



**THE SPIRE
COMMUNITY
CAMPAIGN**

*Case for Giving
June 26th, 2017*

For more than 160 years the magnificent historic church at 82 Sydenham St. has been a notable Kingston landmark. Now known as *The Spire*, it is evolving to become a community hub supporting a wide constituency of groups — beyond its traditional role as a place of worship.

Open its doors on any particular day and it is a bustle of activity and a seedbed for enterprises both entrepreneurial and social. People of all ages, backgrounds, and convictions gather to celebrate the arts, to sing, to act, to dance, to find safe harbour and to learn together. Today, it is home to more than 20 not-for-profit organizations.

As *The Spire* continues to transform and open its doors to ever broadening uses and people, it has a renewed life as a welcoming place to gather within our community and an even stronger beacon of hope, inspiration and joy.

Welcome to *The Spire*.

A Beacon Re-imagined.

EXECUTIVE SUMMARY

RE-IMAGINING A
UNIQUE
HERITAGE ASSET
IN KINGSTON'S
DOWNTOWN
CORE

The Spire, located in the heart of the Old Sydenham Heritage Conservation District, has been a gathering place for the people of Kingston since long before Confederation. Originally serving as the city's circus site, the land was donated in 1851 by our city's first mayor, John Counter. The building is well known as a centre for music and the arts, and as a welcoming and affordable haven for assembly, celebration, reflection and social action. The name, *The Spire*, captures in two small words the historic value and the new identity of this precious asset in our community.

The Spire represents a unique and innovative addition to the cultural and community assets of our city – **(a) unique** by virtue of its location, its heritage architecture, its multi-purpose functions, its accessibility, its historic role as a community gathering place and its affordability and **(b) innovative** in providing a community-driven, sustainable model for protecting and expanding a heritage city resource.

A recent study by the *Halo Project* used standard economic development tools to measure the halo effect¹ of the current operations at 82 Sydenham Street. The study estimated that the current activities in the building generate over \$1.7M per year in benefits for the city. It is reasonable to predict that number will increase when *The Spire* is fully operational.

Friends of The Spire is a committed group of Kingstonians who have imagined and are making this vision a reality. *Friends* has three goals: (1) to engage long-term community support for the project; (2) to develop and implement a sustainable business plan for *The Spire*; and (3) to ensure the sound management of the building on an ongoing basis.

This heritage building is an integral part of our city's streetscape and recognized as a fine example of Gothic Revival architecture. It is a well-spring of creativity and inspiration – every week 1000-1200 Kingstonians use it to create music, to plan programs, to find counsel, to gather for learning and support. They know they are welcome regardless of age, race, gender identity, sexual orientation, ethnic origin, economic circumstance, ability and challenges. But the building's future is uncertain. Changing demographics, changing times and changing economics all call for a new vision and a new mandate.

Friends have a three-point plan to preserve and expand this resource, which will offer major economic and social benefits to the city - total cost \$1.7M:

1. *Make The Spire fully accessible*: ensure that everyone can enjoy the space and that provincial standards are met with the addition of an elevator to the community spaces on the second floor and an additional accessible entrance.
2. *Accommodate increased usage* with improved washrooms and common spaces to meet public standards and the needs of large audiences.

¹ **"Halo effect"** refers to the actual common good value produced by the activities of an institution in a community including economic activity generated through artistic performances, educational events, social services and community participation programs. Learn more about this measurement at haloproject.ca

3. *Plan for the future* with a \$1,000,000 endowment fund that will support the long-term preservation and enhancement of the building.

Currently, there is no facility in the city that offers this combination of accessible space, multi-faceted programs and flexible use – and certainly not at the user fees that we offer. Accessibility is of the essence in order for *The Spire* to achieve its vision of being open to all. It is a core element of our plan tied to the city’s demographics, Accessibility for Ontarians with Disabilities Act (AODA) legislation and our location adjacent to the city’s downtown health care and education campuses. *The Spire* with its ample corridors, wide door passages, new elevator, improved street access and upgraded washrooms will meet or surpass every standard in this regard.

The timing for this proposal is ideal. Many generations of Kingstonians – congregation members, families and friends of Sydenham Street United Church – have contributed to the preservation and enhancement of the church building as it is known and loved today. In the past 20 years, the congregation has invested over \$2M to maintain and upgrade the building’s infrastructure. In the last six months, members have stepped up again and have committed/raised nearly \$700,000 to seed this bold new initiative.

Now we are reaching out to the community to invest. Strong philanthropic support is essential to preserve this Kingston treasure and to realize the vision we have for *The Spire*. The foundation is in place. Generous personal and corporate contributions will make this transformation possible and will add weight to our applications for a range of complementary grants.

A prominent leader from the Kingston business community summed up the opportunity in these words: *“I think the concept is very good. This is a choice building - part of the ‘essential Kingston’. \$1M is not a lot. Get a commitment from the users and ask the community to match their gifts. Remind donors of all the volunteer energy that is/will be nurtured and generated here.”*

The following detailed Case for Giving and appendices provide a full explanation of the concept, the financial projections and the opportunities for community members to support this visionary project.

“The Spire has been home to Cantabile Choirs from the beginning, more than twenty years ago. We love the clear and reverberant acoustics. The semi-circular configuration of the sanctuary with its spacious gallery and radiating aisles offers unique opportunities for staging and choral work. Our audiences love the warm and intimate feeling of the hall. We are thrilled that Friends of The Spire have a vision and plan to preserve and enhance this precious venue.”

