

GRANVILLE ISLAND 2040: BRIDGING PAST & FUTURE

A Final Report on Comprehensive Planning and
Vision for the Future of Granville Island

PRESENTED TO CMHC – SPRING 2017

**granville island is
physically at the
heart of the city.
the conversations
today expressed
our shared pursuit
to make this place
remain at the
emotional heart of
vancouverites for
generations to come.**

– GI 2040 Public Engagement Workshop Participant

TABLE OF CONTENTS

OVERVIEW	2
MANDATE & PROCESS	4
PRINCIPLES & GUIDELINES: FOUNDATIONS FOR SUCCESS.....	8
CONTEXT: CHALLENGES & OPPORTUNITIES	12
STRATEGIES FOR SUCCESS	19
Strategy 1: Improve Access	20
Strategy 2: Expand the Public Market & Create a Market District.....	30
Strategy 3: Embrace Arts & Innovation	36
Strategy 4: Restore & Sustain the Public Realm	48
IMPLEMENTATION & GOVERNANCE	58

OVERVIEW

This is the final report of Granville Island 2040, a planning project commissioned by Canada Mortgage and Housing Corporation (CMHC) to produce a comprehensive vision for Granville Island for the next quarter century. The report draws largely on the findings of four separate and concurrent studies conducted as part of Granville Island 2040:

- Land use plan (HCMA Architects and Design, with partners)
- Arts and culture plan (AMS Research and Design)
- Transportation plan (Bunt and Associates)
- Economics analysis and governance review (Flatbush Consulting).

In the recommendations made to CMHC throughout this report, the objectives of this project have been to capture the genius of the past, which transformed a former industrial site into an internationally acclaimed model of urban redevelopment to address the challenges of the present, and to shape the future with imagination and bold ideas.

The report begins by acknowledging the leadership, vision, principles and planning guidelines that informed the redevelopment and success of Granville Island after 1972. Granville Island was planned as an “urban opportunity place” to be characterized by a diverse land use mix, the preservation of historical character and authenticity, a commitment to arts and crafts and to on-site production and experimentation in all areas of activity, and the priority of the public realm including attractive public spaces, waterfront access and a pedestrian-friendly environment.

Those principles and guidelines are reaffirmed with the following modifications. First, Granville Island should make the promotion of innovation – in arts, crafts, food, urban design, and other areas – a fundamental criterion in its approach to all future development and programming. Second, Granville Island should make its commitment to environmental and social sustainability more explicit, by attaining higher levels of environmental performance, and deepening its commitment to social inclusion. Most importantly, in relation to social inclusion, Granville Island should commit to fostering a culture of open and ongoing dialogue and collaboration with local First Nations. Discussions between CMHC–Granville Island and leaders of the three local Coast Salish Nations have begun as part of the Granville Island 2040 public engagement process, and should continue in order to further identify shared interests and partnership opportunities.

Reaffirmation of the foundational principles is not, however, a commitment to the status quo. The past forty years have seen massive changes in Vancouver caused by population growth, immigration, increasing cultural diversity, and the economic disruptions of global trade, new technology and climate change. Challenges and opportunities arising from these changes must be addressed if Granville Island’s success is to be sustained.

There are also internal organizational challenges that must be addressed. Granville Island has operated for forty years on a model of financial-self-sufficiency, but the last decade has been characterized by a static equilibrium. No new programs are possible without new

revenue streams. Additional revenues are not possible without growth and development to attract a greater number of visitors. New development opportunities and increased visitation are only possible by overcoming the impasse of automobile traffic congestion and parking, and expanding alternative means of transport to the Island. Dramatic improvements in alternative transport infrastructure are critical.

Granville Island 2040 presents a vision, and recommendations, for the future in which these challenges are met, initiating an exciting new phase of growth and development, sustaining a passion for creativity and innovation, and rekindling the love affair with the Island for new generations. In this vision, transformational changes in transportation infrastructure decrease private automobile traffic and parking and restore the pedestrian-friendly public realm. New developments in the Market District create one of North America’s leading food and restaurant destinations. New facilities and programs establish an internationally important arts and innovation district. The increasing scale and variety of activity, day and night, reflects the rich diversity of the Island’s surrounding community, and its privileged location at this important gateway to Asia.

This report is organized around four multidimensional Strategies for Success:

Strategy 1: Improve Access

Build an elevator from the Granville Street bridge to the heart of Granville Island and a new bridge across Alder Bay, creating two iconic architectural features

that have destination value in themselves; increasing public transit, pedestrian, cycle and ferry access to the Island; reducing the dominance of private vehicle traffic; liberating parking space to enhance the public realm and alternative land-use opportunities.

Strategy 2: Expand the Public Market & Create a Market District

Reinvigorate the Public Market by expansion and integration within a Market District, creating a major food destination with new opportunities in sustainable food, local food production and processing, and innovative culinary arts and programming; expand independent business in the non-food sector specializing in local design and manufacturing.

Strategy 3: Embrace Arts & Innovation

Create a more dynamic, risk-enabling and resilient arts, crafts and culture community; establish a new Art and Innovation Hub for work in cross-disciplinary fields linking art, design and technology; build a flexible performance space to showcase contemporary, multi-media art practice and performance; reinforce festival programming; explore the establishment of a First Nations’ cultural centre; upgrade existing facilities and shared services in support of cultural partners; foster robust stewardship of the arts.

Strategy 4: Restore & Sustain the Public Realm

Create a central plaza at the heart of the Island; replace parking by public spaces at the west and east ends of the Island; naturalize the south shore of Alder Bay; develop exciting new opportunities Island-wide; promote environmental and urban sustainability.

Implementation of recommendations of this scope and complexity will require the political imagination, leadership and effective management that were critical to the Island’s early success. Accordingly, the report concludes with recommendations and considerations for effective implementation, including a preliminary phasing schedule, order-of-magnitude cost estimates, and anticipated financing possibilities. However, financing the implementation of proposed infrastructure requires further research and consideration as additional engineering and feasibility studies are conducted in the short term. In terms of governance, the report recommends that CMHC establish an interim Granville Island 2040 Implementation Committee as soon as possible following the release of the Granville Island 2040 Plan. This Implementation Committee should include representatives from CMHC, the City of Vancouver, the Granville Island Trust, the on-Island community, key subject matter experts, and members of the wider Vancouver community. Looking long term, CMHC should continue to explore options for renewal of Granville Island’s formal governance structure with a redefined role that further strengthens local authority, autonomy and decision-making, while remaining accountable to the Government of Canada through CMHC. The report acknowledges that staffing in the CMHC-Granville Island office will require reinforcement in order to effectively carry out the expanded mandate outlined by this report.

MANDATE & PROCESS

In February 2016, after consulting with the Mayor of Vancouver, the President of CMHC, Evan Siddall, appointed Dr. Michael Stevenson to serve as an independent special advisor to lead the Granville Island 2040 project on behalf of CMHC. Dr. Stevenson's broad mandate was to respect the achievements of the past, address current challenges and opportunities, and shape a vision of the future with imagination and bold ideas, and report back to CMHC with recommendations.

Granville Island 2040 was officially launched in May 2016 by the Honourable Jean-Yves Duclos, the Minister of Families and Social Services and the Minister responsible for the Canada Mortgage and Housing Corporation (CMHC). The Minister underlined his commitment to a public process, informed by intensive consultation and public engagement, and the submission of a final report by the end of the year (a deadline later adjusted to January 31, 2017). He also announced the following appointments to the Granville Island 2040 Advisory Board.

Granville Island 2040 Advisory Board

Larry Beasley C.M., *Principal, Beasley and Associates*
 Douglas Coupland C.M., *Writer and Artist*
 Michael Geller, *President, Geller Group*
 Anne Giardini, O.C., *Chancellor, Simon Fraser University*
 Howard Jang, *Director, SFU Woodward's Cultural Unit*
 Am Johal, *Director, VanCity Office of
Community Engagement*
 Sadhu Johnston, *City Manager, City of Vancouver*
 Wendy Grant-John, *Senior Aboriginal Advisor, Deloitte*
 Carol Lee, *Chair, Vancouver Chinatown Foundation*
 Gloria Loree, *Executive Director, Communications and
Public Relations, Destination Canada*
 Dale McClanaghan, *Chair, Granville Island Trust*
 Yashar Nijati, *CEO and Founder, thisopenspace*
 Eric Pateman, *President and Founder, Edible Canada*
 Robin Petri, *VP Development,
Catalyst Community Developments*
 Geoff Plant, *Chancellor, Emily Carr University of
Art and Design*
 Gordon Price, *Director, City Program, SFU*
 Jessica Schauteet, *President, Granville Island Community
and Business Association*
 Maged Senbel, *Associate Director, School of Community
and Regional Planning, UBC*
 Ron Stern, *President, Stern Partners*
 Erica Tao, *Regional Director General, Department of
Canadian Heritage*

In order to respond to the comprehensive mandate and short time-lines of Granville Island 2040, Dr. Stevenson worked with a team of highly qualified professional consultants selected through a public tender process.

Consultant Team

LAND-USE & VISION

HCMA

Darryl Condon
 Melissa Higgs
 Kim Winston
 Mark Busse

Bruce Haden Architect

Bruce Haden

PWL

Derek Lee
 Logan Cairnes

Integral

Dave Ramslie
 Lisa Westerhoff

Colliers International

James Smerdon

Modus

Rob Barrs
 Daniella Ferguson

Happy City

Charles Montgomery
 Omar Dominguez

ARTS & CULTURE

AMS Planning and Research

Steven Wolff
 Bill Blake
 Megan Friedman

TRANSPORTATION

Bunt and Associates

Peter Joyce
 Tim Barton
 Simon Mueller
 Thea Wilson

ECONOMICS & GOVERNANCE

Flatbush Consulting

Michael Goldberg

COMMUNICATIONS

Elettra

Simone Abt
 Gwen Hardy

St. Bernadine Mission

David Walker
 Nicki Harris

CMHC-GRANVILLE ISLAND

Sebastian Lippa,
*Project Manager,
Planning and Development;
Assistant to Michael Stevenson*

Public, Stakeholder & Technical Input

The final report relies heavily on the detailed work and reports of the consultants, regular reviews of progress with the Advisory Board, and extensive public and stakeholder engagement. The major opportunities for public and stakeholder input to the project are summarized below:

	ENGAGEMENT OPPORTUNITY	DATE(S)	PARTICIPATION
PHASE 1	Principles, Goals & Actions Workshop	September 8, 2016	32 participants, 21 goals, 34 action examples
	Big Ideas & Site Visioning Charrette	September 10, 2016	31 participants, 7 themes, 4 sites to focus on
	On-site transportation intercept surveys	Aug. 21 & 23; Sept. 21 & 24, 2016	6000 responses
PHASE 2	Ideas Fair	October 1, 2016	Approximately 250 participants, 66 big ideas postcards submitted, 46 sketches
	Online Questionnaire	October 1 – 19, 2016	1044 responses
	Ambassador Questionnaire	September 27 – October 18, 2016	1686 responses
	Directions Workshop	October 15, 2016	Approximately 100 participants
PHASE 3	Emerging Directions Open House	December 3, 2016	Approximately 250 people, 80 people per presentation, 34 responses online
ONGOING	Online and Email Comments	July – December 2016	Approximately 1000 comments submitted



Photos captured at our Ideas Fair

PRINCIPLES & GUIDELINES: FOUNDATIONS FOR SUCCESS

The foundation of the successful redevelopment of Granville Island after 1972 was a product of political imagination, vision and leadership, effective community oversight and local management, and the commitment to principles and planning guidelines which defined subsequent land-use and development.

Leadership

The 1972 transfer of the former industrial district of Granville Island from the jurisdiction of the National Harbours Board to CMHC and its subsequent history of successful redevelopment are a tribute to:

- The political imagination and leadership of then Prime Minister Pierre Trudeau and the Minister Responsible for CMHC, Ron Basford, in whose riding Granville Island lay
- Their vision that the federal government could, despite the absence of explicit constitutional jurisdiction in urban affairs, demonstrate a constructive interest in cities as the home of the great majority of the country's population and economic activity
- The very general mandate they approved for the redevelopment of the Island as an “urban park” for the people of Vancouver
- The significant initial grant from the Government of Canada which allowed for the buy-out of existing leases and investment in infrastructure and redevelopment, with the expectation that on-going operations would be managed on a basis of financial self-sufficiency

With this political initiative and support from the Government of Canada, decisions about the future direction of Granville Island were entrusted largely to local leadership, including:

- The appointment of an Interim Trust, chaired by King Ganong, the CMHC General Manager for the BC region, and including five (later seven) leading members of the Vancouver community who were not CMHC employees
- The mandate of the Interim Trust to advise government and management, and to liaise between the local community, local MPs, the responsible Minister and senior CMHC officials
- The appointment of the first General Manager of Granville Island, Russell Brink, an independent lawyer with strong business and government relations expertise
- The Interim Trust's close interaction with the General Manager and the Minister Responsible for CMHC in the hiring and direction of the first professional consultants who contributed to the framework for the future development of Granville Island
- The regular and detailed engagement of the Interim Trust in decision-making for Granville Island during the crucial early phases of redevelopment

Founding Vision & Values

The vision and values informing the leadership and management of Granville Island were well encapsulated in the earliest report on approaches to development commissioned from Thompson, Berwick, Pratt and Partners. That report envisioned Granville Island as an “urban opportunity... to address the de-humanization, corporatization, institutionalized specialization and control which have characterized modern urban development...erasing...opportunities for personal fulfillment [and] frustrating...fundamentally healthy needs for creativity.” The report then pointed to the characteristics of an “Urban Opportunity Place... including unspecialized settings, unfinished settings, relaxed institutional controls, and the encouragement of self-policing that frees up self-expression.” This perspective informed later contributions to planning, especially the work of Hotson Bakker Architects, who established the planning and development guidelines for Granville Island, as set out formally in the joint CMHC–City of Vancouver [Reference Document for Granville Island False Creek – Area 9 \(1978\)](#).

The planning principles articulated in these early reports envisaged an opportunity to transcend the conventional bias of private real estate markets and explore new possibilities in urban development. This ambition was framed in terms of respect for historical character and authenticity, but also commitment to continuing innovation and experimentation; the priority of the public realm, with attractive public spaces,

LAND USE VISION STATEMENT

**granville island
is a zone of
public possibility.
it bridges our
history with our
collective creative
potential. it is a
place to escape
the expected.**

– HCMA Land Use Report

waterfront access and a pedestrian-friendly environment; and the development of an exciting mix of land-use bridging the city's past and future and reflecting the diverse interests of the whole community.

