

Community-Serving Spaces Study

Places of Worship Forum

May 7th 2019



Purpose

To gain a better understanding of existing community-serving spaces and future needs and to develop long-term tools for retention and/or enhancement

Objectives

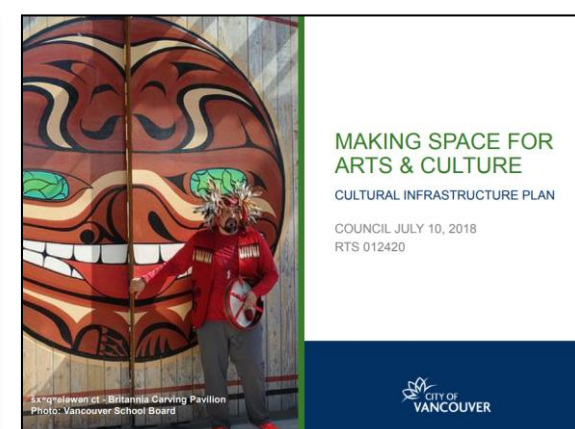
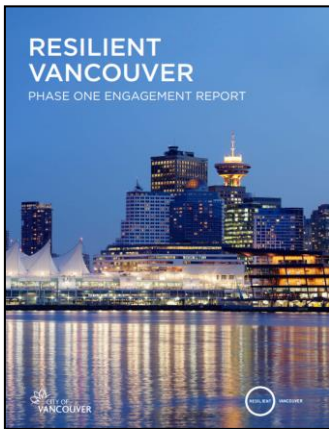
- Identify policy options and tools that are clear, achievable, economically viable based on community need
- Support and build capacity among not-for-profit organizations and associations (e.g. legions, community halls, cultural centres, places of worship)

Core Team

Social Policy, Cultural Services, City-Wide and Regional Planning, Parks and Recreation

Alignment with City Policies

- Healthy City Strategy
- Making Space for Arts and Culture
- Social Infrastructure Plan
- Resilient Vancouver Strategy
- Poverty Reduction Plan

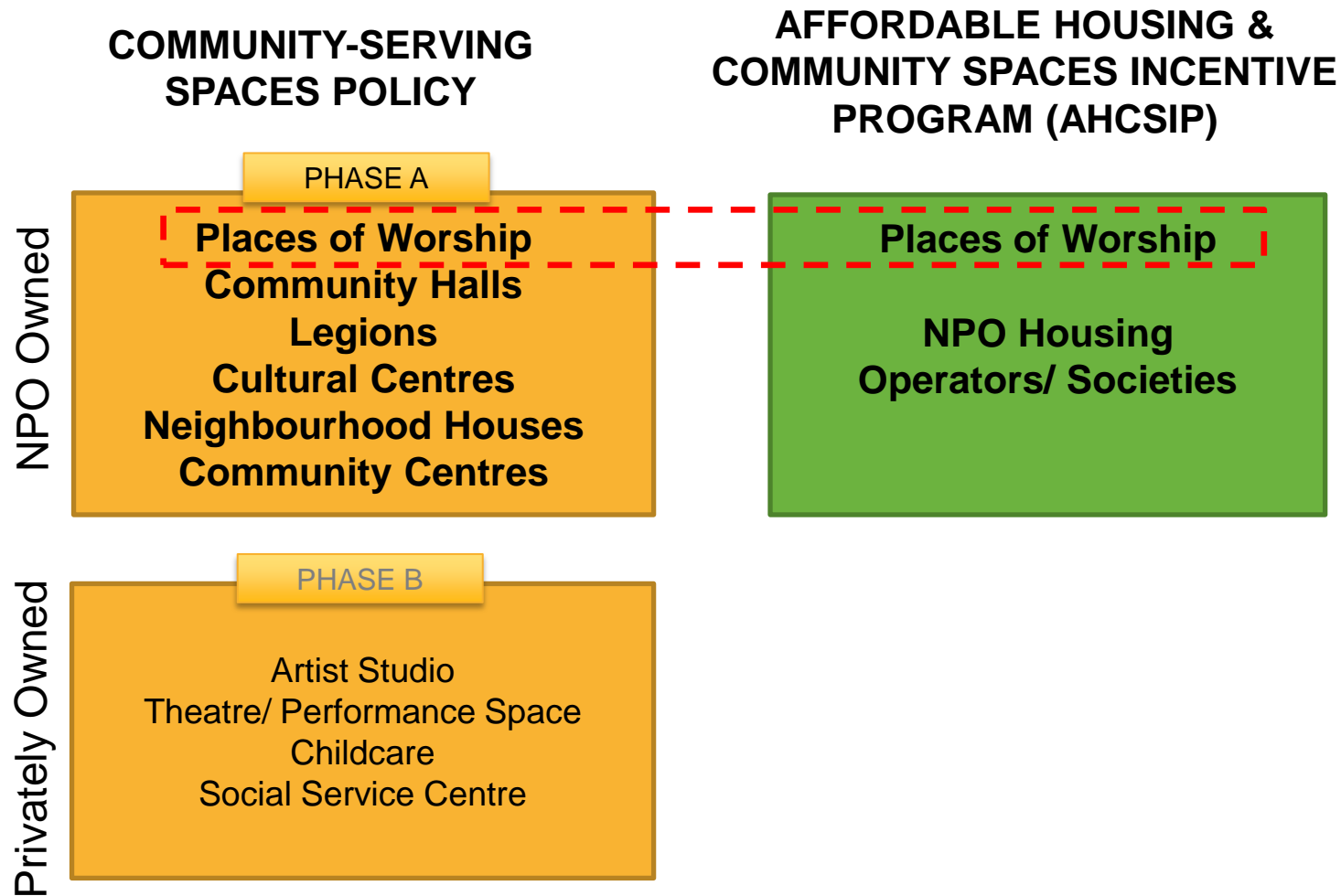


- Currently facing a growing shortage of spaces for the delivery of community services and programs.
- Gap between community needs and available spaces is increasing.
- Existing spaces are facing development pressure and aging infrastructure and may be at risk of displacement.



Vancouver's population is expected to increase by 100,000+ leading up to 2041, a rate of growth that will present significant challenges in meeting social, cultural, and recreational needs.

Affordability	High housing costs, low rental vacancies, high costs and insufficient childcare spaces, NPO space and cost pressures
Growing socio-economic disparity	Income inequality in Vancouver is 2.5 times higher than national average
Changing social needs	Demographics shifts: <i>e.g.</i> an aging population New and shifting needs
Acute need for improved social resilience	Growing recognition of the importance of strong social networks



What's at risk

Community serving spaces provide important programs and services including:

- Childcare
- Low-cost space for non-profit programs and services (e.g. martial arts, Girl Guides)
- Low-cost space for cultural programs, rehearsal, and performance (e.g. salsa dance classes, choir, theatre)
- Community kitchens and food programs



What's at risk

Affordable spaces provide opportunity for:

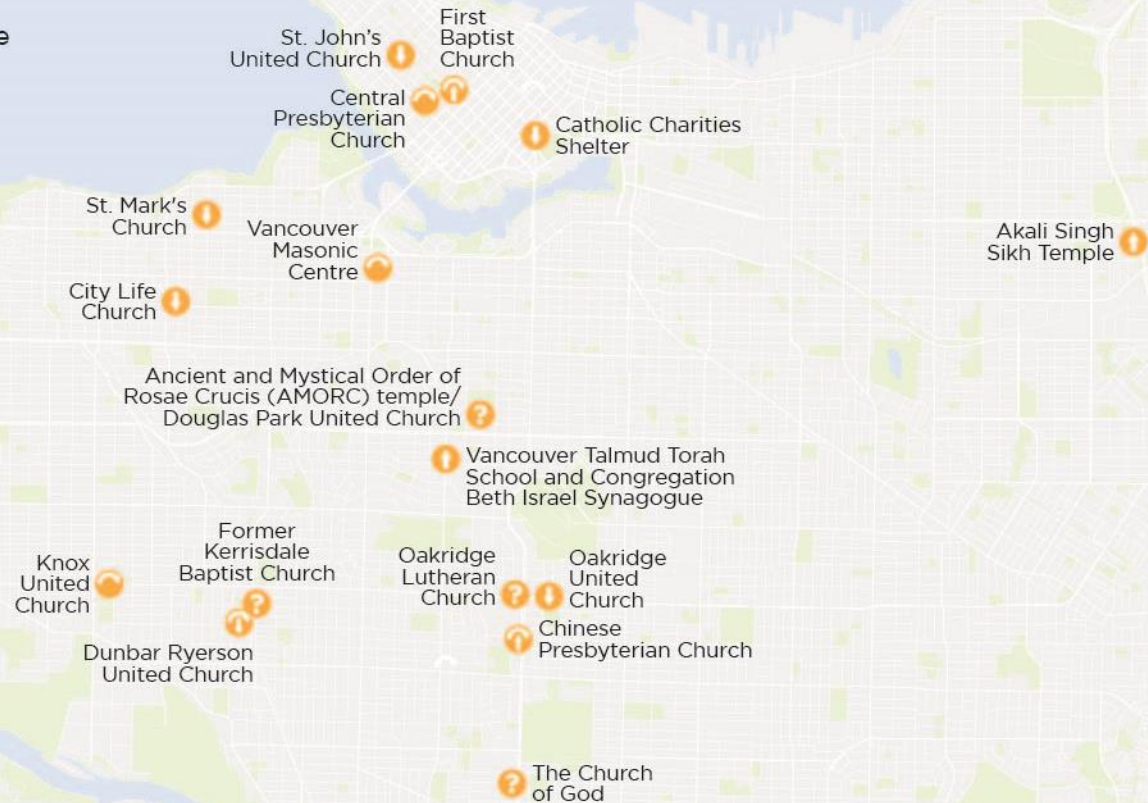
- Community and cultural connectedness
 - Building sense of place and belonging
 - Engagement in cultural heritage
- Decreasing social isolation
 - Mental health and well being
 - Active living
- Decreasing inequality
 - Accessible food programs
 - Affordable and nearby childcare and other programs
- Outlet for cultural creativity
 - Arts and cultural rehearsal and performance



Stats on Applications (RZ/DP)

-  Rezoning/development approval since 2014
-  Addition to community space
-  Replacement of community space
-  Loss of community space
-  Unknown impact on community space

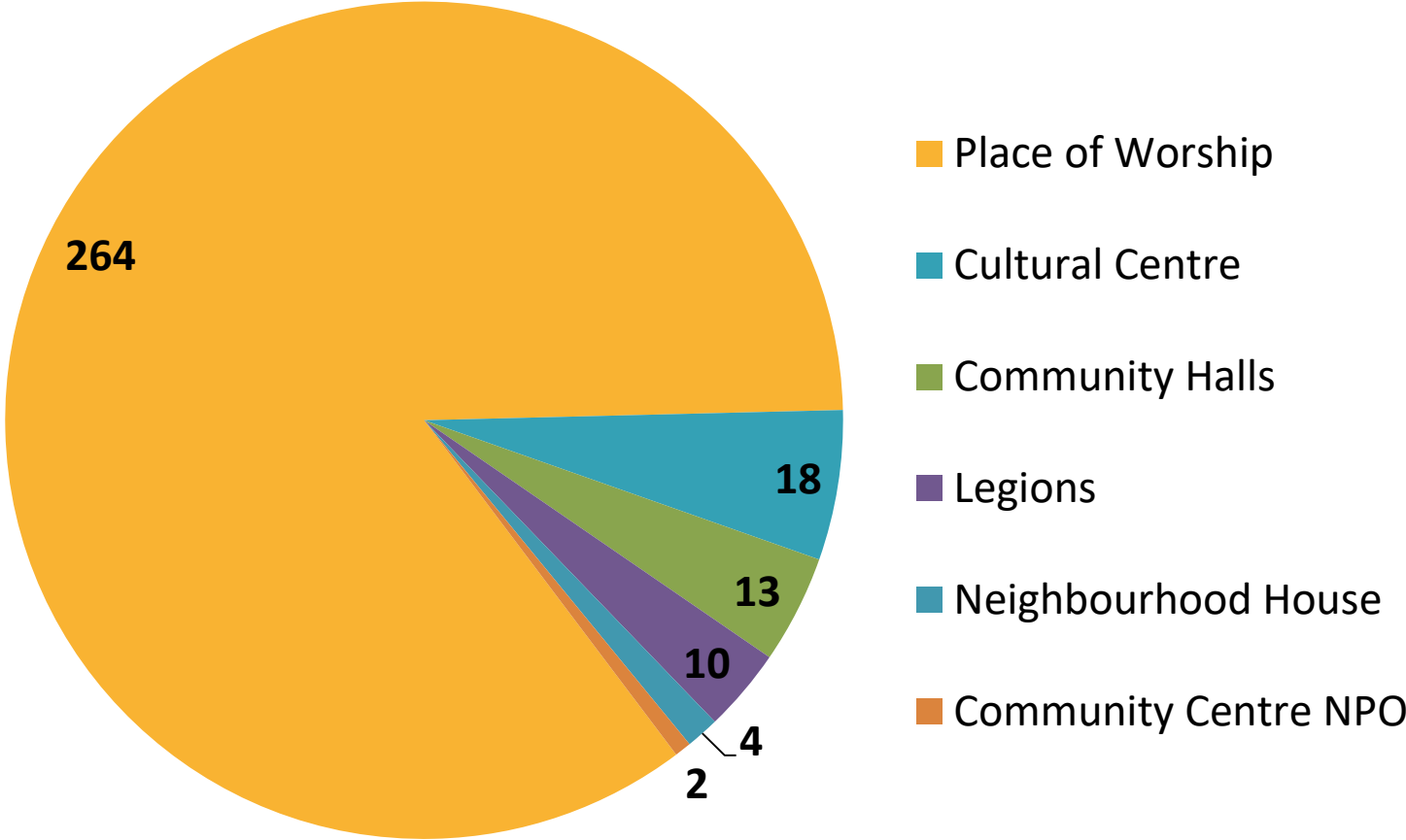
Current Rezoning Inquiries approval since 2014: 12
Total Rezoning Applications since 2014: 17