Dr. Mark Sirett, Founder and Artistic Director, Cantabile Choirs of Kingston

*“As a small theatre organization, the Sydenham Street United Church upper floor space was the only affordable downtown venue for our performance of *Luminous Clouded Titan*. We carried an audience member and wheelchair up two flights of stairs in order for them to experience our show...The proposed accessible entrance and elevator is a much-needed upgrade that would greatly benefit groups like ours and our audience alike.”*

Aleksandra Bragoszewska, Birdbone Theatre

Kingston's Culture Plan calls on the community to invest in the city's cultural resources to foster creativity and innovation and create wealth to benefit artists and residents alike. This is how we will attract and retain students and young professionals, grow the population base, manage our heritage resources, and build the creative experiences that are the basis of an authentic tourism strategy.

Adapted from the City of Kingston Culture Plan



THE CASE IN DETAIL

PRESERVING
AND RE-
INVENTING ONE
OF KINGSTON'S
ICONIC
CULTURAL AND
COMMUNITY
SPACES

The spire of Sydenham Street United Church has been standing tall on the Kingston skyline since 1851 – long before Confederation. Mariners on the St. Lawrence relied on it as a beacon and a sign of safe harbour. In fact, this land has always been a hub for the Kingston community in the heart of the Old Sydenham Heritage Conservation District. Originally, it served as the city's circus lands and was donated in 1851 by our first mayor, John Counter.

This heritage building is an integral part of the streetscape of the Old Sydenham Heritage Conservation District and recognized as a fine example of Gothic Revival architecture. Its stone exterior detailing is matched in the interior by ornate plasterwork and delicately carved wood paneling, trim and furnishings. The elegant performance hall is embraced by a gracefully curved balcony, creating a warm space for performance and community events with excellent choral acoustics (see *Appendix A and Appendix B*).

Today it is the home for 16 community organizations who find safe harbour and inspiration within its walls. It is a favourite rehearsal and performance venue for local and visiting performances and a popular hub for dozens of educational and cultural events each month.

The building welcomes people of all ages, races, gender identities, sexual orientations, ethnic origins, economic circumstances, abilities and challenges. It is a precious resource and source of creativity and inspiration for our city and beyond, but its future is uncertain. Changing demographics, changing times and changing economics call for a new vision and a new mandate for this unique community asset.

Friends of the Spire have an exciting vision and a bold commitment to protect and renew this building for future generations. It includes a detailed plan to preserve it, expand access, enable new uses and invite new users. The name, *The Spire*, captures in two small words the historic value and the new identity of this valuable asset in our community:

- **It reflects** the stunning architecture of the building and our commitment to preserving it for the future.
- **It reinforces** the building's historic role as a landmark and beacon on Kingston's skyline.
- **It is rooted** in the Latin word "spirare" and expresses the broader purpose of the building – a place where the community can breathe, create, *aspire*, *perspire* and *inspire*.
- **It complements** the other great cultural/heritage spaces in the city like The Tett, The Isabel, The Grand and The Agnes.

The Spire Community Campaign offers the community an opportunity to be part of this unique investment in the social, economic and cultural fabric of our city.

For more details on *Friends of the Spire*, their members, and governance structure, please see Appendix E and Appendix F.



*Sydenham St. United
Church in 1885*

A COMMUNITY
SPACE FOR
MUSIC, ART,
SOCIAL JUSTICE,
AND
COMMUNITY-
BUILDING

The Spire is one of the oldest, largest, yet most intimate cultural buildings in the City of Kingston. Most weeks of the year, 1000-1200 people walk through its doors – to enjoy a wide variety of activities offered there. The building is “home” to many vibrant community organizations including:

- Multiple AA and other self-help groups
- Cantabile Choirs of Kingston
- Beyond Classrooms Kingston
- Helen Tufts Child Outreach
- Kingston Association of Museums, Galleries and Historic Sites
- Kingston Canadian Film Festival
- Kingston Choral Society
- Reelout Arts Project Inc.
- Sydenham Street United Church congregation

AN OPPORTUNITY
TO PRESERVE,
GROW AND
EXPAND
ECONOMIC AND
SOCIAL IMPACT

The Spire is unique by virtue of its location, its heritage architecture, its historic role and reputation as a welcoming community hub, its multi-purpose functionality, and its affordability. It has one of the most intimate and acoustically suitable spaces for choral music for its size in Kingston. *The Spire* ensures that this magnificent building will continue to be a dynamic hub for the arts, social justice and community building for generations to come.

A recent study by the *Halo Project* used standard economic development tools to measure the halo effect² of the current operations at 82 Sydenham Street. The study estimated that the current activities in the building generate over \$1.7M per year in benefits for the city. It is reasonable to predict that number will increase when *The Spire* is fully operational.



The eastward view from The Spire in autumn.

² “Halo effect” refers to the actual common good value produced by the activities of an institution in a community including economic activity generated through artistic performances, educational events, social services and community participation programs. Learn more about this measurement at haloproject.ca.

HOW MUCH WILL IT COST?

