN, WHITGIFT GARDENS



# Our Business

## Condominiums

To date, we've developed over 7,000 quality condominium homes across BC and Ontario, with over 5,000 in planning or under development. Our commitment to quality at every phase of development ensures Concert condominium homes are a great investment. But don't just take our word for it—trust the thousands of home-buyers who return to purchase Concert properties, time and time again.

“If we look at the foundation and history of the company, its cornerstone is our integrity, the execution on quality, and finally our customer service. Those are qualities that sell, and for good reason.”

COLLEEN ANDERSON, SENIOR VICE-PRESIDENT,  
SALES, MARKETING & COMMUNICATIONS

## Rentals

Since Concert's beginnings, we've been proudly developing and managing affordable, reliable rental buildings for communities in Metropolitan Vancouver, Victoria and the Greater Toronto Area. Our emphasis on high quality building materials, thoughtful design and award winning on-site management helps create rental apartments that truly feel like home.

## Active Aging

We believe that all individuals, regardless of age, deserve to stay connected with their wider community, maintain their independence, and live healthy lives. Concert's Tapestry communities embody this belief—active aging, independent living communities that help our residents continue living healthy, fulfilling lives.



## Commercial

We have over 10 million square feet of industrial and office properties leased across Canada. We make it easy for business owners to find the perfect location for their next industrial, office, or retail space. That's why hundreds of companies, including Fortune 500 and start-ups, consider Concert as their landlord of choice.



## Concert Infrastructure

Concert Infrastructure is an independent affiliate of Concert that invests in, develops and manages critical infrastructure projects that strengthens the economic and social fabric of Canadian communities. This public-private partnership model—involving municipal, provincial and federal governments, and union and management pension plans—generates steady, long-term value in these communities.

“Concert Infrastructure supports critical public services that strengthen the economic and social fabric of Canadian communities.”

DERRON BAIN, MANAGING DIRECTOR,  
CONCERT INFRASTRUCTURE





12,000+

residential homes built  
across Canada

5,200+  
rental homes built  
and managed

\$7bn+  
in assets

200,000+ Canadians  
represented by 19 pension, union  
and management funds

10+ million square feet  
of industrial and office real  
estate owned and managed





600

people employed across  
the country

committed to cutting  
GHGS to net zero  
by 2050

\$3.5m+

raised for trades  
training across Canada



all new developments  
zero carbon by  
2026

1,100+

assured and affordable rental  
homes built; another 170  
under development





# Our Experience in Victoria

Concert has been proudly developing in Victoria since 2002, earning a reputation for delivering on our promises, developing exceptional buildings to the highest level of quality and finish, and enhancing the rich history of each unique neighbourhood within the city.



## **Tapestry at Victoria Harbour**

**NEIGHBOURHOOD:** James Bay

**COMPLETE:** 2021

**SUITES:** 42 condominium homes, 131 rental homes



Concert has garnered a reputation as a good neighbour by utilizing a multi-faceted approach to the planning, design and creation of desirable public spaces for both public and private use. This effort to create a sense of place aligns with the community goals of engagement that promote people’s health happiness and well-being.

Through the entire development process, Concert listens and is responsive to the wants and needs of the community through continual engagement and understanding.

Concert is also committed to contributing to the balanced housing needs in the community.

We recently completed a master-planned community, Capital Park, in partnership with Jawl Properties. We also delivered the nearby Tapestry at Victoria Harbour seniors’ active aging community, revitalizing the James Bay neighbourhood.

Concert is proud to have received 13 CHBA (Victoria chapter) Care Awards, including the CARE Award for “Best Customer Service” and “Customer Choice Award”, based on the feedback received directly from homebuyers.

“Their formidable expertise and proven long-term commitment towards quality, sustainability and community responsiveness made Concert an ideal partner for us”

ROBERT JAWL, JAWL PROPERTIES



**Chelsea**  
**NEIGHBOURHOOD:** Fairfield  
**COMPLETED:** 2008  
**SUITES:** 66 condominium homes



**Capital Park \***  
**NEIGHBOURHOOD:** James Bay  
**COMPLETE:** 2021  
**SUITES:** 113 condominium homes, 66 rental homes  
**COMMERCIAL:** 316,207 SF of office and retail  
*\* Co-developed with Jawl Properties*





## Astoria

**NEIGHBOURHOOD:** Downtown  
**COMPLETED:** 2006  
**SUITES:** 164 condominium homes



## Belvedere

**NEIGHBOURHOOD:** Downtown  
**COMPLETED:** 2006  
**SUITES:** 77 condominium homes



## Era

**NEIGHBOURHOOD:** Downtown  
**COMPLETED:** 2015  
**SUITES:** 157 condominium homes



## The Q Apartments

**NEIGHBOURHOOD:** James Bay  
**COMPLETED:** 2014 (Hotel to rental conversion)  
**SUITES:** 125 rental homes





### 365 Waterfront

**NEIGHBOURHOOD:** Selkirk  
**COMPLETED:** 2008  
**SUITES:** 84 condominium homes



### Victoria Marriott

**NEIGHBOURHOOD:** Downtown  
**COMPLETED:** 2004  
**SUITES:** 236 hotel rooms



### 712 Yates

**NEIGHBOURHOOD:** Downtown  
**ACQUIRED:** 2005  
**COMMERCIAL:** 70,854 SF of office



# Collaborations and Partnerships

## Partnering to build resilient, diverse and sustainable communities

Collaboration and partnership remains a central tenant of our development process. We work together with the people we serve to realize our vision—of building resilient, inclusive, sustainable communities.

### Partnering to deliver assured, affordable housing

Concert's original mandate was to deliver assured rental housing to address the housing crisis of the late 1980s—a crisis that never really abated, and the need still remains for affordable, assured housing. Every purpose-built rental home we have developed or acquired—5,200 since 1989—remains as a rental, and each is professionally managed through our award-winning Property Management team.

In each master-planned community developed we try to ensure affordable housing is included through partnerships with all levels of government and not-for-profit organizations. The 100 affordable homes at the Heart of Burquitlam were made possible by a multi-level agreement between the Government of Canada (CMHC), the Province of BC, the City of Coquitlam and 43 Housing Society.

This agreement took several years of effort and commitment. In Toronto we're similarly partnering with CMHC and the City of Toronto's Open Door program to deliver 70 affordable homes in our Kip District master-planned community.

### Partnering to give back to the community

Concert was founded on three core ideas: deliver sustainable, long-term returns to our pension owners; use on-site union labour; and give back to the communities where we build, work and live. We continue to honour these ideas through long-term partnerships with community, not-for-profit and charitable organizations across the country.





Announcement of funding from three levels of government and support from not-for-profit for 100 assured, affordable homes in Coquitlam.

**YMCA (BC)**

We have partnered with the YMCA for over a decade to deliver much-needed community and recreation facilities and services. The **Robert Lee YMCA in Vancouver** was a joint project that involved a major redevelopment of the Burrard Street site, comprising the renovation and expansion of the 1941 YMCA building and a new 42-storey condominium tower. The construction for the YMCA was made possible after an extensive fundraising campaign that brought million-dollar donations from both individuals and corporations, including a \$14.6 million contribution from Concert. The **Bettie Allard YMCA in Coquitlam** is set to be completed in 2022, and will form a central part of the Heart of Burquitlam, the unique master-planned community developed in partnership between the YMCA, the City of Coquitlam and Concert.



Robert Lee YMCA Vancouver.



Bettie Allard YMCA, Coquitlam.



“Probably the biggest reason we chose Concert was David Podmore’s personal integrity and the reputation of the company and the people they have around them. We probably spent a million and a half dollars on a handshake—absolute trust.”

– BILL STEWART, FORMER PRESIDENT & CEO,  
YMCA VANCOUVER

#### **Our Place and Hungry Hearts (Victoria)**

We’re proud of our partnership with and support of Our Place Society over these past seven years. Our Place has been important to so many people in building resilience in the Victoria community. We’ve also supported their Breakfast series, providing a nutritious start to the day and a place to connect and feel part of a community, and through the Hungry Hearts culinary competition, raising funds for their much needed services.

#### **Easter Seals House Garden (Vancouver)**

Easter Seals House offers a lifeline for thousands of families across BC and Yukon that require access to Vancouver hospitals by offering affordable and comfortable short-term accommodation, a home away from home and a vital support network for guests who travel from their communities to stay at the facility. Over the course of several months, Concert employees rolled up



BC Burn Fund Centre.





St. James Cottage Hospice.

their sleeves, dug in and volunteered their time on evenings and weekends to help Easter Seals House staff realize their vision for the garden, which provides an oasis and play area for families and individuals during their stay.

**BC Burn Fund Centre (Vancouver)**

Concert contributed \$750,000 in time, skills and experience to the British Columbia Professional Fire Fighters' Association for their Burn Fund Centre in Vancouver—the first of its kind in North America. Opened in March 2016, the building provides much-needed temporary accommodations for out-of-town burn survivors and their families during treatment and recovery. The Concert team helped to identify an appropriate

location, offered design and development expertise, and provided project and construction management, working with the Fire Fighters' Association through every step of the process.

**St. James Cottage Hospice (Vancouver)**

Concert partnered with the St. James Community Services Society to help develop the Cottage Hospice for the terminally ill. Concert provided project-management services and donated its management fees for the redevelopment of the restored class B historical building. Located in East Vancouver, the much-needed hospice opened in 1999 and provides 10 private rooms, a dining room, two lounges and various outdoor decks and gardens.



## Partnering to support educational opportunities

As part of our investment in people, we collaborate with colleges, institutes and community organizations to help fund trades training programs to equip diverse members of our community with the skills needed for well-paying careers in the construction industry. Since 1995 we've raised over \$3.5 million for trades training through our Annual Corporate Charity Golf Tournament, with support from our industry partners. This money has funded hundreds of bursaries and scholarships for trades programs at George Brown College and Hammer Heads program in Ontario, and British Columbia Institute of Technology and Camosun College in BC, helping students pay for tuition, rent and food. We believed so strongly about supporting trades training that we established the Concert Foundation, a charitable organization, to raise funds for important issues like this. See more at [ConcertFoundation.com](https://ConcertFoundation.com).

**“The chance to pursue my passion and support my family hit hard by COVID has been a game-changer. They’re really proud of me because now not only do I have a steady job, I’m a woman in the trades.”**

JAHMEEKA HUSSEY, PLUMBING APPRENTICE,  
CENTRAL ONTARIO BUILDING TRADES HAMMER  
HEADS PROGRAM GRADUATE





# Sustainable Development

## Thoughtful sustainability built into Concert's core business

We design, construct and manage buildings that foster resilient and inclusive communities where residents can live healthy lives full of meaning. We work to lower greenhouse gas emissions, reduce waste and lower our environmental impact while increasing the value of our portfolio now, and in the future.

We take our commitment to building sustainable communities seriously.

In fact, we've embedded our Sustainability Framework into our business plan, with 15 principles and aggressive targets holding us accountable to our economic, environmental and social sustainability responsibilities.

This includes taking the long view in the investments we make. We ensure reliable returns for our investors and provide quality employment opportunities.

Also committed to reducing GHG emissions to net zero by 2050, we are ensuring all new Concert buildings are zero-carbon by 2026 and will be retrofitting existing properties to achieve significant carbon savings.

To ensure we're enhancing the social well-being of Canadians, we always combine thoughtful building design with exceptional access to amenities to support healthy living choices, with



Public mural painted by residents and staff at our Westridge rental property in Vancouver.

building-level programming designed to reduce social isolation.

One way we are actively addressing loneliness and isolation is through the Community of Connectors program. Overseen by Concert staff, coordinators at each of our rental properties are responsible for programming social activities that bring residents together. A great example is a public mural recently painted by residents and staff at our Westridge rental property in Vancouver.









# Master-planned Communities

Concert has ten master-planned communities completed, in development or in planning across Canada. These master-planned communities are, in many ways, the pinnacle of our people-first design principles. These communities create enclaves within the hustle and bustle of metropolitan life. They bring people together and foster human connections. We are deeply invested in improving the lives of the people who live and work in our communities. All while thoughtfully growing and strengthening the existing neighbourhood.

## Collingwood Village, Vancouver

This internationally acclaimed 28-acre, transit-oriented master-planned community includes condominium homes, rental apartments and commercial space, as well as parks and open spaces, children's play areas, tennis and basketball courts, and Canada's first community policing station. Ray Spaxman, former City of Vancouver director of planning, said Concert's approach in developing this property was different from other developers. "David Podmore and Brian McCauley worked very hard with local residents. It was a very democratic process [and] resulted in a lot of support in the community for something which was quite different." Collingwood Neighbourhood House has also garnered international acclaim, and in 1999, Concert was recognized with the City of Vancouver Cultural Harmony Award for its commitment to cultural diversity. *Completed in 2006.*



## Arbutus Walk, Vancouver

This development in Vancouver's Kitsilano neighbourhood is lauded for its absence of tall highrises and the presence of a pedestrian-friendly human scale. It contains 654 condominiums and rental homes, including a seniors community—Tapestry at Arbutus Walk—in seven unique buildings, ranging in size from four to eight storeys. Community advocates praise Concert for spending the time and energy to explore the concerns of residents in

surrounding neighbourhoods and for not succumbing to the conventional developer thinking that only high-density tall towers make a development profitable. Arbutus Walk was used as an exemplar in the City of Vancouver's report entitled "Vancouver's New Neighbourhoods—Achievements in Planning and Urban Design." *Completed in 2002.*







## The Creek, Vancouver

The uniquely residential-only development comprises five buildings and 578 homes, with a mix of condominium and affordable rental housing (at Railyard Housing Co-op). Railyard was designed and built by Concert on behalf of the City of Vancouver, providing 135 purpose-built affordable rental homes. The Creek closely aligns with the City of Vancouver's vision for Southeast False Creek in terms of the

diverse mix of housing types in a community designed to create vibrant, walkable spaces that promote social contact and a connection to the natural environment. The highly connected neighbourhood provides easy accessibility to green transit options that reduce the need for personal vehicles. *Final phase is currently under construction.*

“We believe in building healthy and thriving communities. We are thoughtful about design, and the details matter. We take great pride in ensuring our master plans provide a diversity of housing and the necessary amenities and benefits to meet the needs of our communities.”

CRAIG WATTERS, SENIOR VICE PRESIDENT, DEVELOPMENT





“Our sustainability goals are aggressive and long-term, and reflect the serious nature of climate change. We also aim to deliver building-level programming across all of our rental properties to bring people together and reduce alienation.”

DAVE RAMSLIE, VICE PRESIDENT,  
INNOVATION & SUSTAINABILITY

## Heart of Burquitlam, Coquitlam

Located steps from the Burquitlam SkyTrain station, the Heart of Burquitlam is created through a unique partnership with the YMCA of Greater Vancouver and the City of Coquitlam. This mixed-use urban village includes the new Bettie Allard YMCA, a 31-storey rental building providing 100 affordable homes, as well as a landmark 50-storey condominium tower. A community policing station, a park and ride, an all-new city park and an expansive public plaza offers an array of amenities and services for both residents and neighbours to enjoy. *YMCA and rental building currently under construction.*





North Harbour,  
North Vancouver

Spanning half a kilometre of waterfront, North Harbour is positioned along the scenic Spirit Trail and Kings Mill Walk Park with breathtaking views of Burrard Inlet, downtown Vancouver and the North Shore mountains. The 12-acre master-planned, mixed-use development will transform one of North Vancouver’s final marquee shoreline sites into a remarkable neighbourhood for residents, businesses and visitors. North Harbour comprises over 900 condominium and rental residences alongside approximately 290,000 sq.ft. of retail and office space. *First phase currently under construction.*



Capital Park, Victoria

Steps to Victoria’s Inner Harbour, Capital Park is Concert’s latest development in Victoria, a six-acre master-planned community that has revitalized an entire city block in the heart of the city. Capital Park encompasses condominium and rental housing, retail, a branch of the Victoria Public Library and office space. Connecting it all are pedestrian-friendly plazas, parkettes, courtyards, water features and pathways. The community was co-developed with Jawl Properties. *Completed in 2021.*









We believe that strong, sustainable communities are fundamental to the social well-being of all Canadians.

“Our relentless commitment to people helps us bring about the future we want to see.”

