



# REPURPOSING STRATEGY FOR ECUAD BUILDINGS AT GRANVILLE ISLAND

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# EXECUTIVE SUMMARY

Granville Island is recognized as one of North America's great neighbourhoods, and is widely admired for its varied mix of uses and tenants that create a vibrant and authentic public place.

The pending relocation of Emily Carr University of Art + Design (ECUAD) to Great Northern Way will have a significant impact on Granville Island. The loss of a renowned art school, that hosts thousands of students a year, has the potential to weaken the Island's fundamentals of authenticity, and reduce the number of young adult visitors. However, there is also the opportunity for a successful repurposing strategy to not only reanimate the buildings, but also help enhance the authenticity and vitality of Granville Island as a whole.

This report provides a proposed repurposing concept designed to achieve this goal, along with an overview of how the concept was developed.

## Repurposing Concept

The ECUAD consists of two buildings: the North Building, a two-storey woodframe building with a gross floor area of 123,850 sf, and the South Building, a four-storey concrete building with a gross floor area of 71,100 sf. Its first two floors are at street level, but at 15,000 sf gross, it is a relatively small space. The main square footage is on the third and fourth floors.

The proposed repurposing concept for the North Building would create a destination for arts, entertainment, and food that will be active 18 hours a day, 12 months a year. The first floor of the repurposed building would be fully open to the public, much like the Public Market, and provide access to the waterfront. Approximately half the first floor would be devoted to artists, artisans, and makers, with most studio spaces having windows to allow for public viewing. Another significant portion of this floor would include restaurants, micro- and nano-breweries, and an urban winery, all aimed at attracting a young, nighttime clientele. The second floor would provide a large, live music venue, to also help draw evening visitors.

The repurposing concept for the South Building is for a major arts-oriented education institution, or museum to occupy the entire building. Unlike the North Building, the physical characteristics of this building do not easily lend themselves to conversion to a multi-tenanted space, making a single use an ideal repurposing of the space.

## How the Concept was Developed

The repurposing concept was developed with input from workshops with Granville Island tenants, interviews with key informants, and meetings with CMHC Granville Island representatives (Granville Island Trust, and CMHC Granville Island management and staff). The project team's architect conducted an analysis of the existing buildings, which helped create a shared understanding of their unique physical opportunities and challenges. The architects also created the proposed concept drawings, based on input received from consultation, as well as in response to planning and market analysis. The planning analysis included a summary and interpretation of consultation input, as well as consideration of the Granville Island Reference document, CMHC Granville Island's planning principles, and project-specific goals.

# INTRODUCTION

## **Granville Island is a unique, iconic and cherished Vancouver neighbourhood, and recognized as one of North America's great neighbourhoods.**

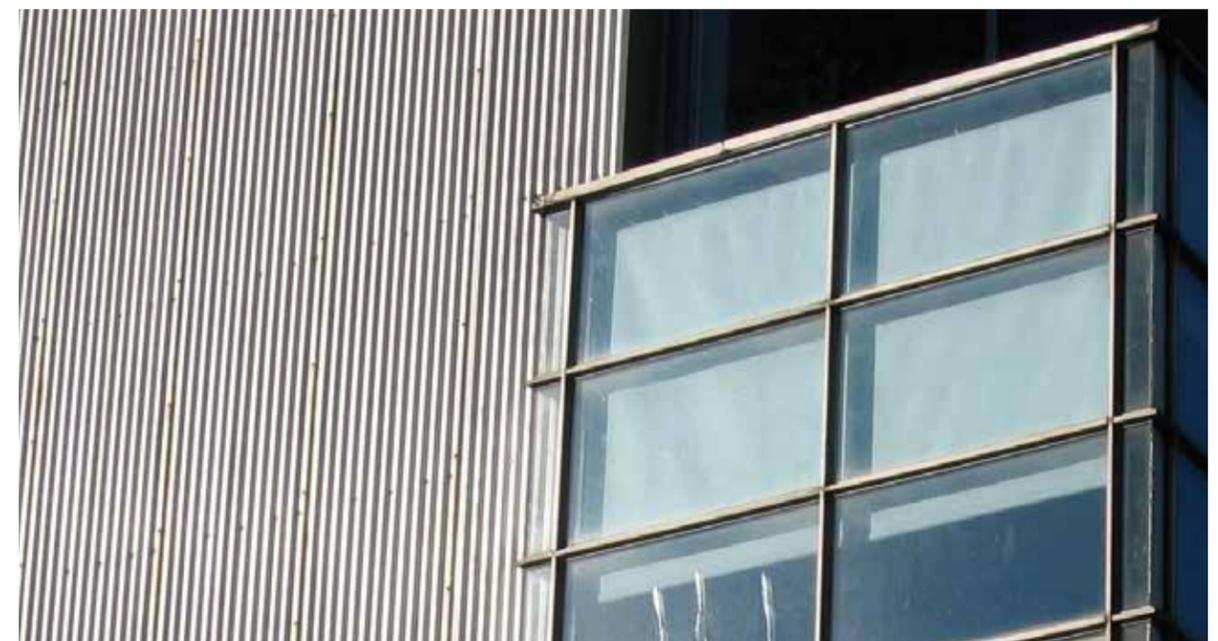
- Granville Island is one of the most widely admired and emulated urban regeneration projects in North America.
- It is a thriving neighbourhood characterized by artisan production and retail; educational and training institutes, public and commercial art galleries; restaurants, theatres, and other public attractions, set in a picturesque waterfront setting.
- It is one of Vancouver's most visited tourist attractions with an estimated 10 million visits a year. Notably, an estimated 80% of these visits are local.
- A secret to Granville Island's success – and an important reason it is so hard to replicate – is its authenticity. It is a place where people do real things: produce art and hand-made goods, go to school, shop for their dinner, attend the theatre, and take their out-of-town visitors.

## **Granville Island's authenticity has been maintained by Canada Mortgage and Housing Corporation's (CMHC) Granville Island-specific leasing policies and affordable rents.**

- Successful neighbourhood revitalization can often lead to gentrification, the enemy of authenticity. As so frequently witnessed both at home and elsewhere, neighbourhoods that are "discovered" see increased property values and higher rents, pushing out the small businesses and creative workers who helped create the authenticity that made the neighbourhood desirable. This process is a loss, not only to the neighbourhood, but to the city as a whole.
- To Vancouver's benefit, Granville Island has avoided following this familiar pattern. This is due largely to CMHC's approach to the management of the Island. CMHC, guided by the vision for the Island set out in the Granville Island Reference Document, has maintained affordable rents for many of the critical uses that give Granville Island its eclectic and authentic character.

## **Notwithstanding the successes, Granville Island is increasingly viewed as a mature product and in need of revitalization.**

- Behind its many successes is a growing perception that Granville Island has lost some of its cutting edge, and is not one of Vancouver's hot spots for evening activity.
- Many of the available arts and cultural space on Granville Island are leased by groups and individuals who have been at Granville Island for many years – in some cases since the very beginning. This in itself is not a negative, but, as Granville Island has a scarcity of space, especially for artisans and cultural groups, it has meant that subsequent generations of younger innovators have, to a certain degree, not been able to access space at Granville Island.



**Emily Carr University of Art + Design has been important to the authenticity and vitality of Granville Island.**

- As one of the most prestigious art schools in Canada, the Emily Carr University of Art + Design (ECUAD) makes a major contribution to the authenticity of Granville Island as an arts and cultural district.
- Thousands of students annually, who shop and work at Granville Island, animate the streets during school times. In some cases, after graduation, they find themselves working at one of the many arts-related businesses or non-profits based on the Island.
- The ECUAD buildings, at almost 190,000 sf, represent more than 20% of the built area of the entire Granville Island.

**The relocation of ECUAD presents a great challenge, but an even greater opportunity for Granville Island.**

- With the relocation of ECUAD, there will be a loss of a constant presence (at least during school months) of thousands of students, most of them in their late teens and early twenties. With Granville Island already seen by many as lacking in youthful vitality, the loss of ECUAD could exacerbate this issue. However, there is an opportunity to repurpose the space to attract equal and greater numbers of young people to the Island.
- ECUAD represents a concentration of creativity and innovation that will be difficult to replicate. The school brings with it not only the people who play a significant role in animating the Island, but also a national and international profile that helps signify Granville Island as an authentic arts district. The challenge and opportunity in repurposing these buildings is to re-imagine the ECUAD buildings in a way that builds on the legacy of ECUAD – and indeed the original spirit of Granville Island itself – in order to create the conditions for a new wave of innovation and vitality to thrive.



## Context

### GRANVILLE ISLAND

Granville Island is a 38-acre peninsula of reclaimed land situated in False Creek, Vancouver. From the time of its creation in 1915 to the post-World War II period, the Island was a thriving industrial area. With a decline in demand for industrial land, many of the industrial users left the Island. The Island went into a prolonged period of decline, until the beginning of the 1970s, when the Federal government initiated the redevelopment of Granville Island, spurred by a vision of creating a mixed use “people-friendly” place in the heart of Vancouver – a place that would provide a broad range of educational, entertainment and cultural activities, anchored by a thriving commercial marketplace. In 1972, administration of the newly re-imagined Granville Island was transferred to CMHC, who at the same time was actively involved in the development of new non-profit and co-operative housing projects adjacent to the Island.

Designed to attract both local residents and visitors, Granville Island has since then provided a variety of year-round cultural, recreational, educational, commercial and industrial activities. It has earned international renown as being one of the most successful waterfront developments in North America, with numerous attempts to emulate it. A 2008 economic impact study found that the Island is home to approximately 275 businesses and facilities which employ more than 2,500 people and generate in excess of \$130 million in economic activity. It is estimated that Granville Island sees 10 million visits annually, with local residents responsible for roughly 80% of these visits.

Key elements to Granville Island success include:

- **A place to explore.** The pattern of building is a draw for the curious, with many places and spaces that are unexpected and surprising.
- **Authentic built form.** Pleasing shapes and materials from the past complemented by sensitive infill, a concrete plant, rail lines in the road and a sprinkle of aging buildings.
- **Local crafts and artisanal retail.** Granville Island is home to a large number of working local artists/artisans, and makers who offer direct sales of unique handmade products.
- **Iconic setting and spectacular views of city.** Surrounded by False Creek, and nestled under the Granville Street Bridge, Granville Island’s mix of urban grittiness, idyllic water and city views helps create a distinctive and memorable place.
- **Affordable rents and an absence of gentrification.** Unlike many parts of Vancouver, Granville Island has not undergone significant gentrification over the past 35 years. Through sensitive management and retention of the original land use mix, the Island remains relatively affordable to a variety of small businesses and working artisans that would otherwise have been pushed to less central areas of the city or region.



## EMILY CARR UNIVERSITY OF ART + DESIGN

The Emily Carr University of Art + Design (ECUAD) has been at Granville Island location since 1980, and, until 1993, occupied one building, known as ECUAD's "North Building." This building is characteristic of Granville Island development in that it reuses a former industrial building – in this case three buildings, which were retrofitted to function as one. A second building, the "South Building", was constructed in 1993 to accommodate the school's need for more space. Together the two buildings, which face each other on Johnston Street on the east end of Granville Island, comprise ECUAD.

In the past twenty years, ECUAD has continued to grow and today enrolls more than 5000 students (combined full-time and continuing studies students) a year. To help ECUAD continue to grow and meet the needs of its students, the Province of British Columbia announced in 2013 that it would help with the construction of a new campus for ECUAD at Great Northern Way in Vancouver. ECUAD is planning to move all of its facilities to the new campus, and be ready to begin classes in January 2017.

## Study Overview

In anticipation of ECUAD's relocation, CMHC Granville Island commissioned a study to explore the potential future reuse of the ECUAD buildings. In November 2013, a consultant team, led by CitySpaces Consulting, with DA Architects and Altus Group, was retained by CMHC to provide a repurposing concept for the ECUAD buildings. This study was to include and be based on:

- Input received through consultation with Granville Island tenants, key informants, and members of CMHC Granville Island Trust, Granville Island management and staff.
- Architectural analysis of the buildings and site, providing an understanding of the current functioning of the buildings and adjacent areas, the issues and opportunities presented by the buildings and site and feasible potential reuses.
- Additionally, the repurposing strategy was to take into consideration the Granville Island Reference document, the City of Vancouver's development guidelines for Granville Island, as well as a set of "fundamental and underlying principles" that CMHC uses on an on-going basis to help guide development on the Island.

## About the ECUAD & Buildings

### NORTH BUILDING

The North Building is actually made up of three separate woodframe buildings, which date from the 1920s or earlier. From west to east, the individual buildings were known as the Sangster, Westex, and Infill Arrow. All three are adjoined, with an at-grade breezeway between the Westex and the Infill Arrow, which runs from Johnston Street to the rear of the building.

In 1980, the buildings were adaptively repurposed by ECUAD for post-secondary institutional use when the School first relocated to Granville Island. Extensive renovations were made to the buildings in the 1980s, including the addition of beams to support concrete suspended floors, as well as the incorporation of various steel elements. Other significant modifications and additions to the building included the two-story 10,000 sf Intersections Digital Studio, located at the southeast corner of the building and completed in 2006.

The gross floor area of the North Building is 123,850 sf. The gross floor area of the first floor is 62,700 sf, the second floor is 61,150 sf.

Current uses of the North Building include the Charles H. Scott gallery, a two-storey concourse gallery, offices, classrooms, studios, including for digital, video, painting, photography, woodworking, printmaking, sculpture, and ceramics. Many of these studios are connected to the building's extraction system, which provides heat extraction for kilns, gas extraction for welding shops, dust extraction for wood shop, gas and vapor extraction for printing, fiberglass and paint shops.

### SOUTH BUILDING

The South Building, designed by renowned Vancouver architecture firm Patkau Architects, was completed in 1993. The building is a reinforced concrete structure, and parkade, which is wrapped by the ECUAD Library at street level. Sitting on top of the parkade structure are the two main floors of the ECUAD South Building. There have been no major renovations to the building. While the parkade comprises a significant percentage of the built area of the South Building structure, it is outside the scope of this project.

The gross floor area of the South Building is 71,100 sf.

The first and second (mezzanine) floors currently house the ECUAD library. The combined gross floor area of these two floors is 15,100 sf. The space is a relatively long and narrow, with a row of street-facing windows along the length of the façade.

The gross floor area of the third floor is 29,000 sf, with current uses including a lecture theatre, woodshop, industrial design department, studio spaces, classrooms and offices. The gross floor area of the fourth floor is 27,000 sf. Current uses include the photography and social media arts departments, studio spaces, classrooms and offices.

A prominent sky-lit atrium above the main concourse, large south facing windows in the studio spaces on the south side of the building provide excellent natural lighting. There are balconies on both north and south sides of the building.

## Study Inputs & Analysis

### CONSULTATION INPUT

Input gathered through the project's consultation activities helped articulate the valued assets of the ECUAD buildings, the potential challenges to the repurposing efforts, and recommended reuses of the buildings. The consultation efforts also helped identify organizations with an interest in either being a future tenant or as a project partner, whether as funder, administrator, or other role. The project consultation program comprised the following activities:

- Meetings with the Granville Island Trust (advisors to CMHC-Granville Island management) – November 2013 and February 2014
- Granville Island Tenant Workshops (three workshops) – January 2014
- Meeting with Granville Island Business and Community Association – January 2014
- Key Informant Interviews (~40) – November 2013 to February 2014
- CMHC Granville Island Staff Workshop – February 2014
- CMHC Granville Island Management Workshop – February 2014
- In keeping with the project's terms of reference, consultation was generally limited to the "on-Island" community, with the exception of key informants.

Please see Appendix A for Consultation Summary Report.

