

PROJECT CHARTER : KITSILANO SECONDARY SCHOOL RENEWAL

PURPOSE OF THE PROJECT CHARTER

The Project Charter set out below is a project management document that identifies how the Vancouver School Board (VSB) and consultants CitySpaces Consulting Ltd. will work together to meet the project objectives, critical success factors, address potential issues or constraints, and bring the project components together in a Draft Capital Project Agreement.

PROJECT OBJECTIVE

In 2009-2010, the VSB is addressing a high priority project – the renewal of Kitsilano Secondary School (KSS). The renewal will likely include a mix of demolition, new construction and renovation / seismic upgrade of some parts of the buildings. The key project objective is to manage a consultative planning and design process, leading to a concept design to be considered by the Board in May 2010. This timing enables the submission of a Draft Capital Project Agreement to the BC Ministry of Education in early June. Subsequently, the Agreement will be executed by the School Board and the Ministry.

REASONS FOR THE PROJECT

- KSS is a high priority for renewal because of its seismic status. The school has heritage value, a long history and a high profile in the community.
- The School undertook a consultative Visioning Process in January-February 2009. Participants in that process remain highly committed to the school's renewal.
- The Neighbourhood Centres for Learning and Development (NCLD). KSS is well-located to be transformed into a NCLD, through potential partnerships.

PROJECT DELIVERABLES

- **Concept Design**
 - ▶ A preliminary space program.
 - ▶ A site plan within its neighbourhood context.
 - ▶ The identification of buildings to be demolished, retained in whole or in part and seismically upgraded.
 - ▶ Conceptual building floor plans.
 - ▶ A phasing plan.
 - ▶ A massing plan.
 - ▶ An outline model for partners in the school as a NCLD.
 - ▶ The identification of sustainability features.
 - ▶ The identification of impacts on municipal infrastructure.
 - ▶ Order-of-magnitude capital cost estimates.
- **Consultation**
 - ▶ A comprehensive consultation and communications process.

- **Reports**

- ▶ A report that summarizes the concept design and documents the consultation process.
- ▶ A Draft Capital Project Agreement.

PROJECT AUTHORITY – KITSILANO CONCEPT PLANNING STEERING COMMITTEE

The VSB has constituted a Steering Committee.

Steering Committee Role

- Provide strategic direction for the planning process to both the Consultant Team and Kitsilano School Planning Team (KSPT), as may be required.
- To provide oversight on project activities, including progress of the planning process and compliance with proposed deliverables.
- Receive and consider the advice of the KSPT on the preferred concept plan and public consultation process.
- Ensure information or other support is provided to the Consultant Team, as may be necessary.
- Intervene and resolve issues that may arise during the process that could impact the schedule or content of the plan.
- Present the concept to the *VSB Committee II - Facilities and Planning* – through the District Management Team.

Steering Committee Members

- The Committee will comprise of the following:
 - ▶ Lynn Green, Associate Superintendent North Area
 - ▶ Mark Dale, Assistant Secretary-Treasurer – Facilities
 - ▶ Craig Sidjak, Manager Facilities Planning
 - ▶ Chris Atkinson, Principal KSS
 - ▶ Alex Grant, Project Director
 - ▶ Robert Moore, Project Director
 - ▶ Earl Strueby , Planning Officer Ministry of Education

Steering Committee Meetings

- The Committee will meet generally in accordance with the project schedule, and more frequently if required.
- The Project Manager and Project Architect will attend the meetings in an advisory or support role.
- Additional VSB personnel may attend as resources on an as required basis.
- Decisions of the Committee will be by consensus. Meeting notes will document decisions and actions.

PROJECT ADVISOR – KITSILANO SCHOOL PLANNING TEAM (KSPT)

KSPT Mandate

The mandate for the Kitsilano School Planning Team (KSPT) will be to:

- Act as forum for the review of the concept planning work undertaken by the Consultant Team;
- Provide recommendations to the VSB Kitsilano Concept Planning Steering Committee on the preferred concept plan based on the work of the Consultant Team;
- Provide recommendations to the VSB Kitsilano Concept Planning Steering Committee on the public consultation process for planning process based on the work of the Consultant Team; and
- Liaise with, inform and obtain feedback from the KSPT members' constituency groups of the planning process and assist in making arrangements with these groups for presentations, as may be required.

KSPT Membership

Membership to be confirmed, but may include the following:

- KSS Principal, Chris Atkinson 1
- KSS PAC 2
- Teaching Staff 2
- Student(s) 2
- Support Staff 1
- VSB Kitsilano Concept Planning Steering Committee 1

KSPT Meetings

- Andy Hiscox of CitySpaces Consulting, who is a member of the Consultant Team, will facilitate the Committee.
- Recommendations will be made on the basis of consensus, where possible.
- Where consensus is not attainable, the dissenting views will be recorded.
- Meetings of the KSPT will be monthly, generally in accordance with the outline project schedule.
- Meeting notes will document decisions and actions.

COMMUNICATIONS AND CONSULTATION

Consultation and communication will occur with the community and various stakeholder groups in a variety of ways. Stakeholders will include neighbourhood associations, potential partners for the Neighbourhood Centre of Learning and Development, and others. Discussions will occur with the Musqueam First Nation.

Techniques for consultation and communication will include, small group meetings and presentations, a major open house, web site, questionnaires, and a variety of hand outs and back-grounders.

PROJECT CONSULTANT TEAM

The consultant team will be managed by CitySpaces Consulting as Project Managers and will include an architect, structural, electrical, mechanical and geotechnical engineers and a quantity surveyor.

CRITICAL SUCCESS FACTORS

- Timely support from the VSB.
- Effective collaboration and relationship building with KPST.
- Timely deliverables by the Consultant Team.
- Financial support from the BC Ministry of Education.

POTENTIAL ISSUES OR CONSTRAINTS

- Community and other stakeholders may cause reconsideration of the amount of time to complete the planning process due to a diversity of views among KSPT members.
- Lack of interest by NCLD partners.

STAKEHOLDERS FOR THIS PROJECT

- The VSB is fully committed to meaningful engagement of the KSS community and potential NCLD partners. Stakeholders will be identified early in the process and contact will be maintained throughout.