



Project Charter + Programming Workshop
St. Martin's Church and Diocese Offices

St. Martin's Anglican Church

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INTRODUCTION

The primary mission of St. Martin's Anglican Church is to provide a place that is reverant and allows for worship. The new space is to be welcoming and inviting in all regards and highly flexible so that it may be used by a wide variety of groups and activities during the week and into the future. The Church is to be built within the constraints of the building's budget.

In support of the project, St. Martin's retained the services of S2 Architecture (S2) to facilitate a project charter and a programming workshop for the Parish Building Committee. The workshop provided a record of information, deliberations, observations and decisions. Through the exercise, the Committee collaborated and participated in consensus building for the programming, future planning and design requirements of the proposed Church and Diocese offices.



Integration of Light and Form

SCOPE + METHODOLOGY

The participants were divided into two groups. Each group would work to build consensus with respect to the exercise(s) and questionnaire(s) provided to each of the groups.

1. The programing/charter process was presented to the participants. Establishing a charter is a critical step at the onset of this project and will establish or confirm the goals aspirations and parameters of the group (St. Martin's Church).

The project charter and facilitation process is a very important tool that will assist in sorting out the needs and desires of the Building Committee. It will help in exploring a vision that is greater than the sum of its parts; where one + one is greater than two. The charter is, in many ways, the project's constitution; it verifies that the committee/board members have come to consensus on the project's scope, objectives, philosophy, the inherent assumptions and restrictions, as well as its functional programing requirement for areas and dimensions, etc.

Of all the strategic approaches to design methodology for committee based projects, client and user-group participation in the development of a consensus document (project charter) at the onset of design, has the most positive and profound impact on project outcomes.

All members of the design process contribute to a successful program, master plan and facility design. This approach creates buy-in from all the participants and ultimately builds pride and conviction in the project and its tenants. Effective programming facilitation systematically defines, orders, and specifies the project goals, objectives and design intentions of all stakeholders. Detailed programming sets the direction of the project and creates alignments required for successful completion.

Included in the development of the project charter is the functional program. The functional program establishes the quantitative amounts of space required and the relationships between them. Complex physical environments benefit greatly from established performance standards, technical criteria and spatial relationships developed collaboratively with each client. Design professionals may develop expertise in specific areas; however, this is no substitute for collaborative effort with an end-user. We facilitate this stage of the charter by working closely with

the stakeholder groups to develop project goals, objectives and a strategic plan throughout the design process.

As well as accounting for area and space/ room requirements, a comprehensive functional program will also include the qualitative aspects of the space such as quality of light, quality of dimension and special characteristics such as proportion, equipment, fitments and materiality.

2. The first exercise establishes meaning and context of the mission, vision and goals of St. Martin's Anglican Church. The groups were also asked to describe specific overarching goals and aspirations for the project and were asked questions to engage in discussion and debate which would then inform the future planning and design process.

It was explained to the groups that in establishing *principles vs preference*, decisions were grounded and justified. A *principle* can be supported by tangible, quantifiable elements. A decision based on principles is defensible in terms of budget, schedule, building codes, functionality, technology, agreed to tenants of philosophy or social science and, there for infusing the decision with substance. A *preference*, on the other hand, is that which is based on personal opinion and feeling. In terms of decision making, a preference is often an expression of something a person likes based on beliefs that can be anecdotal. A preferential decision can be left open to debate and challenge.

3. The two groups were asked to prioritize the eight statements in terms of relevance and pertinance



to the vision for the St. Martin's Anglican Church. Each group presented their responses and carried on to the next exercise of prioritizing themes and planning/programming principles.

4. Program of Requirements were provided to two groups - prioritized from "Not Important" to the "Highest Non-Negotiable Priority". A number of these statements were to verify the programme requirements and drafted in 2013. The groups were then asked to establish affinities between two opposing elements or conditions that would be useful in further determining planning and design parameters, as well as program requirements.
5. Based on principles, goals and aspirations established or discussed from the previous analysis and discussions, the workshop then addressed the overall estimated project costs based on building area and building form, quality expectations, maintenance costs and spatial function.
6. With the insight and knowledge gleaned from the preceding discussions and exercises, the groups picked from a host of photographic examples of other Church buildings. Each individual was provided with copies of these photos and were asked to provide commentary as to what elements they thought were appropriate for this project and why.
7. The culmination of the workshop addressed the overall project theme. A set of four questions were presented to both groups that addressed the project vision, integration into the community, type of spaces/architecture that defined the theme.



