

# BUILDING FOR THE FUTURE

## **A Master Plan for the Precinct of Christ Church Cathedral, Victoria BC**

PHASE TWO PROPOSAL

April 2022



# Building for the Future Phase Two: 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 21<sup>st</sup> 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
<b>Phase 2(a)</b>	May 2022 - February 2023	<ul style="list-style-type: none"> <li>• Master plan vision and strategy</li> <li>• Agreed-upon precinct master plan</li> <li>• Recommended business model; financial strategy</li> <li>• Schematic designs for initial construction</li> </ul>

		<ul style="list-style-type: none"> <li>• Iterative internal and external consultations</li> </ul>
<b>Phase 2 (b)</b>	March – December 2023	<ul style="list-style-type: none"> <li>• Detailed designs for initial construction</li> <li>• Submission of applications for necessary approvals (e.g. Official Community Plan amendment, rezoning, development permit)</li> <li>• Execution of partnership agreements</li> <li>• Launch of Cathedral and School financial campaigns</li> <li>• Iterative internal and external consultations</li> </ul>

## 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 21<sup>st</sup> 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).

# Phase Two Detailed Workplan

## Introduction

This document provides a detailed workplan for Phase Two, the actual Master Plan development process. In addition, this document:

- Suggests an appropriate governance structure for undertaking a variety of planning exercises with the Precinct stakeholders
- Records a schedule setting out a project timeline
- Identifies dependencies between the various stakeholder needs, and
- Includes scopes of work to support Completion through:
  - i) a project visioning document
  - ii) a project masterplan detailing the development strategy
  - iii) a concept design for a new school.

This work will provide the foundation and much of the content required to achieve the goal of either a rezoning/OCP amendment submission or a portion of a Development Permit submission for the first building, to the City of Victoria by the end of April 2023.

## Project Objectives

The overall objectives of this process and the Master Plan are to provide a delivery framework that plans the transformation of the Cathedral Precinct. The transformation will include:

- Consideration of reflective and transformative renovations of existing buildings
- New construction to meet the current and future needs of the Precinct occupants, Diocesan stakeholders, and community partners.

Phase One has reinforced the stakeholders' understanding that the Cathedral Precinct itself is but one, albeit crucial, part of the Diocese as a whole. Its potential role, as stated in Phase One, is to be:

***An Anglican Centre for spirituality, education, culture, heritage and community on these Islands and Inlets.***

## Project Management

To ensure alignment with the three key stakeholders of the Precinct, along with meeting project goals and objectives, a clear project plan is needed. To guide the master planning process Wiser Projects, as Project Managers, assisted by FaulknerBrowns as master planner

will lead the Project Team to develop a Project Charter at the start of the Phase 2 work. This project charter will be developed through a process of collaborative engagement with the three stakeholders at a project start up and value workshop. The Charter will record:

- The Project's primary goal
- Prioritized project objectives, such as:
  - Curate a masterplan process that enables contributions from all stakeholders
  - Design and construct the Project or elements to meet the project goal.
  - Design and construct the Project within budget.
  - Ensure proper due diligence is undertaken throughout the Project.
  - Secure sufficient funds for capital costs.
  - Build the endowment funds to sustain the post-construction operating costs.
- The agreed Project Governance Structure provides for design input, approvals and decision-making that is appropriate, timely and documented.
- Protocols for maintaining project records, and specifically financial records, to provide an audit trail of decision-making and capital costs.
- Identify and manage the Project's risk
- Project schedules
- Establish a plan to deliver a cooperative working relationship among all interested parties, participants, and stakeholders.
- A public communications outline shaped to deliver regular and positive progress statements
- Planning and Design Aspirations and Principles, such as:
  - Create spaces that invite, inspire, celebrate, and bring mission to the community.
  - Provide appropriate, functional, safe, flexible, and accessible space to meet existing and anticipated future congregation and community needs.
  - Phase renovations and new buildings to be delivered safely, efficiently, and with minimal interruption of operations, attendance, and revenues during renewal.
  - Maintain cost controls, and financial viability.
  - Design for sustainability and incorporate Energy Step Code targets.
  - Foster opportunities for community partnerships.
  - Ensure renewed buildings and programs maintain and improve opportunities for diverse community involvement.
  - Seek alignment with the Strategic goals of all three stakeholders.
  - Deliver healthy environments with an abundance of natural light, attention to air quality, safety compliance, security, and year-round temperature control.



- Provide safe, secure, efficient, climate-controlled, and storage facilities appropriate for the Precinct's needs.
- Create a safe, comfortable, healthy, and flexible workspace for Precinct staff and volunteers.