### ARCHITECTURAL ANALYSIS

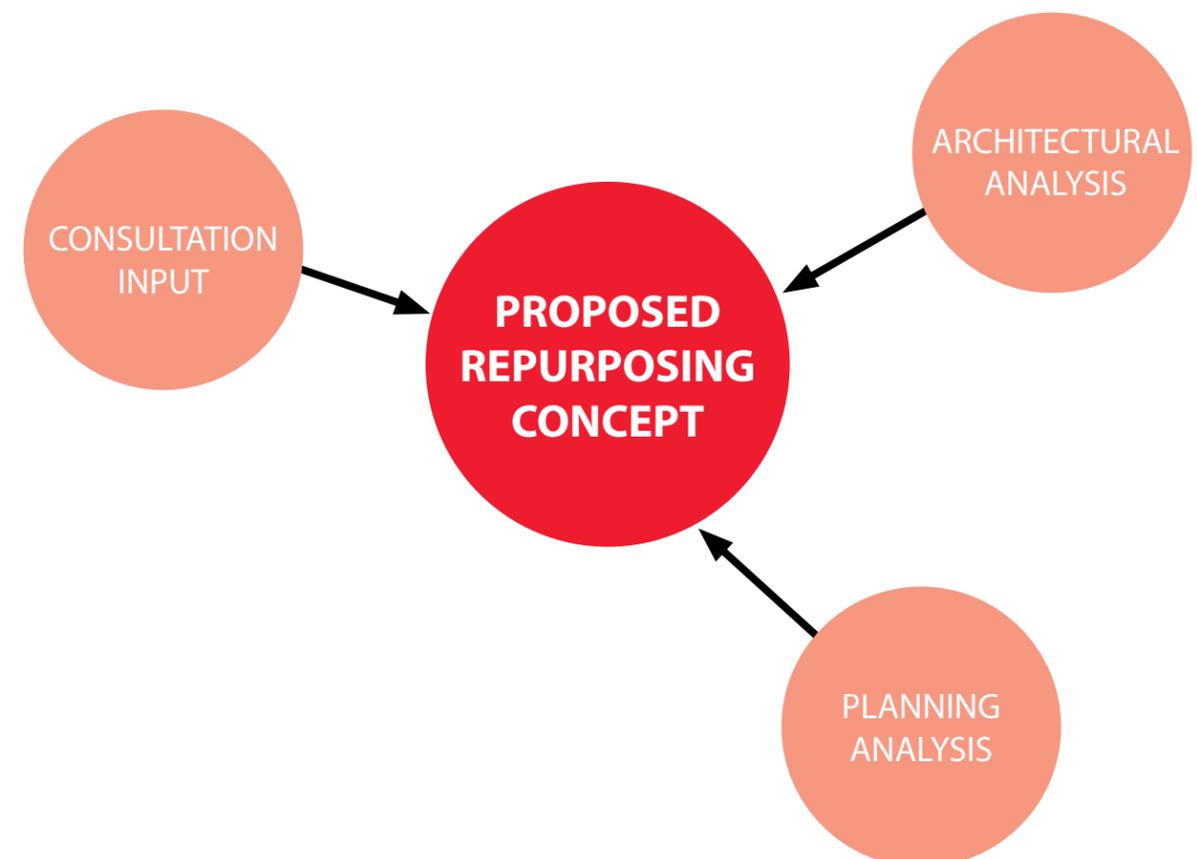
A critical component of the project was to clearly describe the space architecturally in order to enable the accurate assessment of the possibilities and limitations of the buildings. The architectural analysis began with a comprehensive site tour of both buildings, led by ECUAD's director of facilities. Next, a set of CAD file base drawings for all floors of all buildings were created.

These plans were used during the project's consultation activities and served as base plans for subsequent repurposing concept development. Potential uses were able to be architecturally tested, ensuring that any proposed uses and associated square footage were feasible given the actual building area and layout.

Please see Appendix B for these drawings.

### PLANNING ANALYSIS

The planning analysis included the evaluation of potential and proposed concepts against the following: planning principles that Granville Island uses for all planning projects; planning and design goals that were developed for this project; and the Granville Island Reference Document. See the "Analysis" section for a complete discussion.



## CONTEXT

### GRANVILLE ISLAND IN THE VANCOUVER CONTEXT

**A growing and diverse population.** In the early 1970s, when Granville Island was launched, the population of Greater Vancouver was just over one million. Today, 35 years later, it is more than 2.3 million. During this timeframe Metro Vancouver's population growth has been characterized by significant ethnic diversity, and along with that, the development of a rich range of arts and culture representative of many international cultures, as well as the growth and visibility of the rich and varied art traditions of BC's First Nations.

**A developing creative economy.** The creative economy, including arts and culture, is an important contributor to the overall city and BC economy. According to research commissioned for the City of Vancouver, there are 25,000 cultural workers in metro Vancouver, accounting for 7.7% of all jobs in the region. In particular, the City estimates there are more than 8,200 artists in the metro area, the highest number per capita in Canada. Studies also show that cultural employment is growing much faster than the economy as a whole. At the same time, average incomes for artists in Vancouver are less than \$30,000 a year.

**Rising real estate prices.** While the metro Vancouver population and cultural economy have grown together, cultural sector workers, businesses and organizations increasingly face a problem in securing affordable property from which to operate. This is due, in significant part, to the fact that over the last decade, Vancouver's commercial real estate market has experienced an overall increase in rental rates and an overall decrease in availability throughout the office, retail, and industrial markets. This combination of increasing rents and decreasing vacancies has led to significant appreciation in real estate prices.

**The role of Granville Island.** Within this context of overall growth, a distinctly successful strategy by CMHC has been the maintenance of affordable rents and careful selection of tenants, which has helped make Granville Island as an important cultural hub in the city.



## UNDERSTANDING THE ECUAD LOCATION

**Less-traveled part of the Island.** This part of the Island is less of a draw for Island visitors, especially in the evenings. In part, this is due to the lower concentration of public destinations compared to the western side of the Island, but also the extensive blank building facades and poor lighting contribute to a generally unwelcoming ambiance. A positive feature is the presence of students, who help enliven this part of the Island. However, this positive element is limited by the fact that student numbers drop significantly between May and September and, with the exception of the library and during special events, the area is devoid of activity in the evenings.

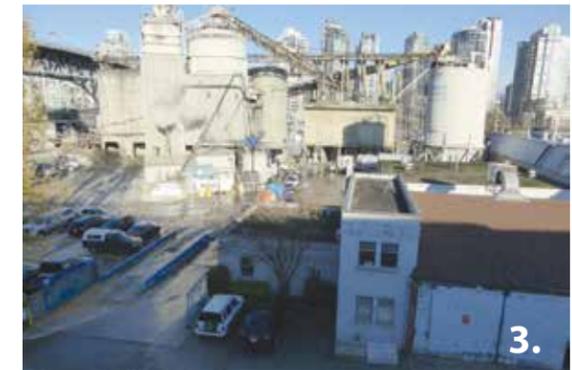
**Pedestrian environment on Johnston Street.** The buildings straddle Johnston Street, the main east-west and longest traffic-carrying street, forming with Cartwright Street and Duranleau Street, the main triangular road pattern and circulation framework for Granville Island. Johnston Street is a busy one-way street and the pedestrian walkways in front of the ECUAD buildings are in close proximity to traffic (Image 2).

**A challenging mix of adjacent uses.** The celebrated mix of uses, that is the hallmark of Granville Island, do not quite cohere into a successful whole at this end of the Island. At the eastern point of the Island is the Granville Island Hotel, a boutique hotel, which is separated from the ECUAD North Building by a large surface parking that creates a pedestrian dead-zone, especially at night. To the immediate west of the North Building is Ocean Concrete, an industrial site which is an integral part of the Granville Island character and mix of uses. However, the main truck access and maintenance building frontages onto Johnston disrupt the street continuity (Image 3). And at the waterfront, the facility's active barging rules out the possibility of continuous waterfront pedestrian traffic similar to the rest of the Island. This impacts the waterfront side of ECUAD's northern building, creating a dead end for pedestrians.

**Large yellow crane.** Located within the surface parking lot to the east of the North Building is an iconic 50-foot-high decommissioned fixed crane that has been painted yellow. When operational, the crane ran along tracks attached to a long causeway, and today this area is the site of the Yellow Crane festival, an annual arts exhibit featuring ECUAD students and local artists (Image 4).

**Railspur Alley District.** CMHC has invested in the enhancement and promotion of the Railspur Alley District, a pedestrian-only street lined with artisan studios, retail, and a café, located directly to the south of the ECUAD South Building. Walking along Railspur Alley from west to east, one finds an attractive and inviting place that, unfortunately, peters out as it approaches Cartwright Street, one of the main traffic-carrying streets on Granville Island (Image 5).

1. Aerial view showing street network (Source: VanMap). 2. Pedestrian realm. 3. Ocean Cement. 4. Yellow crane (Source: Joe Mabel). 5. Railspur Alley (Source Ted Hosoda).



## UNDERSTANDING THE BUILDINGS

Together the North and South Buildings account for roughly 20% of the entire building space on Granville Island. While the loss of such a large amount of institutional space will have an effect on the social and financial dynamics of the Island, there is a great opportunity to refresh Granville Island through the introduction of new uses that will help animate this end of the Island.

### NORTH BUILDING

#### Issues

**Blank streetwall and closed building.** Much of the North Building's Johnston Street facade is blank, creating an uninviting pedestrian environment and unwelcoming look to the buildings. This is all the more true at times when there are too few students outside the building to enliven the street.

**Underutilized east edge of building.** This side of the building is largely blank or used for storage, and is adjacent to a surface parking lot, separated by a fire lane. While these uses are important, their combination here creates a lifeless area that discourages pedestrian access and exploration along the eastern property boundary and to the building's waterfront northern face.

**Waterfront elevation dead zone.** The adjacent concrete plant to the west prevents a continuous pedestrian walkway along the Island's northern waterfront and impacts opportunities for connectivity along the rear of the building. The office building to the north (Pier 32) and a cluster of float homes to the northeast contribute to the quietness of this northern part of the ECUAD complex.

#### Opportunities

**Size and flexibility.** At roughly 125,000 sf of leasable space, the building offers an opportunity to incorporate a mixture of uses in alignment with the principles adopted by CMHC for the Island, as well as the planning and design consideration generated through this study. Also, the woodframe structure is flexible for conversion, with a floor-plate of almost 63,000 sf.

**Public and waterfront access through building.** The large, flexible first floor is street fronting with waterfront access through the building. This is the successful model of the Public Market, and an approach encouraged by the Granville Island Reference Document. This offers the possibility of creating spaces for the public to view and participate in a variety of future building activities.

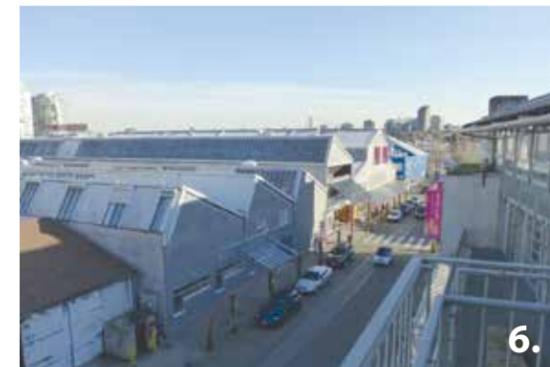
**Water and city views.** With the north side of the building facing False Creek, there are opportunities for water and city views not only for the public at the first floor, but also for future users of the upper building level. These coveted views will help attract customers and tenants to both levels of the building.

**Saw tooth roof line.** The jagged roofline of the North Building provides an iconic image, opportunities for natural lighting, a ceiling configuration that provides for a variety of uses on the second floor.

**An area for "dirty" arts.** The east wing of the North Building has a covered open courtyard which offers space for a number of "dirty" arts, such as metal and wood working. Of note is a metal forge, which was built on site, as well as an extensive system of venting and extraction for heat, noxious gases and sawdust. This space has been customized for these purposes, offering a unique opportunity to reuse the space for similar activities. This opportunity was strongly supported by Granville Island tenants.

**Double height areas.** The North Building includes a number of double-height interior spaces. These open and spacious rooms are well-suited to current uses (art display and studio space), as they would be for a much larger variety of uses as well.

**Heritage character.** The building's age and general design are consistent with Granville Island's industrial origins and authenticity, and lend themselves to a range of uses that could create an attractive destination.



6. & 7. North Building, viewed from South Building, 8. Rear of North Building, 9. Pier 32, behind North Building

## SOUTH BUILDING

### Issues

**Purpose-built space.** An over-arching challenge in reusing the South Building stems from the fact that the building was built for the specific needs of ECUAD, and done so in such a way that the possible range of adaptive reuses is more restricted than is the case with the North Building.

**Johnston Street frontage.** The main floors of the South Building are at the third and fourth levels with access only from Johnston Street. At this distance from the street, the potential for public uses are limited, and therefore, suggest other types of uses.

**Patios.** The building has a number of small outdoor patio areas, on both the third and fourth floors, but these are not well used. Given the small amount of space, and that most of this space is northern facing, these outdoor patios are not likely to present a significant opportunity.

**Elevator placement and capacity.** The building has two elevators, but they are small and unrelated to the lower floor space.

### Opportunities

**Library space.** At street level, the current ECUAD library space relates very well to the street and at almost 10,000 sf, would be a suitable space for a range of public-oriented uses. The interior space is split by a mezzanine level, which presents opportunities as well as restrictions for potential reuses.

**Lecture Hall.** On the third floor of the building is a 170-seat lecture hall currently used by ECUAD for speaker and screen-based presentations. When not in use by ECUAD, the space is periodically rented to third-party groups for a variety of events (e.g., film screenings, readings). The lecture hall is not, however, set up for the performing arts. To make this space suitable for a wider range of performances, such as theatre, dance and music, the space would need to be retrofitted to provide a backstage and stage wings. Given the hall's configuration and location in the building, such a retrofit would be a costly undertaking, and unless foundational to the business model of the future tenant, likely infeasible.

**Large spaces with high ceilings and natural lighting.** Over both main floors of the building, there is a combined roughly 30,000 sf of open concept studio space. Ceilings on the third floor are 15 feet, and are 16 feet on the fourth floor. Large areas of glazing on the south facing elevation provide excellent natural lighting to the studio areas. The double-height primary circulation area is an atrium, which also allows ample natural light into the central part of the building.

**Central atrium.** This offers some opportunities for displays to be hung from the ceiling.



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11.



12.



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15.

10. Johnston Street, looking west from South Building, 11. Johnston Street, looking east from South Building, 12. South Building Atrium, 13. South Building Lecture Hall, 14. South Building Library, 15. South Building Atrium

# Input from Consultation

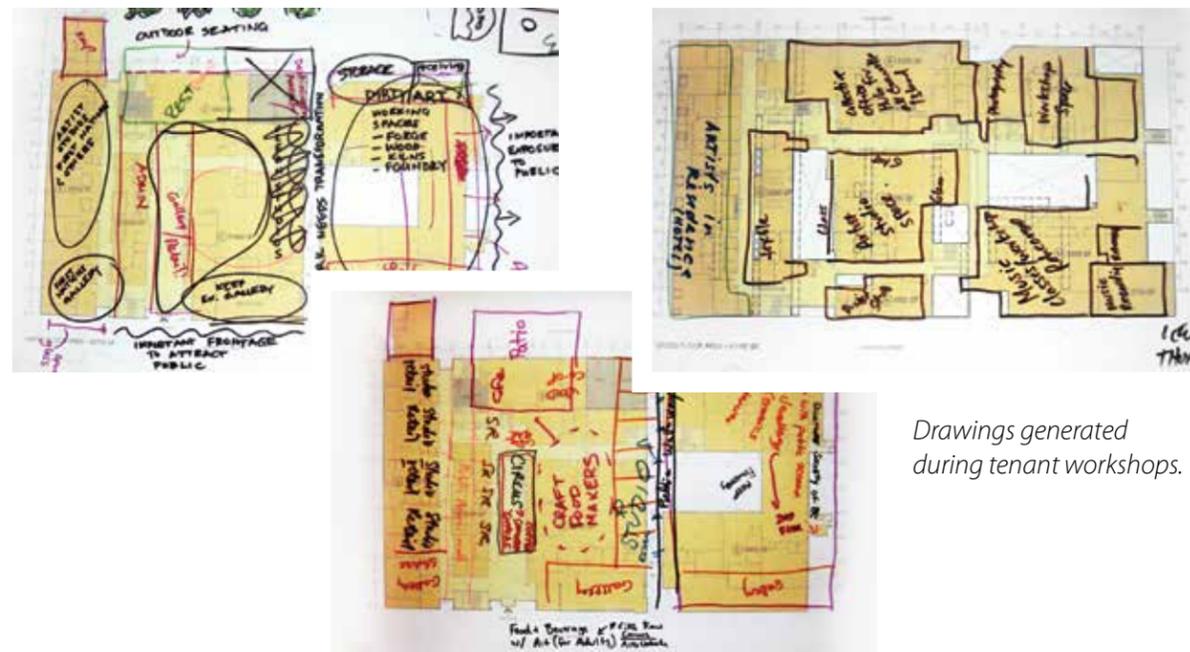
In consultation with tenants, key informants, and CMHC Granville Island representatives, a wide range of possible building reuses were suggested. Some suggested reuses reflected views that were broadly shared. Other suggestions were for more specific uses, which, while no less valid, were not put forward by as many individuals. In some cases, suggestions were advanced for uses that were not suitable for the building or site, whether due to conflict with land use regulations or market realities. The consultant team collected and analyzed all the input received and used this information in the development of a repurposing concept. The following summarizes the input, which was provided by the two broad groups consulted: the Granville Island tenants and key informants.

Please see Appendix A for Consultation Summary Report.

## GRANVILLE ISLAND TENANTS

Workshops with Granville Island tenants provided an opportunity for participants to offer suggestions of potential reuses of the ECUAD buildings. Additionally, a special meeting was held with representatives of the Granville Island Business and Community Association (GIBCA) Vision Committee who, just prior to this study, had performed a separate consultation exercise with the Granville Island tenants and prepared a repurposing concept for the ECUAD buildings.

Please see Appendix C for the GIBCA Vision Committee document “Granville Island Community Input, re: Emily Carr Space: Report for the GI Community.”



Drawings generated during tenant workshops.

The following table presents a summary of the ideas that were generated by Granville Island tenants.