QUALITATIVE SUMMARY

The following summarizes what was discovered from the qualitative portion of the workshop. It describes overarching themes, the philosophy and directions that were built on principled deliberation and consensus.

The questions and issues that the groups believed to be most important and have high priority were:

1. Flexible space of worship to offer creative and meaningful liturgy to accommodate many groups and organizations.
2. Reverent 'God Centered' and sacred space that nurtures spirituality and reflects Christian faith.
3. Inviting, welcoming and hospitable design.
- 3a. To meet the budget allocated for construction which is \$5,577,829.
4. Environmental friendly and sustainable design.
- 4a. To meet the project schedule and target date – September 1, 2018.
5. Creativity, innovation and 'Outside-the-Box' design.
6. Reflect Spirit of our Place i.e. Calgary - Chinook winds arch, open to Aboriginal culture & appreciation for creation.
1. *What role should the church building have in terms of attracting new parishioners?*

The building is to be attractive, noticeable and have a strong presence in the community with curbside appeal. It should be well lit (especially in the night) and open with a warm welcoming entrance and Narthex. Main entrance to be easily accessible to everyone with clarity in circulation.

The interiors of the church are to draw people in by incorporating colour, natural materials and a lively family friendly environment.

2. *How should the design reflect Christian values?*

The Altar area to be the focal point with play of light (preferably natural) and to be barrier free with no altar rail. The interiors of the church are to be designed to reflect modesty, peace and tranquility. Christian values to be enhanced by the use of metaphors and symbols like the "Cross", St Martin's logo (dove & bread), Christian art (like paintings, sculptures, stained glass etc) in the Narthex and other areas that encourage parishners to look up.

What would the group like the community / congregation to say about the church after it is completed?

The church, once completed, is to have a "Wow Factor", a place where people feel it is "Home", a place to reflect and feel the "Holy". The church is also to be used as a meeting and gathering space by various organizations hence contributing as a great addition to the community.

3. *What is the most important factor(s), aspect(s), elements that S2 as designers should focus on?*

The church is to be a Reverent God Centered sacred space that nurtures spirituality and reflects Christian Faith. The spaces to be efficient, flexible and practical with a good balance of capital and operating costs. The architectural design to be an eclectic mix of contemporary and traditional architecture.

The written comments from the Qualitative Analysis could be summarized as follows:

Design a versatile, sacred space of worship; unique and meaningful with clean, simple lines, attractive in form and incorporate symbols and metaphors that reflect Christian faith. Design to reflect 'openness and accessibility' with a prominent entrance and strict cognizance towards project budget and schedule.