## **Governance**

### **Current**

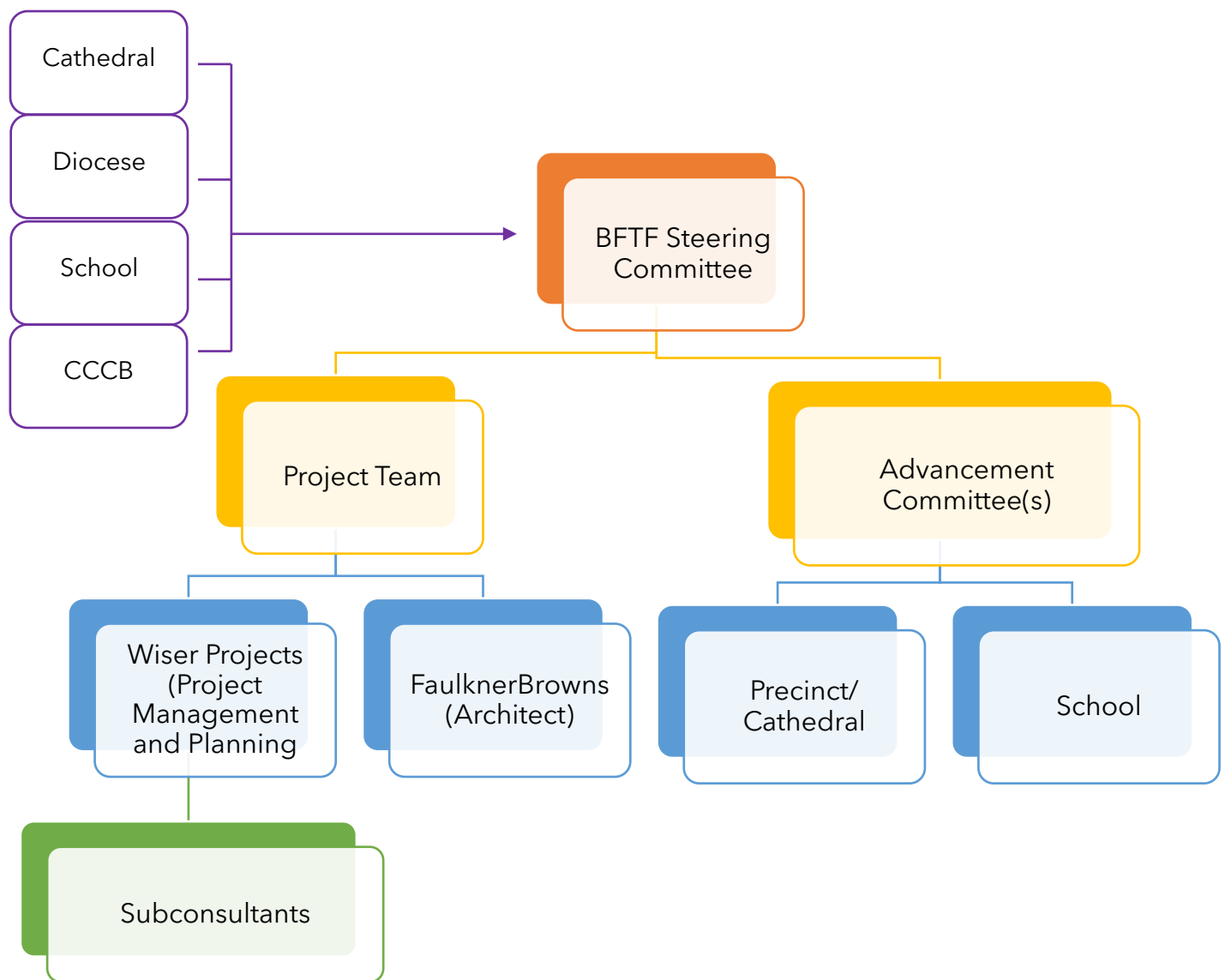
Understanding the current governance structure in place on the Cathedral Precinct is necessary to understand how and why the project structure has been proposed. This grounding in the 'as-is' structure has also provided direction to the project team on how most effectively work within the long-standing existing governance model, while seeing this significant capital cultural project as an opportunity to address some of the limitations of that model.

The Property of the Precinct, like all church properties across the Diocese, is owned wholly by the Anglican Diocese of British Columbia. The Canons of the Cathedral, who represent the Diocese in Cathedral affairs, have been consulted on the Phase One process to date; the Diocesan Council has also been engaged prior to the completion of Phase One.

Two of the primary buildings on the Precinct, the Cathedral building and Memorial Hall, are managed under the purview of a separate entity, Christ Church Cathedral Buildings Ltd. (CCCB). Established in 1921 for the purpose of constructing the Cathedral and Hall, it continues to hold a fiduciary responsibility for the capital maintenance of these buildings and their related grounds. The Bishop chairs CCCB and the Dean acts as Vice-Chair; directors are appointed in equal numbers from the Diocese and Cathedral, with the Head of School also sitting as a director. CCCB provided the bulk of the funding for Phase One.

The other buildings on the Precinct, notably the Deanery and Synod Office, are managed by the Cathedral and Diocese respectively.

The Phase One work was completed under direction from the Building for the Future Steering Committee (BFTF), which is made up of representatives from the key internal Precinct Stakeholders - the Cathedral, the Cathedral School, and the Synod Office of Diocese.



**Figure 1: Proposed Project Governance for Phase Two**

## Proposed Project Governance

Through this Master Planning process, there is an opportunity to reconsider current governance and authorities over the land use and vision of the Precinct. Clear governance on both the strategic and project side are necessary when undertaking a significant project such as this. Establishing at the outset decision-making authorities, both fiscal and strategic, reporting, and communications are key to the governance structure.

CCCB has been clear that it does not have the fiscal wherewithal to solely fund or manage Phase Two, but clearly has a key vested interest and knowledge in the Precinct. The BFTF Steering Committee has done an excellent job of both providing strategic direction as well as technical guidance throughout Phase One; however, due to the complexity and volume of work to be undertaken through the Phase Two Master Plan process, further support and delineation of effort, responsibilities and roles is recommended.

Based on the scale of the proposed workplan and existing governance structure, two governance structures are described below and illustrated in Figure 1: Project Governance.

# Project Team

## Mandate

The mandate for the Project Team (PT) is to:

- Oversee and execute the day to day needs of the Project, as aligned with the Project Charter
- Exchange information between the Steering Committee and the consultants, project team members, and community
- Communicate fiscal and legal risks at key milestones for decision-making to Steering Committee
- Liaise with the Development Committee relative to the Project Charter, Schedule, Funding and Budget
- Communicate directly with municipal, regional, and development partners
- Oversee subconsultants and development partners.

