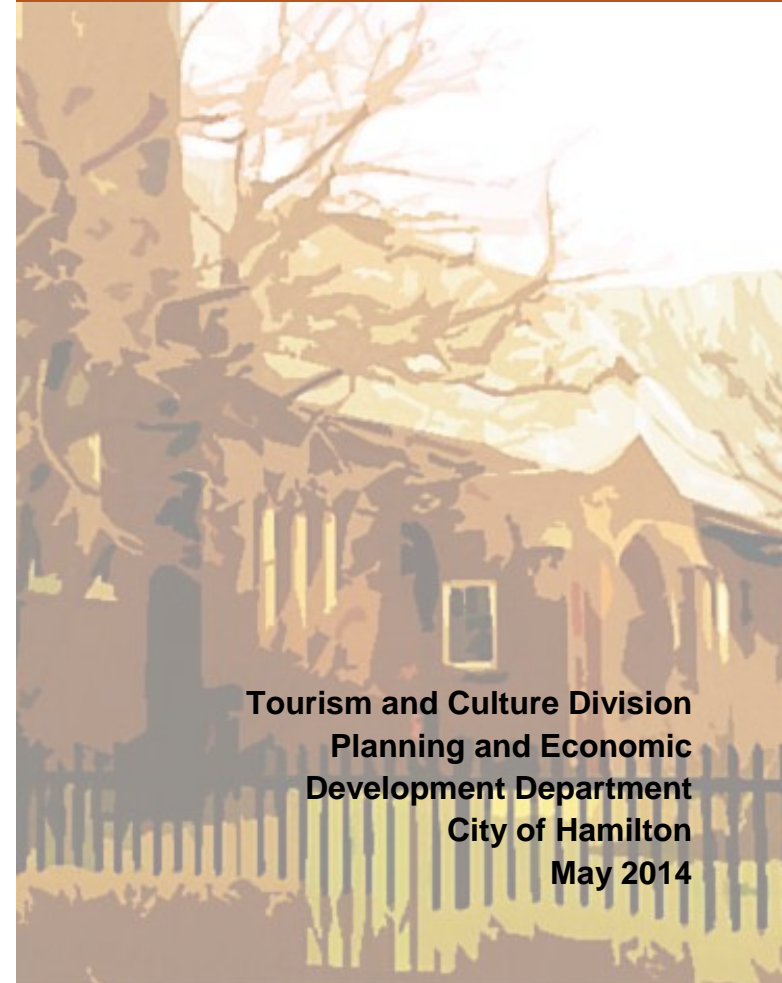




St. Mark's

Cultural Programming Space

FEASIBILITY STUDY



Tourism and Culture Division
Planning and Economic
Development Department
City of Hamilton
May 2014



St. Mark's Public Open House – June 2013

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OVERVIEW

St. Mark's, located at 130 Bay Street South (near Hamilton's downtown core), is a designated heritage property¹ that is owned by the City of Hamilton. Built as an Anglican church in 1877, St. Mark's was declared redundant in 1989 and then sold to the City in 1994. This publicly-owned heritage building has remained vacant for over 20 years. Though the grounds are open to the public, maintenance is only to a minimal standard (e.g. routine grass cutting). Stabilization work has been undertaken to maintain the structural integrity of the building.

Between 1995 and 2013 the City completed several studies and reports related to the condition, conservation and potential adaptive reuse of St. Mark's. In 2012 Council reconfirmed its direction to City staff to complete an in-house feasibility study to operate St. Mark's as a cultural programming space to be administered by staff at Whitehern Historic House & Garden.

Whitehern Historic House & Garden (Whitehern), located at 41 Jackson Street West is a National Historic Site and one of eight Hamilton Civic Museums. Whitehern offers a broad range of cultural programming that welcomes approximately 13,000 visitors annually. This museum is popular but lacks sufficient space to accommodate the demand for current programming and future programming growth. Whitehern would be able to seize additional educational, community and cultural based rental opportunities if supplementary programming space in close proximity were available. St. Mark's, located approximately 350 metres from Whitehern (a five-minute walk), has the potential (in a restored and adaptively reused state) to offer nearly 2,000 square feet of additional programming space and therefore could address Whitehern's deficiencies.

In this Feasibility Study, St. Mark's usage as a cultural programming space is modelled after similar programming spaces managed by the Heritage Resource Management Section, Tourism and Culture Division, Planning and Economic Development Department at the City of Hamilton including:

- The Stable at Whitehern;
- The Coach House at Dundurn; and,
- Ancaster Old Town Hall.

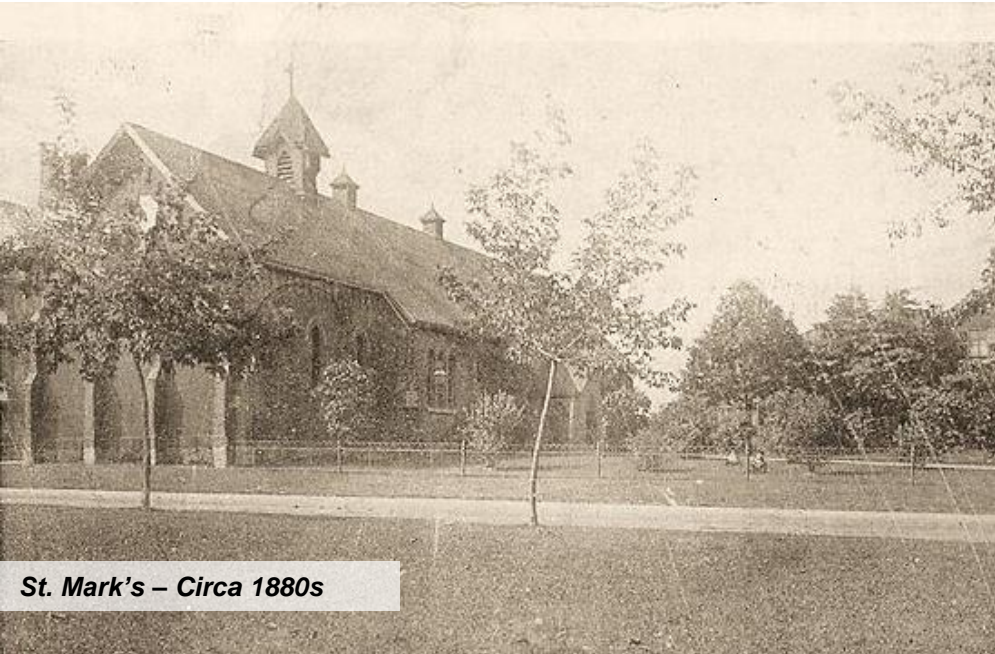
The identified programming elements include: curriculum-based educational programs; cultural events (e.g. live performances); workshops (e.g. lectures, classes); exhibitions (e.g. garden tours, multicultural fairs); and, social and

¹ In 1995, St. Mark's was designated by By-law 95-13 under Part IV of the *Ontario Heritage Act*. See Appendix "A" for a full description of St. Mark's heritage designation as outlined in By-law 95-13.

corporate rentals (e.g. weddings, retirement parties, film shoots, community meetings). In addition, data inputs regarding coordinating and administrative functions, operating expenses and resource requirements from these three facilities were used to assess the feasibility of St. Mark's.

Citizen and stakeholder interest in St. Mark's is high. The Durand Neighbourhood Association (DNA) has advocated for St. Mark's preservation and reuse since 1988. In 2013, more than 250 people participated in the St. Mark's Public Open House to demonstrate their interest and support in its proposed use as a cultural programming space.

Over ninety percent of the St. Mark's Public Open House survey respondents indicated that they agree with Council's direction to have City staff complete an in-house feasibility study to operate St. Mark's as a cultural programming space to be administered by Whitehern. Additionally, over 90% of survey respondents indicated that they agree with the programming (i.e. cultural, education and rental-based) that is being considered.



The proposed restoration and adaptive reuse of St. Mark's as a cultural programming space has the potential to bring life back to a building and property that has been vacant for over 20 years.

Based on existing models in the Hamilton Civic Museum portfolio it is feasible to operate St. Mark's as a sustainable cultural programming space. Specifically, these models indicate that:

- The types of cultural programming proposed for St. Mark's will draw in the community;
- Revenues from space rentals will off-set operating expenses;
- Community partnerships will form; and,
- The heritage site will be preserved and its importance communicated to the public.

SCOPE AND PURPOSE

The St. Mark's Feasibility Study outlines the service concept² and examines the spatial, capital and resource needs of transforming St. Mark's into a cultural programming space to be administered by staff of Whitehern Historic House & Garden. An examination of existing challenges and future opportunities related to programming space at Whitehern combined with information regarding neighbourhood expectations helped shape the service concept.

Citizen expectations and support for the proposed use of St. Mark's were considered. Concept drawings were created and from these a set of spatial requirements were produced. Results from the community consultation indicated a high level of support for the proposed service concept. A review of applicable City and Provincial strategies, plans and policies shows that this service concept is in alignment.

The Feasibility Study outlines the value of the proposed use based on the anticipated community benefits. A review of market conditions related to the proposed use reveals that the service concept is viable. Resource requirements (capital and operating) based on the service concept are identified.

Based on the prescribed Council direction to produce a Feasibility Study to operate St. Mark's as a cultural programming space to be administered by staff at Whitehern Historic House & Garden, the following components are considered **out of scope** in the St. Mark's Feasibility Study:

- Detailed architectural designs – designs for this Feasibility Study are intended for budgetary and concept purposes only;
- Community and stakeholder consultation that includes “Highest and Best Use” proposals – Council has already provided direction that identified the proposed use for St. Mark's; and,
- Community Garden project for the St. Mark's property (as proposed through the 2013 Ward 2 Participatory Budget).

² Service concept is defined as “the how and what of service design, and helps mediate between customer needs and an organization's strategic intent”. Goldstein, Susan, *The Service Concept: The Missing Link in Service Design Research?*, Journal of Operations Management, 2002.

ORIGIN OF THE CONCEPT

In 1994, City Council approved the purchase of St. Mark's at a cost of \$425,000 as an open space with the potential to retain the building on site for municipal purposes.³ In 1995, the property was designated by By-law 95-13 under Part IV of the *Ontario Heritage Act*.



Between 1996 and 2008 the City completed several studies and reports related to St. Mark's condition, conservation and potential adaptive reuse. However, the building continued to remain vacant.

In 2010, Hamilton's City Council directed staff to complete an in-house feasibility study to operate St. Mark's as a cultural programming space to be administered by staff at Whitehern Historic House & Garden in consultation with the Ward 2 Councillor.⁴ The study, initiated in 2011 by the Culture Division, evolved into a "Highest and Best Use" study in order to provide Council with a range of options for appropriate use beyond the proposed cultural use.

During this process, Council became concerned that several studies for St. Mark's future use had already been conducted and they were unsure whether this additional "Highest and Best Use" study would bring any further options to the table. In addition, Council acknowledged that the local community was clear in their expectations that St. Mark's Church have a community use and the grounds be available as parkland.⁵ Consequently, in 2012, staff sought and obtained reconfirmation of Council's direction to conduct an in-house feasibility study to operate St. Mark's as a cultural programming space to be administered by staff at Whitehern Historic House & Garden.⁶ A long-term adaptive reuse plan for St. Mark's as a cultural programming space will ensure that this cultural heritage asset becomes accessible to the community and financial sustainability from an operations and maintenance perspective.

³ Item No. 22, 14th Report of the Parks and Recreation Committee – approved by Council on August 30, 1994.

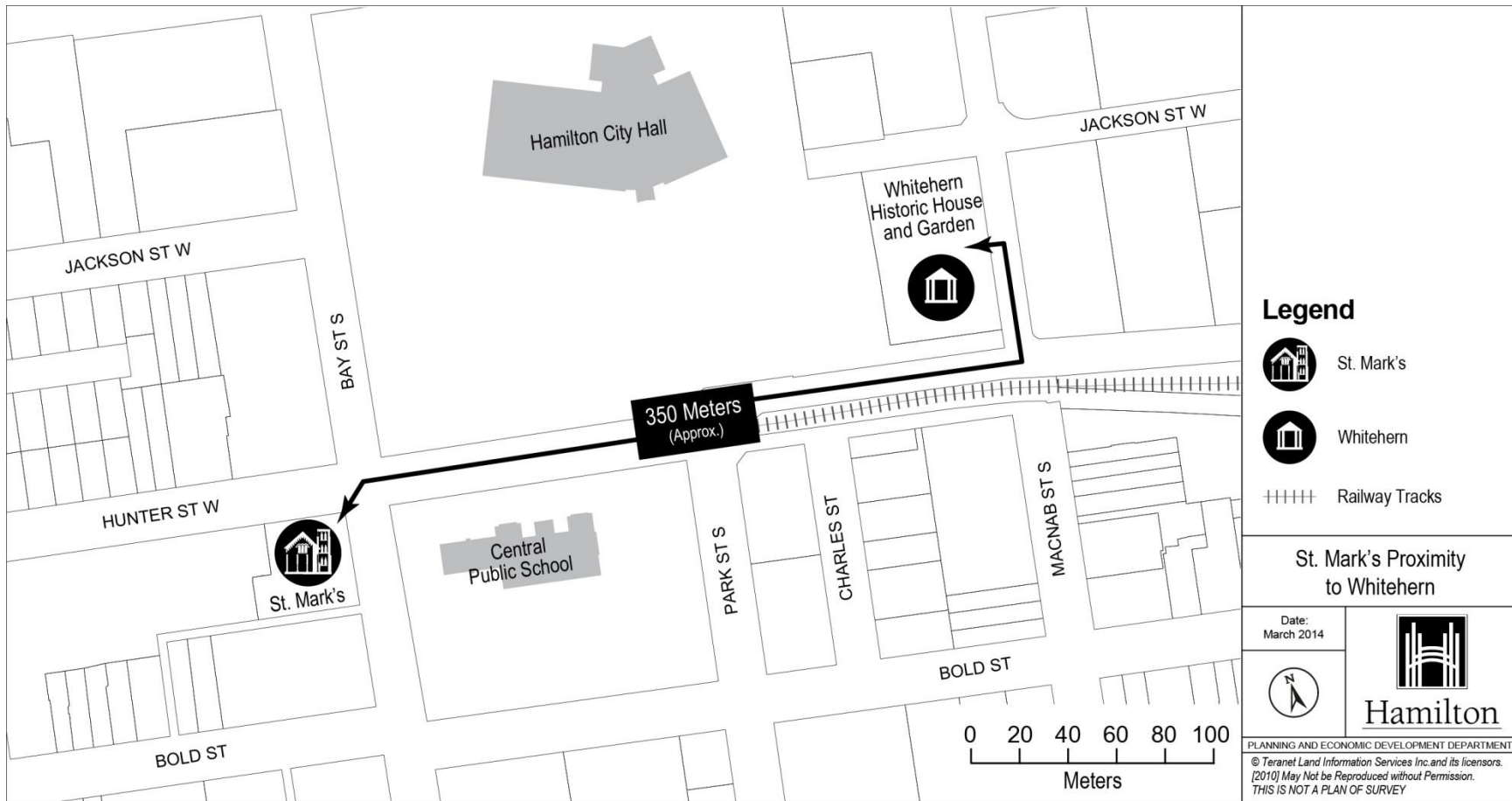
⁴ Emergency and Community Services Committee, June 2, 2010, Report – St. Mark's Church – Future Use of the Property, 130 Bay Street South, Hamilton, Ontario (CS10064) (Ward 2).

⁵ Zoning By-law Regulations for Open Space and Parks in the City of Hamilton indicate a requirement of 0.7 hectares (ha.) of park space for every 1,000 in population. Therefore, Durand Neighbourhood's park requirement (based on 2011 Census population of 11,260) is 7.88 ha. Durand's only existing neighbourhood park (i.e. Durand Park) has an area of 0.72 ha. As such, this neighbourhood's park deficiency is currently 7.16 ha.

⁶ General Issues Committee, May 16, 2012, Report – Status and Next Steps – St. Mark's Church (PED12059) (Ward 2).

SERVICE CONCEPT

The close proximity of St. Mark's and Whitehern provides the foundation for the service concept.



The following background information shows the connection between these two heritage assets and the potential for complementary use.

Background to St. Mark's

St. Mark's, located at 130 Bay Street South, was built in 1877 as an Anglican church. By January 1878, the church had its first service. Later the corner bell tower was erected on its Bay Street façade and in 1925 the Sunday school was added to the west end of the church's sanctuary.⁷ While the St. Mark's parish was in operations, the grounds in front of the church were landscaped on a regular basis to create a park-like setting.



Founded by Reverend R.G. Sutherland, St. Mark's was the first "free pew" (i.e. congregation members could sit anywhere in the church) in the city.⁸ In addition, St. Mark's was regarded as the first Anglican church in Hamilton to introduce "advanced ritual" or high church service, daily service, Gregorian music, a vested choir, as well as many other innovations⁹ – providing a welcoming environment for all those involved.

In 1989, St. Mark's was closed and declared redundant after serving the community for more than 100 years. In 1994, the City of Hamilton purchased St. Mark's. In 1995, the property was designated by By-law 95-13 under Part IV of the *Ontario Heritage Act*.

Since 1994, St. Mark's has remained vacant and over the years, the building has deteriorated. Stabilization of St. Mark's began in 2011 and continues into 2014 with capital funds approved by Council since 2010.

Set amidst high-rise apartment towers to the north, west and south, St. Mark's provides a welcome contrast with its human scale low-rise structure. This site's open green space complements the tended gardens of Central Public Elementary school and City Hall, both situated across the street from St. Mark's.

⁷ St. Mark's Sunday school was demolished in 2012 due to irreparable structural deterioration. A Heritage Permit was approved for the demolition of the Sunday school.

⁸ Dorio, Olivia, Heyden, Ryan, *A Cultural History of St. Mark's Anglican Church, 1877-1989*, Durand Neighbourhood Association, McMaster University Public History Program, 2013.

⁹ Hamilton's Heritage Volume 5: Reasons for Designation Under Part IV of the *Ontario Heritage Act*.

Background to Whitehern

Whitehern Historic House & Garden is one of eight Hamilton Civic Museums. Prominently situated in a walled, terraced garden, Whitehern is an outstanding example of a mid-19th century urban estate originally owned by wealthy industrialist, Dr. Calvin McQuesten.



Whitehern – 2007

The house today has a multi-layered character that reflects the alterations made by three generations of the McQuesten family. It contains elements from many time periods including Georgian, Victorian and Edwardian.

