

BUILDING FOR THE FUTURE

Phase Two Workplan Executive Summary

INTRODUCTION

The Diocese of Islands and Inlets possesses a unique and precious asset: the block of land bounded by Quadra and Vancouver Streets, Burdett and Rockland Avenues, otherwise known as the Cathedral “precinct.” Situated on the cusp between the leafy residential areas of Fairfield and the increasingly tall and dense urban environs of Downtown Victoria, the precinct is occupied by the iconic Cathedral, its older sibling Memorial Hall, and other structures that house the block’s three principal occupants: the Cathedral, the School and the Synod Office of the Diocese. It also contains significant amounts of green space that provide welcome respite to residents, visitors, and the many people who pass through every day.

With clear views from all directions, Cathedral Hill is first and foremost a beloved place of worship, and also a familiar civic landmark. Its bells sound to mark important local, national and international observances, and call us to prayer up to eighteen times per week. Anglicans from across these Islands and Inlets look to it as the seat of their bishop and the central church of the diocese. Two hundred (and growing) young people attend school here daily. Victorians of all stripes come here for important public occasions, frequent concerts, and a variety of meetings and events. Tens of thousands of tourists stop by each year.

In many ways, the Cathedral precinct already fulfils the historic role of such edifices: *“Throughout medieval Europe, the crowning glory of any great city was its cathedral. These beautiful edifices were more than places of worship. They were the very heart of the communities’ culture and society.”* At the same time, it shares something else in common with cathedrals in all times and places: they are never finished.

Given the rapid and transformational changes taking place in the city and the church, it is time to ask how this invaluable legacy can be best preserved and improved, in order to fulfil its role and potential into the middle of the 21st century and beyond. This is the challenge to which the Building for the Future initiative seeks to respond. It is an investment in our collective future. Building on foundational strategic reflection already undertaken by both the Cathedral and the School, it presents a bold and inspiring vision of the Cathedral precinct: ***“An Anglican Centre for spirituality, learning, culture, heritage and community on these Islands and Inlets.”***

That vision will undoubtedly be realized over many years or even decades, as both needs and opportunities arise. What is essential now is to formulate a master planning framework –

widely understood and agreed in its basic structure, flexible and responsive to changing circumstances in its details – that can guide future development.

Building for the Future is designed to unfold in three main phases:

1. Framing the master plan
2. Creating the master plan
3. Implementing the master plan

Phase 1 took place during the latter part of 2021 and early 2022. The final report on this phase has been circulated and discussed among the Cathedral, School and Diocesan communities. We are now ready to move to Phase 2.

OVERVIEW / SCOPE OF WORK

In Phase 1, we undertook an inventory and analysis of the site as-built, identifying major needs and opportunities for improvement, including, among other things:

1. Changes to the interior of the Cathedral to make it more flexible and accommodating for both worship and other purposes, such as concerts, exhibitions and meetings.
2. Expansion of the School to accommodate a double cohort from JK to Grade 8, offering a modern “STEAM” (Science, Technology, Engineering, Arts and Mathematics) curriculum.
3. Making the Cathedral precinct and buildings more welcoming and accessible.
4. Better meeting spaces and support services.
5. Expanded use and value to the community at large.
6. Enhanced role for the Cathedral in the wider Anglican diocese, in the church’s present and future circumstances.
7. Evolution of the precinct in response to the changing nature of the city’s demographics and built environment.

A variety of preliminary ideas and options for addressing these priorities were developed and discussed, through a robust consultation process with internal and external stakeholders.

Now, in Phase 2, it is time to refine these initial thoughts, to select among them, and to give them concrete, detailed shape. What do we wish to retain or change in our existing structures? What new construction is required, and where should it be built? In what order should these things happen? What will they cost, and how will we pay for them?

Phase 2 of Building for the Future is predicated upon leveraging synergies of all kinds:

- Among the three principal occupants: Cathedral, School and Diocese.
- With external stakeholders, including the City, cultural organizations, social service agencies, neighbourhood associations, First Nations, and developers of adjacent properties.