# Roles and Responsibilities

## Steering Committee Liaison

- Direct reporting to Steering Committee
- Ensure financial requirements are met, with support from the Project Manager
- Approve change order (additional expenditure) to a certain fiscal authority (up to \$25,000)

## Project Manager

- Fiscal reporting to Steering Committee, as required
- Ensure project budget is managed according to Project Execution Plan
- Draft monthly claims and reports
- Manage change order And procurement of additional services process
- Lead liaison with City of Victoria/partners/consultants
- Support and/or lead engagement activities as appropriate, internal, and external
- Manage subconsultant relationships, contracts, procurement
- Manage risk register and schedule

## **Architect**

- Curate and represent overall project vision
- Design lead for all site planning activities, both internal and external
- Point person for all site-related design questions from City of Victoria/partners/consultants
- Submit design-oriented change orders and requests for additional services to Project Manager for review
- Technical reviewer/liaison with sub consultants, as appropriate
- Continue to liaise with consultant team and
- Masterplan report production and curation/collation of supporting documentation

## **Meetings**

- Monthly meetings with project steering committee
- Bi-weekly internal meetings of Project Team
  - Wiserprojects and FaulknerBrowns will coordinate additional issues specific meetings during the masterplan process as required
- The meeting minutes will document decisions and actions
- The Team's agenda, minutes, and status reports will be distributed to the Steering Committee for their reference.

# **Steering Committee**

## **Mandate**

In addition to the Committee's mandated responsibilities to the Diocese, the Steering Committee will liaise with and support the Project Team. The Steering Committee will be large enough to appropriately represent the key stakeholders while small enough to efficiently make decisions and respond to project needs. The Project mandate of the Steering Committee in relation to Phase Two Master Planning will be to:

- Report to and liaise with the Diocesan representatives on critical financial and contractual matters, e.g., project budget approval and award of contracts
- Monitor the Project relative to its approved budget and schedule
- Ensure the interests of Precinct are met by the Project and its planning process
- Oversee and monitor change orders and required additional services over \$25,000
- Act as the key point of contact for the Advancement Committee

- Assist in the resolution of strategic issues, should they arise
- Assist in managing stakeholder involvement and communications
- Act as project champions within the internal and external community
- Review the design and provide approval at key design milestones of the Project.

## **Membership**

Steering Committee membership is determined by the stakeholders, who appoint their own representatives. These will include representatives of the Cathedral, Cathedral School, and Synod Office. There may also be representatives of Christ Church Cathedral Buildings Ltd. and Diocesan Council. Cathedral members will be chosen for their ability to represent the Cathedral community at large, and may be drawn from among clergy, staff, management team and/or Cathedral Council. There will also be committee members with expert knowledge and understanding of property development and capital projects. There will be cross-appointment with the Advancement Committee(s), when established. All members have voice and vote. Consultants have voice, but no vote.

## **Meetings**

- The Committee will meet monthly and as determined by the Chair.
- Decisions of the Committee will be by consensus. Meeting minutes will document decisions and actions and be shared with the Project Team.
- The Steering Committee Liaison will attend all meetings, as will other Project Team members as needed.
- A representative from the Advancement Committee will attend all meetings.

# **Advancement Committee(s)**

## **Mandate**

The Advancement Committee(s) is/are responsible for developing and executing the financial strategy, including but not limited to capital campaign, fundraising plan, public grants and funding, and guiding the development of the Financial Strategy in Phase 2.

## **Membership**

There will need to be separate, but closely aligned, fund-raising strategies for the School and the Cathedral/Precinct. This may necessitate the creation of two committees with interlocking membership, or alternatively, one committee with two working teams. Membership will include representatives from the key Precinct stakeholders, with expertise or experience in major capital projects, fundraising and/or capital campaigns.

## **Meetings**

- The Committee(s) will meet monthly and as determined by the Chair.
- Decisions of the Committee(s) will be by consensus. Meeting minutes will document decisions and actions and be shared with the Steering Committee.

## Workplan

Phase 1 has given good insight into project priorities and masterplan elements that will shape the projects critical path. Phase One has identified the School renewal project as a critical schedule driver, and this is reflected in the Phase 2 workplans below.

Due to the budget limitations, Phase 2 has been divided into two scopes of work, as outlined below. The project team understands the importance of continuing the interior Cathedral works identified in Phase One through the Feasibility Study work conducted with the City of Victoria grant, and that future grants through the same program may be available for these efforts. While capital costs of the interior works are separate from this workplan, furthering the planning and design of the works will be explored in Phase 2A and B.

### Phase 2A

Table 1 provides a workplan for Phase 2A with the goal of finalizing the precinct masterplan and achieving approval of a Schematic Design for the new/expanded school /Building 1 by early 2023. This milestone will enable full stakeholder review prior to instructing the team to submit either a rezoning application for the Precinct or a development permit application in spring 2023.

Phase 2A workplan has two components: an interim phase for three months, and a secondary phase for seven months. The goal of this timeframe is to achieve:

1. Selection of **a preferred masterplan strategy** between May - July 2022 and
2. The following three documents by the end of February 2023
  - a. A project visioning document
  - b. A declared precinct masterplan
    - i. That is informed by site due diligence completed, internal and external stakeholder engagement, and development community input
    - ii. That reflects interior Cathedral needs that may be appropriate to happen in parallel and that do not limit the Building 1 or other larger Precinct work
  - c. A schematic design for a new/expanded school/Building 1
3. Financial Strategy
  - a. The roadmap for the development of a financial strategy to realizing the interim and potential capital and operational costs of short and long-term opportunities

- b. This work will be undertaken with the Project Team and Advancement Committees

This approach provides the foundation for the submission of a site-wide rezoning application or development permit application that aims to meet the school's immediate needs of expansion by 2025/2026. At the time of writing, this will be a challenge to execute unless a rezoning/OCP amendment can be avoided.