BUILDING SECTION	SUGGESTED NEW & RETAINED USES
<b>North Building</b> > 1 <sup>st</sup> Floor	Public access Studios & incubators – general, including wood, metal, printmaking “Dirty” arts area – retain Gallery – retain Performance space Restaurants Retail Food-related – production, classrooms, retail Residential Office
<b>North Building</b> > 2 <sup>nd</sup> Floor	Studios & incubators – variety, including tech, photo, music, textiles Education – arts Office & multi-purpose space Residential – artist residency program
<b>South Building</b> > Library	Museum/gallery Restaurant/bar Retail/services Studios
<b>South Building</b> > 3 <sup>rd</sup> & 4 <sup>th</sup> Floors	Theatre – retain Museum Studios – dance, music, theatre, textiles Education institution – arts, culinary Office – arts organizations

## KEY INFORMANTS

Interviews were held with more than 25 key informants and the following is a summary of the potential uses that were suggested:

- Arts education, kids' and continuing education
- Post-secondary education, public and private
- Community classrooms – non-formal education
- Dirty arts studios, e.g., sculpture (metal, wood, ceramics)
- Quiet arts studios, e.g., photography, painting, textiles; printmaking
- New media
- Performing arts studios, e.g., dance, theatre, music
- Tech/Maker spaces – incubator space for artisanal product makers, as well as experimental and small-scale tech inventors/makers
- Office, especially for arts and cultural, and social purpose organizations
- Restaurants – Brew pubs, urban wineries, local food theme
- Retail – BC food and drink, furniture, design, commercial art galleries, clothing/fashion
- Live music venues
- Gallery, museum
- Library
- Theatre
- Residential – condos; artist residency

## PLANNING AND DESIGN GOALS

Consultation input received from Granville Island tenants and key informants included a range of issues and opportunities specific to the building, some pertaining to Granville Island, as well as suggested uses for the buildings. The consultant team analyzed the input to help create a preliminary repurposing concept for the buildings that is presented in the next section of the report. However, prior to developing the repurposing concept, the consultant team distilled the input received into a list of eight project goals that will help guide the development of the repurposing concept. These goals reflect the input from consultation, the pre-existing terms of reference established by CMHC Granville Island for this project, as well as best practice theories from planning and design.

1. **Create a major, all-weather destination.** The Public Market, the Kids' Only Market, and the other Granville Island's indoor destinations provide places to visit on rainy days. However, visitor patterns suggest that having more of these types of destinations would be welcome. The opportunity presented by ECUAD vacating these buildings, especially the North Building, is to create another major indoor destination that will attract visitors any day of the year.
2. **Retain and attract a young demographic.** The loss of ECUAD will have a significant impact on the life of Granville Island. The thousands of students that attend the school animate the streets, shop at the Market, and work part-time in the shops, not only add vitality to the place, but also contribute to Granville Island's authenticity as a major arts and culture hub. A successful reuse of the buildings will replace, and possibly increase, the number of young people coming to the Island on a daily basis.
3. **Reinstate Granville Island's "cutting edge" image.** When Granville Island first opened in the 1970s, it was a new experimental model of urban placemaking, and attracted innovators and risk-takers wanting to be part of a place where creative makers and doers could thrive. Thirty-five years later, many of these early adopters are still at Granville Island. While a testament to the success of the experiment, a lack of space has meant fewer opportunities for subsequent generations. A key goal is to provide space for a new wave of innovators and risk-takers who, in turn, will put their stamp on the Island.
4. **Reinforce Granville Island's role as centre for arts and culture in Vancouver.** Granville Island is synonymous with arts and culture in Vancouver. Its theatres, open studios, day vendors, the Arts Umbrella, ECUAD, not to mention the various festivals that run throughout the year, together create one of the city's most distinct arts and culture hubs. There is a special opportunity to renew and deepen Granville Island's role in the city's contemporary arts and culture scene.
5. **Create evening vitality.** It was noted by many during the project consultation that for much of the year, certain areas of Granville Island, including the east end of the Island where ECUAD is located, lack vitality at night. The future repurposed buildings should provide a range of uses that will draw more people to the Island in the evening.
6. **Strengthen Johnston Street and animate the east end of Granville Island.** The main reason people don't come to the east end of Granville Island is because there are not enough interesting things to do there. Repurposing the ECUAD buildings to include a cluster of enticing destinations will help draw people down Johnston Street and around Railspur Alley, strengthening the Island's pedestrian circulation and animating its east end.
7. **Consider the Granville Island Reference Document.** This document has provided a framework for land use decision-making over the 35 years of Granville Island's history. Of particular importance to this study, the Reference Document specifies targets for amounts of built area for each land use category. An important challenge and opportunity will be finding the right balance between replacing the institutional space being lost through ECUAD's relocation and providing new uses that will help animate this area of the Island.
8. **Ensure Project Financial Sustainability.** To be feasible, the repurposing concept must provide uses that will generate adequate levels of revenue. The goal is to provide an exciting new concept for the buildings that will provide a mix of revenue-generating uses that combined will create a financially sustainable mix.

# PROPOSED REPURPOSING CONCEPT

## North Building

- The focus of the North Building will be in creating a vibrant and authentic destination for arts, entertainment, and food.
- Over half of the building will be devoted to artists, artisans and makers.
- The first floor will be fully open to the public, much like the Public Market, including access to the waterfront.
- Public access throughout the first floor will be via a new north, south and east west public circulation system – an “internal street” with a central two storey atrium.
- The building will provide a range of uses that will create vitality 18 hours a day, 12 months a year. Working art studios – including first floor studios that will be visible to public – will provide animation during daytime hours. Live music venue, restaurants, micro and nano-breweries, and an urban winery will provide evening attractions catering to a young demographic.

### CREATING A SPACE FOR RISK-TAKING & INNOVATION

One of the key hopes that many of the key informants and tenants expressed was that the ECUAD buildings would help Granville Island reclaim its image as a place for innovation. A key response in the proposed concept is the creation of two incubator spaces – one for the arts and one for maker/tech, an umbrella term covering handmade and small-scale manufacturing and prototyping.

The purpose of these incubator spaces would be to create the conditions for the risk-taking essential to innovation by providing affordable space to qualifying artists and makers for a fixed time period. By establishing term limits, there will be a permanent cohort of emerging experimental artists and makers working in the building.

## KEY USES

### Arts and Maker Spaces

- **Arts studios:** Both levels will include art studios suitable for various artistic practices, including: quiet and clean arts such as new media and textiles; “dirty” arts such as metalworking, woodworking, ceramics, and painting. These studios can be a mix of small private studios for one or two users to share, as well as clusters, which are open, communal spaces where artists would work in a common area and share key equipment. *Examples: 1) 1000 Parker Street, Vancouver; 2) TechShop*
- **Maker studios:** Maker activities, which include traditional forms, as well as electronics hacking and do-it-yourself prototyping. These studios can be a mix of small private studios for one or two makers to share, as well as open, communal spaces where artists would work in a common area. *Examples: 3) Noisebridge, San Francisco; 4) Vancouver Community Laboratories*



- **Incubator spaces:** It is proposed that all or some portion of the arts and maker studios be packaged and managed as an “arts incubator.” Any of the artistic practices or maker disciplines could be brought together as part of an incubator. The incubator structure would allow for an operator to curate the studio spaces with artists, who collectively would offer a special community amenity, depending on the incubator purpose and structure. Incubators are case-by-case constructions, but are typically multi-party partnerships between arts groups, government, public and private funders, and possibly post-secondary institutions. *Examples: 5) Arts Incubator, Arts & Public Life, University of Chicago; 6) King Edward School, cSpace, Calgary*



### Local Food & Drink

The local food and drink cluster will be located on the first floor. Focusing on micro-brewing, nano-brewing, urban winemaking, and commercial food production, the cluster concept has been designed to complement, not compete, with the Public Market. An overview of the proposed uses is as follows:

- **Commissary kitchen:** A commissary, or commercial kitchen, is a professional grade kitchen that can be rented or leased by food producers who don't need access to kitchen facilities full time. Examples of typical users of a commissary are food truck operators, specialty food producers, and food industry start-ups. This facility could provide the opportunity for some food vendors at Granville Island to produce foods on-Island and retail in the public market. *Example: 7) Commissary Connect, Vancouver*
- **On-site food retail:** Small, rotating space to allow for direct sales of products being produced at the commissary.
- **Urban winery:** In a twist on the traditional winery, grape juice is transported to the urban winery, where the wine making process continues on-site. Also associated with urban wineries is often a wine on tap system, where a variety of wines are available by the glass.

*Examples: 8) Vancouver Urban Winery; Infinite Monkey Theorem Winery, Denver*



- **Micro- and nano-breweries:** With recent changes to the *BC Liquor Control and Licensing Act*, craft brewers are able to sell beer brewed on site directly to consumers. A number of micro-breweries and even nano-breweries, who brew very small batches compared to industry norms, have since 2013, opened throughout BC to meet market demand. *Examples: 9) Green Leaf Brewing (Micro-brewery); 10) Bridge Brewing (Nano-brewery)*

### Live Music Venue

On the second floor of the North Building would be a large (~1000 person capacity) live music venue. At street level, the live music venue would have a small lounge as an accessory space. This would operate as a separate bar, and would provide a space that would draw passers-by from the street, as well as being a quiet space for venue patrons wanting to have quiet conversations during concerts.

*Example: 11) The Commodore, Vancouver*

### Offices

Space for offices is proposed along the west wall of the North Building, adjacent Ocean Concrete and on the second floor fronting Johnston Street. These offices will generate consistent revenues that can offset some of the lower rents and riskier uses in the building. The offices could lend themselves to non-profit societies, especially those serving the arts. It could also provide an opportunity for shared services office space, which is increasingly recognized as a strategy by which non-profits can improve the affordability of their operations. *Examples: The HiVE, Vancouver; 12) Centre for Social Innovation, Toronto*

### Storage

At the northwest corner of the first floor, adjacent the proposed office spaces, is a proposed storage space. A number of Island cultural organizations have identified lack of storage space for various purposes, including for large and bulky items associated with some of the cultural events hosted on the Island.



## BUILDING DESIGN CONCEPT

Animate the buildings southern Johnston Street elevation by:

- A major new entrance at location of present main entrance.
- Locating the entrance to the venue, a restaurant and micro-brewery along Johnston Street.
- Open up the existing elevations and providing two street-level patios.

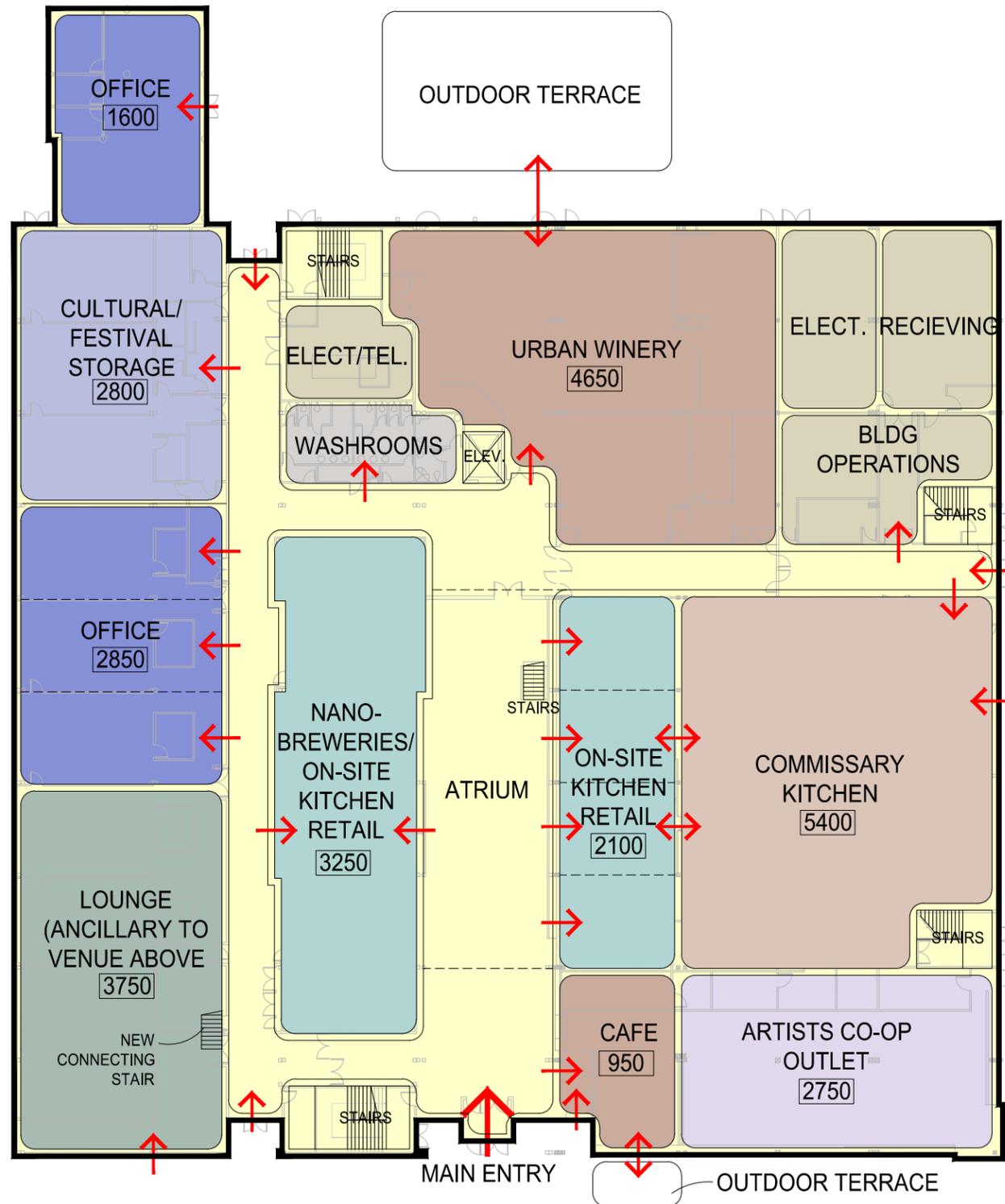
Animate the northern elevation by:

- The location of an urban winery and outdoor terrace that can capitalize on the water views.

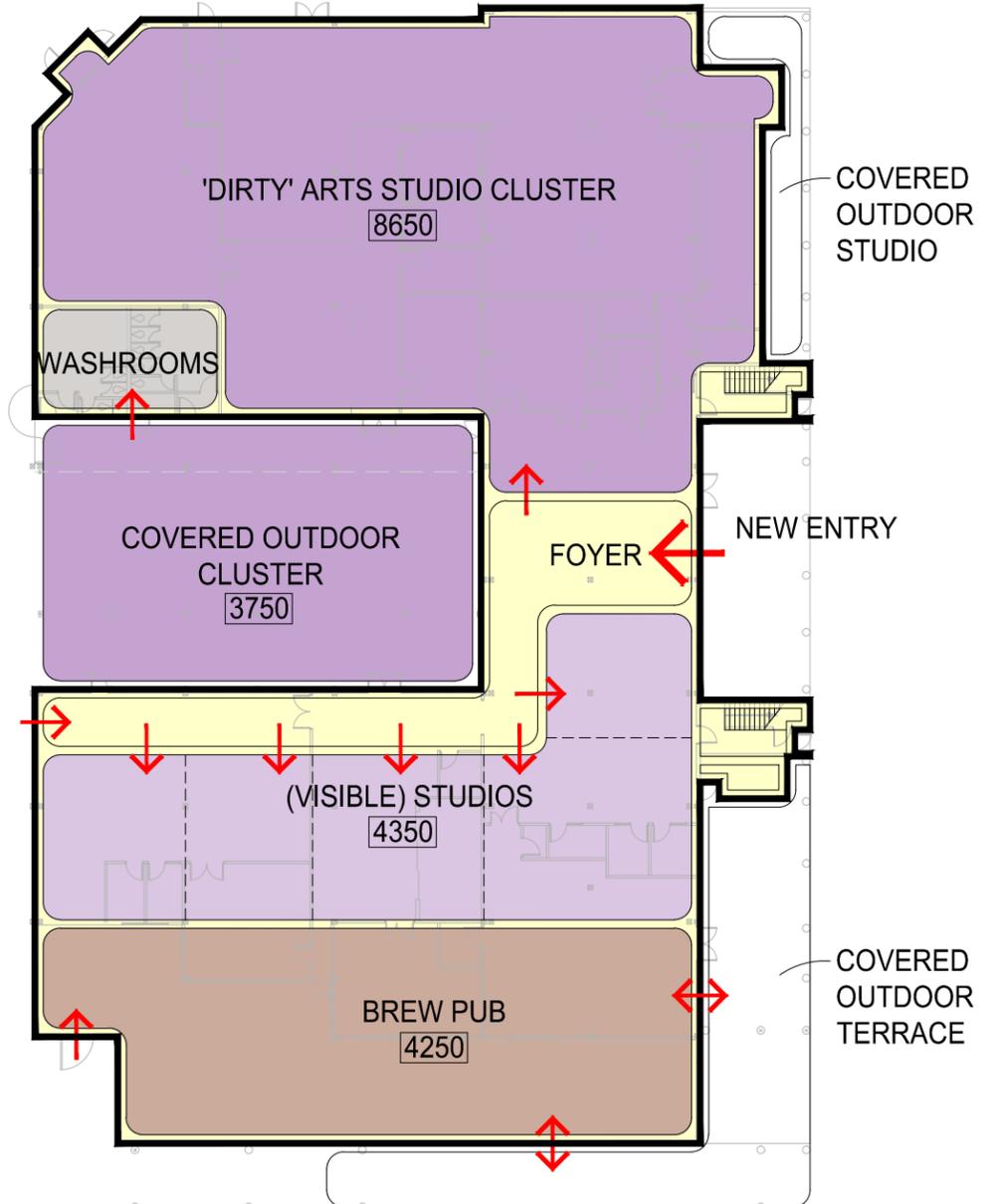
Animate the easterly elevation by:

- Locating and wrapping the micro-brewery around the south-east corner, including its patio.
- Introducing a major new public entrance on the eastern elevation into the arts area which will permit viewing of artists at work. This can provide a convenient access to the whole building from the parking lot to the east, which is currently used by ECUAD and will likely be available for the future uses of the building.
- Providing a covered outdoor studio area on the northern portion of east elevation.