The intended mix included continuing industrial, maritime and machine shop operations, drawing attention to the “intimate connection between industrial and domestic life” (Interim Trust Report 1976); a unique Public Market and other independent retail business; and a vibrant arts and crafts scene, all expressing the importance of local production and

the making of things as much as their marketing and sale. The importance of commercial success in the Public Market and in other business operations was clearly understood not only in terms of providing outstanding shopping, dining and entertainment opportunities, but in terms of a requirement to support non-profit sectors and the public realm.

Building on the Genius of the Past

These original foundational principles were instrumental in shaping the modern redevelopment

of Granville Island, with their legacy visible today and valued by the public more than ever. In looking towards the next 25 years, we recommend that these founding values and planning principles should continue to guide the development of Granville Island. Naturally, however, these principles should be updated and supplemented so as to address contemporary issues and opportunities.

First, Granville Island should make the promotion of innovation a fundamental criterion in its approach to all future development and programming. The scope

ARTS & CULTURE STATEMENT OF POSSIBILITY

granville island can inspire the people of vancouver, through authentic, locally relevant experiences that uplift the human spirit, engage globally, cultivate cultural development, build interconnected community, and offer personal engagement.

of Granville Island's interest should embrace art, craft, design, science, technology, urban development, natural systems, social well-being, and all other areas where a culture of innovation and excellence can be fostered.

Second, Granville Island should make its commitment to environmental and social sustainability more explicit, by attaining higher levels of environmental performance, and provide more and diverse opportunities for social inclusion at Granville Island. While an underlying ethic of sustainability runs through the foundational principles, a contemporary vision for Granville Island must affirm this as one of the core principles that will inform its approach to all future development.

Finally, Granville Island should commit to fostering a culture of open and ongoing dialogue and collaboration with local First Nations. In the spirit of the Government of Canada's commitment to a renewed relationship with Canada's Indigenous peoples, discussions between CMHC–Granville Island and leaders of the three local First Nations have begun as part of the Granville Island 2040, and these meetings should continue in order to further identify shared interests and explore partnership opportunities.

Those responsible for the governance of Granville Island should further refine these principles by developing a Vision and Mission Statement for Granville Island. Models for such statements have been proposed in reports from the Land Use and Vision project and the Arts and Culture project.

We further recommend the development of operational performance measures which tie various principles to specific projects and inform results-oriented management in the implementation of strategies outlined in this report. Again, a preliminary conceptualization of such measures has been proposed by the Land Use and Vision consultants.

In endorsing the principles which have defined Granville Island's past success, some may object that this report is too much tied to the status quo. We are persuaded, however, by the input received from thousands of individuals over the course of the project that there is a profound public interest in preserving the special character of Granville Island, and a strong endorsement of the founding vision, values and planning principles. There is likewise a fear of interventions that would refashion or redevelop the Island without a commitment to these principles. Change will be supported only if it responds to real problems.

In the rest of this report we argue that there are indeed real problems that must be addressed if Granville Island's success is to be sustained. And we argue that in order to address these problems, Granville Island again needs the kind of leadership, strategic vision and bold action that laid its foundations nearly a half century ago.



CONTEXT: CHALLENGES & OPPORTUNITIES

After more than four decades under the jurisdiction of CMHC, Granville Island is widely regarded as a highly successful model of urban redevelopment. Not surprisingly, given that length of time, a number of changes, challenges and opportunities need to be addressed if success is to be sustained.

Demographic Change

Vancouver and the neighbourhoods immediately surrounding Granville Island have been changed dramatically by population growth, immigration and increasing cultural diversity. As illustrated in the following graphics, population growth has been greatest within a 2 km radius of Granville Island (though lowest in the census tract neighbourhood containing the Island itself), and also very significant in the City of Vancouver, and in the metropolitan area beyond the City (where it has been slightly higher than in the City). What is most relevant for the future of Granville Island is the enormous opportunity of being at the centre of this dramatic urban population growth.

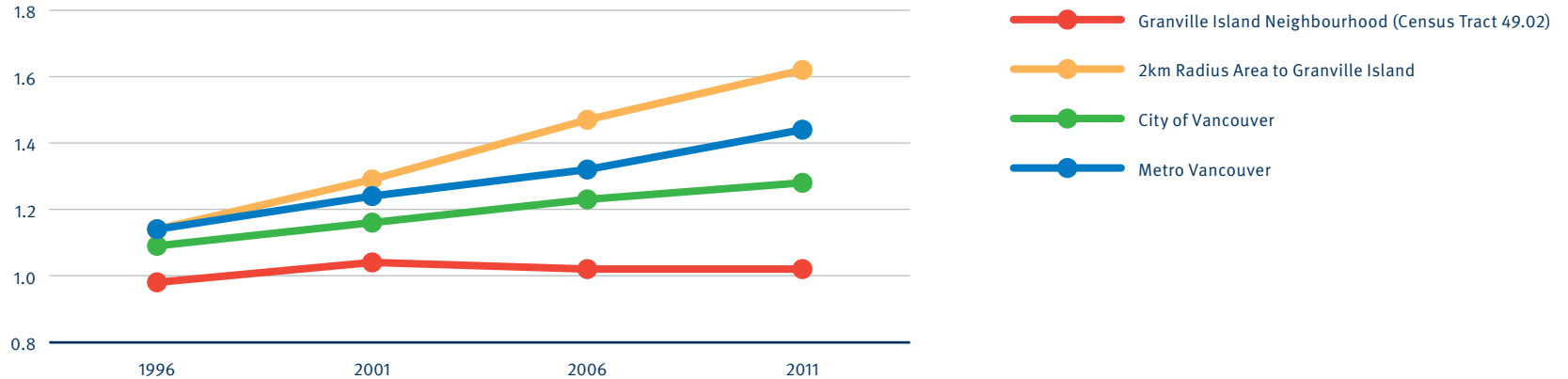
Granville Island's older established local neighbourhood (the South False Creek census tract) has a markedly older and typically smaller household population than is the case in the City of Vancouver and Metro Vancouver. However, the population within the 2km radius is younger and living in smaller households than in the City and Metro. And in both the local neighbourhood and the area within a 2km radius, the densely populated community surrounding Granville Island enjoys higher than average incomes.

Finally, there have been significant changes in immigration and ethnicity, with the City of Vancouver experiencing the most dramatic increases in new immigrant and visible minority populations.

These changes suggest important questions for future planning:

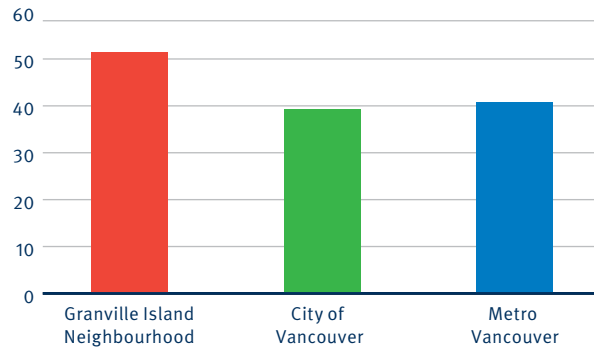
- How well does Granville Island meet the interests of a concentration of both older and younger adults living in close proximity?
- How well does it respond to the greater market power of its surrounding community?
- How well does it reflect the rich social and cultural diversity of that community?

Population Changes, 1991 – 2011 indexed to Year 1991



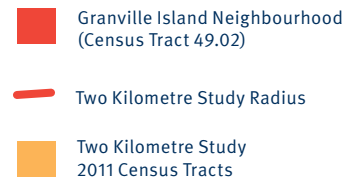
Source: Statistics Canada. 1991, 1996, 2001, 2006, 2011 Census.

Median Age in the Granville Island Neighbourhood compared to the City of Vancouver & Metro Vancouver, 2011

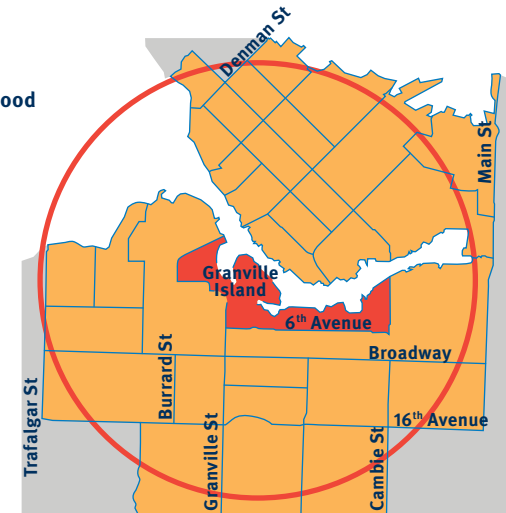


Source: Statistics Canada. 2011 Census.

Map of Granville Island Neighbourhood & 2km Radius Study Area



Source: Statistics Canada



Economic Change

Changes in the economy over the last half century have been as striking as changes in demography. As a result of the globalization led by revolutionary changes in information and communication technologies, the economic development of advanced capitalist countries is now critically dependent on technology innovation and adaptation, and on the capacity of urban centres to attract the mobile, creative class who work in the innovation economy. Vancouver reflects this trend with local knowledge intensive sectors (e.g., higher education or technology) making a greater contribution to GDP than the historically more important natural resource sector.

Again, these changes suggest important questions:

- How well has Granville Island's commitment to experimentation, creativity and innovation kept pace with the contemporary innovation economy?
- What new opportunities would be most attractive to mobile and creative members of the millennial generation?

Climate Change

Perhaps the most momentous change over the last 50 years has been the increasing threat of climate change. In 2015, the Government of Canada committed to international agreements on climate change policy. For Granville Island, the inevitability of sea level rise creates an enormous challenge: warmer temperatures and

melting ice will produce a 0.5 metre increase by 2050, and a 1 metre increase by 2100, with extreme rain events and storm surges. The questions posed by climate change for Granville Island include:

- What strategies can mitigate Granville Island's vulnerability to sea level rise?
- What can Granville Island do to reduce its carbon footprint?
- What opportunities exist to facilitate innovation in environmental technology?

Aside from these external, macro-level societal and environmental changes, there are many challenges inherent in the internal organization and operation of the Island.

the success of the past forty years has been managed without government appropriations beyond the initial capital investment in the 1970s.

Traffic Congestion & Parking

The most serious of these challenges is the combination of the dominance of the private automobile as a mode of access to the Island, along with the traffic congestion and demand for parking that has accompanied the Island's popularity. The single largest use on the Island is now vehicular circulation and parking, which occupies over a quarter of current land use. These pressures threaten the freedom of movement across the entire public realm and the pedestrian-friendly character of the Island, and risk the further erosion of public space.

The extent of the transportation challenge is evident in public opinion, which is more or less equally divided between those who want to decrease or eliminate private automobile access and those who call for an increase in parking to facilitate their personal access to the Island. Despite the latter resistance, it is not possible to address the challenge of climate change or create new opportunities that respond to changing generational, cultural and economic interests without the reduction of automobile traffic and parking.

The questions facing Granville Island 2040 are, therefore:

- How much and how fast can parking be reduced?
- How best can the minimal necessary traffic and parking be managed?
- What are the alternative modes of access to the Island which will substitute for private motor vehicles?



*Space dedicated for roads and parking, 2017
Source: HCMA Land Use Vision Plan*



Challenges to the Arts & Innovation

A second serious challenge is to Granville Island's reputation as a centre of creativity and innovation. A number of factors contribute to this overall risk, including:

- The impending move of Emily Carr University of Art + Design, the loss of identification with that institution's visibility and credibility as a leader in art and design, and the loss of a diverse, post-secondary student body among whom are many of tomorrow's leaders in the art, design and innovation economy
- The partial migration from Granville Island of other successful arts organizations like the Arts Club Theatre and the PuSh Festival
- The increasing concentration of artists living and working in other areas of the city
- Public perceptions of the "staleness" and conventionality in arts and cultural programming as opposed to the "edginess" and "riskiness" of earlier years on Granville Island
- The current financial model provides limited support for the arts and cultural sector through small – though important – grants to eleven cultural partners (In 2016, the cash contribution was \$280,000 – with individual grants to organizations of between \$14,000 and \$41,200 – and in-kind contributions of \$311,000).
- CMHC also provides affordable rents to artists and artisans at rates equal to or less than comparable space in the City, but the density of land-use for the arts is less than envisioned in the foundational plans for Granville Island.

These issues raise important questions for Granville Island 2040, such as:

- What do existing arts, crafts, and cultural partners need in order to thrive on Granville Island?
- How can tenant turn-over be better managed, accommodating successful organizations and attracting new entrants to the Granville Island arts community?
- What new opportunities exist to support innovation in artistic practice and the maker economy?

Economic Sustainability

The third and fundamental challenge to Granville Island's continued success and future development is the challenge of economic sustainability. Granville Island is a self-financing operation, and CMHC has managed Granville Island at no cost to Canadian taxpayers since the initial government investment in 1973. Economic activity at Granville Island is stable, but growth has levelled off. This situation poses long-term risks to Granville Island's economic sustainability, and in order to address this, there are a number of current conditions that need to be taken into consideration, including: head-lease properties, increased competition, flat growth of Public Market sales, limited night-time activity, and the current inability to access financing to fund new development.

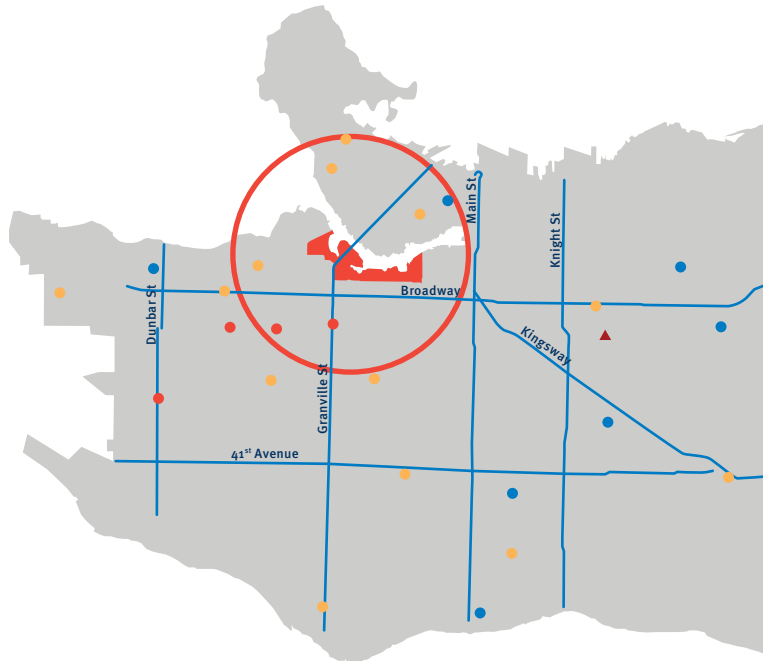
Head-Lease Properties

A considerable proportion of the total commercial properties on Granville Island is managed by private, long-term head-lease holders. Head-lease holders (e.g. Bridges Restaurant, Creekhouse and the Maritime Market) made significant investments in major redevelopment projects, in most cases, long before Granville Island was an established public destination. At the same time, Granville Island's head-leases limit both the extent to which CMHC controls the uses of these properties, as well as the scope of change that can be planned for over the next twenty-five years.

