



## NORTHEAST QUADRANT LOT A TASK FORCE

Monday, August 19, 2019 at 10:00 am

Location: Council Chambers

### AGENDA

	ITEM	Pg #
1.	Call to Order	
2.	First Nation Recognition	
3.	Approval of the Agenda	
4.	Adoption of Minutes	
	THAT the Committee approve the minutes from the August 6, 2019 meeting.	1
5.	Public Question and Comment Period	
6.	Reports	
	<b>Business Case Option Review:</b>	5
	<ul style="list-style-type: none"><li>• Option A – District of Sooke Managed Project</li><li>• Option B – Public Partnership WITH Housing Component</li><li>• Option C – Public Partnership WITHOUT Housing Component</li><li>• Option D – Private (Subdivide and Sell, with conditions)</li></ul>	
	Each option includes the following:	
	<ul style="list-style-type: none"><li>○ Project Scope/ Overview</li><li>○ Background Information</li><li>○ Risks</li><li>○ Steps for Completion</li><li>○ Implications</li><li>○ Associated Costs/ Funding</li></ul>	
	<i>Provided as attachments are all the options provided by members of the committee, which will be consolidated into the draft business cases for each option.</i>	
7.	New Business	
8.	Next Meeting	
9.	Adjournment	



# MEETING MINUTES

Phone: (250) 642-1634 Fax: (250) 642-0541 Email: [info@sooke.ca](mailto:info@sooke.ca) Website: [www.sooke.ca](http://www.sooke.ca)

<b>Task Force:</b>	North East Quadrant Lot A		
<b>Date:</b>	August 6, 2019	<b>Call to Order Time:</b>	10:00 a.m.

<b>Attendees:</b>			
Councillor Jeff Bateman, Chair	P	Carol Pinalski, Sooke Seniors	P
Mary Dunn, Sooke Age Friendly Committee	P	Godfrey Medhurst, Sooke Lions	P
Andrew Moore, Sooke Age Friendly Committee	A		
Rick Robinson, Sooke Region Communities Health Network	P	Mayor Maja Tait	P
<b>Staff:</b>			
Norm McInnis, CAO	P	Patti Rear, Deputy Corporate Officer	P

<b>1.</b>	<b>Call to Order</b>
<p>The meeting was called to order by Councillor Bateman at 10:08 a.m.</p> <p>Councillor Al Beddows attended the meeting as a public representative.</p>	

<b>2.</b>	<b>Approval of the Agenda</b>	<b>Moved</b>	RR	<b>Carried</b>	✓
<p>THAT the agenda for the August 6, 2019 North East Quadrant Lot A task force be approved, as amended:</p> <ul style="list-style-type: none"> <li>Addition of New Business Item <i>Review of Must Haves</i> following Item No. 6. Options.</li> </ul>					

<b>3.</b>	<b>Adoption of Minutes</b>	<b>Moved</b>	RR	<b>Carried</b>	✓
<p>THAT the minutes from the July 23, 2019 North East Quadrant Lot A task force be adopted, as amended:</p> <ul style="list-style-type: none"> <li>Addition of group representation to the attendees.</li> </ul>					

<b>4.</b>	<b>Delegation</b>
<p><b><u>Kevin Albers, CEO - M'akola Housing Society</u></b></p> <p>Mr. Albers provided an overview of the non-profit, charitable, indigenous and low-income housing association which started in 1984. They currently have 1700 housing units in BC, 700 which are managed by M'akola Housing and the remaining owned outright by the province. Much of what they accomplish are achieved through federal, provincial, and capital funding contributions.</p> <p><i>(Mary Dunn joined the meeting at 10:16 a.m.)</i></p>	