BRIAN MCCAULEY,  
PRESIDENT & CHIEF EXECUTIVE OFFICER



## Concert

### Vancouver

8th Floor, 1190 Hornby Street  
Vancouver, BC  
Canada V6Z 2K5

**604.688.9460**

### Toronto

20 Wellington Street East, Suite 200  
Toronto, Ontario  
Canada M5E 1C5

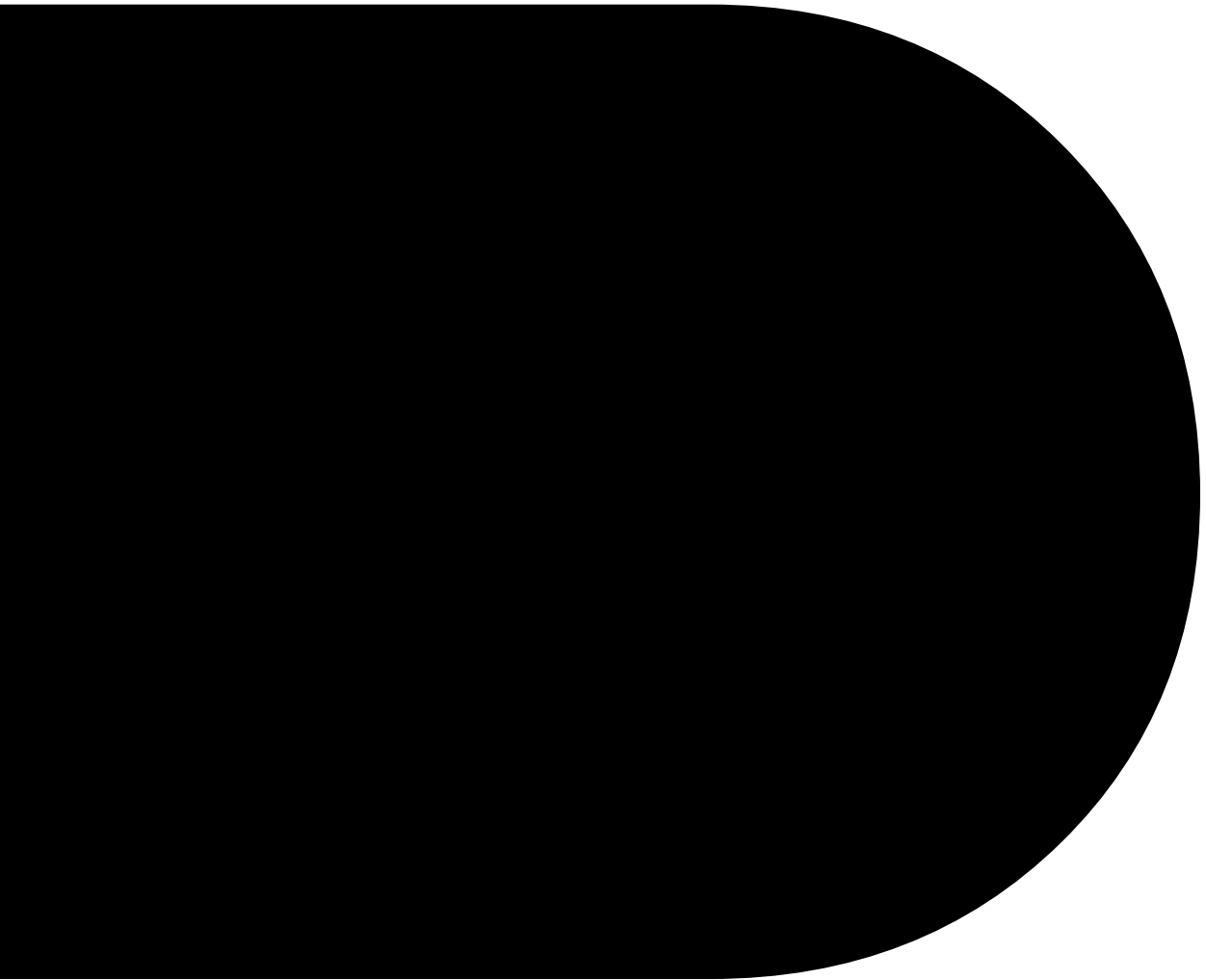
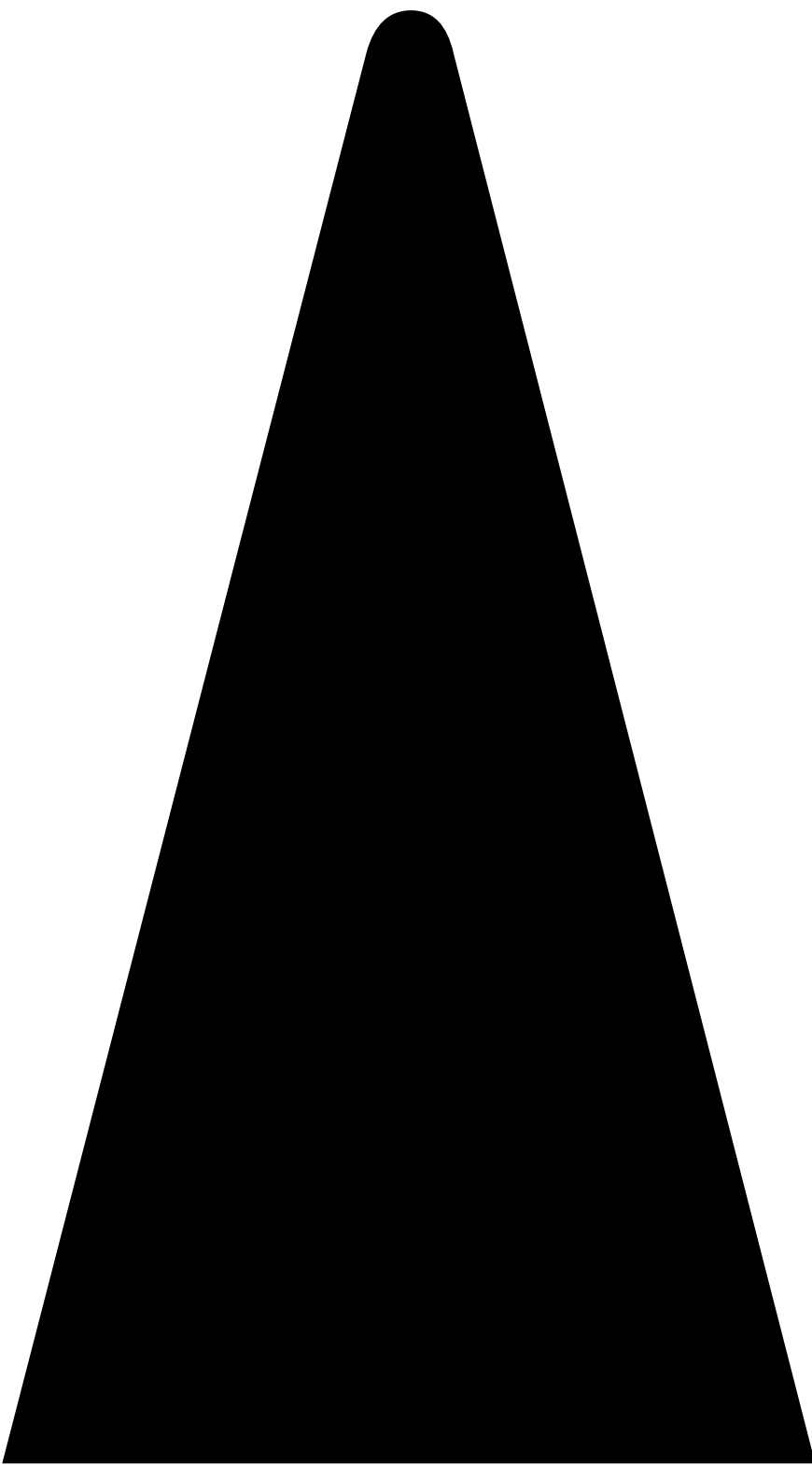
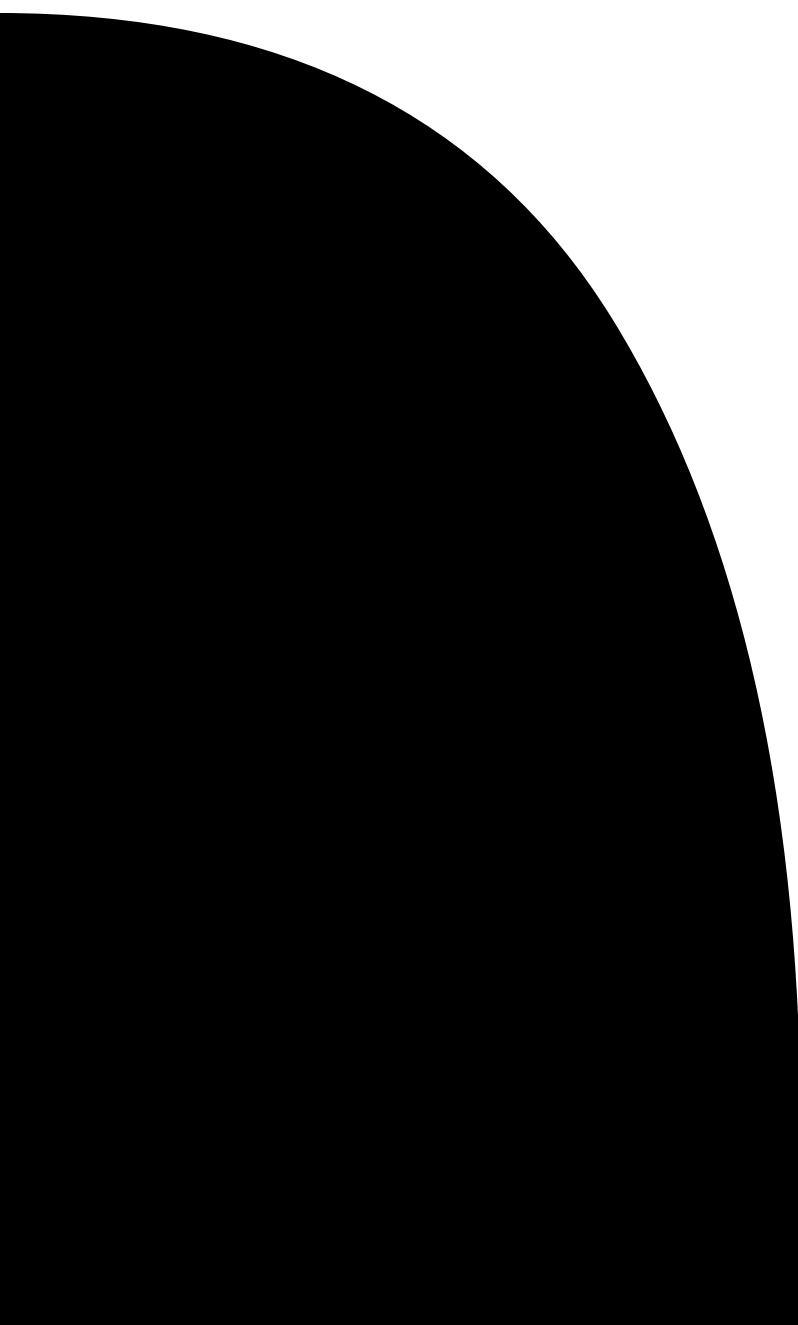
**647.789.2050**





## **Appendix G: Precedents**







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# CONTENTS

This document has been prepared to provide an introduction to examples of similar cathedral interior spaces that have been refurbished to offer greater flexibility in use.

The document also includes examples of the types of drawing we may use to communicate initial ideas and concept design.

## **PART 1 | Cathedral refurbishment**

- 1 | Understanding the format
- 2 | Observations
- 3 | The move toward flexible seating
- 4 | A flexible portable nave altar
- 5 | Flexible to accommodate community activities
- 6 | Next research steps
- 7 | The cathedral Cafe

## **PART 2 | Graphic examples**

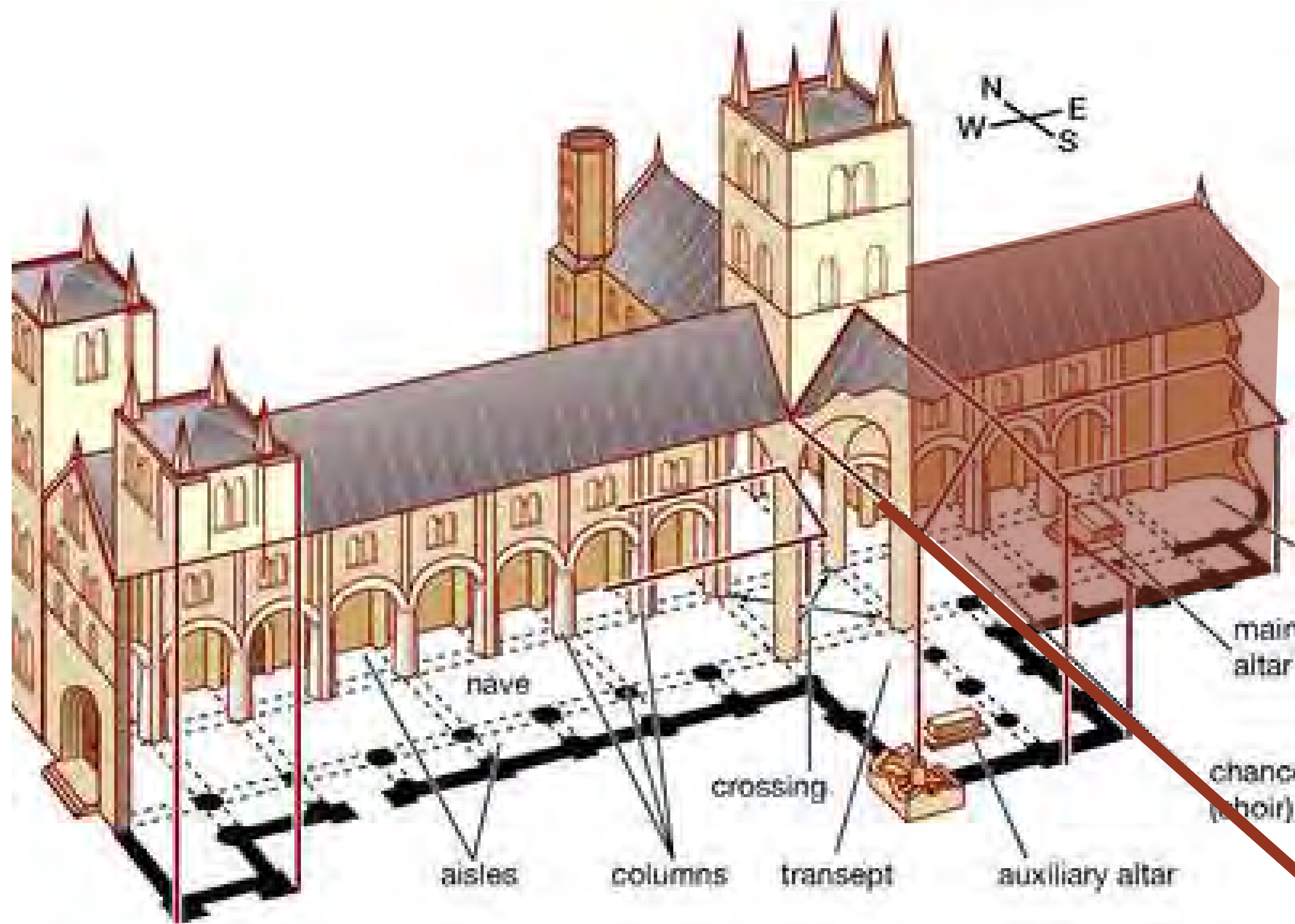
- 7 | Interior layout diagrams
- 8 | Context analysis
- 9 | Massing and site







# 1 | UNDERSTANDING THE FORMAT - OBSERVATIONS



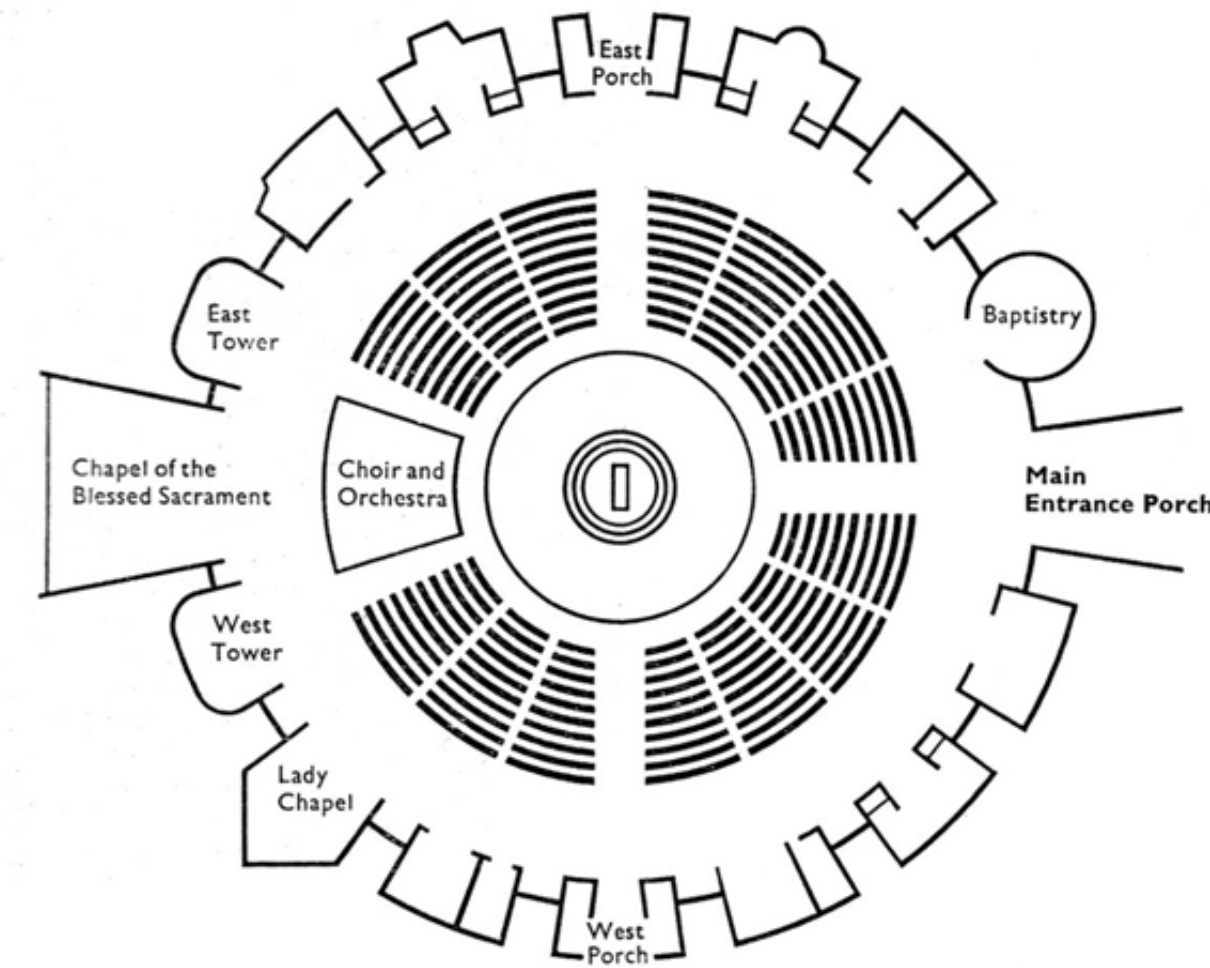
In Victoria the main altar and the choir have not been constructed. (red).

The majority of cathedrals have a 'main' altar and a choir.

In the included examples having a permanent fixed main altar and choir has allowed flexibility for churches to adopt temporary seating and mobile altars in the nave, transepts and side chapels.

