

Renewal of Britannia Community Services Centre

Pertinent Content from Background Documents

October, 2014 by Jim LeMaistre

“City of Vancouver 2011-2021 Capital Strategic Outlook Draft (May 2, 2011)”

This document is Vancouver’s “first 10 year strategic outlook for capital assets” for such City as: “400 buildings (approx. 6 million square feet), 4,700 km of sidewalks, bikeways and roads, 3,600 km of underground pipes and 1,360 hectares of parks and open spaces, with a replacement value estimated at \$19 billion” (p. 3).

The purposes of the strategic outlook are to:

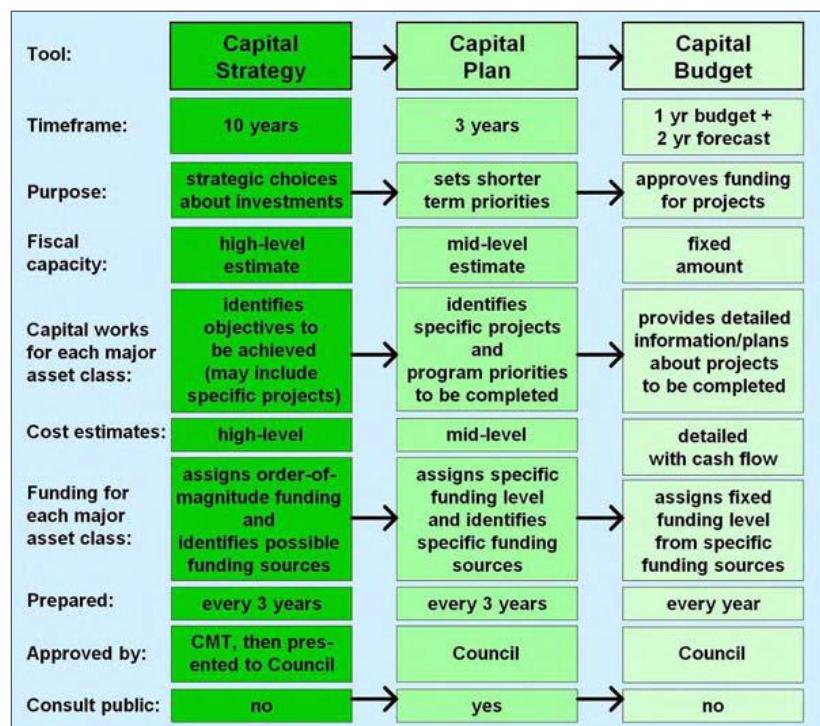
- Improve long-term asset management
- Provide a longer term framework to inform the 3 year [now 4-year] capital plan and 1 year capital budget processes
- Highlight projects which could be ready to advance should additional funding become available
- Guide the selection of public amenities which are generated via rezoning & developments” (p. 3).

Based on its guidelines and directions, the 2011-2021 Capital Strategy Outlook states “the following outcomes regarding Vancouver’s capital assets would be expected:

- Fewer stand-alone facilities and more multi-use community facilities
- Substantial increases in non-market rental housing
- Substantial completion of greenways and bikeways networks
- Significant increases in tree planting (parks, open spaces, along streets)
- Substantial increases in sewer separation
- New transfer station and recycling facility
- Initiation of a service yards co-location strategy
- Greener buildings” (p. 4)

Vancouver’s capital planning has three aspects: 10-years (this outlook), a 4-year capital plan (the Provincial Government changed the period between elections from 3 years), and a one-year budget, with an accompanying estimate for the next few years (p. 9).

Britannia is affected by these stages: – we are awaiting the November vote on the capital plan to receive a general project approval, and after the planning and design are done, Britannia must be included in one or more annual capital budgets.