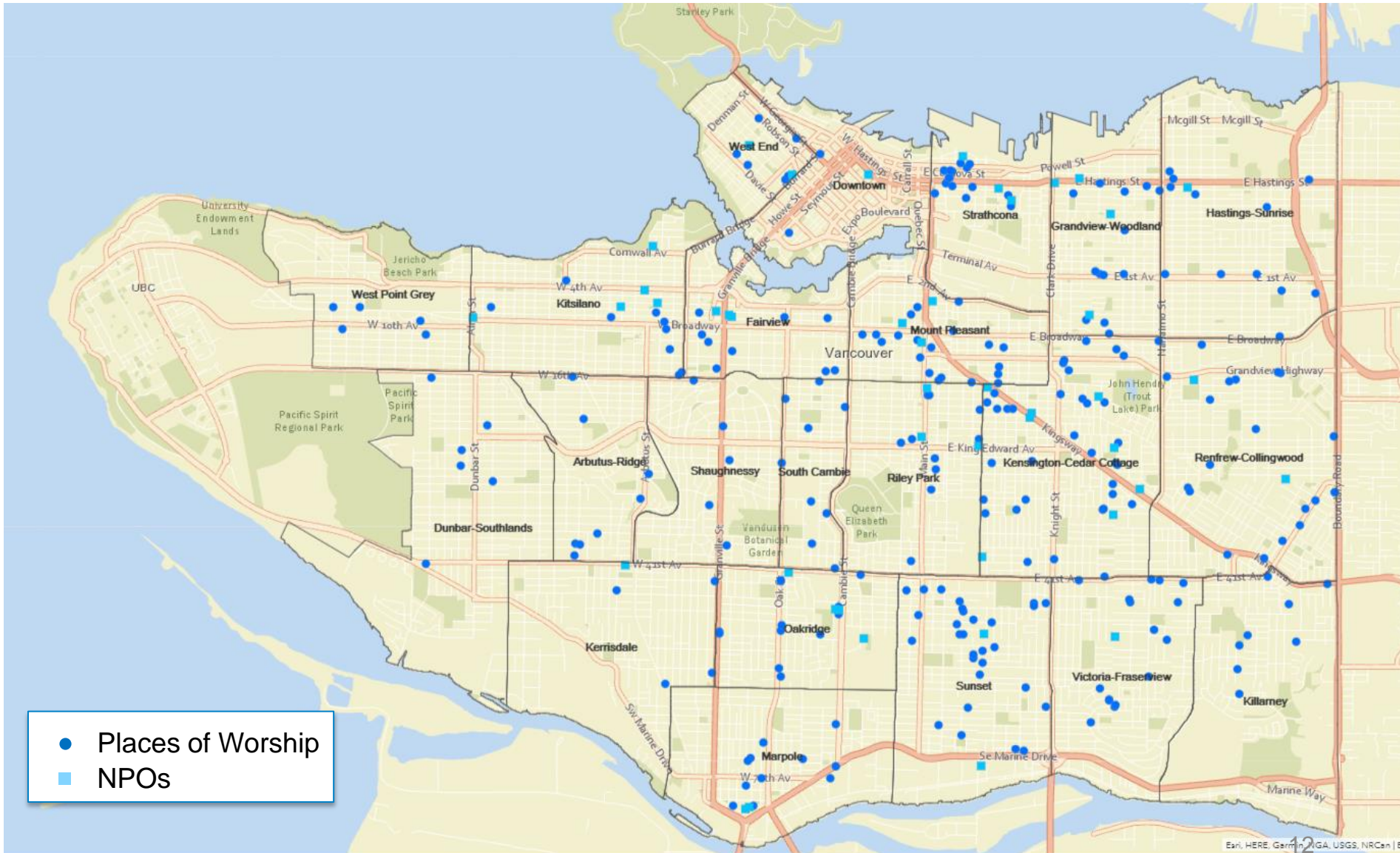
- Data collection
 - Provincial and Municipal data sources
- Engagement
 - Survey (364 of sent, 18% response rate)
 - Key Informant interviews (17)
 - Focus Groups (2)
 - Stakeholder Forums (May 3, May 7)