With family possessions dating up to 1939 (when Dr. McQuesten's grandson became the Honorable Thomas B. McQuesten, Minister of Highways), the house is restored to a time when Thomas was at the height of his influence – just after opening Canada's first modern highway, the Queen Elizabeth Way.

This National Historic Site provides a unique opportunity to study culture, society and the evolution of domestic technology in Canada in the years following Confederation to the eve of WWII when the refinements of a bygone era were about to disappear forever.

Interactive and engaging programs have been designed to address specific expectations in the Ontario Curriculum. Various strands and topics in the Science and Technology, Art, Health and Social Studies curricula are addressed in a unique learning environment.

Whitehern is located at 41 Jackson Street West and is a five-minute walk (350 metres) from St. Mark's.

Proposed Types of Cultural Programming at St. Mark's

The City's Tourism and Culture Division manages seventeen heritage facilities (including thirty-nine buildings). Eight of these heritage properties operate as civic museums.

St. Mark's, as a proposed extension of Whitehern Historic House & Garden, could offer educational and cultural programming as well as venue rentals – all of which are consistent with the services currently offered by Hamilton's Civic Museums. This includes, but is not limited to the following:

- Curriculum-based educational programs – suitable for elementary and secondary school students, as well as community groups such as Scouts and Guides;
- Cultural events – live music concerts, poetry and book readings, film screenings, story-telling, community theatre;
- Workshops and Exhibitions – art classes, lectures, garden tours, multicultural fairs; and,
- Social and corporate rentals (indoor and outdoor) – small wedding ceremonies and receptions, birthday parties, retirement celebrations, business conferences, film shoots and community meetings.



Education



Performance



Workshops



Weddings

ALIGNMENT WITH CITY AND PROVINCIAL STRATEGIES, PLANS, AND POLICIES

Hamilton is renowned for its natural beauty, accessibility, history and strength of community. The vision for our ambitious city is to be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities. The Mission is to provide quality public services that contribute to a healthy, safe and prosperous community, in a sustainable manner. Investing in St. Mark's restoration and adaptive reuse for the purpose of creating a cultural programming space to be administered by the staff at Whitehern Historic House & Garden could play an important role in realizing this ambition.

St. Mark's as a cultural programming space aligns with the following strategies, plans, goals and directions.

Hamilton's 2012-2015 Strategic Plan

Strategic Priority #1

A Prosperous & Healthy Community

WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

Strategic Objective

- 1.1 Continue to grow the non-residential tax base.
- 1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit.
- 1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts.
- 1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.
- 1.6 Enhance overall sustainability (financial, economic, social and environmental).

Strategic Priority #2**Valued & Sustainable Services**

WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.

Strategic Objective

- 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.
- 2.2 Improve the City's approach to engaging and informing citizens and stakeholders.
- 2.3 Enhance customer service satisfaction.

City's Economic Development Strategy

In the City of Hamilton's Economic Development Strategy 2010-2015, the Creative Industries Cluster is identified as being a key cornerstone in developing vibrant, attractive, resilient, competitive and creative communities. The goal is to build a strong and vibrant Creative Industries Cluster by focusing on the community's strengths where creativity, innovation, arts and culture become a key driving force of the economy and the quality of life of the City of Hamilton. To achieve this goal, both business development and organizational support are required. The Tourism and Culture Division play a key role in delivering this support.

Economic Development Marketing Plan

The City of Hamilton Economic Development Marketing Plan, 2010 – 2015 states that Creative Industries are an important contributor to urban growth and quality of life. Cultural industries include crafts, dance, literature, music, theatre, media and visual arts. Marketing for cultural industries includes active promotion of events and artists using various channels (e.g. web, social media, print).

Urban Hamilton Official Plan

The St. Mark’s property is designated “Neighbourhoods” in the Urban Hamilton Official Plan (Schedule E and Schedule E-1 – Section E.3.0).

Applicable policies include:

- E.3.2.1 Areas designated “Neighbourhoods” shall function as complete communities, including the full range of residential dwelling types and densities as well as supporting uses intended to serve the local residents.
- E.3.2.3 The following uses shall be permitted on lands designated “Neighbourhoods” on Schedule E-1 – Urban Land Use Designations:
 - c) Local Community Facilities/Services

Community Facilities/Services are defined as “lands, buildings and structures that support a high quality of life for people and communities by providing services for health, education, recreation, social or cultural activities, security and safety. Community facilities/services may include but not be limited to community and recreation centres, arenas, parks, health care facilities, day care centres, senior’s centres, emergency medical services, fire services, police services, cultural facilities, places of worship, museums, schools, and libraries. Community facilities/services may be publicly or privately owned and/or operated”.

Cultural Facilities are defined as “publicly owned and/or operated lands, buildings and structures used for the creation, production and dissemination of arts and culture. Cultural facilities include public owned and/or operated lands, buildings and cultural sites such as but not limited to museums, art galleries, exhibition facilities, and managed historical sites”.

Based on St. Mark’s proposed use as a cultural programming space, the site would be considered a community facility/service. Section E.3.10 contains policies relating to Community Facilities/Services.

Applicable policies include:

- E.3.10.1 Community facilities/services uses include public and private uses serving the cultural, religious, health, welfare, and educational needs of a neighbourhood. Community facility/services may include community and recreation centres, arenas, parks, healthcare and social service facilities, day care centres, seniors’ centres, emergency medical services, fire services, police services, cultural facilities, places of worship,

museums, schools, universities and colleges, and libraries.

- E.3.10.2 The City shall encourage a diverse range of community facilities/services uses and promote the sharing of facilities and resources as capacities permit.
- E.3.10.4 The City shall collaborate with other community facilities/services organizations to facilitate the provision of a wide range of services in close proximity to residents.

In addition, policies related to the proposed use of St. Mark's are contained in the following Sections:

- Section B.3.4.2 – General Cultural Heritage Policies
- Section B.3.4.2.15 – Public Awareness
- Section B.3.5 – Community Facilities/Services
- Section B.3.5.8 – Cultural Facilities

The Urban Hamilton Official Plan further identifies the management and conservation of cultural heritage resources as beneficial to communities in the City.

Identified in the policy goals for the care, protection and management of cultural heritage resources in Hamilton are as follows:

- 3.4.1.1 Identify and conserve the City's cultural heritage resources through the adoption and implementation of policies and programs, including partnerships among various public and private agencies and organizations.
- 3.4.1.2 Encourage as city-wide culture of conservation by promoting cultural heritage initiatives as part of a comprehensive environmental, economic, and social strategy, where cultural heritage resources contribute to achieving sustainable, healthy, and prosperous communities.
- 3.4.1.3 Ensure that all new development, site alterations, building alterations, and additions are contextually appropriate and maintain the integrity of all on-site or adjacent cultural heritage resources.
- 3.4.1.4 Encourage the rehabilitation, renovation, and restoration of built heritage resources in order that they remain in active use.
- 3.4.1.5 Promote public and private awareness, appreciation, and enjoyment of Hamilton's cultural heritage through public programmes or heritage interpretation activities, heritage tourism, and guidance on appropriate conservation practices.

Durand Neighbourhood Plan

The Durand Neighbourhood Plan identifies the St. Mark's property as "Civic and Institutional".¹⁰ The primary uses permitted are facilities providing a service function to the community. They may include churches, hospitals, residential care facilities, hostels, group homes, schools, private clubs and libraries.

The Council-approved Durand Neighbourhood Plan¹¹ contains policies and actions which provide a planning framework for the central area. The main planning issues identified in the Plan include:

- Creation of additional park, open space and recreational opportunities for residents;
- Application of creative solutions to ensure preservation of historically and architecturally significant buildings and areas;
- Preservation and enhancement of Durand's existing attributes so that its attraction as a residential area is maintained; and,
- Continuation of Durand's role as a vital component of the Central area without loss of any of the positive features which distinguish the neighbourhood.

Among the Durand Neighbourhood Plan's Goals are:

Nature of the Durand Neighbourhood

- Durand is and will remain a distinctive residential neighbourhood, on the periphery of downtown Hamilton, which contains both historical and contemporary buildings.

Recreation and Open Space

- Recreational facilities and parkland should be provided to meet the needs of all residents, including families with children, and seniors.
- Innovative approaches should be considered for providing additional park space in the densely-developed areas.

¹⁰ Durand Neighbourhood Plan, 1987 update prepared by The Regional Municipality of Hamilton-Wentworth Planning & Development Department, December 1987. This document is the most recent approved Neighbourhood Plan for Durand.

¹¹ Durand Neighbourhood Plan, 1987 update prepared by The Regional Municipality of Hamilton-Wentworth Planning & Development Department, December 1987. This document is the most recent approved Neighbourhood Plan for Durand.

Heritage Resources

- Buildings and areas of historical and/or architectural significance should be preserved.
- Innovative approaches should be considered to help preserve heritage buildings.

Under the Objective Enhancement of Parks and Open Space, the Neighbourhood Plan notes:

“In view of the significance of parks, recreational and open space facilities to an inner-city neighbourhood with a high concentration of residents, the importance of maintaining, enhancing and increasing parks and open spaces should be recognized”.

- Policy #4 under that Objective is: “Additional public park and recreational facilities will be provided in the neighbourhood, using property which is readily available, where possible”.

Ontario Heritage Act Part IV Designation

The property is designated by By-law 95-13 under Part IV of the *Ontario Heritage Act*. A Heritage Permit is required for any alterations that affect the heritage attributes (previously known as the Reasons for Designation) contained in the By-law. The By-law provides context on the historical and cultural significance of the St. Marks' structure. Permit Applications are also required for demolition.

In 1877, construction of St. Mark's Anglican Church began at the southwest corner of Bay Street South and Hunter Street West. By January 1878, the church had its first service. Subsequently, a corner bell tower was erected on its Bay Street façade and, in 1925, the Sunday school was added to the west end of the sanctuary.¹² The grounds in front of St. Mark's traditionally have been landscaped, creating a park-like setting for the church.¹³

¹² St. Mark's Sunday school was demolished in 2012 due to irreparable structural deterioration. A Heritage Permit was approved for the demolition of the Sunday school.

¹³ Hamilton's Heritage Volume 5: Reasons for Designation Under Part IV of the *Ontario Heritage Act*.

City of Hamilton Cultural Plan 2013

In June 2012, Council approved the following definition: *Culture is a broad concept which encompasses the people, places and things that reflect our community identity and channel creative expression.* In the context of this definition culture includes cultural (built) heritage.

In October 2013, City Council approved Hamilton's Cultural Plan – a corporate-wide, multi-year plan which sets goals, recommendations and actions rooted in the Council-approved Cultural Policy. In this context, the City of Hamilton is committed to being a trusted partner, working with community stakeholders to create conditions which support and cultivate creative people, creative capacity, and a shared responsibility for culture.

Within the Cultural Plan Framework, there are eight transformational goals, 12 recommendations and 78 actions. Each action supports a recommendation which also aligns to one of the eight transformational goals. St. Mark's as a proposed cultural programming space aligns with all eight of the transformational goals and the following respective recommendations as listed below:

- Culture as an Economic Engine
 - Recognize culture as an essential too in city-building and plan for culture in our community
 - Develop cultural business
 - Invest in culture
- Downtown Renewal
 - Leverage culture as a tool in downtown and community rejuvenation
- Quality of Life Quality of Place
 - Develop and animate public spaces and places
 - Celebrate and preserve Hamilton's cultural assets
- Build Tourism
 - Enhance tourism development
- Neighbourhood Revitalization
 - Identify and develop culture as a key asset in neighbourhoods
- Build Community Identity, Pride and Image

- Recognize and celebrate achievement in culture
- Encourage Welcoming Communities
 - Develop and facilitate cultural programming
- Creativity for All
 - Facilitate access to and increase participation in cultural activities
 - Target youth for cultural experiences and work opportunities

City of Hamilton Museums Policies (based on provincially-mandated standards for community museums)

The Feasibility Study supports the following City of Hamilton Museum Policies:

- The City of Hamilton Civic Museums Community Policy
 - Community Policy Statement: The Hamilton Civic Museums will be accessible, relevant and draw support from its community.
- The City of Hamilton Civic Museums Public Program Policy
 - Public Program Policy Statement: The Hamilton Civic Museums, as a primary mandate, presents the heritage resources held in trust for the people of Hamilton and Canada.

Planning Act

The *Planning Act* Section 2(d) identifies “the conservation of features of significant architectural, cultural, historical, archaeological or scientific interest” as a “provincial interest” and a key component of good land use planning.

Provincial Policy Statement

The Provincial Policy Statement (PPS), 2014 is issued under the *Planning Act* and further identifies the wise use and management of cultural heritage and archaeological resources as being of provincial interest and thus an important consideration for municipal planning policy development and decisions.

The PPS policies of particular relevance for the conservation of cultural heritage resources are found in Section 2.0 - *Wise Use and Management of Resources*. The preamble to Section 2.0 states that:

Ontario's long-term prosperity, environmental health, and social well-being depend on conserving biodiversity, protecting the health of the Great Lakes, and protecting natural heritage, water, agricultural, mineral and cultural heritage and archaeological resources for their economic, environmental and social benefits.

Subsection 2.6.1 of the PPS states that “significant built heritage resources and significant cultural heritage landscapes shall be conserved.” In this context, “conserved” is defined as:

The identification, protection, use and/or management of cultural heritage and archaeological resources in such a way that their heritage values, attributes and integrity are retained. This may be addressed through a conservation plan or heritage impact statement.

The conservation and adaptive re-use of St. Mark's as a cultural programming space is supported by these principles of conservation, use and/or wise management of cultural heritage resources.

COMMUNITY BENEFITS

Hamilton’s built heritage is integral to Hamilton’s quality of life and place. Built heritage resources give vibrancy to the city as well as foster a sense of community and pride. Built Heritage projects can provide an opportunity for volunteerism, participation and inclusion. Hamilton’s broad range of heritage buildings (including civic museums) make this city an exciting and appealing place – attracting residents, businesses and tourists, and helping to grow Hamilton’s economy.

Built heritage resources involve “one or more *significant* buildings, structures, monuments, installations or remains associated with architectural, cultural, social, political, economic or military history and identified as being important to a community. These resources may be identified through designation or heritage conservation easement under the *Ontario Heritage Act*, or listed by local, provincial or federal jurisdictions.”¹⁴



St. Mark's Public Open House – June 2013

Built heritage resources such as St. Mark’s contribute to Hamilton’s cultural heritage in many ways. Heritage resources may be valued for their historical or cultural significance and aesthetic qualities, and be considered to be landmarks in their own right. Alternatively, historic resources may be valued more for the contribution they make to their historic context and to a neighbourhood’s character.

St. Mark’s, in a restored and adaptively reused state that operates as a cultural programming space, has the potential to contribute to the Durand neighbourhood and all of Ward 2. The building’s and property’s aesthetic qualities, combined with cultural programming that positively impacts the community, will transform St. Mark’s into a valuable cultural asset for Hamilton’s citizens.

¹⁴ Provincial Policy Statement (Ontario) 2014 – definition of built heritage resources.

DURAND NEIGHBOURHOOD

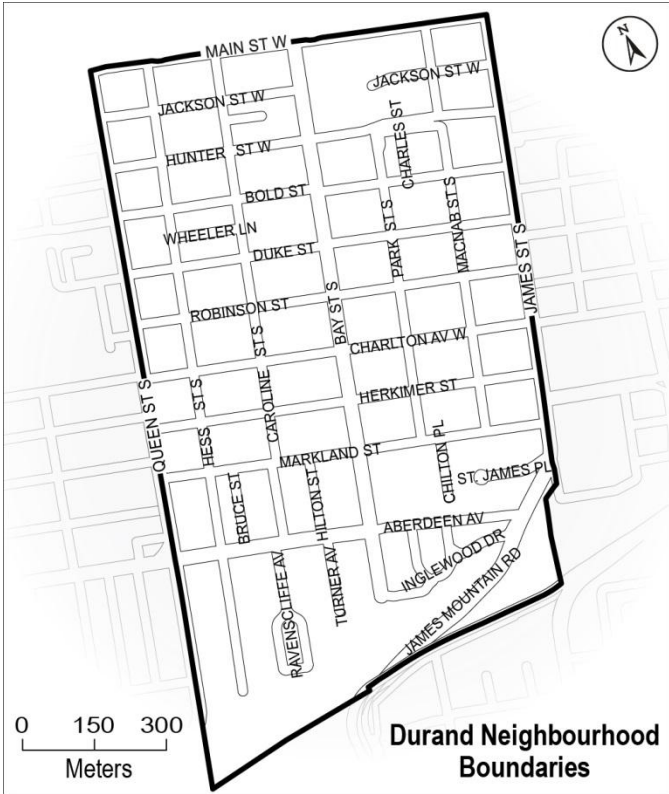
Located at the southwest end of the downtown core, the Durand Neighbourhood (Durand) is one of Hamilton’s oldest residential areas. It is bounded by Queen, Main, and James Streets, and the Niagara Escarpment to the south.

Durand is known for its architectural richness and quality as it is home to many of the city’s finest historic residential properties. The area is also defined by the diversity of its dwelling types and by the wide range of citizens living within its boundaries.

Just below the Escarpment, the southern end is dominated by very large homes on expansive lots – most of which were constructed between the mid-19th and early 20th centuries. By contrast, its northern section features a wide variety of building types and forms: high-rise residential towers abut row houses, bungalows, low-rise apartment buildings, and a small number of stately homes.

From the late 1950s until the early 1970s, the north end of the Durand Neighbourhood was subject to major redevelopment. Citizens challenged this development and eventually it was stopped. Since that time, a conservation ethic has played a strong role in shaping this neighbourhood’s evolution.

Despite Durand’s differences in urban form and populations of its north and south ends, this neighbourhood remains unified. It continues to be recognized for its importance in giving communities a strong role in the planning process in Hamilton. The most recent period has been one of relative stability in Durand. This neighbourhood has retained its diversity, recaptured its former status, and assumed a role as one of Hamilton’s premier historic areas.¹⁵



¹⁵ ERA Architects Inc., *Hamilton Downtown Built Heritage Inventory – Heritage Constraints and Opportunities*, Historic Context Statement – Durand, 2014.

Durand Neighbourhood Association

Historical Context

During the period following the Second World War, city planners began to focus their attention on the downtown core, which was beginning to decline partly as a result of suburbanization and traffic congestion. Measures were implemented in the effort to bring people and activities back to the downtown core. This included the adoption of a zoning by-law in 1961 that encouraged the construction of residential high-rise buildings in downtown Hamilton.