There are two investments required to launch and sustain *The Spire*:

1. Improve accessibility, washrooms and common spaces. **Cost: \$700,000**
 - Install an elevator giving access to the second floor
 - Install an accessible side entrance
 - Accommodate increased usage by improving washrooms and common spaces to accommodate the high-traffic demands of large audiences.
2. Plan for Capital Repairs/Improvements: create an endowment fund to be held by the Community Foundation For Kingston & Area that will support the long-term preservation and enhancement of the building. **Cost: \$1,000,000**

FUNDRAISING GOAL

In the initial phase of this campaign (Fall 2016), *Friends* raised over \$600,000 from congregational members and close to \$100,000 in grants for the project. The goal for the Community Campaign is an additional \$1,000,000. We are seeking support for:

1. At least \$300,000 in expendable gift support over the next 12 months to complete the immediate capital improvements to the building.
2. At least \$700,000 to establish the endowment fund that will support the long-term preservation and enhancement of the building. This fund will be managed by the Community Foundation for Kingston & Area, which will ensure that the investment is managed and expended in accordance with the donor agreement.

READY TO LAUNCH

The *Friends of the Spire* have:

- A **vision** for a barrier-free, self-sustaining community centre that will ensure this building continues to serve as a vibrant cultural, social and community resource
- A **detailed assessment** of the work required (See Appendix C)
- A **business plan** to ensure long-term viability of *The Spire* (See Appendix D)
- A tested **management structure** that draws on community expertise and networks to build the *The Spire's* presence and impact over time (See Appendix E)
- A **pool of lead donors** who have already pledged 40% of the target to ensure the success of the campaign.

The Spire campaign offers a cost-effective opportunity to leverage the commitment of the members of Sydenham Street United Church and *The Friends of the Spire* for a visionary project that will have significant impact on the social, economic and cultural life in our city.

GIVING LEVELS

Contribution Levels	# of Gifts	Value of Gifts	Cumulative Total
Pioneer	1	\$350,000	350,000
Pacesetter	3	\$100,000	650,000
Leadership	3	\$50,000	800,000
Patron	4	\$25,000	900,000
Friend	5	\$10,000	950,000
Supporters	Many	Up to \$9,999	1,000,000

“(This) proposed project will greatly improve the capacity and use of this important heritage building for our organization and the numerous others that operate from this community cultural centre... As our offices are on the second floor, increasing public access is crucial to our future operations.”

Caroline Petznick, Managing Director, Kingston Assoc. of Museums, Galleries & Historic

“This building and the people in it have always been about outreach, social justice and the community good. Very invested in social justice, prisons, homelessness. I like that. This plan allows it to continue this role... I can’t invest time right now but I can give money and I will.”

Member of the Congregation and of Kingston’s Professional Community

“I think it’s a great idea. The building lends itself to this concept. Great rehearsal space. Can’t think of a more appropriate use. A building like this should be preserved. It will have its own niche. There is no comparable space. Kingston is a lively arts community. More suitable spaces will only serve to increase and draw more artists.”

Neighbourhood Property Owner

“The Frontenac AA Group has been meeting at Sydenham St. United Church for decades. (We) value it’s availability as an affordable venue (for) self-help groups such as ours. Removing Barriers to the use of meeting rooms on the second floor will expand the availability of this facility significantly.”

Mary, on behalf of the Tuesday Frontenac AA Group

HOW YOU CAN HELP

Investing in *The Spire*

Many generations of Kingstonians – congregation members, families and friends of Sydenham Street United Church – have contributed to the preservation and enhancement of the church building as it is known and loved today. Members have been remarkably generous and have already raised close to \$700,000 in pledges and grants to seed this project. This is in addition to over \$2M the congregation has invested in the last twenty years on maintenance and upgrades to the building. As a result, the building infrastructure is sound and in excellent condition³. It stands as a fitting testament to clear vision and to the belief of generous benefactors – past and present – who have understood the importance of voluntary strategic investment and its value to the wider Kingston community.

Natalie Bull, Executive Director of Canada's National Trust has pointed out that Canadians have lost more than 20% of our heritage places in the last thirty years and that many more are threatened. "These places tell our national story ... and community groups who love them are stymied by the lack of seed funding to kickstart sustainable new uses." The Friends of the Spire are determined to protect this heritage building and invite the Kingston community to be part of ensuring its future.

Strong philanthropic support is essential to preserve this Kingston treasure and to realize the vision we have for *The Spire*. The foundation is in place – now is the time for the community to demonstrate its support. Generous personal and corporate contributions will make this transformation possible and will support our applications for a range of complementary grants. We invite you to make this investment in the future of our community. There is a range of options:

- A single, significant donation
- A pledged contribution payable over a period of up to three years
- A gift funded with publicly-listed securities or life insurance
- A gift commitment in your estate plan

Friends of The Spire have a comprehensive plan for acknowledging and celebrating your investment in this unique community asset. All contributions are eligible for a charitable tax receipt. You will be invited to periodic Donor Recognition Events; if you wish, your name will be included in campaign publications and on *The Spire's* donor wall. There are naming opportunities, which are outlined in our Donor Recognition Plan.

"I fully support the efforts of Sydenham Street United Church as they seek external funding to make the building more accessible with the installation of an elevator. This is an organization that is clearly determined to make the operation of their building sustainable, while being focused on serving the broader community through social justice and the arts."

Matt Salton, Executive Director, Reelout Arts Project Inc.

³ Architect Bruce Downey has just completed a Deferred Maintenance Assessment on the building. Based on the available information, it does not forecast that any major capital improvements (i.e. in excess of \$50K in any year) should be required in the next 10 years. As well, a Hazardous Building Materials Assessment was completed in 2016 and identified no issues that cannot be dealt with at modest estimated cost.