**Table 1: Phase 2A Workplan: May 2022 - February 2023 (10 months)**

<b>Task</b>	<b>Details</b>	<b>Fee Estimate</b>
<b>1 Project Management</b>		
<b>Project Charter</b>	Project Team; Q2 2022	
<b>Project Team Meetings</b>	Project Team bi-weekly; Steering Committee monthly	
<b>Finalize Scopes of Work and Budgets</b>	Manage subconsultants and procurement; Q2 2022 with municipal input	
<b>Financial Strategy</b>	Project Team and Advancement Committee(s) in Q2-Q4 2022	
<b>Subtotal</b>		
<b>2 Planning and Engagement</b>		
<b>Engagement Plan</b>	Completed in Q3 2022	
<b>Precinct stakeholders</b>	Assume 6 meetings	
<b>Songhees and Esquimalt First Nation</b>	Assume 6 meetings	
<b>Community stakeholders</b>	Assume 6 meetings	
<b>Developer partnerships/negotiations</b>	Planning to continue through 2022 for short term needs, CAC negotiations, in-kind support	
<b>Municipal engagement/review</b>	Planning negotiations, strategy and pre-application submission; staff and political support	
<b>3 Site Due Diligence</b>		
<b>Civil engineering</b>	Preliminary site review and support for municipal approvals	
<b>Environmental investigations</b>	Follow up to Phase One completed	
<b>Geotechnical engineering</b>	Preliminary geotechnical investigation	
<b>Structural engineering</b>	Preliminary structural review of existing facilities	
<b>Heritage consultant</b>	TBD, as needed	

	<b>Cost consultant</b>	Quantity Surveyor/Construction Manager one class review in Q1 2023	
	<b>Others as needed</b>	Traffic impact, arborist, etc. as required for City of Victoria rezoning	
<b>4</b>	<b>Master Planning Design</b>		
	<b>Site planning design</b>		
	<b>School/First build coordination for rezoning</b>		
	<b>Interior Cathedral works</b>	Concept Testing	
	<b>Landscape architect</b>		
	<b>Contingency</b>	<i>Needed as City of Victoria requirements are TBD</i>	<b>\$25,000</b> (5%)
<b>5</b>	<b>Total</b>		<b>\$500,000.00</b>

## Assumptions

- Schedule extension will require additional fees due to time spend on engagement and client iterative design
- Includes Concept testing of cathedral interior – predesign services based on additional funding
- Includes Site master planning, massing, phasing, circulations and landscape strategy
- Includes Schematic design for school expansion
- Excludes Schematic Design of Interior Cathedral renovation/renewal

## Deliverables

- Submit Rezoning for Precinct in Q2 2023, if appropriate
- Posited for schematic design for school – for design development
- Precinct plans to support launching Cathedral and school capital campaigns

## Phase 2B

Table 2 provides a work plan for post-rezoning submission (if required) through to development permit approval for the School/first building on the Precinct. It is assumed this work could be achieved between March 2023 – December 2023.

Costs have been sought from consultants as an order of magnitude estimate to provide a baseline for the Diocese to make an informed decision about funding the Master Plan activities.



**Table 2: 2.B March 2023 -December 2023 Workplan (10 months)**

Task		Details	Fee Estimate
<b>1 Project Management</b>			
	<b>Project Team Meetings</b>	Project Team; bi-weekly	
	<b>Manage scopes of work and budgets</b>	Ongoing	
	<b>Financial Strategy</b>	Ongoing	
	<b>Subtotal</b>		<b>\$TBD</b>
<b>2 Planning and Engagement</b>			
	<b>Precinct stakeholders</b>		
	<b>Songhees and Esquimalt First Nation</b>		
	<b>Community stakeholders</b>		
	<b>Development community stakeholders</b>		
	<b>Engagement Report</b>	For municipal application	
	<b>OCP Amendment/rezoning application</b>		
	<b>Development Permit submission</b>		
	<b>Interior Cathedral renovation applications</b>	Planning to lead and coordinate with architect	
	<b>Developer partnerships/negotiations</b>	Planning to continue through 2022 for short term needs, CAC negotiations, in-kind support	
	<b>Municipal engagement/review</b>	Planning and architects during pre and active municipal applications; staff and political support	
	<b>Subtotal</b>		<b>\$TBD</b>
<b>3 Site Due Diligence</b>			
	<b>Civil engineering</b>	Detailed site review and support for municipal approvals for development permit	
	<b>Environmental investigations</b>	Unknown at this time	
	<b>Geotechnical engineering</b>	Detailed geotechnical investigations, as needed, for constructability	
	<b>Structural engineering</b>	Detailed structural review of existing facilities and school design and development permit	
	<b>Heritage consultant</b>	TBD, as needed	

	<b>School consultant</b>	TBD, as needed	
	<b>Cost consultant</b>	Quantity Surveyor/Construction Manager, 1 class reviews	
	<b>Others as needed</b>	Traffic impact, building code consultants, acoustic consultants, seismic, energy step code, etc.	
	<b>Subtotal</b>		<b>\$TBD</b>
<b>4</b>	<b>Master Planning Design</b>		
	<b>Masterplan Architect</b>	Site planning, rezoning if required and coordination	
	<b>School: 70% Developed Design</b>	Development Permit Submission and edits	
	<b>Cathedral Renovations</b>	Design development for specific cathedral renovation projects	
	<b>Landscape architect</b>		
	<b>Subtotal</b>		<b>\$TBD</b>
	<b>Contingency</b>	<b>(as needed)</b>	<b>(X) 15%</b>
<b>5</b>	<b>Total</b>		

### Assumptions

- Costs to be refined throughout Phase 2A based on scope of project, phasing of delivery, and municipal requirements

### Deliverables

- Professional fundraising support to be identified as an opportunity
- Rezoning approval (if needed)/Development Permit for School (first build)

# Proposed Team and Scopes of Work

Establishing early project management, financial, municipal and engagement plans is crucial to establish the scope, scale, and schedule for the rest of the Phase Two activities. The core components of this foundation would include:

## Project Management

- a. Project Charter
- b. Project Coordination Team Meetings
- c. Buildings Committee Meetings
- d. Finalize Scopes of Work and Budgets
- e. Subconsultant management
- f. Budget management and reporting
- g. Grant support/applications/management and reporting

## Financial Strategy

- a. *Asset analysis*: in parallel to Diocese asset/portfolio work, explore Cathedral Precinct asset, as is and future state, value (this includes potential value of air space and density across the Precinct).
- b. *Partnership potential*: exploration and analysis of opportunities to work with a development partner on new construction of benefit to both parties, and potential one-time or ongoing revenue generation for the precinct.
- c. *Capital project funding and financing*: outlining opportunities for accessing capital funding and financing for the key areas on the Precinct (school, Cathedral, Diocese needs).
- d. *Operational funding and financing*: outline baseline and opportunities for future operational funding and financing.
- e. *Risk analysis*: engage with each Precinct stakeholder to understand current financial state and analyze future state to establish the risk tolerance and mitigation measures for each stakeholder.
- f. Draft a financial strategy with options for pre-development, capital, and operational funding and financing to support informed decision-making in Phase 2A.

This effort will potentially include external support on the financial and market analysis side, such as appraisers, financiers, and market analysts; ideally, members of the advancement committee or a specific 'technical advisory committee' would include constituents with these areas of expertise.

## Planning and Engagement

- a. Engagement Plan
- b. Precinct Stakeholder Meetings
- c. Songhees and Esquimalt Meetings
- d. Community stakeholder engagement

- e. Development community stakeholder engagement
  - a. Continuing Terms of Reference Work
- f. Engagement Report
- g. OCP Amendment/ Rezoning application, includes schematic design for school project
- h. Interior Cathedral Renovation applications
- i. Partnership negotiations/agreements
- j. Municipal engagement/review

## Design

### Overview

The focus of Phase Two of the project is on building on issues explored during Phase One to develop a more sophisticated and detailed understanding of how project objectives can be achieved on the site. FaulknerBrowns (FB) will develop strategies to deal with known challenges and develop tactics to maximize benefit found in available opportunities and mitigate project risks. FB will explore the evolution of the masterplan through:

- i. Interactive, open workshops exploring ideas and defined terms such as but not limited to context, transport, scale, massing, landscape etc.
- ii. Definition of conceptual approaches to how the existing cathedral can be modernized to deliver best value for all (excluding schematic design)
- iii. Exploring the best way to facilitate the growth and renewal of the school buildings and infrastructure
- iv. Explore elements of program that can be shared between the school and the Cathedral and other stakeholders
- v. Development of a STEAM focused functional program appropriate to the schools educational objectives
- vi. Exploring the potential to include other complimentary land uses such as residential
- vii. Undertaking detailed site analysis to identify further opportunities and constraints that will shape the effective masterplan for the site redevelopment, including those related to partnerships
- viii. Identify core site planning principles to guide options analysis
- ix. Lead Master plan workshops with the Project Team, Development Committee to explore 3 strategically different approaches to structuring the master plan and accommodating the defined program on the site
- x. Assist the steering committee to select a preferred masterplan approach.
- xi. Within the defined preferred masterplan develop a schematic design for the school

- xii. Continually refining options and assessing the benefits and weaknesses against the defined Project Charter
- xiii. Developing a phasing strategy
- xiv. Assessing infrastructure needs based on due diligence work completed
- xv. Developing an integrated approach to Precinct wide energy planning
- xvi. Reviewing structures to assess opportunities for reuse and seismic upgrade requirements
- xvii. Developing master plan, urban design, and integrated landscape strategies
- xviii. Exploring master plan 3D computer and physical models
- xix. Generating a detailed analysis of local and regional policy contexts and needs
- xx. Supporting Class D and C estimates.

## Civil Engineering

A civil engineer and/or surveyor will be needed to determine the feasibility of site servicing and municipal requirements. A broad scope of work is outlined below:

- a. Coordinate onsite (and possibly offsite) field locates.
  - a. Coordinate with GeoScan for a quote.
  - b. Locates be completed prior to surveying the site.
- b. Coordinate necessary survey (onsite and offsite), suitable for preliminary and ultimate design
  - a. Recommend an arborist report (and tree tagging) be completed prior to surveying the site.
- c. Produce base plan based on field locates, Victoria GIS and survey information.
  - a. This drawing will be the basis for the project team to review onsite building siting options, servicing, etc.
- d. Produce existing and proposed sanitary flow estimates
  - a. The City will ultimately require these flows to determine impacts to their offsite system.
- e. Produce estimated existing and proposed storm flows
  - a. The City will ultimately require these flows to determine impacts to their offsite system.
  - b. Note that the City does not currently require onsite storage, but they are working on that being a requirement in a future bylaw.
- f. Although not required by the City, suggest providing Fire Underwriter's Survey (FUS) fire flow estimates.
  - a. There is a 300mm diameter main on Burdett so the preference for fire flow connections would be off that street.
- g. Coordinate / assist in discussions with the City regarding servicing, frontage requirements, etc.
- h. Assist in cost estimating for civil related items.

- i. Assist in discussions with other consultants or other approving authorities such as BC Hydro, Telus, Shaw, and Fortis.
- j. Assist project team with servicing options, grading impacts, etc.

## **Geotechnical Engineering**

To minimize some of the largest project risks and identify early seismic, construction and design challenges, completing a schematic geotechnical investigation and associated reporting is crucial. Such work would include:

- Detailed review of existing information and knowledge on the site and surrounding area, geological mapping, and other available information.
- Completion of a schematic subsurface geotechnical investigation within 3 to 4 locations on the property, consisting of a multiple day drilling investigation.
- Preparation and submission of a detailed geotechnical report which outlines our findings, and gives general recommendations for foundation options, seismic site class, drainage recommendations, and more.

