

Parish of Saint Leonard Discussion Document

Submitted to Pastoral Council by Steering Group – January, 2009

Submitted to Parishioners by Pastoral Council – February, 2009

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Steering Group Formation and Composition

The Facility Committee recommendations accepted by Pastoral Council in January, 2008, included a recommendation on future process. The original recommendation read as follows:

*The Facility Committee recommends that **a working group be established**, reporting to the Finance and Administration Committee, to oversee this important work. Further, the Facility Committee recommends that the remaining questions relating to the disposition of other properties be deferred to the Finance and Administration Committee for further deliberation.*

(Source: Cherishing the Past, Embracing the Future, January 27, 2008)

Upon further reflection, Pastoral Council determined that the working group should report directly to the Council. They also named, by position, the composition of the working group. The working group would be made up of two members of the Pastoral Council, two members of the Finance and Administration Committee, and one parishioner-at-large. The Chair of the Council was tasked with forming the committee and ensuring that the work get underway. Added to this team, as directed by the Pastoral Council, was the pastor (beginning with Lester Marchand and followed by Paul MacNeil), Frank Capstick in a coordinating role, and JoAnna LaTulippe-Rochon, Pastoral Council Chair.

A general call for members was made during the Pastoral Council meeting and again during a subsequent Finance and Administration Committee meeting. As a result, three volunteers stepped forward. A fourth person came forward whose membership on the Finance and Administration Committee was pending. Finally, a parishioner-at-large was identified and subsequently agreed to join the working group. This working group became known as the Steering Group.

Steering Group membership includes: Ann Marie Fraser and Blair Murray (representing Pastoral Council); Donnie MacIsaac and Simon White (representing Finance and Administration); Art Timmons (parishioner-at-large); Frank Capstick (Coordinator); Lester Marchand (to June 25, 2008) followed by Paul MacNeil (Pastors), and JoAnna LaTulippe-Rochon (Pastoral Council Chair). Mr. White remained with the Steering Group until October, 2008.

Clarification of Steering Group Mandate

The Steering Group began by reviewing the recommendations of Pastoral Council and ensuring that it was clear on its mandate. The mandate of the Steering Group was understood as completing the further work outlined in the recommendations that follow:

Option 2 of the Trifos Report recommends the relocation of the Pastoral Centre to the current St. Michael's church building in conjunction with the construction of

*an attached church building at this site for an estimated cost of five million dollars. The Facility Committee recommends moving forward with Option 2. In making this recommendation, the Facility Committee is conscious that the Trifos design accommodates 750 people. It is recommended that the proposed new space be **designed to accommodate approximately 500 people**. All consideration must be given to a **design that allows for cost savings** relative to what has been proposed while meeting the needs of the parish. We anticipate that modifications will **significantly reduce the Trifos cost estimates**. At the time of writing this report, new cost estimates have not yet been acquired.*

*As a first step in this direction, the Facility Committee recommends the relocation of the Pastoral Centre to the current St. Michael site, pending the approval of the Finance and Administration Committee. The Committee supports **the exploration of a more modest cost and design for the Pastoral Centre**. As well, the Facility Committee recommends that **further study be undertaken to determine the feasibility of a more modest (both in terms of cost and design) attached Church space component being located at this site**.*

(Source: Cherishing the Past, Embracing the Future, January 27, 2008)

The Steering Group was clear that this was to be its mandate and, that if throughout the process, this was seen to be impossible, its mandate was to shift in the following direction:

***If this option is not feasible, the Facility Committee recommends further study be done regarding Option 3, the reconfiguration of the current St. Agnes space to meet the worship needs of the parish but not including the relocation of the Pastoral Centre.** The estimated cost of this option is unknown at this time. It may be possible to commence this review concurrently with the Option 2 review, as deemed appropriate.*

(Source: Cherishing the Past, Embracing the Future, January 27, 2008).

Expansion of Steering Group Mandate

Following a presentation by a group of parishioners, Pastoral Council expanded the mandate of the Steering Group. It requested that Steering Group give every due consideration to the report tabled by this group of parishioners, entitled **Considerations**. With this added to the mandate of the Steering Group, it was determined that the mandate was complete and clearly understood by those involved.