- Mixed use commercial is preferred by province (BC Housing) for affordable housing with commercial on main floor and residential on floors above (i.e.: 4 storeys).
- Next uptake for BC Housing project submissions not announced yet, but will likely be Fall 2020; if timeline is too tight, BC Housing is cognisant of the fact that the District is interested in a project. Funds are available various streams, including Community Housing Fund, Regional Housing First Program, Indigenous Housing Fund and Supportive Housing Fund.  
<https://www.bchousing.org/projects-partners/funding-opportunities>
- The Urbanics Housing Needs Assessment for the Sooke region is due in the late fall and will be critical in identifying needs as a prelude to funding requests.
- Cost for 5,000 sq. ft senior/youth centre would be about \$1.5 million. Commercial kitchen with 2 offices ideal. The structure identified for the northeast quadrant in the Lot A report is 10,000+ sq. m, mixed-used 4-6 storeys.
- Proposal needs to include secured land at submission; commercial space can only be 20% of total sq. footage or 20% cost of the project.
- If 60-year lease agreement, how are occupying organizations protected (i.e.: Lions)? There is an option to purchase if M'akola breaks an agreement, which hasn't happened in its history to date. BC Housing would have to be satisfied with who is occupying that space; non-profit or non-residential is beneficial. Lease would be between M'akola and District, financing is provided by BC Housing.
- M'akola estimated cost is \$250 per square foot to build, however it was noted that costs for South Island contractors are skyrocketing. (The new addition at SEAPARC is approximately \$600 per sq ft.)
- Sooke Seniors' Drop-in Centre may be in a position to contribute funds.
- District of Sooke hopes are to have at least two (2) floors of non-residential space; Albers is confident that BC Housing will consider other options beyond its 20% non-residential maximum.
- Rent is usually set at 10% below average rental costs in the area (high end), but would be as low as \$375/month for subsidized units at "shelter rate." BC Housing insists that renters must be identified from its current Housing Registry; these individuals will have indicated Sooke as a preferred housing choice. Preference is not necessarily given to indigenous people.
- BC Housing is moving ahead with an RFP for 169 units (34 at shelter rate, 52 'affordable units' and 83 'near-market' units) at Drennan/Sooke Rd. The second phase of the project (75 units at Throup/Charters) will follow. Query: What percentage of these units are geared to seniors?
- Many low-income housing projects do not take into consideration families with young children or pets.
- Co-housing and rent-to-own options: Albers noted it would be difficult to secure BC Housing support for rental co-housing given it would be the first of its kind in Canada.
- Discussion of other rental needs not being met through CRD Housing; affordability is the #1 issue – 2 or 3 bedrooms are in demand, but often individuals seeking more bedrooms prefer a separate dwelling. The Housing Needs Assessment may provide better insight into this.
- Importance of ease of access and town-centre walkability for those living on Lot A. Province is Ministry is providing an accessibility needs assessment in the fall. Some cost implication to customization, but BC Housing is moving toward things such as adjustable countertop heights, wheel-chair radius at entrances, braille on elevator buttons, etc.

- New BC Building Code may have an impact on the cost and timeline for the project. I.e.: earthquake safe buildings can add up to 30% more to the cost of projects.

*(Mr. Albers left the meeting at 10:59 a.m.)*

5.	Business Case Development	Moved	RR	Carried	✓
<p>The Chair provided copies of business cases developed by committee members for the following options:</p> <ul style="list-style-type: none"> <li>• Option A – District of Sooke Managed Project (2 cases)</li> <li>• Option B – Public Partnership WITH Housing Component (2 cases)</li> <li>• Option C – Public Partnership WITHOUT Housing Component (3 cases)</li> <li>• Option D – Private (Subdivide and Sell, with conditions) (1 case)</li> </ul> <p>Copies are attached to these minutes and each business case option included comments on the following:</p> <ul style="list-style-type: none"> <li>○ Project Scope/ Overview</li> <li>○ Background Information</li> <li>○ Risks</li> <li>○ Steps for Completion</li> <li>○ Implications</li> <li>○ Associated Costs/ Funding</li> </ul> <p><b>General Discussion:</b></p> <ul style="list-style-type: none"> <li>• Committee members were invited to study and rework these initial business case proposals prior to developing a single set of final options that will be presented to Council in the fall</li> <li>• The CAO informed the committee that a Lot A servicing study is being developed. This is a necessary best practice. Up-front costs will be expensive; however recoupment will be possible from groups that develop on Lot A.</li> <li>• Lot A report "due diligence" timeline includes riparian assessment; high-level civil engineer review of entire property; rainwater management plan.</li> <li>• The Mayor provided a brief overview of the 2016 Community Centre Advisory Committee report included among the Task Force's supporting documentation. Short and long-term ideas for community and activity centres included: <ul style="list-style-type: none"> <li>○ new-build centre on the "new lands" (aka Lot A) funds by housing component</li> <li>○ Refurbish the Sooke Community Hall</li> <li>○ Interim centre for seniors via a portable at SEAPARC</li> <li>○ Youth Facility (various options)</li> <li>○ Families ~ continue to upgrade parks with activity shelters, washrooms, etc.</li> <li>○ "Community Quonset" ~ studio and rehearsal space for arts groups at Kaltasin works yard</li> </ul> </li> <li>• When Lot A Charrette was completed it confirmed much of what was proposed in the report from 2016. Commercial and office space has also been identified as a desired Town Centre need following the 2016 and Lot A Charrette studies.</li> </ul>					