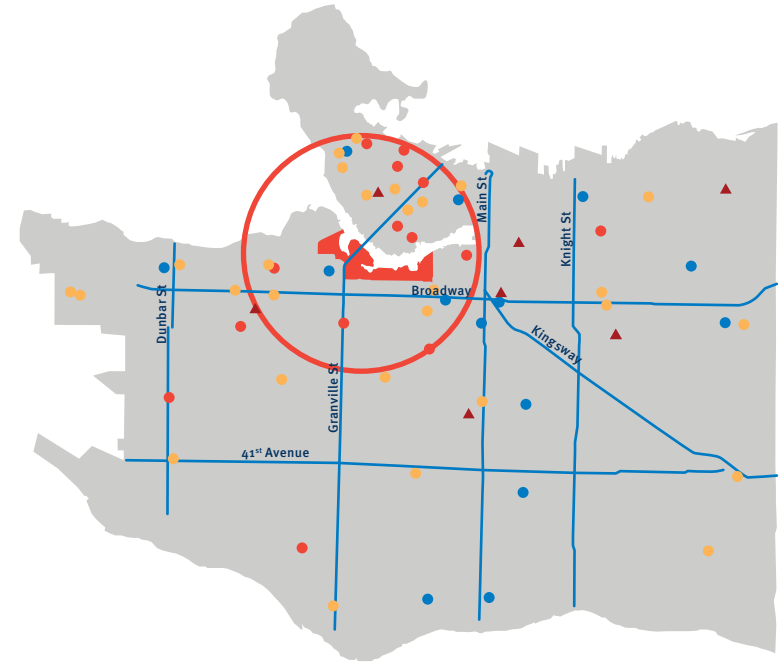
Increased Competition

There is increasing commercial competition across Vancouver, including in the neighbourhoods surrounding Granville Island, with the expansion of premium supermarkets offering specialty and high-quality food offerings, and shopping malls offering a boutique-style shopping experience in stores laid out as discrete storefronts. These developments mimic and in some cases provide an alternative to the shopping experience at the Public Market and retail outlets on the Island. Similarly, the rapid growth of the restaurant options in the city offers stiff competition to the Island's restaurants.

Granville Island Retail Grocery Competitors, 1997



Granville Island Retail Grocery Competitors, 2017



Impact

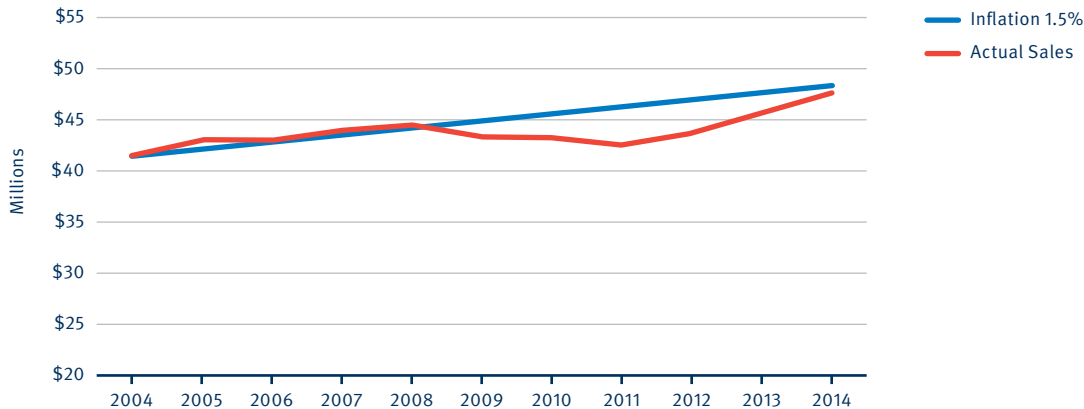
- High
- Medium
- Low
- ▲ Seasonal Farmer's Market
- Granville Island Neighbourhood (Census Tract 49.02)
- Two Kilometre Study Radius

Source: City of Vancouver Open Data Catalogue. Business Licenses

Stagnant Growth of Public Market Sales

Rental income from the Public Market, the major single contributor to Granville Island's budget, has levelled off over the last decade or more. Flattened revenues reflect increased competition from retail chain operations, which have higher profit margins, as well as the proliferation of farmers markets which exist throughout the city. There are inherent revenue limitations at the Public Market, given the small scale of its independent vendors. There is also the perception, not supported by revenue data, that increasing numbers of tourists may impact the viability of Market anchors serving the local market, such as butchers and green grocers, resulting in lower overall sales at the Market.

Granville Island Public Market Sales & Annual Inflation Rate (2004 – 2014)



Source: CMHC – Granville Island

Limits on Night-Time Activity

Limitations on artistic programming and other night-life activity, including the current operating hours of 9:00am to 7:00pm in the Public Market, limit nighttime vitality at the Public Market, and on the Island in general.

Current Inability of CMHC-Granville Island to Borrow Money

Granville Island is not a separate legal entity and, therefore, cannot borrow to finance major new capital investments. These issues of financial sustainability raise important questions for Granville Island 2040:

- What expansion and diversification of commercial opportunities is necessary to sustain a broader vision of continued leadership in creativity and innovation?
- What mix of public (i.e., Granville Island) or public-private partnership investment, or internal borrowing will best finance the infrastructure and business opportunities required to sustain future success?
- What changes in governance and management will be needed to implement strategies for future growth and development with an appropriate balance in the mix of commercial and non-commercial activity on Granville Island?

STRATEGIES FOR SUCCESS



STRATEGY 1:

IMPROVE ACCESS

One of the keys to Granville Island's ability to revitalize the Market, the arts, and public realms in ways which respond to current challenges and future opportunities is a multidimensional strategy to transform access to the Island. This strategy aims to increase the number of visitors to the Island, while shifting the primary mode of travel to and from the Island from private automobiles to transit, bicycle, ferry, and pedestrian traffic. That shift allows the future repurposing of high value parking sites for redevelopment, increasing public participation in new commercial opportunities which contribute increased revenue, increasing opportunities for arts and cultural activity, and reinforcing the distinctive character of a pedestrian-friendly environment and public realm.

Granville Street Bridge Elevator

Currently, Granville Island is poorly served by transit. Transit use to and from Granville Island is significantly lower than transit use in the city generally, and there is just one bus route that serves Granville Island, running relatively infrequently every fifteen minutes. Yet, directly above Granville Island, a city bus passes every two minutes along the Granville Street Bridge. Finding a way to connect Granville Island to this robust bus service corridor would greatly increase visits to Granville Island via transit.

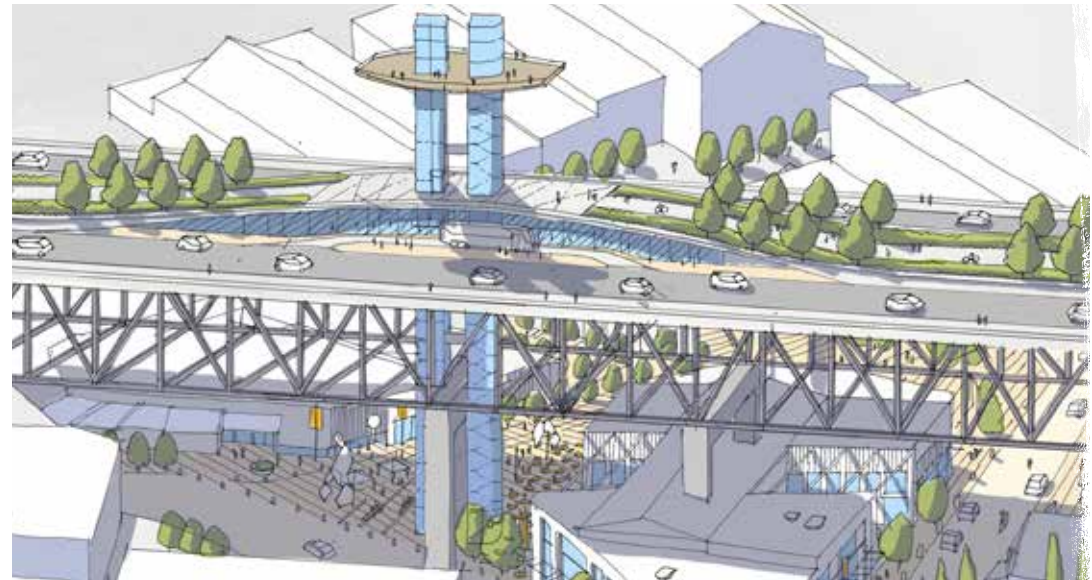
The proposed solution to this challenge is to provide an elevator (and a staircase) that would connect Granville Island to a new bus stop on the Granville Street Bridge. This transformational opportunity aligns with the City of Vancouver's visionary proposal of an elevated cycle and pedestrian greenway in the central two lanes of

Granville Street Bridge – a Vancouver version of the High Line in New York City. The elevator would provide an efficient and engaging mode of access directly to the heart of Granville Island for a population of roughly a quarter of a million living in the dense residential neighbourhoods lying within a half hour commute by foot, cycle or bus to Granville Island. Analysis of current bus routes and regional residential patterns indicates that with a Granville Street Bridge Elevator:

- About 200,000 additional people would be within a 30 minute transit trip to Granville Island.
- About 500,000 additional people would be within a 60 minute transit trip to Granville Island.

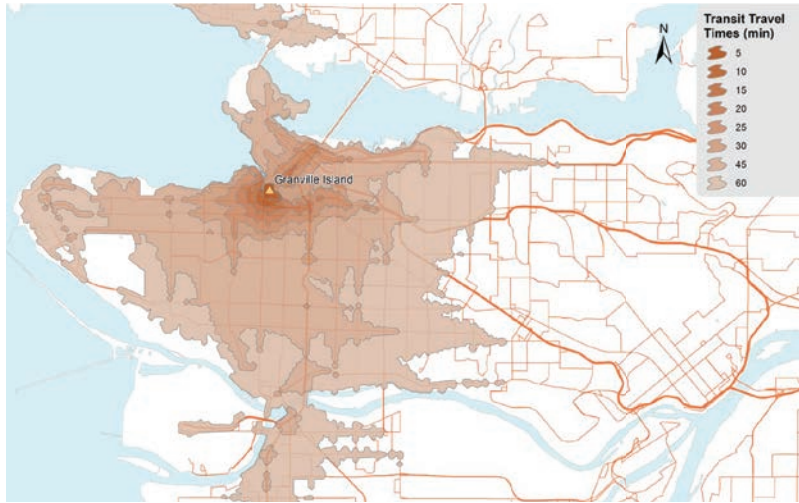
Pedestrian and cycle access would also be improved, with an estimated 10,000 additional people being within a 15 minute walk, and another 9,000 people within a 15 minute bike ride.

The elevator is conceived as a Vancouver icon – linking a rebuilt ground level public space with a future bus stop and greenway on the bridge above. Design concepts could also include a tower feature that would offer a spectacular viewing platform above the bridge. This additional attraction would draw new visitors to the city and Granville Island.

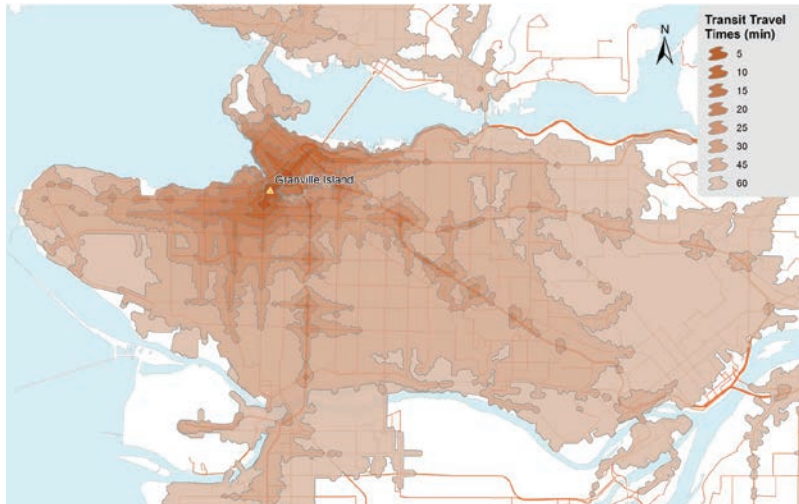


Concept sketch of Granville Bridge Elevator (PWL sketch, from HCMA Land Use Vision Plan)

Area accessible to Granville Island by transit, by time – Existing conditions

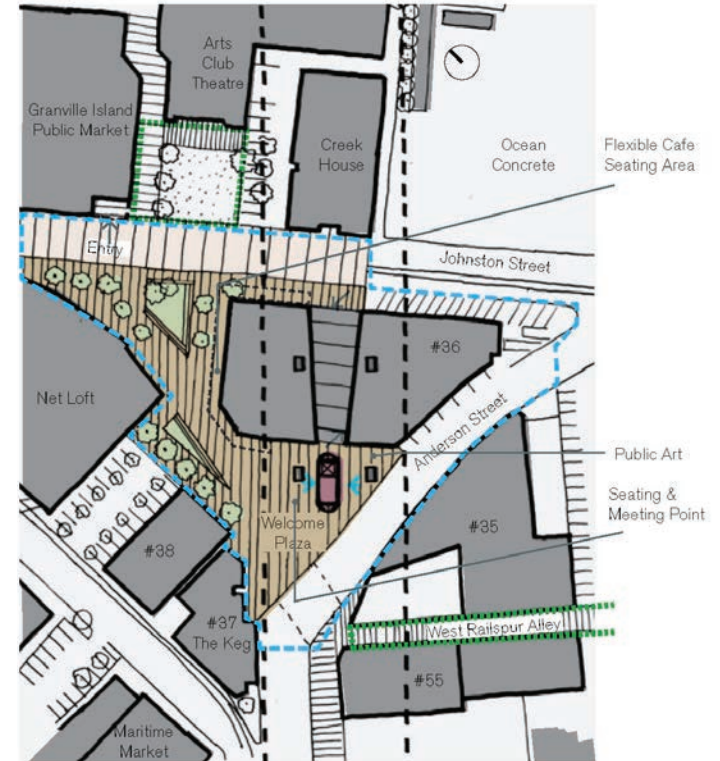


Area accessible to Granville Island by transit, by time – With Elevator

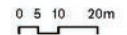


Source: Bunt Transportation Plan

Granville Street Bridge Elevator – Granville Island Level



- Elevator & Stair
- New Public Space - Welcome Plaza
- Project scope
- Adjacent key public space



Source: HCMA Land Use Vision Plan



Gibbs Street Pedestrian Bridge, an example of an existing bridge elevator in Portland, Oregon

The proposed location for the base of the elevator, as the attached sketches and site plan show, would be in front of the current Building 36, currently primarily used as covered parking. The base of the elevator will support the development of a new central plaza which will create an inviting entrance to the Public Market District and to Railspur Alley and the Arts precinct beyond. The anticipated higher numbers of visitors arriving via the elevator, and a continuing reduction of private automobile traffic will, over time, allow the repurposing of currently under-utilized spaces, including covered and surface parking lots.