Appendix A: Historical Note on the Building

This distinctive structure with its impressive spire, known today as Sydenham Street United Church, is a landmark in the Kingston skyline. The building is an integral part of the streetscape as one of only two churches located within the recently designated Old Sydenham Ward Heritage Conservation District. It was opened in 1852, originally as a Wesleyan Methodist Cathedral, designed by the renowned architect William Coverdale, on land donated by then mayor, John Counter.

The structure is a fine example of Gothic Revival architecture, with its highly-decorated spire, intricate battlements and decorated mouldings inside and out. The church's popularity and expanding congregational aspirations led to many renovations and expansions over the past 160 years. John Power & Sons performed the most significant renovation in 1887, creating the visually stunning sanctuary with its vaulted ceilings, fluted columns, capitals, corbels and wide sloped section that includes the curved balcony. This is the well-preserved interior that is officially designated today.

The unique oval-shaped performance hall fosters greater intimacy than more traditional auditoriums and church seating plans are challenged to match. The Richardson Family provided for the present chancel décor including the installation of the Casavant organ in 1929. The two-story section to the back of the building provides considerable programming and office capacity. These support areas of the building were upgraded in 1961 with additional offices, meeting rooms, school rooms, kitchens and a chapel. This last renovation provided the capacity, which is now being actively repurposed, to meet diverse community needs with weekly traffic of 1000-1200 people. This well-maintained heritage asset makes it an important cultural, and even tourist, destination. Its beautiful, slender spire is conveniently seen from almost anywhere downtown.

Church buildings, by way of their designs and locations, were originally intended to operate as local 'hubs' optimally positioned in vibrant cores and surrounded by homes. For over 165 years, the structure at 82 Sydenham Street has contributed to local city life by providing a destination for community functions. Even as local needs and social economics have evolved, the congregation has sustained this building as a valued haven for cultural diversity.

Increasing community demand for space confirms that there is a strong unmet need for affordable and accessible places to work, rehearse, meet, create and perform. The building at 82 Sydenham Street, in addition to being the home for Sydenham Street United Church, is also the home to some 16 community groups including Cantabile Choirs of Kingston, Kingston Canadian Film Festival, Reelout Arts Project Inc, Beyond Classrooms Kingston, Kingston Association of Museums, Art Galleries and Historic Sites, which have permanent offices here. *The Spire* also provides: rehearsal space for Cantabile Choirs and Kingston Choral Society; meeting space for about six self-help groups including an Alcoholics Anonymous group active here since 1967. An average of 1000-1200 community members use *The Spire* most weeks of the year.

Due to the societal decline in church attendance being experienced by most mainline religious organizations, the building now has excess capacity, which has prompted an expanded focus to meet a wider range of community needs. It is clear that in the foreseeable future the congregation will not be able to maintain the fabric of this historic building on its own. Its function as a cultural hub will require broader community support such as this partnership of redevelopment that creating *The Spire* will provide.

Appendix B: Significance of the Building for Kingston Today: A Commentary by Dr. Carl Bray

How important are older buildings in a community?

Jane Jacobs, the famous critic of urban planning and supporter of diverse communities, perhaps said it best: “new ideas must use old buildings.” By that she meant that a healthy and robust city needs places that foster experiment, places that are flexible and inexpensive yet close to the centre. As in a natural ecosystem, there must be parts of a community that can accommodate and encourage change while supporting the health of the whole.

Churches are an integral part of this urban ecosystem, for many reasons. Historically, churches were many things besides places of worship. They functioned as public markets, community halls and, in times of danger, places of refuge. Church buildings were the expression of community pride, with the finest materials, best architecture and most prominent locations. But beyond this, churches expressed a community’s faith - in tradition and in the future - as manifest in activities that enhance humanity.

In modern times, as church attendance declines, church properties can come to resemble their forbearers in offering a wide range of potential uses. They can, as the quote implies, be seed beds for new enterprises, both entrepreneurial and social. In contrast to private homes or commercial operations, churches are public institutions that serve non-commercial needs within a city, and thus act as focal points for communal activities such as cultural events and social services.

Within this context, this building is many things within its downtown district. It is an architectural gem, a landmark and an important component of the early history of the city. It is a magnificent venue for musical performances and a location for many community groups to meet and to have office space. By being located in a transition zone between the downtown commercial core and the adjacent residential neighbourhoods, it offers “neutral territory” to those needing a fresh start or a safe haven. By offering affordable space for community use, *The Spire* supports many local organizations that otherwise would struggle. By supporting a wide constituency of groups within the community, *The Spire* is inclusive and welcoming. As an anchor building within the Old Sydenham Heritage Conservation District, and as a focal point for a range of uses from within the neighbourhood and from the wider city, this building is an essential part of downtown Kingston.

Carl Bray PhD CSLA CAHP MCIP RPP
Principal
BRAY Heritage



Carl Bray, Principal, BLA MAUD PhD OALA CSLA CAHP MCIP RPP, is a landscape architect and heritage planner with graduate degrees in urban design and cultural geography. He has over 30 years of professional experience in both the public and private sectors and has successfully completed projects across Canada and in the US, the Caribbean and Great Britain. He is an Adjunct Professor at Queen’s University in the Department of Geography and the graduate School of Urban and Regional Planning.