- Video conferencing needs and potential facilities discussed. Possibilities for distance-learning facility run by a Van Isle or BC post-secondary institution?
- Are there other options that might be explored in addition to these four?
- Option B relies on funding from BC Housing and the involvement of a housing society.
- Option C might involve a range of community groups and be run by a specially created non-profit society.
- All options could involve child-care facilities. The Childcare BC New Spaces Fund offers "\$3 million for up to 100 percent of project costs for public sector organizations." Challenge is that partners and an operational plan would be required. Sooke's Child Care Needs Assessment study (due in the late fall) will clarify needs.
- Opportunities to share ideas for Lot A uses and development was available to individuals and community groups during the Lot A charrette.

Staff was asked to include the copies of the business cases on the next agenda for a more detailed discussion and finalization of the four (4) options.

<b>6.</b>	<b>Next Meeting</b>
<p>The next meeting will be held on Monday, August 19, 2019 at 10:00 a.m.</p> <p>Agenda items to include:</p> <ul style="list-style-type: none"> <li>• Polish draft business cases for the four (4) options; intention is to provide the District of Sooke Council with these four (4) options.</li> <li>• Identifying next steps.</li> </ul>	

<b>9.</b>	<b>Adjournment</b>	<b>Moved</b>	JB	<b>Carried</b>	✓
The meeting was adjourned at 11:41 a.m.					

---

Chair

---

Corporate Officer

# Business Case

North East Quadrant of Lot A

## Option A (1)

District of Sooke Managed Project

<b>The PROJECT (Scope Overview)</b>
Describe the goal of the project and desired outcome:
<ul style="list-style-type: none"><li>• Creation of a community hub complete with social gathering place, recreation, and other needed uses (office space, community kitchen, distance learning centre, etc.) on public land in the north end of the Town Centre</li></ul>

<b>The HISTORY (Background Information)</b>
Provide any past information that would prove useful in the decision making process:
<ul style="list-style-type: none"><li>•</li></ul>

<b>The LIMITATIONS (Risks)</b>
List what could prevent the success of the project:
<ul style="list-style-type: none"><li>• Staffing and expertise to build, operate and maintain the structure is lacking. Current staff are already fully engaged with existing responsibilities.</li></ul>

<b>The APPROACH (Steps to be taken)</b>
List what is needed to complete this project:
<ul style="list-style-type: none"><li>•</li></ul>

<b>The IMPLICATIONS (positive and negative)</b>
List the benefits that the project will bring to the community and the organizations that would be serviced:
<ul style="list-style-type: none"><li>•</li></ul>

<b>The INVESTMENT (Associated Costs and funding)</b>
List the funding opportunities, financial contributions etc.
<ul style="list-style-type: none"><li>• Federal and provincial infrastructure grants</li><li>• Ongoing monthly revenue from housing component in perpetuity = how much?</li></ul>