The elevator would become a destination in itself, attracting new visitors to Granville Island. As well, by lowering the ‘effective distance’ to the Island for

approximately 250,000 local downtown Vancouver residents, the elevator greatly increases their likelihood of using Granville Island for food and convenience shopping as well as restaurants, theatres, and other amenities. This improves the value of the leasable space at the base of the elevator and in the adjacent areas. With the connection to Railspur Alley, it will improve access to the Arts district and attract new tenancies and uses that contribute to the ongoing vibrancy and financial success of the Island.

Key first steps include testing the project’s future viability, which will include conducting technical engineering and financial studies, as well as engaging Translink and the City of Vancouver.



Concept sketch showing proposed plaza, with elevator (PWL sketch, from HCMA Land Use Vision Plan)

Alder Bay Bridge

More and more, people in Vancouver are walking or riding a bicycle to make their daily trips. With significant further residential densification occurring and planned for around False Creek, as well as major improvements to the South False Creek seawall, even greater numbers of pedestrians and cyclists can be expected at the doorstep of Granville Island.

To make it easier for pedestrians and cyclists using the seawall to access Granville Island, a new bridge spanning Alder Bay is recommended. This bridge would provide improved access and visibility to the less animated east end of the Island, distributing visitors more broadly, and enhancing the success of the Arts precinct. This bridge would also relieve some of the congestion for cyclists at the Anderson Street entrance.

Like the proposed Granville Street Bridge elevator, the Alder Bay Bridge would add an iconic urban design element to the Island, which would attract new visitors.



Concept sketch of proposed Alder Bay Pedestrian and Cycle Bridge (PWL sketch from HCMA Land Use Vision report)



Example of a pedestrian and cycle bridge, Jarrold Bridge, Norwich, UK

Arbutus Greenway Connections

The Arbutus Greenway is a City of Vancouver transportation planning initiative to create a roughly nine-kilometre transportation corridor within the right-of-way of a former freight rail line running from False Creek to the Fraser River. The City plans to allow only walking and cycling along the Corridor for the short term, with the possibility of introducing light rail or streetcar in the future.

When opened, the corridor will provide a major new component to the region's greenway network, convenient active transportation connections to communities along the corridor, and a significant improvement in accessibility to Granville Island. It is recommended therefore that Granville Island identify itself as key stakeholder in this project, actively collaborating with the City of Vancouver in its realization.

The Arbutus Corridor does not connect directly to Granville Island, but will terminate close to the Island, near the intersection of 4th Avenue and Fir Street. However, without proper wayfinding, users of the corridor may encounter problems similar to those who access the Island from the existing bus loop at Granville Street and 5th Avenue. Granville Island should work with the City of Vancouver on a way-finding program that would direct current public transit users and future Corridor users to and from the Island.

Vancouver Streetcar

A streetcar service between Olympic Village station and Granville Island would provide an important public transit connection to the Canada Line. A streetcar from Granville Island to Science World would connect the Island by transit to the wider SkyTrain system. An existing right-of-way connects these points, with the segment between Olympic Village and Granville Island containing a single-track railway which was used for a well-received demonstration streetcar service during the 2010 Vancouver Winter Olympics.

The City of Vancouver has long-term plans to develop a streetcar along this right-of-way as part of a much larger city-wide system. Although the status and future of this plan is unknown given the City's other higher priority transportation goals, Granville Island should collaborate closely with the City on planning for public transit on this right-of-way. A shorter-term connection from Science World to Granville Island would be a significant improvement in public transit access to the Island, while a longer-term connection to downtown and Stanley Park would be a transformational improvement for Granville Island's accessibility and in Vancouver's public transit system and tourism infrastructure.



Streetcar demonstration project from 2010 Winter Olympics, Vancouver

Ferry Access

The False Creek ferry operators have seen a significant increase over the last 10 years in the traffic they handle to Granville Island. Granville Island should work with these operators to find ways to continue that trend. To further improve connectivity to the regional transit system, Granville Island should engage in discussions with Translink regarding the possibility of adding ferry service to the Compass Card payment system. Also, research should be conducted on the feasibility of additional docking at the east end of the Island.

Anderson Street ‘Complete Street’

A “complete street” is a street that has been designed to be safe and inviting for all users of all abilities. With low driving and cycling speeds, complete streets are easy for people to cross, and are generally considered pleasant places to be. Currently, there are several examples of “complete street” conditions throughout Granville Island. However, the portion of Anderson Street that leads on and off the Island is not one of them. A complete street at the entrance to Granville Island would not only provide improved access for pedestrians and bicyclists, but would also provide a visual cue to all visitors that Granville Island is a pedestrian and cycle-friendly area. In keeping with that intention, in the future and as other modes of transportation are in place, there is an opportunity to potentially reallocate space currently used for vehicular travel lanes to create separated bicycle access, wider sidewalks and an improved public realm. These improvements would also facilitate a convenient connection to a proposed high-quality bicycle parking hub at the Granville Street Bridge Elevator plaza, which may include valet bicycle parking at peak times.



One of the two passenger ferry companies that services Granville Island



Concept sketch of Anderson St. “complete street” (PWL sketch from Big Ideas Fair, Sept 10, 2016)

Parking Management Strategy

Parking will remain an important component of vehicular accessibility to Granville Island. However, the impact of the multiple initiatives recommended above should continue an observed decline in private vehicle traffic. Contrary to public perception, there has been a 7% decrease in the number of people arriving by private vehicle, a 24% decrease in the actual number of weekday vehicles, and a 9% decrease in vehicles on a Saturday since 2005, all while the overall number of visitors to Granville Island has increased. These changes mirror trends in the City of Vancouver, and they create an opportunity to better manage parking demand, improve the effectiveness of existing parking areas, and repurpose some parking areas for more productive uses. The three main components of the overall parking management strategy are: Parking Space Repurposing; Parking Pricing; and Off-Island Parking.

Parking Space Repurposing

In order to provide the necessary space for the variety of new development and activity anticipated in the overall Granville Island 2040 Vision, it is recommended that in the future key sites currently devoted to parking be repurposed (specific proposals are made in discussion of other strategies later in this report). The redevelopment of parking spaces is recommended to be gradual and subject to the following provisos:

- Redevelopment of parking spaces should occur in lockstep with other strategies aimed at increasing access to the Island via active and transit modes.
- An updated parking pricing policy should be implemented, to ensure the demand for parking spaces is better managed.
- A staff and employee parking policy should be implemented which should see a discontinuation of the existing 300 staff and employee parking passes which are in use today, reducing the demand for parking spaces on the Island by at least 25%.
- The continuing provision of commercial and passenger loading opportunities will be required.

Parking Pricing

The price of parking is an important tool to manage parking demand. If parking is too expensive, it will be underutilized. If parking is too cheap, it will be overutilized and encourage people to drive. This pricing should increase during times of high demand, and relax during times of low demand. Daily, weekly, and seasonal variation in parking pricing should be used to match fluctuations in parking demand.

The goal of a demand-based pricing scheme is to keep parking occupancy at or below 85%. At this level, there are enough available spaces that a parking spot can be conveniently found, and drivers are not required to cruise the area for parking spaces, which further enhances convenience for visitors and increases the number of visitors that a single parking space can serve.

Off-Island Parking

To reduce the area on the island that is taken up by parking, Granville Island employees (and to a lesser extent visitors) should be encouraged to utilize off-Island parking where possible. Currently, there is only one Easy Park lot within a 10 minute walk of Granville Island, and several within two kilometres along a transit route serving Granville Island. Opportunities should be explored to make use of these off-site parking lots with discounted parking passes and car-share incentives for employees.

Discussion with tour operators should also be pursued to have tour buses parked off-Island. Finally, the feasibility of a shuttle service connecting to transit stops and off-island parking should be examined.



if parking is too expensive, it will be underutilized. if parking is too cheap, it will be over-utilized and encourage people to drive.



An aerial photograph of a waterfront city, likely Seattle, showing a marina with several boats, a large public market building, and a dense residential area in the background. The image is overlaid with a semi-transparent red rectangle that contains the text. The text is in a bold, white, serif font. The background shows a mix of modern and older buildings, greenery, and a clear blue sky.

STRATEGY 2:

**EXPAND THE
PUBLIC MARKET
& CREATE A
MARKET DISTRICT**

The Public Market is the most visited destination at Granville Island. User surveys confirm that the Public Market is the main reason that people visit the Island. The Market is also the economic engine for Granville Island and rental revenue from the Public Market provides needed support for the Island's highly valued arts and cultural activities.

At the same time, over the past 10 years, overall sales at the Market have been flat when adjusted for inflation. Research shows that as much as the Public Market is a major draw, regular visitors believe that it needs to provide a higher and more consistent quality in food offering, more local and sustainable products, and more public seating and other amenities. While the Market remains unique in Vancouver, local consumers have an ever-increasing range of choice among specialty foods retailers and other food destinations.

The strategy outlined here aims to re-establish Granville Island as Vancouver's leading food destination and as an international centre of innovation in culinary arts. In order to remain a top food precinct in the city, it is recommended that the Public Market building be revitalized and expanded within a larger Market District.

Public Market Expansion & Optimization

The expansion and revitalization proposed will allow for the intensification of distinctive, high quality products and on-site food production as the essential ingredients of the Market's success. Expanding the Market will allow for a greater variety of offerings, including more culturally diverse foods, cooking workshops, special events, and night-time activity.

Public Market Building Expansion

The Public Market was opened in 1979, and since that time, its building footprint has remained largely unchanged. Currently this provides space for 51 permanent market stalls, 42 artisan day-vendors occupying the Market on a rotational basis, as well as space for public seating, public and staff washrooms, cold and dry storage, offices and other common space. In order to create the opportunity for more public amenities, better functionality, and additional space for new offerings, it is recommended that the Public Market building be expanded and its configuration examined.

The following are recommended components of the proposed Market expansion:

- Potentially adding a second floor above the area in the Market which currently includes Market Grill, A La Mode, the Stock Market, and a large area of public seating
- Building into or covering a portion of the Market courtyard
- Creating a row of exterior fronting, smaller units on the west side of the Market building
- Integrating the Revue Stage space into the Public Market, as well as potentially adding a second floor to that space

the public market is the most visited destination at granville island.

Concept sketch showing long-term vision of expanded Public Market (PWL sketch from HCMA Land Use Vision report)





Boxpark Shoreditch, London, England



Brixton Indoor Market, Granville Arcade, London, England



Pike Place Market, Seattle, WA

These additions together would allow the Market to expand by about 20% of its current gross floor space. Many of these additional spaces will offer views of False Creek and will create excellent opportunities for a variety of new Public Market offerings as well as enhanced amenity space.

Public Market Update & Optimization Study

As part of the expansion of the Market, there should be an overall strategy developed that would examine how the Market might be reconfigured and optimized, with the goal of making the Public Market even more lively and successful. This study should include an examination of the Market's known issues and opportunities, including:

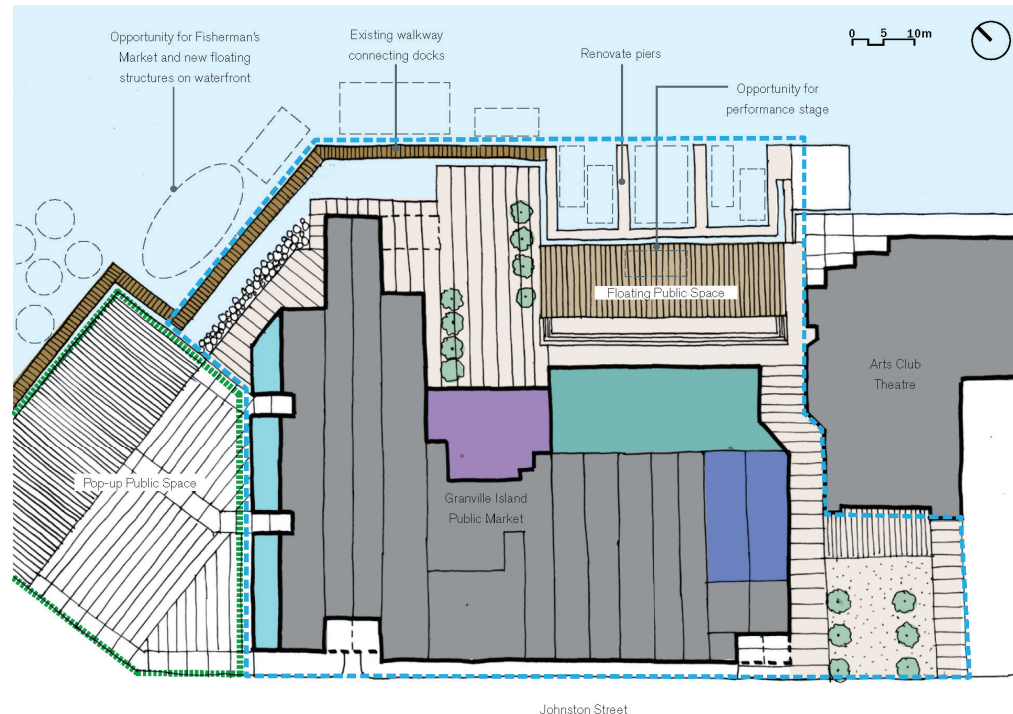
- Public washrooms – quantities, locations, design considerations
- Public seating – quantities, locations, design considerations
- Storage, cold and dry – amount, location
- New uses – demonstration kitchen, flex space for food and art-related special events (installations, exhibitions, performances, wine tastings), restaurants, and others
- Attraction and incubation of under-represented and emerging food specialty areas, including First Nations and other culturally diverse culinary traditions
- Establishing evening operating hours, especially in new spaces

Waterfront Activation at Public Market

Activation of the water's edge behind the Public Market will provide space for activities of special interest to the public: special events (live performance, cinema), fisherman's market, public seating, café and bar, floating restaurant, etc. Using temporary spaces, such as shipping containers, opportunities could be created for pop-up food and product vending and food-related special events in other public spaces surrounding the Public Market.