He has provided consulting services for federal, provincial and municipal agencies, for private development companies, and for non-profit agencies and First Nations communities. He leads or is part of multi-disciplinary teams that encompass a wide range of specialist skills including architecture, landscape architecture, land use planning, environmental engineering, museum planning, management consulting, and archaeology.

Appendix C: Detail on Capital Estimated Costs⁴

Improvements to Accessibility, Washrooms and Common Spaces

Target: \$700,000

This work includes:

- installation of an elevator (shaft and equipment), electrical, finishing, a ramp at the William Street entrance, architect and engineering fees, permits and HST.
- increasing the number of toilet stalls from 6 to 16, including a large, single, gender-neutral, accessible washroom on the second floor.

Capital Endowment Fund

Target: \$1,000,000

An initial investment of \$1,000,000 will be used to seed a growing endowment fund that will generate grants on an annual basis to help pay for long-term preservation and enhancement of the building. *Friends* will carry out additional fundraising activities over the next five years to keep pace with inflation.

Over the past 20 years, annual maintenance costs, like pointing the stonework, roof repairs, furnace maintenance, etc., have been in the range of \$20,000 to \$30,000. The building has been well maintained in the past by qualified contractors including: stonework and exterior painting (Ecclesiastical Refinishing Group), roofing (Amherst Roofing and Sheetmetal), plumbing and heating (Toshack Service and Maintenance Group), exterior structure (Eastern Construction). Architect Bruce Downey has just completed a Deferred Maintenance Assessment on the building. Based on the available information, it does not foresee that any major capital improvements (i.e. in excess of \$50K in any year) should be required in the next 10 years. As well, a Hazardous Building Materials Assessment was completed in 2016 and identified no issues that cannot be dealt with at modest cost.

These improvements will:

- provide access to all three levels in the building – the basement, the main floor and the upper floor
- make all program spaces in the building accessible
- significantly increase the potential to utilize the large upper floor areas
- meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).
- assure expedient usage with upgraded/increased washroom facilities

⁴ (Estimates based on preliminary quotations from Savaria Sales, Niagara Belco, the Anglin Group Ltd and Garofalo Bros. Construction Ltd.)

Appendix D: Operating Projection 2018 to 2021

The projection is based on the following assumptions:

- Revenues and expenditures are based on 2016 results.
- Base user fees are competitive with similar venues. However, unlike many other venues, there are no required additional estimated costs related to staffing, catering, etc.
- Conservative estimate of ongoing occupancy rates at the 2016 level.
- The projected increase in income from user agreements relates to increased use of the upper hall as a result of accessibility improvements.
- Revenue from *Friends* capital repair/improvement endowment based on an opening principal of \$500,000 (growing over the five years) and a minimum return of 3.5%
- Expenses include an inflation factor of [1.5%] per annum.
- Staffing estimates include a permanent Building Manager, part-time custodial services and additional staffing added for special events. Additional staffing is covered by events budgets.
- Capital improvements as outlined in Appendix C
- Operating deficits covered by the Trustees of Sydenham Street United Church

OPERATING REVENUE	2018	2019	2020	2021	2022
Rental Income	85,000	90,000	100,000	105,000	110,000
82 Sydenham St. Bldg. Cost Share	29,000	29,870	30,766	31,689	32,640
From <i>The Spire</i> Capital Fund	17,500	19,688	21,875	24,063	26,250
Transfer from Sydenham St. United Church Trustees (Insurance)	10,291	10,445	10,602	10,761	10,922
TOTAL REVENUE	141,791	150,003	163,243	171,513	179,812
EXPENSES					
OFFICE	5,925	6,014	6,104	6,196	6,289
EMPLOYMENT					
Salaries and Benefits	80,500	81,708	82,933	84,177	85,440
Contracted Services	2,000	2,030	2,060	2,091	2,123
TOTAL EMPLOYMENT	82,500	83,738	84,994	86,268	87,562
PROPERTY					
Building and grounds maintenance	30,000	30,450	30,907	31,370	31,841
Janatorial Supplies	3,200	3,248	3,297	3,346	3,396
Utilities	29,500	29,943	30,392	30,848	31,310
Insurance	10,291	10,445	10,602	10,761	10,922
TOTAL PROPERTY	72,991	74,086	75,197	76,325	77,470
MISCELLANEOUS RENTAL COSTS	7,500	7,613	7,727	7,843	7,960
TOTAL EXPENSES	168,916	171,450	174,021	176,632	179,281
SURPLUS (DEFICIT)	-27,125	-21,447	-10,778	-5,119	531

Appendix E: Ownership and Management Structure

The building, known as *The Spire*, will continue to be owned by The United Church of Canada under the trusteeship of Sydenham Street United Church. The Building Management Group will be responsible for managing and operating the building under the terms of a Memorandum of Understanding between the congregation and *Friends of The Spire*. These terms include the following:

1. **The property** will continue to be held by the Trustees of Sydenham Street United Church, who will maintain accountability and liability for the physical asset.
2. **The Building Management Group (BMG)** will be responsible for operating *The Spire* on a financially sustainable basis, as a hub for the arts, social justice and spirituality, as well as the ongoing meeting place for the congregation. *The Spire* will continue to be home to many of its current organizations such as Cantabile Choirs of Kingston, Kingston Canadian Film Festival, Reelout Arts Project Inc., Kingston Association of Museums Galleries and Historic Sites, to name a few. Additional not-for-profit community groups will be welcomed.
3. **BMG** will have seven members including four from Sydenham Street United Church and three community members. Its duties will include:
 - Hiring and supervising a Building Manager responsible for managing the building and staff on a daily basis
 - Establishing and maintaining appropriate accounting and reporting systems
 - Setting an annual budget and related financial policies and protocols
 - Approving binding medium and long-term agreements for use of space
 - Approving binding contracts for construction or services for all budget-approved amounts
 - Setting guidelines for allocation of space and user protocols
 - Making recommendations to *Friends* regarding capital improvements
 - Setting standards for maintenance, repair and upkeep of the building, grounds, utilities, and property agreements made by BMG with users.
 - Ensuring the basic services (heating, electricity, plumbing, etc) are fully operational and that the building is meeting all legislated requirements.
4. **Marketing and user agreements** will be the responsibility of the Building Manager, with the support of the BMG, the Sydenham St. United Church congregation and *Friends of The Spire*.
5. **Fundraising** will be the responsibility of *Friends of The Spire*. They will manage donor relations, pledge fulfillment, donor stewardship and the work required to build the initial endowment fund to \$1,000,000.
6. **Endowment Fund Management** will be handled by the Community Foundation for Kingston and Area. *Friends* will control disbursements and will consider approval on the basis of documented requests from the BMG.

7. Organizational Chart

Community Foundation for Kingston & Area

- Holds and manages funds for *The Spire* Donor Advised Endowment Fund
- Distributes grants from *The Spire* Endowment Fund to building projects on advice of *Friends of The Spire*
- Receives capital donations for flow through to capital projects
- Issues tax receipts for donations to *The Spire* Endowment and capital projects

Building Management Group (BMG)

- Responsible for building income, scheduling, site administration, building maintenance
- Forecasts facility capital requirements as part of budget process
- Manages operating and capital funds on behalf of the congregation and *Friends of The Spire* under the provisions of the MOU
- Oversees building manager and staff

Friends of The Spire

- Not-for-profit Ontario Corporation
- Purpose – to support *The Spire*: marketing, promotion, events, fundraising for *The Spire* building projects and renovations
- Relates to the congregation as building owner via a Memorandum of Understanding (MOU)
- Appoints members to the Building Management Group (BMG)
- Advises Community Foundation on allocation of *The Spire* Endowment income to building projects

Sydenham Street United Church

- Owner of the building
- Legal accountability for Building Management Group
- Approves BMG budget
- Responsible for BMG Staff
- Manages congregational programs



Fund Agreement



Memorandum of Understanding



Appoint 3 members



Appoint 4 members

Appendix F: *Friends of the Spire* - Membership and Roles

Friends of The Spire was formed to develop and implement a plan to re-imagine how the Sydenham Street United Church building can serve as a hub and a resource for music, the arts, spirituality, social justice and community development. Formal steps have been taken to incorporate as a non-profit entity with charitable status as per the draft Terms of Reference below. It is anticipated that this process will be completed by December 2017.

Current members include:

Liz Bates - Retired elementary teacher, recipient of Limestone District School Board's "Outstanding Service Award". Involved in a variety of community volunteer capacities with a commitment to working to create a strong, vibrant and inclusive culture in our city. Championed offering award-winning emotional intelligence curriculum, *Roots of Empathy*, to area classrooms, leading the recruitment, training, and mentoring of instructors as Key Point Person. A founding and current member of Cantabile Choirs of Kingston's Women's Chorus, and a current member of Board of Directors.

Ross Cameron - Retired after a 37 year career as an elementary school teacher and administrator. Deeply involved in sailing at the local, regional and national level. Recipient of several major awards for those involvements. Long term involvement as a community volunteer including work with the Social Planning Council of Kingston and Area, the City's Strategic Planning committee as chair, the development of the City's Sustainability Project as a committee member and writer, and now involved with realization of *The Spire* at Sydenham Street United Church.

Elsbeth Deir - Retired Asst Prof, Queen's Faculty of Education, 30 years in the B Ed program. Served on multiple faculty and university committees including Queen's Human Rights Office, Marty-Royce scholarship committee, development of the current B Ed program. Curriculum and textbook author, developer of multi-media learning packages for CRB Foundation Heritage Project, Library and Archives Canada. Member of Sydenham Street United Church Executive board; member, Beyond Classrooms Kingston board; member, Kingston Heritage Fair board; member, *Friends of the Spire*.

Marilyn Huffman – Retired after a long career in business, Marilyn served for many years as a volunteer teacher of English as a Second Language. Currently she serves as a Member of the Board of Trustees of Sydenham Street United Church, and she is a lifetime advocate for social justice.

Bruce Hutchinson - Teaching Master, Lambton College in 70's; Director of Corporate Research for petrochemical company Polysar in 80's; Associate Vice Principal Research, Queen's university 90's and early 2000's, Co-chair of Victoria Playhouse Petrolia in 70's as a volunteer (\$1M rehabilitation of "opera house" in town hall), a founder of *Friends of The Spire*, leadership roles in all levels of The United Church of Canada, active advocate for justice and the arts.

Stephanie Lafond - Certified Financial Planner and owner of the wealth management firm, Limestone Financial, operating in Kingston, Brockville and Pembroke, ON. Stephanie is a local Past-President of Advocis, the national association of choice for financial advisors, and a past member of both the MGI and Desjardins Advisory and Branch Principals Council, representing their independent advisors and branches in Ontario, at the national level. She is a past Chair of her church's and Cantabile Choirs of Kingston's Board of Directors, as well as a past member of the City of Kingston's Heritage and Culture Committee, and the Kingston Symphony Finance committee.