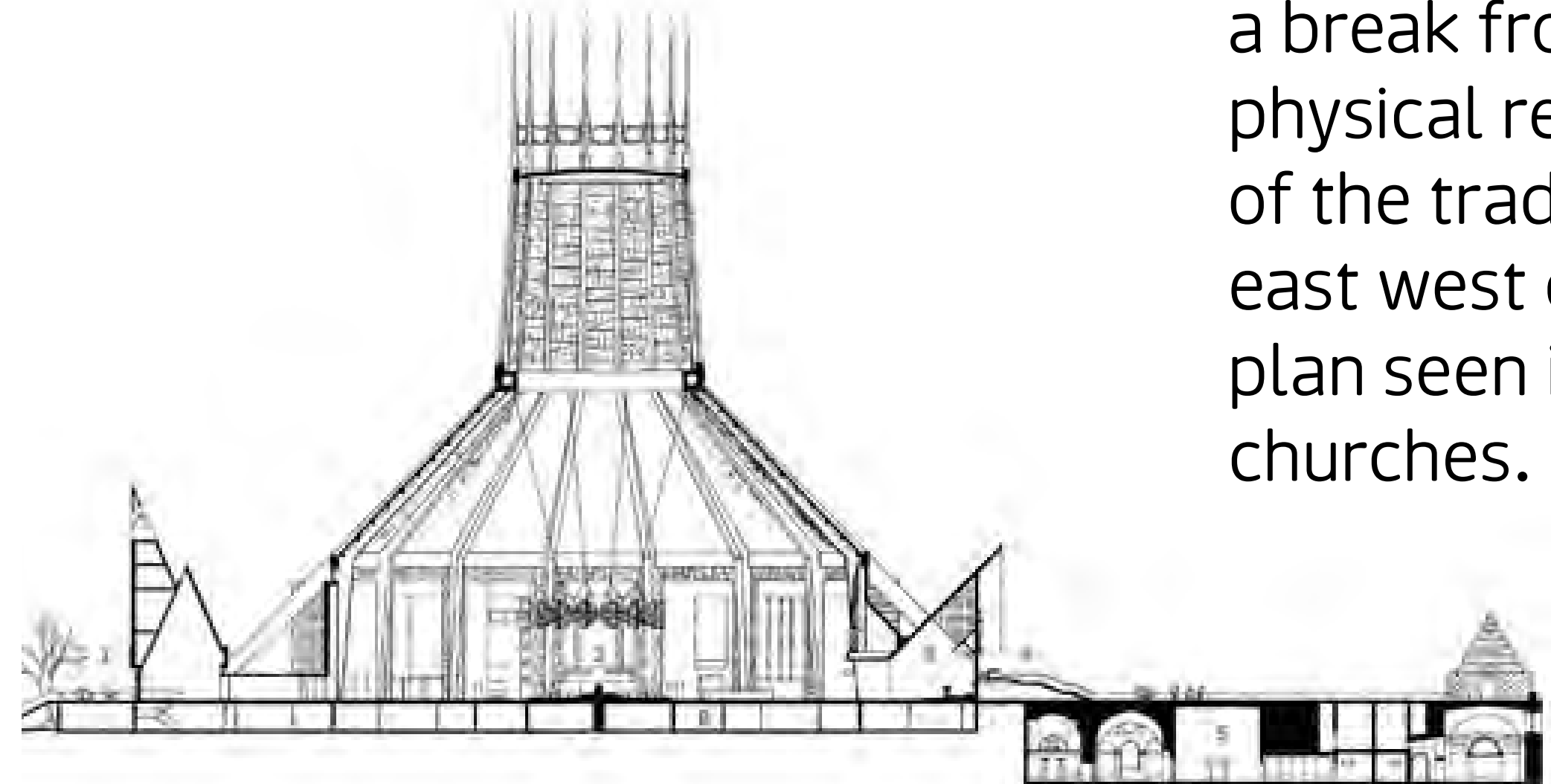


# 1 | UNDERSTANDING THE FORMAT - WORSHIP IN THE ROUND



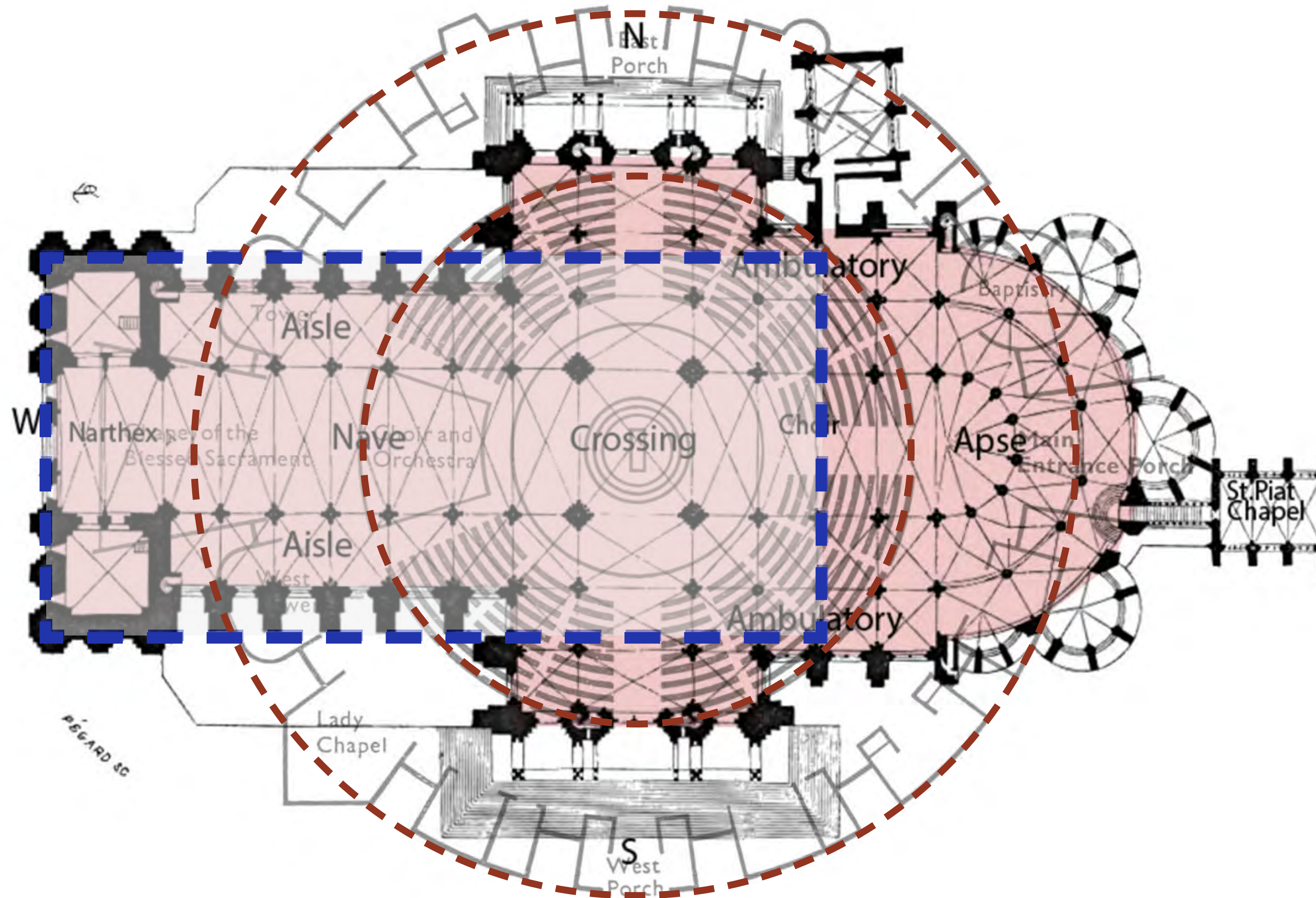
Liverpool Metropolitan Cathedral was designed to support congregation in the round. At the time this was a forward thinking layout.

This approach was a break from the physical restraint of the traditional east west cruciform plan seen in many churches.





# 1 | UNDERSTANDING THE FORMAT - TRUNCATED TRADITIONAL



This overlay demonstrates the format relationship between Liverpool (red dash circle) Traditional (Red fill) and the Victoria Cathedral, 'no choir' footprint (blue dash).

Working within the existing cathedrals physical constraints will be a critical factor when generating a refurbishment plan.

Included precedents are based on 'traditional' formats. These examples share the majority of physical components found at the Christchurch Cathedral in Victoria.



## 2 | OBSERVATIONS - BEAUTIFUL SPACES PRESENT GREAT POTENTIAL

There is potential to integrate the Chapel of New Jerusalem to expand the flexibility and functionality of the whole space.



Consideration should be given to the format and associated flexibility of the altar and the current fixed altar rail.

A re-configuration has the potential to unlock new ways of using the space for worship and other uses.



## 2 | OBSERVATIONS - BEAUTIFUL SPACES PRESENT GREAT POTENTIAL

There is potential to integrate the Chapel of New Jerusalem to expand the flexibility and functionality of the whole space.



The view west from the Chapel of New Jerusalem is exceptional.

It should be an important part of the visitor experience.

This aspect is also potentially valuable for performance and other functions.



## 2 | OBSERVATIONS - THE IMPACT ON APPROACH COULD BE AMPLIFIED

Expansion of the Narthex and celebration of the entry sequence could bring positive benefit to the context and streetscape.

A re-configuration could also improve the arrival experience and overall accessibility.



The introduction of a generous public space or shared surface at the west door could provide an exceptional civic space that situates the cathedral in its context.

This space has the potential to elevate the arrival sequence, generating a great experience for all.



---

### 3 | THE MOVE TOWARD FLEXIBLE SEATING

There is an overwhelming trend in many cathedrals to remove pews and deliver portable temporary seating in naves. This strategy has been successfully delivered in many historic churches across the world.

Examples are included on the following pages.

#### **Benefits include**

- open space
- flexible to choose format
- control of congregation density
- control of congregation size
- ease of re configuration.

#### **Include examples**

- Durham Cathedral
- St Paul's Cathedral
- control of congregation density
- control of congregation size
- ease of re-configuration.



### 3 | FLEXIBLE SEATING - DURHAM (MIX OF PORTABLE PEWS AND CHAIRS)





### 3 | FLEXIBLE SEATING - DURHAM (MIX OF PORTABLE PEWS AND CHAIRS)



Over 15 years ago Durham Cathedral introduced a hybrid of seats and portable pews.

This allows them to easily reformat to host events such as dinners and concerts.



3 | FLEXIBLE SEATING - DURHAM GALA DINNER





### 3 | FLEXIBLE SEATING - ST PAUL'S



St Paul's Cathedral deploys lightweight stackable seats.

This delivers flexibility to easily shape seating format and density.

<https://www.youtube.com/watch?v=oJBRIFD9504>  
[watch?v=oJBRIFD9504](https://www.youtube.com/watch?v=oJBRIFD9504)



### 3 | FLEXIBLE SEATING - ST PAUL'S





### 3 | FLEXIBLE SEATING - EXETER





### 3 | FLEXIBLE SEATING - EXETER



Exeter  
maximises  
format  
flexibility with  
stackable  
flexible seating.

The portable  
nave altar  
allows flexibility  
in terms of  
worship format  
and ease of re-  
configuration  
for concerts.

[http://www.  
peterstephens.co.uk/  
content/virtual-tours/  
exeter-cathedral/  
virtualtour.html](http://www.peterstephens.co.uk/content/virtual-tours/exeter-cathedral/virtualtour.html)



---

## 4 | A FLEXIBLE PORTABLE NAVE ALTAR

The altar is seen as one of the most spiritual and significant features of any church.

The majority of precedents retain the high altar in the east choir, and situate a day to day altar close to the crossing.

The crossing and east choir do not exist in Victoria. This places the nave altar as the primary focus.

### **Benefits include**

- total flexibility to use space creatively
- can be relocated in the church to support different formats
- can support non-religious functions without conflict of purpose
- breaks down perceived iconographic barriers with the non Christian community who may like to attend an event at the church.

### **Include examples**

- Exeter Cathedral
- St Paul's Cathedral, London
- New York Anglican Cathedral
- St Pancras Old Church, London.



## 4 | FLEXIBLE ALTAR ACCOMMODATES PERFORMANCE - EXETER





## 4 | FLEXIBLE ALTAR ACCOMMODATES PERFORMANCE - EXETER





## 4 | FLEXIBILITY IN THE NAVE TO ACCOMMODATE PERFORMANCE - ST PAUL'S





## 4 | FLEXIBILITY IN THE NAVE TO ACCOMMODATE PERFORMANCE - NEW YORK





## 4 | FLEXIBILITY IN THE NAVE TO ACCOMMODATE PERFORMANCE - NEW YORK





## 4 | FLEXIBILITY IN THE NAVE TO ACCOMMODATE PERFORMANCE - ST PANCRAS OLD CHURCH





## 4 | FLEXIBILITY IN THE NAVE TO ACCOMMODATE PERFORMANCE - ST PANCRAS OLD CHURCH



St Pancras Old Church, London has evolved into a flexible parish church that supports its congregation whilst also functioning as a significant music venue.





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## 5 | A FLEXIBLE NAVE FOR COMMUNITY USE

Many churches have modernised seating provision to create flexible 'pewless' worship space. This has delivered an opportunity for communities to broaden the type of activities offered in their churches and increase visitor numbers.

This flexibility to repurpose the nave space in cathedrals offers endless opportunity to find new ways of engaging visitors in activities secondary to traditional worship.

**Benefits include**

- total flexibility to use space creatively
- flexibility to host a variety of events
- ability to quickly reconfigure space to support different activities.

**Include eamples**

- Newcastle Cathedral
- Norwich Cathedral
- Wakefield Cathedral.



5 | A FLEXIBLE NAVE - COMMUNITY USE NEWCASTLE





## 5 | A FLEXIBLE NAVE - COMMUNITY USE NORWICH





## 5 | A FLEXIBLE NAVE - COMMUNITY USE NORWICH

The flexibility of portable furniture has enabled Norwich to innovate in terms of nave activities.

The rood screen and the traditional choir help to define 'sacred' sanctuary space vs. community use in the open nave.

Bleacher seats for performance.





## 5 | A FLEXIBLE NAVE - COMMUNITY USE NORWICH





## 5 | A FLEXIBLE NAVE - COMMUNITY USE NORWICH





## 5 | A FLEXIBLE NAVE - WAKEFIELD





5 | A FLEXIBLE NAVE - WAKEFIELD





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## 6 | PUBLIC SPACE ON APPROACH GIVES CONTEXTUAL PRESENCE TO CATHEDRALS

The entrance sequence to many of the worlds most famous cathedrals share common features such as:

- a bold composition visibly identifiable from afar
- formal approach up steps
- a public forecourt in the format of a square, shared civic surface or a simple publicly accessible space.

### **Benefits include**

- facilitating attendance at church
- promoting the church in context
- safe space for people to gather before or after service, or on special occasions.

### **Include examples**

- Notre Dame Paris
- Westminster Abbey London
- York Minster.



## 6 | PUBLIC SPACE ON APPROACH GIVES CONTEXTUAL PRESENCE TO CATHEDRALS





## 6 | PUBLIC SPACE ON APPROACH GIVES CONTEXTUAL PRESENCE TO CATHEDRALS





## 6 | PUBLIC SPACE ON APPROACH GIVES CONTEXTUAL PRESENCE TO CATHEDRALS





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## 6 | ACCOMMODATING F+B AND CAFE SPACE CREATES NEW AMENITY WITHIN CHURCHES

Cafe space has been provided as part of the refurbishment of a number of churches. The cafes offer a new amenity that improves the experience for current congregations whilst acting to attract new visitors.

Cafes can be included as, low key pop up facilities, integrated installations that fit into the existing built fabric or as new associated venues.

### **Benefits include**

- increased dwell time
- increased visitor number
- infrastructure to assist event hosting
- use throughout the day and the week.

### **Include examples**

- Chester Refectory
- Antwerp Cathedral
- All Saints Hereford.