GROUND FLOOR - NORTH BUILDING  
GROSS FLOOR AREA = 66450 SF.

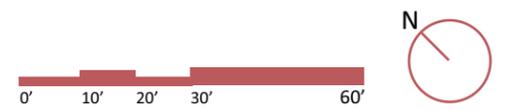


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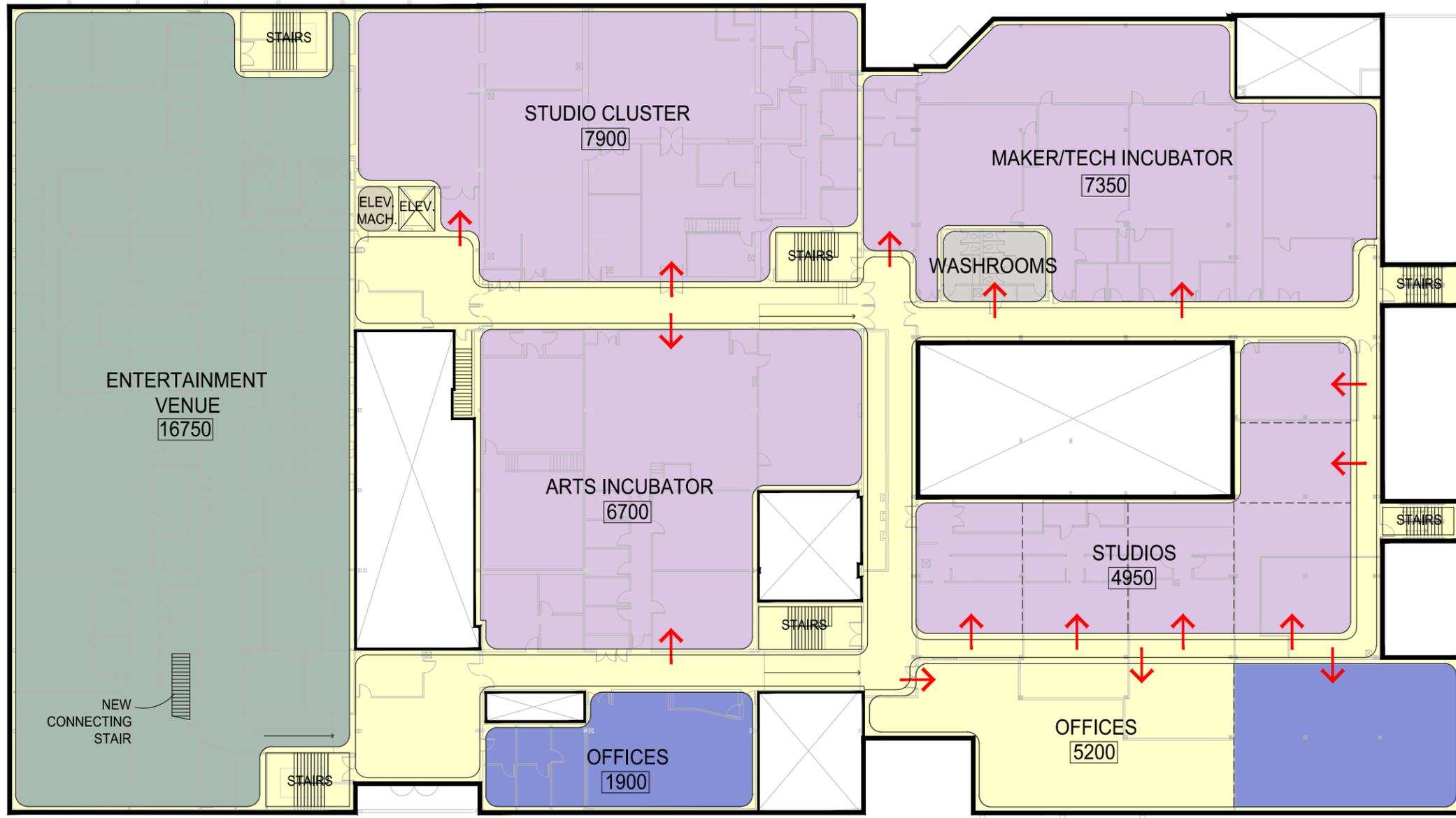


PRELIMINARY CONCEPT: ARTS AND ENTERTAINMENT DISTRICT  
CITY SPACES



1/32" = 1'-0"

May 13, 2014



SECOND FLOOR - NORTH BUILDING  
GROSS FLOOR AREA = 61150 SF.

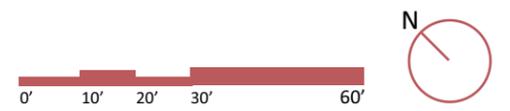
JOHNSTON STREET

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PRELIMINARY CONCEPT: ARTS AND ENTERTAINMENT DISTRICT  
CITY SPACES



1/32" = 1'-0"

May 13, 2014

# South Building

The proposed reuse of the South Building is for a major arts-oriented institution to occupy the entire building, including both main floors, as well as the street-fronting portion of the building currently housing the ECUAD library.

This single-tenant approach to repurposing the South Building responds to the site-specific opportunities and challenges posed by the building, which was purpose-built to ECUAD's needs. An arts-oriented institutional use, or one with compatible uses, such as an art school, post-secondary institution, or a museum, offers the greatest opportunity to take advantage of the building's unique physical attributes, while minimizing the need for extensive renovations.

## SUGGESTED USES

### Option 1: Arts-Related Educational Institution

An educational institution offering a varied program of visual and performing arts would be able to make good use of the large, high-ceilinged, open-concept studios on the two main floors. The lecture hall could be converted into a performance arts presentation, or kept as-is and continue being used for lectures, readings, and video/film presentations. Classrooms of various dimensions, as well as a limited amount of space devoted to office use, make the space well-suited for this type of reuse. To the extent possible, the street-fronting space should be programmed to help animate Johnston Street, for example, by a semi-public art presentation area, or for certain types of performances and/or classes.

As a potential co-benefit, there would be an opportunity for this institution to collaborate in some way with the arts and maker/tech incubators in the North Building, such as providing complementary classes and educational support for new artist, artisan and maker business start-ups.

*Examples: 13) Arts Umbrella; 14) Langara University Arts Department; SFU.*

### Option 2: Museum

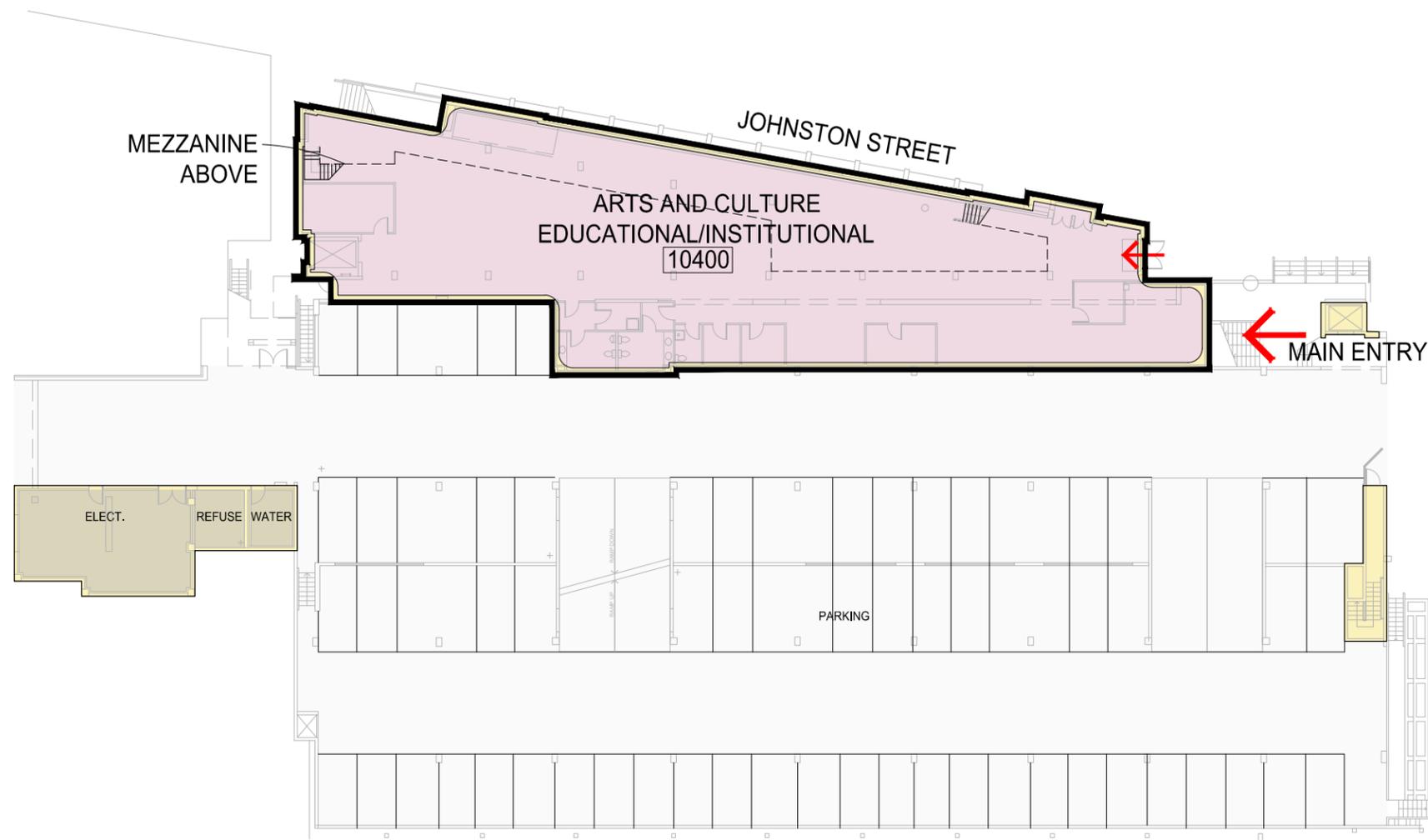
A second recommended option would be to repurpose this building as a museum. While many types of museum would be suitable, one focusing on art, or an aspect of local cultural heritage, would be preferred. Similarly to Option 1, key building assets include the auditorium, and more importantly, the spacious studio spaces on the second and third floors that would provide large areas with excellent natural lighting suitable to exhibiting items not susceptible to light damage. Where the potential for light damage is an issue, the installation of window coverings would need to be explored.

An important consideration is that the building's elevators are relatively small, and possibly inadequate to the needs of certain types of museums.

The building's street-fronting space presents an opportunity to animate Johnston Street, with a use such as a main foyer, presentation space, gift shop, or similar museum-related use.

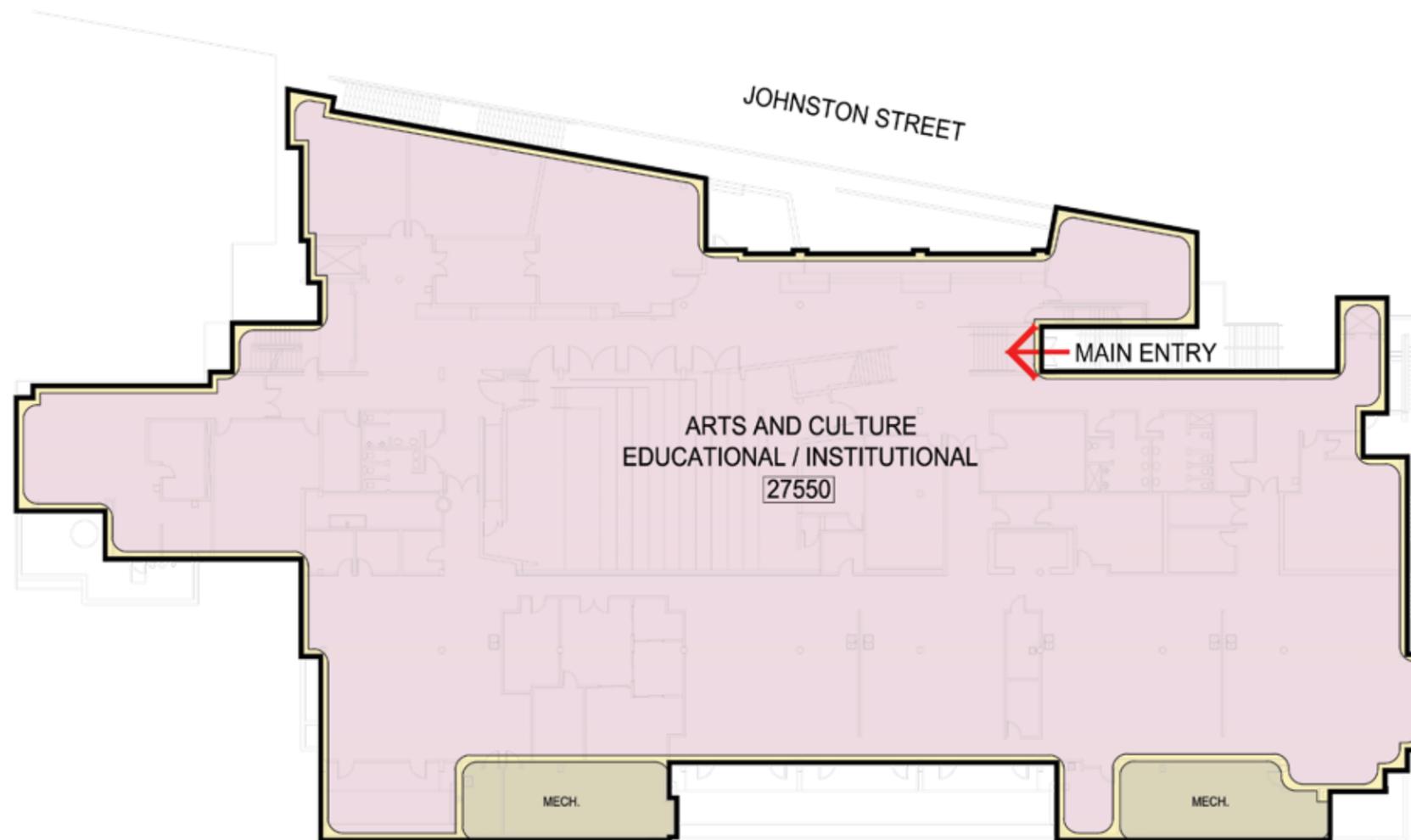
*Examples: 15) Maritime Museum, or a First Nations initiative.*





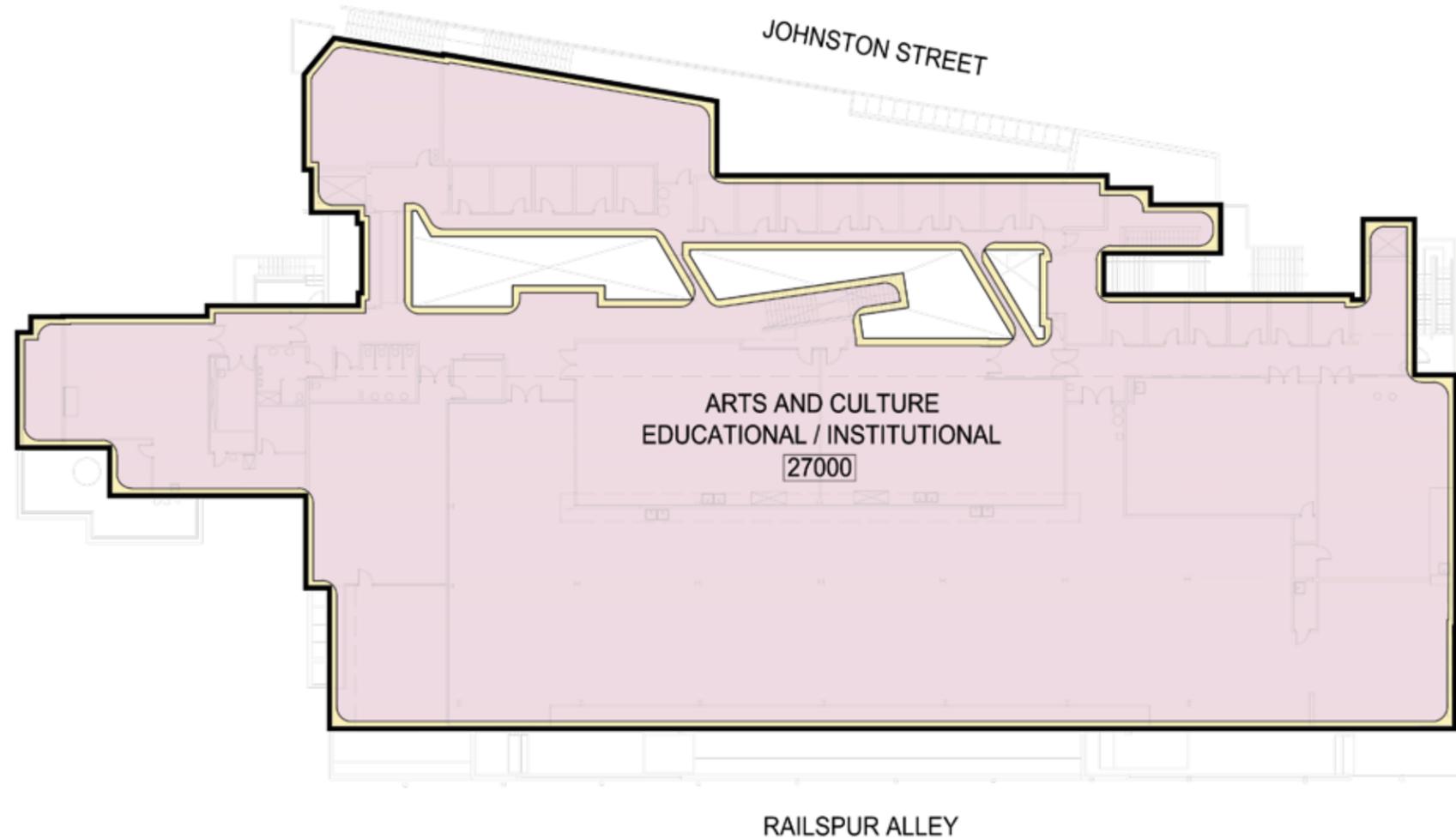
GROUND FLOOR - SOUTH BUILDING  
GROSS FLOOR AREA = 9000 SF.