The Work Begins

Over the next year, the Steering Group met on a weekly basis. The work focused on the further investigation of the recommendations regarding facility needs that had been accepted by Pastoral Council. As well, recommendations made within the

Considerations document were reviewed. A number of related working groups were established to assist with the work: Demographics, Design/Layout, Properties, Budgeting and Communications. It was decided that these groups would work on an ad-hoc basis as tasks were identified. This process proved to be most helpful to moving the Steering Group toward fulfilling its mandate.

Demographics

Two principle areas of inquiry were identified related to demographics. The first area for exploration related to the actual number of parishioners that planning needed to consider. The second area of study related to more general demographics of the area.

What is the size of the population the parish is called to serve? What trends exist that may help us to estimate what will happen to our number over the next five to ten years? How many people celebrate Mass on a weekly basis? What size facilities do we need to accommodate our numbers?

What Have We Learned?

The highlights of what we have learned are as follows:

- Approximately 86% or **8,973** people within our community are Roman Catholic;
- Of this number, we have **2,199** people (representing 1,148 families) included in our parish registration process;
- In addition, through the telephone survey, another **862** people (representing 365 families) have identified themselves as being part of our parish;
- Approximately **1,018** people regularly celebrate Sunday liturgy; and
- Approximately **488** contribution envelopes (including 45 contributors who use automatic debit) are received as a weekly average with some additional support received through loose collections.

Overall, this tells us that a relatively small number of parishioners are trying to meet the financial needs of the parish. With rising costs, current infrastructure and aging parishioners we have come to some conclusions. Maintaining things as they are is not possible without encountering serious financial difficulties. We will need to take further action to solidify the financial position of the parish if we are going to be able to live and grow our mission, *“to be a visible sign of the Body of Christ in our welcome, witness, and celebration of all that we are as people of God.”*

Where Do the Numbers Come From?

Parishioner Registration Process

In order to begin to answer some questions, concerted efforts were made once again to encourage all parishioners to complete a parish registration form. Efforts of this nature were ongoing, but once again a call was made for all parishioners to register in this way. Appropriate software was obtained. Staff were supported to input this data electronically so that current information concerning the size of the parish would be available.

As with previous attempts, this process was only moderately successful as 1,148 families came forward and registered. Summary data from this registration is listed below:

Number of People	Number of Families	Number of Seniors (65+)	Number of Adults (19-64)	Number of Youth (13-18)	Number of Children (0-12)
2,199	1,148	771	1,213	97	118

(Data from Parish Friendly Solutions, Printout Current as at September 15, 2008)

Augmenting the Data through Telephone Survey

Recognizing that this information fell short of representing the entire parish, the Demographics Working Group took on the task of augmenting this data. Using the telephone directory, members began calling community members to gather the information required. They worked to gather the most pertinent data over the telephone. They also encouraged those called to complete the census form. This was done with the understanding that even with encouragement many people would likely not complete the registration process.

As a result another 365 families identified themselves as parishioners. The statistics related to these families follow:

Number of People	Number of Families	Number of Seniors (65+)	Number of Adults (19-64)	Number of Youth (13-18)	Number of Children (0-12)
862	365	153	508	99	102

(Data Gathering Period – Spring/Summer, 2008)

A More Complete Picture Emerges

With both sources of data combined, we know that at a minimum the Parish of St. Leonard is comprised of 1,513 families, with the following composition:

Number of People	Number of Families	Number of Seniors (65+)	Number of Adults (19-64)	Number of Youth (13-18)	Number of Children (0-12)
3,061	1,513	924	1,721	196	220
100%		30.2%	56.2%	6.4%	7.2%

(Data combination of two sources noted immediately preceding this chart)

Limitations within the Process

While the Demographics Working Group worked hard to supplement previously available data, there were many limitations of this work:

- A full survey of the community did not take place;
- The area of the former St. Alphonsus Parish, for instance, was unable to be surveyed. Many members would be listed within the Sydney section of the telephone directory. This made it impossible to locate many parishioners from this area given the resources at hand;
- Some members of the Working Group were unable to complete the sections assigned to them;
- New members willing to take on this responsibility were not found; and
- A portion of parishioners either have no telephone, use cellular phones only and are not listed in the telephone directory. There was no opportunity for Working Group members to make contact with these parishioners.