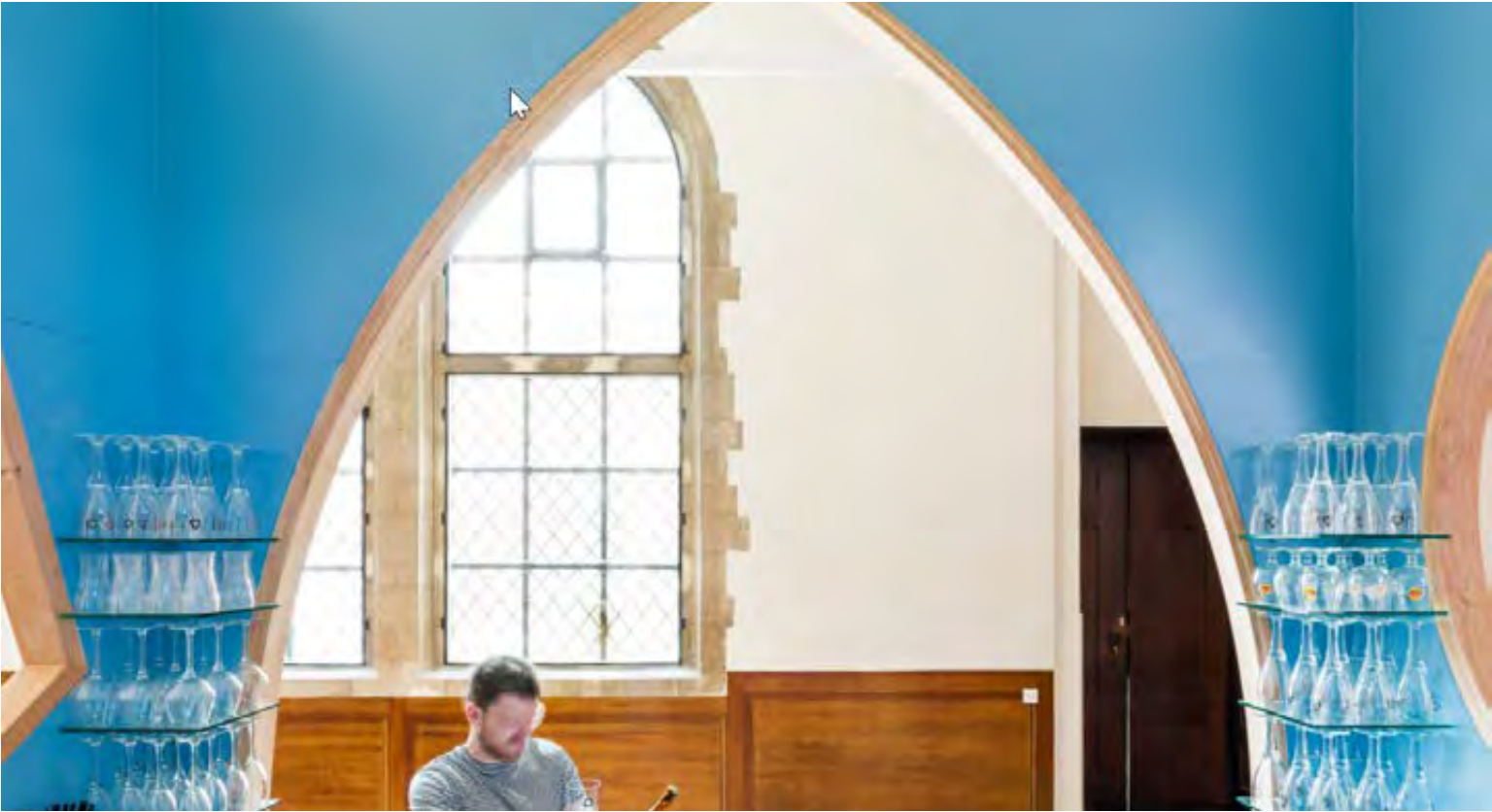


## 7 | CAFE ACCOMMODATED WITHIN THE EXISTING BUILDING - CHESTER





7 | CAFE ACCOMMODATED WITHIN THE EXISTING BUILDING - ANTWERP, A POP UP





## 7 | CAFE ACCOMMODATED WITHIN THE EXISTING BUILDING - ALL SAINTS HEREFORD





## 7 | CAFE ACCOMMODATED WITHIN THE EXISTING BUILDING - ALL SAINTS HEREFORD





## 7 | CAFE ACCOMMODATED WITHIN THE EXISTING BUILDING, RE-PURPOSING UNDER UTILISED SPACES





## 7 | CAFE ACCOMMODATED WITHIN THE EXISTING BUILDING, RE-PURPOSING UNDER UTILISED SPACES





## 7 | CAFE, A MODERN ADDITION - CARLISLE OLD AND NEW





## 7 | CAFE, A MODERN ADDITION - CARLISLE OLD AND NEW





## 7 | CAFE, A MODERN ADDITION - NORWICH





## 7 | CAFE, A MODERN ADDITION - NORWICH





## 7 | CAFE, A MODERN ADDITION - WINCHESTER









# CONCEPT SKETCHES IN CONTEXT | LONDON

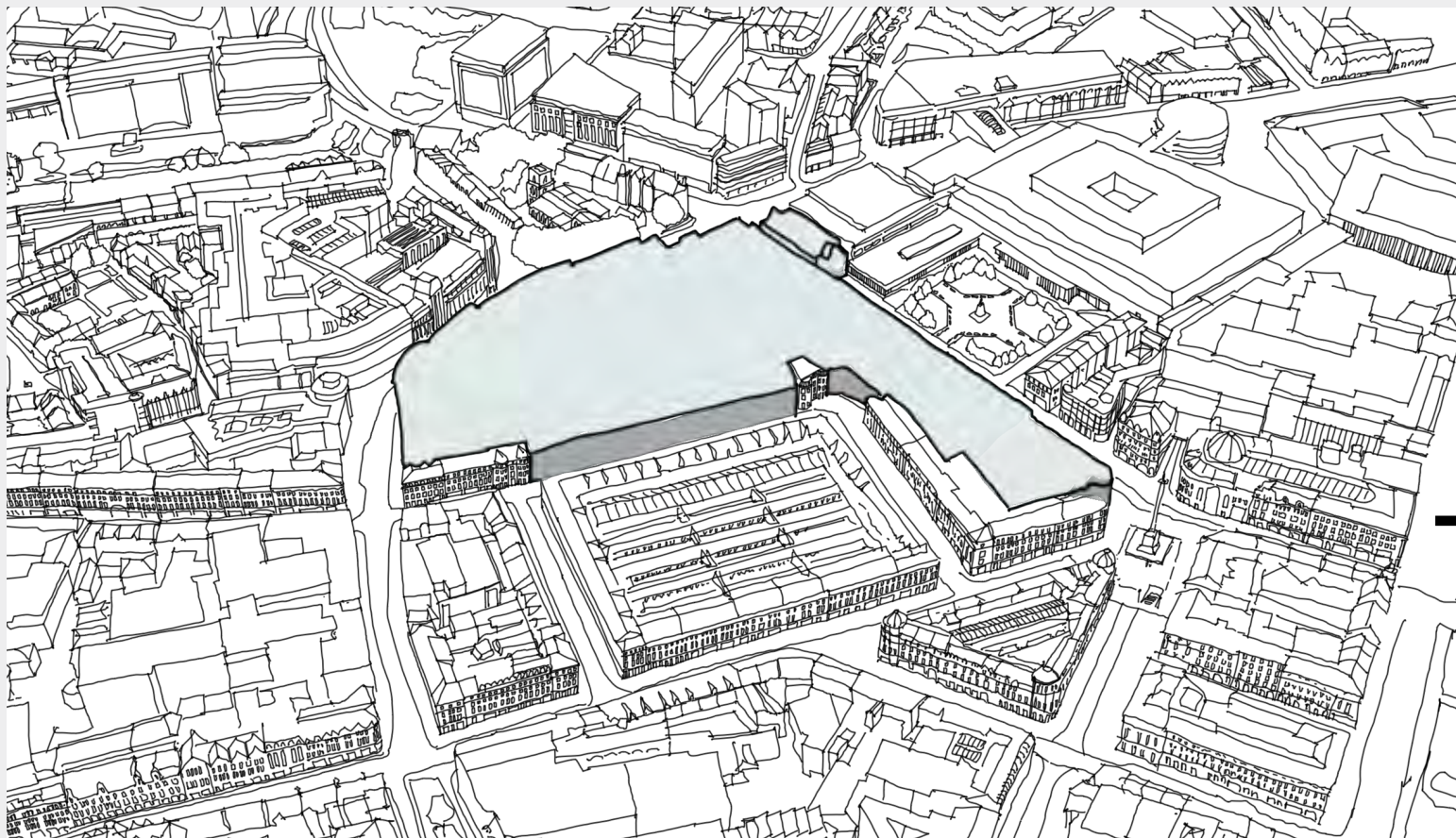




# THE CITY - A PLACE OF EXCHANGE

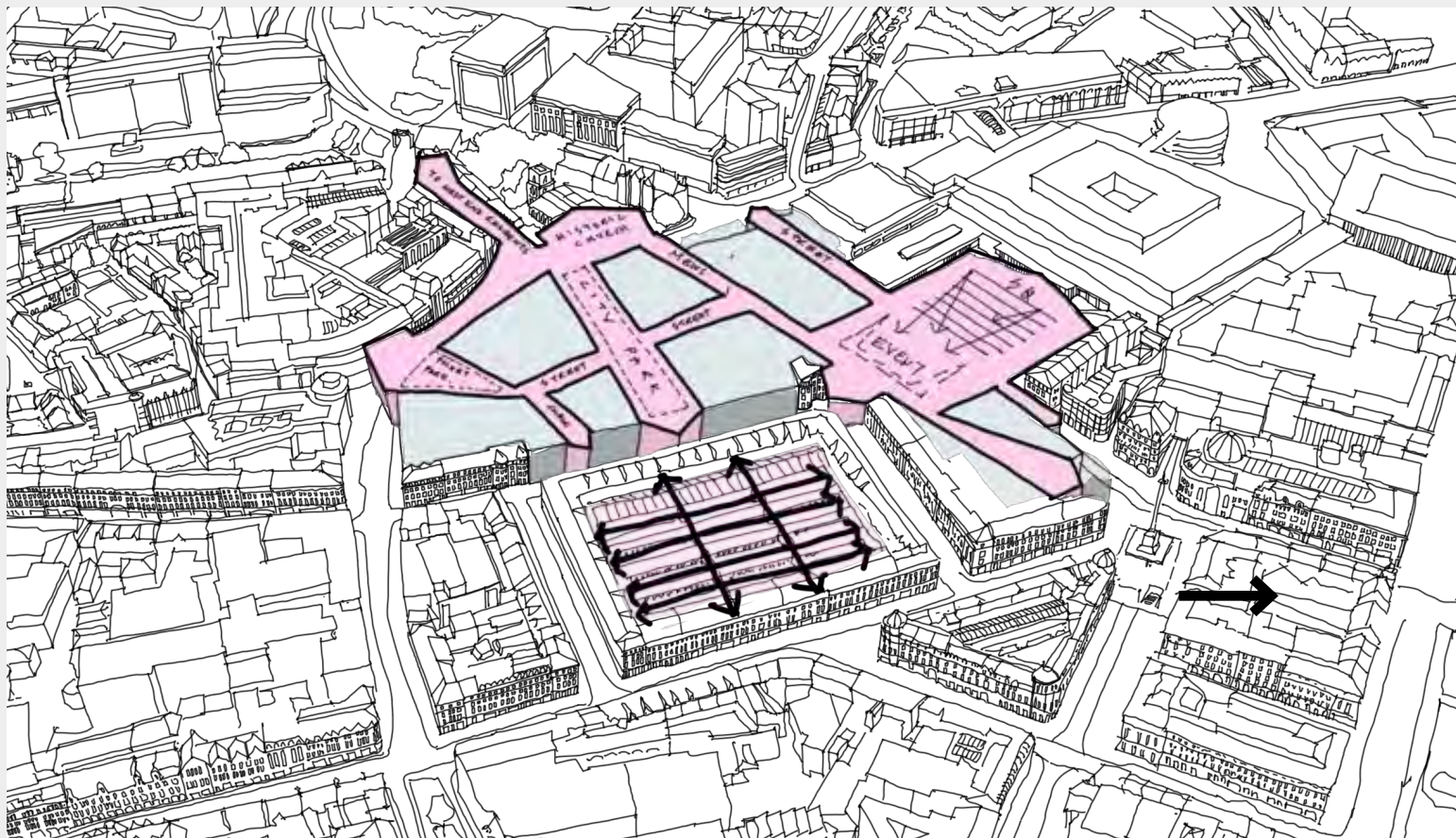
Cities are critical to sustainable futures; they are layered places for commercial, physical, social and cultural exchange.

Large-format retail mall



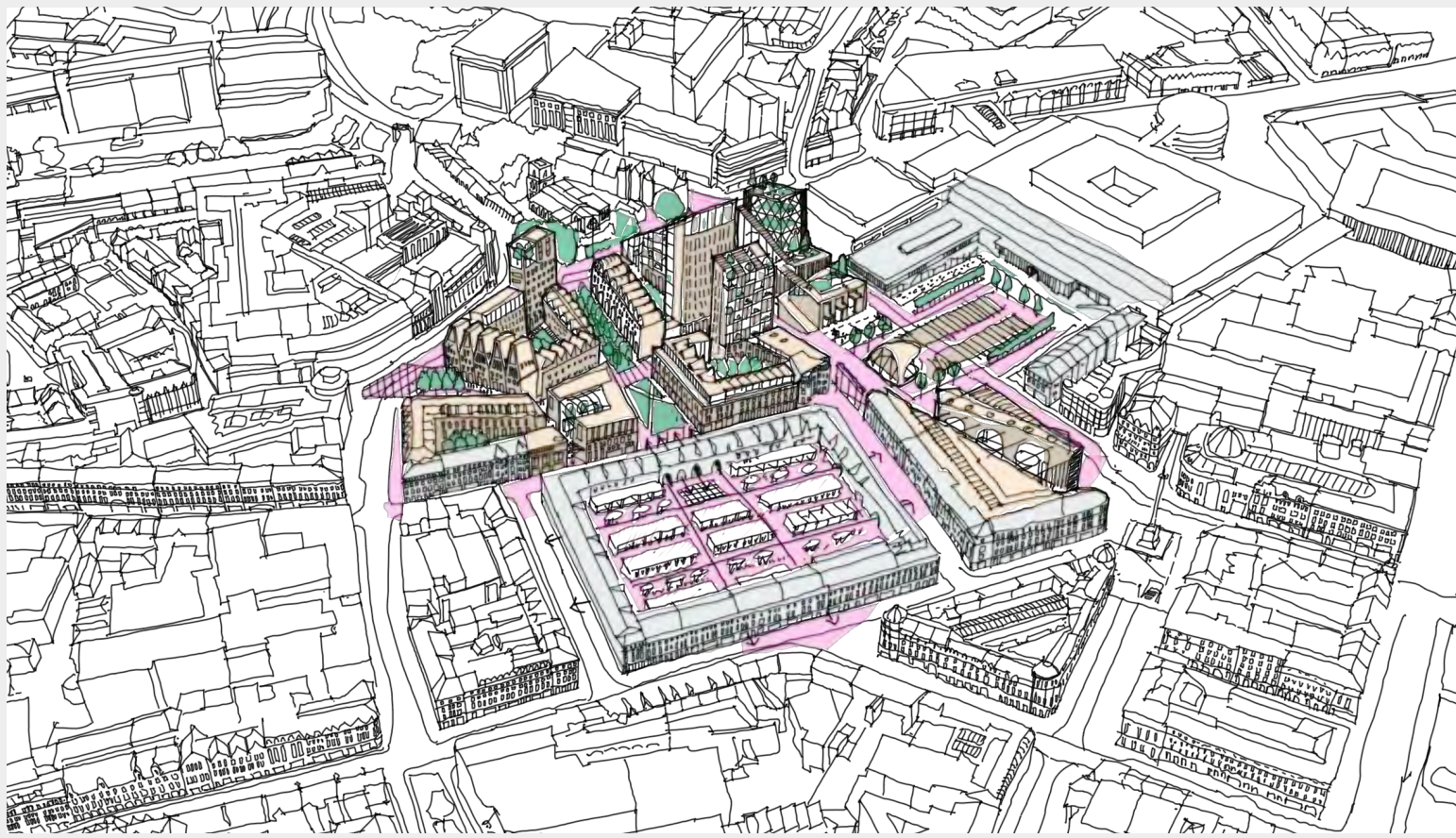
Post-war city planning erased our streets - replacing them with large-format inward-looking retail monoliths.

Reconnect. Repurpose. Replace



We believe in the value of looking back and reaching forward by reconnecting our streets and creating new opportunity in our cities for tomorrow.

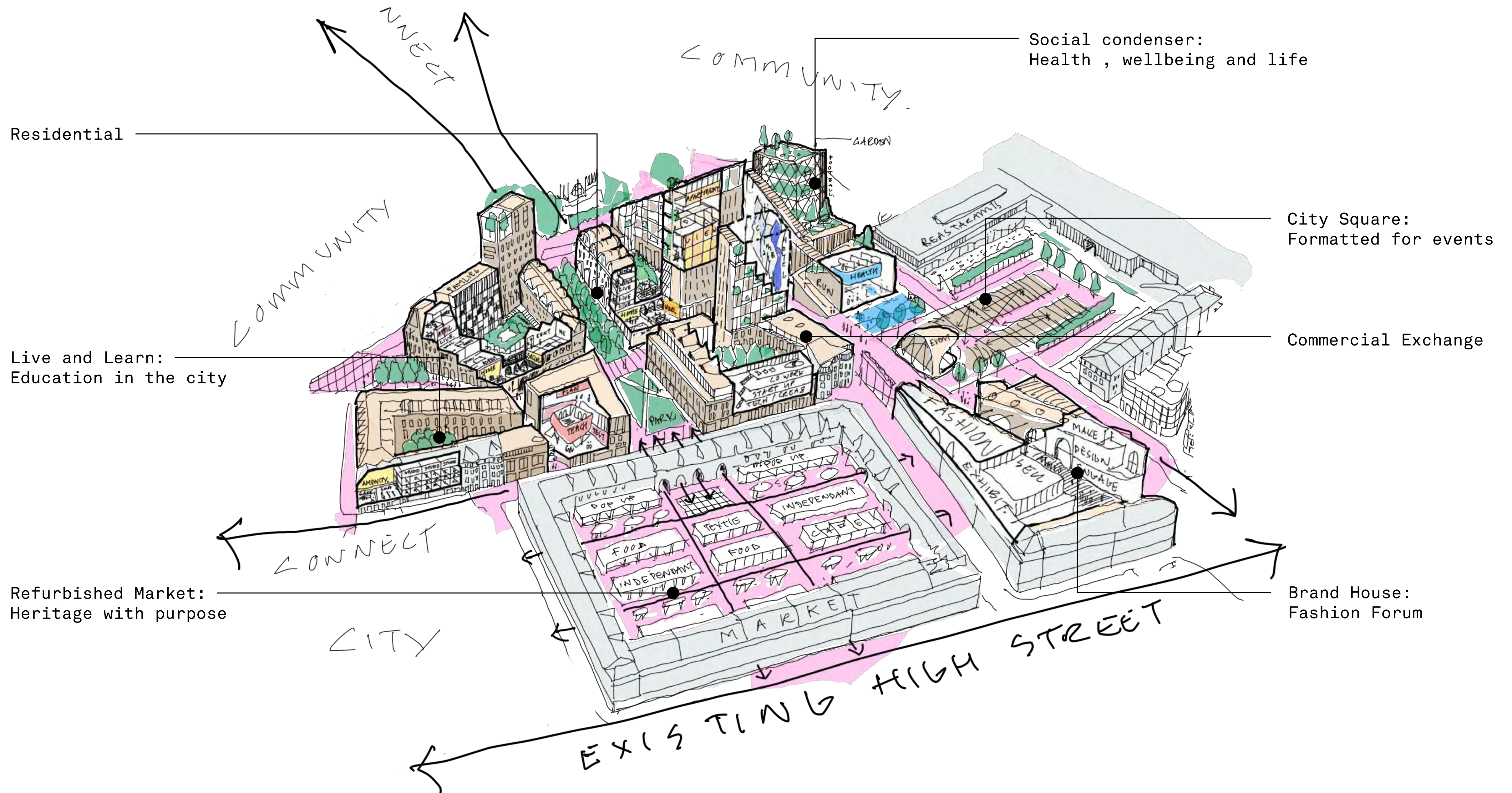
A street-focused city full of life:  
A vibrant mix



Cities are brought to life by the rich mix of activities that support sustainable communities.