As a result of this by-law, a large number of high-rise apartment towers were developed on the north side of Durand during the 1960s and early 1970s. In order to make way for the high-rise towers and the new City Hall building (constructed between 1958 and 1960) it is estimated that approximately 300 historic buildings were demolished. Reaction to this manifested itself in citizen protests and the emergence of a new era of citizen participation in planning and development in Durand.

In 1972, the Durand Neighbourhood Citizens' Association (later the Durand Neighbourhood Association) was formed to show concern over what was perceived as unrestricted and unregulated development in the area. Their efforts led to the adoption of the first neighbourhood plan in Hamilton in 1974 and the ensuing conservation and commemoration of many significant historic properties.¹⁶

St. Mark's Connection

The Durand Neighbourhood Association (DNA) has dynamically advocated for the St Mark's site and public access to the grounds as a neighbourhood green space since 1988. The DNA has consistently participated in dialogue with the City regarding a variety of proposed uses for the site and has been steadfast in its position that preservation of the green space is a priority for the neighbourhood. The Association actively participated in the 2013 St. Mark's Public Open House and is supportive of the proposed programming use.¹⁷

¹⁶ ERA Architects Inc., *Hamilton Downtown Built Heritage Inventory – Heritage Constraints and Opportunities*, Historic Context Statement – Durand, 2014.

¹⁷ *The Durander* (Newsletter of the Durand Neighbourhood Association), Spring 2013, pages 2-3.

COMMUNITY CONSULTATION

Further to Council's direction to complete an in-house feasibility study to operate St. Mark's as a cultural programming space, staff organized and implemented a public open house at St. Mark's on Tuesday, June 25, 2013 to begin the process of gathering citizens' input to help inform the feasibility study.

Summary

During the public open house, visitors had the opportunity to review presentation materials that showed the potential look and feel of a restored St. Mark's property. They were able to learn more about the proposed cultural uses, see concept drawings of a restored property, and complete a questionnaire to measure their level of agreement regarding Council's direction and the proposed uses of a restored St. Mark's.

City staff recorded a total of 252 visitors that walked through St. Mark's. Of those visitors, 129 completed the onsite questionnaire. One online questionnaire was completed during the two-week availability window. One hundred and ten respondents (85%) provided written comments. The comments indicated a high degree of support for Council's direction and the proposed cultural programming uses for St. Mark's.

The day after the public open house, all of the presentation panels (PDF format) as well as the online questionnaire were made available on the City's website. In addition, staff circulated information postcards that provided the website URL for the St. Mark's project to Councillor Farr's office, the Hamilton Public Library and two cafés in the downtown area.

Process

Council acknowledged that engagement with the Durand Neighbourhood and other stakeholders would figure prominently in examining the feasibility of using St. Mark's as a cultural programming space. As such, a number of tactics were deployed to encourage community engagement for this public open house:

- Staff from the Tourism and Culture Division emailed invitations to members of the heritage community; directed a Public Service Announcement (PSA) to the local media and Council; and, placed an advertisement (print and online), as well as a notice, in the Hamilton *Spectator*;

- In the week preceding the open house, staff placed a poster-sized sign version of the *Spectator* advertisement (with QR code) in the first-floor lobby of City Hall and installed two on the fence that surrounds St. Mark's property;
- Staff circulated photocopies of the *Spectator* advertisement to the Hamilton Public Library, cafés, galleries and shops in the downtown area, and within the Lister Block during the Salute to Tourism event on June 14, 2013;
- Staff reached out to Central Public Elementary School (located across the street from St. Mark's) to share details of the upcoming open house and the feasibility study project. The school principle, with the permission of the Hamilton-Wentworth District School Board, was able to assist with spreading the word by displaying a poster within the school and sending an open house notice flyer home with every student prior to the event; and,
- Staff posted content about the St. Mark's Project on the City's website (www.hamilton.ca/stmarks). Three hundred and eight webpage views were recorded in the week leading up to the public open house.

Communication touch-points for the St. Mark's Public Open House

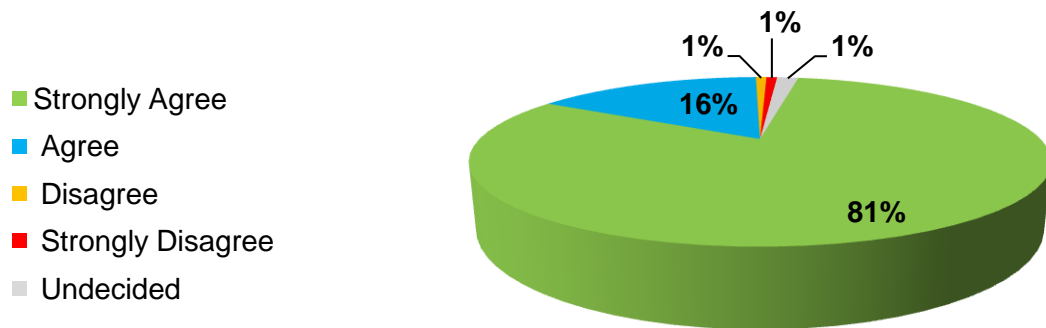


Results

Results of the questionnaires that were distributed during the public open house sessions are listed on the following page.

Question 1

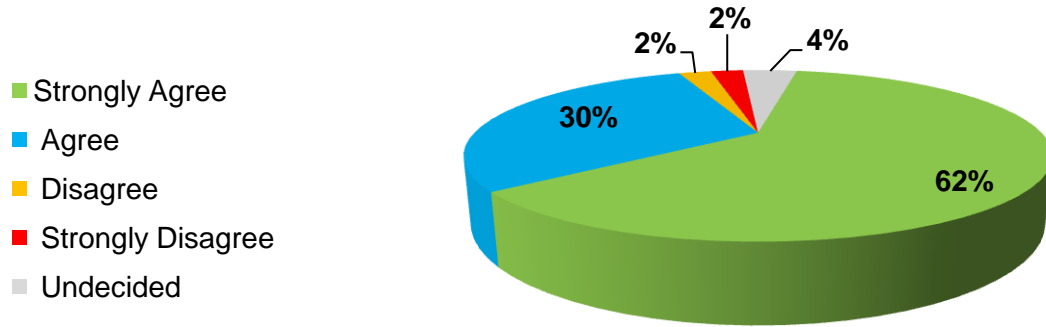
Please indicate your level of agreement regarding Council's direction to have City staff complete an in-house feasibility study to operate St. Mark's as a cultural programming space to be administered by Whitehern Historic House & Garden.



Question 2a

Please indicate your level of agreement regarding the following categories of programming that could be offered at St. Mark's:

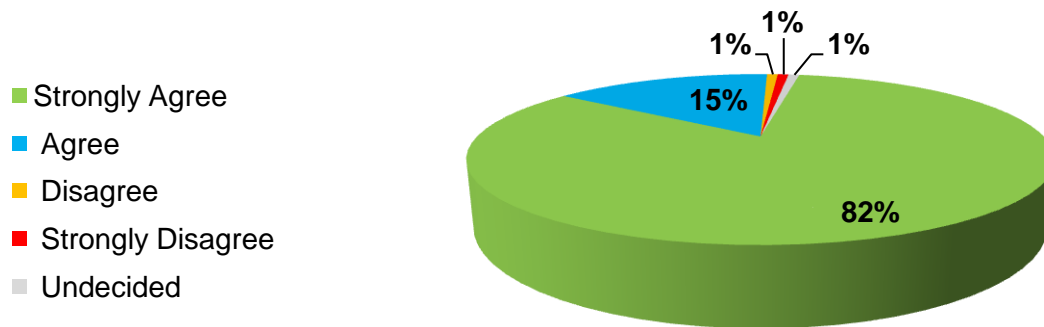
- *Curriculum-based educational programming that would be suitable for elementary and secondary school students, as well as community groups such as Scouts and Guides.*



Question 2b

Please indicate your level of agreement regarding the following categories of programming that could be offered at St. Mark's:

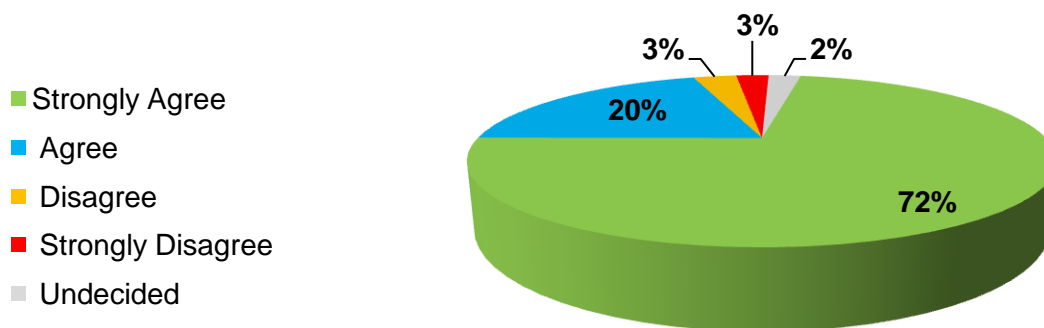
- Cultural and community programming such as events, workshops and exhibits related to art, craft, dance, literature, poetry, film, heritage and multiculturalism.



Question 2c

Please indicate your level of agreement regarding the following categories of programming that could be offered at St. Mark's:

- Social and corporate rentals (indoor and outdoor) such as small wedding ceremonies and receptions, birthday parties, retirement celebrations, business conferences and community meetings.



MARKET CONDITIONS

Research was conducted to identify similar/comparable rental venues/facilities (in terms of size, capacities and amenities) within a one-kilometre radius of the St. Mark's location. Included in this study is rental space in such various locations as places of religious worship, theatres, banquet halls and hotels. The information is listed in the table below.

Location		Size and Capacity (Maximum)			Amenities						
Facility	Address	Program Area	Banquet (persons)	Theatre (persons)	Stage	Lighting	PA System	Projector / Screen	Loading	Kitchen	Parking Lot
Staybridge Suites	20 Caroline St. S.	650 ft ²	45	NA	No	No	No	No	Yes	Yes	Pay
Art Gallery of Hamilton – Design Annex	118 James St. N.	1,500 ft ²	60	125	No	No	No	No	No	No	No
St. Paul's Presbyterian Church	70 James St. S.	NA	94	730	Yes	No	Yes	No	No	Yes	No
St. John's Evangelical Lutheran Church	104 Hughson St. N.	NA	130	155	No	No	Yes	No	No	Yes	No
Art Gallery of Hamilton – Joey and Toby Tanenbaum Pavilion	123 King St. W.	2,500 ft ²	175	200	Risers	No	Yes	Yes	No	Yes	Pay
St. Mark's (proposed)	130 Bay St. S.	1,955 ft²	191	243	Yes	Yes	Yes	Yes	Yes	Yes	No
Church of God	140 Hunter St. E.	2,200 ft ²	200	168	No	No	Yes	No	No	Yes	No
Centenary United Church	24 Main St. W.	4,420 ft ²	207	1,000	No	No	Yes	No	No	No	No
Lincoln Alexander Centre	160 King St. E.	3,500 ft ²	250	300	Yes	Yes	Yes	No	Yes	Yes	Pay
Scottish Rite	4 Queen St. S.	4,300 ft ²	250	300	Yes	No	Yes	No	Yes	Yes	Pay
Crown Plaza Hotel	150 King St. E.	6,000 ft ²	350	475	No	Yes	Yes	Yes	Yes	Yes	Pay
Sheraton Hamilton	116 King St. W.	5,989 ft ²	460	600	Risers	Yes	Yes	Yes	Yes	Yes	Pay
Hamilton Convention Centre	1 Summers Ln.	19,662 ft ²	1,350	1,541	Risers	Yes	Yes	Yes	Yes	Yes	Pay
St. John the Evangelist Anglican Church	320 Charlton Ave. W.	NA	NA	150	No	Yes	Yes	Yes	No	Yes	No
Theatre Aquarius	190 King William St.	NA	NA	750	Yes	Yes	Yes	No	Yes	No	Pay
Hamilton Place – Great Hall	10 MacNab St. S.	NA	NA	2,193	Yes	Yes	Yes	Yes	Yes	No	Pay
FirstOntario Centre	101 York Blvd.	117,700 ft ²	NA	19,000	Yes	Yes	Yes	No	Yes	No	Pay

It is important to note that St. Mark's, in a restored and adaptively reused state (operating as a cultural programming space), would offer many unique features that would differentiate itself from the existing venues in this market area. These

differentiating features include:

- Distinctive former church built in 1877 – heritage designated property – downtown location;
- Restored interior including original wide planked flooring and stained glass windows;
- Indoor seating capacity for up to 190 people banquet-style (240 people theatre-style);
- Large raised stage platform which includes a stage curtain, lighting trusses and speaker mounts;
- Fully accessible building – includes ground floor washrooms, loading doors and kitchen facilities;
- Situated in a park-like setting with lush perennial gardens, shrubs and shade trees; and,
- Ample public parking within a 500-metre walk.

Based on the market conditions research, the data illustrates that within a similar venue size, St. Mark's offers a unique mix of amenities. This, in addition to the site's differentiating features, suggests that there is an opportunity for this type of venue within the marketplace.

Music Venues – Hamilton Music Strategy

The need for of mid-sized facilities and appropriately sized venues for performance was identified by the Hamilton Music Working Group.¹⁸

The Council-approved Hamilton Music Strategy¹⁹ indicates that among its goal is to “increase access to music experiences”. Corresponding objectives are to “provide live music throughout the City” and “Encourage a diversity of venues for music”. The number of venues for live music in Hamilton is included in the Strategy as a measurement of success.

The August 2013 community consultation for the development of Music Strategy identified “develop/support more [live performance] venues” and “develop/support more performance” as among the “three steps most critical to “grow the city’s music community and industry, and engage its citizens”.²⁰

¹⁸ Hamilton Music Strategy: Background Document. “SWOT Analysis of Hamilton Music Scene”, October 2013, page 14.

¹⁹ Hamilton Music Strategy 2013.

²⁰ Hamilton Music Strategy: Background Document. “August 2013 Consultation Summary”, October 2013, page 24.

NEEDS AND OPPORTUNITIES

Eighty-eight percent of Hamiltonians believe the City should promote more of its cultural facilities and events based on the results of a recent online survey of 1,160 citizens. In that same survey, 74% of respondents indicated that sharing stories about heritage was one of the top favourite cultural experiences.²¹

Hamilton Civic Museums' Role in Community Engagement and Cultural Heritage Programming (Based on Council-approved Hamilton Civic Museums Policies)

The Hamilton Civic Museums provide tangible and irreplaceable links to what define us as a community. Heritage value resides in tangible material culture (objects, structures and spaces) and in the intangible associations, memories, stories and folklore.

Hamilton's Civic Museums preserve (through conservation and collections management programs) the heritage of Hamilton and Canada and communicates that heritage (through public programs such as exhibit, tours and special events) to residents and visitors.

The public programs of the Hamilton Civic Museums provide an important link between the community and its heritage. Through programming, a community continually adds to its knowledge, self-discovery and enjoyment. The purpose of all public programmes delivered by the Hamilton Civic Museums is to benefit the community either directly or indirectly.

As a steward of the community's heritage, the staff of Hamilton Civic Museums must actively engage the community and respond to its needs.

Whitehern – Facilities Limitations

Whitehern Historic House & Garden annually welcomes approximately 13,000 visitors that participate in educational programs, special events, and social, corporate and community functions.

²¹ Online survey conducted by Hendershot Research (in 2011) for the second phase of the Cultural Plan for the City of Hamilton.

This civic museum lacks sufficient space to accommodate its existing and growing needs. The Stable at Whitehern has 525 square feet of programming space. And this has limited Whitehern staff's ability to host large school groups and administer social and corporate rentals. To mitigate this limitation within its education programming, Whitehern occasionally rents space within local churches to allow staff to accommodate larger school groups, but this is not an ideal situation due to planning and logistics issues.

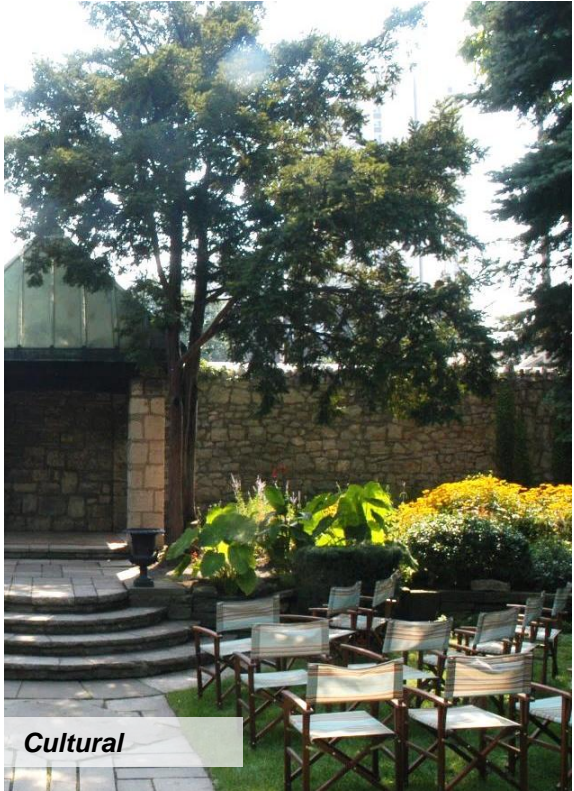
The Whitehern gardens are a popular site for outdoor wedding ceremonies. However, staff is unable to respond to the demand for supplementary indoor space. In 2012, Whitehern was not able to accommodate 12 potential wedding rental opportunities as a result of facility limitations. The Stable at Whitehern is not large enough to accommodate indoor wedding receptions that are equal in size to the current seating capacity of its garden ceremonies. The addition of the St. Mark's space would significantly expand Whitehern's market for weddings and other potential rentals.