Types of Sites

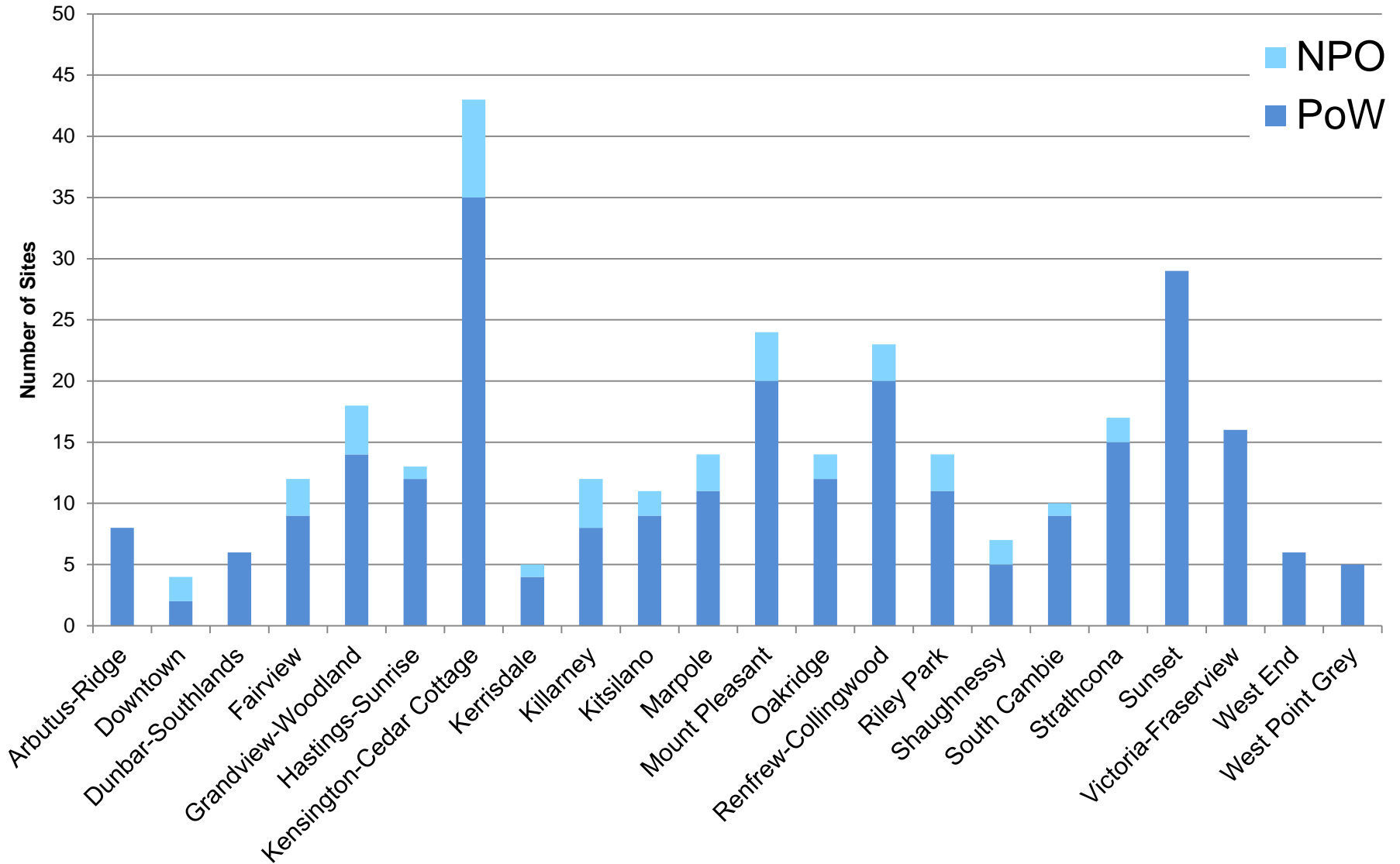
Total: 311 sites



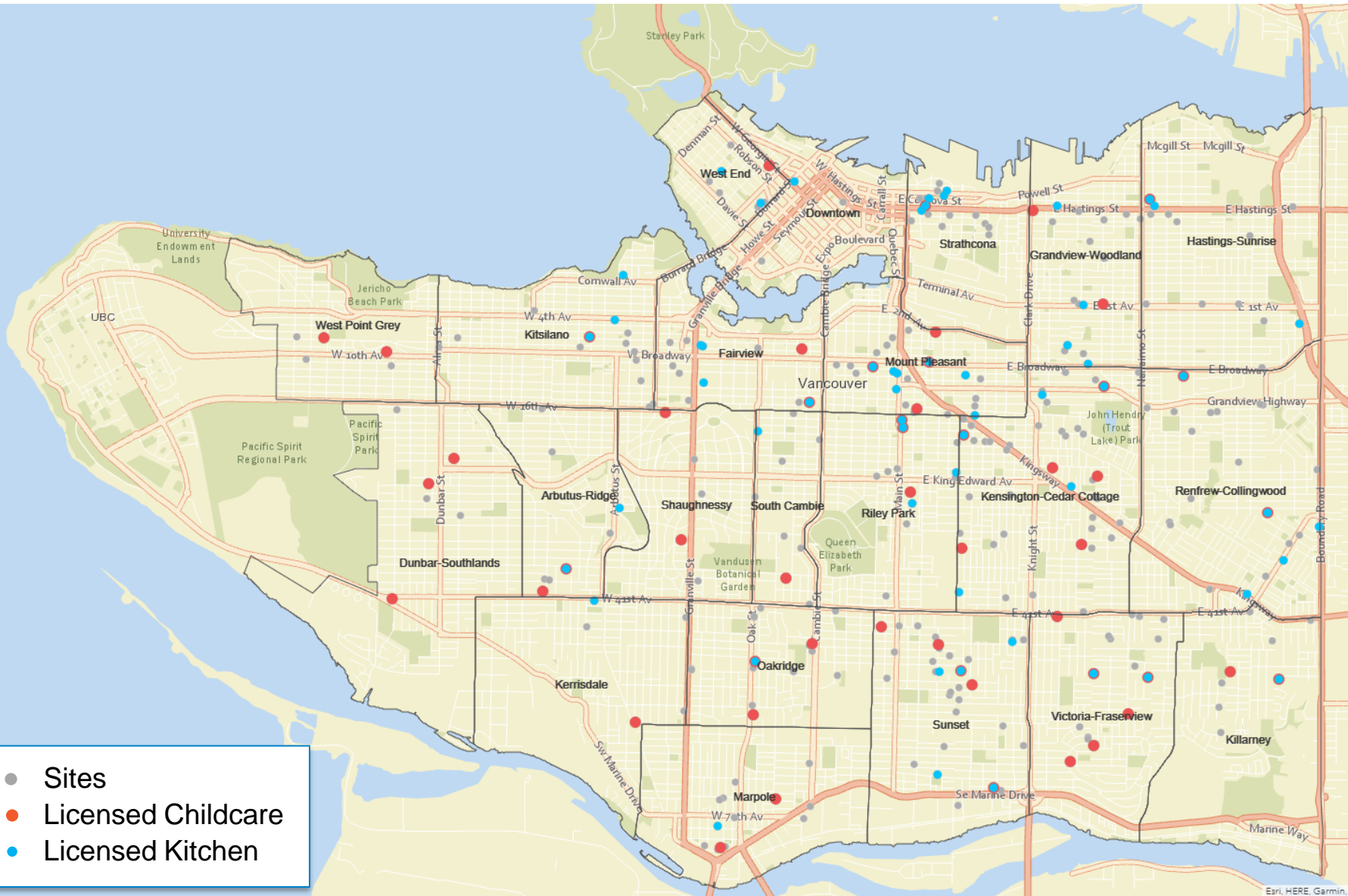
Sites Across the City



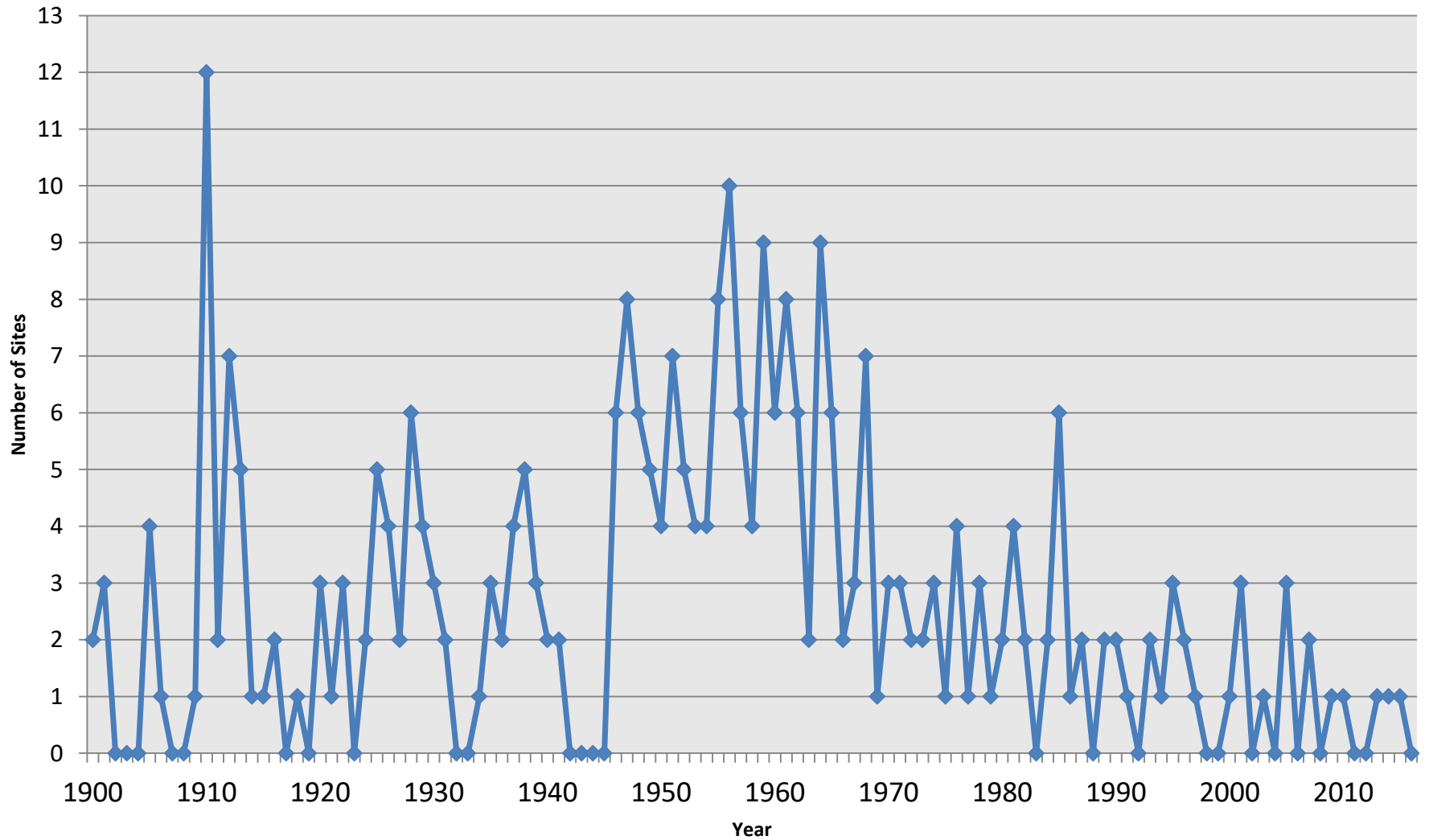
Sites by Local Area



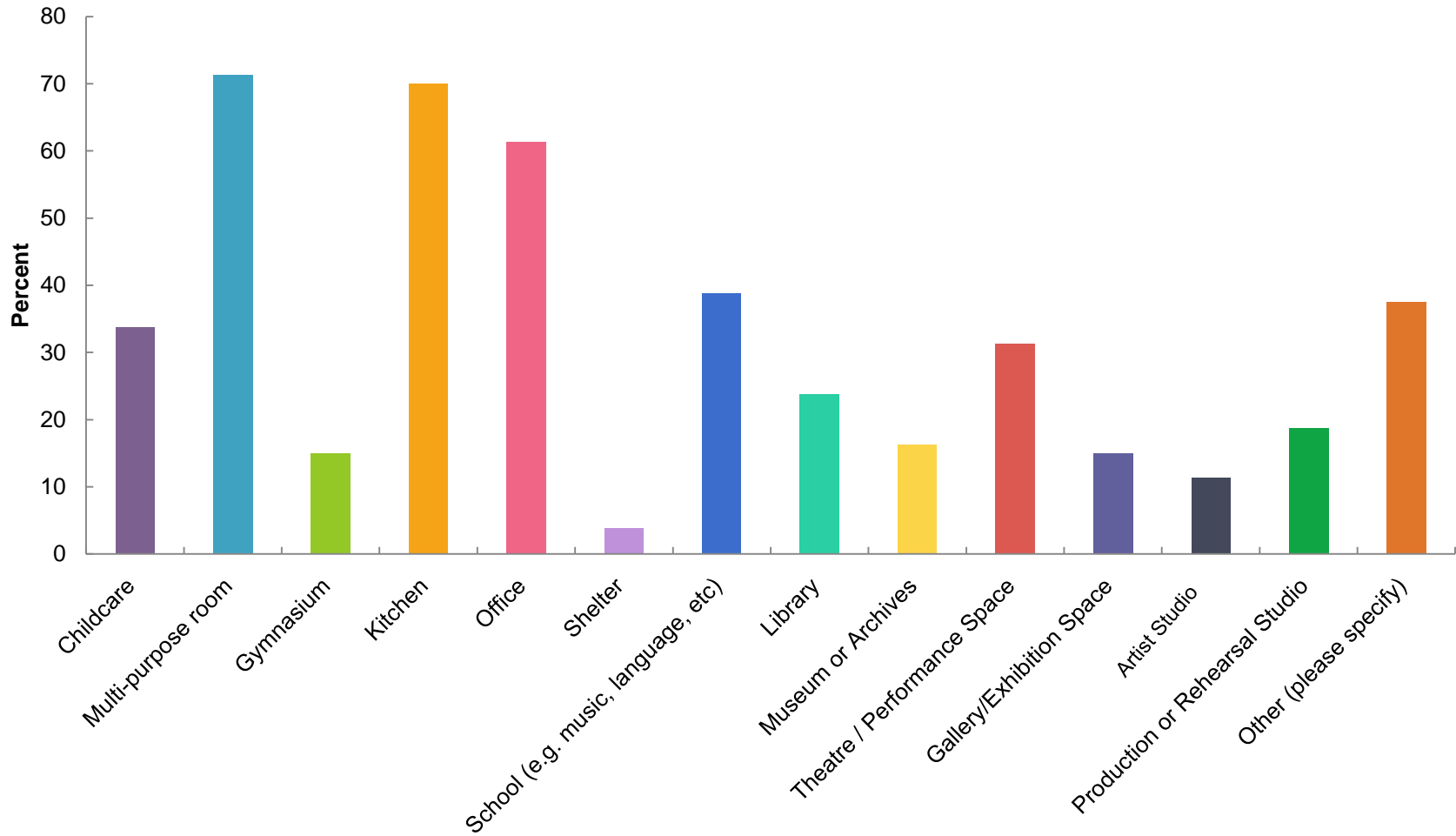
Licensed Childcare and Kitchens



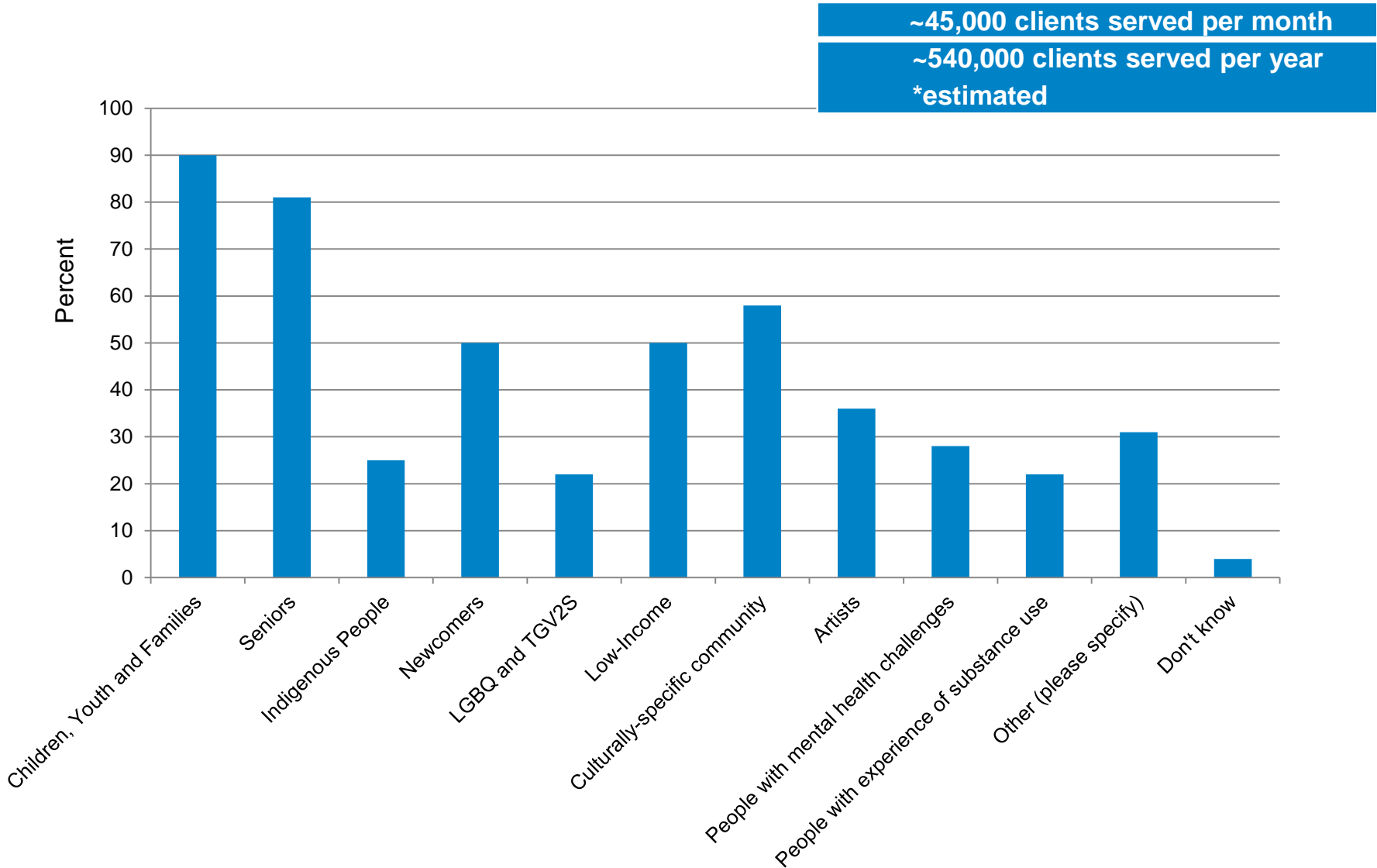
Sites by age of building



Community space by type



Types of Community Groups Served



Challenges

- Asset Rich/Cash Poor
- High costs to maintain building
- Decreasing members
- Aging congregants/members
- Capacity of members
- Tax status
- Low risk tolerance

Interests

- Worship space is a priority (for PoW)
- Importance of community ownership
- Include housing
- Mission alignment
- Collaboration and partnerships



How can the City support development?