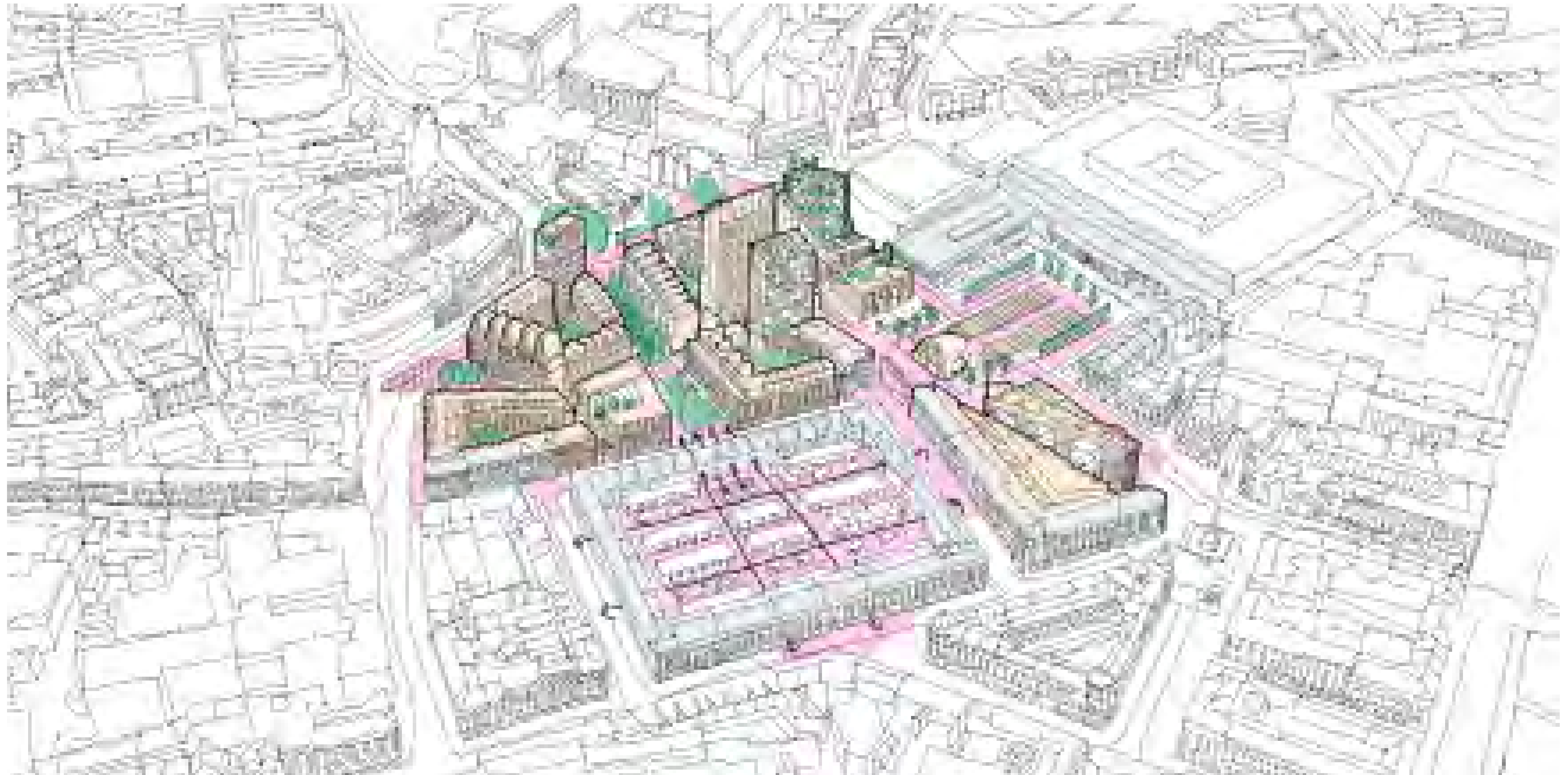


## THE CITY - A PLACE OF EXCHANGE



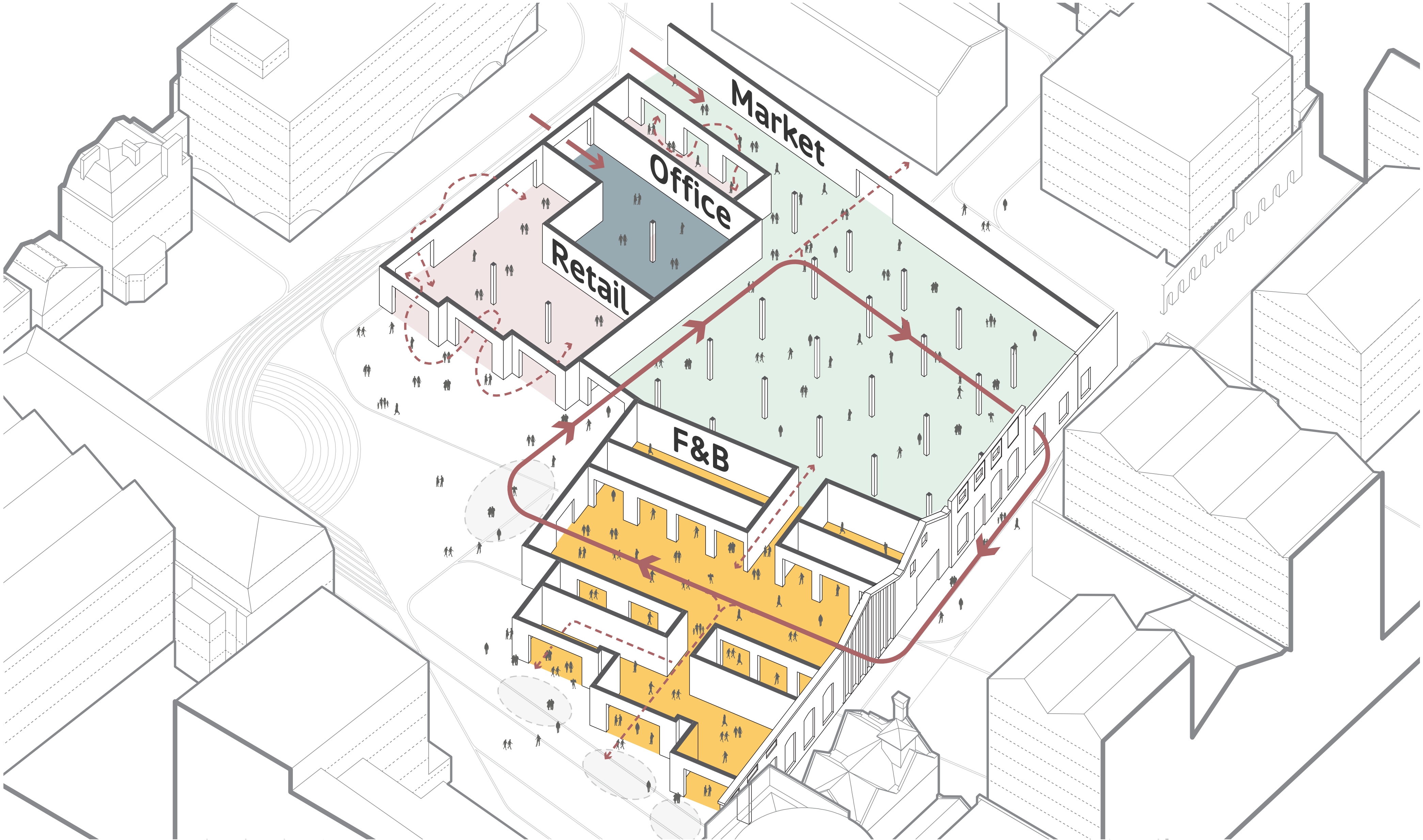


## CONCEPT SKETCHES IN CITY CONTEXT





SIMPLE SKETCHES DESCRIBE MOVEMENT, ARRIVAL AND USE





# CONCEPT SKETCHES DESCRIBE INTERNAL LAYOUT

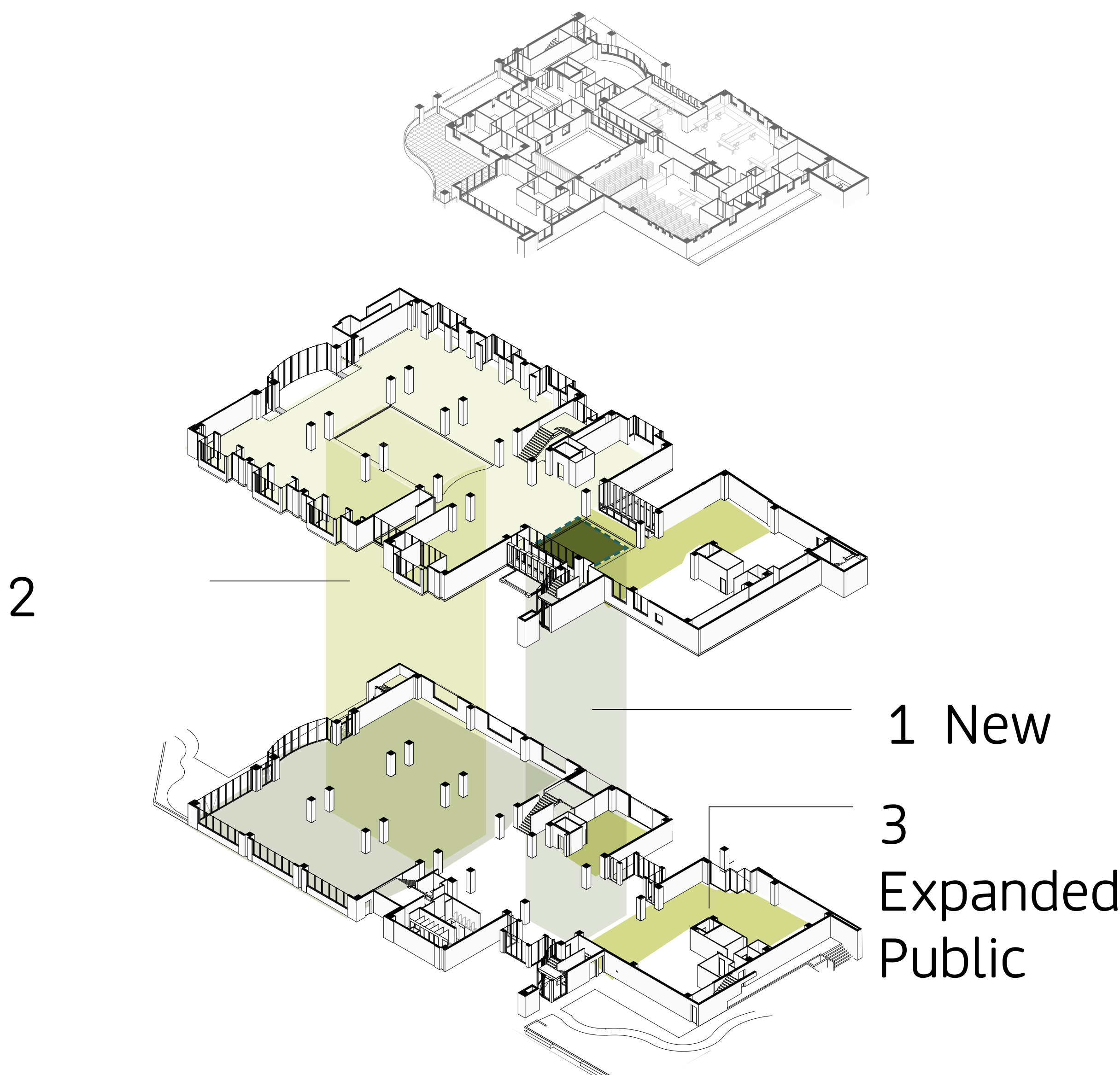
## CONCEPT DESIGN

### 1 Celebrated Arrival

- Improved sense of welcoming
- Improved visual connections and clear wayfinding
- Community reflected in the library

### 2 Integrated Library Landscape

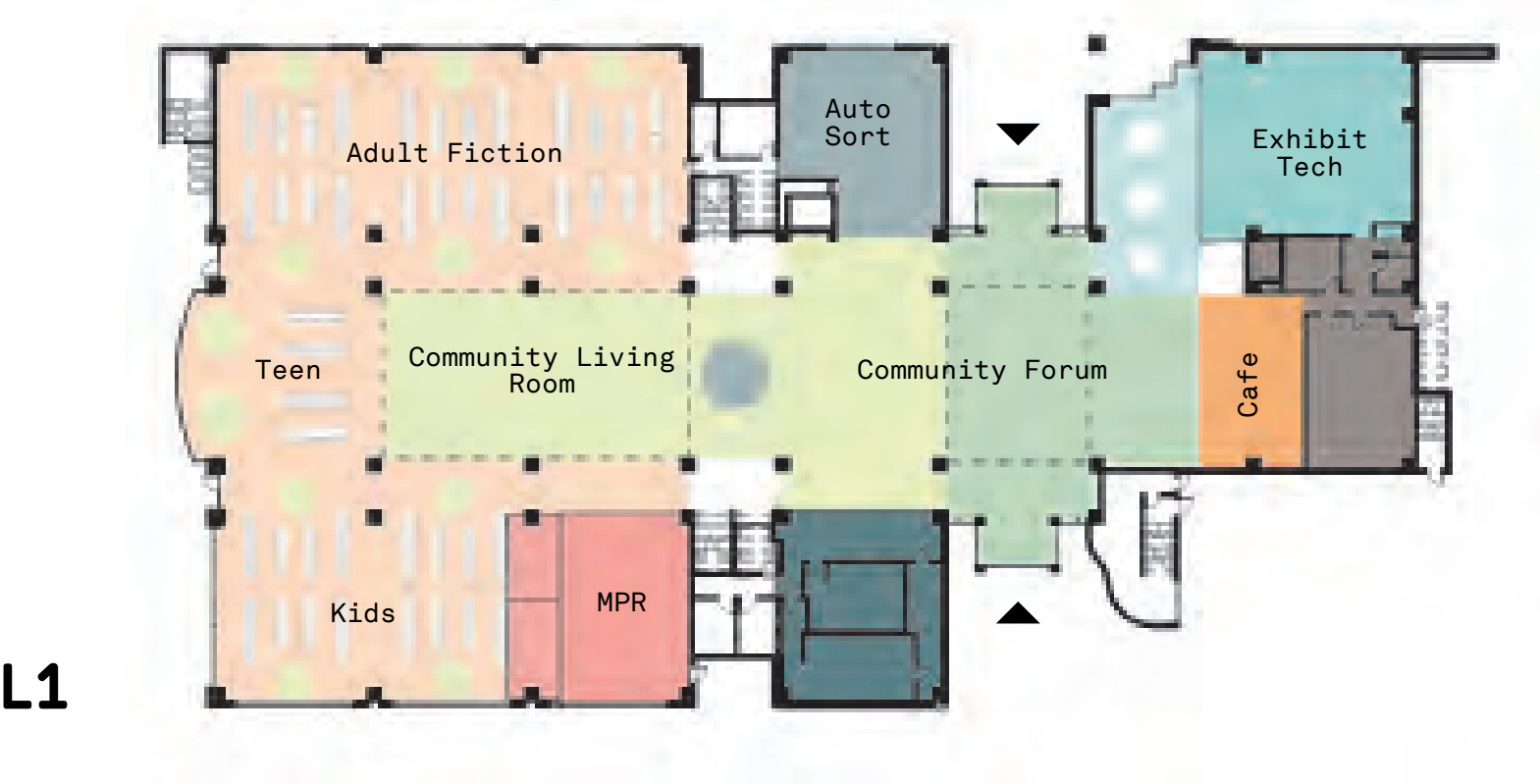
- Vertical connectivity between levels
- Multi-generational flow between departments