Education



Community



Cultural

FACILITY/SPATIAL REQUIREMENTS

Existing Site Conditions – Exterior

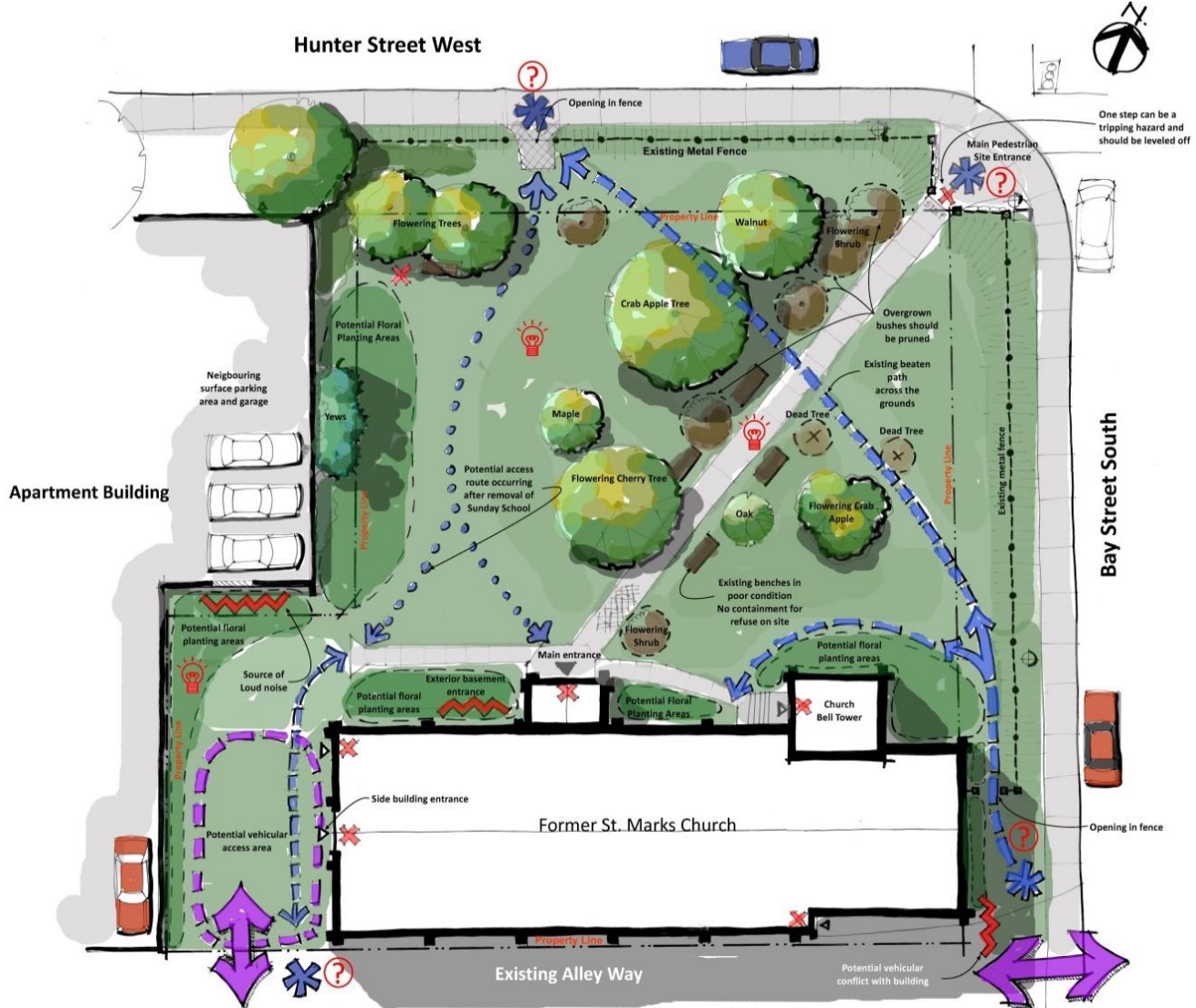
The former churchyard is not adequately accessible. There are no ramps and the pathways are irregular.

A number of trees and shrubs require care and/or replacement. However a few of them are in good condition – providing shade and visual interest.

Some of the areas of the churchyard are concealed from the street, creating an uninviting outdoor space.

At nighttime, there are areas that are poorly lit, contributing to low levels of security and a diminished sense of personal safety.

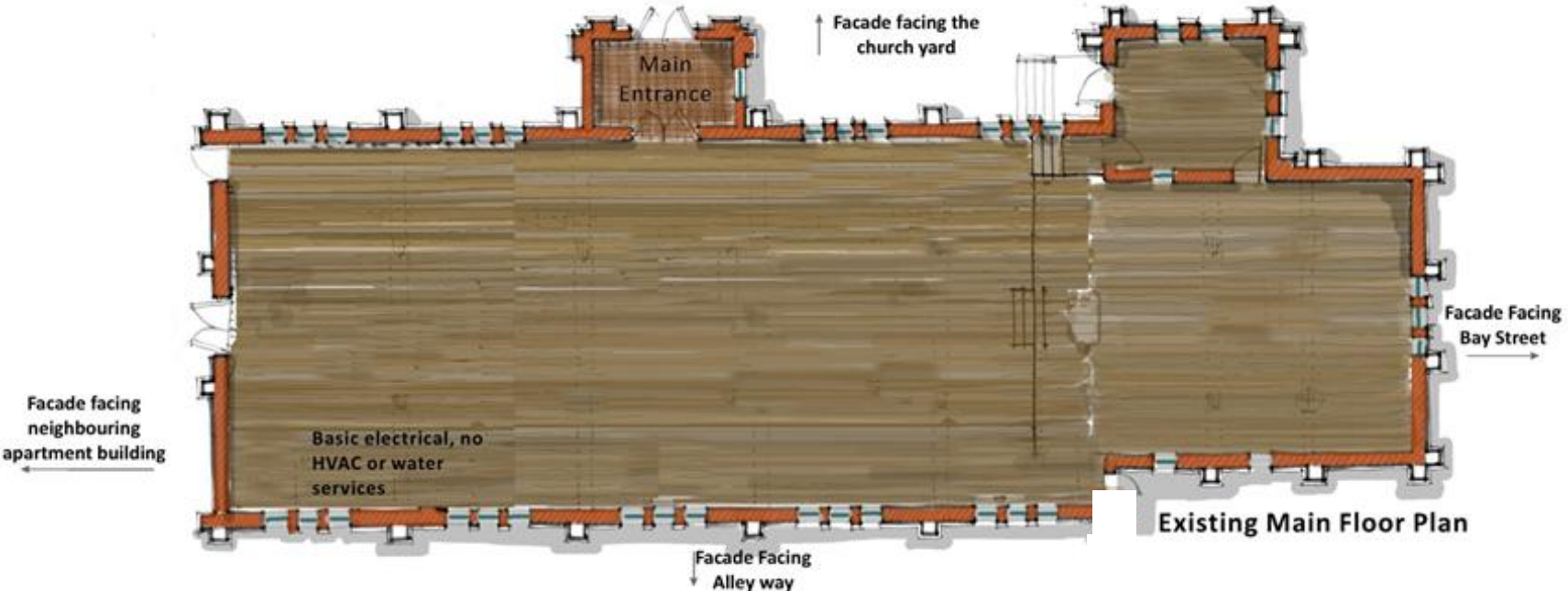
The overall quality of the site furniture is not adequate. Benches are placed too close together and visibility to the street is limited.



Existing Site Conditions – Interior

St. Mark’s has not been used for over 20 years and consequently its interior features have deteriorated. Renovating the former church will require restoration and rehabilitation of the interior spaces and will require new services such as washroom facilities and mechanical equipment that is in keeping with today’s standards.

The existing floor plan is depicted below.



Prior to the City of Hamilton taking possession of St. Mark’s, the church pews, altar, knave, organ and light fixtures were removed. Basic electrical service exists and temporary lighting has been installed. Presently there are no washrooms; there is no running water; and no heating, ventilation or air-conditioning services (HVAC) at St. Mark’s.

The following images are a sample of the current interior and exterior conditions at St. Mark's.



The plaster on the walls has been extensively damaged due to a failing roof and soffits. Some of the framing in the bell tower is also damaged. Many of the stained glass windows are missing. However, the windows that are still intact can be restored.

The floor is currently covered in plywood sheathing to protect the original wide-planked wood flooring and cast metal heating grates.

Access to the basement is available from the outside of the building via a secure hatch opens to an interior stairwell.

Concept Drawings

The following diagrams show concept drawings of St. Mark's interior and exterior in a restored condition that will support the proposed use of a cultural programming space.

These concept drawings were presented during the St. Mark's Public Open House in June 2013. Feedback from the participants at the open house regarding the concept drawings was positive.

Proposed Exterior Concept

A restored St. Mark's could feature a revitalized property that would be designed and landscaped to create a more welcoming area.

Wayfinding would be provided by making the front entrance more prominent and creating a vista towards the building's front entrance.

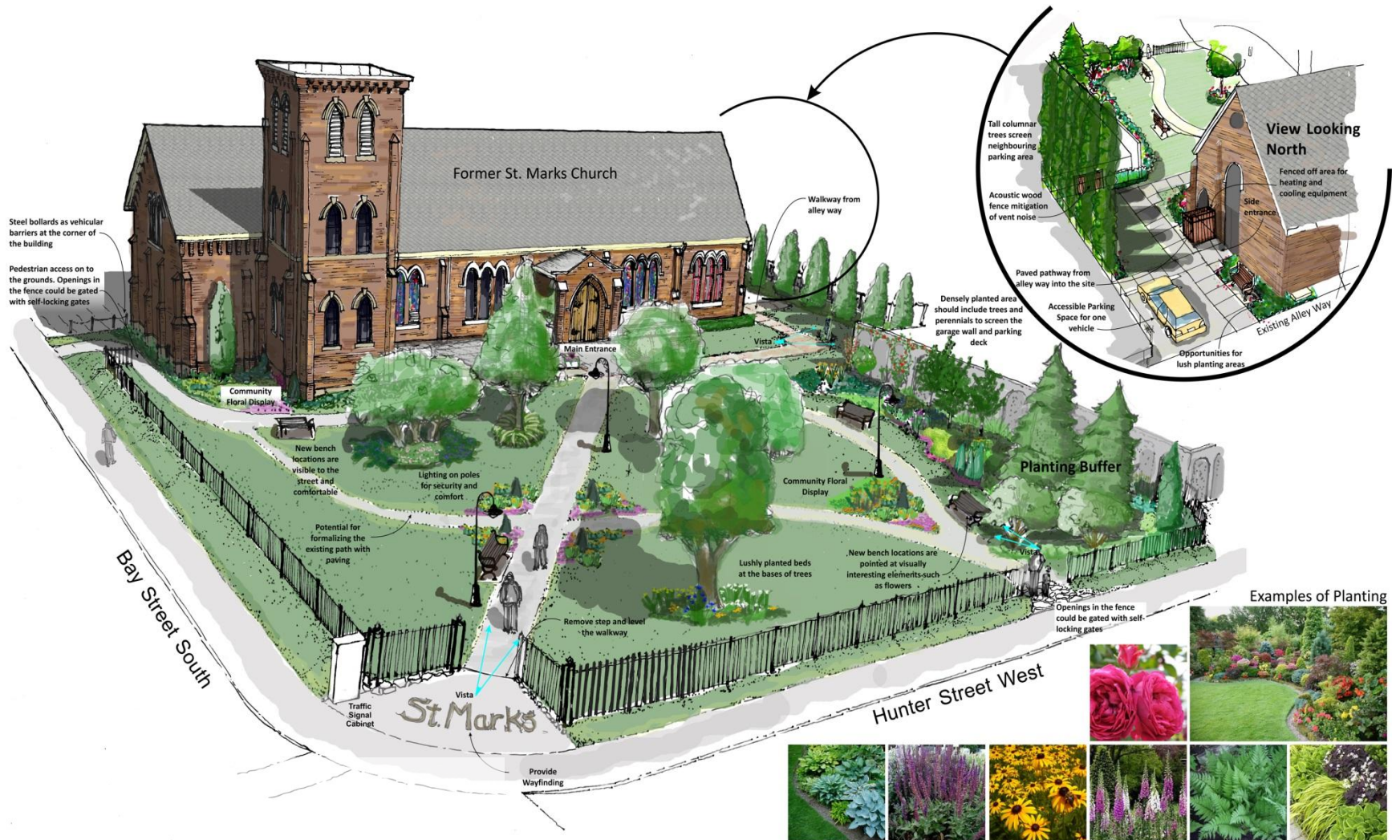
Existing pathways would be formalized with paving materials (e.g. limestone screenings or interlock pavers) that connect to the main pathway.

Lighting on poles would provide security and comfort. Park benches would be replaced and new ones added. These benches would be pointed towards visually interesting elements such as flower beds.

A planting buffer would naturalize the neighbouring apartment's parking garage wall. Perennial garden beds would be established beneath existing trees and shrubs.

Members of the community would be encouraged to participate as volunteers in the maintenance and revitalization of the grounds.

This image depicts the exterior proposed concept for St. Mark's and the property.

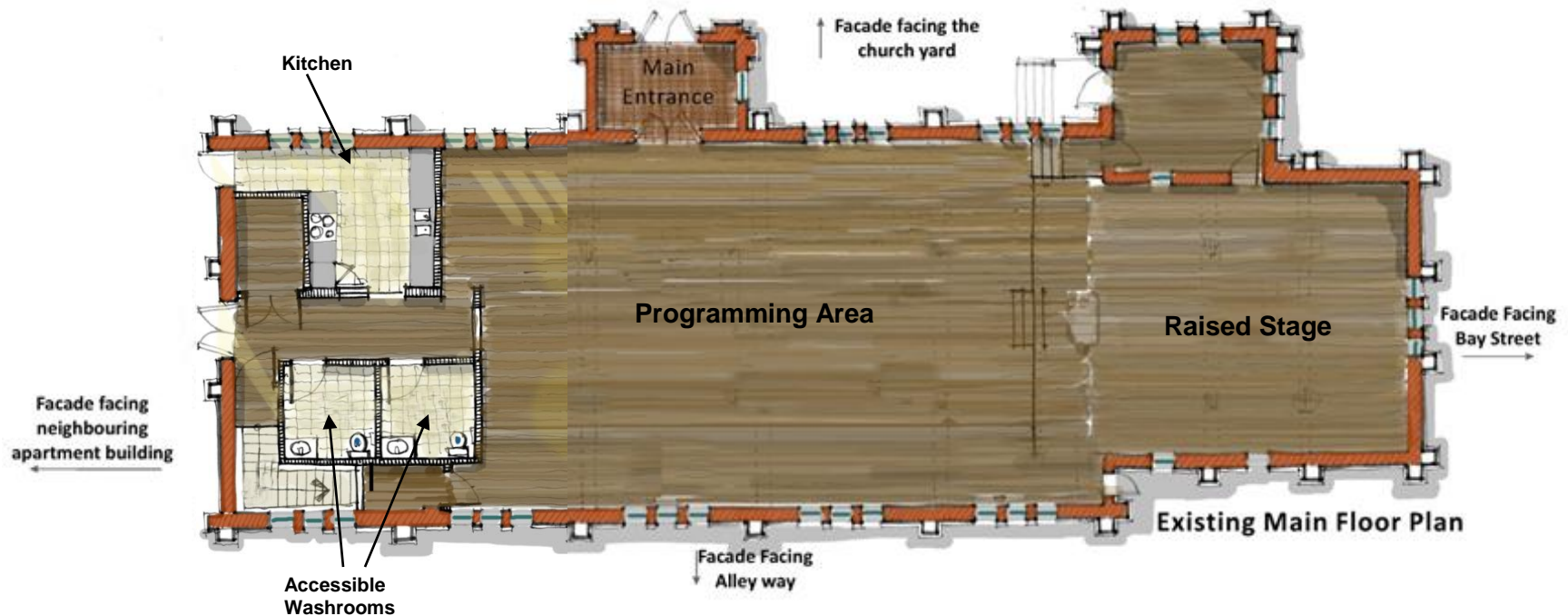


Proposed Interior Concept

Plans to bring St. Mark's into a useable state include updating interior systems (electrical, plumbing and HVAC) while retaining many of the building's original features.

The floor plan for the first level would be modified to create a main programming area plus a basic catering kitchen, accessible washrooms and a stairwell to the basement. A flexible administrative area could be created within the bell-tower section. The elevated stage area would remain to accommodate potential culture-based performances (e.g. music, dance, book readings). Storage areas could be located near the kitchen and washroom area.

The proposed basic floor plan is depicted below.



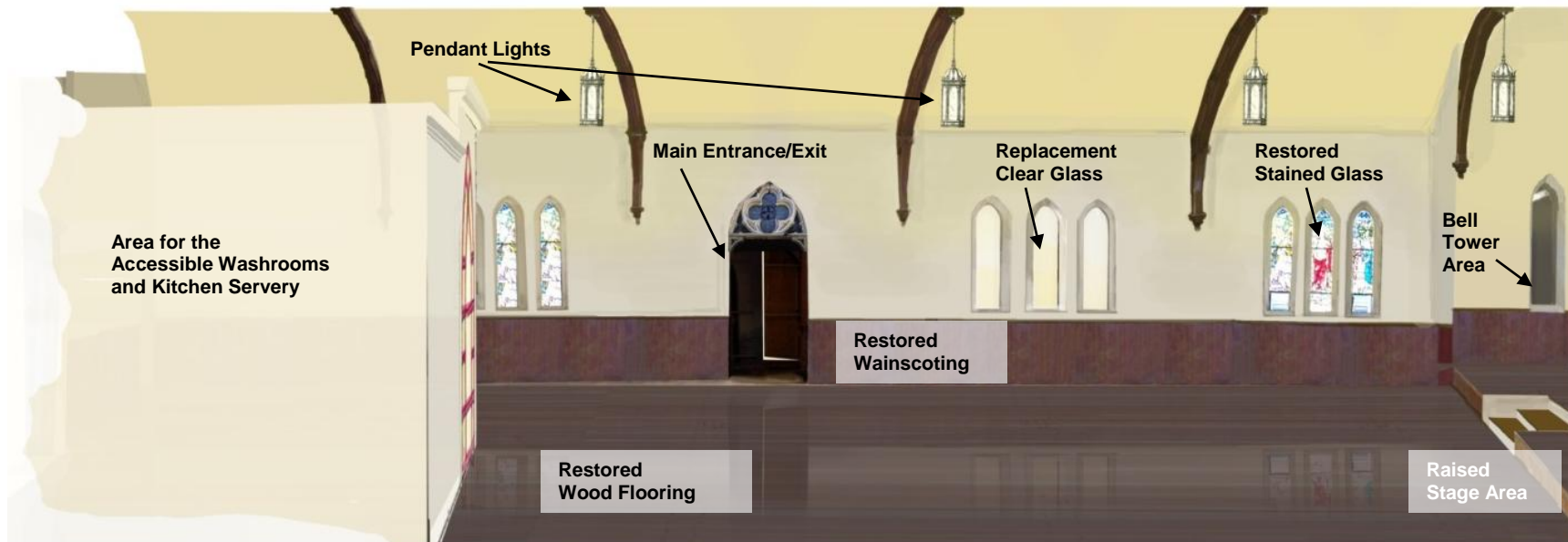
The accessible washrooms and kitchen area would be separated from the main programming area by a half-wall so as not to disturb the sight-lines.