### **Other Consultants, as required**

- Heritage Consultant
- School Consultant
- Energy/envelope Consultant
- Cost Consultants/Quantity Surveyors
- Code Consultants
- Other: to be determined in pre-application meeting with City of Victoria as to OCP amendment/rezoning and development permit application requirements for other technical areas such as traffic impact assessments, seismic review, energy consultants, etc.

## **Schedule**

The figure below present a proposed 2022-2023 schedule for Phase 2A and 2B.



PROJECT TASKS		2022												2023							
		M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
<b>PROJECT MANAGEMENT AND PLANNING</b>																					
1	BTF Committee Meetings	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇	◇
2	Project Team Meetings																				
3	Project Charter and Visioning		◇																		
4	Due diligence (civil, geotech, etc.)																				
5	Development partner engagement																				
6	Pre-application municipal engagement																				
7	Internal stakeholder engagement (incl. Indigenous)																				
8	Pre-application Community engagement																				
9	Cost Estimates (Quantity Surveyor)		◇				◇														
10	Rezoning/OCP Amendment Submission												◇								
<b>DESIGN DEVELOPMENT</b>																					
11	Preferred masterplan strategy				◇																
12	Precinct master plan																				
13	Design development for interior works and Building One																				
14	Quantity survey (QS) for design development																				
15	Detailed design for Building One																				
16	QS for working drawings for Building One																				
17	Internal sign off																				
18	Building Permit submission																				
19	Building Permit approval																				
<b>FINANCIALS</b>																					
20	Financial Strategy Development and Approval				◇																
21	Building One Class B Cost Estimate																				
22	Funding applications																				
23	Capital Campaign																				
24	Development agreements with partners																				
25	Internal financial investment decision				◇								◇				◇				
	Project Team																				
	All team (PT, BTF)																				
	Design Team																				
	◇ Milestone																				



# Class D Cost Estimate

The following table provides a Class D or 'order of magnitude' estimate of new facility costs based on current construction and market conditions, for planning purposes. Given no specific facility and detailed design work has been done, this information is based solely on functional program requirements communicated to date. In today's dollars.

**Table 3: Class D Construction Estimate**

	Assumptions		Estimate
<b>1</b>	<b>Precinct Potential Projects</b>		
	New build	Cost of construction for Class A commercial/community space as of December 2021	\$325-\$400sqf
	New build	Cost of construction for Class A residential space as of December 2021	\$325-\$350sqf
<b>2</b>	<b>School</b>		
	New build	Hard costs: assumes 40,000 sqf of new build at \$450/sqf (Kinetic actual from 2021 build of institutional centre)	\$18,000,000
	New build	Soft costs: assumes 20% of hard costs	\$3,600,000
	Escalation	5% per year x 4 years	\$3,600,000
	Contingency	5% per year for 4 years	\$3,600,000
	<b>Subtotal</b>		<b>\$28,800,000</b>
<b>3</b>	<b>Cathedral Renovation Elements</b>		
	Exterior	Quadra entrance, accessibility and way-finding improvements	\$1,150,000
	Narthex	Accessibility upgrades (elevators, automation, café/giftshop, washrooms, lighting, ventilation)	\$7,175,000
	Nave	Flooring replacement, alter renovation, acoustic improvements, accessibility upgrades	\$2,475,000
	Back of house	Commercial kitchen, multi-purpose room renovations/creation	\$2,100,000
	Second floor	Tower connection, balcony widening and connection, clerical support connection	\$8,100,000
	Third floor	Washroom renovations, choir room renovations, elevator access to roof, organ access, reroof around elevator canopy, double height staircases	\$5,175,000
	<b>Subtotal</b>		<b>\$26,175,000</b>

# Funding the Works

Undertaking the planning, capital and on-going operations costs for capital projects requires significant resources. Establishing funding strategies that are realistic, appropriate, and achievable early in these efforts are crucial to any projects success. Further, ensuring that all of the key stakeholders have a shared understanding of resource contributions and distributions, both in quantity and timing, will provide certainty and clarity to all involved.

The Master Plan efforts involve three financial stages:

1. *Planning*
  - a. Funding required to complete the plans, complete approval processes required, and all of the work to have a 'shovel-ready' project.
2. *Capital*
  - a. Funding required to undertake the construction of a capital project (hard costs, soft costs, contingency, etc.).
3. *Operations/maintenance*
  - a. Ensuring appropriate cash flow is in place to sustainably operate, manage, and renew and repair any new facilities build.

Below provides an overview of anticipated funding streams for the various financial stages of this work.

## Fundraising

As per the proposed project governance, planning for fundraising activities through establishing advancement committees early on is crucial to garner financial but also in-kind, and social-capital support. Ensuring the advancement committees include individuals with experience in capital campaigns, capital projects, or development projects, will ensure the appropriate strategy is designed and executed for the planning, development, capital and operations of potential projects. It is recommended that:

- Advancement committees are established for the Cathedral work and the School within Phase 2A
- These committees create strategies within the first 3 months of Phase 2A that outline opportunities, actions and resources for:
  - Funding the planning efforts beyond Phase 2A
  - Funding potential capital efforts
  - Funding potential operational/endowment needs for future buildings/programming

## In-kind

- A variety of community members, stakeholders, and development partners may be able to provide in-kind support
  - In the planning stage, this may include technical expertise, information and data sharing, and public support that can be leveraged in the funding and approvals world
  - In the capital stage, this may includes technical expertise, information and data sharing, and in-kind construction support (materials)

- In the operations stage, this may include technical expertise, on-going donations of labour/materials, etc.