Don Robison - Retired after a 37 year career at the DuPont Canada Research Centre involving industrial R&D and project management in the areas of chemical plant and polymer product design. Specialized in the application of computer simulation in the design of chemical processes. This was followed by 12 years as an Adjunct Professor in the Queen's University Department of Chemical Engineering participating in the teaching of the 4th year course in chemical plant design, equipment design, and economic analysis. Also, advisor with student projects. More recently, designing and maintaining web sites for various organizations, including Sydenham St. United Church.

Jack Soule - Retired from DuPont Canada in 2004 after 37 years in a variety of development, marketing, production, personnel roles, finally as Product Regulatory Affairs Manager responsible for the regulatory compliance of DuPont Canada businesses, for new substance notification and clearance of products for food-contact applications. 2004-2009 – Executive Director of the Industry Coordinating Group for CEPA (ICG), a network of 24 industry associations dealing with the Canadian Environmental Protection Act (CEPA), regarding new and existing chemicals. Currently: Co-chair the Sydenham St. United Church Executive Committee; member *Friends of The Spire*.

Purpose

Friends of The Spire is an organization established to

- a. engage community support for the long-term sustainability of the Sydenham Street United Church heritage building, known as *The Spire*,
- b. develop and implement a plan to ensure the building operates on a self-sustaining basis in the future,
- c. participate in the management of the building on an ongoing basis.

Composition

Friends of The Spire will have a Board of Directors elected from the membership at the first annual meeting of members. Regular/occasional users of the building and interested community individuals will be encouraged to become members of *Friends of The Spire*.

Term of Office

The term of office for members of the Board of Directors normally will be 3 years, renewable for one additional three-year term. To start, the term lengths will be staggered to spread out changes and facilitate continuity of management knowledge.

Duties

1. While the building will continue to be owned by The United Church of Canada, *The Spire* will be operated and managed by a Building Management Group composed of Sydenham Street United Church and *Friends of The Spire* members.
2. *Friends* will conduct marketing and fund-raising events for building projects and programs, as well as augmenting the endowment fund held by the Community Foundation for Kingston & Area.
3. *Friends* will seek grants in support of capital improvements and programming.
4. *Friends* will negotiate the annual building management budget with Sydenham Street United Church.
5. *Friends* will authorize the annual transfer of available funds from the endowment fund, held by the Community Foundation for Kingston & Area, to assist with building maintenance expenses.

Appendix G: Here's what Kingstonians are saying...

“The building forms an almost textbook example of the progress of Gothic Revival architecture. It is well-maintained with few unsympathetic additions. In my considered opinion, it definitely ought to be preserved as an integral whole, both inside and out. It is a Canadian cultural icon.”

Dr. Pierre du Prey FRSC, Professor and Queen’s Research Chair Emeritus

On sunny mornings, like today, when I look out my front door I am delighted by the mellow, sunrise lit stone facade of Sydenham Street United Church. The Victorian porch of the Secret Garden Inn faces that lovely facade and many guests over the years have commented on the beauty of the church. It’s graceful spire and stained glass windows, especially backlit at night, are enchanting. One guest, sitting in the late afternoon shade, commented “Could you have a more peaceful, beautiful view?”

Kathy Davidson, Innkeeper, The Secret Garden Inn

“Disabilities exist not just because of a person’s body and diagnosis, but also because their broader environments are not accessible. This Access4All Barrier Buster project will allow people of different physical abilities to share space and activities, and ultimately make Sydenham Street United Church accessible to all members of our community. “

MP Mark Gerretsen, Kingston and the Islands

“I was very impressed with the condition of the central steam boiler plant and the high degree to which it has been maintained. All steam traps appeared to be relatively new or in very good shape. The two steam boilers had been recently restored with new cast iron heating sections. The piping associated with the condensate return pump system appeared to be dry and free of leaks. The domestic hot and cold water piping distribution and the sanitary drainage piping in the basement appeared to be in remarkable good shape as well. I really enjoyed visiting such an interesting building where proper care of the mechanical systems is so evident.

David Downey, P.Eng.
David W. Downey Engineering Ltd.

“Sydenham Street United Church is a landmark building in the heart of Kingston’s historic downtown which is known and treasured by many. For over 160 years it has been a place that has welcomed and supported members of our community with gracious heart. It was among the first to open its doors to the LGBTQ community, and I commend the leadership for its steadfast commitment to being an open, loving and accepting place for all.

The Spire project will ensure the building continues to serve all of the existing patrons well, and allow for new patrons to enjoy the services it provides, after the breaking of this accessibility barrier. The installation of the elevator would symbolize welcome and growth in our city.

MPP Sophie Kiwala, Kingston and the Islands

Appendix H: Annotated List of Building Users

Permanent Offices

Canada 150 Kingston Community Exhibition Coordinator - KAM

The City of Kingston is funding an initiative to deliver a community-wide exhibition project for the sesquicentennial in partnership with the Kingston Association of Museums, Art Galleries and Historic Sites (KAM). An enthusiastic team lead by the Community Exhibition Coordinator will work to generate a collaborative series of community exhibits focused on celebrating Canada's 150th with a Kingston perspective. Through an open community call for objects on specific themes, this exhibition will be comprised of a series of pop-up exhibits in non-traditional community spaces. The purpose of this project is to provide Kingston residents with an opportunity to share untold stories about people, places, events and ideas that illustrate the diversity and complexity of the City's rich heritage, past and present.