# Business Case

North East Quadrant of Lot A

--

# Business Case

North East Quadrant of Lot A

## Option A (2) District of Sooke Managed Project

### The PROJECT (Scope Overview)

Describe the goal of the project and desired outcome:

- The social isolation of seniors can cause communities to suffer a lack of social cohesion, higher social costs, and the loss of an unquantifiable wealth of experience that older adults bring to our families, neighbourhoods and communities. (opening sentence Report on the 2014 Social Isolation of Seniors by Canada's National Seniors Council) This project addresses this concern for Sooke seniors.
- The District of Sooke would provide the site, provide project management, raise the necessary funds (~\$18,000,000), and manage the property rentals and maintenance. The project would provide meeting space for Sooke seniors, Service clubs, and youth.

### The HISTORY (Background Information)

Provide any past information that would prove useful in the decision making process:

- Currently, the District of Sooke has minimal skills, experience, or track record in developing and managing a public housing project.

### The LIMITATIONS (Risks)

List what could prevent the success of the project:

- See above

### The APPROACH (Steps to be taken)



## Business Case

North East Quadrant of Lot A

List what is needed to complete this project:

- Referendum required to secure voter support
- Council approval for borrowing, hire skilled staff to implement the project.

### **The IMPLICATIONS (positive and negative)**

List the benefits that the project will bring to the community and the organizations that would be serviced:

- Provide safe, affordable, subsidized housing for Sooke seniors. Provide a permanent meeting space for Sooke seniors and would provide social opportunities and lunches for seniors. Provide meeting space for service clubs and youth.
- The potential for project delay is significant in this option.

### **The INVESTMENT (Associated Costs and funding)**

List the funding opportunities, financial contributions etc.

- Borrow funds from Municipal funding Authority. District of Sooke would provide and continue to own the property. The Provincial Gaming funds would help fund the seniors' centre portion. Possibility of public fundraising for meeting space amenities. The rents from the affordable housing would be used to pay off the loan over time and provide capital funds to maintain the building.
- \$254,000 from the previously set aside gaming funds would be available.
- Sooke Senior Drop-in Society may contribute \$55,000 plus commercial kitchen equipment and furnishings (approximate value \$30,000)

# Business Case

North East Quadrant of Lot A

## Option B (1)

Public Partnership WITH Housing Component

### The PROJECT (Scope Overview)

Describe the goal of the project and desired outcome:

- Addresses affordable housing needs in the town centre
- Provides two or more floors of public use ~ seniors drop-in centre, youth facilities, new home for Sooke Region Volunteer Centre
- Potentially also: Office space (straight rental, business incubator and/or telecommuting); commercial/community kitchen, creative arts studios, distance learning facility, etc.
- Childcare facilities
- Secure provincial and federal funding (BC Housing, CMHC) to pay for construction
- Housing society to manage building, run the housing component
- Community groups to run the ground-floor public spaces

### The HISTORY (Background Information)

Provide any past information that would prove useful in the decision making process:

- This option captures the vision for the NEQ in Keycorp's Sooke Lot A final report (May, 2019). See pg. 17: "4-6 storey building with approx. 10,500m<sup>2</sup> of total floor area; senior drop-in centre on ground level; at-grade access to a youth centre/multi-purpose space on level one; upper portions split into two small blocks for housing."
- "A variety of mixed use, including housing on the upper floors and activity space on the bottom, is preferred for the proposed building" ~ Sooke Council minutes, Jan. 15/2018
- "Explore the feasibility of mixed housing development in conjunction with the community centre use (on Lot A) as a means to fund development of a centre; and that council direct District staff to engage with locally successful funded housing project leaders like M'akola Housing to seek funding and project planning support." ~ Sooke Community Centre Advisory Committee final report, April, 2016
- 2014 Community Centre plebiscite. "Would you support the District of Sooke working with the community to develop multi-use community centre facilities? YES: 82.9 percent based on a 41.5 percent voter turnout. (3072 vs. 631 votes)
- Getting It Built study (2014)
- Sooke Seniors Drop-In Centre Society: *Visioning for the Future* report identified the following needs: central location; 2k to 4k square feet; street-level access; proximity to public transit; commercial kitchen for hot lunches and special events; office & storage space; mix of quiet and social areas; bingo. Its concluding line: "Community groups, businesses, citizens and local government can work together on a project like this, to the mutual benefit of all."