Pendant-styled ceiling light fixtures would replace the temporary fluorescent fixtures.

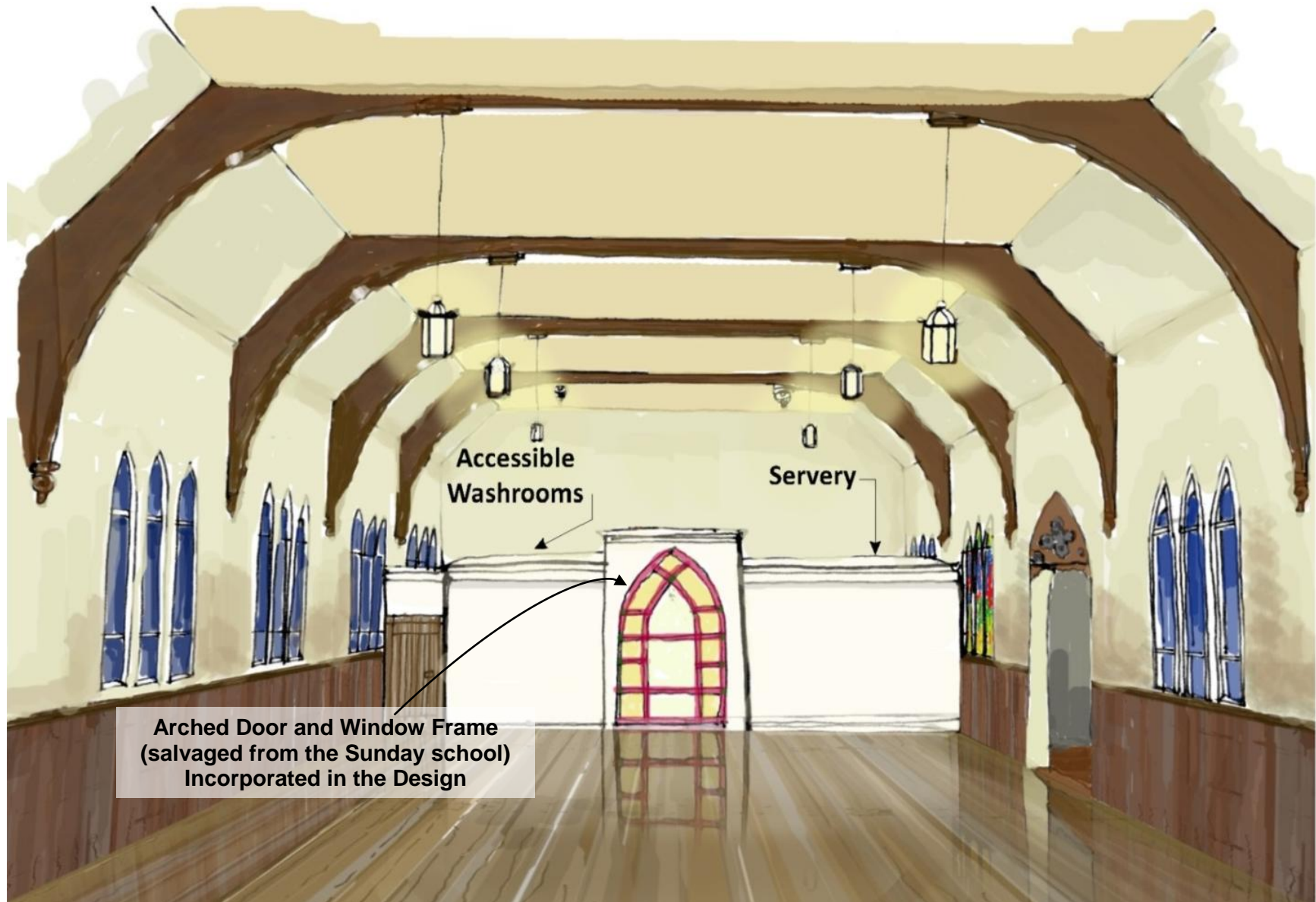
Architectural details (e.g. arched door and window frames) from the Sunday school (demolished in 2012) could be incorporated into the new design.

Original wood floor boards and wainscoting would be refinished. Missing stained glass windows would be replaced with clear glass and existing stained glass windows would be restored. Plaster on the walls and ceilings would be repaired and painted. The potential to expose heritage paint finishes would exist.

The image below depicts the north-facing side of St. Mark's interior.



The image below depicts the west-facing side of St. Mark's interior.



The image below depicts the east-facing side of St. Mark's interior.



Floor Plans for Programming Space

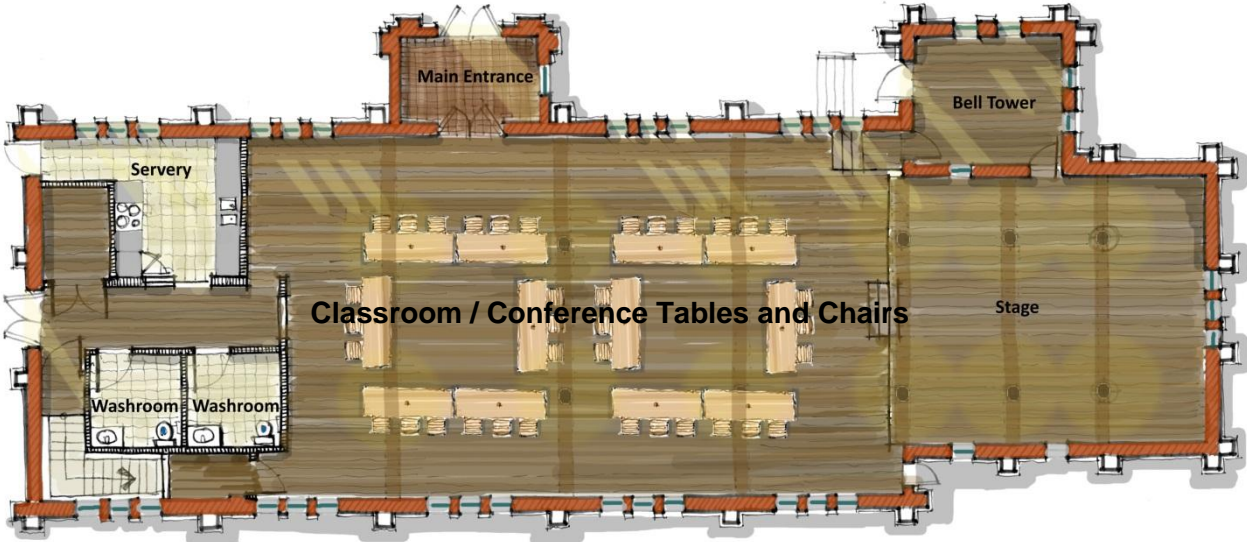
The total programming area for the first floor of St. Mark’s is 1,955 square feet.

Maximum capacities for this floor area are as follows:

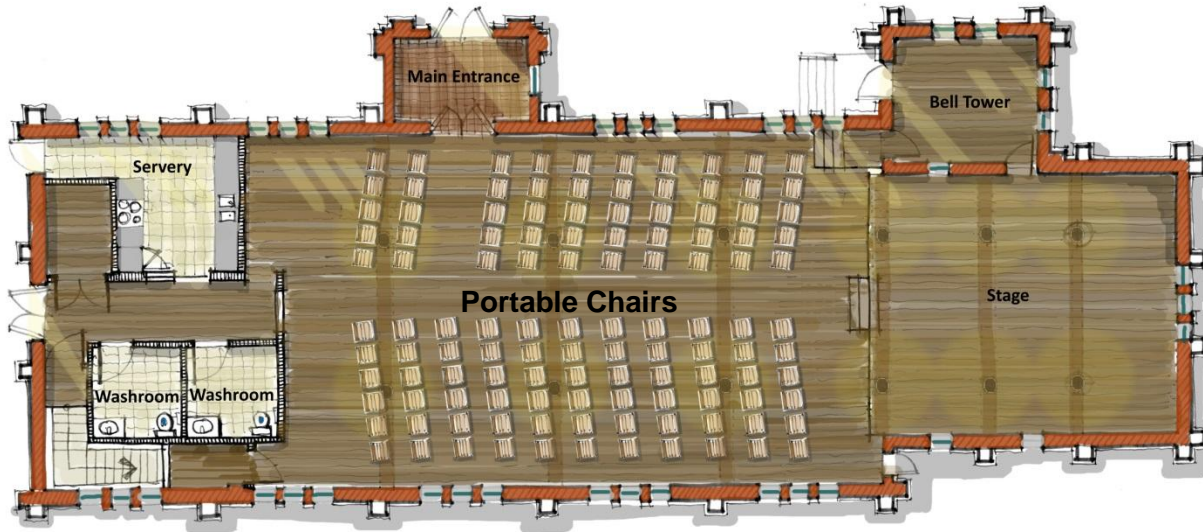
Theatre-style (non-fixed chairs and tables)	243 persons
Banquet-style (non-fixed chairs and tables)	191 persons

St. Mark’s would be a multi-purpose cultural programming space. As such, the floor could be configured in different layouts. The following images depict layout options.

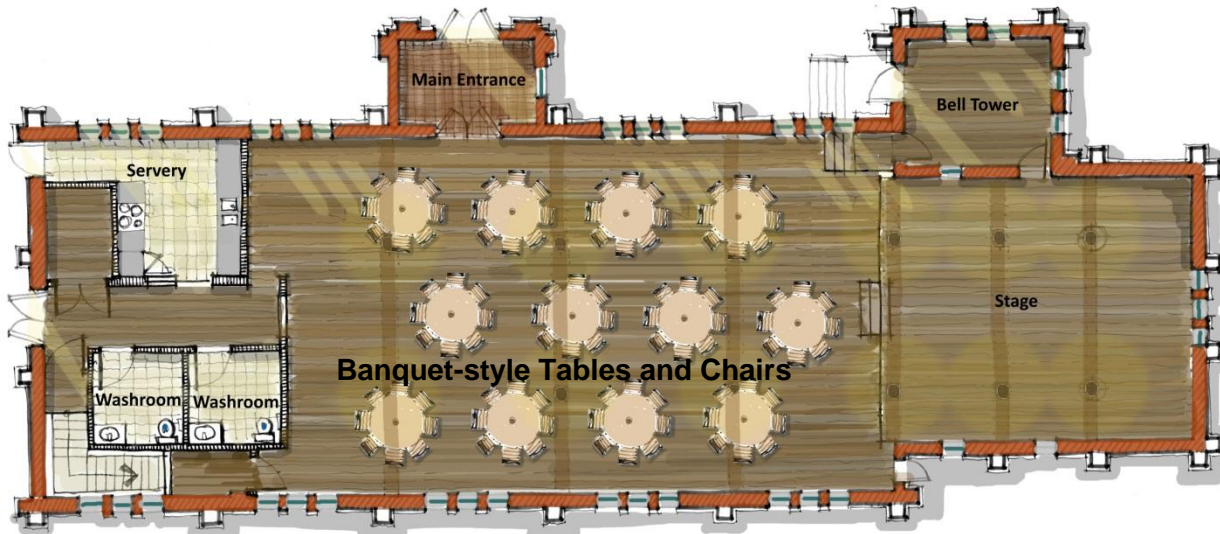
Education/Meeting Layout



Live Performance/Theatre Layout

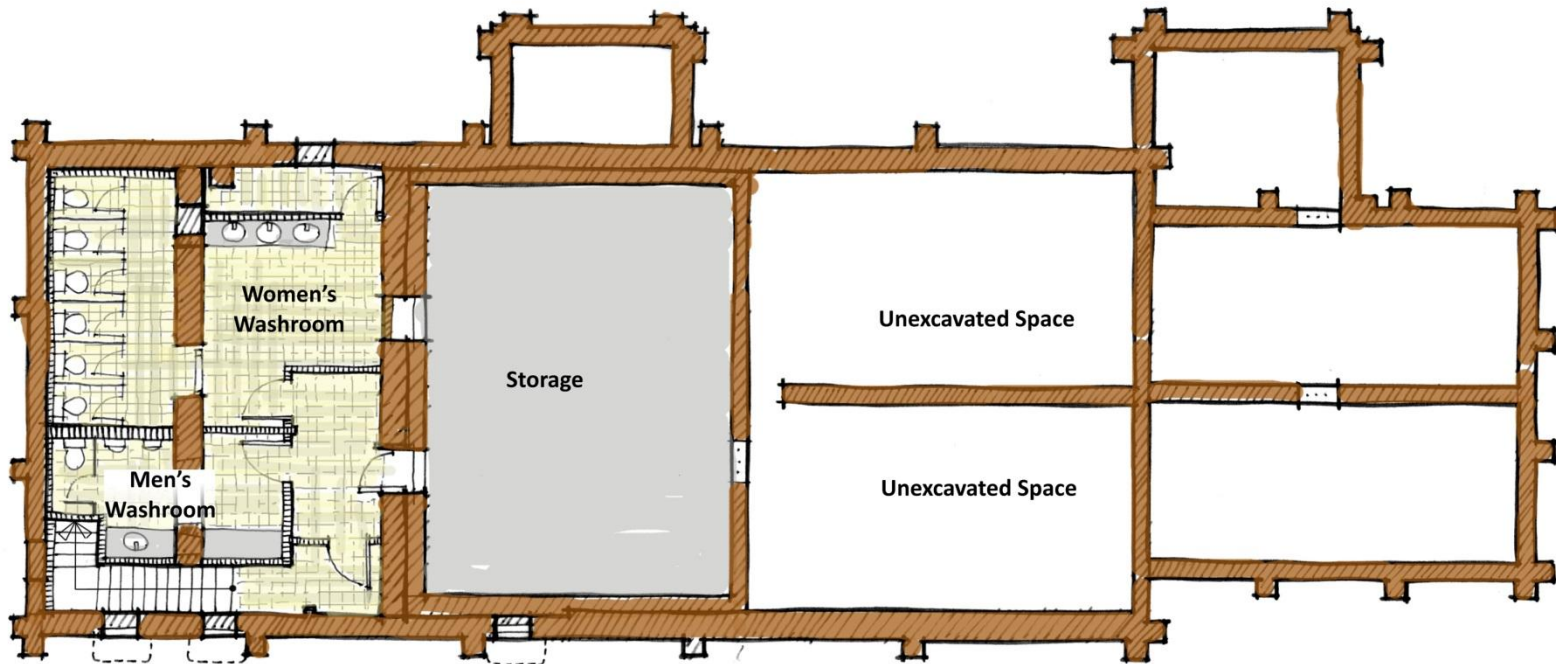


Wedding/Banquet Layout



Basement Layout

The image below depicts the proposed basement layout. This space would house washrooms and storage areas.



RESTORATION AND CAPITAL REQUIREMENTS

Time and cost estimates in this Feasibility Study are intended for budgetary and concept purposes only. These estimates are based on Rough Order of Magnitude (ROM) as this proposed project is in its early stages. Scope and requirements may change as required. All work would be completed to meet the Ontario Building Code and Hamilton's Barrier Free Guidelines

St. Mark's heritage designation constrains certain alterations of the building and open green space. Specifically, alterations to the main exterior façades, windows, doors and landscape require a Heritage Permit. These types of alterations must be consistent with retaining and preserving the St. Mark's heritage elements as outlined in By-law 95-13.²²

Extensive stabilization work has already been done on St. Mark's since 2011 using capital funds approved by Council. The demolition of the adjacent Sunday school was completed in 2012.²³ Primary stabilization and underpinning of the main church foundation has been done and the common wall to the West of the site has been reinforced as necessary. To date, \$665,253.67 has been spent on various structural repairs, restoration, hazardous materials testing, permits and consultation.²⁴ However, significant work is still required to make St. Mark's a functioning site.

Information related to St. Mark's restoration and capital requirements is split into two categories:

- Useable standard requirements
- Cultural programming space requirements

The St. Mark's site will need to be brought up to a useable standard regardless of its ultimate adaptive reuse. This would entail all of the necessary components that make a building and its property functional (e.g. HVAC, electrical systems, plumbing, interior finishing, etc.)

To have St. Mark's operate as a cultural programming space, additional work and components (above and beyond the

²² See Appendix "A" for a full description of St. Mark's heritage designation as outlined in By-law 95-13.

²³ St. Mark's Sunday school was demolished in 2012 due to irreparable structural deterioration. A Heritage Permit was approved for the demolition of the Sunday school.

²⁴ See page 52 of the St. Mark's Feasibility Study for a table that outlines the stabilization work done between 2011 and 2014.

useable standard requirements) would be needed to make this building and property suitable for the proposed programming (e.g. chairs, tables and equipment needed to support educational programming, performances, travelling exhibits, conferences, indoor and outdoor wedding receptions, community meetings, etc.).

Useable Standard Requirements

To bring St. Mark's to a safe and functional useable standard, the following components are needed:

- Installation of necessary HVAC;
- Installation of electrical systems;
- Installation of plumbing systems;
- Installation of fixtures (e.g. lights, washrooms, kitchen, technology);
- Installation/application of finishes;
- Environmental abatement;
- Structural modifications; and,
- Conservation, rehabilitation and renovation work.

Conservation, rehabilitation and renovation work required to bring St. Mark's to a useable standard includes but is not limited to:

- Excavating and under-pinning the foundation in the dividing walls in the basement washrooms;
- General repointing and improvements to exterior finishes;
- Removing the existing exterior basement access;
- Creating an interior staircase to access the basement to house service rooms, storage and washrooms;
- Construction of barrier free washrooms;
- Creating storage space for tables and chairs;
- Construction of a lunch room;
- Developing loading and accessible parking at the rear of the church where the Sunday school used to be;
- Restoration of the original west exterior wall of the church, including installation of a new door, and all exterior brick

and stone repaired and re-pointed as necessary;

- Replacement of the roof, restoration of the soffits and fascia and installation of a new gutter drainage system;
- Restoration of the stained glass windows and replacement of the missing windows (with modern thermal paned windows);
- Creation of barrier free ingress/egress access;
- Installing a sprinkler system (for fire suppression); and,
- Restoration of historic finishes (where possible) and installation of new interior finishes where required – including flooring, light fixtures and painting.