PROGRAMME AREA AND COST SUMMARY

ACTIVITY / USE	UNIT SIZE	# of ROOMS / PEOPLE	SQ. FT.	COST PER SQ. FT.			COST PER ROOM
				\$330	\$310	\$290	
CHURCH							
Vestibule/Narthex (20% of Nave)	20%		630	✓			207,900
Nave (Seating)	12.80	250	3150	✓			1,039,500
Nave (Music)			250.0	✓			82,500
Choir / Music Room	8 x 15		120		✓		37,200
Sanctuary / Chancel	10 x 48	1	480	✓			158,400
Baptistry / Font / No Permanent Font	10 x 12	1	120	✓			39,600
Chapel / Oratory	12	30	360	✓			118,800
Coat Room	8 x 10	1	80		✓		24,800
Toilet	7 x 5	1	35		✓		10,850
Sacristry / Vestment / to Storage Portable Font	15 x 12	1	180		✓		55,800
Multi-Purpose Room	12	200	2400	✓			792,000
Commercial Kitchen	20 x 20		400	✓			132,000
Crying Room			0		✓		0
A/V	4x 6		24		✓		7,440
Altar for Chapel	12x8		96	✓			31,680
Pastor Study / Office	10 x 12		120			✓	34,800
Assistant Pastor Study / Office	10 x 12		120			✓	34,800
Kitchenette (Office)	6 x 10		0		✓		0
Clubmeeting / Rooms / Sunday Schools with Storage (Only one room to be flexible)	15 x 20	2	600		✓		186,000
Storage		4	192			✓	55,680
Additional Office for Non-Profit Group							0
Indoor Garden							0
Admin Office		3	300		✓		93,000
Washrooms	14 x 15	2	420	✓			138,600
Janitorial	3 x 6		18			✓	5,220
Mechanical			600			✓	174,000
Storage			600			✓	174,000
Subtotal			11295				
Circulation (21% of total)	21%		2371.95			✓	687,866
TOTAL ESTIMATED FOR CHURCH			13666.95				4,322,436
Parking			TBD				
Outdoor Amenity / Chapel			TBD				
Garbage / Service Room			TBD				
Patio			TBD				
Outdoor Storage			TBD				
DIOCESE OFFICES							
Bishop office	15 x 15		225			✓	65,250
Assistant to Bishop	10 x 12		120			✓	34,800
Executive Officer	10 x 12		120			✓	34,800
Director of Finance	10 x 12		120			✓	34,800
Assistant to Director of Finance	10 x 12		120			✓	34,800
Swing Office (Registrar/ Archivist)	10 x 12		120			✓	34,800
Swing Office Director of Property)	10 x 12		120			✓	34,800
Administration office/reception	0		0		✓		0
Board room			300	✓			99,000
Meeting room(s)	10 x 15	1	150	✓			49,500
Archive / Library	10 x 20		200			✓	58,000
Bishops chapel	0		0				0
Storage	10 x 10		100			✓	29,000
Server room			0		✓		0
Washrooms	8 x 8	2	128		✓		39,680
Subtotal			1823				
Circulation	19%	of total	346.37			✓	100,447
TOTAL ESTIMATED FOR DIOCESE			2169.37				649,677

COST SUMMARY

TOTAL PROJECT BUDGET	\$6,640,404.08
SITE ACQUISITION / LAND COST	N/A
SOFT COSTS	\$809,580.00
Architecture / Engineering	\$524,000.00
Owners Consultants	\$85,000.00
FF & E	\$125,000.00
Permits & Expenses	\$52,000.00
Financing	N/A
3% Contingency	\$23,580.00
SITE WORKS	\$262,500.00
Demolition	\$20,000.00
Site Work	\$200,000.00
Landscaping	\$30,000.00
5% Contingency	\$12,500.00
BUILDING	\$5,568,324.08
Building GC	\$4,972,112.80
Other	\$90,000.00
10% Contingency	\$506,211.28

TOTAL BUILDING AREA AS PER PREVIOUS PROGRAM - 15,762SFT

ESTIMATED PROJECT BUDGET AS PER PREVIOUS PROGRAM - \$ 6,650,000.00

BUILDING AREA BASED ON PROGRAM DEVELOPED DURING CHARTER WORKSHOP & DIOCESE SPACE REQUIREMENT RECIEVED ON MAY 11, 2016 - 15,836.3SFT

PROJECT BUDGET BASED ON THE ABOVE AREA - \$6,640,404.00



APPENDIX

- Qualitative Programming Document
- Affinities & Attachment Rating List

QUALITATIVE PROGRAMMING DOCUMENT

Verification and Relative Importance on a scale of 1 to 5	1. No longer needed (Does not support project goals)	2. Low Priority and is not important (it could be considered but with no added expense or compromise of other higher priorities)	3. Nice to have and of medium importance (Could be trumped by other "higher priorities". Somewhat supports project goals)	4. A very important priority that should be pursued (Supports project goals)	5. Highest Priority (A non-negotiable requirement that should not be trumped or compromised by other priorities)	Notes
Sanctuary / Altar						
Symbols(Water, Fire & Light)		■				Light is most important
Windows with a view outside			■			
Natural Light				■		
Multi user groups(for live music & community activities)				■		
Altar Table – Movable and easy to set up, not fixed.					■	
Sound Board & Good Acoustics					■	
Nave						
Musicians integrated within the seating layout			■			
Space for Grand piano within the seating layout			■			
180-270 degrees seating				■		
Seating for 250 people				■		
Easily movable flexible seating, Pew Chairs				■		