Cantabile Choirs of Kingston

Since 1996 the Cantabile Choirs of Kingston, under the leadership of Dr. Mark Sirett, have thrilled local and regional audiences in performances of a diverse range of choral repertoire from Canada and around the world at an unrivalled standard of performance. Over the years, Cantabile has grown to include seven choirs and over 250 voices with a choral season of five themed concerts, which often include invited guests of national and international acclaim, attracts a sell-out audience in our home at 82 Sydenham St.

Kingston Canadian Film Festival

KCFF was launched in 2001 as a three-day event at the Screening Room Movie Theatre. In 2002, the festival added a second venue and added a fourth day to the event, becoming the largest showcase of feature films from across Canada. The festival has expanded, launching the Local Filmmaking Initiative to provide educational and networking opportunities for local filmmakers, presenting a high school outreach program, guaranteeing the inclusion of French language films at each festival, and adding retrospective screenings and a Master class.

Kingston Association of Museums, Art Galleries and Historic Sites (KAM)

The Kingston Association of Museums, Galleries, and Historic Sites, Inc. (KAM) is a not-for-profit, collaborative group of member institutions from the Kingston region. KAM exists primarily to raise public awareness, through the facilitation of collective marketing, promotion, and joint programming initiatives on the behalf of its membership. Many sites have specialist collections which range anywhere from local, to national, to international significance. In addition to built (architectural) heritage, KAM members' collections include: archaeology, earth sciences, fine art, trade and technology; education, marine, medical, military, and sports history.

Reelout Arts Project

Reelout exists to celebrate queer media arts and to contribute to community vitality by programming materials that focus on issues of sexuality, race, culture, religion, class, gender, ability, health & age, thereby purposefully drawing together and initiating challenging dialogue among disparate members of the local and surrounding communities.

Regular User Groups

Cantabile Choirs Programming

From the beginning, Cantabile has provided musical education for choristers and audiences through this high standard of performance and quality choral literature. A minimum of five days a week Cantabile uses the building, especially the large upper rehearsal hall with its high ceiling, as their home to conduct all their various rehearsals, meetings, retreats, events, lessons and on concert nights they utilize the entire building for backstage and front of house areas to accommodate both participants and audience.

Crystal Amazement Theatre

Crystal Amazement is a musical performance theatre group that holds multiple productions at various times during the year and rehearses at 82 Sydenham Street.

Helen Tufts Child Outreach Program – Sydenham St. United Church/Frontier College (Lower Hall)

First, the Helen Tufts 'Nursery School' provides a unique service to young children and has done so for almost 50 years. Unique in that it combines a specially designed complement of services to meet the needs of a population within the Kingston area where the domestic resources might not have provided the opportunity to develop socialization and classroom skills which help make the school transition a somewhat seamless experience rather than an intimidating experience. It follows the same principles utilizing the teaching qualities of Queen's University Student Leaders to mentor with school age children to strengthen reading skills and bond through games and activities.

Kingston By Night Storyteller Group

The Kingston By Night storyteller group is an improvisation role-playing based immersive event that holds events at various times during the year.

Kingston Choral Society

The Kingston Choral Society is a member organization that began as the original Kingston Symphony Association choir and has made its home for both rehearsals and performances at 82 Sydenham Street for over five decades. While it continues to support the Kingston Symphony Orchestra, the community choir undertakes independent concerts and collaborations with other Kingston music groups such as BrassWerks and Orchestra Kingston. The Choral Society performs with a wide and varied repertoire, ranging from early music and masterworks to contemporary, and including oratorio and opera.

Mind's Eye Theatre

The Mind's Eye Theatre is an improvisation role-playing based immersive event that regularly takes place every second Saturday evening.

AA and Related Groups

- Monday Night Al Anon (Conference Room)
- Tuesday Frontenac AA (Lower Hall)
- Friday Young People's (Lower Hall)
- Sunday Night 12-Step Program AA (Lower Hall)
- Wednesday 'We Care' NA (Lower Hall)
- Tuesday 'Journey to Serenity' OEA (Conference Room)

Occasional User Groups

- Annual Annandale Condo AGM meeting
- Arts & Culture (individual lessons & instruction)
- Beyond Classrooms meetings & interviews
- Blue Canoe Theatre rehearsals
- Cantabile Choirs concerts
- Community-sponsored concerts (12 per year)
- Flying V Productions concerts
- Kiwanis Festival adjudications
- Kingston Choral Society & Orchestra Kingston concerts
- Lectures & Community Advocacy Events (6 per year average)
- Orchestra Kingston rehearsals & concerts
- Poetry, Literary Readings and Spoken Events (6-12 per year)
- Queen's Nursing Pinning Ceremony
- Weddings, Memorials, Funerals (internal & external)

Appendix I: Acknowledgements

The Friends of the Spire gratefully acknowledges the financial support of the following agencies and organizations:

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The Rick Hansen Foundation Access4All Canada 150 Signature Initiative, which is also supported by the Government of Canada.



The New Ministries Fund of The United Church of Canada.



Bay of Quinte Conference of The United Church of Canada Transformational Ministry Fund.



We thank these organizations for their contributions and look forward to additional grants from other supporting foundations and corporate donors.