- Expedited development process
- Different process from private developers
- Provide specialized information/concierge service
- Provision of grants
- Parking flexibility



Questions



Healthy City Strategy Overview



Healthy City Strategy Overview

- Video explaining Healthy City Strategy

<https://www.youtube.com/watch?v=0kcQ4JQyqek>



Examples of how spaces align with HCS goals

- A Good Start
 - Childcare, family drop-in programs
- Feeding Ourselves Well
 - Kitchens, gardens, etc.
- Healthy Human Services
 - Meeting and multipurpose rooms for seniors, newcomers, children programs
- Being and Feeling Safe and Included
 - Meeting Rooms for Newcomer, Youth programs
- Cultivating Connections
 - Worship spaces
- Lifelong Learning
 - Libraries and Multi-purpose Rooms for language and music programs
- Expressing Ourselves
 - Performance Spaces for Cultural programs and events

- Think about your building(s) and the kind of spaces that provide for programs and services
 - List the type of programs and services that operate within spaces in your building and place it by the Healthy City Strategy goal that it aligns with.
 - Place a yellow dot on the post-it-note if the program/service is open to the public

1) In terms of *preserving or enhancing your current facility*, what challenges (physical, administrative, intangible) do you face?

2) If you are *redeveloping your property*, or were to do so, what challenges do you face for implementing the aspects of your mission / mandate that deliver services and programs to your members and community?

What do you see as some ways to overcome some of the challenges that have been identified?

Community Amenity Contributions (CACs)

An Essential Tool for Building Healthier Neighborhoods

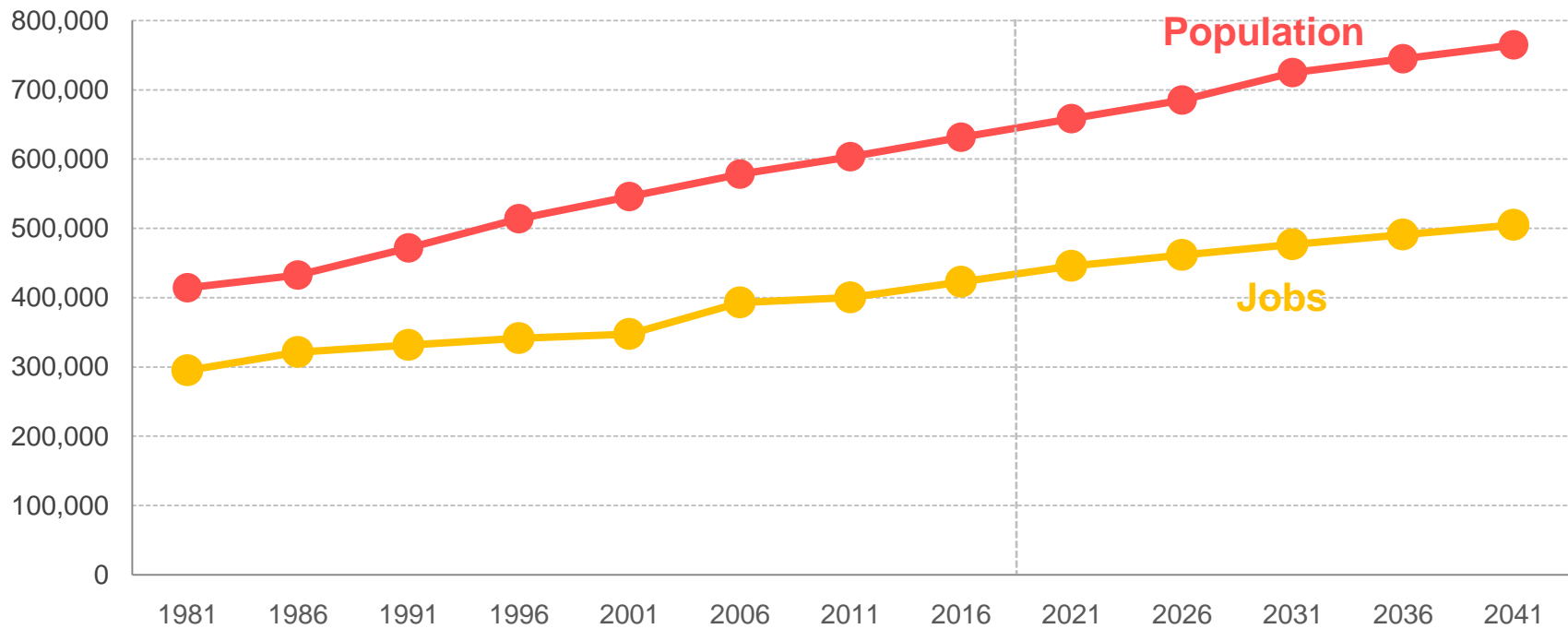
Overview & Policy Update

May 7, 2019



The Growth Challenge

- Maintain existing services
- Provide additional amenities & infrastructure to support new residents & employees

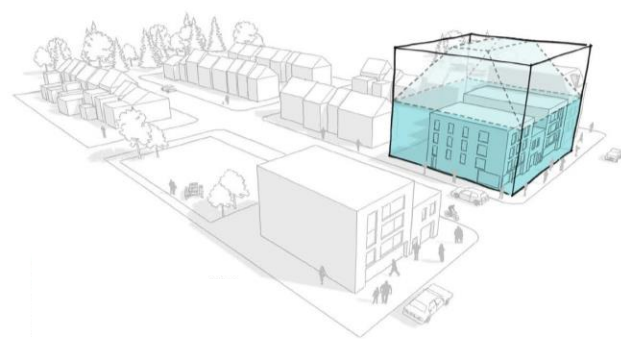


Source: Statistics Canada: Census and City of Vancouver Regional Context Statement (2013)

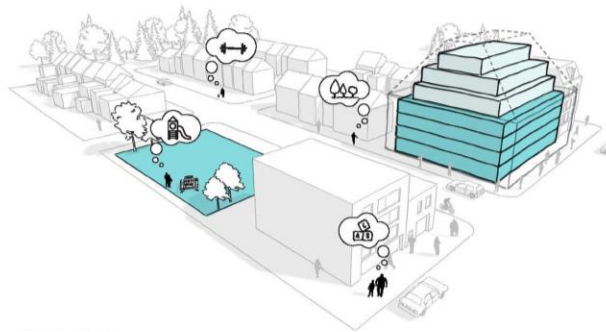
Community Amenity Contributions (CACs):

In-kind or **cash** contributions provided by property developers when City Council grants development rights through **rezoning**.

Fund a wide variety of **public benefits**.



Planning Ahead



Close to Home



Benefit Delivery

Public Benefits Delivered

Cultural



BMO THEATRE CENTRE Southeast False Creek

- Completed in 2015
- 150 seat theatre, rehearsal hall offices, and costume shop for Bard on the Beach and Arts Club theatre
- Built as an in-kind CAC offering and with additional CAC funding

Childcare



FAMILY PLACE & CHILDCARE CENTRE Marpole

- Completed in 2018
- Family place co-located with 37-space childcare centre
- Provided by developer as an in-kind CAC offering for mixed-use development at SW Marine Dr. & Cambie St.