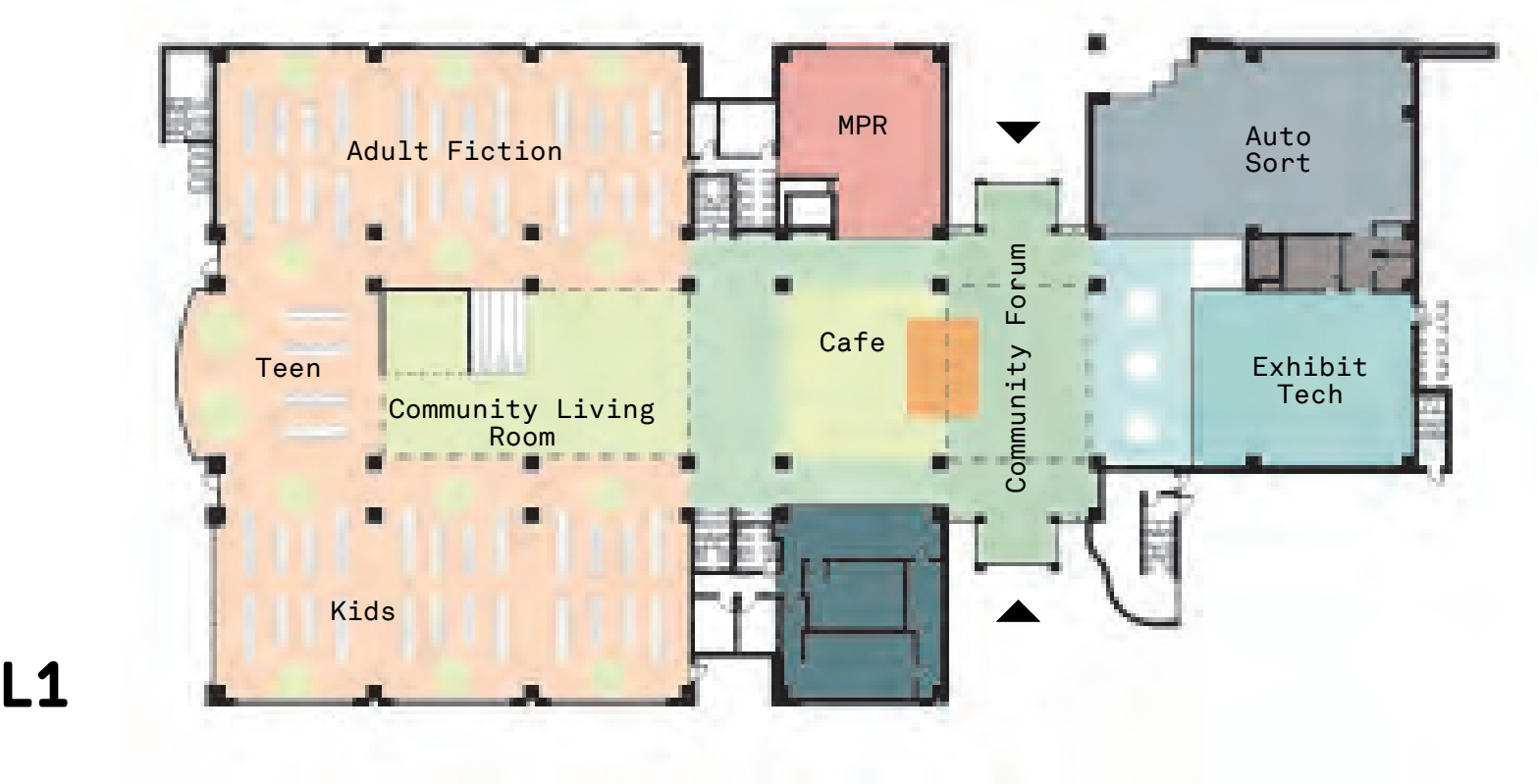


# PLAN OPTIONS COMMUNICATE INTERNAL LAYOUT OPTIONS

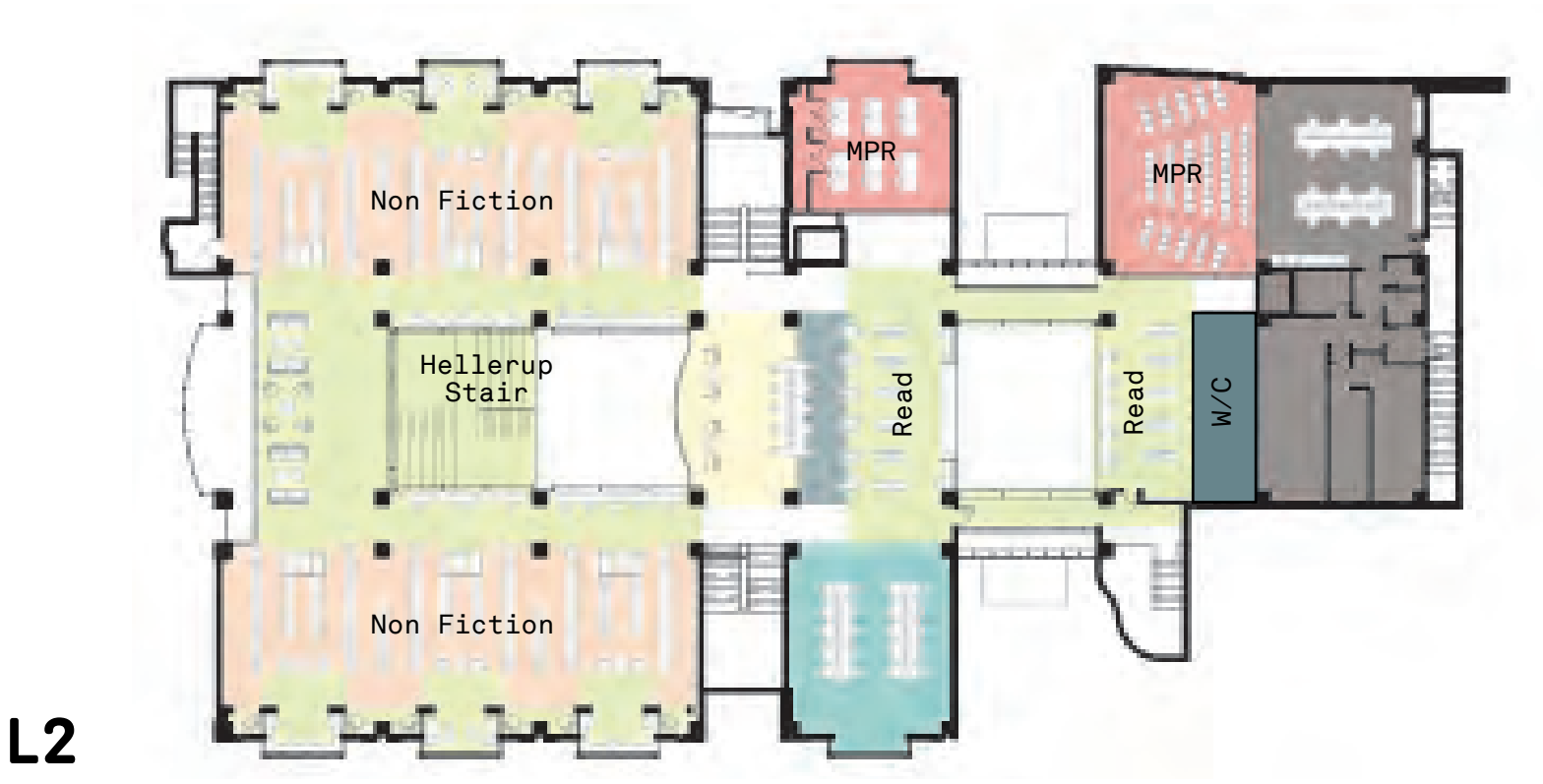
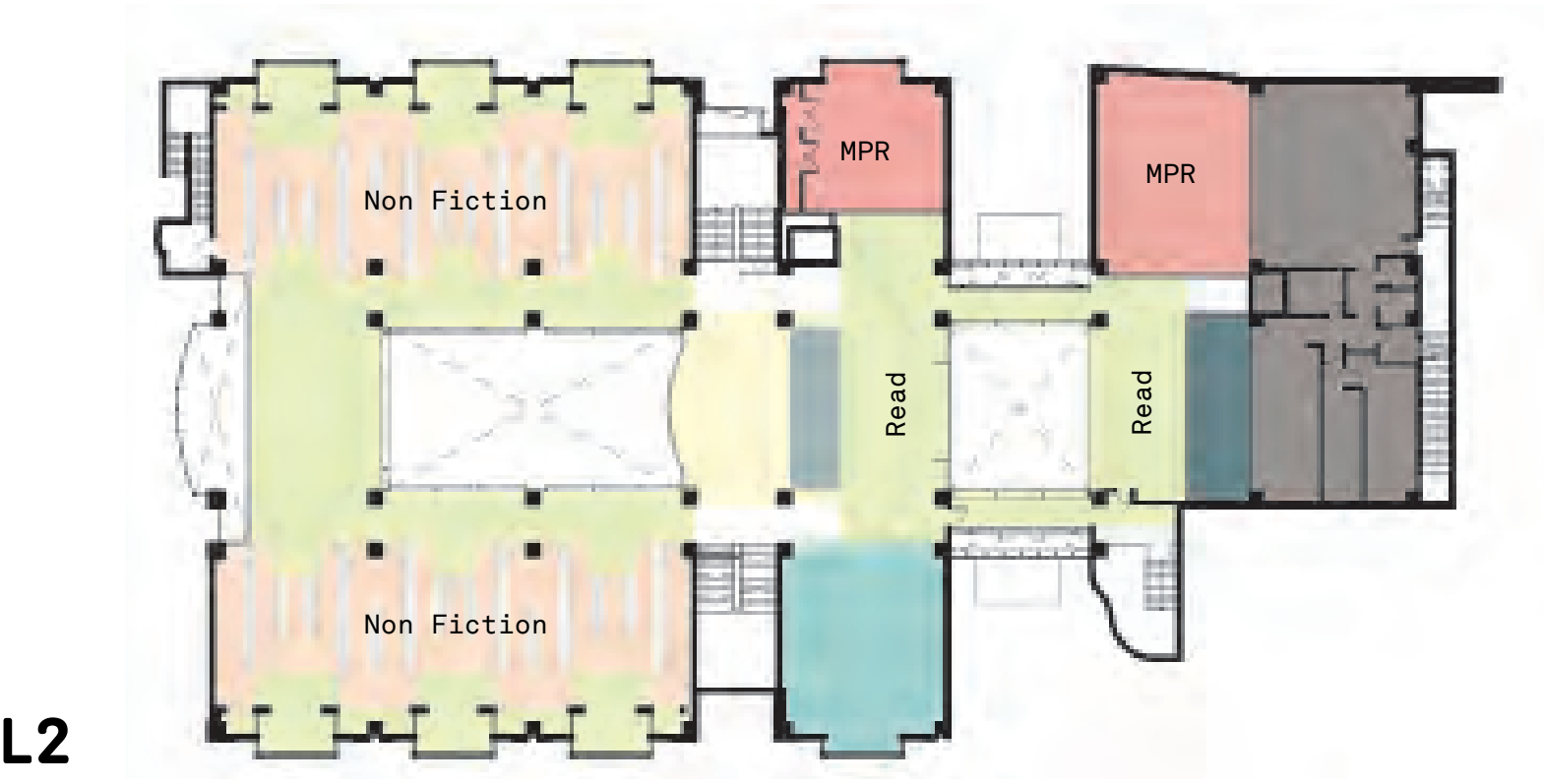
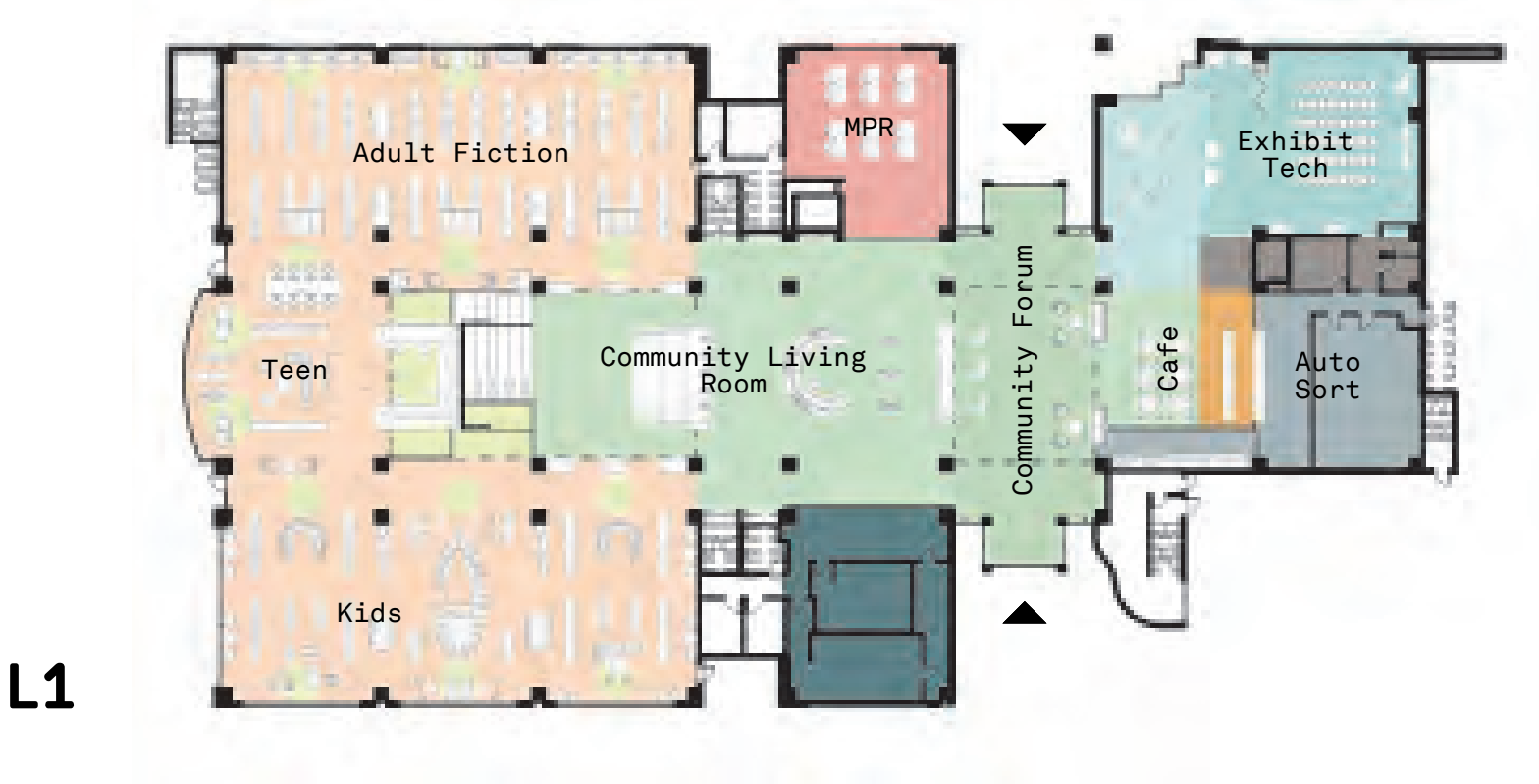
OPTION 1



OPTION 2

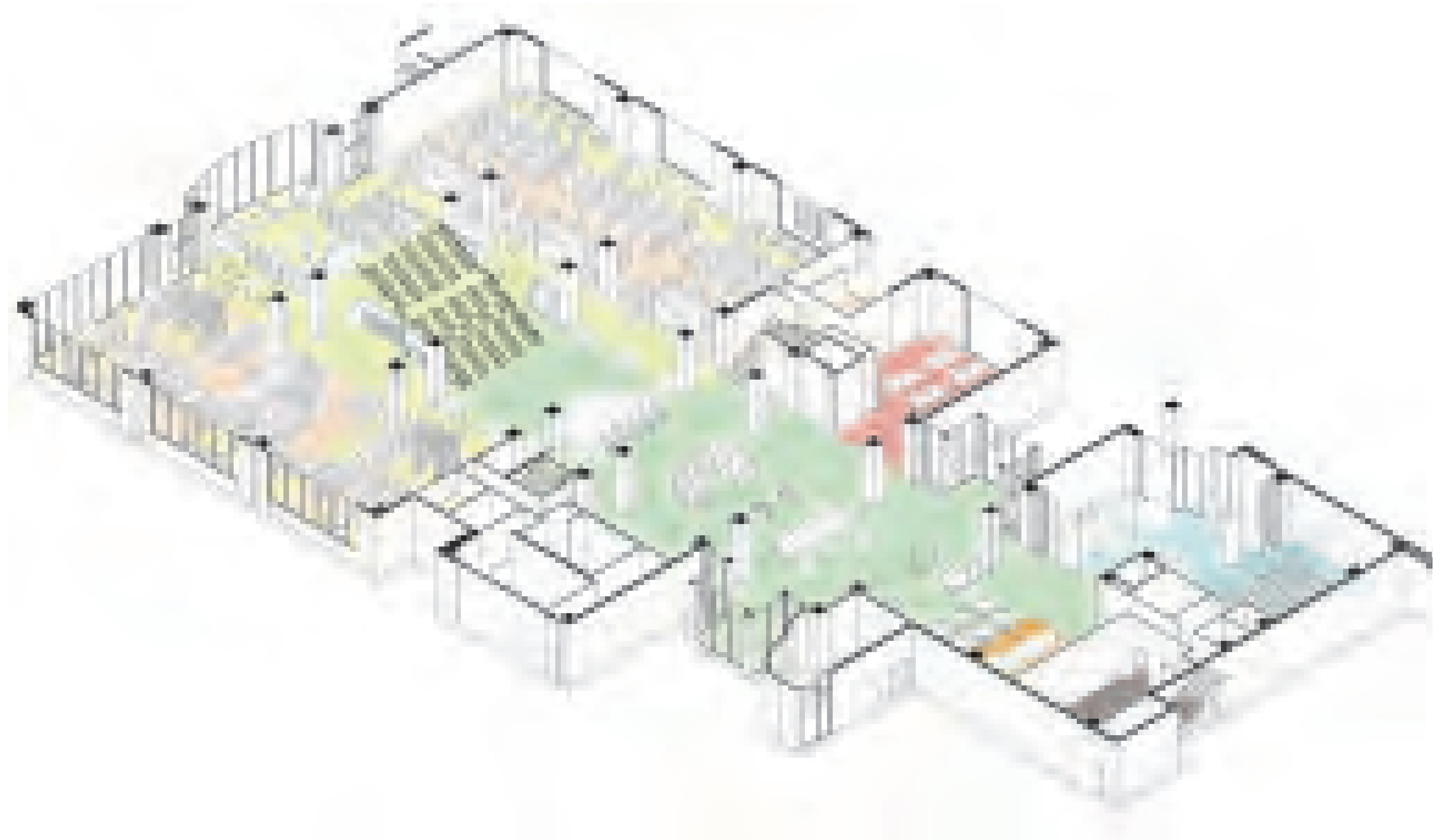


OPTION 3





## 3D SPATIAL STUDY COMMUNICATE VOLUME AND USE





# CONCEPT RENDERING COMMUNICATES A SENSE OF PLACE



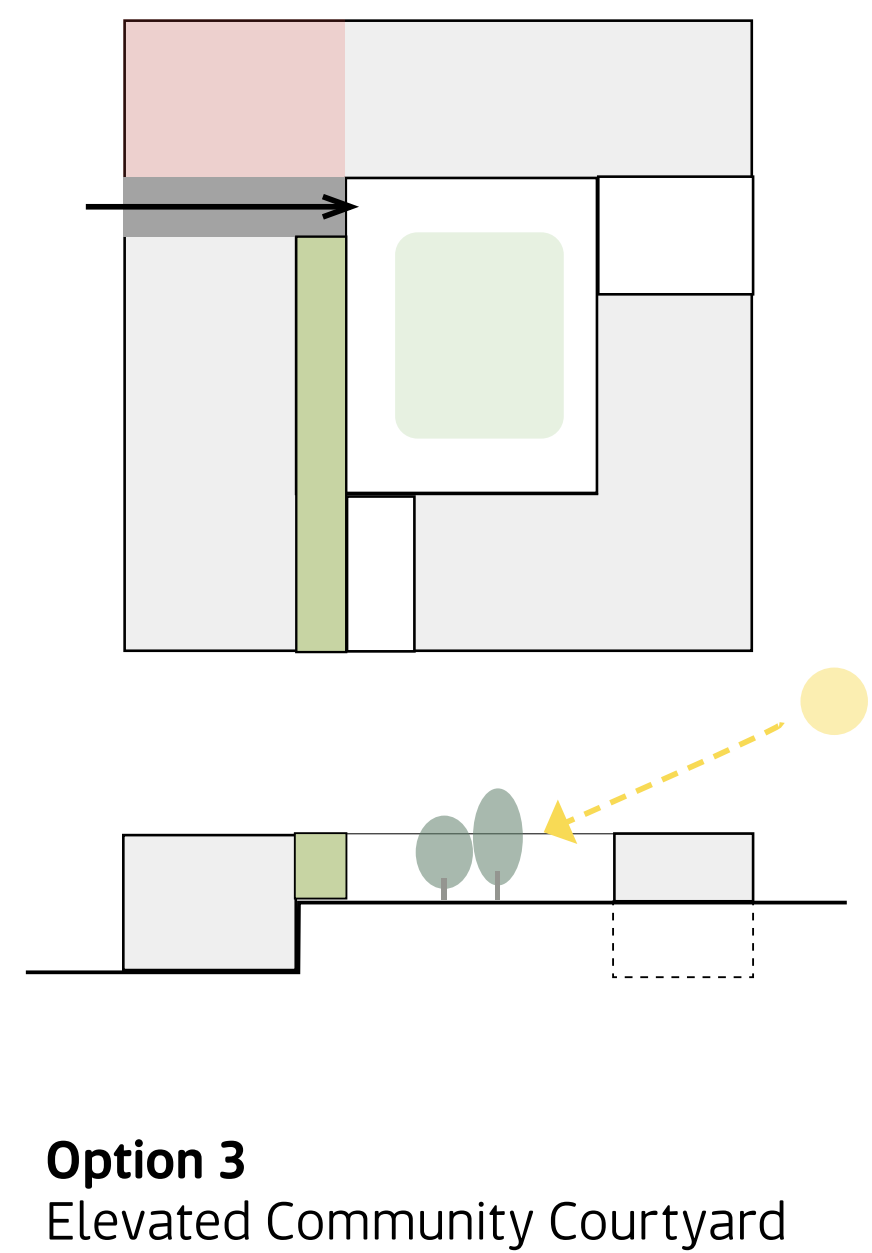
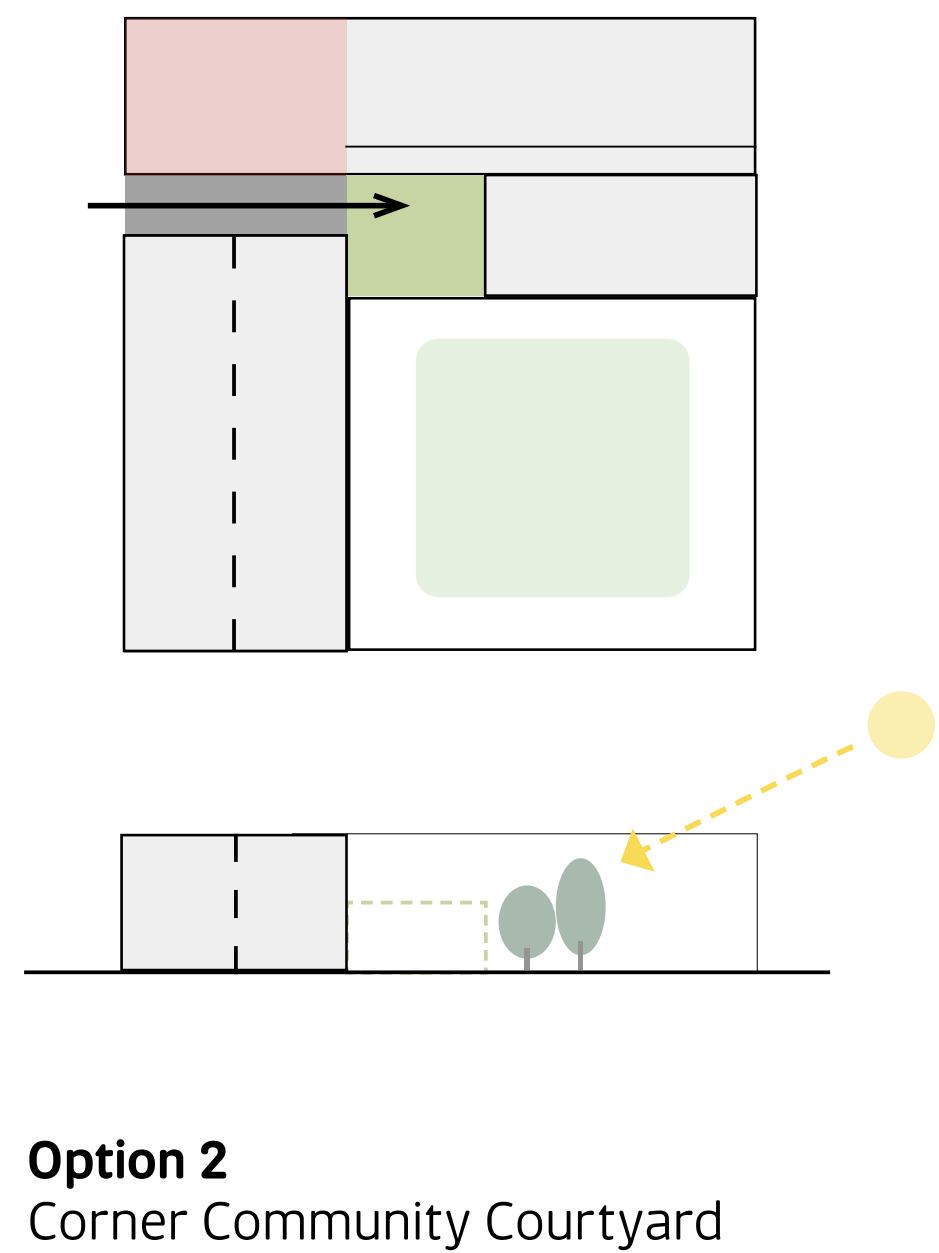
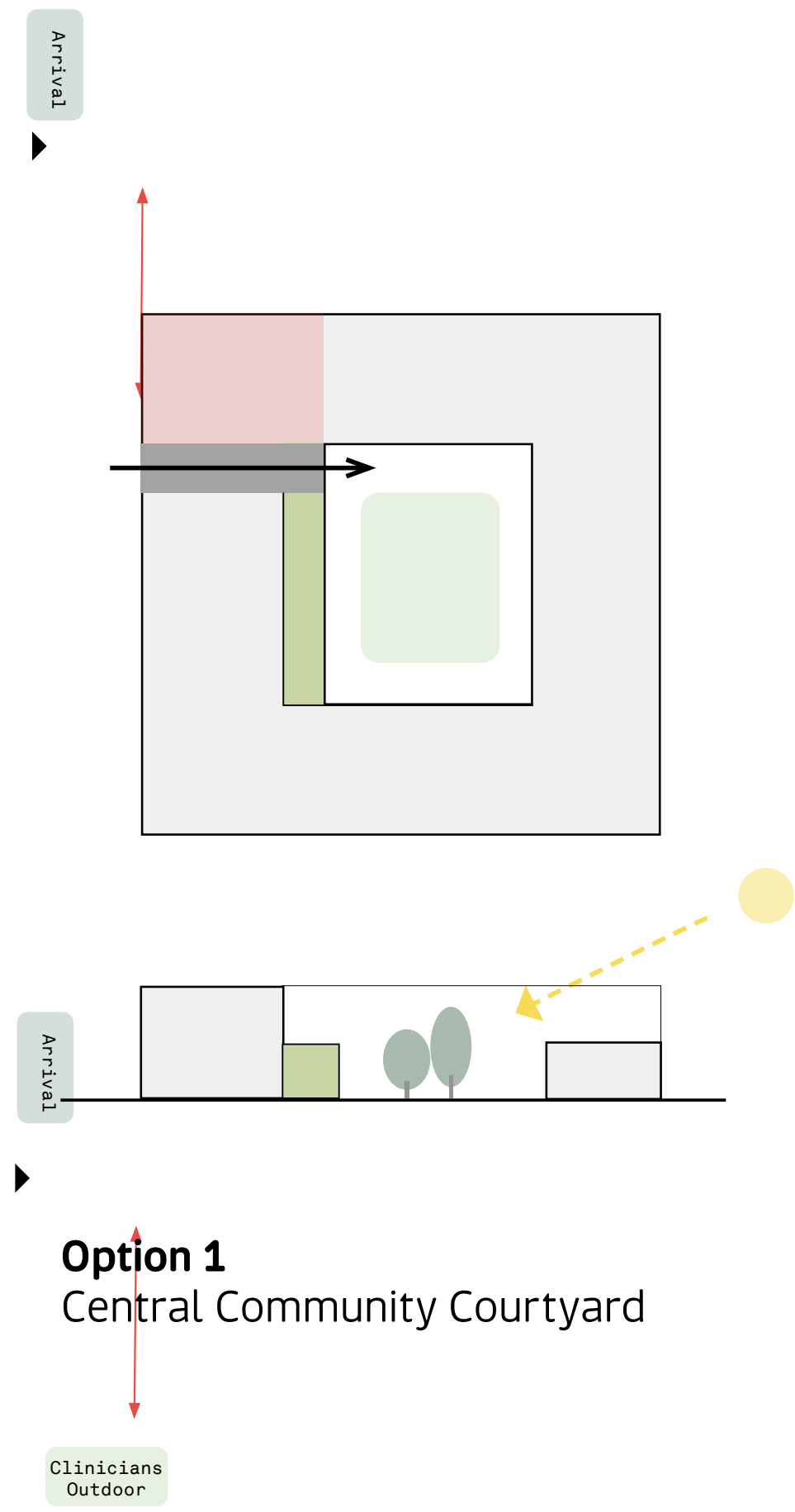