RAILSPUR ALLEY



THIRD FLOOR - SOUTH BUILDING  
GROSS FLOOR AREA = 29000 SF.

RAILSPUR ALLEY



FOURTH FLOOR - SOUTH BUILDING  
GROSS FLOOR AREA = 27000 SF.

The concept developed for the ECUAD buildings has been designed to meet CMHC’s Planning Principles for Granville Island, the planning and design goals generated specifically for this project, and the targets and other objectives of the Granville Island Reference Document. The following analysis examines the proposed repurposing concept through these three frameworks.

## Granville Island Planning Principles

The CMHC Granville Island office has developed a set of planning principles that it uses to guide any planning and development projects on Granville Island. The proposed concept has been created to align with and support these fundamental principles, as shown in the following table.

PLANNING PRINCIPLES	HOW CONCEPT SUPPORTS PRINCIPLES
<p><b>Retain and enhance the Granville Island “experience, e.g. unique, local, artistic, cultural, diverse, pedestrian-oriented, animated, “people place”</b></p>	<p><b>Unique:</b> Supports the uniqueness of Granville Island by supporting and aligning with Reference Document</p> <p><b>Local:</b> Provides space for the production and enjoyment of local food and drink, on-site food production, processing, preparation, retail and restaurants</p> <p><b>Artistic, cultural:</b> Provides a diversity of cultural and arts spaces, including a variety of studio types, performance spaces, arts education space, and office space for arts and cultural groups</p> <p><b>Pedestrian-oriented:</b> Public access to waterfront through North Building and along east side of building; street animating activities on both sides of Johnston Street</p> <p><b>Animated, “people place”:</b> Diverse range of uses to provide daytime and evening activity; creation of semi-public art studios in North Building to allow viewing of art making; enhanced facade on North Building</p>

PLANNING PRINCIPLES	HOW CONCEPT SUPPORTS PRINCIPLES
<p><b>Preserve and build on the historic character of Granville Island</b></p>	<p>Proposed retrofits and changes to building exteriors respect and protect the physical integrity of both buildings</p> <p>North Building: Proposed design improvements to the currently non-animated south, east and north facades will enhance the public use and enjoyment of the building</p> <p>South Building: No proposed modifications to the building</p>
<p><b>Maintain an accessible destination for a diverse range of people</b></p>	<p>Repurposed North Building creates a major destination with variety of attractions to appeal to a diverse range of visitors</p>
<p><b>Promote safety and security</b></p>	<p>North Building with new restaurants and live music venue to increase numbers of visitors and “eyes on the street,” promoting better safety and security, especially at night</p>
<p><b>Support sustainable development initiatives – economic, social and environmental</b></p>	<p><b>Economic sustainability:</b> A new, major destination to help attract more visitors to Island; incubator spaces to help support local arts, culture and food industries</p> <p><b>Social sustainability:</b> Replacement of arts education/institution fosters community social development; creation of vibrant public space at North Building builds on Granville Island’s template of creating a “people place”</p> <p><b>Environmental sustainability:</b> Building reuse, with limited amounts of refurbishments, fundamentally sustainable approach to redevelopment; creation of commercial uses in location with good connectivity, and in close proximity to high-density residential development</p>
<p><b>Take an incremental approach to change</b></p>	<p>By aligning with the Granville Island Reference Document, the concept supports the long-standing vision for the Island</p> <p>Building reuse with minimal renovations required</p>
<p><b>Ensure financial sustainability</b></p>	<p>Mix of higher-revenue generating uses with lower-revenue generating uses, providing net benefit to Granville Island</p>

# Planning & Design Goals

PLANNING & DESIGN GOALS	HOW CONCEPT SUPPORTS THE GOALS
<b>Create a major, all-weather destination</b>	Public access throughout the North Building, which provides a variety of all-weather destinations including art-making viewing and restaurants. The museum option for the South Building would offer a major, all-weather destination
<b>Retain and attract a young demographic</b>	Live music venue; variety of concept-driven restaurants, including on waterfront; public viewing of art studios; major arts education institution
<b>Reinstate Granville Island’s “cutting edge” image</b>	Incubator space for arts; tech/makers
<b>Reinforce Granville Island’s role as centre for arts and culture in Vancouver</b>	Live music venue; studio space - shared and individual; incubator spaces; arts education
<b>Create evening vitality</b>	Live music venue; adult-oriented restaurants, including on waterfront
<b>Strengthen Johnston Street and animate the east end of Granville Island</b>	Uses to provide 18-hour a day activity; Variety of destinations attracting young demographic
<b>Consider the Granville Island Reference Document</b>	Generally consistent; increased artisan space will bring current percentage into better alignment with the Reference Document; loss of institutional may not meet the Reference Document target percentages

# Granville Island Reference Document

The Granville Island Reference Document, approved by the City of Vancouver in 1978 and subsequently amended in 1999, is used by the CMHC Granville Island to guide land use decision making at Granville Island. The section on “Land Use” establishes a set of permitted land uses, and to each of these allocates a target square footage. The Reference Document allows for flexibility by permitting a latitude of +/-10% in achieving these targets.

Currently, most uses on the Island are close to their targeted ranges taking into consideration the flexibility provided under the +/- 10%. Note that figures used in the Reference Document are net areas. Some notable deviations from the Reference Document targets include:

- Arts and Crafts, which accounts for just 5% of the current built area of Granville Island, is significantly below its target of 14%.
- Retail, at 9% of the built area of the Island, is somewhat high relative to the 4% target in the Reference Document).

The relocation of ECUAD from Granville Island will have a major impact on the Island’s land use mix relative to the Reference Document, and the biggest change will be to the Institutional land use. Currently, ECUAD comprises the majority of the Island’s built area under the Institutional land use category. While the proposed concept for repurposing the ECUAD buildings would restore a substantial amount of Institutional uses, the nature of the mixed-use approach to repurposing the North Building would not enable the previous amount of space to be replicated. The proposed concept retains an estimated 65,240 sf for Institutional use, which when combined with the existing Institutional space on the Island, represents a decline from 18% to 8% of the total built area of Granville Island. However, a benefit will be a major increase to Arts and Crafts that will offset the current deficit.

The table on the following page summarizes the land use targets established by the Reference Document, and how the new land uses as part of the proposed concept will affect the achievement of these targets.

CMHC Granville Island will wish to review the proposed land use mix resulting from the concept plan with the City of Vancouver. The increase in space for Arts and Crafts is generally consistent with City policy and recent initiatives. Review with the City should recognize that other building sites remain on the Island that can also impact the existing targets in the Reference Document. This review may, however, conclude a further formal revision to the Reference Document is merited recognizing the magnitude of change caused by the relocation of ECUAD and the implications of the plan presented in this report.



## COMPARISON OF PROPOSED CONCEPT TO REFERENCE DOCUMENT

Generalized Land Uses (fr. Reference Document))	Current Reference Document (1999) Amendments to December 1999		Actual Land Uses January 2012		Proposed Concept	
	Total Built Area (sf)	% of Total	Total GFA (sf)	% of Total	Estimated Built Areas (sf)	% of Total
Industrial	130,000	14%	124,376	14%	137,126	15%
Arts & Crafts	125,000	14%	46,498	5%	82,798	9%
Institutional	189,000	21%	158,022	18%	76,367	8%
Maritime	92,000	10%	80,946	9%	80,946	9%
Community & Recreation	60,000	7%	25,704	3%	25,704	3%
Public Market	50,000	6%	50,000	6%	50,000	6%
Performing Arts	50,000	6%	62,710	7%	62,710	7%
Restaurants & Entertainment	50,000	6%	48,841	5%	82,441	9%
Retail	35,000	4%	79,321	9%	84,171	9%
Office	52,000	6%	63,204	7%	74,754	8%
Residential	25,000	3%	0	0%	0	0%
Hotel	47,363	5%	61,052	7%	61,052	7%
Storage/Vacant	0	0%	89,895	10%	92,695	10%
Covered Parking	0	0%				
<b>TOTAL</b>	<b>905,363</b>	<b>100%</b>	<b>890,569</b>	<b>100%</b>	<b>910,764</b>	<b>100%</b>

*Additional square footage shown in total is result of calculations that include common areas from the South Building's third and fourth floors (about 15,000 sf), and a covered outdoor area in the North Building (about 4,000 sf). Previous calculations did not include these areas.*

# CONCLUDING COMMENTS

The pending relocation of ECUAD represents a major change for Granville Island. However, rather than destabilizing a successful model, the move provides an opportunity to attract a younger demographic to the Island, and encourage a re-flourishing of the innovation and “edge” that characterized the Island’s inception.

At CitySpaces Consulting, we believe this repurposing concept honours and builds on the vision for Granville Island as expressed in CMHC’s planning principles, and in the Granville Island Reference Document. Reflecting a shared understanding of the opportunities and issues, as expressed by Granville Island tenants, key informants, and CMHC Granville Island representatives, the concept incorporates many specific building reuse suggestions received from these groups. It is also our view that the proposed new uses are feasible from an administrative perspective, and the concept as a whole would be financially sustainable. At the same time, more work will be necessary to explore further potential administration approaches and financial implications.



# APPENDICES



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# CONSULTATION SUMMARY REPORT

EMILY CARR BUILDINGS AT GRANVILLE ISLAND  
 REPURPOSING PROJECT

FEBRUARY 14, 2014

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# CONSULTATION SUMMARY REPORT



ECUAD South Building



ECUAD North Building

## INTRODUCTION

In support of the project objective of the articulating and examining viable repurposing options for the Emily Carr University of Art and Design (ECUAD) buildings, a project consultation plan was developed and implemented.

The aim of the consultation plan was to:

- Engage the Granville Island tenant community, key informants, the Granville Island Trust, CMHC Granville Island staff, and the CMHC Granville Island Management Team.
- Enrich the project team's understanding of the site context, the physical and market constraints, and the unique opportunities presented by the site.
- Confirm and interpret the planning principles specific to the ECUAD repurposing project.
- Help the consultant team define up to three ECUAD repurposing options.

The project consultation was structured primarily around five key activities:

1. Granville Island Trust Input
2. Granville Island Tenant Workshops
3. Key Informant Interviews
4. CMHC Granville Island Staff Workshop
5. CMHC Granville Island Management Workshop

In keeping with the project's terms of reference, consultation was generally limited to the "on-island" community, including CMHC, with the exception of key informants.

The consultation activities were conducted between November and February, and have informed and have been informed by the project's research activities, including architectural analysis, and relevant case study and best practice research. These two input streams – consultation and research – will be interwoven towards producing the final Repurposing the ECUAD buildings on Granville Island report, to be prepared by the end of March 2014.

## 1.0 GRANVILLE ISLAND TRUST INPUT

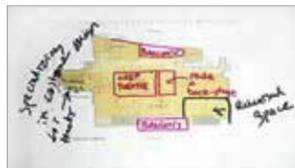
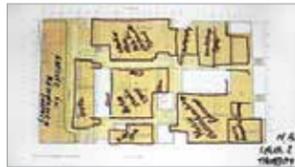
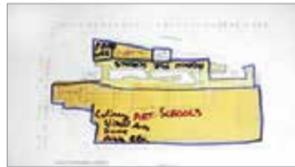
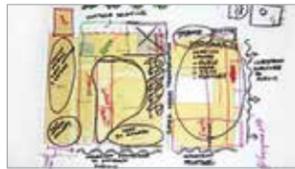
CitySpaces met with the Granville Island Trust on November 21st, 2013. The Trust encouraged the consultants to consider the following in drafting re-development scenarios:

- Attract a young (20-30 years old) demographic, in order to help replace the student population that will be lost when ECUAD relocates
- Bring back the edge, innovation, experimentation that Granville Island has lost over the years, and be sure to look beyond Vancouver for examples.
- Foster authentic subcultures (art, high-tech, hacker, maker). This will help bring more vitality to the Island
- Attract the public by creating an animated space, opening the building to the street, providing access to water
- Look for multiple users, not just one or two big ones
- Suggested key informants: Douglas Coupland (author and artist), Margaret Atwood (author), Bob Rennie (Rennie Marketing Systems), Taj Meetha (Chair of BCIT Board of Governors), David Halliday (Dynamic Structures), Michael Audain (Polygon Homes), and Harold Kalke (Kalico Developments Ltd).

## 2.0 GRANVILLE ISLAND TENANT WORKSHOPS

Three workshops were held with Granville Island Tenants on the evenings of January 14th, 15th, and 16th (5:00pm to 8:00pm) at ECUAD. Invitations to the workshops were sent on December 13th, 2103 via email from the Granville Island office to all Granville Island tenants. Invitees were free to attend any of the three workshops. The invitation informed tenants that the purpose of the workshops would be to discuss the future uses of the ECUAD buildings. Specifically, participants were asked to help identify the issues and opportunities associated with the buildings being vacated, and propose ideas for potential re-purposing options. The workshops sessions were led by CitySpaces principal Gwyn Symmons, with facilitation support from CitySpaces staff Sebastian Lippa and Jada Basi. It was agreed between CMHC Granville Island management and CitySpaces that CMHC would not attend any of the workshops.

Over the three workshops, there were a total of 58 attendees. Of these, 47 were from arts and crafts businesses and organizations; five were from the public market / food and beverage sector; six of the attendees not from Island arts or food sectors included representatives from the Granville Island Hotel, Art Therapy Institute, Ocean concrete, and a boat builder.



Examples of drawings created at workshops

## 2.1 WORKSHOP RESULTS

The following is a summary of what workshop participants over all three workshops identified as key opportunities and issues presented by the ECUAD buildings repurposing.

### OPPORTUNITIES:

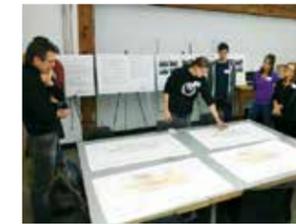
- Large amount of space
- Existing spaces and features for arts use – E.g., auditorium, gallery, bookstore, foundry, equipment, facilities
- Granville Island Reference Document supports more arts and crafts space
- Printmaking cluster on Granville Island
- Building space is flexible
- Granville Island manufactures – potential for more interactions
- Night-time events – e.g., music
- North Building able to be opened to street, with multi-purpose ground level
- Attract the next generation of cutting edge artists and makers
- Existing on-island groups could help manage new spaces
- Passion and talent of Granville Island community
- Loss of arts programs at Capilano University
- Water access and views of False Creek
- Strong tourist draw; potential to draw more local visitors
- Double height areas, which are rare
- Available space that would be easy to repurpose for:
  - Affordable space for arts and crafts studios/workshops
  - Food: Commissary and demonstration kitchen, local food, BC wines, micro/nano-breweries
  - Education for arts – adults and kids; formal and informal, e.g., apprenticeships
  - Social purpose organizations, e.g., disadvantaged artists
  - Community gathering spaces
  - Office space
  - Meetings, speaking events
  - Incubators, shared spaces, artist co-operatives
  - Outdoor spaces for various uses
  - Storage space
  - Showcasing Granville Island artists, e.g., direct sales, gallery space
  - Indoor activities, providing rainy day destination
  - Viewing areas to see artists at work

### CHALLENGES:

- Access and transportation to and from Island
- Competition with existing Granville Island business
- Safety at night
- Buildings not welcoming
- Not enough parking
- Pressure from higher paying tenants not in alignment of Granville Island vision, e.g., franchises
- Cold, rainy weather most of the year
- CMHC is risk-averse and does not have mandate of experimental urban development
- ECUAD may take all equipment when relocating

The following table summarizes the re-purposing ideas for the ECUAD buildings that were received over the three workshops.