SITE PLAN

- New 2 storey extension
- 1 storey renovation with 1 storey rooftop extension
- 1 storey renovation/repurposing
- 1 storey extension (micro-restaurants/café's)
- Renovated Public Space
- General maintenance + upgrades



Public Market expansion – site plan (HCMA)



Paper Island, Copenhagen

Creating a Market District

The expansion and diversification of opportunities in the Public Market should go hand in hand with a focus on creating a wider Market District. There is no suggestion to create a separately zoned Market District or to encourage less mixed-use development, let alone the disappearance of important non-food retail operations and equally important workshops, maritime and art suppliers and sales operations. Rather, we recommend encouraging a greater mix of activity, a greater variety of food and entertainment experience, and also new niche

Example of "Food-boat" – the Pizza Pi in Christmas Cove, Great St. James Island



retail in what is already predominantly a Market area stretching from the Public Market south to the Maritime Market.

We recommend that this District be more coherently linked by proposed new and enhanced public spaces at the centre of the Island, surrounding the Public Market, on the waterfront, and in nooks and crannies between the Public Market, the Net Loft, the Maritime Market and other buildings in that area. Longer term, important new opportunities for commercial and retail activity in the Market District will become available near the base of the proposed Granville Street Bridge elevator, and the opportunity to repurpose existing parking lots on surrounding sites.

The creation of a Market District should incorporate the following elements:

Repurpose Buildings 35 & 36

These sites at the centre of the Island should be repurposed over time as a transitional zone between the Market District and Railspur Alley and the emerging Arts precinct to be anchored by the repurposed Emily Carr University of Art + Design. As part of the mix of activity in this area, there should be additional opportunities for special food-related programming such as night markets and other food focused events.

Redevelopment of Building 55

Building 55, an unoccupied building slated for demolition and currently used for storage, should be taken down and redeveloped for Market and arts related uses. It is recommended that temporary structures such as shipping containers be used to provide space for

these uses as a first stage of redevelopment. Once the ideal uses for this area have been identified, and where there is the financial ability to do so, a more permanent structure may be constructed on this site.

Market-Related Uses at the Net Loft

Where appropriate, more food and related activity could be encouraged in the Net Loft including specialty food and drink production and retail, demonstration and presentation space for special events, restaurant, café, etc.

Food Festivals / Special Events

A feature of the food focus in the expanded Market District and on the Island generally should be the availability of indoor and outdoor dining spaces for communal dining events and food festivals.

Market & Food Innovation Advisory Committee

The Market District will require strong retail and food sector management committed to leadership and innovation in this sector. Granville Island management should seek ongoing advice from leading practitioners and thinkers in the Vancouver food and restaurant industry to help guide the successful development of a thriving Public Market, and to help advance cutting edge approaches to sustainable food systems that could have application at Granville Island, such as the development of small-scale aquaculture, rooftop urban farming, closed-loop food-energy or waste recycling, and so on.



Wynyard Quarter, Auckland, New Zealand



Example of a communal kitchen and dining space –
Urby, Staten Island, New York City



Pop Brixton, London England



Example of a long-table dining event

A person is shown from the side, focused on shaping a piece of clay on a pottery wheel. The wheel is mounted on a wooden stand. The background is a workshop filled with various pottery-related items, including finished bowls and unfinished pieces, creating a warm and creative atmosphere. A semi-transparent red rectangular box is overlaid on the center of the image, containing white text.

STRATEGY 3:

EMBRACE ARTS & INNOVATION

A major objective of Granville Island 2040 is to build the Island's reputation as a leading centre for the arts, creating a dynamic, risk-enabling and resilient arts and innovation destination that attracts international attention.

The 2040 vision for arts and innovation is that Granville Island will:

- Engage a wider community of creative thinkers and producers, ensuring turnover and renewal with regular curatorial calls for new proposals, and establishing programs subject to regular review
- Foster interdisciplinary linkages between art, design and technology, and the exploration of new ways of creating, producing and performing, and facilitate engagement and collaboration with the wider arts community, social enterprise and innovation sectors, creating workforce development and educational opportunities, collaborative programming and partnerships, curatorial and advisory input, and the sharing of expertise and services
- Provide the necessary stewardship of the arts, cultural activity and innovation on Granville Island

Critical to the vision of Granville Island 2040 is a transformational strategy to create new platforms that enhance experimentation and innovation. Two major new arts facilities are proposed: An Arts and Innovation Hub, in the repurposed Emily Carr University of Art + Design (ECUAD) North Building, for work in cross-disciplinary fields linking art, design and technology; and a flexible performance and installation space to showcase contemporary multi-media work at smaller and larger scale.

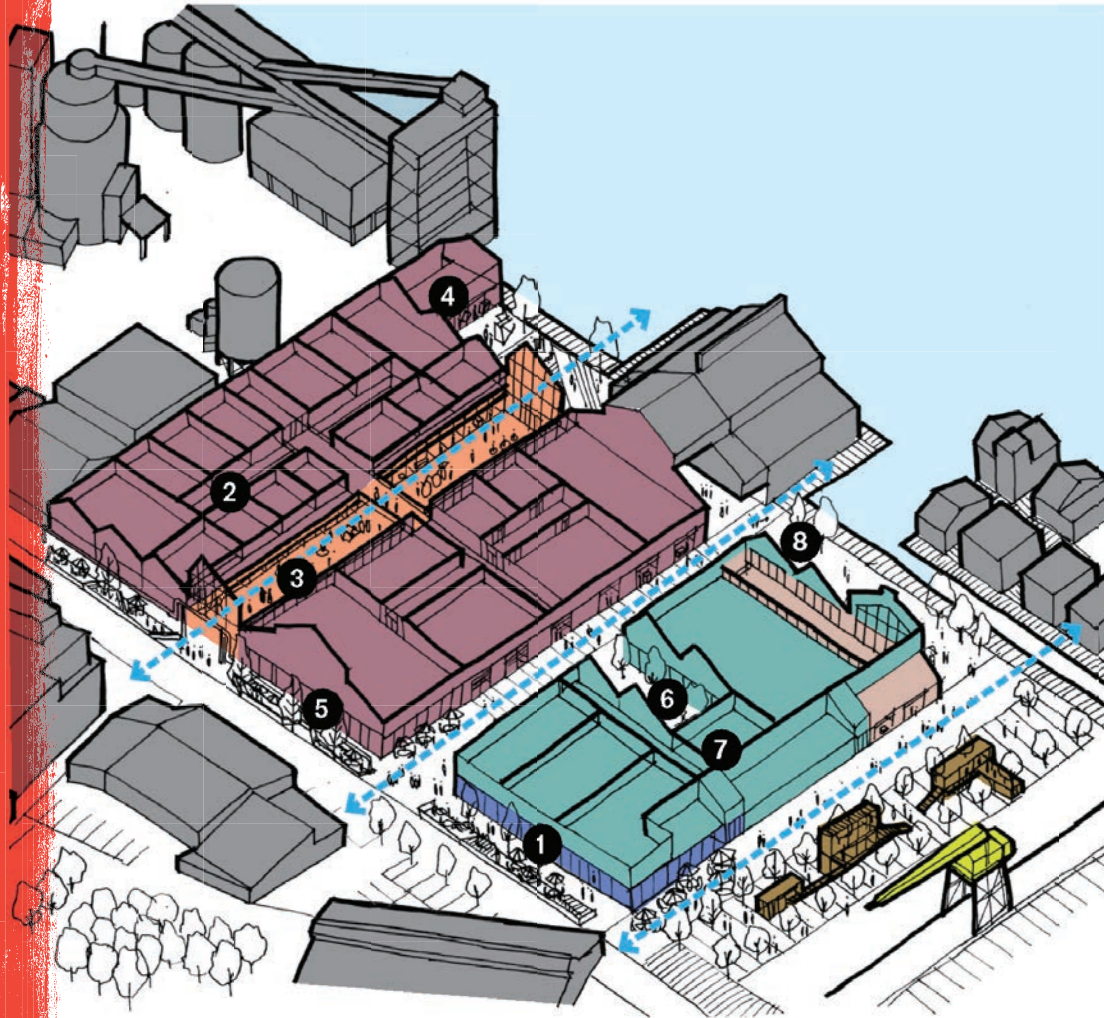
The Granville Island Arts & Innovation Hub

With the departure of ECUAD, Granville Island's continued participation in Vancouver's vibrant arts and innovation economy should be sustained by reserving the ECUAD South Building for institutional use, and by repurposing the North Building as an Arts and Innovation Hub for individuals and partnerships working on innovations in art, design, science and technology, and the early-stage development, prototyping and commercialization of such innovations.

As indicated in the attached sketch and site plan, the longer term vision for the Arts and Innovation Hub might imagine the introduction of a second animated pedestrian walkway through the current building, with desirable views to the water, and openings to workshops, galleries and restaurant facilities. These changes would not only be attractive to tenants but also to the general public who have been largely closed off from access to this site and the activity within.

As proposed, three-quarters of the total usable space would be available for a mix of artists, makers, inventors and new ventures in the Hub. Without predetermining that mix and the nature of the work involved, our consultations indicate significant interest in well-established interdisciplinary fields like industrial design,

a major objective of granville island 2040 is to build the island's reputation as a leading centre for the arts.



Proposed Granville Island Arts and Innovation Hub concept plan (HCMA)

LEGEND

- 1** Entertainment Anchors
- 2** Artist/Makers Studios
- 3** Pedestrian Arcade
- 4** Artists-in-Residence Program
- 5** Gallery & Cafe
- 6** Oasis Courtyard
- 7** Creative Offices
- 8** The Yard

- Retail/Restaurant (Anchor Tenants)
- Cafe Gallery
- Artist & Makers Studio
- Shared Makers Workshop
- Circulation Atrium
- Pop-up Studio / Retail
- Creative Office Space
- ↔ Connection to Water



Example Precedents of Uses, Clockwise from Top Left: 1. Parkside Brewery, Port Moody, BC; 2. Ponderosa Student Hub, UBC, Vancouver, BC; 3. Union Way Shopping Arcade, Portland, OR; 4. Holding Pattern, MoMA PS1; 5. MVMNT Cafe, Morag Myerscough, London, UK; 6. Red Hook Piers, Red Hook, NYC; 7. Jasper Place Library, Edmonton, AB; 8. Mikser House, Savamala, Serbia

interior design, architectural and urban design; in new cross-disciplinary fields in media arts or interactive arts and animation, and in traditional arts disciplines revolutionized by digital technology like visual art, composition and choreography.

The attraction of the Hub to innovators in such areas will be enhanced by a mix of common amenities:

- Maker lab, making available computer assisted design technology and digital-controlled fabrication tools
- Reference and reading room, providing connectivity to professional journals and other materials
- Space for an artist-in-residence program
- State-of-the-art auditorium for lectures, presentations, discussions, video conferencing etc.
- Gallery for installations and shows
- Cafe and restaurant facilities, including a superb location for a restaurant-cum-gallery

These common amenities would attract interested members of the public as well as tenants of the Hub. The Hub with its mix of amenities and opportunities for interaction among creative people would have numerous benefits for Granville Island, including:

- Additional revenues from a dynamic mix of tenants including affordable studios and other more commercial opportunities such as restaurants
- 18-hour animation
- Enriched mix of the existing arts, craft and artisan/maker community
- Additional educational opportunities for visitors
- Important contributions to the Vancouver innovation economy

The land use consultants propose a reworking of the building involving a reduction of the overall scale of the building, but a preservation of its historic character, an enhancement of its contribution to the activated streetscape of the Island, and new access to the waterfront. A short-run interim plan beginning in 2018 when the building is vacant should be implemented to re-use the existing facilities with minimal alterations except for tenant improvements until such time as the final uses, design, and financing is confirmed.

Sketch showing location of proposed Multipurpose Performance Space (PWL sketch from HCMA Land Use Vision report)



Multipurpose Performance Space

A second platform for experimentation and innovation is a proposed multipurpose performance space on the current parking site, Lot 73, on the Alder Bay side of the Island opposite the Arts and Innovation Hub site.

As indicated in the attached sketch, this multipurpose performance space would be a significant additional facility for contemporary performance and installation, close to the existing Performance Works facility, and the amphitheatre in Ron Basford Park. As proposed, it does not intrude on the quiet shoreline and walkway on Alder Bay.

The accompanying sketch and site plan shows a large, inexpensively enclosed hangar space which can accommodate:

- 700 seat audience
- State-of-the-art production, sound, light and projection equipment
- Storage for versatile stage and auditorium settings
- Bar/restaurant/washroom facilities
- Rehearsal rooms and studios for performance companies and artists

In addition, the enclosed space is designed to open up to a roof-covered atrium space of equivalent size for larger-scale events, temporary pop-up studios, special events and retail opportunities.