### The LIMITATIONS (Risks)

List what could prevent the success of the project:

# Business Case

North East Quadrant of Lot A

- BC Housing has already invested in the adjacent Knox Centre and the two forthcoming housing complexes on Drennan and Throup/Charters - will it be interested in a fourth in one small community among 160 others in BC?
- Will the Housing Needs Assessment report identify need for more affordable housing?
- Securing interest of a housing society that will serve Sooke residents
- Interest from other local community groups in this portion of public land

## The APPROACH (Steps to be taken)

- List what is needed to complete this project:
- Council approval
  - determination of other uses & user groups
  - fundraising campaign
  - engage non-profit developer
  - architect and detailed design
  - lease agreement with the DOS
  - planning approval and Development Permit
  - building specifications
  - tender
  - start on site
  - competition of construction
  - move in.

## The IMPLICATIONS (positive and negative)

- List the benefits that the project will bring to the community and the organizations that would be serviced:
- Community gathering space for youth, seniors, families
  - Affordable housing in the Town Centre
  - Creation of public space for multiple community uses and/or office space

## The INVESTMENT (Associated Costs and funding)

- List the funding opportunities, financial contributions etc.
- BC Housing's 2020 funding. Objective 1.1 of its 2019-22 Service Plan is "to increase supply of market rental, non-profit, co-op, student and supported housing."
  - District of Sooke contributes land (value: \$400-500K)
  - District of Sooke contributes \$254k from the Community Centre reserve
  - Private fundraising campaign by Sooke Seniors
  - Borrowing referendum or Alternate Approval Process to secure 'x' (?) dollars
  - Ongoing operational revenue streams
  - With the childcare option: **Childcare BC New Spaces Fund** ... \$3 million for up to 100 percent of project costs for public sector organizations and indigenous governments."

## Business Case

North East Quadrant of Lot A

- Federal grant via the annual **Investing in Canada Infrastructure Program (ICIP) Community, Culture & Recreation (CCR)** stream ... Sooke has applied in 2019 (Sunriver sports box), and can apply again annually. "Supports projects that improves citizen's access to and quality of cultural, recreational and community spaces." Likely next deadline is Jan. 2020, but not announced to date and too early to tell if communities will be favoured twice running (if indeed we receive the Sunriver monies). Covers 73 percent of project funding (40 percent federal, 33 percent provincial).

## Business Case

North East Quadrant of Lot A

### Option B (2)

#### Public Partnership WITH Housing Component

##### **The PROJECT (Scope Overview)**

Describe the goal of the project and desired outcome:

- An increasing senior population means an increasing demand for homes and services geared towards the needs of an aging population. The District of Sooke mirrors the broader trends of aging in Canada. Currently, almost 30% of the Sooke population is aged 55 or older. The population of Sooke 55 and above increased by 27% between 2006 and 2011, which is significantly higher than the general population growth rate of 18%. If this high rate of growth continues, seniors will make up almost 40% of the total population of Sooke in 2026.
- The social isolation of seniors can cause communities to suffer a lack of social cohesion, higher social costs, and the loss of an unquantifiable wealth of experience that older adults bring to our families, neighbourhoods and communities. (opening sentence Report on the 2014 Social Isolation of Seniors by Canada's National Seniors Council). This project addresses this concern for Sooke seniors.
- The District of Sooke would partner with a non-profit developer and project manager. The project would provide a seniors centre for social activities, hot lunches, and services and provide affordable housing for seniors, On completion the non-profit would manage the rental property.