BUILDING SECTION	SUGGESTED NEW AND RETAINED USES
North Building 1st Floor	<ul style="list-style-type: none"> <li>• Public Access</li> <li>• Studios – General, including Wood, metal, printmaking</li> <li>• “Dirty” arts area – Retain</li> <li>• Gallery – Retain</li> <li>• Performance space</li> <li>• Restaurants</li> <li>• Retail</li> <li>• Food related – Production, classrooms, retail</li> <li>• Residential</li> <li>• Office</li> </ul>
North Building 2nd Floor	<ul style="list-style-type: none"> <li>• Studios – Variety, including tech, photo, music, textiles</li> <li>• Education – Arts</li> <li>• Office and multi-purpose space</li> <li>• Residential – Artist residency program</li> </ul>
South Building Library	<ul style="list-style-type: none"> <li>• Museum / Gallery</li> <li>• Restaurant/Bar</li> <li>• Retail / Services</li> <li>• Studios</li> </ul>
South Building 3rd and 4th Floors	<ul style="list-style-type: none"> <li>• Theatre – Retain</li> <li>• Museum</li> <li>• Studios – Dance, music, theatre, textiles</li> <li>• Education institution – Arts, culinary</li> <li>• Office – Arts organizations</li> </ul>



Workshop #1



Workshop #2



Workshop #3

### 3.0 KEY INFORMANT INTERVIEWS

Key Informant interviews were conducted between December and February by the consultant team to gather input from individuals and groups with expert knowledge on urban development and socio-economic trends in Vancouver, as well as with individual and groups considered as potentially having an interest in participating in the on-going repurposing efforts of the ECUAD buildings.

More than 40 groups/individuals were contacted, with 25 providing substantive input. Key informants were selected on the basis of being either a third-party expert on Vancouver urban development, or a representative of a group with a potential interest in being a future end user or project partner, or both.

Groups and individuals that provided substantive input:

Key Informant – Organization / Individual	Third Party Expert	Potential End-User/ Partner
Art Institute		✓
Arts Umbrella		✓
Artscape Toronto	✓	✓
BC Restaurant and Food Services Association	✓	
Boca del Lupo Theatre Company		✓
Capilano University – Faculty of Fine and Applied Arts – Studio Arts		✓
Capilano University – Faculty of Fine and Applied Arts – Textile Arts		✓
Central City Foundation	✓	✓
City of Vancouver – Cultural Services	✓	✓
City of Vancouver – Planning Tourism Vancouver	✓	✓
Community Arts Council of Vancouver	✓	
Emily Carr University of Art + Design – President’s Office	✓	✓
Mandy Hansen (Real Estate Institute of BC)	✓	
Heritage Canada	✓	✓
The HiVE Vancouver		✓
Langara University		✓
Malaspina Printmakers		✓
Museum of Anthropology – University of British Columbia		✓

Key Informant – Organization / Individual	Third Party Expert	Potential End-User/ Partner
Bob Rennie (Rennie Marketing Systems)	✓	
Royal British Columbia Museum		✓
Sculptors Society of British Columbia		✓
Tourism Vancouver	✓	
University of British Columbia		✓
VanCity Foundation	✓	✓
Vancouver Public Library		✓

Seventeen additional groups and individuals were contacted, but either declined to comment or had not yet been able to be reached for comment by the time of preparing this report.

### 3.1 INTERVIEW RESULTS

Potential uses suggested, by both third-party experts and potential end-users/partners:

- Arts education, kids’ and continuing education
- Post-secondary education, public and private
- Community classrooms – non-formal education
- Dirty arts studios, e.g., sculpture (metal, wood, ceramics)
- Quiet arts studios, e.g., photography, painting, textiles, printmaking, new media
- Performing arts studios, e.g., dance, theatre, music
- Tech/Maker spaces – incubator space for artisanal product makers, as well as experimental and small-scale tech inventors/makers
- Office, especially for arts and cultural, and social purpose organizations
- Restaurants – Brew pubs, urban wineries, local food theme
- Retail – BC food and drink, furniture, design, commercial art galleries, clothing/fashion
- Live music venues
- Gallery, museum
- Library
- Theatre
- Residential – Condos; Artist residency

Key informants that have signaled interest in being either leasing space and/or helping administer or partner with CMHC in the development of future leased space:

KEY INFORMANT: ORGANIZATION / INDIVIDUAL	LEASE SPACE	ADMINISTRATION / PARTNERSHIPS
Arts Umbrella	✓	✓
Artscape		✓
Boca del Lupo	✓	✓
Capilano University – Faculty of Fine and Applied Arts – Studio Arts	✓	✓
Capilano University – Faculty of Fine and Applied Arts – Textile Arts	✓	✓
Central City Foundation		✓
City of Vancouver – Cultural Services		✓
City of Vancouver – Planning Tourism Vancouver		✓
Community Arts Council of Vancouver		✓
Emily Carr University of Art + Design – President’s Office	✓	✓
Heritage Canada		✓
The HiVE		✓
Langara University	✓	
Malaspina Printmakers	✓	✓
Sculptors Society of BC	✓	✓
VanCity Foundation		✓
Vancouver Public Library	✓	

#### 4.0 CMHC GRANVILLE ISLAND OFFICE STAFF WORKSHOP

A workshop with CMHC Granville Island office staff was held on February 6, from 10:00 am to 12:00pm at the CMHC Granville Island office, with eight staff members attending. The workshop was led by CitySpaces principal Gwyn Symmons, with facilitation support from Sebastian Lippa.

##### 4.1 WORKSHOP RESULTS

###### PRINCIPLES AND HIGH-LEVEL SUGGESTIONS

- Capitalize on Granville Island’s good visibility
- Build on Granville Island values – innovation and sustainability – to attract businesses with similar values
- Do something bold that will shake up public perception of what Granville Island is about
- Provide uses that will bring visitors at slow times – evenings, winter months
- Create public access to the North Building – which would provide rainy day programming
- Encourage light industry / manufacturing – a few still on Island and opportunities for more and interconnections between them
- Provide access to water, perhaps pushing the building to the water’s edge, at the North building
- Work with a group like Artscape to help with management. Also, the Granville Island Cultural Society manages the theatre space, festivals, buskers, and perhaps could have a role in helping manage new arts spaces.

###### SUGGESTED USES

- Conference centre for large events, especially for groups aligned with Granville Island values – innovation, sustainability – that would raise profile of Island and be part of Island vision
- Space for festivals, both during and office space for year-round planning
- Spaces for arts groups
- School-to-work program, incubator space – perhaps in collaboration with ECUAD who has a similar program
- Brew pubs, nano-brewing
- Urban wineries (BC wines) – including tasting room, sommelier training
- Commercial art galleries
- Fashion, especially local, eco design
- Live music venue – noting potential challenge with noise
- Light industrial, manufacturing – including maker/tech incubator concept. Could include large scale wood, sculpture, 3D printing

- Commercial kitchen – day vendors could use, as much of this food is made off-site
- Music rehearsal space
- Artist in residence program, in collaboration with the Granville Island Hotel?
- Retain the auditorium in South Building; it is in great demand for community use
- Storage – huge problem for tenants, present and future
- Use the parking area at east side of building, which is currently used by ECUAD. These spaces are used occasionally for summer festivals and student exhibits.
- Gallery space, artists studios in South Building

### 5.0 CMHC GRANVILLE ISLAND OFFICE MANAGEMENT WORKSHOP

On February 6, 2014, the consultant team facilitated a workshop with CMHC Granville Island Office Management Team. The purpose of this workshop was for the consultants to summarize the input gathered to date and present and receive feedback on the preliminary results of its repurposing options analysis and architectural analysis.

The preliminary results of the repurposing options analysis and architectural analysis included an assessment of three draft repurposing scenarios.

SCENARIO #1	ARTS AND INNOVATION
CONCEPT	Place for cutting edge artists and innovators, and “new economy” skills development, as well as large amount of performance rehearsal space. This scenario envisions creating an authentic place to experience local arts and technology innovation and fabrication. Public access at ground floor of North Building would allow for viewing of activities with high visual value (e.g., forge, printmaking, 3D printing, robotics testing, etc).
KEY USES	<ul style="list-style-type: none"> <li>• North Building 1st Floor: Atrium with café; street fronting retail and gallery; dirty arts cluster; arts incubator; studios (individual and shared)</li> <li>• North Building 2nd Floor: Mix of offices and studios, including arts incubator</li> <li>• South Building Library: Brew pub</li> <li>• South Building 3rd and 4th Floors: Performing arts rehearsal studios</li> </ul>

SCENARIO #2	PERFORMANCE AND PRESENTATION
CONCEPT	Emphasis on food and entertainment, along with significant amount of studio spaces for artists and makers of various types. This scenario is aimed at providing more night-time uses that would improve vitality at this part of Granville Island year-round.
KEY USES	<ul style="list-style-type: none"> <li>• North Building 1st Floor: Street level lounge for performing arts venue; atrium with café; brew pubs in gallery space and at rear; restaurant; studios (individual and shared); dirty arts cluster; gallery</li> <li>• North Building 2nd Floor: Licensed live music venues; all-ages music venue; rehearsal halls; studios; offices</li> <li>• South Building Library: Restaurant</li> <li>• South Building 3rd and 4th Floors: Museum</li> </ul>

SCENARIO #3	ARTS EDUCATION
CONCEPT	Emphasis on spaces for education, especially arts. The overall concept includes much of the features of Scenario 1, including significant amount of studio space, but introduces more spaces for classrooms and performing arts studios.
KEY USES	<ul style="list-style-type: none"> <li>• North Building 1st Floor: Atrium with café; street fronting retail; gallery; maker/tech incubator; studios (individual and shared)</li> <li>• North Building 2nd Floor: Mix of classrooms, offices and studios; Education-related performance venues</li> <li>• South Building Library: Restaurant</li> <li>• South Building 3rd and 4th Floors: Arts education institution</li> </ul>

### 5.1 WORKSHOP RESULTS

#### SUPPORTED CONCEPTS

- Scenario 2 – Performance and Presentation. Night-time use and energy, as well as the focus on music, are seen as good ideas and address current gaps on Island
- One user in South Building. This building is seen as being good opportunity to attract one large user.
- Shared spaces ideas – shared offices, tool co-op, tech incubator

**ISSUES WITH CONCEPTS**

- Financial viability of large amount of artist studios. Need to make sure the buildings are financially self-sufficient
- Street-level studios (as in Scenario 1 and 3) will not animate the street at night
- Potential conflicts between night time uses (e.g., music venues) and artist studios
- Pub cluster (Scenario 2) would need an intriguing concept to make work

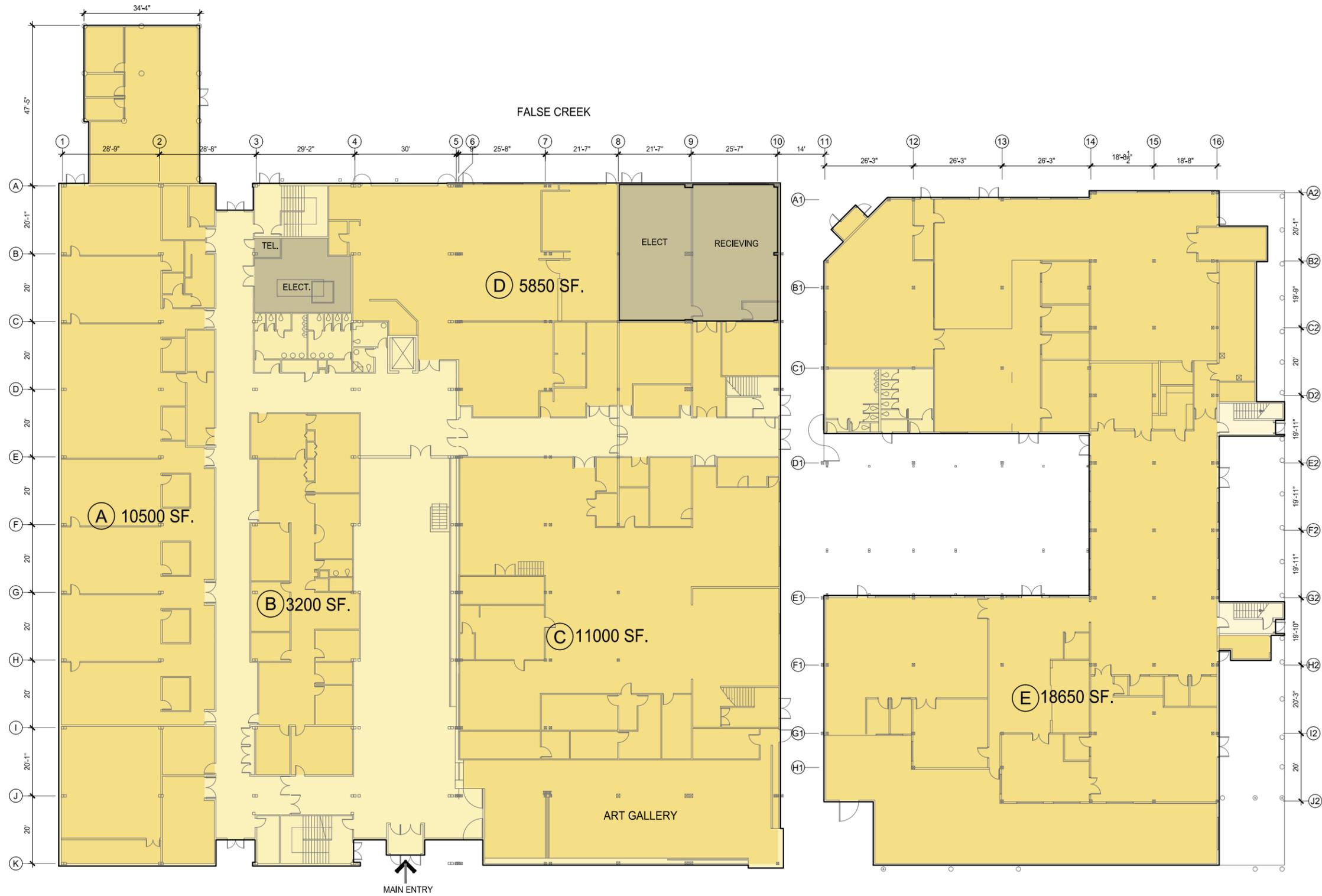
**OPPORTUNITIES/IDEAS****Design**

- Take advantage of views and interesting spaces at North Building – 2nd floor
- Restaurant/café on the water, at the Aboriginal Gathering Centre
- Push North Building to the water, perhaps using an atrium?
- Storage space for cultural partner, ~2000 sf
- Move the road adjacent the east side of the North Building, to create a usable space next to building
- Expand food hub concept, working in a commercial kitchen
- Plan for flexibility/adaptability

**Administration & Potential End-users**

- Avoid large chains like Cactus Club, but could perhaps approach mid-sized local restaurant groups, such as Sequoia and Glowbal
- Partnership opportunities with City of Vancouver, Heritage Canada, and/or others to create cluster of artists spaces
- Also, explore possibility of group such as Artscape to assist with fundraising and administration of artist spaces
- Explore potential for sponsorship opportunities (e.g., “VanCity Centre for the Arts”)
- Explore interest at Royal BC Museum to have satellite at South Building





GROSS FLOOR AREA = 62700 SF.

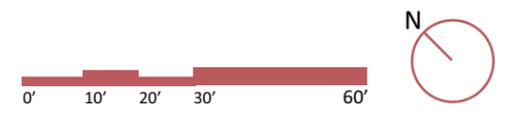
JOHNSTON STREET

a vision for the future

emily carr university of art + design | granville island



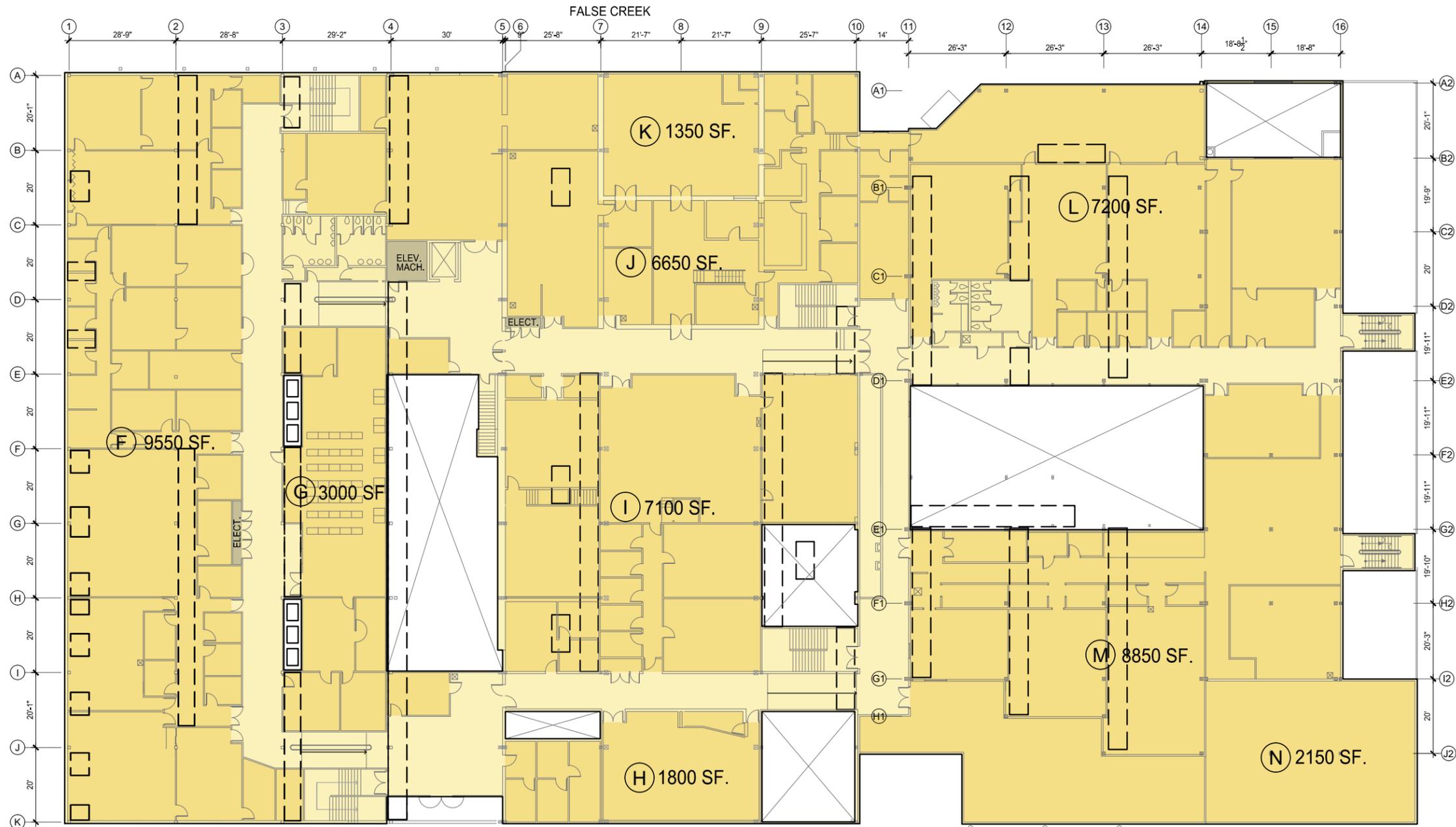
CITY SPACES



NORTH BUILDING - LEVEL 1

1/32" = 1'-0"

Jan 08, 2014



GROSS FLOOR AREA = 61150 SF.