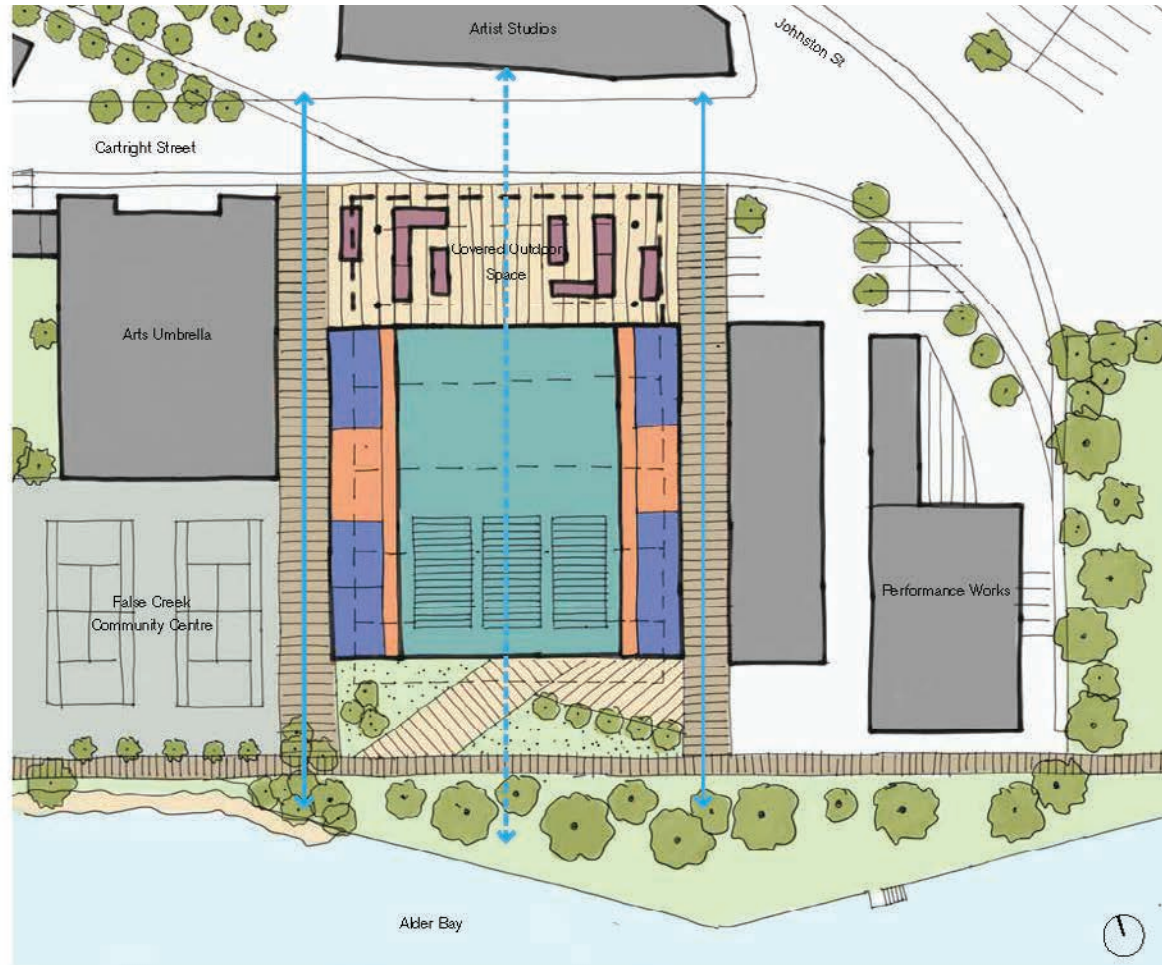
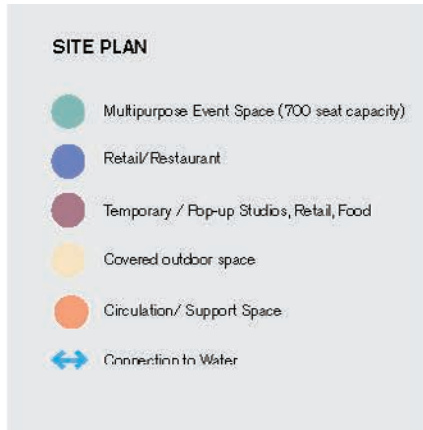
As its name implies, this proposed platform is designed for very flexible use. Although we will not, therefore, restrict possible uses, it is important to suggest the kinds of interests to which this proposal responds:

- Festivals and special events requiring larger, more flexible space
- Film, video and documentary screening
- Musical and dance performance
- Live screening, aerial performance, and other innovations in production
- Rehearsal and installation opportunities

Like the Arts and Innovation Hub, therefore, this flexible performance and studio space will enrich the mix of artists, artistic production and entertainment on the Island. This facility will also improve the opportunities for the Island's already successful arts and cultural partners.



Concept drawing of Multipurpose Performance Space (PWL sketch from HCMA Land Use Vision report)



Site plan for proposed Multipurpose Performance Space (HCMA)

Focus on Festivals

Granville Island's unique location, history, architecture, and commitment to art and culture make it a highly desirable destination for festivals and public festivities. We recommend working closely with existing festival partners (Vancouver International Children's Festival, Jazz Festival, Wooden Boat Festival, Fringe Festival, Writers Festival) and the organizers of major events like the Vancouver Boat Show, Turkey Trot and Winter Solstice to understand their needs, and to build the reputation of the Island as the site of dynamic festivals and events. Beyond existing programming, we recommend:

- Granville Island should explore opportunities to work with the National Arts Centre (NAC) and other regional arts communities to create a Canadian Scenes Festival on the model of NAC's Scenes, a biennial festival that until 2017 showcased culture, creativity and talent from Canada's regions
- Strategic collaborations should be explored with international companies and with local cultural



partners like Vancouver's PuSh International Festival for the Performing Arts, the Indian Summer Festival or the Writers' Festival to showcase the best performing arts from various countries or cultural traditions

- Strategic collaboration should be explored with local First Nations to create a regular festival of First Nations art and performance including work from aboriginal communities around the world
- The Special Events program should be expanded with a focus on "arts and..." programming, as advocated by Americans for the Arts; e.g., Jazz and Wine, Science and Art, or multicultural art and cuisine events

Les 7 doigts de la main, slated to perform in the National Art Centre's 2017 Canada Scene
Source: AMS Granville Island 2040 Arts and Culture Recommendations



granville island should focus on short-term, experimental projects and special events which provide a revolving showcase for artistic and cultural creativity.

Equipment & Utilization Audit of Existing Performance Venues

Existing performance venues on Granville Island are managed at arms-length under a contract with the Granville Island Cultural Society. Evidence indicates that there are over 1800 performances in these venues each year, with attendance of more than 230,000, representing a utilization rate of about 45%, in terms of available seats sold, which is about the industry norm. While maximizing audience size is not a recommendation, there is an opportunity to increase the numbers of visitors attending performances at Granville Island. To help achieve this, Granville Island should carry out an equipment and venue utilization audit of its performing venues. A major focus of the audit should be to identify what facility upgrades would improve the venues for both audience and performer, regardless of particular performing art or genre. Granville Island should, so far as possible, aim to make its venues as flexible as possible: permeable, transparent, accessible, engaging, and open to diverse and innovative programming and performance.

Focus on Short & Limited-Term Experimental Programming

Granville Island should focus on short-term, experimental projects and special events which provide a revolving showcase for artistic and cultural creativity.

Spaces for Pop-Up Arts

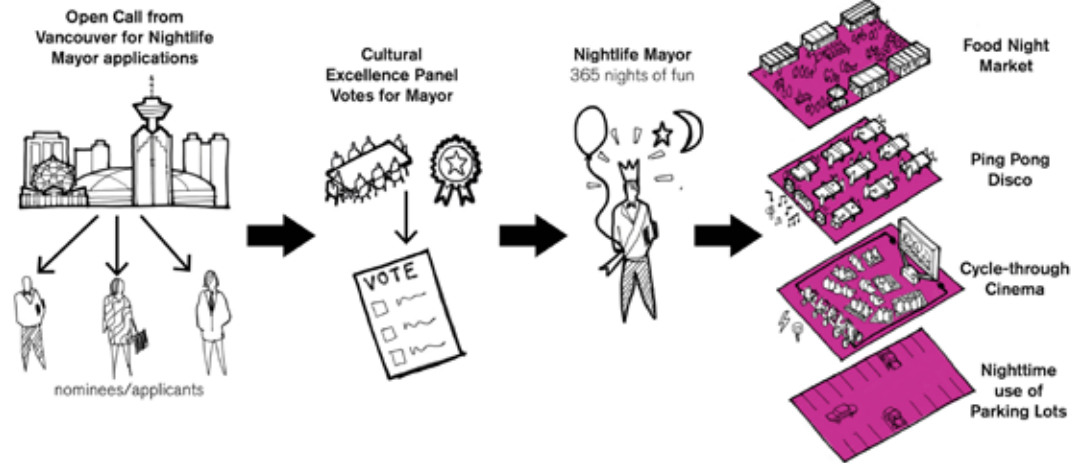
Flexible and under-utilized spaces, interior and exterior, should be used for pop-up art: time-limited programming of innovative visual art and performance. Whether for performance or installation, these short-term programs should be selected from open, curated calls for ideas and participation.

Support for Innovative Arts Producers

Granville Island should nurture creative professionals by enabling longer but still limited-term, experimental collaboration and team-work

Nightlife Mayor

Granville Island should explore the feasibility of appointing a Nightlife Mayor (as was done recently in Amsterdam), with a two-year appointment and mandate to organize year-round evening and nighttime fun, with a focus on using the under-utilized spaces and parking available at later hours.



*Suggested process to increase nighttime activity
Source: HCMA Land Use Vision Plan*

Focus on Public Art

Granville Island should become a major site for public art. Given the success of Ocean Concrete’s silo murals, and partnership with the Vancouver Biennale, Granville Island should place a major emphasis on public art.

Large & Small Scale Temporary Installations

In its commitment to continuous innovation, evolution and experimentation, Granville Island should emulate the UK-based creative company, Artichoke, whose goal is to “invade public space” with projects that “live in the memory forever.” Large scale, temporary installations, engaging multiple collaborators and volunteer labour should be encouraged. Smaller-scale and time-limited art installations should also be curated throughout the Island, focusing on clearly defined public spaces, but also on nooks and crannies.



From 13P performance series, an example of limited-term arts production. Source: AMS Granville Island 2040 Arts and Culture Recommendations



Jesus Soto Museum, Jesus Rafael Soto – Ciudad Bolivar, Venezuela
Source: HCMA Land Use Vision Plan



Inflatable Pavilion by BIG Architects, Roskilde Festival
Source: HCMA Land Use Vision Plan

Granville Island Art Walks

The focus on public art should include efforts to bring the public into regular contact with working artists. Beyond the random search and exploration that is an important and rewarding part of the Island experience, consideration should be given to regular evening Art Walks that allow visitors a guided tour of the Island's studios and public art installations.

Artist-In-Residence Program

Granville Island should establish an Artist-in-Residence program, embracing a range of disciplines, tied to festival, special event and public art programming, and supporting variable time frames which allow for meaningful research, planning, execution and documentation by the artists.



Selection to the Artist-in-Residence program should follow a regular call for proposals from a highly qualified selection committee. The focus of the program should be on the attraction of talent and future leaders in the arts, especially but not exclusively those working on experimental programs, cross-disciplinary work, or art forms and media not mainstays of the Granville Island arts and culture inventory.

Granville Island should also investigate the building, on a limited scale, of short-term rental accommodation on the Island for Artists-in-Residence. This investigation should include collaboration with the City of Vancouver in seeking optimal ways to extend the City's initial investment in an artist residency with live-work studio accommodation. Whether or not new opportunities become available for affordable rental accommodation, provision has been made in the proposed Arts and Innovation Hub for dedicated studio, installation and amenity space for an Artist-in-Residence program.

the focus on public art should include efforts to bring the public into regular contact with working artists.

*Installation produced by Artichoke, UK.
Source: AMS Granville Island 2040 Arts and Culture Recommendations*

First Nations Cultural Centre

In order to meet its commitment to respecting its historical roots and being open to the whole community, Granville Island should continue discussions with local First Nations to explore the potential for a First Nations Cultural Centre on the Island. Proposals should be considered for an appropriate institutional building to house the Centre and to provide education, cultural orientation, and other programs, potentially including:

- The regular showing of contemporary First Nations art (Coast Salish, West Coast, national and international)
- Courses and programs on First Nations history
- Courses on First Nations food production and culinary traditions, with special events focused on First Nations arts and cuisine, and with the potential establishment of a unique restaurant facility
- Entrepreneurial and social enterprise opportunities
- Program and colloquia exploring issues of urban design and community development of particular interest to First Nations
- Program focused on environmental issues, including policies and practices on Granville Island
- Employment and skills training programming, with the active collaboration of industrial, commercial and arts organizations on Granville Island.

Decisions about the form and function of a First Nations Cultural Centre must result from close collaboration with First Nations, and from First Nations leadership of such a project. The above suggestions are made to underline the potential of this initiative and its importance to Granville Island's embrace of art and innovation.

Arts, Crafts & Culture Stewardship & Shared Services

In order to realize the preceding proposals and recommendations, and build on Granville Island's role as a centre of innovation in Vancouver's and Western Canada's arts and culture sector, supportive stewardship is required.

Stewardship & Management

The cornerstone for successful implementation of the proposed strategy will be effective arts stewardship and management. This will begin with the acknowledgement of the explicit goal of cultivating and advancing Granville Island's presence in the arts and culture sector, nationally and internationally.

Shared Services Platform

Granville Island should investigate the possibility of providing a shared services platform that in addition to venue management, provides administrative and business services (from accounting to strategic consultation and ticketing), data-driven support tools and systems, social media presence, information services, aggressive sourcing and combined purchasing, grant proposal preparation and advocacy, etc.

Arts, Crafts & Innovation Advisory Committee

Granville Island should take a leadership role in producing and curating events, alone or in collaboration with other organizations; in selecting artists, crafters and participants in the new maker economy applying for space on the Island; and in nurturing new talent. To assist in this effort, it is recommended that Granville Island establish an Arts and Innovation Advisory Committee made up of members of the Island and Vancouver-wide arts, design and technology communities, mandated to:

- Encourage diversity and excellence in arts and cultural activity
- Build linkages between the arts and innovation economy
- Assemble expert juries to assist in the development and selection of proposals for work on Granville Island
- Advise on fundraising and other approaches to improving financial support for creative work on the Island
- Play a leadership role in organizing research, public education and dialogue on issues related to the arts and innovation

A hand in a tan jacket sleeve points towards a bulletin board covered in various papers, maps, and sticky notes. The background is slightly blurred, focusing attention on the hand and the board. A large, semi-transparent red rectangular box with a textured, brushstroke-like border is overlaid on the center of the image, containing white text.

STRATEGY 4:
**RESTORE &
SUSTAIN THE
PUBLIC REALM**

Priority attention to the public realm remains as important to the vision of Granville Island's future as it has been to its past success. The emphasis on attractive public spaces throughout the Island, respect for attention to the historic character of the Island's built environment, and preservation of a pedestrian-friendly streetscape have been and should continue to be crucial ingredients in the attraction of the Island as a public place.

Taken together, these defining elements of the public realm make Granville Island a much loved gathering place in the heart of the city. Individual citizens realize their identity in community, meeting and socializing with people of all backgrounds in the street and public places. An equivalent experience of community is possible only in an urban environment where individuals share a public realm that enjoys this priority and visibility.

The strategy for future enhancements to the public realm deals with the creation of new public places freed up by the alternate modes of access outlined earlier, the identification of critical new opportunities for enjoyment of the water, the retention of blank canvas opportunities for experimentation, the consistent application of design guidelines for the development and maintenance of the public realm, and the development of new policy and guidelines for the public realm.

Central Plaza

The visibility and importance of the public realm to the Granville Island experience will be enhanced by creating a plaza at the heart of the Island. As discussed

previously, the preferred landing site for the elevator linked to the Granville Bridge is at the centre of the Island close to the current covered parking lots (Buildings 36 and 35). Regardless of the timing of the elevator, we recommend early attention to the creation of a Central Plaza in this area, as illustrated in the attached sketch.