## **Financing and Funding**

As a non-profit entity, there are a variety of institutions and lending organizations that would be able to support the planning, capital and operations phases of this project through low-cost financing. Some of these include:

- Community credit unions: Vancity, for example, has 2% interest on pre-development and pre-construction loans for community oriented housing projects
- Public entities: BC Housing and Canada Mortgage and Housing Corporation have low interest capital and take out financing for below market housing projects
- Non-profit foundations or social enterprise investors: have low-cost interim (planning and construction) financing with flexible repayment terms and conditions
- Internal lending: with the various entities on the Precinct, there are opportunities for internal low cost loans with flexible repayment terms to support the planning and capital stages of this work; there may be more flexibility in the quantity and delivery of internal loans than from the private/market sector.
- Cash funding: given the assets the Diocese owns, and that financing projects requires a certain amount of owner equity, establishing early in the project a goal for ensuring the appropriate equity for capital projects is identified is crucial. This could be through cash contributions of any of the stakeholders, through re-financing other assets, or contributing the land value to the project.

## **Community Amenity Contributions (CACs)**

- As mentioned through the Terms of Reference process undertaken in Phase One, CACs are another potential avenue to realize a variety of contributions from adjacent and downtown developments underway
- These contributions could include:
  - Planning phase: in-kind knowledge, technical support, resources, municipal approval support/public championing of the master plan work
  - Capital phase: cash contributions, at-cost or donated expertise or materials
  - Operations phase: on-going cash contributions through leases (airspace or physical leases) or donations, cash that has been dedicated to an endowment fund, or programming dollars
- There is no guarantee on these contributions or their value; they are negotiations with the development partner, the City, and the Council

## **Grants**

While financing capital undertakings require detailed proformas on capital and operating projections, these initial development and approvals scopes of work are well positioned to seek grants from a variety of sources. Below provides a summary of the anticipated funding and financing opportunities for the plan and the potential projects.

As the Precinct stakeholders are experienced in seeking funding through a variety of sources, it is recommended that work begin on positioning and applying for the opportunities below, and others, in parallel to the funding streams outlined. **Appendix A** provides further detail.

- Majority of grants require proponent contributions or secured funding from other sources
- Submission, review, and notification of many public grants is 3-12 months
- Capital grants often require significant design development and approvals to be completed; many capital grants seek “shovel-ready projects”
- Development grants are generally smaller in scale (30-250K), competitive, and often focus on residential development
- Some public grants may not be available to faith-based organizations; the consideration of an independent non-profit entity or partnership with other organizations may broaden the funding opportunities for the project

# Appendix A: Funding Opportunities

## Real Estate Foundation of BC

This grant is used to fund research and can be best used for pre-development and development work associated with project coordination and consultant fees. These grants have the goal of adding knowledge and do not fund construction.

- Example projects: Explore and developing a community housing trust, developing a housing feasibility and strategy, securing financing for housing and development.
- Timelines: Bi-annually
- Value: No upper Limit, projects funding up to \$750K
- Effort: Highly dependent on scope of proposal, estimate \$1K- \$3K for grant writing fees
- "Have to Haves"
  - Project summary statement
  - Implementation Plan
  - Brief overview of broader initiative or context
  - Project Start and End dates
  - Budget
  - Letters of support
  - Addenda

## Investing in Canada: Infrastructure program

This grant aims to support new infrastructure, as well as infrastructure upgrades to reduce GHG emissions and provide greater equity and community benefit. This grant has four streams of which two apply the organization: The Green Infrastructure Stream and the Community, Culture and Recreation Infrastructure Stream.

- Timelines: Once a year, no deadline for next intake set.
- Value: No upper Limit, most grants received \$20K-\$150K. Grant will fund up to 40% of costs for not-for-profits.
- Effort: \$3K- \$10K for grant writing fees
- "Have to Haves"
  - BCeID account. (If one doesn't exist, allow a minimum of three weeks to set one up)
  - Application filled out using the Local Government Information System (LGIS)
  - Commitment to pay the applicant's share of the eligible costs and operating costs
  - Demonstrate ability to operate and maintain the resulting infrastructure over the long-term
  - Evidence of Secured Funds
  - Project location in .KML file
  - Authorization to proceed
  - Detailed Cost Estimate
  - Site Plan/Map
  - Feasibility Study/Project Study

- List and status of required licences, permits, and approvals
- Link to grant overview: <https://www.infrastructure.gc.ca/plan/icp-pic-INFC-eng.html>

### **Canada Cultural Investment Fund: Strategic Initiatives**

The Canada Cultural Investment Fund Strategic Initiatives Stream provides financial assistance for projects involving multiple partners that help arts and heritage organizations improve their business practices and diversify their revenues. Expenses eligible for this fund include promotion and marketing, consultant fees and technology costs, among others. The

- Example Projects:
  - Development of initiatives to build the capacity of arts and heritage organizations to cultivate private sector partnerships and philanthropy.
  - Initiatives to collaborate in the purchasing or development of common shared tools or services among similar organizations to realize cost efficiencies and improve effectiveness.
- Timelines:
  - Once a year, no new deadline provided.
- Value: Up to \$50K and 50% of costs per project
- Effort: \$2K- \$5K for grant writing fees
- "Have to Haves"
  - A Budget Form
  - A list of the applicant's full-time employees, including position titles
  - A list of the members of the Board of Directors for the lead applicant
  - The resolution of the Board of Directors or equivalent governing body, signed by the Chair:
    - endorsing the application; and
    - designating the person with signing authority
  - A copy of the applicant's letters patent and/or certificate of incorporation as a not-for-profit organization or equivalent document
  - A copy of the applicant's bylaws
  - The curriculum vitae of the project manager and key project resources (i.e., employees and consultants), and if applicable, consultants' proposals
  - The applicant's most recent strategic plan
  - Signed financial statements for the last two (2) complete cycles (and management letter, if available)
  - A signed letter from each partner confirming the nature of their contribution (amount in cash or in-kind) and extent of their involvement in the project
  - A support letter from arts or heritage organizations which will benefit from this project that are not partners

### **Canada Cultural Spaces Fund**

The Canada Cultural Spaces Fund (CCSF) supports the improvement of physical conditions for arts, heritage, culture and creative innovation. The Fund supports renovation and construction projects, the acquisition of specialized equipment and feasibility studies related to cultural spaces.