# CONCEPT RENDERING COMMUNICATES A SENSE OF PLACE

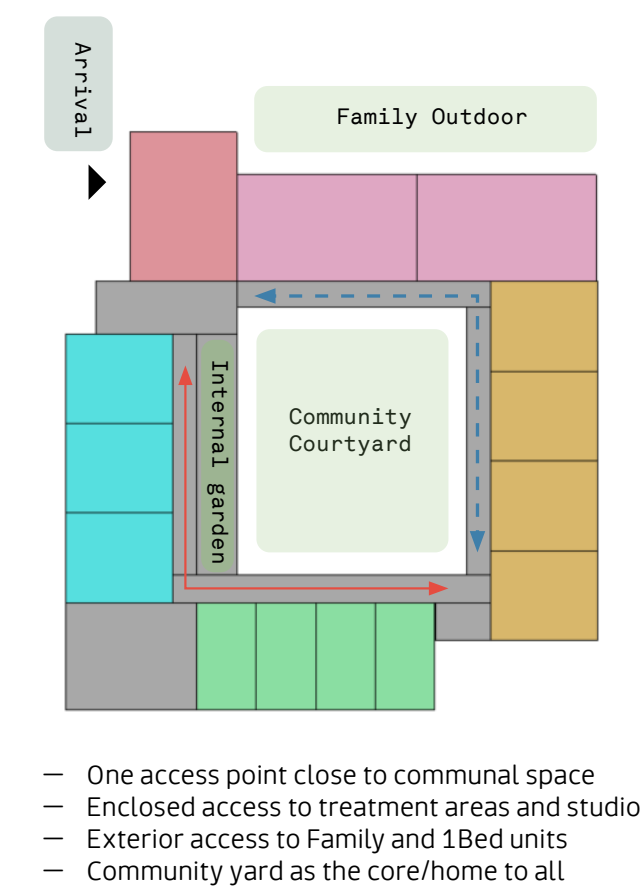




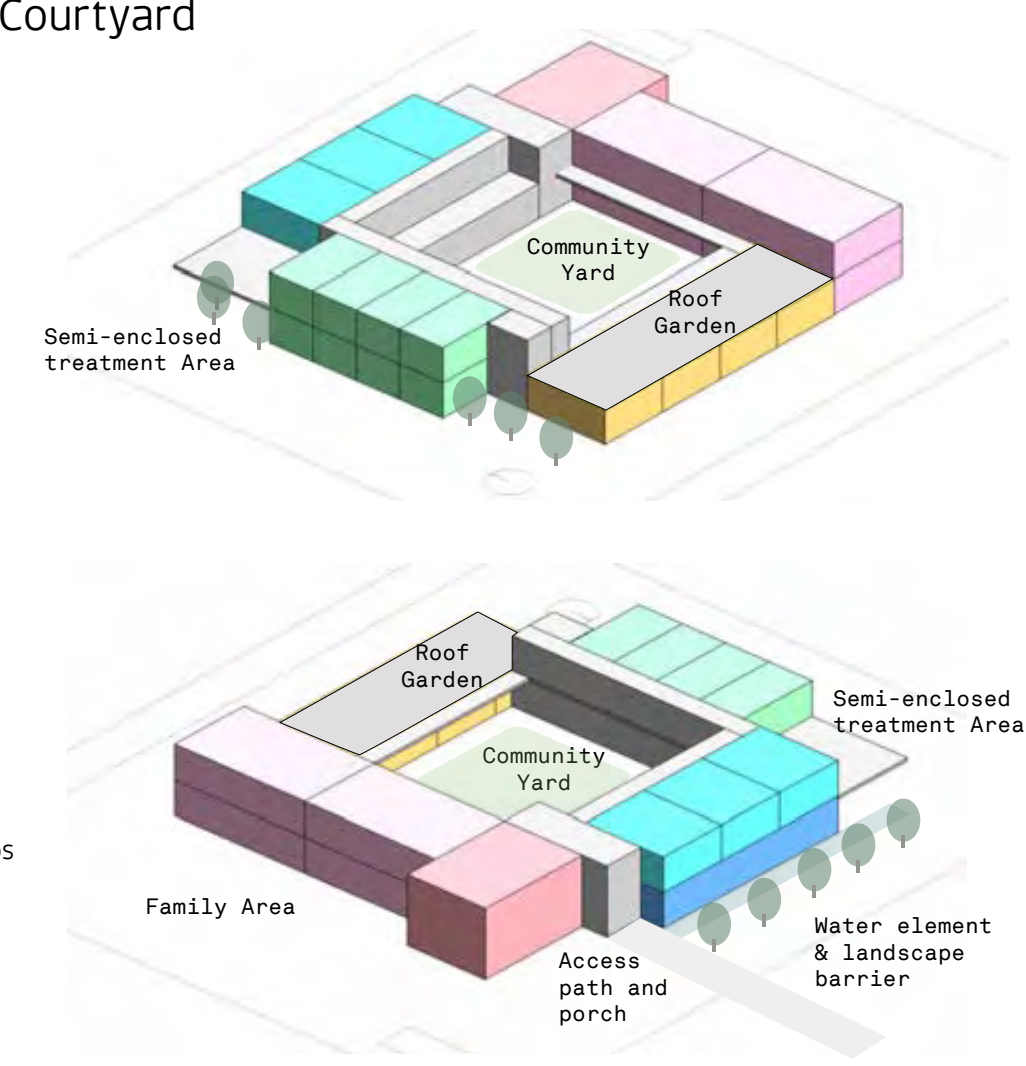
# CONCEPT SKETCHES SITE PLANNING AND CAPACITY



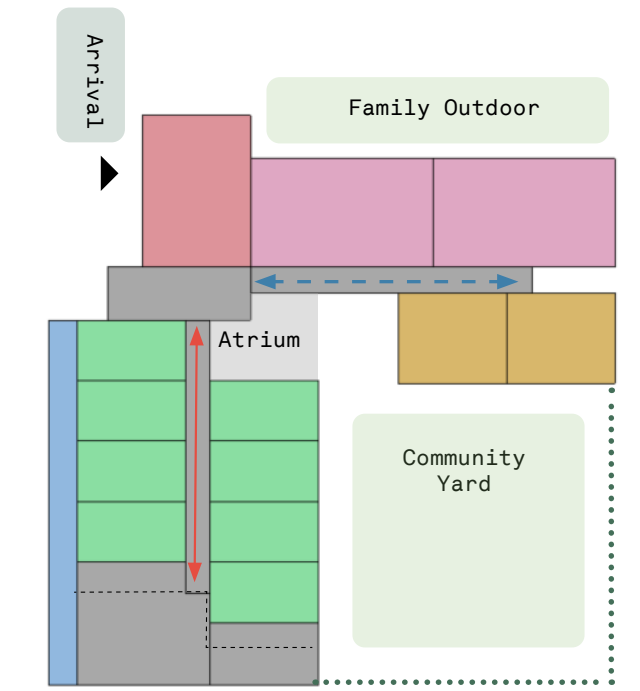
Option 1 - Central Community Courtyard



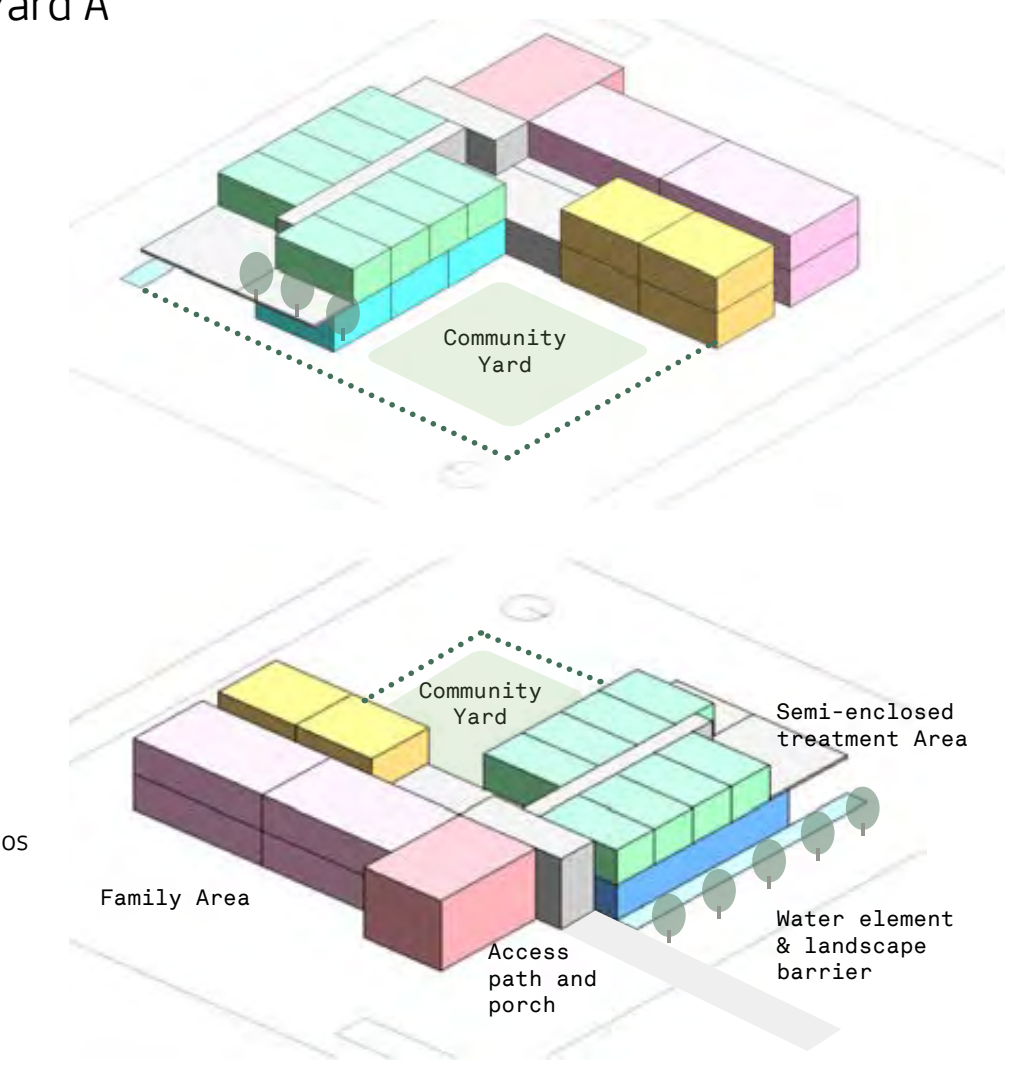
- One access point close to communal space
- Enclosed access to treatment areas and studios
- Exterior access to Family and 1Bed units
- Community yard as the core/home to all



Option 2A - Open Community Yard A



- One access point close to communal space
- Enclosed access to treatment areas and studios
- Gallery access to Family and 1 bed units
- Open to landscape community yard





# CONCEPT SKETCHES MASSING, USE AND IDENTITY





## CONCEPT SKETCH COMMUNICATES A SENSE OF PLACE



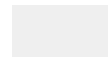





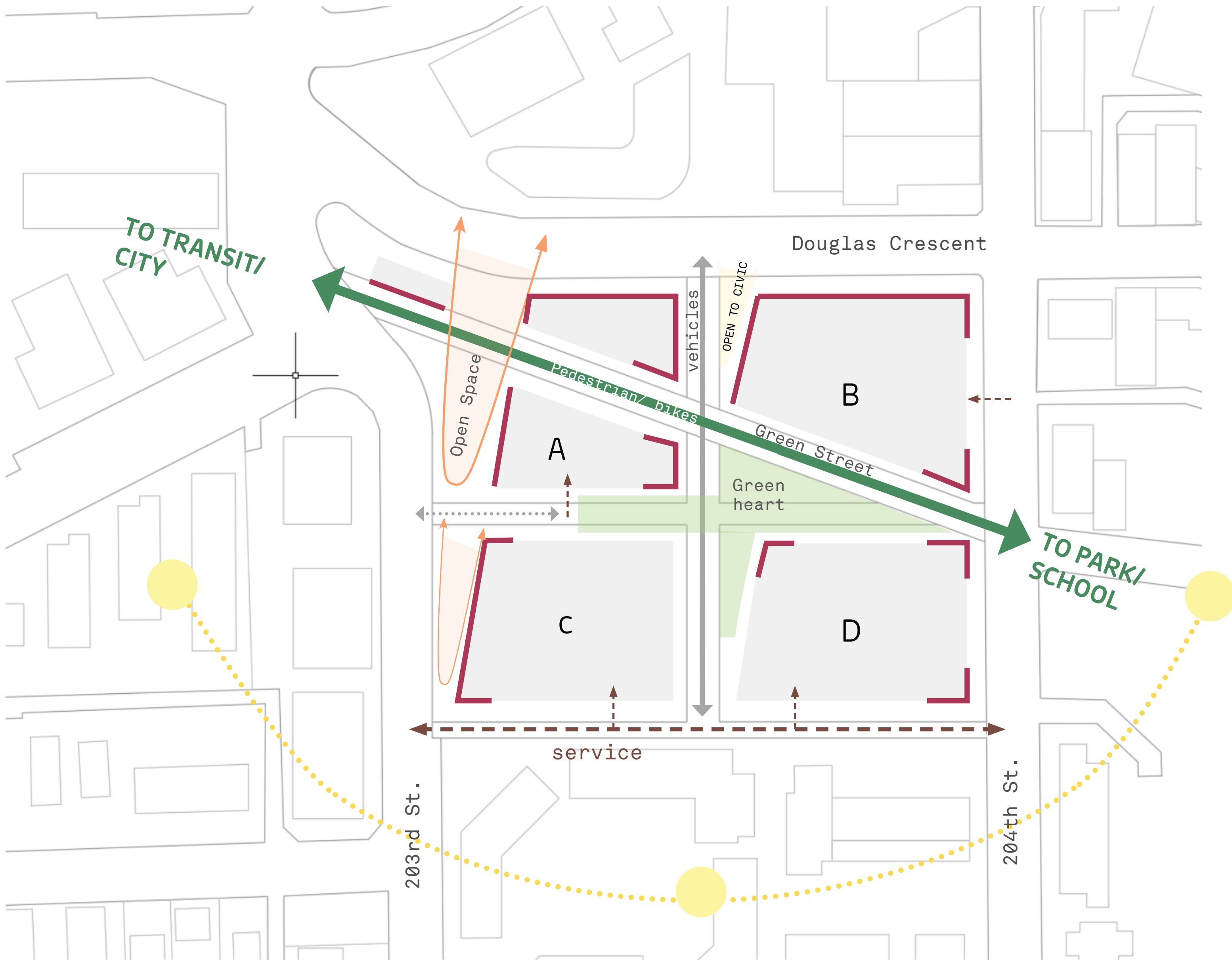


# DESIGN PRINCIPLES / PLACE MAKING URBAN STRATEGY

- **Connectivity** to Transit and Park
- **5% Green** Space (1,800m<sup>2</sup>)
- **Sense of place**, neighbourhood
- **Pedestrian and bike** focused
- **Well lit** spaces