General Demographic Trends

Cape Breton Regional Municipality

The Steering Group recognized that the recommended direction would need to be sustained well into the future. It made sense to investigate what the future for the parish seems to hold by way of demographic data. This was the second area of study relating to demographics. Through support offered from the Cape Breton Regional Municipality, population estimates for the coming years were gathered. This information was further supplemented with information gathered from the Community Counts Website, using the 2006 census data.

Data from Statistics Canada indicates that the annual rate of population decline in the CBRM varies. However, there is no indication of stabilization. Specifically, the rate of decline during the past three years has exceeded the rate of decline in 2002 and 2003 according to these estimates.

(Source: Statistics Canada, Annual Demographic Estimates, Catalogue No. 90-214-X).

It is estimated that the population decline will not be uniform across the age range. The numbers in the younger age range are expected to experience very significant declines. The older age ranges show increasing populations. During the past ten years (1996-2006) the size of the under 55 population in the CBRM, for example, has declined by approximately 25%.

The decline being experienced in the CBRM is well beyond anything being experienced in the other counties across Nova Scotia. During the period from 1996 through 2006, the decline experienced in CBRM was the largest population loss recorded by any of the Census Divisions (counties) in Canada. The main elements of population decline are natural change (the difference between the total number of births and deaths each year) and migration, both within the province and between provinces. During the period from 2001 to 2005 Cape Breton accounted for 56% of the provinces total net out-migration. More than 33% of Nova Scotia's out-migration is comprised of people moving from the CBRM.

A decade of data clearly suggests that without a strong regional immigration program introduced as part of a broader economic development initiative, CBRM's aging population is incapable of generating natural population growth.

Based on information from Revenue Canada, average income for individuals in CBRM is 19% below the Nova Scotia average and 40% below the average income of the Halifax Regional Municipality. This is another measure of the extent of regional economic disparity in this small province.

Population Change in New Waterford

For purposes of these statistics, New Waterford is defined as the following communities: Kaneville, Lingan, New Victoria, New Waterford, River Ryan, Scotchtown and Victoria Mines. The data source is the CBRM Overview 2008 and the Community Counts Data drawn from Census data 1996, 2001, and 2006.

During the past ten years (1996-2006) the population of New Waterford and Area declined by 11.9% (from 11,841 to 10,434). Between 1991 and 2001, the rate of decline had been 9.6%. A Steering Group meeting with an official from the municipality (September 23, 2008) confirmed New Waterford's expected annual population decline to be approximately 1% per year. Of this, approximately 30% of the decline is caused by natural factors (deaths exceeding births) while the remaining 70% comes from people leaving for either other parts of the province or other parts of the country. The third factor in population change, immigration, is not a factor in our area. Officials were able to confirm that given the source of the decline, it is reasonable to expect that the decreasing population will continue until such a point as a very strong economic plan is put in place for the CBRM. Without such a plan, there is no reason to expect that the situation will stabilize. In fact, it is very likely that this will not be the case.

The population under the age of 55 has declined by 19% (1,718 persons) during the 1996

to 2006 period. During this same period, our senior population (65+) has increased by 13.9% (225 persons).

Religious Affiliation

Of the 10,879 people in New Waterford and Area reporting on their religion (2001 Census Data) 85.9% or 9,344 persons report being members of the Roman Catholic faith. This was followed by 5.9% reporting as United Church members and 3% reporting as members of the Anglican faith community. The Salvation Army was named by 1.1% as their religion. Approximately 2.3% named various other religious affiliations while 1.8% indicated having no religion.

So, What Does this Mean?

At the current rate, New Waterford and Area will decline by approximately 124 people every year. Approximately 86% (107) of these people will be Roman Catholic.

The following table shows depicts the population change estimates for the Greater New Waterford Sub-Region from 2011 to 2021:

Age Range	2011	2016	2021
Estimated Future Populations (2011-2021)			
TOTAL	10,270	9,880	9,460
Change	-2.6%	-3.8%	-4.3%
Change in Roman Catholic Population (86% of Total Population)	8,832	8,497	8,136
Proportion of Total Population			
0-14	12.9%	11.9%	11.1%
15-24	12.6%	10.2%	8.2%
25-64	60.2%	58.9%	54.9%
65+	20.0%	24.0%	29.2%

(Source: Population Forecast – Final Report for Cape Breton Island, February 7, 2008. Demographic Report dated March 31, 2008).