Cultural Programming Space Requirements

To bring St. Mark's to a cultural programming space standard, the following components are needed (in addition to all of the components related to bringing St. Mark's to a useable standard):

- Supplying portable tables and chairs – creating storage and transport systems for these;
- Modifying the stage area by installing a stage curtain and creating dressing room facilities;
- Installing audio and video equipment (PA system, projector and screen);
- Supplying and setting up meeting and conference equipment (whiteboards, conference phone, lectern);
- Installing performance-related equipment (light trusses and house lights);
- Constructing and fitting a basic catering kitchen to accommodate banquets and weddings;
- Setting up a basic office/customer service space with furniture, computer and telephone;
- Installing a security/alarm system; and
- Landscaping the exterior to bring the property to a park-like setting.

The following table outlines the Rough Order of Magnitude (ROM) cost estimates related to the work required to bring St. Mark's to a useable standard.

ROM Cost Estimates for St. Mark's Restoration – Useable Standard Requirement	
Item Description	Total Cost (\$)
Demolition	22,000
Concrete	11,500
Masonry	398,500
Metals	4,000
Carpentry	58,000
Thermal and Moisture Protection	113,000
Doors and Windows	118,000
Finishing	100,000
Equipment and Furnishings (lunchroom)	15,000
Mechanical (includes sprinkler system for fire suppression)	198,000
Electrical	55,000
Earthwork	101,000
Landscaping	10,000
Total Restoration Work	1,204,000
General Requirements and Fees →(e.g. cost of extra shoring and formwork, temporary power hook-up for suspended stages, all bonds, permits and other fees except the building permit fee)	230,000
Total – Excluding Contingencies	1,434,000
Consulting Fees, Design Plans and Project Management	350,000
Design and Pricing Contingencies	358,500
Construction Contingencies	286,800
Total Estimate for Useable Standard Including Contingencies / Not Including Tax	2,429,300

The following table outlines the Rough Order of Magnitude (ROM) cost estimates to upgrade from a useable standard to a cultural programming space.

ROM Cost Estimates for St. Mark’s Restoration – Cultural Programming Space Requirement	
Item Description	Total Cost (\$)
Supply and installation of the following equipment and furnishings:	
• Tables, Chairs and Storage Dollies	35,000
• Office Furniture (cubicle, desk, chairs, hutch, credenza, storage tower)	5,000
• Computer, Software, Printer and Phones	5,000
• Performance/Conference Equipment (lighting, stage, audio, visual)	120,000
• Basic Catering Kitchen	40,000
Landscaping (to a park-like specification)	70,000
Total – Excluding Contingencies	275,000
Design and Pricing Contingencies	68,750
Construction Contingencies	55,000
Total Estimate for Cultural Programming Space Standard Including Contingencies / Not Including Tax	398,750

Summary of Finishes – Useable Standard Requirements

This section outlines the types of finishes expected in the ROM cost estimates listed on page 45.

Washrooms

- Basic commercial fixtures
- Floor mounted lavatory – women’s
- Barrier free flush-valve washrooms – accessible
- Wall mounted and floor mounted lavatory – men’s
- Stainless steel sinks
- Electrical heaters

Electrical

- Sconces – corridor, stairwell, north vestibule
- Fluorescents – storage, kitchen, off stage
- Valance and ceiling fluorescents – washrooms
- Accent lighting, flexible high to low intensity – main area, open stage area
- Emergency lighting security system
- Exterior security lighting
- Sidewalk lighting next to building

Flooring

- Original wood plank flooring in main area will be refinished
- Vinyl flooring will be used in corridors, storage spaces, kitchen, washrooms and stairwells – options may include vinyl composite tile or linoleum type finishes

- Laminate flooring in open stage area (option to restore original wood floor)
- Original stone in vestibule
- Sealed concrete – basement washrooms, corridor, utility and mechanical room

Administrative/Technology

- Data/Telephony wiring

Lunch Room

- Basic lunch room configuration
- Melamine covered particle board cabinets
- Melamine counter tops and single sink
- Vinyl flooring
- Floor plan configured for basic refrigerator, microwave, coffee maker, etc.

Exterior Landscaping

- Concrete sidewalks
- Removal of dead vegetation and overall clean-up

Summary of Finishes – Cultural Programming Space Requirements

This section outlines the types of finishes expected in the ROM cost estimates listed on page 46.

Tables, Chairs and Storage Dollies (samples)

- Multi-use tables
- Table dolly
- Stackable chairs
- Chair dolly



Multi-use Table



Table Dolly



Stackable Chair



Chair Dolly

Performance/Conference Equipment

- Stage curtain
- Dressing rooms
- Light trusses and house lights
- Audio/Video system (including wiring, microphones, amplifiers, speakers, projector and screen)
- Conference phone
- Lectern

Administrative/Information Technology

- Data/Telephony wiring consistent with City of Hamilton IT standards
- Wi-Fi accessibility
- One computer workstation (including software licensing); one IP telephone
- Work cubicle, chairs, storage cabinets

Catering Kitchen (sample)

- Basic commercial configuration – facilities for catering events up to 200 people
- Industrial grade appliances for food preparation, refrigeration and cleaning
- Proper ventilation for food production facility
- Non-porous work surfaces – easily cleaned and maintained
- Ideal task and ambient lighting for food preparation
- Storage for dishes, tableware and cookware
- Non-slip flooring material that is easily cleaned and maintained



Exterior Landscaping (samples)

- Sidewalks
- Light standards
- Benches
- Garbage receptacles
- Bollards
- Perennial plantings
- New trees



Light Standard



Bench



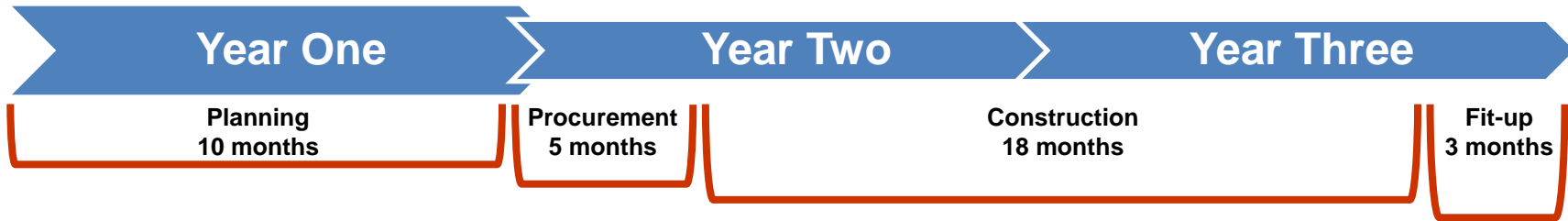
Garbage Receptacle



Bollard

Timelines

The following high-level timeline depicts the proposed scope of work that would be required to bring St. Mark's to a useable standard plus the extra work to bring St. Mark's to a cultural programming space standard. As is typical with most heritage capital projects, there would be four key phases to the St. Mark's project.



Phase	Type of Work Completed
Planning	<ul style="list-style-type: none"> • Preparation of architectural plans and drawings • Obtaining heritage and building permits
Procurement	<ul style="list-style-type: none"> • Writing of the tender documents • Posting the tender • Hiring consultant/contractor
Construction	<ul style="list-style-type: none"> • Implementation of necessary systems to bring the site to useable standard
Fit-up	<ul style="list-style-type: none"> • Implementation of necessary equipment to bring the site to cultural programming standard

Project Management

The management of heritage capital projects at the City of Hamilton is done by the Heritage Resource Management Section in the Tourism and Culture Division, Planning and Economic Development Department. If the restoration and adaptive reuse of St. Mark's were to move forward, an in-house project manager would be assigned to this project. The project manager would be responsible for overseeing all phases of St. Mark's restoration and adaptive reuse – from planning through to finishing.

Stabilization Work – 2011 to 2014

The following table outlines the stabilization work that has been done on St. Mark's using Council-approved capital funds.

Stabilization Work at St. Mark's – 2011 to 2014	
Item Description	Total Cost (\$)
Hazardous Materials Testing	2,666.96
Structural Stabilization Consulting <ul style="list-style-type: none"> • Plans and drawings • Contract administration • Engineering 	75,818.03
Vegetation Plan for Removals – Municipal Heritage Board Committee	2,066.80
Lawn Care Vegetation Removal	7,500.00
Roof Repairs	20,210.00
Structural Stabilization – Contractor <ul style="list-style-type: none"> • Underpinning of stone foundation in ¾ of building • Archaeological monitoring • Rebuilding of foundation on south side • 30% repointing • Removal of Sunday school addition • Repair of soffit, fascia and roof on west side • Removal of debris and obsolete equipment from building • Installation of temporary electrical system • Venting of building and protection of stained glass windows • Landscape repair and general clean-up of building and grounds 	503,212.91
Heritage Front Door Conservation	4,825.00
Feasibility Report for Reuse (architectural/construction)	37,674.00
Miscellaneous (building permits, sign printing, test pits, public open house)	11,279.97
Total Stabilization Work (including tax)	665,253.67

REGULATORY REQUIREMENTS

Ontario Building Code Summary

St. Mark's meets basic Ontario Building Code requirements related to ground floor exiting/travel requirements and the conceptual design provides adequate sanitary fixtures required for occupancy.

The existing building is of combustible construction, which is permitted under the classification. St. Mark's is considered to be of significant heritage value and as such is designated under the *Ontario Heritage Act*.

The conceptual design implements Ontario Building Code barrier-free access requirements without impacting the heritage value of the building.

The proposed conceptual design would require renovation work to the rear portion of the existing building. A new stair opening will provide access to the basement and a new plumbing and sewage system will provide adequate sanitary fixtures required for occupancy load.

Existing Building Statistics	
Occupancy	A1 One Storey, Limited Access
Building Area	3,897 sq. ft.
Gross Floor Area	5,845 sq. ft.
Total Stories	1 above grade, ½ below grade
Occupancy Load	330 persons
Building Classification (existing building)	3.2.2.21 (existing non-conforming)
Construction provided/required	combustible/combustible
Sprinkler provided/required	not provided/required
Number of Streets facing	2
Sanitary Fixtures (existing building)	None
Sanitary Fixtures (conceptual design)	2 barrier-free at ground level, 9 at basement level; 11 total (9 required for occupancy load)

Zoning

The current zoning status of St. Mark's is A/S1443 which is Park Zone and Place of Worship/Office. In order to create a cultural programming space at this location, the City will have to apply for rezoning to the following status: Downtown Local Commercial Zone/Neighbourhood Park Zone D4/P1.

Parking and Vehicle Access

The current by-law states that one parking spot is needed for every six people occupying the site. Currently, the St. Mark's site cannot accommodate this requirement. Therefore, an amendment to this by-law will be needed to address the lack of parking spaces at this site. Also, a minor site variance will need to be requested to the Building Services Division (Planning and Economic Development Department) to address parking at the rear of the building for loading/unloading and accessible space. Although St. Mark's would not have any onsite parking (other than for loading), there are four Municipal Car Parks that offer (in total) approximately 1,483 off-street parking spaces within a 500-metre walk from St. Mark's.²⁵

Adaptive Reuse Restrictions

St. Mark's heritage designation precludes certain alterations of the building and open green space. Specifically, alterations to the main exterior façades, windows, doors and landscape require a Heritage Permit. Such alterations must be consistent with retaining and preserving the important heritage elements. In addition, although not specifically identified in the designation, the interior of the building has important heritage components. While not requiring a Heritage Permit, the intent is that any interior alterations to the fabric of St. Mark's should respect the heritage significance of the building and be carried out to the best heritage resource management standard.

Rental/Lease Restrictions

St. Mark's is located in a residential area. Programming for this site will need to be in keeping with the existing by-law regulations. Implementation of the service concept will ensure that St. Mark's activities are compatible with the size of space, available parking, and proximity to neighbours through the development of suitable policies and procedures.

²⁵ Municipal Car Park IDs 40-City Hall has 418 spaces; 37-Convention Centre and C65 has 849 spaces; 74-King St. W. and Hess St. S. has 11 spaces; 80-Bay St. S. and King St. W. has 205 spaces – information provided by the City of Hamilton's GIS Services Section, IT Division, Corporate Services Department and the Hamilton Municipal Parking System, Parking and By-law Services Division, Planning and Economic Development Department.

REVENUE ANALYSIS

The City of Hamilton owns and operates cultural sites that provide distinctive settings for social, corporate and community gatherings and events. Hamilton’s Civic Museums have rented their facilities (in whole or in part) to the public for over twenty-five years. Many of these sites feature unique architectural details, inviting green spaces and tended gardens. St. Mark’s, as a restored and adaptively reused space, would have interior and exterior space available for social and corporate rentals that could include wedding ceremonies and receptions, cultural events and community meetings.

For the purpose of this revenue analysis, the following three venues are being compared with St. Mark’s: the Stable at Whitehern; the Coach House at Dundurn and Ancaster Old Town Hall. As comparators, the Stable at Whitehern was selected due to its proximity to St. Mark’s; and, the Coach House at Dundurn and Ancaster Old Town Hall were selected due to their similar size, functions and capacities.



Rates – Rental Venues

The table below shows the rental rates for the three venues being used as comparators and illustrates the range of rates that may be determined for St. Mark's. Rental rates are approved by Council and listed in the annual User Fee Bylaw. (Note: A \$500 surcharge fee applies to any rental involving alcohol consumption.)

Location	Capacities			Rental Rates (Approved for 2013)						
	Program Area (sq. ft.)	Banquet (persons)	Theatre (persons)	Half Day	Full Day	Evening	Photo Permit	Grounds	Indoor Wedding	Outdoor Wedding
Stable at Whitehern	525	NA	40	\$200	\$250	\$300	\$170	\$360	\$250	\$360
Coach House at Dundurn	1,610	72	120	\$300	\$400	\$600	\$170	\$560	\$400	\$560
Ancaster Old Town Hall	1,120	90	120	\$250	\$350	\$350	\$170	\$170	\$350	\$170
St. Mark's	1,955	191	243	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Fees for the rental of facilities are considered a non-core mandate program for the Hamilton Civic Museums. As such, fees are designed to match or exceed those of similar facilities within the market based on an environmental scan. Rates are assessed against the full direct and indirect costs to the museum for offering the service. This includes the full staff costs (for set-up and cleaning, administering and monitoring of the rental) plus any associated materials or contractual costs (for example, additional contract cleaning). If the market-based fee (i.e. price) exceeds the costs, the site offers the service. If not, then it is not a service which is offered. The goal is to generate funds in excess of costs in order to reduce the municipal levy and to subsidize core programming.

That said, the facilities operated by Hamilton Civic Museums are public facilities and consideration must be given to ensure public access to local heritage. As a result, some subsidies do exist. Not for profit organizations (including other City departments), receive a 50% discount on most facility rentals.

In addition, all museums and historic sites partner with community groups on joint projects and programs. Museum staff negotiates memorandums of understanding with these organizations to ensure fairness and equity on all sides. Typically,

partner organizations receive free access to the rental facilities for their meetings or events although the co-ordination of schedules, security and maintenance remains the responsibility of site (museum) staff.

Rates – Film Shoots

Rates for film shoots are based on location shoot fees and staff requirements. Film shoot rates are approved by Council and are listed in the annual User Fee Bylaw. The table below outlines these rates.

Rate Type	Film Shoot Rates (Approved for 2013)
Filming Rate per location per day (including set-up, shooting and take-down days)	\$500.00
Use of part or all of parking lot for film or non-film purposes per day	\$1,000.00
Site Supervisor (City staff) – hourly rate	\$75.00
Additional monitoring (City staff) – hourly rate	\$75.00
Hourly rate, in addition to staff hourly rates listed above (for outside business hours or after eight (8) hours)	\$37.50
Research or Curatorial fee per day	\$250.00

Note: Filming is not allowed inside Hamilton’s Civic Museums.

Revenue Potential – Rentals and Fees

In 2013, total earned revenue for Hamilton Civic Museums (all sites) was \$549,651. Twenty-two percent (\$122,693) of this was derived from venue rentals. This includes rental revenue from indoor and outdoor facilities (wedding ceremonies, receptions, corporate meetings, etc.), alcohol consumption surcharge fees, photo permits and film shoot fees.

The following tables show the total yearly venue rental, alcohol consumption fee, and film shoot revenues and bookings for the three locations that are being used as comparators. This data illustrates the potential revenue St. Mark’s could yield and the range of bookings that St. Mark’s could obtain.

Venue Rental Revenues and Bookings								
Site	2013		2012		2011		2010	
	Revenue	Bookings	Revenue	Bookings	Revenue	Bookings	Revenue	Bookings
Stable at Whitehern	\$11,145	65	\$20,357	66	\$9,518	65	\$5,937	66
Coach House at Dundurn	\$64,528	208	\$61,968	221	\$64,153	261	\$72,061	277
Ancaster Old Town Hall	\$21,403	215	\$20,967	190	\$23,452	185	\$15,520	139

Alcohol Consumption Surcharge Fee Revenues and Bookings								
Site	2013		2012		2011		2010	
	Revenue	Bookings	Revenue	Bookings	Revenue	Bookings	Revenue	Bookings
Stable at Whitehern	\$0	0	\$0	0	NA	NA	NA	NA
Coach House at Dundurn	\$3,000	6	\$3,000	6	NA	NA	NA	NA
Ancaster Old Town Hall	\$11,000	22	\$6,000	12	NA	NA	NA	NA

Film Shoot Revenues and Bookings								
Site	2013		2012		2011		2010	
	Revenue	Bookings	Revenue	Bookings	Revenue	Bookings	Revenue	Bookings
Stable at Whitehern	\$0	0	\$2,300	2	\$0	0	\$1,000	1
Coach House at Dundurn	\$11,460	1	\$6,046	1	\$3,597	1	\$1,858	1
Ancaster Old Town Hall	\$0	0	\$0	0	\$0	0	\$0	0

It is worth noting that there has been a range of film shoot revenues earned so far for the three comparator sites. In March 2014, a film shoot contract was signed for Dundurn National Historic Site (DNHS) valued at \$33,500 (exterior grounds) over a nine-day period (three days of actual shooting plus six days of set-up and take-down). This is nearly three times the value of last year's DNHS film shoot revenue.