JOHNSTON STREET

a vision for the future

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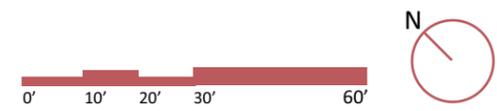


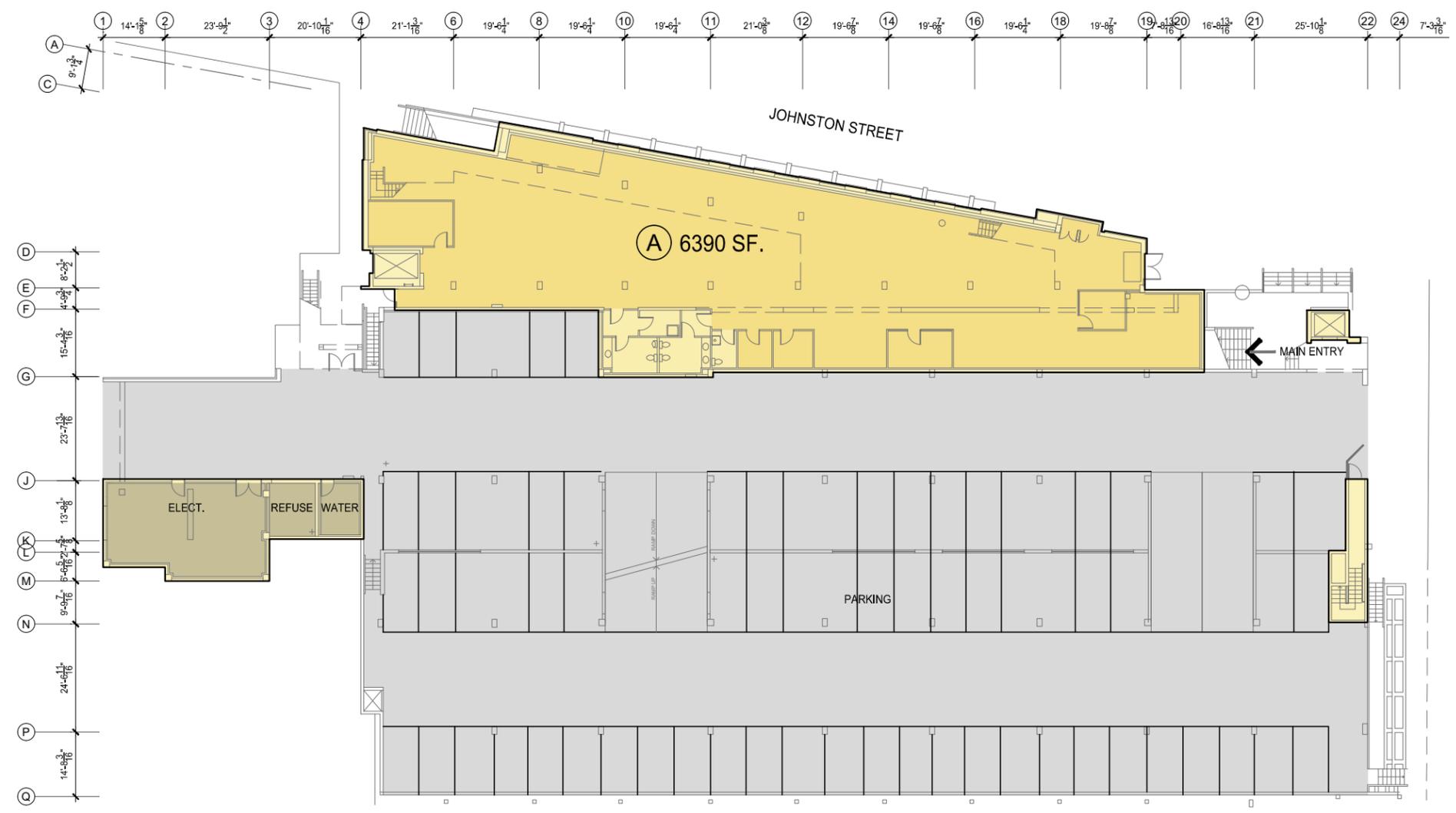
CITY SPACES

NORTH BUILDING - LEVEL 2

1/32" = 1'-0"

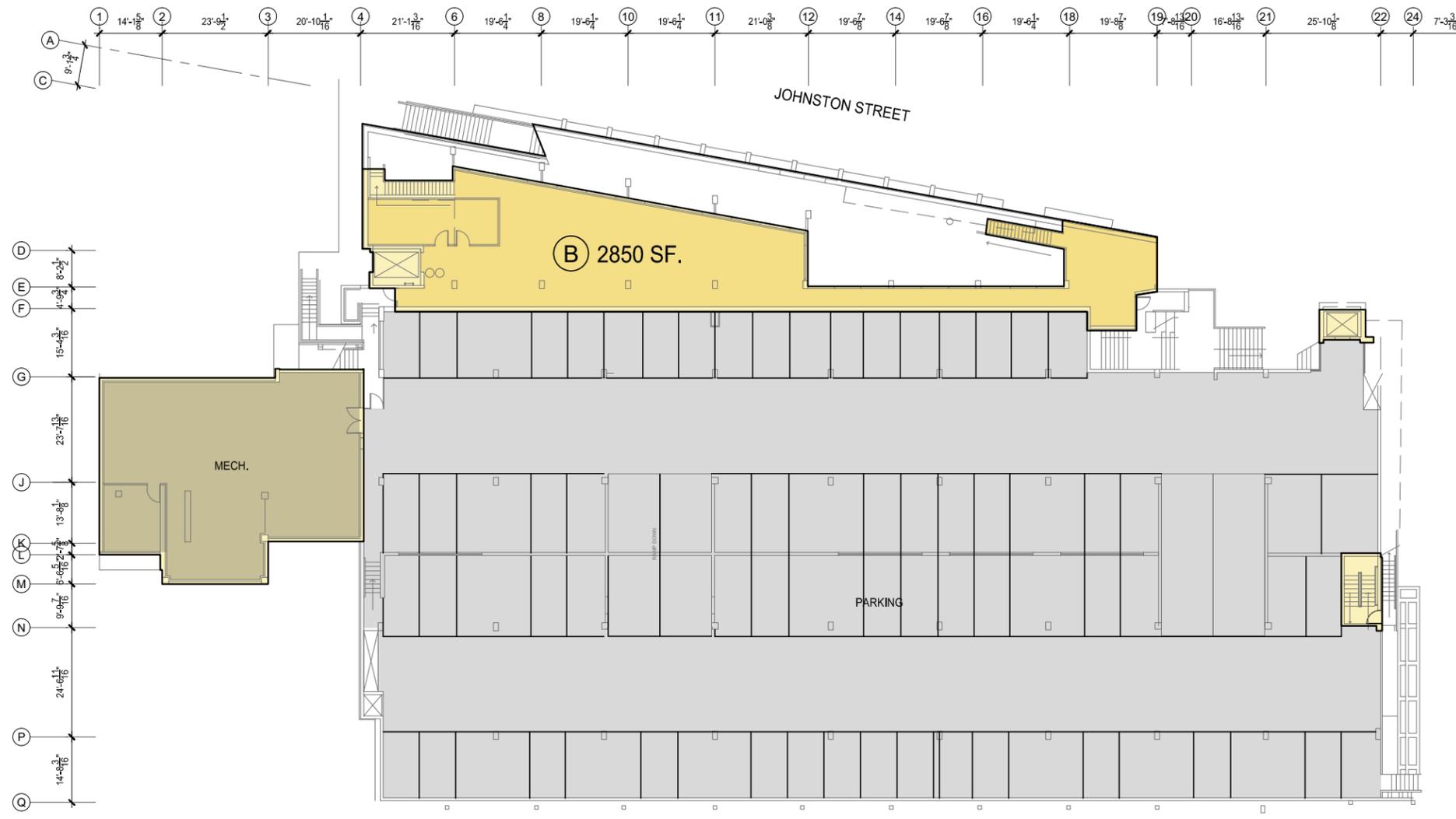
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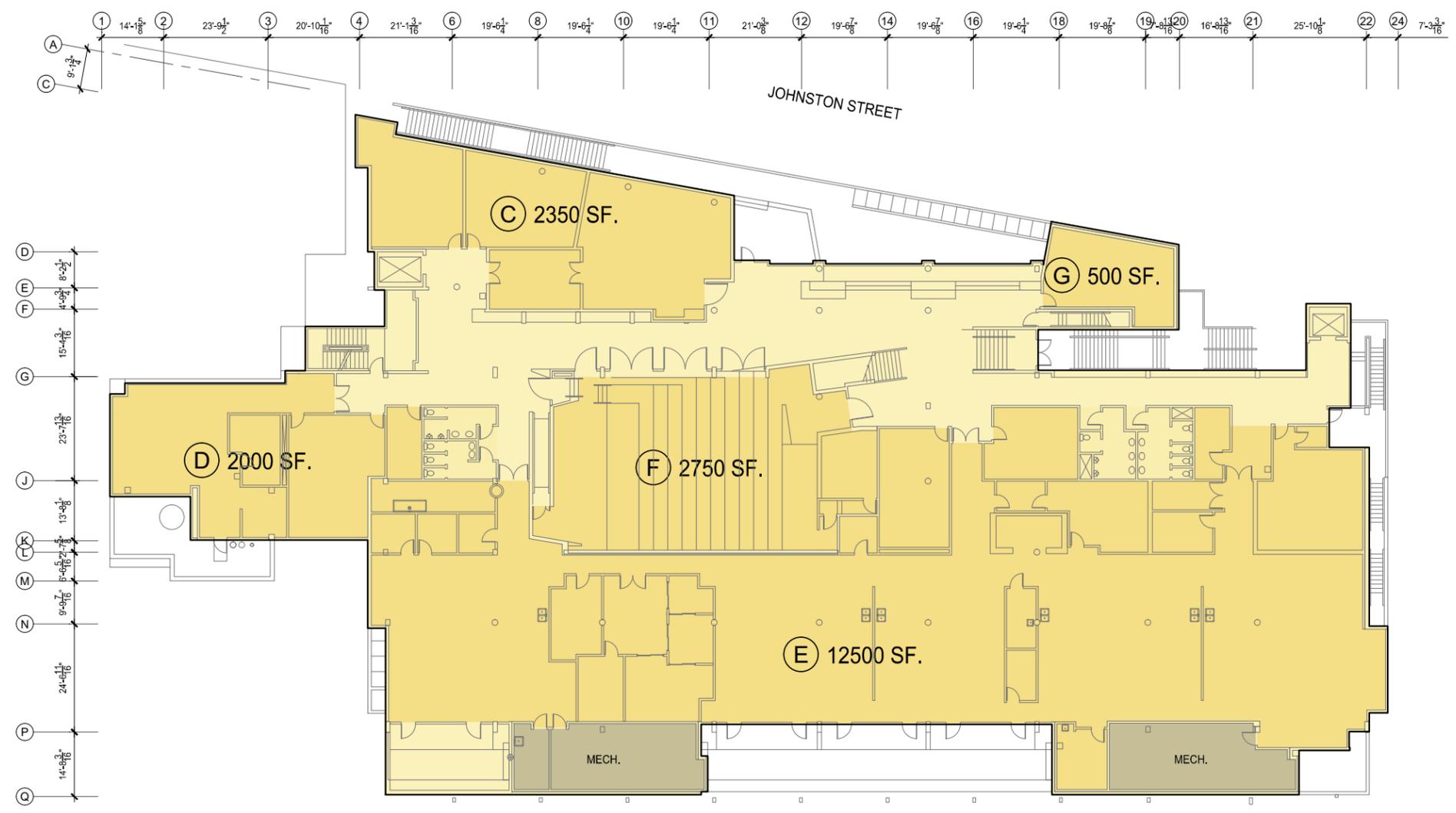
GROSS FLOOR AREA = 9000 SF.

RAILSPUR ALLEY



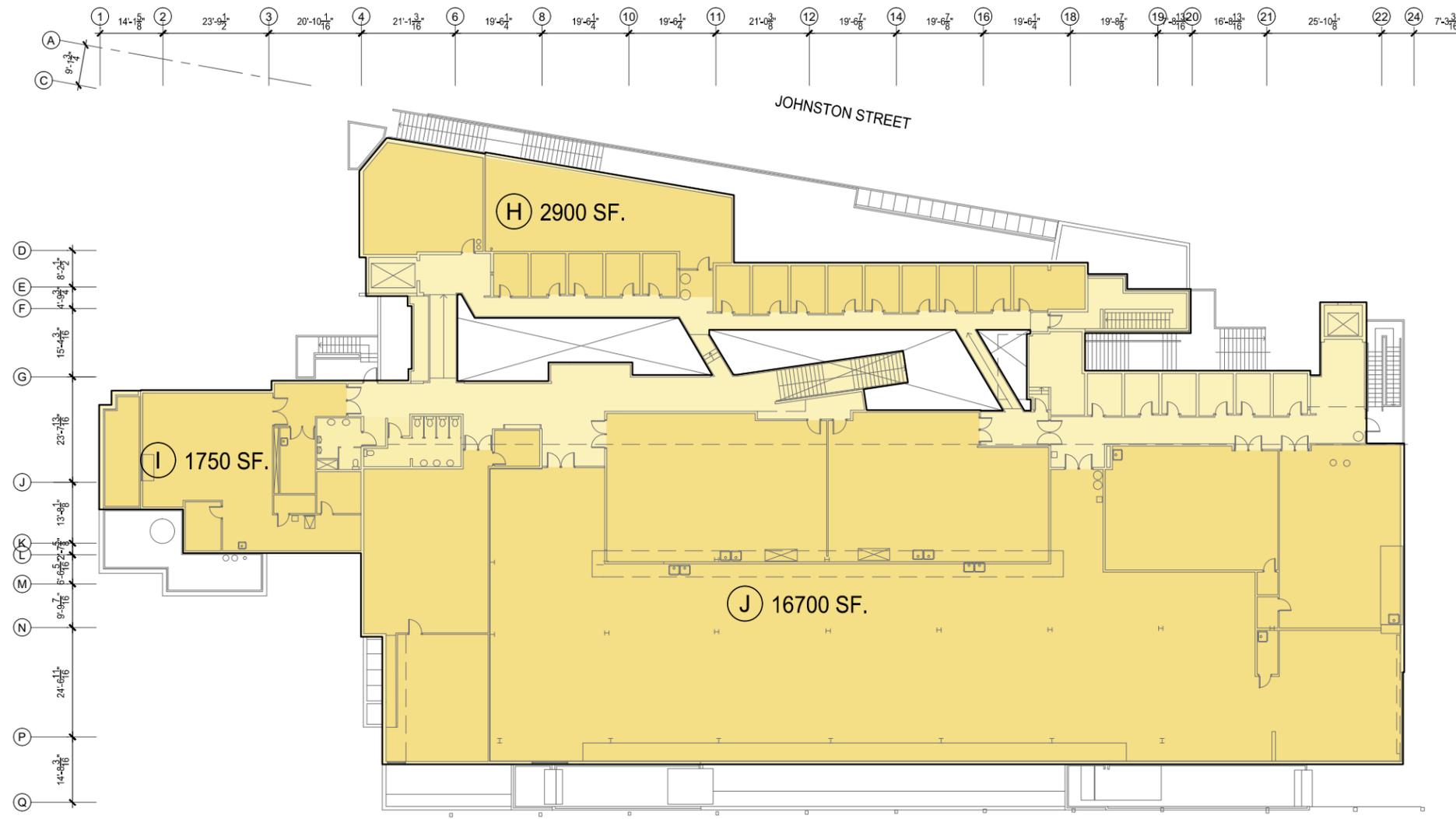
GROSS FLOOR AREA = 6100 SF.