Affordable Housing



WOODWARDS SOCIAL HOUSING Downtown Vancouver

- Completed in 2010
- 200 units of non-market housing (75 units of family and 125 units for singles) incorporated into the Woodward's mixed-use redevelopment
- Funding sources included DCLs



955 E HASTINGS ST Strathcona

- Completed in 2018
- 70 units of non-market housing incorporated into a mixed-use redevelopment
- Provided by developer as an in-kind CAC offering

Streetscapes



JIM DEVA PLAZA Downtown Vancouver

- Completed in 2016
- New plaza located at Davie and Bute streets in the heart of Davie Village that celebrates the history of the local LGBTQ Community.
- Built with CAC funding

Community Centres



CREEKSIDE COMMUNITY & CHILDCARE CENTRE Southeast False Creek

- Completed in 2010
- Full service community centre delivered as part of the new Olympic Village neighborhood
- 69-space childcare located on roof of building
- Built as an in-kind CAC offering with DCL funding

Case Study: 1155 Thurlow St

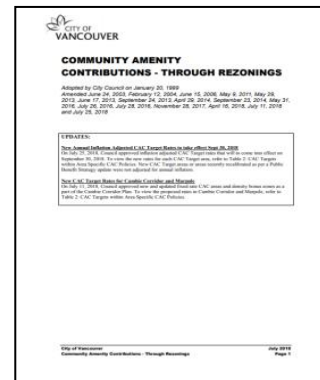
- Approved by Council in 2014
- Partnership between Central Presbyterian Church (CPC) and Bosa Properties
- 45 units of social housing owned by Central Presbyterian Church
- 168 units of secured market rental owned by Bosa Properties
- Renewed church & childcare owned by Central Presbyterian Church



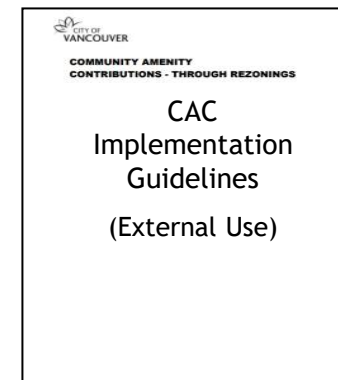
CAC Policy Work Streams we are exploring:

1. Use
2. Allocation
3. Payment
4. Ownership
5. Certainty

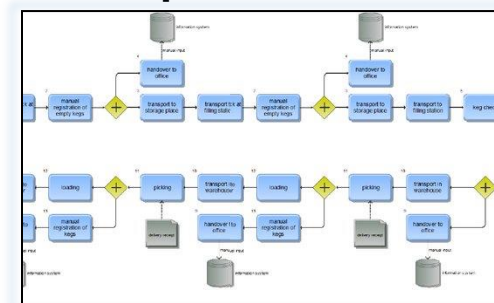
Updated CAC Policy



New CAC Implementation Guidelines

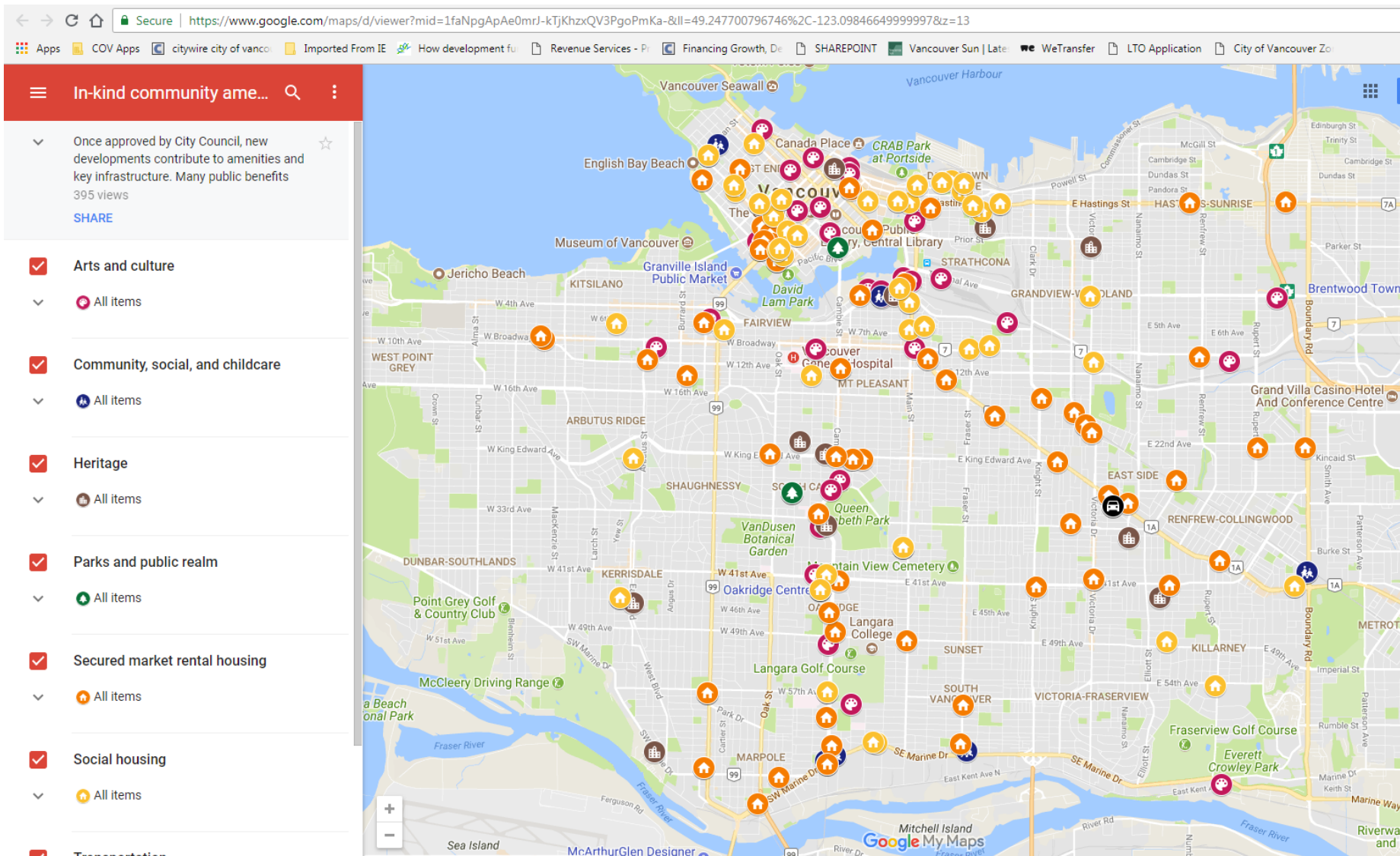


CAC Process Improvements



Questions/Feedback

In-kind Contributions Secured (2010-2017)



York Theater



New program replacing the Heritage Building Rehabilitation Program (HBRP)

- Citywide heritage incentives
- Seismic and structural upgrades
- Support for diverse community values and places important to communities
- Retention and continued use
- Privately owned properties, including non-profit
- Sustainable heritage conservation
- Long term protection
- Simplified application process



Pennsylvania Hotel

- Eligible grant = \$100 per sq. ft. of total floor area
- Up to 50% of eligible heritage costs
- \$4.0 M maximum

Building Total Floor Area (sq. ft.)	Max. Eligible Grant (@ \$100/sq. ft.) \$	Min. Eligible Cost (required to qualify for the maximum grant) \$
10,000	1,000,000	2,000,000
20,000	2,000,000	4,000,000
30,000	3,000,000	6,000,000
40,000 +	4,000,000	8,000,000
“A” listed designated sites of additional complexity (churches) less than 40,000 sq. ft.	4,000,000	8,000,000

City of Vancouver Forum

Use and Revitalisation of Community Serving Spaces

May 7th 2019

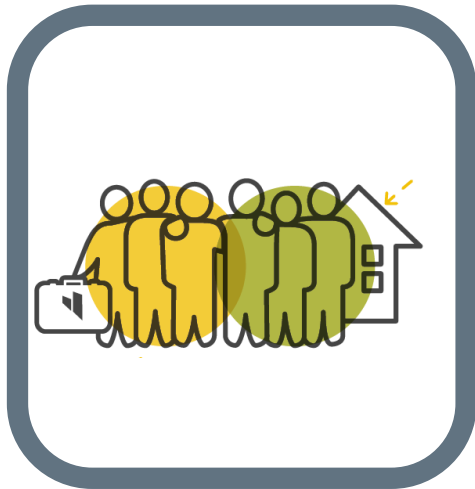
Catalyst – A Non-Profit Real Estate Developer