This proposal involves repurposing the west branch of Anderson Street, a redundant piece of the Island street network, as well as the uncovered triangular parking lot between the east and west branches of Anderson Street, for the creation of the Central Plaza.

This street and parking lot closure should be phased in as a pilot project in the short term, and if the repurposing is successful, made permanent.

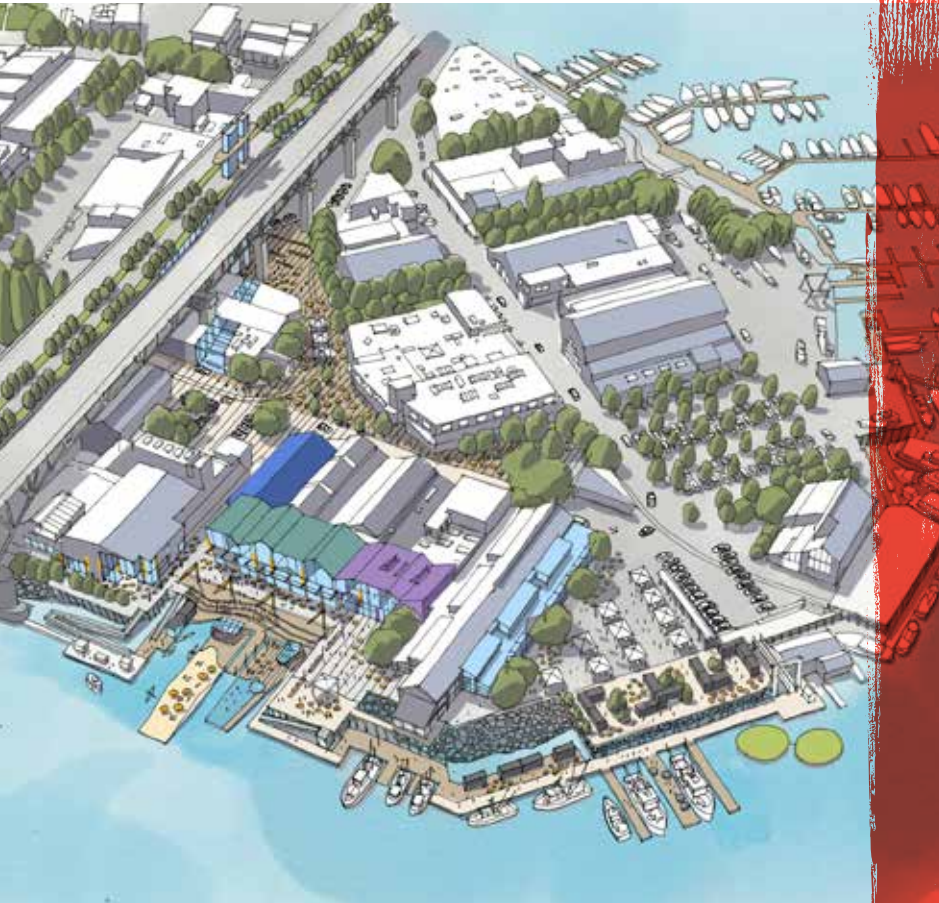
In addition to creating a new public space for Granville Island, the central plaza will help connect the Public Market with the future development of the larger Market District, and the Railspur Alley arts district. The Central Plaza will also be an impetus to development opportunities on the east border of the plaza. The gradual elimination of parking and the repurposing of Building 36 at the north edge of the plaza will allow the creation of other new opportunities on that site, including potentially a highly visible Welcome Centre that would provide visitors a public display of a model of the Island, way-finding assistance and information on programming.

Public Places Surrounding the Public Market

The magnificent frontages on False Creek to the north and west of the existing Public Market are priority

Concept sketch of proposed Central Plaza (PWL sketch from HCMA Land Use Vision report)





*Sketch showing long-term vision of public spaces surrounding Public Market
(PWL sketch from HCMA Land Use Vision report)*

sites for the enhancement of the public realm. On the north side, we recommend improving and roofing a sizeable area of the courtyard space overlooking the Creek, creating a more inviting gathering place, pop-up performance space, and outdoor seating. There are also significant opportunities for new floating structures on the waterfront itself.

On the west side of the Market, assuming a future gradual reduction in demand for parking, we recommend a flexible public space, including opportunities for pop-up market and food stalls, with improved landscaping and seating. These spaces to the north and west of the Public Market will also be enhanced by a focus on waterfront access in this area, as discussed below.

On the south side of the Public Market, we recommend improving Triangle Square – the public space between the Public Market, the Net Loft building, and A Bread Affair Bakery – through enhancements to landscaping, seating, pop-up market and performance opportunities.

Public Places at the East End of the Island

As part of the activation of the Island's art and innovation precinct on the east end of the Island, attention must be paid to the quality of the public realm. Our recommendations begin with a firm commitment to retaining the green and contemplative character of Ron Basford Park and the Alder Bay walkway. At the same time, we recommend attention to ways in which the park amphitheatre can be made a more useful, rain-protected amenity providing additional opportunities for public events and performances without destroying its present appeal.

An important new opportunity exists on the current Yellow Crane site adjacent to the future Arts and Innovation Hub. Over time, this site should be repurposed as a flexible public space, with improved landscaping and seating providing an environment for pop-up market, food and open-air performance activity.



Sketch showing long-term vision for public space adjacent Arts and Innovation Hub (PWL sketch from HCMA Land Use Vision report)



our vision for the future aims to enhance the waterfront as public space.

Flexible Blank Canvas Spaces

To reinforce the emphasis on pop-up culture in this report, we recommend attention to flexible, “blank canvas” space in the public realm, especially in the early transition from parking to future redevelopment of parking lots. (PARK)ing Days could, for example, involve the temporary closure of parking spaces to be repurposed as park or public event space. This strategy will encourage use of the public realm for low cost, experimental initiatives and for testing the feasibility of a transition from parking to higher-value public use. A “blank canvas” approach to public spaces should also be used to explore design innovations in the public realm, for example innovation in the visual language of public space as expressed in the use of paint, way-finding, public art installation, etc.



Zighizaghi, Favara (AG), Italy,

New Waterfront Opportunities

Granville Island’s waterfront location is under-utilized with an imbalance in favour of private and commercial rather than public use. The vision for the future aims to enhance the waterfront as public space, with easy mobility around the Island, and unique opportunities for leisure and recreation.

Floating Structures

We recommend the creation of a variety of floating platforms that provide enjoyment and use of the water. To the north of the Public Market, we recommend the creation of a Fisherman’s Wharf for fresh and prepared seafood, and a floating platform to accommodate a changing variety of opportunities for public recreation (e.g. cafés, site specific performance, etc.). On the

east end of the Island, we recommend exploration of the possibilities for expansion of the Sea Village Community and the Granville Island Hotel using floating structures, collaborating on ecological best practice, and establishing between them a publicly accessible floating platform for recreational activity, including a swimming platform, when the improvement of water quality allows.

We also recommend exploration of the expansion and improvement of facilities for the False Creek Racing Canoe Club and related watersport at the western end of Alder Bay. Finally, we recommend the concept of a man-made urban beach in Alder Bay, inspired by urban beach installations in other cities internationally.



Metcalfe park, Sydney, Australia



Images, clockwise from top left: Sugar Beach, Toronto, ON; WA Sauna, Lake Union, Seattle, WA; The Floating Cinema, London, UK; The Swale Floating Park, New York City; Floating shipping container homes; Floating Gardens, Paris, France; Harbour Deck, Vancouver, BC, design by HCMA



Habitat Restoration

Granville Island should expand and restore natural coastal ecosystems to reduce the impact of flooding on the eastern edge of the Island. Wetland habitat restoration and naturalization should be a priority along the Island's shoreline on Alder Bay. In collaboration with the Sea Village community and local First Nations, efforts should be made to restore fish, crustacean, and mollusc populations in proximity to the Island.

Perimeter Walkway Improvements

Landscaping and wayfinding should be improved along the perimeter walkway around the Island.

Example of permeable and floodable landscape – Hinge Park in Vancouver, Olympic Village by PWL Partnership

Updated Public Realm Design Guidelines

The distinctive and cohesive sense of place on Granville Island is a function of the use of an urban design tool-kit that includes guidelines for streetscaping, lighting, colour, materials, finishes, etc., as set out in the Granville Island Reference Document. We recommend continued respect for these guidelines, but also examination of possible refinements to accommodate contemporary developments in design and technology.

1. An audit of public realm maintenance should be conducted to identify recent interventions that may be inconsistent with the original design guidelines (e.g., new lighting fixtures, barrel planters defining spatial boundaries, etc.) and to recommend a refresh of areas that have lost their original attraction.
2. New guidelines should be developed on signage and improved way finding on the Island, as well as signage directing visitors to the Island from nearby transit stops. A high priority should be on exploring opportunities to provide interpretive signage to create an enduring recognition of First Nations history in the area.
3. The capacity for increased power access, wi-fi access and special event sound and lighting must be examined, using the existing tool-kit of pipe-rail, bollards and other components. Where necessary, the tool-kit must be updated with additional compatible elements.
4. Recommendations to enhance night life on the Island require a comprehensive review of lighting, respecting existing guidelines but continue with updating to new technologies such as LED, and adding more lighting in areas of the Island that may be inadequately lit. Suggestions for new uses should be examined in conjunction with Granville Island's existing lighting upgrade plan.
5. Existing embedded steel rails should be removed over time and replaced with materials that reduce the risk of cycle and wheelchair slippage. Options should be examined for continuing to highlight the original rail pattern as part of the Island heritage, for example by use of distinctive colour or lighting, potentially as part of a public art component.
6. Existing concrete pavers should continue as the base ground material for the Island, but there should be exploration of more distinctive but compatible paving to give greater definition to proposed new public spaces.
7. The blurring of edges between footpath and road should be reinforced, encouraging shared use by vehicles and pedestrians, and helping to reduce vehicle speeds. This reinforcement of shared streets is intrinsic to the design of the Island.

Living Labs

Because of its recognized success as a model of innovation in urban development, Granville Island should formalize its commitment to continuous leadership and experimentation in urban place-making by establishing Living Labs. These Living Labs should focus on research, prototyping and testing, public education, and the critical assessment in a variety of fields of inquiry, but with a special emphasis on issues of transportation, universal accessibility, place-making for the arts and innovation district development, and urban sustainability that are central to the vision of Granville Island 2040.

The Living Labs should be a virtual entity created through partnerships with organizations committed to enhancing the livability and sustainability of cities, e.g., SFU's City Program and Centre for Sustainable Development, UBC's School of Architecture and Landscape Architecture, UBC's School of Community and Regional Planning, the Museum of Vancouver, the Rick Hansen Foundation, and the Vancouver Urbanarium Society.

Innovation in Environmental Sustainability

Granville Island's commitment to becoming a Centre for Sustainable Excellence will require the ongoing pursuit of innovation in a variety of areas including green building technologies, energy and water management, habitat restoration, and others. It is recommended that Granville Island undertake:

- A long-term goal of achieving a carbon-neutral Granville Island, with commitments to realizing reductions in greenhouse gas emissions by 2030, exceeding the 30% reduction target of the Government of Canada.
- Active collaboration with the City of Vancouver and other governmental jurisdictions on a strategy to contain the effects of sea-level rise throughout False Creek.
- A comprehensive reporting platform providing data on transportation and building energy use and emissions.
- Zero emissions requirements for new buildings, whether Passive House or Living Building Challenge standards; and the development of a "quick start" building retrofit program for existing buildings, providing relatively easy energy efficiency gains with quick payback.

- Renewable energy initiatives, including assessment of options for solar energy generation, biomass energy conversion, site specific thermal energy capture (e.g. from Ocean Concrete or Granville Island Brewing) and a neighbourhood energy utility.
- Efficient waste management, especially a closed-loop food production and waste management system.
- Water quality controls, including grey water recycling, the containment and use of storm water run-off.
- Fisheries habitat protection and recovery.

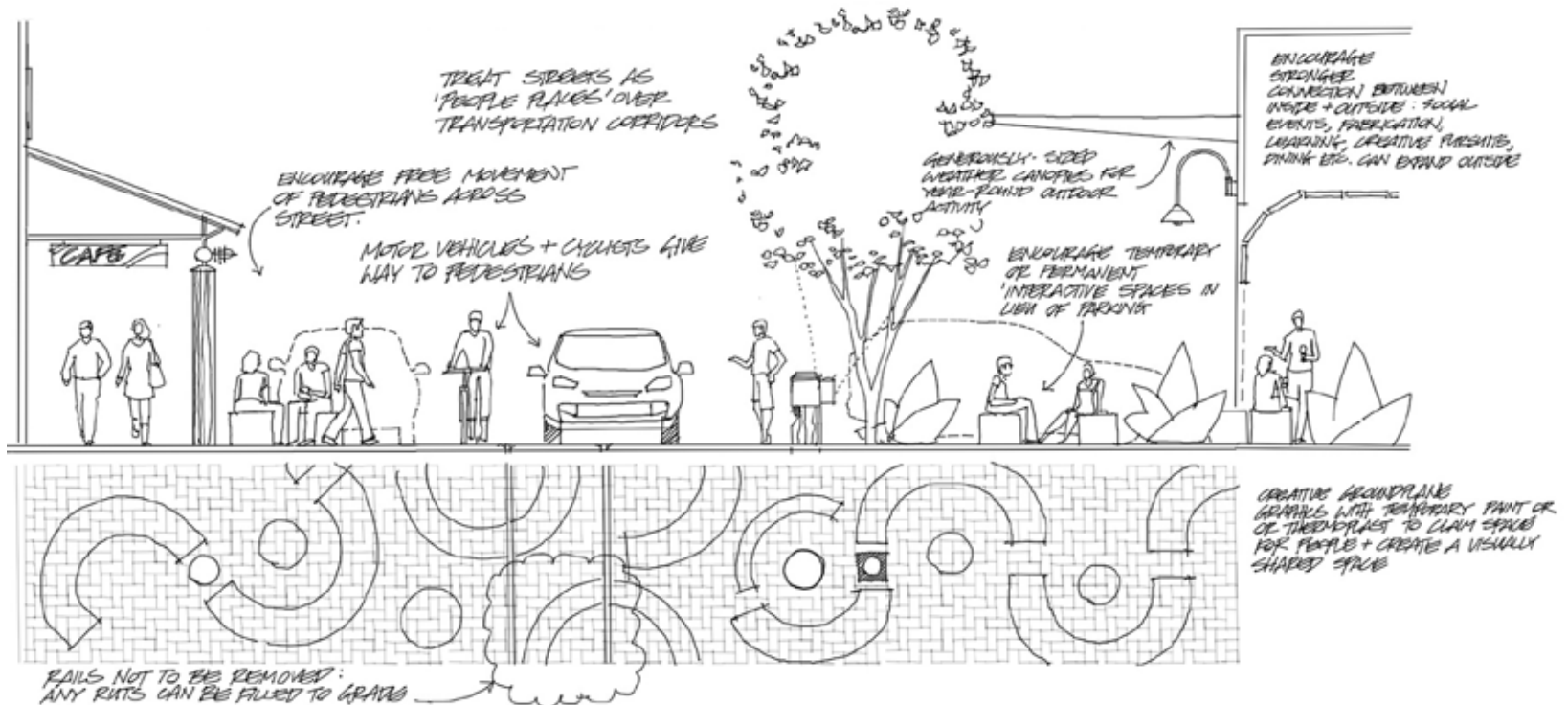


Illustration of suggested public realm design guidelines – PWL, from HCMA Land Use Vision Plan (p.53)

IMPLEMENTATION & GOVERNANCE

This report presents a 25-year vision of the future of Granville Island, with numerous recommendations and proposals. It is not a detailed development plan specifying exact timelines, costing, and financing. The major infrastructural and site development proposals have, nevertheless, been subject to a general test of feasibility, with pro forma submissions using quantity surveyor order-of-magnitude cost estimates based on rough assumptions, and considering an overall capacity to finance at favourable borrowing rates. This general test of feasibility will need further development and refinement. Thereafter, individual infrastructure and development projects will need detailed architectural and engineering plans, costing and financial planning, on a project by project basis, prior to final approval.

