

PROJECT CHARTER : QUEEN MARY SCHOOL RENEWAL

PURPOSE OF THE PROJECT CHARTER

The purpose of this Project Charter is to set out how the Vancouver Board of Education (VBE) and IBI/HB Architects and their consultant team will work together on the Queen Mary School renewal to meet the project objectives, address critical success factors and bring the project components together in a Project Definition Report (PDR). The Charter also identifies the participating committees and their roles.

PROJECT OBJECTIVE

The renewal of Queen Mary School (QMS) is part of the Provincial Seismic Mitigation Program and a high priority for the VBE. The renewal process will build on the recent consultation process undertaken by Brook and Associates and the VBE which approved a school space program and area allocations for the Neighbourhood Learning Centre (NLC), formerly referred to as Neighbourhood Centre for Learning and Development (NCLD), issued on December 4, 2009. The key project objective is to undertake a consultative planning and design process, leading to one preferred concept plan to be considered by the VBE in October 2011. The optimal design solution will include consideration of seismic safety, VBE school design principles, life cycle assessment, heritage and sustainability.

This timing enables the submission of a Project Definition Report to the BC Ministry of Education in November 2011. Subsequently, a Capital Project Funding Agreement will need to be finalized with the Ministry of Education (the Ministry).

REASONS FOR THE PROJECT

- Queen Mary School is a high priority for renewal because of its seismic risk status, its inefficient layout and obsolete infrastructure. The school has been built essentially in four phases spanning 1914 to 1964. The original red brick building is the most visually appealing of the phases and is highly valued by the community. QMS has a long community history and is an important neighbourhood asset.
- The VBE undertook a consultative process in 2009 to identify the future vision for the school, opportunities for NLC program enhancements, site utilization and renewal options. It involved an engaged community of school parents, area residents and service providers (e.g. childcare, parks).
- The NLC space program approved by the Ministry in 2010 included area allocations for learning connections such as student exchanges and literacy programs, arts and cultural programs, healthy connections and a multipurpose activity room and kitchen that could be utilized by the general community. The proposed program required to deliver the array of the core school (3,220 m²) and NLC space (663 m²) programming envisioned for Queen Mary represents a combined area allocation of 3,883 m².

PROJECT DELIVERABLES

The Project Definition Report will explore three options for the renewal of Queen Mary Elementary School of which one will be selected as the Preferred Option to be taken forward in more detail to the Ministry of Education for approval. The three options to be studied as part of this process are as follows:

- Partial Replacement (seismic upgrade and renewal to part of the existing complex with new additions)
- Full Retention (seismic upgrade and renewal to the entire complex of existing buildings)
- Ministry base-case new school

Each of the three renewal options will have its own deliverables specific to that Option. The deliverables for the Preferred Option will generally be as follows:

- **Concept Design**
 - 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 that will maintain safe and viable educational programs during construction;
 - A schematic massing diagram.
 - The identification of potential sustainability features and practices.
 - Preliminary capital cost estimates for the three base options for renewal.
- **Consultation**
 - A comprehensive consultation and communications process will be established involving both the school community and the greater neighbourhood (see page 4).
- **Reports**
 - A report that summarizes the concept design and documents the consultation process.
 - A Project Definition Report.

VBE QUEEN MARY PROJECT TEAM

The VBE has assembled a Project Team that will:

- Provide strategic direction for the planning process to both the Consultant Team and Queen Mary Advisory Committee (QMAC), as may be required.
- Provide oversight on project activities, including progress of the planning process and compliance with proposed deliverables.
- Receive and consider the advice of the QMAC 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 preferred concept to the *VBE Committee II* (Planning and Facilities) and the Board.

VBE Project Team Members

- The Project Team will comprise of the following people:
 - Craig Sidjak, Manager Facilities Planning (to May 2011)
 - Henry Ahking, Manager Facilities Development (to April 2011)
 - Jim Meschino, Director, Facilities (from May 2011)
 - Maureen Cowin, Facilities Planner
 - Alex Grant, Project Director (to August 2011)
 - Robert Moore, Project Director (to August 2011)
 - Earl Strueby, Planning Officer Ministry of Education

VBE Project Team Meetings

- The Team will meet generally in accordance with the project schedule, and more frequently if required.
- The Project Architect and other consultant team members, as may be invited, will attend the meetings in an advisory or support role.
- Additional VBE personnel may attend as resources on an as required basis, for example the VBE District Principal - Aboriginal Education.
- Decisions of the Team will be by consensus. Meeting notes will document decisions and actions.

QUEEN MARY ADVISORY COMMITTEE

Committee Mandate

The mandate for the Queen Mary Advisory Committee (QMAC) will be to:

- Act as forum for the review of the concept planning work undertaken by the Consultant Team;
- Provide advice to the VBE Project Team on the assessment and selection of the preferred concept plan;
- Provide advice to the VBE Project Team on the public consultation process; and
- Liaise with, inform and obtain feedback from the QMAC members' constituency groups on the concept development and assist in making arrangements with these groups for presentations, as may be required.

QMAC Membership

Membership to be confirmed, but may include the following:

- Queen Mary Principal 1
Monika Sanft
- Queen Mary School PAC 2
- Queen Mary School Teaching Staff 2
- Queen Mary School Support Staff 1
- VBE Project Team 2
Craig Sidjak
Henry Ahking
- Vancouver Parks Board 1
Tilo Driessen
- Trimble After School Care 1
- North West Point Grey Homeowners Association 1

QMAC Meetings

- CitySpaces Consulting, a member of the Consultant Team, will facilitate the Committee, prepare agendas and meeting notes. Andrew Hiscox will be the lead facilitator.
- Discussions will be open and facilitated to ensure all views on topics are heard and considered with the goal of developing consensus, where possible.
- Meeting notes will document advice and actions. Where consensus is not attainable, the dissenting views will be recorded.
- Meetings of the QMAC will be monthly, generally in accordance with the outline project schedule.

COMMUNICATIONS AND CONSULTATION

Consultation and communication will occur with the school community including students and parents, the West Point Grey community-at-large and various interested groups in a variety of ways.

School facility planning is guided by VBE's School Consultation and Planning Principles. A collaborative and integrated approach is used in all significant capital projects. VBE is dedicated to inclusive community consultation for information sharing and to allow continuous feedback into the planning and

design of upgraded and new school facilities. As such the VBE Project Team will inform, consult and involve stakeholders in the school design process and will:

- Provide the public with balanced and objective information;
- Obtain feedback on analyses and options; and
- Ensure public concerns are understood and considered.

Further, stakeholder concerns and aspirations will be considered within the bounds of our primary mandate to provide the best possible educational facilities for students and staff.

In addition to the QMAC, the consultation and communication strategy will include, small group meetings and presentations, a major public open house, a web site, survey, and a variety of hand-outs and background materials.

The City of Vancouver has been invited to participate and will be consulted throughout the process.

PROJECT CONSULTANT TEAM

The consultant team will be managed by Anita Leonoff and Peter Lang, IBI/HB Architects as the Prime Consultants and will also include structural, electrical, civil, mechanical and geotechnical engineers, sustainability consultant, quantity surveyor, landscape architect, heritage consultant and consultation facilitator.

CRITICAL SUCCESS FACTORS

- Timely support from the VBE Project Team.
- Effective collaboration and relationship building with QMAC.
- Timely deliverables by the Consultant Team.
- Financial support from the BC Ministry of Education to proceed with the preferred concept within the parameters established by the Ministry.