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Baptismal Font						
Infant immersion font for full immersion	■					
Below grade adult font	■					
Permanent Font for both adults & infants		■				Beautiful portable font
Water fall, nature like setting		■				
Permanent water feature with natural materials			■			
Chapel						
Adjacent to sanctuary			■			
External Access – Outside door				■		
Open 24 hours a day				■		
To accommodate 30 people				■		

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Vestibule / Narthex						
A counter or kiosk plus moveable and flexible welcome desk			■			
Nursery Space – separate enclosed daycare room				■		Windows into sanctuary. Not dedicated but not a separate enclosed one
Separate Music Room with Storage				■		Chapel for practice, need storage
Family Restroom (Barrier Free)				■		Separate mother's room, wheelchair access
Glass sliding doors between Nave & Narthex				■		Important for security & transparent
Large doors to accommodate funeral casket				■		
Welcoming and open					■	
Multipurpose Flexible use					■	
Adequate restrooms						

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Events & Education						
Accommodate / allocate for future expansion of Social gathering space		■				
Café / Coffee bar		■				
Indoor Garden		■				
Primary use of Multipurpose room to be for social gatherings and senior activities				■		
Classrooms / Education rooms - 3 nos.					■	Flexible usage Children/ adults
Full Commercial kitchen adjacent to multipurpose room					■	
Large Multipurpose room to accommodate 200 people and Flexible Seating					■	
Multipurpose room to be adjacent to the nave – this would enable expansion of nave when needed					■	
Administrative Offices						
Washrooms with showers		■				
Additional Office for Community service group			■			
Open Office with 4 desks			■			
Reception Desk				■		View of Entrance
Offices for 5 people					■	Some offices could be multipurpose







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Outdoor Spaces						
Memorial garden / columbarium		■				
Labyrinth prayer space		■				
Community garden			■			
Small Playground visible from interior			■			
Diocese Offices						
Bishop's Chapel	■					
Bishop office					■	
Assistant to Bishop					■	
Executive Officer					■	
Director of Finance					■	
Assistant to Director of Finance					■	
Swing Office (Registrar / Archivist)					■	
Swing Office (Director of Property)					■	
Storage Room for Shelves and Boxes					■	To be shared with the parish, need not be within the Diocese
Archive / Library					■	To be shared with the parish
Meeting Room					■	To be within the Diocesan Office to seat 7 around 1 table
Boardroom					■	For 10 people, to be shared with the parish








AFFINITIES & ATTACHMENT RATING LIST

	Strong Attachment		Affinity to Both Equally		Very Strong Attachment	
Nave - Adaptable Multi-Purpose space	■					Nave - Fixed and dedicated space
Transparent building – Large open windows, connected to nature		■				Inward looking insular & Closed building
Controllable Ample Natural light in the Sanctuary		■				Artificial Light in the sanctuary
Egalitarian / Democratic		■				Hierarchal / Echelons
Building to incorporate Symbolism and Metaphors			■			Building to be Generic, non-expressive
Contemporary building Aesthetics			■			Traditional Building Aesthetics
Controllable Ample Natural light in public spaces			■			Artificial Light in public spaces
Vestibule / Narthex - 'Grand' public spaces			■			Vestibule/Narthex - Intimate public spaces
Technically Enhanced Acoustics			■			Natural Acoustics
Building aesthetics important, Expressive Architecture				■		Building functionality important, Utilitarian
Dogma / Doctrine / Tradition				■		Uncertainty / Questioning / Topical
Earthy				■		Heavenly