RAILSPUR ALLEY



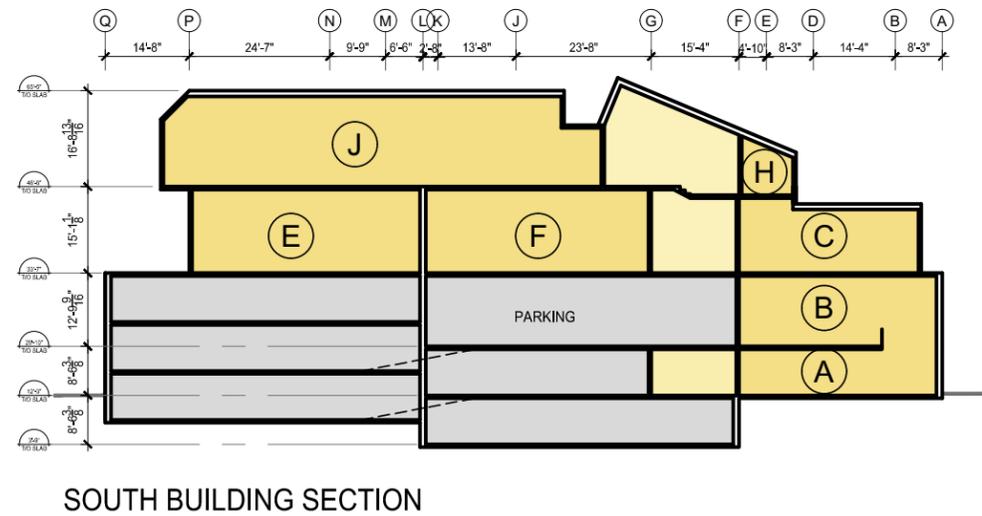
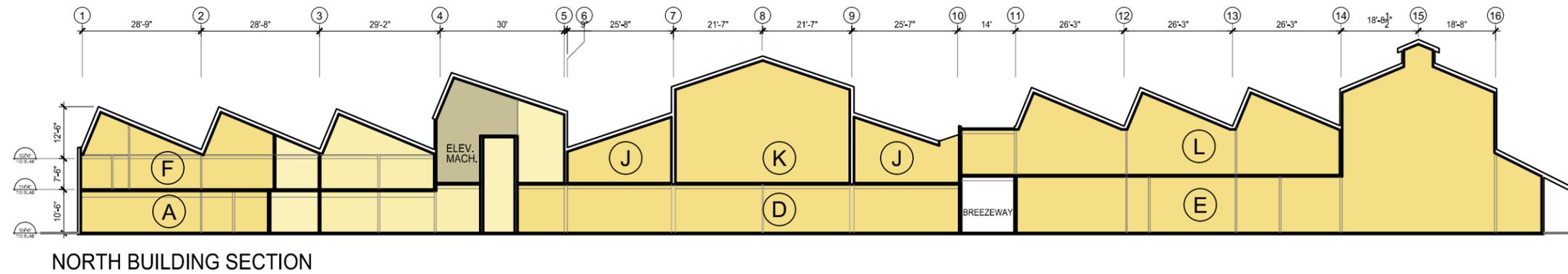
GROSS FLOOR AREA = 29000 SF.

RAILSPUR ALLEY



GROSS FLOOR AREA = 27000 SF.

RAILSPUR ALLEY



**Granville Island Community Input re: Emily Carr Space.**

**Report for the GI Community**

*Compiled by the Vision Committee, a subcommittee of the Granville Island Business and Community Association.*

**Mandated and Current Land Use**

A legally binding planning document for Granville Island was written by the City of Vancouver and approved by the Vancouver City Council on April 18, 1978. The *Reference Document for Granville Island / False Creek Area 9* (hereafter referred to as the Reference Document) outlines specifications for land use as follows:

A	Industrial	130,000 sq. ft.
B	Arts and Crafts	125,000 sq. ft.
C	Institutional	189,000 sq. ft.
D	Maritime	92,000 sq. ft.
E	Community and Recreation	60,000 sq. ft.
F	Market	50,000 sq. ft.
G	Performing Arts	50,000 sq. ft.
H	Restaurants and Entertainment	50,000 sq. ft.
I	Retail	35,000 sq. ft.
J	Office	52,000 sq. ft.
K	Residential	25,000 sq. ft.
L	Hotel	47,363 sq. ft.
	<b>Total Built Area</b>	<b>905,363 sq. ft.</b>

The Granville Island community has repeatedly voiced concerns about the actual land use compared to the specifications of the Reference Document. A 2012 Report by the Vision Committee (a subcommittee of the Granville Island Business and Community Association, or GIBCA) refers back to findings from 2007 that identify the shortage of Arts and Crafts land use:

“The Island Insight study conducted in 2007 includes a page comparing the 2007 land use with the amounts stipulated in the Reference Document. Arts and Crafts, stipulated to have 125,000 ft<sup>2</sup>, had in 2007 39,350 ft<sup>2</sup> (31.5% of its target).”

*Compiled by the Vision Committee, a subcommittee of the GIBCA. Submitted to the Granville Island Community in January 2014.*

LAND USE	1999 Reference Document			Actual Land Uses (August 2007)		
	Total Gross Floor Area (ft <sup>2</sup> )	Total Gross Floor Area(m <sup>2</sup> )	% of Total	Total Gross Floor Area (ft <sup>2</sup> )	Total Gross Floor Area(m <sup>2</sup> )	% of Total
Industrial	130,000	12,077	14.4	129,076	11,434	13.0
Arts & Crafts	125,000	11,613	13.4	39,350	3,656	4.1
Institutional	189,000	17,558	20.9	208,985	19,415	22.0
Maritime	92,000	8,547	10.2	50,946	4,733	5.4
Community & Recreation	60,000	5,547	6.6	25,704	2,388	2.7
Public Market	50,000	4,645	5.5	50,000	4,645	5.3
Performing Arts	50,000	4,645	5.5	61,624	5,725	6.5
Restaurant & Entertainment	50,000	4,645	5.5	46,441	4,314	4.9
Retail	35,000	3,252	3.9	85,026	7,899	8.9
Office	52,000	4,831	5.7	67,008	6,225	7.0
Residential	25,000	2,323	2.8	0	0	0.0
Hotel	47,363	4,400	5.2	61,052	5,672	6.4
Storage/ Vacant	0	0	0	25,000	2,323	2.6
Covered Parking	0	0	0	105,802	9,829	11.1
<b>TOTAL</b>	<b>905,363</b>	<b>84,108</b>	<b>100%</b>	<b>950,014</b>	<b>88,256</b>	<b>100%</b>

The Reference Document stipulates that in order “To preserve flexibility and to allow for on-going change as the redevelopment is implemented, there shall be a latitude of 20% (±10%) in the allocation of the various uses within the total built area.” Despite taking this flexibility in to account, the arts and crafts sector is dramatically under target land use.

**Granville Island as a Cultural Resource**

While it is clear that increasing arts and culture representation must be a priority, any artists will not do as new tenants on GI. We must strive to recruit and select tenants whose work engages the GI community and the public in new ways. Maximum public interaction around and inside space should be given priority over private exclusive activities. It is not enough to have artists working in a vacuum. In order to reinvigorate public participation, GI must offer an experience that is not available anywhere else.

The Reference Document specifies the objective “To limit retail uses to those areas approved for retail use except that additional retail use may be permitted as follows:

- (a) To limit retailing in the areas approved for ‘Arts and Crafts’ uses such that in the case of each tenant, the creation and production of goods shall predominate and retail sales shall be subordinate. Further, sales shall be confined to goods that

*Compiled by the Vision Committee, a subcommittee of the GIBCA. Submitted to the Granville Island Community in January 2014.*

are produced on the premises or in the case of a craft guild or similar organization to goods produced by the members.”

Looking at the table above, retail is well-represented on GI. However this does not mean that there is no place for retail in the Emily Carr buildings. Instead retail must be considered *secondary* to the practice of creating art. The community ideas for how to use this space provides opportunity for revenue through retail without compromising the primary focus on arts, culture and education. If we can create something that is interesting and engaging for the public, they will continue to visit GI. It is important to note that “impact value” will arise from these visitors, and existing retailers (food, art/craft, services, etc) will benefit from increased traffic on GI, even if the new space use does not focus on retail.

#### **Gathering Community Input**

The Vision Committee has gathered information on suggested future uses of the Emily Carr buildings through a survey and a series of meetings with the Granville Island community. Granville Island’s tenant mix is very unique and we were cautious to consult with as many groups as possible to get an accurate picture of the community’s input. The meetings were arranged according to interest groups such as Artists and Artisans, Industry, Non-Profit, Theatre, Retail, and Education. Additional consultation was made with Food and Maritime business owners.

In total, the GIBCA and the Vision Committee were able to get input from over 75 individuals, representing over 45 Granville Island businesses and an additional 5 off-island organizations.

#### **Renewal Strategy: A Vision for an Arts Incubator**

The 2012 Vision Committee report points out that there is concern and shortfall in terms of renewal strategy and development of the cultural public vision of the land use opportunity. The Vision Committee expressed a need for a renewal plan and for this plan to be inclusive of all stakeholders (in a presentation to management 2010). The GIBCA and the GI community want to be a part of planning GI’s renewal. The reinvention of the Emily Carr space could be the beginning such a plan.

*Based on the information gathered at the meetings, the community believes that the best potential use of the Emily Carr space is to create a mixed-use space that focuses on multidisciplinary arts, education, and industry and provides opportunity for public engagement. The community wishes to create an “arts incubator” that links the established artists and artisans of Granville Island with the next generation of makers in the lower mainland. Numerous arts organizations and individual artists such could compose a Cultural Federation that provides support and resources in arts and culture. Shared galleries, offices spaces and boardrooms would allow groups to work together to maximize their resources. Preserving the mixed use of the space will be critical to success. Education would be a major focus, with artists and organizations hosting workshops, lectures, conferences and symposia. It would even be possible to create a School of Craft. The public will be invited to engage with galleries, visible working*

*Compiled by the Vision Committee, a subcommittee of the GIBCA. Submitted to the Granville Island Community in January 2014.*

*studio spaces, public fee-for service workshops, tool libraries, resource centers, lectures and residencies, etc.*

This new hub for arts and culture will help rekindle the public imagination for Granville Island if done right, and restore confidence in the wonderful initial ideas of an urban oasis that functions as a social and urban design laboratory. Community enthusiasm for GI will be reignited.

#### **Proposed Space Uses**

##### **Education:**

Education component: A cross between EC and BCIT. Shift the educational focus to craft and industry. Sharing spaces to act as a think tank. Mentoring the next generation of makers to become an arts incubator.

- School for Craft eg: Haystack, Sheridan College, Harborfront, Pratt Fine Art Centre, Penland School of Craft, Haliburton School.
- Teaching the next generation their craft through apprenticeships/ internships/ co op programs
- Industrial Classroom with access to specialized equipment and training
- Tool library model (membership = access to tools)
- Expansion of Arts Umbrella curriculum.
- Boatbuilding education
- World class art school/ alternate art school/ emphasis on high quality craftsmanship.
- Artists exchange program so we can invite artists from around the world to collaborate with us on projects, symposiums, lectures, installations, shows, etc.
- An acting studio or acting academy.
- Possibly a English as a Second Language school could set up there.
- Capilano College closing: this may be an opportunity. There is equipment, instructors, displaced students who are enthusiastic and motivated.
- Investigate all the possibilities that could come from this.
- Alternate art school model like Black Mountain or Emma Lake or Banff Center.
- Idea: a fashion institution.
- Trades schools of certain types.
- Night school classes to attract people to use the space at night.
- Kids and teenagers educational programs.
- Non-degree granting school ... full courses and quality but not for a degree...
- Entrepreneurship mentoring

##### **Museum and Gallery Ideas:**

- An island run community gallery, monthly or quarterly turnover of exhibitions, managed by the Cultural Federation of tenant organizations
- Include an International craft gallery
- Canadian Craft museum

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- Maritime Museum or Wooden Boat Museum
- Museum of Granville Island History
- Transit Museum
- Radio Museum
- Motorcycle/ Kings Truck Museum
- Neon Museum
- Historical Costume Museum
- Neon Museum

**Artist Studios:**

- Affordable artist studio spaces for a variety of media (arts, artisans, craft, etc)
- A mix of private studio spaces and workshop spaces for use by the public
- Scholarship studios for recent graduates
- Residencies for young or emerging artists, term: 1-3 year turn-around.

**Specific Activities:**

- Blacksmith/forge
- A bronze foundry. The space is set up for this and it would be stunning visually to pour bronze create sculpture in public eye. Jack Harman foundry closed many years ago and no place like it exists in Vancouver.
- Papermaking and papermakers.
- Letterpress arts. Vancouver Letterpress League coupled with experienced GI printmakers.
- WOOD CO-OP should be reinvented and given a prime spot. Cool place that exists: "The Joint". Rental equipment and time in shop etc. Wooden boat building. Furniture building. Wood sculpture.
- A machine shop that would be also a co-op or have a mandate that would allow for the community members to collaborate with it.
- A ceramics co-operative for clay arts. (lots of equipment and gas hook ups are there already, Potters Guild of BC located on GI for over 30 years).
- Carpentry shop – Theatre prop house like Arts Club. Learning how to build sets for live theatre.
- Textile Crafts Symposium... talk with Charlotte Kwon and Tim from Maiwa. Bring in textile artists, have a wet space for textile artists... possibly a shared workspace.
- MUSIC. Rehearsal space... recording, performing in conjunction with a café... local music groups could perform and rehearse there.
- Photography lab... again shared space potential with technicians and classes... equipment to share etc.
- "Video Inn" VIVO on main street... could need a new home.
- Electronics workshop. Club or co-op.
- Computer workshop...
- A festival center for such like Secret Lantern society, Children's festival etc. G.I. is a very good place for festivals. More Headquarters for festivals.
- Encourage engineers or retired engineers with projects to set up studio workspace here.

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- Literary arts festival or literary arts component
- Theatre/ performing arts spaces

**Shared Spaces:**

- Include: an open communal teaching (workshop) space that could be shared and used by many people. Many people want to share and teach but lack an easy way to do this. This would share the knowledge on the island with many people from the lower mainland. Islanders can give workshops in their discipline.
- Shared Gallery spaces
- Artist run co-op. showcase artist artisans work in group or individual shows.
- Shared office, boardroom and administrative space for arts organizations. "Cultural Federation" idea.
- Resource libraries – many organizations have archives that span decades. Could all be joined in to a single Cultural Federation reference library.

**Administration and Potential Models:**

Community concepts:

- Cultural Federation with shared administrators /a joint venture one administration. Multiple organizations form a Cultural Federation and share certain resources (administrative or creative spaces, etc) and have shared administration.
- Individual leases for each organization/business through CMHC.
- Head lease for one or more organization(s), subleases to additional organizations
- Admin structure that would have a board and support arts organizations and have a cooperative structure for admin and shared facilities. These are difficult times for arts organizations. Looking for ways we can strengthen ties and strengthen community.

Vision Committee concept:

- GIBCA take on a "head lease" for the space. We actually have current head-leaseholders and head-lease leasing managers in the community association. This model would necessitate hiring paid, professional administrators to work with the GIBCA to manage the head lease. Some of the potential benefits:
  - The community association would be able to determine the process for tenant selection and participate in the process
  - The community association would be able to determine the details of lease terms as per the needs of the community (specifically the length of the lease term and the cost of rent)

The community expressed concern that if they are not intimately involved in the process of redeveloping the Emily Carr space, there will be too much emphasis on the administrative and liability side with a centralized decision making structure and fall short on the cultural, broad input, diversity and experimental side.

A head lease structure that would give a business interest a motivation to go off mandate to create a profit would be detrimental to the land opportunity. This is an opportunity to create and circulate extraordinary amounts of money, but without the right administrative

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arrangement it will not circulate in the way that will foster more creative growth. Request help to align interests in the admin structure to create synergy and foster a virtuous cycle as opposed to a vicious cycle.

This should help G.I. Be the R and D culture lab of the city. We are positioned to be this way more easily than most areas. As with the economic model of most cultural projects, the financial analysis needs to focus on the impact for the whole neighborhood or city.

- Investigate models such as:
  - Beaumont Studios
  - Trout Lake Community Centre Model
  - Harborfront Model
  - Upper Canada Village Model
  - Mergatroid Building
  - 1000 Parker St.
- Investigate local cooperative models such as:
  - The Hive (photography)
  - The Joint (woodworking)
  - Pedalheads (bicycles)
  - Vancouver Tool Library
  - Kickstand (community bike shop)
  - Homesteaders Emporium
  - The Sharing Project

#### **Conclusion**

The potential use of the Emily Carr buildings as an “arts incubator” meets several needs on Granville Island: to achieve mandated land use for the arts, to reinvigorate public involvement, and to allow for growth of existing GI organizations while involving new tenants. Furthermore this “arts incubator” concept could be the foundation of a renewal strategy, reestablishing Granville Island as a unique and valuable cultural resource. For these reasons, the Granville Island community recommends the “arts incubator” concept as the best potential use of the Emily Carr space.

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# REPURPOSING STRATEGY FOR ECUAD BUILDINGS AT GRANVILLE ISLAND | June 2014