Interest in St. Mark's as a potential film shoot location already exists. In March 2014, a Toronto-based film company contacted the City of Hamilton's Film and Music Office to enquire about St. Mark's as a potential location for film shoots for later this year.

Forecasted Revenues – St. Mark's

Annual rental revenue (2013) for the three comparator sites ranges from \$11,145 to \$64,528 (not including alcohol surcharge fees and film shoots). It is reasonable to conclude that St. Mark's could generate revenue within this range. Based on St. Mark's differentiating features and existing community interest it is possible that revenues may be higher.

Revenue Potential – Educational and Cultural Programming (Hamilton Civic Museum Initiated)

Educational and cultural programming revenues amount to an average of 12-15% of Hamilton Civic Museums' yearly earned revenue. In 2013, Hamilton Civic Museums' total earned revenue (all sites) was \$549,651. Of that, approximately \$71,500 was derived from educational and programming.

Educational Programming

School and education programming is a core mandate for the Hamilton Civic Museums. Fees are set as low as possible to encourage all students to access their heritage. Therefore, Council-approved rates are established to cover only the direct hourly staff wages and material costs of each program. Facility-use costs (i.e. the cost of renting the space for the duration of the program) are not included in the educational program fees.

In practice, Hamilton's Civic Museums charge approximately \$2.00 to \$3.00 per hour per student (depending on the cost of materials required). Indirect and overhead costs (e.g. cleaning time, administrative or planning time, utilities, etc.) are "subsidized" by the municipal levy or by fees for non-core programming. Non-core programming can include film shoots, wedding photography, wedding ceremonies, as well as corporate and social rentals of facilities.

Cultural Programming

Developing and implementing museum-initiated cultural events and programs is a core mandate of the Hamilton Civic Museums. These events and programs are designed to communicate the key heritage messages to the public. Fees are set as low as possible to encourage access for all. The establishment of council-approved fees is complicated by the range of programming and the physical spaces of the museums and historic sites themselves. It is difficult, for example, to charge for an open-air event at an unfenced site or in a public park. These rely on donations from participants.

Whether events are fee-based or donation-based, the goal is to cover the direct hourly staff wages and program costs (e.g. performance fees, security, sound systems, etc.). Other costs (e.g. overhead and other staff costs) are "subsidized" by the municipal levy or by fees for non-core programming. Non-core programming can include film shoots, wedding photography, wedding ceremonies, corporate or social rentals of facilities.

OPERATIONS ANALYSIS

City Council recognizes the Hamilton Civic Museums as a leading manager of heritage resources in Hamilton. The City of Hamilton is dedicated to assuring its museums remain strong, recognizing that future generations will judge the content and quality of its stewardship. Staff members of the Hamilton Civic Museums are stewards of these resources, on behalf of the people of Hamilton and Canada.

Business Model – Hamilton Civic Museums

The Hamilton Civic Museums preserves (through conservation and collections management programs) the heritage of Hamilton and Canada and presents that heritage (through public programs such as exhibits, tours and special events) to residents and visitors. The twin functions of preservation and presentation exist in partnership. The Hamilton Civic Museums and associated heritage resources represent a legacy that, once lost, can never be replaced.

The Hamilton Civic Museums are part of the Heritage Resource Management Section within the Tourism and Culture Division, Planning and Economic Development Department at the City of Hamilton. Their portfolio consists of:

- Fieldcote Memorial Park & Museum;
- Griffin House²⁶
- Dundurn National Historic Site;
- Hamilton Military Museum;
- Whitehern Historic House & Garden;
- Hamilton Children's Museum;
- Hamilton Museum of Steam & Technology; and,
- Battlefield House Museum & Park.

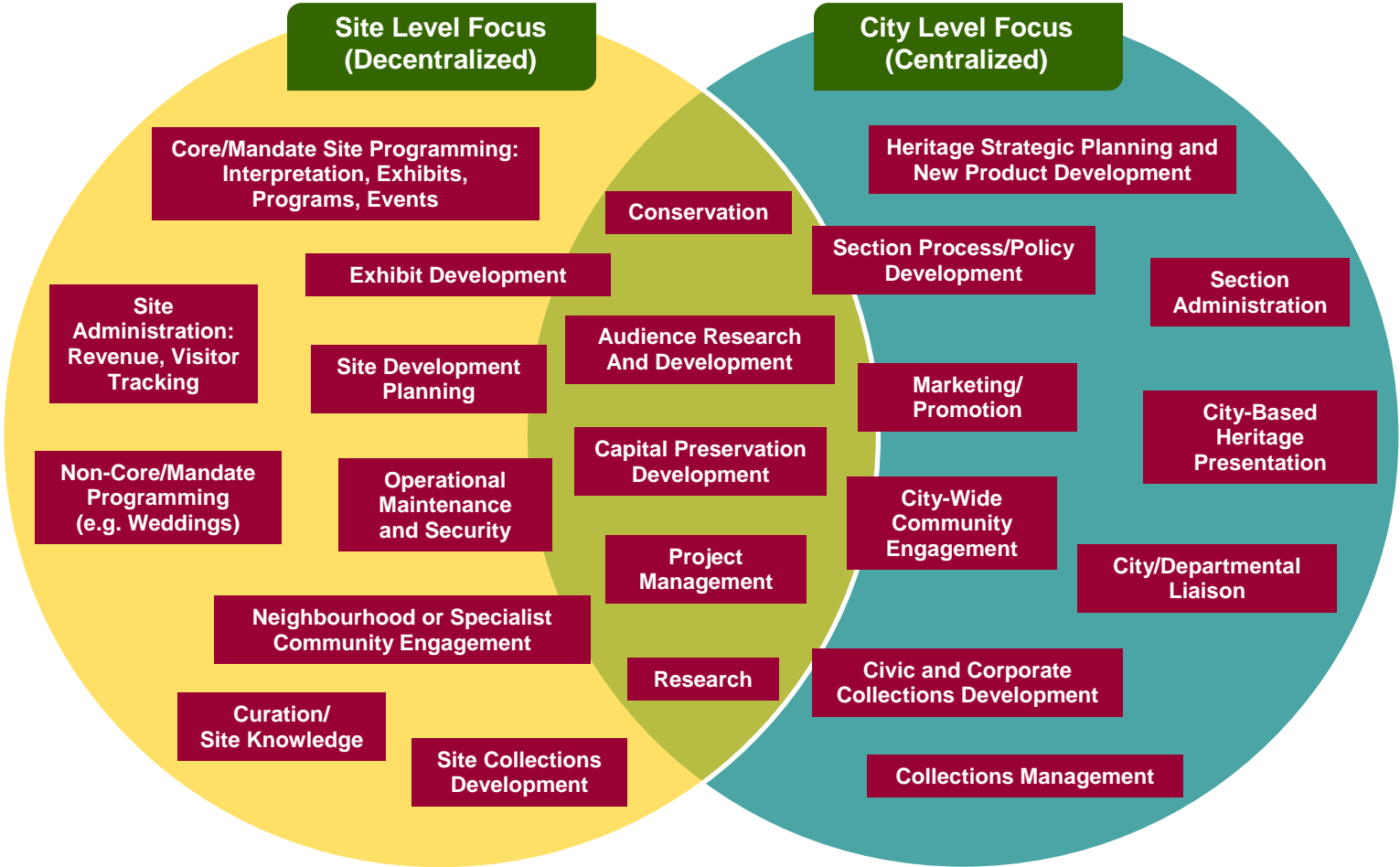
In addition, the Heritage Resource Management Section also manages:

- The Conservation Program (i.e. monuments, cenotaphs, preventive conservation of museum collections);

²⁶ Through an agreement between the City of Hamilton and the Hamilton Conservation Authority the Hamilton Civic Museum provides public programming services to Griffin House (owned by the Conservation Authority).

- Virtual Museums;
- Hamilton & Scourge National Historic Site; and,
- The care and maintenance of seventeen heritage facilities (including thirty-nine buildings).

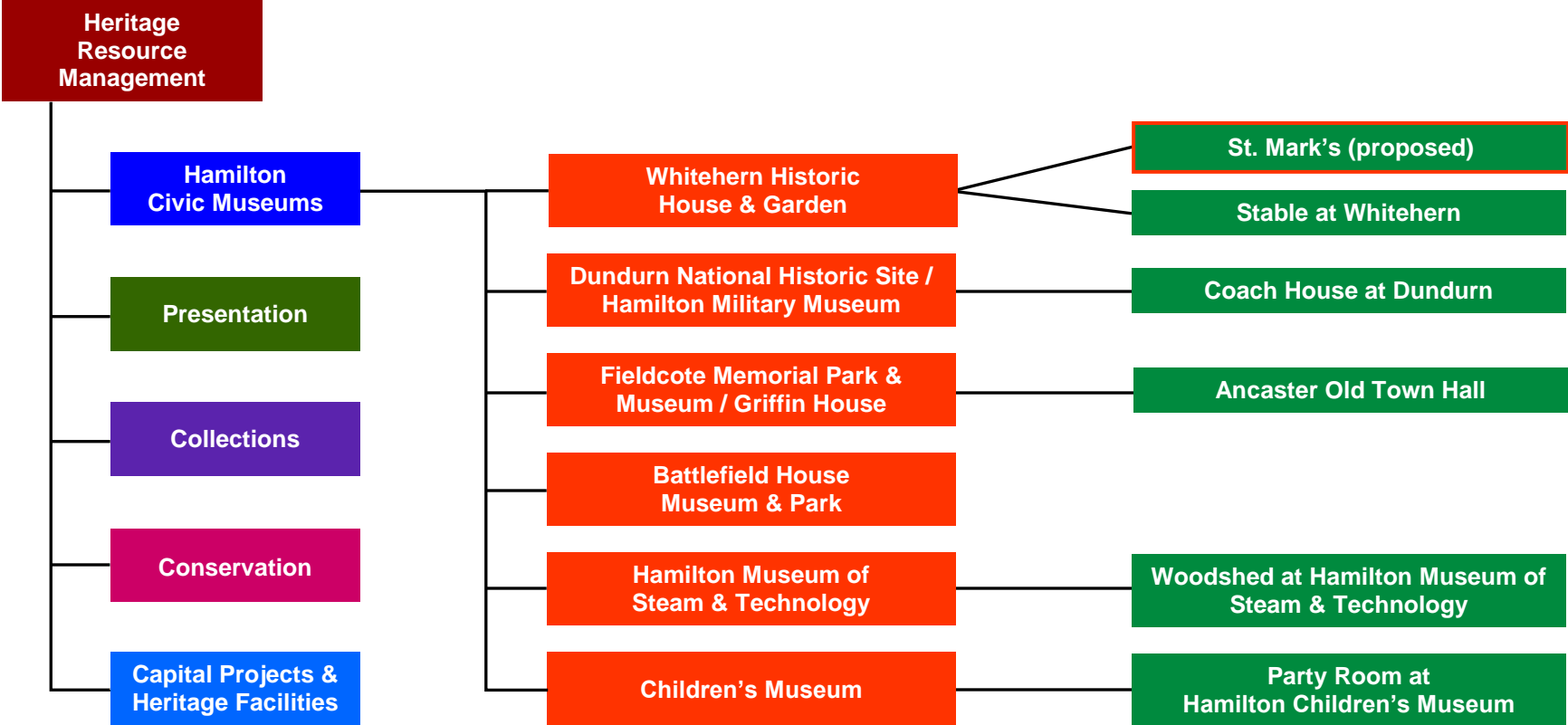
The following diagram illustrates the scope of responsibility for the Heritage Resource Management Section.



Organizational Structure

The Hamilton Civic Museums’ ability to fulfill its purpose depends to a large degree on the professionalism and capabilities of its staff. As an employer, the City of Hamilton is committed to the safety, security, well-being and continued motivation of the people (paid and volunteer) working for it. As a section of the City of Hamilton, the Hamilton Civic Museums ensures that all human resource management activities are consistent with the City of Hamilton Human Resources Services Policy and Procedure Manual.

The following organizational chart depicts the current organizational structure as it relates to the coordination of the eight Hamilton Civic Museums and their respective rental venues – managed by the Heritage Resource Management Section in the Tourism and Culture Division, Planning and Economic Development Department at the City of Hamilton.



Hours of Operation

The following table lists the operation hours of each of the Hamilton Civic Museums.

Hours of Operation – Hamilton Civic Museums		
Location	Days of Operation	Hours of Operation
Whitehern Historic House & Garden	Tuesday – Sunday	12 pm – 4 pm
Dundurn National Historic Site / Hamilton Military Museum	Tuesday – Sunday	12 pm – 4 pm
Fieldcote Memorial Park Museum	Tuesday – Sunday	1 pm – 5 pm
Griffin House	Sunday	1 pm – 4 pm
Battlefield House Museum & Park	Tuesday – Sunday	12 pm – 4 pm
Hamilton Museum of Steam & Technology	Tuesday – Sunday	12 pm – 4 pm
Children’s Museum ²⁷	October 1 st through March 31 st Wednesday – Saturday Sunday April 1 st through September 30 th Tuesday – Saturday	October 1 st through March 31 st 9:30 am – 3:30 pm 11:00 am – 4:00 pm April 1 st through September 30 th 9:30 am – 3:30 pm

All of Hamilton’s Civic Museums are closed on Mondays as well as most statutory holidays. However, depending on availability, Hamilton’s Civic Museums will often open outside of regular business hours for pre-booked groups and rental opportunities.

It is proposed that St. Mark’s (as a Cultural Programming Space) would be available for use on an as-needed basis. This would include rentals that occur inside and outside of regular business hours as demand and availability warrants. St. Mark’s would be administered by staff from Whitehern Historic House and Garden.

²⁷ The City of Hamilton’s Children’s Museum is presently closed for renovations.

Staffing – Rental Space Coordination and Facilitation

The information below outlines the scope of duties related to coordinating and facilitating rental spaces within the Hamilton Civic Museums hospitality portfolio. The scope of duties is organized in the following four categories: pre-booking; post-booking; event duties; and, post-event duties.

Scope of Duties – Rental Space Coordination and Facilitation	
Pre-Booking	<ul style="list-style-type: none"> • Answer telephone and/or email inquiries • Meet with walk-in inquiries • Setup on-site viewings (e.g. organizer, photographer, cater) • Questions and Answers (e.g. Municipal Alcohol Policy, site restrictions, expectations) • Answer telephone and/or email inquiries • Meet with walk-in inquiries • Set up on-site viewings (e.g. organizer, photographer, caterer) • Questions and Answers (e.g. Municipal Alcohol Policy, site restrictions, expectations)
Post-Booking	<ul style="list-style-type: none"> • Create contract • Secure deposit and damage waiver • Review various conditions (e.g. MAP requirements, facility restrictions/rules) • Review set-up and event details with clients • Obtain copies of all required licenses, insurance, and service staff credentials • Walk-through facility
Event Duties	<ul style="list-style-type: none"> • Facility cleaning prior to event • Setup (tables, chairs, equipment, etc.) • Opening facility – Walk-through • Verifications (required licenses, insurance, signage) • Monitor function • Shut down and secure
Post-Event Duties	<ul style="list-style-type: none"> • Inspect facility for damage • Possible follow up with clients • Tear-down of function • Cleanup • Invoicing

For the three comparator sites used in this Feasibility Study, coordination and facilitation duties for rental facilities are currently fulfilled by staff from the following sites:

- Stable at Whitehern → Whitehern Historic House & Garden
- Coach House at Dundurn → Dundurn National Historic House
- Ancaster Old Town Hall → Fieldcote Memorial Park & Museum

In the case of a restored and adaptively reused St. Mark's, the duties related to coordination and facilitation of its cultural programming space (i.e. facility rentals) would be fulfilled by staff from Whitehern Historic House & Garden. Staff requirements would be directly dependent on the quantity and type of facility rental bookings.

Staffing – Site Operations Administration

In addition to the role of coordination and facilitation for St. Mark's, the role of site operations administration exists. For all of the Hamilton Civic Museums sites (including St. Mark's in its current state), this role is currently fulfilled by the existing Heritage Supervisor in the Heritage Resource Management Section, Tourism and Culture Division, Planning and Economic Development Department at the City of Hamilton. It is expected that this role would continue to be fulfilled by the Heritage Supervisor should St. Mark's become a cultural programming space.

Community Partnerships

The Heritage Resource Management Section coordinates with several community partners that assist with the ongoing operations of Hamilton Civic Museums. It is anticipated that similar community partnerships would be developed and maintained if St. Mark's were to be restored and adaptively reused.

At the St. Mark's Public Open House in 2013, members of the Durand Neighbourhood Association, as well volunteers from a local gardening group stepped forward to offer their assistance with programming development and landscaping maintenance.

Operating Expenses

Comparators

For the purpose of this operating expenses analysis, the following three venues are being compared with St. Mark's: Whitehern's Stable; Ancaster Old Town Hall; and, the Coach House at Dundurn. As comparators, Whitehern's Stable was selected due to its proximity to St. Mark's; and, Ancaster Old Town Hall and the Coach House were selected due to their similar size, functions and capacities.

The following tables list the operations expenses for the Stable at Whitehern, the Coach House at Dundurn, Ancaster Old Town Hall and St. Mark's (in its current state). These costs include such items as utilities, security, cleaning, inspection fees, pest control, and maintenance repairs. Although St. Mark's is not currently available for public or City use, the site does incur basic operational expenses.

It is important to note that many of the operating expenses for these sites are originally bundled in with the other sites (from a billing perspective). For example, the utility expenses for the Coach House at Dundurn are bundled in with the utility expenses for Dundurn National Historic Site. For this reason, best efforts were made in this Feasibility Study to separate operating expense for each comparator site through extrapolation.

Staff Costs

The operating expenses in this Feasibility Study do not include staff or marketing costs associated with the venue rental coordination, facilitation and operations administration.

Staff costs related to venue and film shoot coordination and facilitation are incurred as the venues are rented. For this reason, these types of staff requirements are on an as-needed basis (fulfilled through an existing staff pool) and typically a surplus is generated. Revenues obtained through operating cost surpluses helps fund other programming (e.g. educational and school programming) in the Hamilton Civic Museums' portfolio.

Staff costs related to venue operations administration are already incorporated in an existing FTE that is responsible for operations administration for all of the Hamilton Civic Museums sites. It is anticipated that there will be no additional increases (in the short to medium term) to the yearly FTE requirement related to venue operations administration.