##### **The HISTORY (Background Information)**

Provide any past information that would prove useful in the decision making process:

- The Sooke Seniors Drop-in Society has an excellent track record of providing activities, social engagement, and services for Sooke Seniors.
- Historically Sooke has depended on the non-profit sector to provide medium to low income housing. (Knox Centre, Hope Centre)

## Business Case

North East Quadrant of Lot A

### **The LIMITATIONS (Risks)**

List what could prevent the success of the project:

- Should the project planning be delayed, there is the strong possibility of missing the very limited opportunity for government funding.
- The scarcity of suitable non-profit development partners as well as skilled construction trades in a very busy South Island construction cycle.
- The Sooke Senior Drop-in Society board has been advocating for a permanent seniors' centre for more than nine years. To not move forward may be seen as lack of understanding by the Sooke Council of the need for improved seniors' services and housing.

### **The APPROACH (Steps to be taken)**

List what is needed to complete this project:

- Council approval
- MOUs with partner organizations
- Secure government finding
- District of Sooke's contribution of land plus \$3-5 million effectively leverages approximately \$15 million
- District of Sooke provides necessary site preparation

### **The IMPLICATIONS (positive and negative)**

List the benefits that the project will bring to the community and the organizations that would be serviced:

- After the nine-year effort and perseverance to achieve a permanent senior centre and affordable rental housing, for the Sooke Council not to move forward with this project, it could be seen as lack of consideration and acknowledgment of the needs of Sooke seniors.
- The selected site will provide opportunities for walking instead of driving to services. Reduction in loneliness provides significant health benefits for seniors.

## Business Case

North East Quadrant of Lot A

- Bringing this project home would provide a lasting legacy for Sooke generations as they age.

### **The INVESTMENT (Associated Costs and funding)**

List the funding opportunities, financial contributions etc.

- \$254,000 held in trust by district of Sooke
- Sooke Senior Drop-in Society will contribute \$55,000 plus commercial kitchen equipment and furnishings (approximate value \$30,000)
- Seniors Centre ~\$1.5 million
- Affordable housing ~\$15 million
- BC Housing funding
- Other levels of government funding

# Business Case

North East Quadrant of Lot A

## Option C (1)

Public Partnership WITHOUT Housing Component

### The PROJECT (Scope Overview)

Describe the goal of the project and desired outcome:

- The Sooke Lions will be exploring the feasibility of constructing and operating a building to create a Community Building that creates an ongoing revenue stream.

### The HISTORY (Background Information)

Provide any past information that would prove useful in the decision making process:

- The Sooke Lions Club has a history of raising money which is returned back into the community.

### The LIMITATIONS (Risks)

List what could prevent the success of the project:

- If the Sooke Lions Club determines that this project will not result in being profitable for the Club or will not fulfil their plan to be part of a complex that also supports Sooke community needs.

### The APPROACH (Steps to be taken)

List what is needed to complete this project:

- A parcel of land that allows the Lions Club to go ahead with this project without having to hold a mortgage.

### The IMPLICATIONS (positive and negative)

List the benefits that the project will bring to the community and the organizations that would be serviced:

- **This building will ideally provide:**
- Space for Seniors drop-in centre
- Place for youth
- Meeting rooms for various organizations
- Event space (weddings, family parties etc. for up to 150 people) for revenue generation
- Daycare space
- Meeting space for the 3 Lions Clubs as well as storage



# Business Case

North East Quadrant of Lot A

<b>The INVESTMENT (Associated Costs and funding)</b>
List the funding opportunities, financial contributions etc.
<ul style="list-style-type: none"><li>• Lions and other clubs/organizations financial support</li></ul>

# Business Case

North East Quadrant of Lot A

## Option C (2)

Public Partnership WITHOUT Housing Component

<b>The PROJECT (Scope Overview)</b>
Describe the goal of the project and desired outcome:
<ul style="list-style-type: none"><li>• Create a community gathering place for seniors, youth, families and community groups</li><li>• A town centre community hub for multiple user groups -- meetings, receptions, recreational activities, multi-purpose shared space, storage</li><li>• Community/commercial kitchen</li><li>• Needs identified in Getting It Built study are addressed. These include: Seniors programs and drop-in space; youth facilities; dance/yoga/aerobic space; arts workshops &amp; studios; jobs for special needs groups; training youth and volunteers; art gallery</li><li>• Child-care facilities</li><li>• Possible additional uses that generate a revenue stream dependent on size of the building (i.e., 2nd or 3rd floor office space rentals)</li></ul>