- Example Projects:

- The construction and/or renovation of arts and/or heritage facilities, or creative hubs
  - The acquisition of specialized equipment
  - The development of feasibility studies for the construction or renovation of arts and/or heritage facilities, or creative hubs.
- Timelines:
  - Rolling applications
- Value:
  - \$15M and 50% of costs for a construction or renovation project
  - \$5M or 50% of costs for acquisition of specialized equipment
  - \$500K or 50% of costs for a feasibility study
- Effort: \$2K- \$10K for grant writing fees
- "Have to Haves"
  - A filled-out application
    - Consult with a CCSF Program officer for more information on needs
  - A Project Budget
- Link to grant overview: <https://www.canada.ca/en/canadian-heritage/services/funding/cultural-spaces-fund.html>

### **Building Communities Through Arts and Heritage: Local Festivals**

This grant has the goal of funding recurring arts festivals within a community. Eligible expenses include logistics expenses, artists fees, advertising, and insurance expenses among others.

- Timelines:
  - January 31 - for festivals starting between September 1 and December 31
  - April 30 - for festivals starting between January 1 and June 30
  - October 15 - for festivals starting between July 1 and August 31
- Value:
  - \$200K and 100% of project costs
- "Have to Haves"
  - a signed copy of the Confirmation of Support from Municipal Government or Equivalent Authority.
  - the Budget form - Local Festivals.
  - A copy of brochures, programs, plans, financial information and reports from the previous edition of your festival
  - A list of your local community partners and amount of the contribution.
  - documents used to promote local artists as part of a previous edition of your festival.
  - Documents confirming that your organization is legally incorporated including:
    - a copy of your organization's letters patent and documents of incorporation
    - a copy of your organization's by-laws

- a copy of your organization's two most recent financial statements
  - a list of the members of your board of directors clearly indicating which ones are elected representatives or employees from which level of government.
- If your group is not incorporated, you must provide the following:
  - a copy of your articles of association
  - a copy of your two most recent financial statements (audited if available); and
  - the Liability Waiver Form (signed) (PDF, 175 KB).
- Link to grant overview: <https://www.canada.ca/en/canadian-heritage/services/funding/building-communities.html>

### **Transformation Centre: Local Projects**

The Local Projects stream of the transformation grant aims to reduce environmental footprint, encourage housing for indigenous people, develop tools and make them more accessible, support sectoral consolidation, reinforce organizational capacity and enhance sector resilience.

- Example Projects:
  - Land trusts
  - Trainings, strategic planning, growth strategies
  - Amalgamation, new partnerships, or shared services
  - Feasibility studies, setting up collaborative models
  - Engage communities to create new housing projects
- Timelines:
  - Rolling Applications
- Value: Up to \$150K
- Effort: \$1K- \$5K for grant writing fees
- "Have to Haves"
  - Latest Financial Statement
  - Upload 1-3 reference letters, depending on application size
  - Letter's patent or other incorporating documents of your organization
  - Void cheque
- Link to grant overview: <https://centre.support/our-grants/local-projects/>

### **Building Incentive Program: City of Victoria**

This grant provides financial assistance to owners of commercial or institutional heritage designated buildings to assist with facade restoration; structural improvements, upgrading required by building codes, and other rehabilitation costs.

- Timelines: Undisclosed
- Value: Up to \$50K and 50% of costs
- Effort: Unsure, estimate \$1K- \$3K for grant writing fees
- More Information: Contact the Victoria Civic Heritage Trust at 250.727.8482.
- Link to Grant Overview:  
<https://www.victoria.ca/EN/main/residents/community-planning/heritage/grants.html>



## **Accessibility Cultural Infrastructure Grant: City of Victoria**

Building from the Cultural grant awarded for the feasibility and planning work completed in 2021/2022, this one time grant of up to \$150,000 for accessibility upgrades may be pursued to further the feasibility work.

- Example Projects:
  - Infrastructure upgrades to improve accessibility
- Timelines: Closes April 29, 2022
- Value: Up to \$150,000
- Effort: Estimate \$1K- \$3K for grant writing fees
- Have to Haves'
  - Completed application form.
  - Completed project budget and financial statement documents.
  - Copy of applicant's BC not-for-profit Society Registration Certificate or Canada Revenue Agency issued Charity Registration Number.
  - Proof of tenure: ownership title or lease agreement.
- Link to Grant Overview: <https://www.victoria.ca/EN/main/residents/city-grants/cultural-infrastructure-grant.html>

## **The Horner Foundation**

This funding stream will provide funding for organizations to build capacity of boards, internal leadership, governance structures and/or program offerings. It is intended to support conversations about inclusivity, equity, reconciliation, and relationship building between cultures and across ages.

- Example projects: Youth engagement: workshops, in-person trainings, discussion circles, as well as direct time required to talk with young people
- Value: \$2K - \$50K
- Effort: Estimate 1-3K for grant writing fees
- "Have to Haves"
  - Evidence of need
  - Proposed impact
  - Youth engagement
  - Project goals and activities
  - Budget and sustainability plan
  - Evaluation plan

## **Heritage Legacy Fund**

The Heritage Legacy Fund was designed to take over the community support function, specifically to provide grants for the heritage sector of British Columbia.

- Example projects: Planning, awareness, conservation and Indigenous partnership programs
- Value: TBD - next intake Spring 2022
- Effort: Estimate 1-3K for grant writing fees
- "Have to Haves"
  - Current quotes and budget
  - Written Statement of Significance
  - Photographs