In the 2011-2021 Capital Strategic Outlook, the City moved away from planning capital projects by department and instead created several categories (p. 15):

Categories	Examples
Community Facilities	<ul style="list-style-type: none"> • Recreation, social and cultural facilities • Libraries and childcare centres • Entertainment and exhibition
Housing	<ul style="list-style-type: none"> • Non-market housing • Market rental housing
Parks and Open Spaces	<ul style="list-style-type: none"> • Parks and open spaces • Street trees and public art
Public Safety	<ul style="list-style-type: none"> • Police buildings and fire halls • Animal control
Transportation	<ul style="list-style-type: none"> • Transit, walking and cycling networks • Roads and sidewalks • Parking structures
Utilities & Public Works	<ul style="list-style-type: none"> • Water and sewers • Solid waste • Neighbourhood energy
Civic Infrastructure	<ul style="list-style-type: none"> • Administrative offices and service yards • Vehicles and computers

Estimates of the condition of assets were done by results varying in approach and a standardized best practice approach to asset condition was to be taken in the future (p. 17). We should check with the City to see if, or how, Britannia's buildings and equipment have been reviewed.

"Overarching Principles"

The process for developing the strategic outlook identified several overarching themes and principles that apply across the asset categories. They can be summarized into 4 themes: vision, plan, innovate and sustain/create. Within the themes, the guiding principles for the *2011-2021 Capital Strategic Outlook* include:

"Vision"

- Support Council, Board and community priorities
- Align with the City's strategic plan
- Respond to emerging priorities throughout the strategic outlook's term
- **Embed sustainability (Greenest City)**
- **Inspire community pride/spirit**

"Innovate"

- Partner strategically across all sectors (government, non-profit and private)
- Integrate functionally
- Be opportunistic
- 'Incentivize' business transformation by leveraging existing investments and resources
- Review and determine best model for delivering each service

- Prioritize multi-use facilities (within City and with external partners)

“Plan Strategically”

- Provide core services across communities
- Adapt demographic changes through flexible and re-purposable spaces
- Synchronize across projects (both new and recapitalized) to increase efficiency
- Decommission aging/obsolete facilities and infrastructure as part of renewal strategy
- Phase large-scale projects**
- Prioritize by need and risk
- Demonstrate financial prudence

“Sustain and Transform”

- Maintain existing assets (prioritize recapitalization)
- Re-purpose rather than re-place
- Ensure operational/financial sustainability
- Build flexible, adaptable and expandable assets”

A. Community Facilities Asset Category

General Strategies

- Co-locate and functionally integrate community facilities for multi use purposes; explore co-location opportunities with other civic uses (e.g. schools, affordable housing, public safety uses).
- Community facilities built as part of residential and/or commercial developments must align with City policies and plans and be financially sustainable.

Identified Priorities

	Existing Assets To Be Replaced Or Upgraded	New Assets To Be Added
Childcare	• 7 childcare centres	• 15 childcare centres
Social Facilities	• 3 social facilities	• 3 facilities
Recreation Facilities	• 8 recreation facilities	• 3 or 4 facilities
Libraries & Archives	• 3 branch libraries • Relocation of Archives ‘front of house’	• Expansion of Central library onto levels 8 and 9
Cultural Facilities	• Maritime Museum • Bloedel Conservatory • Garden Auditorium (PNE)	• Vancouver Art Gallery/Concert Hall ¹ • Playhouse theatre • Two outdoor performance spaces
Entertainment & Exhibition	• Playland amusement park • Livestock bldg (PNE) • Nat Bailey Stadium	• None

B. Housing Asset Category

“Specific strategies (p. 24)

“1. NON-MARKET RENTAL HOUSING (supportive and social housing):

- Increase non-market rental housing capacity in all communities across the city.
- Secure land for and, in some cases, construct non-market rental housing.

- Explore opportunities to build non-market rental housing on vacant City-owned land or as part of a co-location project with other civic uses.
- Explore key partnerships to secure non-City funding for the construction of non-market rental housing on City-owned sites.

“2. MARKET RENTAL HOUSING (purpose-built and ‘incidental’):

- Explore opportunities to construct new purpose-built market rental housing on vacant City-owned land or as part of a co-location project with other civic uses or as part of public amenities from community amenity contributions (e.g. proposed Cambie corridor rezoning policy pending Council approval).
- Establish a long-term strategy for the existing ‘incidental’ market rental housing properties at Arbutus & 6th in Kitsilano (22 buildings, 15 of which are on Heritage Register) that were originally acquired for expanding Delamont Park.”

End of summary.