<b>The HISTORY (Background Information)</b>
Provide any past information that would prove useful in the decision making process:
<ul style="list-style-type: none"><li>• 2014 Community Centre plebiscite. <i>"Would you support the District of Sooke working with the community to develop multi-use community centre facilities?"</i> YES: 82.9 percent based on a 41.5 percent voter turnout. (3072 vs. 631 votes)</li><li>• Getting It Built study (2014)</li><li>• Sooke Seniors Drop-In Centre Society: Visioning for the Future report identified these needs: central location; 2k to 4k square feet; street-level access; proximity to public transit; commercial kitchen for hot lunches and special events; office &amp; storage space; mix of quiet and social areas; bingo. Its concluding line: "Community groups, busiessses, citizens and local government can work together on a project like this, to the mutual benefit of all."</li></ul>

<b>The LIMITATIONS (Risks)</b>
List what could prevent the success of the project:
<ul style="list-style-type: none"><li>• Housing is traditionally used to underwrite projects of this kind (i.e., Victoria's new Fire Hall #1 at Yates &amp; Cook features 11 stories of rental housing above it)</li><li>• Reliance on public funding (taxes, fundraising, service club contributions)</li><li>• Availability of other provincial and federal infrastructure grants</li></ul>

<b>The APPROACH (Steps to be taken)</b>
List what is needed to complete this project:

# Business Case

## North East Quadrant of Lot A

- Core set of community participants gather to create a non-profit organization to operate the facility
- Steering committee to identify needs of various community groups (utilizing the Lot A Report and Getting It Built: Community Centre Report as starting points)
- Ensure facilities are in sync with those planned for the new library (which, for instance, will have a 60-seat meeting room, pre-school programming and a Makerspace)
  
- Council approval
- determination of other uses & user groups
- fundraising campaign
- architect and detailed design
- lease agreement with the DOS
- planning approval and Development Permit
- building specifications
- tender
- start on site
- completion of construction
- move in.

### The IMPLICATIONS (positive and negative)

List the benefits that the project will bring to the community and the organizations that would be serviced:

- Modern facilities and a gathering place for meetings, receptions, activities, social and arts programming in the heart of the town centre
- Multiple user groups
- Fills need (potentially) for i) Office Space; ii) Childcare

### The INVESTMENT (Associated Costs and funding)

List the funding opportunities, financial contributions etc.

- Federal grant via the Investing in the annual **Canada Infrastructure Program (ICIP) Community, Culture & Recreation (CCR)** stream ... Sooke has applied in 2019 (Sunriver sports box), and can apply again annually. "Supports projects that improves citizen's access to and quality of cultural, recreational and community spaces." Likely next deadline is Jan. 2020, but not announced to date and too early to tell if communities will be favoured twice running (if indeed we receive the Sunriver monies). Covers 73 percent of project funding (40 percent federal, 33 percent provincial).
- District of Sooke future borrowing (given the overwhelmingly positive 2014 plebiscite vote)
- \$254k contribution from District reserves
- Lease of public lands (50 years at \$1 per year)
- With the childcare option: **Childcare BC New Spaces Fund** ... \$3 million for up to 100 percent of project costs for public sector organizations and indigenous governments."

## Business Case

### North East Quadrant of Lot A

- Volunteerism: HeroWork-inspired project in spirit of construction of the Community Hall (i.e. labour and materials contributions by local businesses, work parties, old-fashioned "raising bees")
- Funds contributed by participating service clubs
- Fundraising from public donors; i.e., "Buy A Brick" sponsorships.
- Ongoing revenue stream from space rentals and bookings
- Coffeeshop? Social enterprise run youth and/or special needs groups, people with disabilities and/or at risk-youth ... mentored by seniors & service club reps.
- Arts funding bodies - BC Arts Council, Canada Council -- should an arts component be involved.