This will inevitably require a great deal of engagement, relationship-building and iterative consultation, over an extended period of time.



Among a multiplicity of stakeholders -- including Anglicans across the diocese and members of the School community -- a particularly deeply invested group is the membership of the Cathedral. They will be represented on decision-making bodies, and consultations with them will continue to take multiple forms, as they have up to now, to optimize communication and input (e.g. open forums, invitational discussions, interviews, surveys, etc.).

Among major elements within the scope of work for Phase 2, as detailed later in this proposal:

- Site planning and design
- Civil, geotechnical and structural engineering
- City heritage, planning, zoning and environmental considerations
- Business modelling and financial strategy, including partnerships, grants, fund-raising
- Ongoing, repeated consultations with internal and external stakeholders and neighbours
- Firming up relationships with existing and potential community and financial partners
- Project governance, management and communications

By the end of Phase 2, we will have completed the master plan for the precinct, and be poised to commence work on renovations and new construction. We will have an inspiring vision for our long-term future, a realistic appreciation of its feasibility, and a detailed understanding of what it will take to achieve it. The plan will engage and excite internal and external stakeholders and supporters, and guide future growth and development on the precinct for years and decades to come.

TIMING AND DELIVERABLES

It is anticipated that Phase 2 will take place over a period of approximately twenty months, from mid-2022 to the end of 2023. The work is divided into two main parts, as shown in the following simplified table.

PHASE	TIMING	KEY DELIVERABLES
Phase 2(a)	May 2022 - February 2023	<ul style="list-style-type: none"> • Master plan vision and strategy • Agreed-upon precinct master plan • Recommended business model; financial strategy • Schematic designs for initial construction • Iterative internal and external consultations
Phase 2 (b)	March - December 2023	<ul style="list-style-type: none"> • Detailed designs for initial construction • Submission of applications for necessary approvals (e.g. Official Community Plan amendment, rezoning, development permit) • Execution of partnership agreements



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| | <ul style="list-style-type: none"> • Launch of Cathedral and School financial campaigns • Iterative internal and external consultations |
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COSTS AND SOURCES OF FUNDS

The cost of Phase 2(a) has been capped at \$500,000. The cost of Phase 2(b) cannot be precisely determined at this time, since this will depend to a very great extent on findings and decisions made during Phase 2(a). The minimum cost for Phase 2(b) is estimated at \$250,000.

In principle, the three internal stakeholders – the Cathedral, the School and the Diocese – have agreed that they should share the cost of Phase 2 equally amongst themselves. External funding sources may be approached for assistance, but our working assumption is that major fund-raising and advancement activities are most appropriately reserved for Phase 3, when the plan is complete, and actual renovation and construction work is about to begin.

AN INVESTMENT IN THE FUTURE

Undertaking this precinct master plan now is an essential investment in the long-term future of the Anglican Church in this place. Doing this work now allows us to understand and agree on where we're headed, even if – as seems certain – we can only get there one step at a time.

There are multiple returns on this investment.

- It adds value to our existing assets, by consolidating a comprehensive knowledge base of the as-built state both above and below ground, and showing how they can be leveraged for future development.
- It provides the credibility of due diligence and a professional approach to underpin our discussions with potential funders, partners, stakeholders, decision-makers and regulatory authorities.
- It supports informed decision-making about future development, thereby mitigating risk and optimizing successful outcomes.
- It positions us well to conclude partnership agreements and attract matching funds.
- It generates inspiring, feasible, tangible concepts and drawings to launch and inform a major capital campaign.

This investment in the future confirms our commitment to continuing the work begun by our predecessors, and transforming it for the very different circumstances of the church and the city in the 21st century. It is an investment which will generate returns over the years and decades to come, returns that will inevitably transcend “anything we could ask or imagine” (Ephesians 3.20).