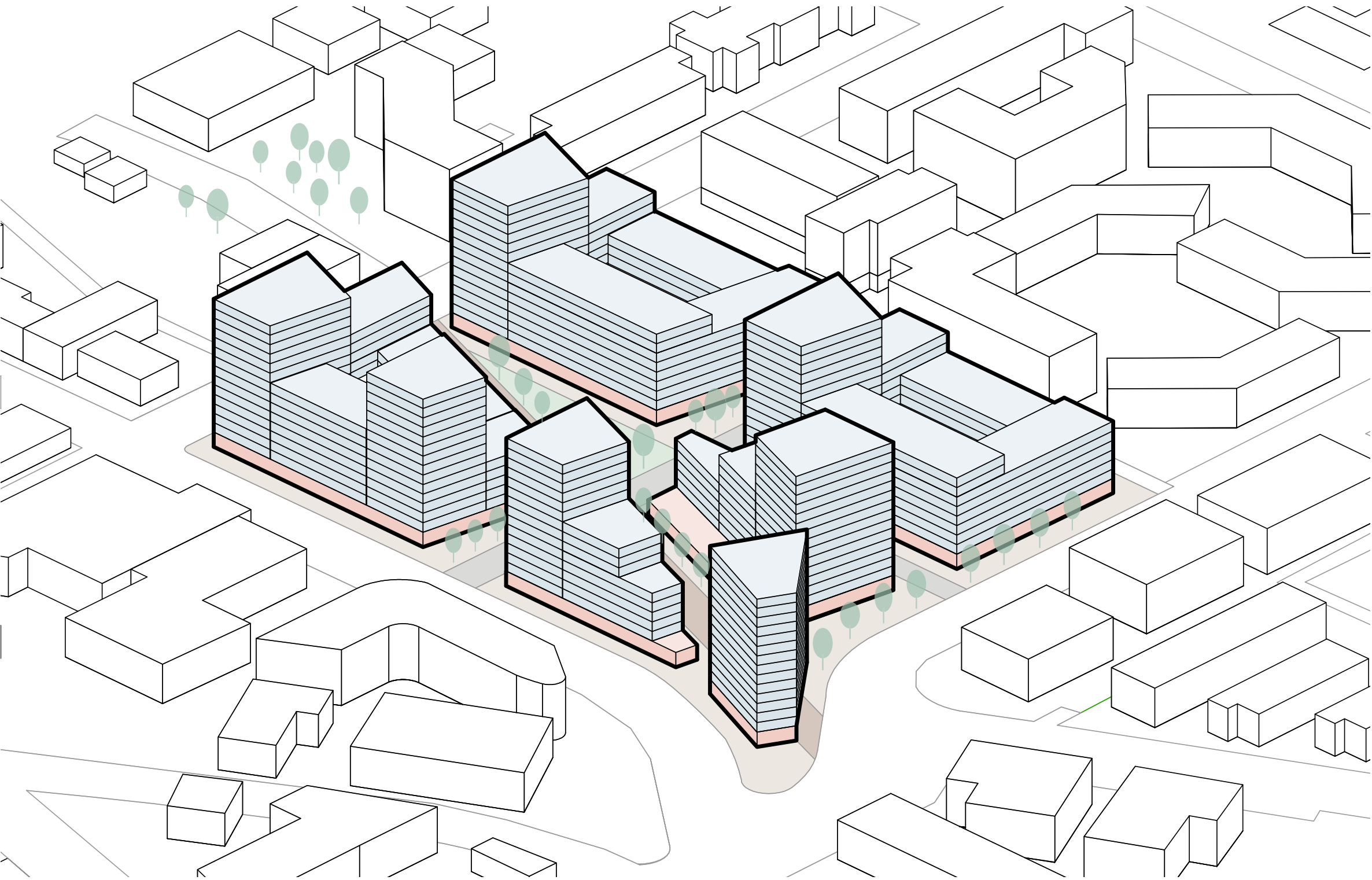
## LANGLEY MALL DISTRICT POLICIES

-  **Public Open Space** to Douglas Crescent
-  **Commercial Frontage** to Douglas
-  Town House or Commercial Frontage to 203 & 204 Streets
-  **Pedestrian and cycle-accessible "GREEN STREET"**
-  **Maintain access** through Douglas Crescent Access
-  **Park** - Public Amenity



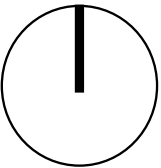


# OPTION ANALYSIS



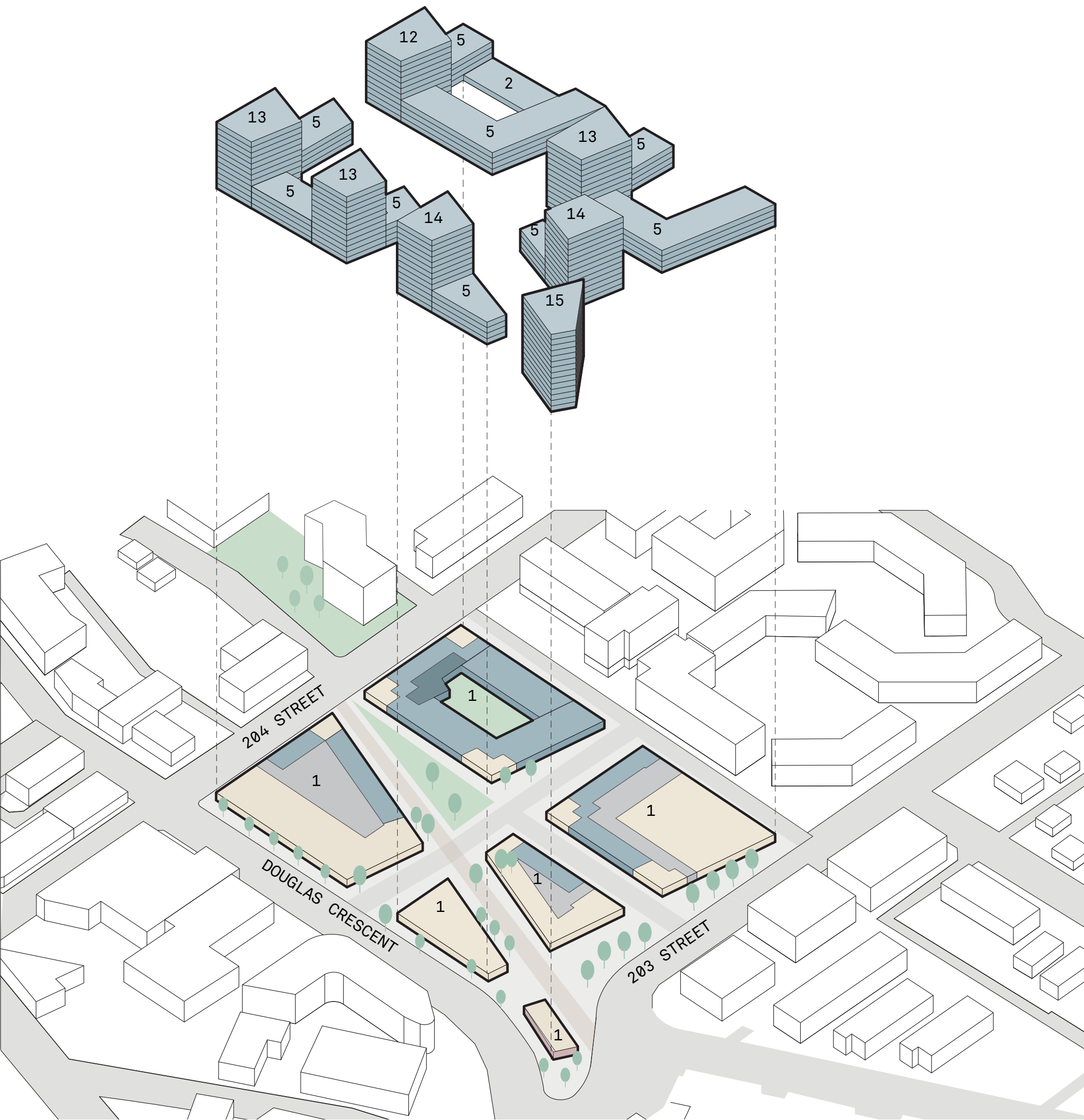
TOTAL GFA	118,085m2	FAR(A)	4.1
	1,271,062 SF	FAR(B)★	5.1

\*FAR(B) road dedication deducted from site area  
Road dedication = 7,187 m2 (77,362 SF)





# BASE CASE STATISTICS



## TOTAL GFA BREAKDOWN

### Block A

Use	GFA
Commercial	2130.47m <sup>2</sup>
Residential*	28911m <sup>2</sup>
Parkade	6556.35m <sup>2</sup>
GFA* Block A	31042m <sup>2</sup>

### Block B

Use	GFA
Commercial	1952.71m <sup>2</sup>
Residential*	24788m <sup>2</sup>
Parkade	6042.35m <sup>2</sup>
GFA* Block B	26740m <sup>2</sup>

### Block C

Use	GFA
Commercial	2436.91m <sup>2</sup>
Residential*	19279.89m <sup>2</sup>
Parkade	4857.46m <sup>2</sup>
GFA* Block C	21716m <sup>2</sup>

### Block D

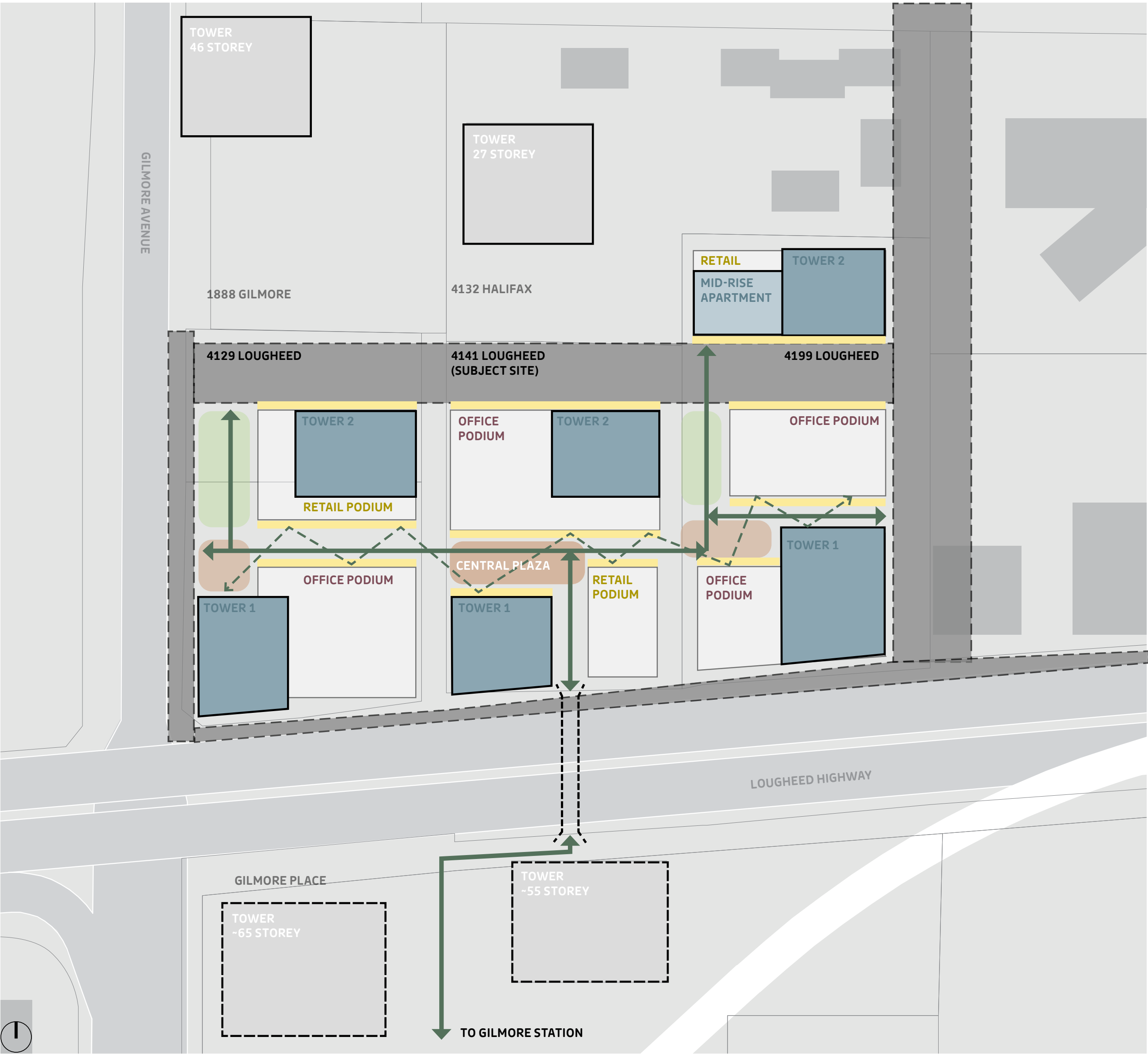
Use	GFA
Commercial	450.82m <sup>2</sup>
Residential*	20925.74m <sup>2</sup>
Parkade	5154.86m <sup>2</sup>
GFA* Block D	21377m <sup>2</sup>

TOTAL GFA = 100,875m2  
1,085,809 SF

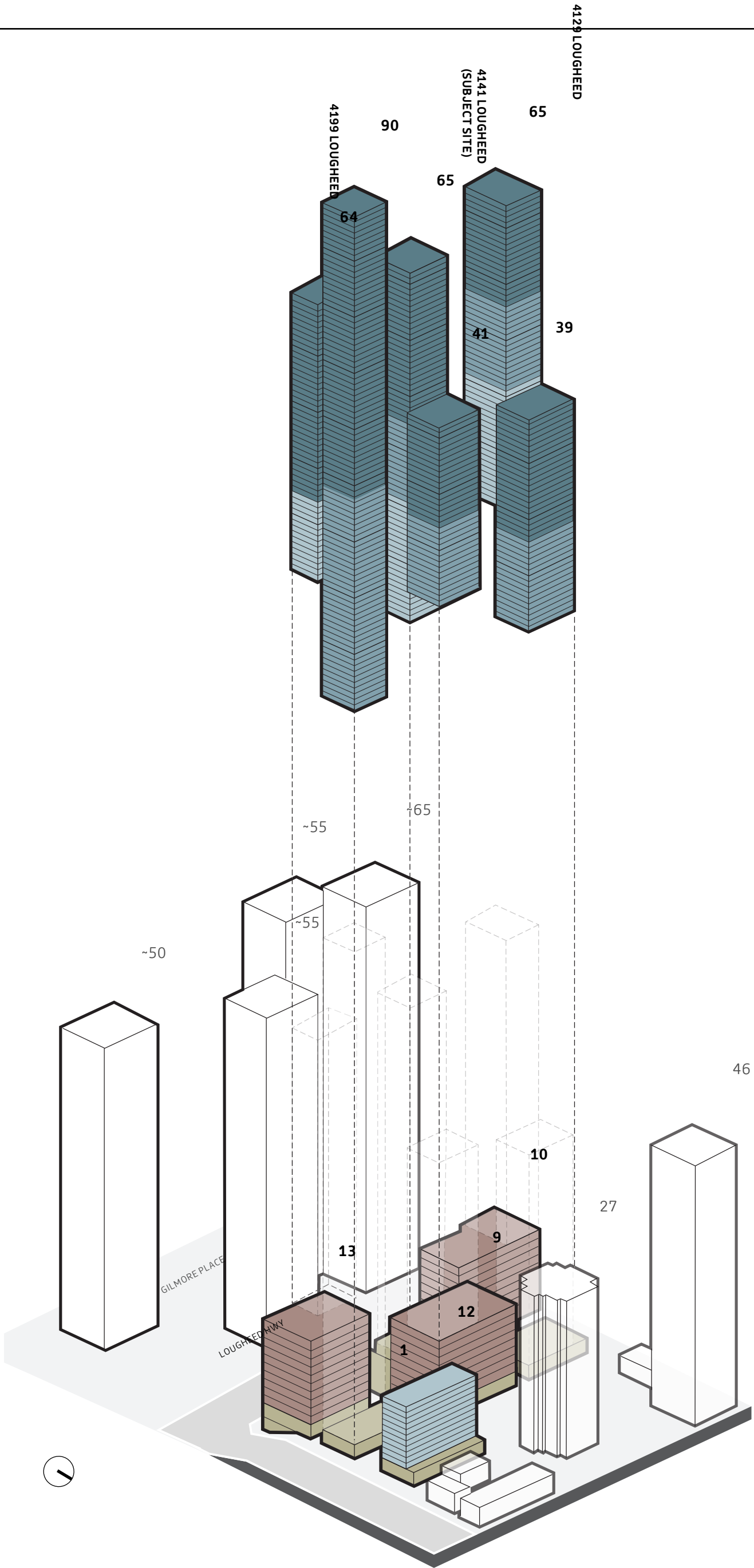
\*GFA does not include Parking  
\*Area for Services, Circulation and Amenity Space has been incorporated into Residential.



# BASE CASE STATISTICS



NOTE: Internal Layout indicative only. PL shown are approximate.



4129 Lougheed	GFA	FSR
Site Area	5,954m <sup>2</sup>	1.00
Commercial Total	16,670m <sup>2</sup>	2.80
Retail	2,790m <sup>2</sup>	0.47
Strata Office	13,880m <sup>2</sup>	2.33
Residential Total	60,450m <sup>2</sup>	10.15
Strata Condo	29,770m <sup>2</sup>	5.00
Market Rental	17,800m <sup>2</sup>	2.99
Inclusionary Rental	12,880m <sup>2</sup>	2.16
Affordable Rental	0m <sup>2</sup>	0.00
Total Buildable Area	77,120m <sup>2</sup>	12.95

4141 Lougheed	GFA	FSR
Site Area	5,401m <sup>2</sup>	1.00
Commercial Total	16,130m <sup>2</sup>	2.99
Retail	3,650m <sup>2</sup>	0.68
Strata Office	12,480m <sup>2</sup>	2.31
Residential Total	55,100m <sup>2</sup>	10.20
Strata Condo	27,000m <sup>2</sup>	5.00
Market Rental	16,150m <sup>2</sup>	2.99
Inclusionary Rental	11,950m <sup>2</sup>	2.21
Affordable Rental	0m <sup>2</sup>	0.00
Total Buildable Area	71,230m <sup>2</sup>	13.19

4199 Lougheed	GFA	FSR
Site Area	7,163m <sup>2</sup>	1.00
Commercial Total	21,190m <sup>2</sup>	2.96
Retail	3,640m <sup>2</sup>	0.51
Strata Office	17,550m <sup>2</sup>	2.45
Residential Total	72,770m <sup>2</sup>	10.16
Strata Condo	35,810m <sup>2</sup>	5.00
Market Rental	21,420m <sup>2</sup>	2.99
Inclusionary Rental	15,540m <sup>2</sup>	2.17
Affordable Rental	0m <sup>2</sup>	0.00
Total Buildable Area	93,960m <sup>2</sup>	13.12

NOTE: See page 17 for assumptions on areas shown above.