EXTERIOR IMAGES

	Attractive Building Form & Curb Appeal	Simplicity of Form & Colour, Clean lines	Attractive Exterior Feature Lighting	Appealing Landscape, Open Pathway & Green Space	Appealing Symbolim & Metaphor	Large Windows	Unappealing Building Form: Too Traditional	Unappealing Building Form: Too Contemporary	Boxy, Rectilinear, Institutional - Not Preferred	Austere, Sterile & Cold	Total Positive Attributes	Total Negative Attributes
	Positive Attributes						Negative Attributes					
	✓	✓			✓	✓			✓		4	1
	✓	✓			✓						3	
		✓	✓		✓				✓		3	1
			✓	✓							2	
	✓				✓			✓			2	1
					✓						1	







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	Attractive Building Form & Curb Appeal	Simplicity of Form & Colour, Clean lines	Attractive Exterior Feature Lighting	Appealing Landscape, Open Pathway & Green Space	Appealing Symbolim & Metaphor	Large Windows	Unappealing Building Form: Too Traditional	Unappealing Building Form: Too Contemporary	Boxy, Rectilinear, Institutional - Not Preferred	Austere, Sterile & Cold	Total Positive Attributes	Total Negative Attributes
	Positive Attributes						Negative Attributes					
			✓					✓			1	1
						✓	✓				1	1
		✓					✓				1	1
	✓							✓			1	1
					✓			✓	✓		1	2
									✓			1
							✓					1








EXTERIOR IMAGES

	Attractive Building Form & Curb Appeal	Simplicity of Form & Colour, Clean lines	Attractive Exterior Feature Lighting	Appealing Landscape, Open Pathway & Green Space	Appealing Symbolism & Metaphor	Large Windows	Unappealing Building Form: Too Traditional	Unappealing Building Form: Too Contemporary	Boxy, Rectilinear, Institutional - Not Preferred	Austere, Sterile & Cold	Total Positive Attributes	Total Negative Attributes
	Positive Attributes						Negative Attributes					
								✓				1
									✓			1
								✓				1
									✓	✓		2
								✓	✓			2







INTERIOR IMAGES

	Attractive Composition	Simplicity of Form & Colour, Clean lines	Appealing Building Materials Timber/ Wood	Appealing Symbolism & Metaphor	Large Windows	Appealing Daylight - Lighting with Angles	Flexibility - Altar, Seating & Space	Appealing Elements of Nature (outdoors preferred)	Unappealing Interiors: Too Traditional	Unappealing Interiors: Too Contemporary	Austere, Sterile & Cold	Unappealing Seating Auditorium Confined	Total Positive Attributes	Total Negative Attributes
	Positive Attributes								Negative Attributes					
	✓	✓	✓		✓	✓	✓						6	
		✓	✓		✓	✓	✓						5	
	✓	✓		✓		✓							4	
			✓		✓	✓	✓						4	1
	✓	✓		✓		✓						✓	4	2
			✓		✓	✓							3	







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	Positive Attributes								Negative Attributes					
			✓		✓		✓					✓	3	1
	✓		✓										2	1
					✓	✓							2	1
				✓		✓					✓		2	1
			✓			✓					✓		2	1
								✓					1	
								✓					1	

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Positive Attributes									Negative Attributes					
						✓					✓		1	1
						✓					✓	✓	1	1
						✓					✓		1	1
						✓					✓		1	1
						✓					✓	✓	1	2
			a							✓			1	1

INTERIOR IMAGES

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Positive Attributes									Negative Attributes					
											✓			1
											✓			1
									✓					1
				✓					✓				1	1
												✓		1
									✓					1

	Attractive Composition	Simplicity of Form & Colour, Clean lines	Appealing Building Materials Timber/ Wood	Appealing Symbolim & Metaphor	Large Windows	Appealing Daylight - Lighting with Angles	Flexibility - Altar, Seating & Space	Appealing Elements of Nature (outdoors preferred)	Unappealing Interiors: Too Traditional	Unappealing Interiors: Too Contemporary	Austere, Sterile & Cold	Unappealing Seating Auditorium Confined	Total Positive Attributes	Total Negative Attributes
	Positive Attributes								Negative Attributes					
									✓			✓		2
									✓					1