These refinements of development planning are future business for CMHC and the only further comments we would make on implementation relate to the priority and phasing of recommendations, and to a process for expressions of interest and the selection of proposals for new activity on Granville Island.

With respect to priority and phasing, we have provided below an preliminary implementation planning matrix, which proposes timing for projects, order-of-magnitude cost estimates, and an indication of how the projects are likely to be financed, whether by Granville Island alone, or by Granville Island in partnership with a private partner. Financial planning will clearly be the most critical issue in determining the pacing and extent of implementation. Private sector financing and public-private partnerships merit investigation, given

that these approaches to project financing are proposed to play an important role in the implementation of the Granville Island 2040 vision. To assist Granville Island finance projects within shorter development horizons, it is recommended that Granville Island be given the authority to borrow, subject to specified limits and accountability requirements.

Approval of these recommendations along with other refinements of process are a future responsibility of CMHC. We recommended the following steps to help ensure effective implementation of this report:

- CMHC should ensure the wide circulation and availability of this report, as it is finally approved.
- A vision and mission statement should be finalized and publicized as recommended early in this report.
- Granville Island should develop and publicize annual action plans to implement the approved plan and recommendations.
- A planning page should be developed on the Granville Island website, with an implementation schedule, subject to incremental change, and a call for proposals section to be fleshed out as individual projects are approved.
- Calls for proposals should indicate clear qualifications for prospective consultants or tenants, referencing the vision and mission statements, and the key performance expectations associated with each project.
- Process and time-lines should be communicated for submission of proposals, selection of proposals, and communications to proponents (consistent with best practice in public sector procurement).

- Annual reports on development should be approved and widely publicized, with assessments of results relative to planning principles and guidelines.

Governance

Issues related to governance on Granville Island have surfaced regularly over the past forty years. An Interim Trust appointed at the start of Granville Island’s modern redevelopment shared much of the responsibility for the early planning and subsequent redevelopment of the Island. However, since the late 1980’s the Trust’s role has become advisory in nature with a liaison function with Island tenants.

Governance and management concerns, while not topics identified in the general public engagement activities related to Granville Island 2040, have been raised by some specific groups. These include:

- A perceived lack of local autonomy and decision-making
- Inaction subsequent to previous planning initiatives undertaken a decade ago
- A perceived lack of transparency about policy, planning and decision-making
- A perceived lack of effective communications and consultation

Whatever the rights and wrongs of criticisms of the status quo, adherence to principles of good governance will be a necessary condition of achieving the positive outcomes we envision over the next twenty-five years.

Implementing strategies and recommendations of the scope and complexity of those contained in this report will require strong and effective governance and management, assuring the transparency of policy-making and the accountability of results-oriented management. Consistent public input has indicated strong support for ensuring that the culture on Granville Island is transformed to a “Culture of Yes.”

If the strategies and recommendations in this report are accepted as a specification of the mission for Granville Island over the next quarter century, any future governance body should:

- Be accountable to the Government of Canada through CMHC
- Have authority and capacities aligned with the mission of Granville Island, including a borrowing authority, subject to specified limits and accountability requirements, necessary to finance approved land-use and infrastructure developments
- Be made up of members whose background and experience allows them to act without any real or apparent conflict of interest on questions of business management, strategic and financial planning, real estate development and project management, cultural and arts management and programming, public and government relations, executive recruitment and human relations
- Be responsive to other stakeholders and community interests

- Be expected to operate in accordance with the highest social and ethical standards, and required to make public annual reports on finance and development

Specific decisions about the structure of governance are the prerogative of the Government of Canada, and evaluation of management is, strictly speaking, outside of the Granville Island 2040 mandate.

The Granville Island 2040 vision implies significantly increased demands on existing management and administration capacities in order to implement the ambitious 25 year plan for Granville Island. Under status quo arrangements local administration would face a large additional burden of responsibility. Over time, management will need to be reinforced in order to effectively implement the plan and the expanded scope of responsibilities envisioned for the future, with additional resources required in areas such as project management, lease management and business development, brand management and marketing, and stewardship of the arts and innovation.

As indicated, we make only very general observations about the alignment of responsibility and authority in the reorganization of governance and management, rather than specific recommendations about the design of a new organizational structure. Most important, we recommend a further significant devolution of decision making, in addition to the devolution of those authorities that has taken place over the past three years.



CMHC and the Government of Canada will continue its review to determine the most appropriate governance model for Granville Island. In order to ensure momentum on the Granville Island 2040 project is not lost during that time period and, with a view to further strengthening local decision-making and providing opportunities for meaningful community input in the carrying out of the Granville Island 2040 vision, an interim Granville Island 2040 Implementation Committee should be established, with a mandate to provide CMHC guidance and advice on the effective execution of the Granville Island 2040 plan. This Implementation Committee should be struck as soon as possible following the release of the Granville Island 2040 Plan, so as to maintain the community's enthusiasm for helping shape the future of Granville Island. The Committee could be made up of representatives from CMHC, the City of Vancouver, the Granville Island Trust, the Island community, with supplementary expertise drawn from community representatives who have made major contributions to the Granville Island 2040 process.

In summary, we believe that with appropriate reforms in governance and management, and with careful attention to implementation, the comprehensive vision of Granville Island 2040 sets out the basis for an exciting new era in which Granville Island sustains an international profile as a model of urban design and a leading centre of creativity and innovation.

Granville Island 2040 Preliminary Implementation Planning Matrix

STRATEGY 1: IMPROVE ACCESS	TIMING	PROJECT TYPE	COST ESTIMATE*	WHY	FINANCING
Granville Street Bridge Elevator (Planning and Feasibility)	Short-term	Planning	\$\$	Increase access –transit, cycling, walking; iconic placemaking	Granville Island (GI)
Granville Street Bridge Elevator (Engineering and Construction)	Mid-term	Capital	\$\$\$\$	Increase access –transit, cycling, walking; iconic placemaking	GI and private partnerships
Alder Bay Bridge (Planning and Feasibility)	Mid-term	Planning	\$\$	Increase access – cycle, walking; iconic placemaking	GI
Alder Bay Bridge (Engineering and Construction)	Long-term	Capital	\$\$\$\$	Increase access – cycle, walking; iconic placemaking	GI and private partnerships
Arbutus Greenway Connections	Short-term	Advocacy	–	Increase access – cycle, walking	–
Vancouver Streetcar	Mid-term	Advocacy	–	Increase access – transit	–
Ferry Access	Short-term	Advocacy	–	Increase access – ferry, transit	–
Anderson Street ‘Complete Street’ – trial	Short-term	Policy/Operations	\$	Visitor safety and experience	GI
Anderson Street ‘Complete Street’ – permanent	Mid-term	Capital	\$\$	Visitor safety and experience	GI
Parking Space Repurposing	Short-term	Policy/Operations	\$	Redevelopment and activation opportunities	GI
Parking Pricing	Short-term	Policy/Operations	\$	Parking demand management	GI
Off-Island Parking	Short-term	Policy/Operations	\$\$	Parking demand management	GI

* \$ = <\$100K \$\$ = <\$1M \$\$\$ = <\$5M \$\$\$\$ = >\$5M

STRATEGY 2: EXPAND THE MARKET / MARKET DISTRICT	TIMING	PROJECT TYPE	COST ESTIMATE*	WHY	FINANCING
Public Market Building Expansion (Planning)	Short-term	Planning	\$\$	Visitor experience; Increased revenues	GI
Public Market Building Expansion (Architectural and Construction)	Short-term	Capital	\$\$\$\$	Visitor experience; Increased revenues	GI and private partnerships
Repurpose Building 36 (trial – food festivals / special events)	Short-term	Policy/Operations	\$	Opportunities for new market offerings	GI
Repurpose Building 36 (permanent)	Mid-term	Capital	\$\$\$	Opportunities for new market offerings	GI and private partnerships
Repurpose Building 35 (trial – food festivals / special events)	Mid-term	Policy/Operations	\$	Opportunities for new market offerings	GI
Repurpose Building 35 (permanent)	Long-term	Capital	\$\$\$	Opportunities for new market offerings	GI and private partnerships
Redevelopment of Building 55 (short-term)	Short-term	Capital	\$\$	Opportunities for new market offerings	GI
Redevelopment of Building 55 (long-term)	Mid-term – Long-term	Capital	\$\$\$	Opportunities for new market offerings	GI and private partnerships
Food festivals / Special events	Short-term	Policy/Operations	\$	Visitor experience	GI
Market and Food Innovation Advisory Committee	Short-term – ongoing	Policy/Operations	\$ – \$\$	Supports Innovation	GI and private partnerships

* \$ = <\$100K \$\$ = <\$1M \$\$\$ = <\$5M \$\$\$\$ = >\$5M

STRATEGY 3: EMBRACE ARTS AND INNOVATION	TIMING	PROJECT TYPE	COST ESTIMATE*	WHY	FINANCING
Granville Island Arts and Innovation Hub (planning – short-term repurposing concept)	Short-term	Planning	\$\$	Create major public attraction; support innovation	GI
Granville Island Arts and Innovation Hub (renovations and tenanting – short-term repurposing concept)	Short-term	Capital	\$\$\$	Create major public attraction; support innovation	GI and private partnerships
Granville Island Arts and Innovation Hub (planning – long-term repurposing concept)	Mid-term – Long-term	Planning	\$\$	Create major public attraction; support innovation	GI
Granville Island Arts and Innovation Hub (renovations and tenanting – long-term repurposing concept)	Mid-term – Long-term	Capital	\$\$\$\$	Create major public attraction; support innovation	GI and private partnerships
Multipurpose Performance Space (planning)	Mid-term	Planning	\$\$	Create major public attraction	GI
Multipurpose Performance Space (architectural and construction)	Mid-term – Long-term	Capital	\$\$\$\$	Create major public attraction	GI and private partnerships
Focus on Festivals	Short-term and ongoing	Policy/Operations	\$\$	Create major public attraction	GI
Equipment and Utilization Audit of Existing Performance Venues	Mid-term	Policy/Operations	\$\$	Operational efficiency	GI

* \$ = <\$100K \$\$ = <\$1M \$\$\$ = <\$5M \$\$\$\$ = >\$5M

continued

STRATEGY 3: EMBRACE ARTS AND INNOVATION	TIMING	PROJECT TYPE	COST ESTIMATE*	WHY	FINANCING
Focus on Short and Limited-Term Experimental Programming	Short-term and ongoing	Policy/Operations	\$\$	Visitor experience; expand audience	GI
Focus on Public Art	Short-term	Policy/Operations	\$\$	Visitor experience	GI
Artist-in-Residence Program	Short-term – Mid-term	Policy/Operations	\$\$\$	Support arts innovation	GI and private partnerships
First Nations Cultural Centre (planning)	Short-term – Mid-term	Planning	\$\$	First Nations opportunities	GI and private partnerships
First Nations Cultural Centre (architectural and construction)	Mid-term – Long-term	Capital	\$\$\$	First Nations opportunities	GI and private partnerships
Arts and Culture Stewardship and Shared Services	Mid-term	Policy/Operations	\$\$	Operational efficiency; support arts business development	GI and private partnerships
Arts and Innovation Advisory Committee	Short-term – ongoing	Policy/Operations	\$\$	Support arts innovation	GI and private partnerships

* \$ = <\$100K \$\$ = <\$1M \$\$\$ = <\$5M \$\$\$\$ = >\$5M

STRATEGY 4: RESTORE AND SUSTAIN THE PUBLIC REALM	TIMING	PROJECT TYPE	COST ESTIMATE*	WHY	FINANCING
Central Plaza (short-term, trial)	Short-term	Policy/Operations	\$\$	Create major public attraction	GI
Central Plaza (permanent, with elevator)	Mid-term – Long-term	Capital	\$\$\$	Create major public attraction	GI and private partnerships
Public Places Surrounding the Public Market	Short-term – Mid-term	Capital	\$\$	Create major public attraction	GI
Public Places at the East End of the Island	Mid-term – Long-term	Capital	\$\$\$	Create major public attraction	GI
Floating Structures	Mid-term – Long-term	Capital and Policy/Operations	\$\$	Create major public attraction	GI and private partnerships
Habitat Restoration	Mid-term – Long-term	Capital	\$\$\$	Environmental sustainability; visitor experience	GI and private partnerships
Perimeter Walkway Improvements	Long-term	Capital	\$\$\$	Visitor experience	GI
Updated Public Realm Design Guidelines	Mid-term	Policy/Operations	\$\$	Visitor experience	GI
Living Labs	Short-term and ongoing	Policy/Operations	\$ – \$\$\$	Support innovation	GI and private partnerships
Innovation in Environmental Sustainability	Short-term and ongoing	Policy/Operations	\$ – \$\$\$	Environmental sustainability; support innovation	GI and private partnerships

* \$ = <\$100K \$\$ = <\$1M \$\$\$ = <\$5M \$\$\$\$ = >\$5M



**GRANVILLE
ISLAND
-2040-**