- A BC non-profit society. Created in 2013 with support from Vancity
- Independent volunteer Board.
- Support community-based organisations to leverage their assets to further their Mission
- Develop, own and operate below-market rental housing and create affordable community program/admin space
- Bring development expertise and “social” equity to develop real estate assets for community benefit
- Focused on serving residents with household income in the range of \$25,000 to \$80,000 p.a.
- Seven projects under development
- 600+ rental homes; \$200+MM



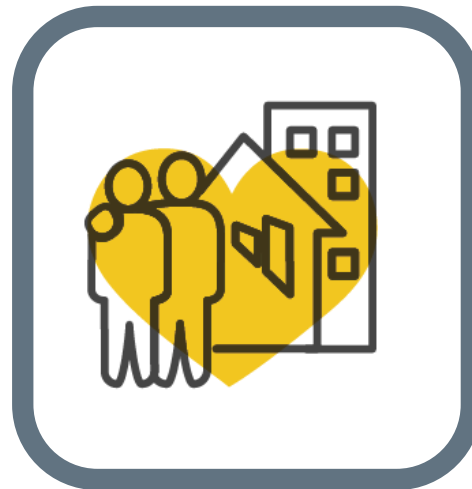
Western Front, Vancouver

Our Impact



78,000

SQ FT COMMUNITY
NON-PROFIT &
COMMERCIAL
SPACES



504,335

SQ FT RESIDENTIAL
SPACE



\$6.43M

ANNUAL REVENUE
REDUCTION
FROM MARKET
RENTAL RATES

Current Project - Oakridge Lutheran Church, Vancouver



- Church built in 1956
- Challenges: declining congregation; obsolete building; asset rich/cash poor
- Offers from developers – didn't meet objectives
- Catalyst/Church in joint venture for co-development/ownership
- Six storey mixed use building - new 10,000 sq. ft. church/community space; 46 below-market rental homes; retail space for revenue.
- Total project value: \$33.3M
- Construction started – August 2017
- Anticipated completion: late 2019

Current Project – 2221 Main Street, Vancouver



- Catalyst building on leased City land.
- 145 homes; ground floor commercial space
- Also, working with community based organization
- Org wants new space but can't relocate twice
- Relocating to this project and redeveloping

Current Project – St Andrews United, Port Moody BC



- Church wanted to redevelop
- Wanted community space in addition to Church
- Mixed use: church/community space (6,000 sq. ft.); non-profit Children's Centre (23,000 sq. ft.); 55 below market rental housing apartment homes
- Catalyst and Church co-developing. Shared ownership at completion
- Kinsight to purchase space for Children's Centre.
- Total Project Cost: \$34.8 M
- Construction start: Feb 2019
- Anticipated completion: late 2020.

What Makes It Work? Clarity of Mission and Priorities!



Kinsight – Portfolio Review

- Many properties: large and small
- Wanted to be more proactive, less reactive
- Discussion of Mission
- Clarity on Priorities
- #1 – Children’s Centre
- THEN, we looked at real estate
- Didn’t fit – that’s why it hadn’t happened in 10 years
- Looked at other options

St Andrews United

- Had been considering re-development for 10 years+
- Focused on real estate and financials
- Conversations re: Mission and Priorities
- Went away for six months: clarity of Mission/Vision
- Wanted a community-based org INSIDE their project



Kinsight

What Makes It Work? – Mission and Capacity



Mission and Vision

- Real estate project must be based on the **Mission and the Vision** of your Organisation.
- Articulate your top **Priorities** i.e. the ones that will move the Mission forward most effectively.

Organisational Capacity

- Board
 - Staff
 - Financial
 - Systems/processes
-
- THEN look at real estate to see how it can deliver your **Priorities** to move your **Mission** forward, taking into account **Capacity**.

What Makes It Work? – Feasibility



Phase 2 – Concept Plan and Feasibility

- High-level concept design expressing **Project Vision**.
- Review current and future municipal policies
- “Order of magnitude” financial feasibility analysis
- Capital AND Operating Budgets
- Meet with municipality
- Review of project funding and financing options.
- Define budget and funding for Phase #3: Business Plan for preferred option
- Go/No go on net phase

What Make It Work? – Things to Avoid?



- **Over-design:** balance between “blue sky” and pragmatic deliverable project.
- **Lack of space that can generate revenue:** consider ratio of revenue generating vs non-revenue generating space
- **Getting too detailed too soon:** need step by step approach, testing feasibility along the way
- **Getting attached to a ”sexy” design:** focus on how the project can forward mission
- **Selling your asset!**

For Further Information

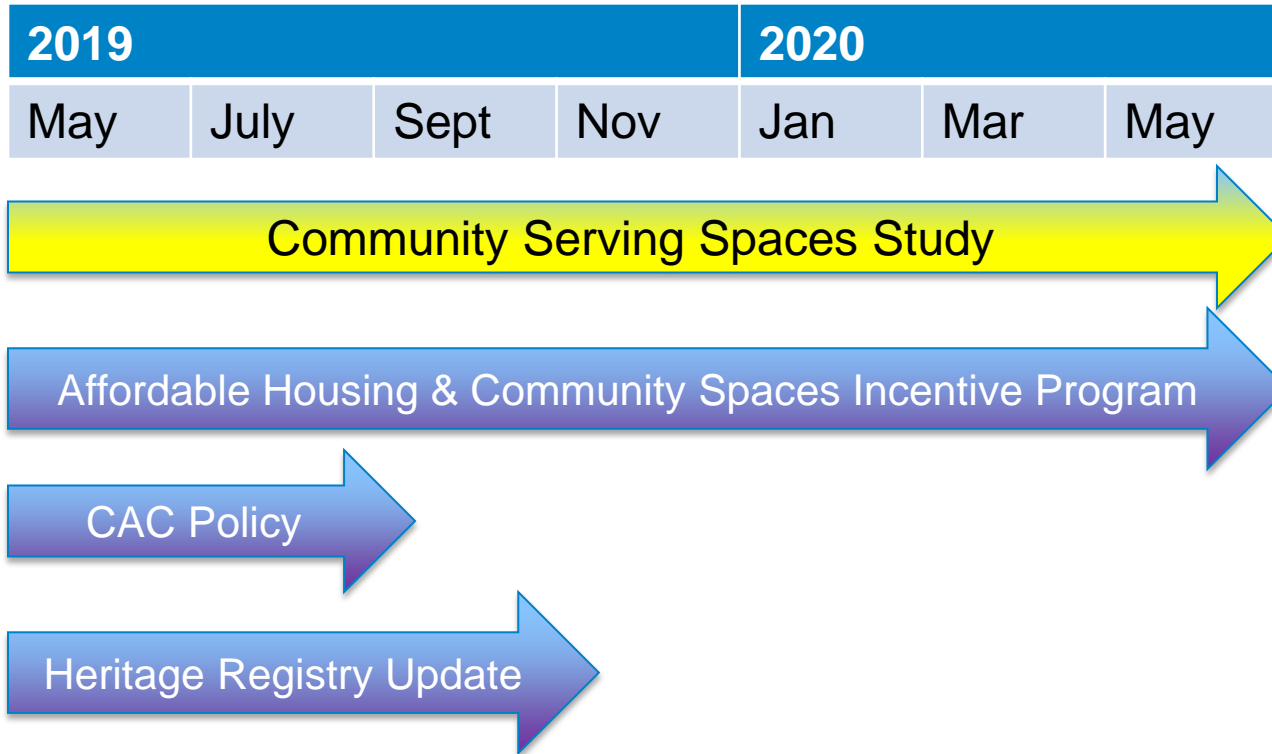
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Timeline



Contact email

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