Marketing Costs

Marketing costs related to creating and printing the corporate and social venue rental advertising pieces that describe the facilities and list the rental rates amount to an average operating expense of \$ 4,000 per year for all of the venues in the Hamilton Civic Museums’ portfolio. Other than a one-time expense of approximately \$5,000 to photograph a restored St. Mark’s and make the necessary design changes to the advertising pieces, it is predicted that there will be no additional increases to the yearly operating expenses related to marketing costs should St. Mark’s become a cultural programming space.

The following table lists a summary of operating expenses for the four sites.

Summary of Operating Expenses					
Site	Gross Floor Area	2013	2012	2011	2010
Stable at Whitehern	3,968 ft ²	\$6,365	\$7,250	\$6,237	\$5,898
Coach House at Dundurn	5,376 ft ²	\$19,976	\$16,954	\$16,053	\$16,673
Ancaster Old Town Hall	3,348 ft ²	\$25,175	\$24,288	\$24,172	\$20,810
St. Mark’s (in its current state)	5,845 ft ²	\$6,707	\$6,238	\$4,214	\$1,635

Notes:

- St. Mark’s Operating Expenses were affected in 2011, 2012 and 2013 by increased grounds maintenance costs and increased hydro use due to continuous stabilization work on this site.

The following tables list detailed expenses for each of the three comparator sites as well as St. Mark's in its existing condition.

Detailed Operating Expenses – Stable at Whitehern				
Building Size = 3,968 square feet				
Expense Description	2013	2012	2011	2010
Water and Sewer	\$490	\$475	\$410	\$275
Natural Gas Heating Fuel	\$900	\$820	\$1,195	\$1,098
Hydro Electricity	\$1,500	\$1,640	\$1,470	\$1,575
Building Maintenance Repairs	\$2,575	\$3,265	\$2,112	\$1,900
Inspection Fees	\$300	\$300	\$300	\$300
Security	\$350	\$350	\$350	\$350
Pest Control	\$250	\$400	\$400	\$400
Venue Cleaning	NA	NA	NA	NA
Telephone	NA	NA	NA	NA
Grounds Maintenance	NA	NA	NA	NA
Contracts	NA	NA	NA	NA
TOTALS	\$6,365	\$7,250	\$6,237	\$5,898

Notes regarding operating expenses for the Stable at Whitehern:

- Venue cleaning is done in-house by Whitehern cleaning staff.
- Telephone systems are integrated with the City of Hamilton's IT network.
- Grounds maintenance is done by staff from Public Works, City of Hamilton.

Detailed Operating Expenses – Coach House at Dundurn				
Gross Floor Area = 5,376 square feet				
Expense Description	2013	2012	2011	2010
Water and Sewer	\$1,980	\$1,460	\$1,575	\$1,450
Natural Gas Heating Fuel	\$2,880	\$3,492	\$3,491	\$3,553
Hydro Electricity	\$5,960	\$5,457	\$5,457	\$5,720
Building Maintenance Repairs	\$7,671	\$4,875	\$3,860	\$4,300
Inspection Fees	\$300	\$300	\$300	\$300
Security	\$450	\$450	\$450	\$450
Pest Control	\$275	\$450	\$450	\$450
Venue Cleaning	NA	NA	NA	NA
Telephone	NA	NA	NA	NA
Grounds Maintenance	NA	NA	NA	NA
Contracts (Elevator)	\$460	\$470	\$470	\$450
TOTALS	\$19,976	\$16,954	\$16,053	\$16,673

Notes regarding operating expenses for the Coach House at Dundurn:

- Venue cleaning is done in-house by Dundurn National Historic Site cleaning staff.
- Telephone systems are integrated with the City of Hamilton’s IT network.
- Grounds maintenance is done by staff from Public Works, City of Hamilton.

Detailed Operating Expenses – Ancaster Old Town Hall				
Gross Floor Area = 3,348 square feet				
Expense Description	2013	2012	2011	2010
Water and Sewer	\$1,167	\$1,278	\$797	\$910
Natural Gas Heating Fuel	\$3,670	\$3,075	\$4,063	\$4,484
Hydro Electricity	\$4,460	\$3,752	\$4,038	\$2,276
Building Maintenance Repairs	\$10,945	\$10,126	\$9,170	\$6,797
Inspection Fees	\$350	\$346	\$447	\$320
Security	\$320	\$317	\$452	\$360
Pest Control	NA	NA	NA	NA
Venue Cleaning	\$3,900	\$5,202	\$4,099	\$4,945
Telephone	NA	NA	NA	NA
Grounds Maintenance	NA	NA	NA	NA
Contracts	NA	NA	NA	NA
TOTALS	\$25,175	\$24,288	\$24,172	\$20,810

Notes regarding operating expenses for the Coach House at Dundurn:

- No pest control issues.
- Venue cleaning is contracted out to a 3rd party cleaning company.
- Telephone systems are supplied by Bell Canada (i.e. not integrated with the City of Hamilton's IT network).
- Grounds maintenance is done by staff from Public Works, City of Hamilton.

Detailed Operating Expenses – St. Mark’s (in its existing state)				
Gross Floor Area = 5,845 square feet				
Expense Description	2013	2012	2011	2010
Water and Sewer	\$210	\$185	\$209	\$186
Natural Gas Heating Fuel	NA	NA	NA	NA
Hydro Electricity	\$450	\$1173	\$359	\$354
Building Maintenance Repairs	\$1,857	\$2,520	\$2,120	\$795
Inspection Fees	NA	NA	NA	NA
Security	NA	NA	NA	NA
Pest Control	NA	NA	NA	NA
Venue Cleaning	NA	NA	NA	NA
Telephone	NA	NA	NA	NA
Grounds Maintenance	\$4,190	\$2,360	\$1,526	\$300
Contracts	NA	NA	NA	NA
TOTALS	\$6,707	\$6,238	\$4,214	\$1,635

Notes regarding operating expenses for St. Mark’s (in its existing state):

- Grounds maintenance expenses increased in in 2011, 2012, 2013 because the maintenance had to be contracted out to a 3rd party landscaping company. Previously it was done by staff from Public Works, City of Hamilton.
- Hydro expenses increased in 2012 due to increased interior stabilization work which necessitated temporary electrical heating on site.
- There is no natural gas usage, security system, pest control program, venue cleaning, or telephone system at this site. There were no inspection or contract fees at this site.

Forecasted Operating Expenses – St. Mark’s

For the three site comparators (the Stable at Whitehern, the Coach House at Dundurn and Ancaster Old Town Hall), annual operating expenses are in the range of approximately \$6,000 to \$43,000. A reasonable conclusion of this limited data is that St. Mark’s in a restored and adaptively reused state could expect to have operating expenses ranging from \$15,000 to \$25,000 per year. These operating expenses include utilities, cleaning and grounds maintenance but do not include marketing or staff costs.

Operating Expenses – Cost Recovery

Based on the comparator sites, the revenue generated by non-core programming (e.g. various facility rentals) offsets the expenses of administering and coordinating the use of these facilities (i.e. the variable costs – such as the wages for casual staff to monitor facility uses). The revenue also contributes to the coverage of the annual maintenance expenses for these sites (i.e. the fixed costs – such as utilities). Therefore revenue generated from facility rentals can result in operating expense cost recovery.

SUMMARY CONCLUSIONS

St. Mark’s feasibility as a programming space is supported by the following:

ALIGNMENT

- Aligns with applicable City’s plans, policies and strategies
- Appropriate adaptive reuse for the site
- Preserves a designated heritage asset

COMMUNITY EXPECTATIONS

- Meets community expectations for an adaptive reuse of the cultural asset
- Ensures continued neighbourhood access to green space
- Leverages the community’s interest in partnerships

OPERATING MODEL

- Potential for operating expenses recovery
- Enhances programming capacity of Whitehern Historic House & Garden by addressing space deficiency
- Addresses the demonstrated need for mid-sized performance/programming/rental venues

APPENDICES

Appendix “A” to the St. Mark’s Cultural Programming Space Feasibility Study, May 2014: By-law No. 95-13,
The Corporation of the City of Hamilton – Heritage Designation for the Former St. Mark’s Anglican Church.

Appendix "A" to the St. Mark's Cultural Programming Space Feasibility Study, May 2014

By-law No. 95-13, The Corporation of the City of Hamilton
Heritage Designation for the Former St. Mark's Anglican Church

Bill No. C-5

The Corporation of the City of Hamilton

BY-LAW NO. 95- 13

To Designate:

LAND LOCATED AT MUNICIPAL NO. 130 (120) BAY STREET SOUTH

As Property of:

HISTORIC AND ARCHITECTURAL VALUE AND INTEREST

WHEREAS the Council of The Corporation of the City of Hamilton did give notice of its intention to designate the property mentioned in section 1 of this by-law in accordance with subsection 29(3) of the Ontario Heritage Act, R.S.O. 1990, Chapter O.18;

AND WHEREAS no notice of objection was served on the City Clerk as required by subsection 29(5) of the said Act;

AND WHEREAS it is desired to designate the property mentioned in section 1 of this by-law in accordance with clause 29(6)(a) of the said Act.

NOW THEREFORE the Council of The Corporation of the City of Hamilton enacts as follows:

1. The property located at Municipal No. 130 (120) Bay Street South and more particularly described in Schedule "A" hereto annexed and forming part of this by-law, is hereby designated as property of historic and architectural value and interest.
2. The City Solicitor is hereby authorized and directed to cause a copy of this by-law, together with reasons for the designation set out in Schedule "B" hereto annexed and forming part of this by-law, to be registered against the property affected in the proper registry office.
3. The City Clerk is hereby authorized and directed,
 - (i) to cause a copy of this by-law, together with reasons for the designation, to be served on the owner and The Ontario Heritage Foundation by personal service or by registered mail;
 - (ii) to publish a notice of this by-law in a newspaper having general circulation in the Municipality of the City of Hamilton for three consecutive weeks.

PASSED this 13th day of December A.D. 1994



Acting CITY CLERK



MAYOR

(1994) 11 R.P.D.C. 10, July 26

Appendix "A" to the St. Mark's Cultural Programming Space Feasibility Study, May 2014

By-law No. 95-13, The Corporation of the City of Hamilton
Heritage Designation for the Former St. Mark's Anglican Church

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Schedule "A"

To

By-law No. 95-13

130 (120) Bay Street South, Hamilton, Ontario

FIRSTLY

All and singular that certain parcel or tract of land and premises situate, lying and being in the City of Hamilton, in the Regional Municipality of Hamilton-Wentworth, being Lots 1 and 2 according to a Plan of Survey made by Thomas Allan Blyth, P.L.S., for Helen Rae, registered in the Registry Office for the Registry Division of Wentworth as Plan Number 66, being a subdivision of Lots 18, 19, 20, 21 and 22, fronting on Hunter Street, in the block bounded by Bay, Hunter, Caroline and Bold Streets, according to George S. Tiffany's Survey of Lots in the said City of Hamilton.

SECONDLY

All and singular that certain parcel or tract of land and premises situate, lying and being in the said City of Hamilton, and being composed of part of the easterly half of lot 3 on the south side of Hunter Street between Bay and Caroline Streets, according to Helen Rae's Survey, registered in the Registry Office for the Registry Division of Wentworth as Plan Number 66, and more particularly described as follows:

Commencing at a post planted on the south side of Hunter Street at the distance of 28 feet, 4-3/4 inches more or less from the north west corner of said Lot.

Thence southerly in a straight line through the middle of the party wall between the two brick houses on said Lot, 71 feet more or less to a point 15 feet south of the end of said party or partition wall (hereinafter called the partition wall).

Thence westerly parallel with Hunter Street, 1 foot more or less to a point at the centre (or on the middle line) of said Lot.

Thence southerly along the middle line of said Lot, 58 feet, 9 inches more or less to the southerly boundary of said Lot.

Thence easterly along said southerly boundary, 27 feet, 4-3/4 inches more or less to the south east corner of said Lot.

Appendix "A" to the St. Mark's Cultural Programming Space Feasibility Study, May 2014

By-law No. 95-13, The Corporation of the City of Hamilton
Heritage Designation for the Former St. Mark's Anglican Church

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Thence northerly along the eastern boundary thereof, 129 feet, 9 inches more or less to Hunter Street.

Thence westerly along the southerly boundary of Hunter Street, 26 feet, 4-3/4 inches more or less to the place of beginning.

SAVING AND EXCEPTING THEREOUT AND THEREFROM the following lands:

All and Singular that certain parcel or tract of land and premises, situate, lying and being in the City of Hamilton, in the Regional Municipality of Hamilton-Wentworth, and being composed of parts of Lots Numbers 2 and 3 on the south side of Hunter Street between Bay and Caroline Streets, and being on a plan of survey known as Helen Rae, registered in the Registry Office for the Registry Division of Wentworth as Plan Number 66, and which may be more particularly described as follows, that is to say,

Commencing where an iron bar has been planted in the southern limit of Hunter Street where the said limit is intersected by the production northerly of the centre line of the dividing wall between the brick house erected on the herein described parcel of land and known as Number 117 Hunter Street West and the brick house erected on the lands adjoining on the west and known as Number 119 Hunter Street West, the said iron bar being distant 135 feet, 6-3/4 inches measured westerly along the southern limit of Hunter Street from the western limit of Bay Street as shown on the said Registered Plan Number 66.

Thence southerly to and along the said centre line of the said dividing wall, 55 feet, 5-1/2 inches more or less to a point in the southern face of the southern wall of the main portion of the aforesaid brick house known as Number 117 Hunter Street West, the said point being distant 136 feet, 11-1/2 inches measured westerly parallel with the southern limit of Hunter Street from the western limit of Bay Street.

Thence westerly along the southern face of the southern wall of the aforementioned brick house known as Number 117 Hunter Street West, 2-1/2 inches to a point in the centre line of a brick wall dividing the brick additions erected in the rear of brick houses Numbers 117 and 119 Hunter Street West.

Thence southerly along the centre line of the last mentioned dividing wall, 13 feet, 9-1/2 inches more or less to a point in the centre line of the northern wall of the brick St. Mark's Church Sunday School building erected on the lands adjoining the herein described parcel of land on the south, the said point being distant 137 feet, 1 inch measured westerly parallel with Hunter Street from the western limit of Bay Street.

Appendix "A" to the St. Mark's Cultural Programming Space Feasibility Study, May 2014

By-law No. 95-13, The Corporation of the City of Hamilton
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Thence easterly along the centre line of the aforesaid northern wall of St. Mark's Church Sunday School, and being parallel with the southern limit of Hunter Street, 13 feet, 8 inches more or less to a point in the production southerly of the easterly face of the brick addition erected in the rear of the aforementioned brick house known as Number 117 Hunter Street West.

Thence northerly along the said production of the easterly face of the last mentioned brick addition, 4-1/2 inches to the northern face of the northern wall of the St. Mark's Church Sunday School building herein mentioned, the said point being distant 68 feet, 10-1/2 inches measured southerly parallel with the western limit of Bay Street from the southern limit of Hunter Street, and being also distant 123 feet, 5 inches measured westerly parallel with Hunter Street from the western limit of Bay Street.

Thence easterly along the northern face of the northern wall of the aforementioned St. Mark's Sunday School, and being parallel with the southern limit of Hunter Street, 16 feet, 4 inches more or less to a point which is distant 107 feet, 1 inch measured westerly parallel with the southern limit of Hunter Street from the western limit of Bay Street.

Thence north-easterly in a straight line, 3 feet, 9 inches more or less to a point which is distant 66 feet measured southerly parallel with the herein firstly described course from the southern limit of Hunter Street, and being also distant 104 feet, 6-3/4 inches measured westerly parallel with Hunter Street from the western limit of Bay Street.

Thence northerly parallel with the herein firstly described course, 66 feet more or less to a point in the southern limit of Hunter Street.

Thence westerly along the southern limit of Hunter Street, 32 feet, 8 inches more or less to the place of beginning. On the above described parcel of land is erected brick house number 117 Hunter Street West.

PREVIOUSLY DESCRIBED IN INSTRUMENT NUMBER 494780 C.D.

Appendix “A” to the St. Mark’s Cultural Programming Space Feasibility Study, May 2014

By-law No. 95-13, The Corporation of the City of Hamilton Heritage Designation for the Former St. Mark’s Anglican Church

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Schedule “B”

to

By-law No. 95-13

Former St. Mark’s Anglican Church

130 (120) Bay Street South, Hamilton

In 1877, construction of St. Mark’s Anglican Church began at the southwest corner of Bay Street South and Hunter Street West. By January 1878, the church had its first service. Subsequently, a corner bell tower was erected on its Bay Street facade and, in 1925, the Sunday school was added to the west end of the sanctuary. The grounds in front of St. Mark’s traditionally have been landscaped, creating a park-like setting for the church.

Context

In today’s setting of high-rise apartment towers to the north, west and south, the St. Mark’s property provides a welcome contrast with its open space and low-rise building. Situated across from the public grounds of Central School and City Hall, the church’s front garden serves as an attractive amenity for the surrounding neighbourhood.

Architectural Significance

The church and Sunday school together create a single storey, L-shaped structure with an attached three-storey tower. It is the fifth Anglican church to be erected in Hamilton and the first to be constructed in brick. As originally built in 1878, St Mark’s was a typical parish church building, designed in the vernacular Gothic Revival tradition. Characteristic of this late 19th-century version is the rectangular, one-storey, brick structure with gable roof, buttresses, belfry, and pointed arched windows. St. Mark’s Church is distinguished in the use of brick corbelling and sets of triple arched windows which formerly contained stained glass. A bell tower, built later, adds a strong architectural feature to the east facade, while the gothic Sunday school and entrance porch of 1925 blend harmoniously with the original design of the church.

Historical Significance

The parish of St. Mark’s was founded in 1877 by The Reverend R.G. Sutherland as the first “free pew” Anglican church in the city. St. Mark’s is said to be the first Anglican church in Hamilton to introduce “advanced ritual” or high church service, daily service, Gregorian music, as well as many other innovations. After over a hundred years of serving the Anglican community, the church was closed and disestablished in 1989.

Designated Features

Of particular importance to the preservation of the former St. Mark’s Church are the original features of the east, north, and south facades; the original window openings and doors; the Sunday School addition; the bell tower and the entrance porch. Also important to the site is the retention of the open green space which provides the church with an unique setting among the city’s downtown churches.



St. Mark's – Circa 1880s



It's Happening Here!



Hamilton