## Business Case

North East Quadrant of Lot A

### Option C (3)

#### Public Partnership WITHOUT Housing Component

##### **The PROJECT (Scope Overview)**

Describe the goal of the project and desired outcome:

- An increasing senior population means an increasing demand for homes and services geared towards the needs of an aging population. The District of Sooke mirrors the broader trends of aging in Canada. Currently, almost 30% of the Sooke population is aged 55 or older. The population of Sooke 55 and above increased by 27% between 2006 and 2011, which is significantly higher than the general population growth rate of 18%. If this high rate of growth continues, seniors will make up almost 40% of the total population of Sooke in 2026.
- The social isolation of seniors can cause communities to suffer a lack of social cohesion, higher social costs, and the loss of an unquantifiable wealth of experience that older adults bring to our families, neighbourhoods and communities. (opening sentence Report on the 2014 Social Isolation of Seniors by Canada's National Seniors Council). This project addresses this concern for Sooke seniors.

##### **The HISTORY (Background Information)**

Provide any past information that would prove useful in the decision making process:

- ?

##### **The LIMITATIONS (Risks)**

List what could prevent the success of the project:

- Lack of support from both the public and Council because of underutilizing valuable town core property.

# Business Case

North East Quadrant of Lot A

<b>The APPROACH (Steps to be taken)</b>
List what is needed to complete this project:
<ul style="list-style-type: none"><li>• Council and public support.</li><li>• A developer interested in the smaller project</li></ul>

<b>The IMPLICATIONS (positive and negative)</b>
List the benefits that the project will bring to the community and the organizations that would be serviced:
<ul style="list-style-type: none"><li>• Both the Seniors and Lions (possibly other service clubs) would have permanent meeting space.</li></ul>

<b>The INVESTMENT (Associated Costs and funding)</b>
List the funding opportunities, financial contributions etc.
<ul style="list-style-type: none"><li>• Possibility of borrowing from the Municipal Financing Authority</li><li>• Possibility of fundraising in the community</li></ul>

# Business Case

North East Quadrant of Lot A

## Option D (1)

Private (Subdivide and Sell, with conditions)

### The PROJECT (Scope Overview)

Describe the goal of the project and desired outcome:

- An increasing senior population means an increasing demand for homes and services geared towards the needs of an aging population. The District of Sooke mirrors the broader trends of aging in Canada. Currently, almost 30% of the Sooke population is aged 55 or older. The population of Sooke 55 and above increased by 27% between 2006 and 2011, which is significantly higher than the general population growth rate of 18%. If this high rate of growth continues, seniors will make up almost 40% of the total population of Sooke in 2026.
- The social isolation of seniors can cause communities to suffer a lack of social cohesion, higher social costs, and the loss of an unquantifiable wealth of experience that older adults bring to our families, neighbourhoods and communities. (opening sentence Report on the 2014 Social Isolation of Seniors by Canada's National Seniors Council). This project addresses this concern for Sooke seniors.

### The HISTORY (Background Information)

Provide any past information that would prove useful in the decision making process:

- Other municipalities have published requests for expression of interest (EOI) ie Osyoos for the purchase and residential development of municipal owned land.

### The LIMITATIONS (Risks)

List what could prevent the success of the project:

- Lack of interest on the part of developers

## Business Case

North East Quadrant of Lot A

- Non-compatibility on the part of the private sector with the aims and aspirations of the municipality

### **The APPROACH (Steps to be taken)**

List what is needed to complete this project:

- Council support
- Referendum
- Develop the terms and conditions for the EOI
- Publish the EOI
- Evaluate responses
- Award project

### **The IMPLICATIONS (positive and negative)**

List the benefits that the project will bring to the community and the organizations that would be serviced:

- Bringing private financing to the project
- Bringing private sector management and development skills to the project

### **The INVESTMENT (Associated Costs and funding)**

List the funding opportunities, financial contributions etc.

- District of Sooke would benefit from the sale of the property
- Tax role increase
- Demand for municipal services would increase