How Did this Data Inform the Process?

The Steering Group considered anticipated declining population and changes in age distribution as its work moved forward. These figures have been used to forecast financial position into the future, as noted further along in this report. As well, demographic information has been factored into the facility design. It serves to inform the community about required seating capacity in years to come. Statistics on the age of our population help us to plan for sound systems and barrier free access. In short, having a more solid handle on the area’s demographics informs almost all areas of the planning process.

Sunday Contributions Available for Ordinary Operations

The current trends in financial support of our parish were identified. These trends are a measure of what parishioners willingly make available to support their parish. In the figures below, **only** the Sunday contributions that are available for operating the parish have been taken into account. Funds that are offered by parishioners and subsequently passed along to other organizations or are restricted for use are not included. This in no way lessens the importance of these contributions to the parish. Rather, it simply helps us to get a better estimate of the trends related to the Sunday contributions. Some examples of funds excluded are: Family Service of Eastern Nova Scotia, Combined Christmas Giving, funds designated for Cemetery Upkeep, etc.

For this reason, the following figures will not match projected budget figures or figures that are disclosed during annual financial reporting to the parish.

	2008	2007	Difference	Percentage Change
January 1 – December 31	\$382,959.20	\$412,214.87	\$29,255.67	7.1%

(Source: Office Accounting Records, January 1, 2007 to December 31, 2008).

Trend Analysis

The issues facing this parish are similar to those being experienced all over Canada. Resources are declining. Parishioners at large and parishioners who have been involved in the process have had to open themselves to new understanding of Church, diocese, parish and self. Clergy and staff have been challenged to change. Church buildings have been sold, closed and recreated while some new ones have emerged to serve the current needs. Some processes have been diocesan lead and supported while others have been grassroots with or without diocesan support. All share the common experience of loss and pain for some while for others encouragement and new life.

In our parish, the financial numbers from the past two years speak clearly to how these current trends affect our local parish. The following charts break down our income and expenses for each of 2007 and 2008, to establish the general funds available for parish operations in each year. This involves factoring out any designated funds and one time only funds, allowing a direct comparison between the two years.

General Funds Available for Parish Operations (2007)		
Total Income		\$578,776.02
<i>Less Designated Funds:</i>		
Cemetery Operations	-\$23,801.71	
Local Special Collections	-\$13,036.62	
Diocesan Special Collections	-\$10,995.75	
Carmel Centre	-\$7,140.00	
		-\$54,974.08
Ordinary Income		\$523,801.94
Total Expenses		\$609,849.34
<i>Less Designated Funds:</i>		
Cemetery Operations	-\$16,344.50	
Local Special Collections	-\$16,675.62	
Diocesan Special Collections	-\$10,999.75	
Carmel Centre	-\$7,140.00	
		-\$51,159.87
<i>Less One Time Only Expenses:</i>		
Capital Costs	-\$8,062.41	
Professional Fees/Stipends	-\$2,217.14	
Carmel Centre Return of Investments	-\$15,141.32	
		-\$25,420.87
Ordinary Expenses		\$533,268.60
General Funds Available for Parish Operations (2007)		-\$9,466.66

General Funds Available for Parish Operations (2008)		
Total Income		\$702,157.95
<i>Less Designated Funds:</i>		
Cemetery Operations	-\$68,898.24	
Local Special Collections	-\$10,737.28	
Diocesan Special Collections	-\$11,013.35	
Carmel Centre	-\$7990.00	
		-\$98,638.87
<i>Less One Time Only Revenue:</i>		
Sale of Buildings	-\$100,870.09	
		-\$100,870.09
Ordinary Income		\$502,648.99
Total Expenses		\$692,667.50
<i>Less Designated Funds:</i>		
Cemetery Operations	-\$52,675.84	
Local Special Collections	-\$10,351.83	
Diocesan Special Collections	-\$11,013.35	
Carmel Centre	-\$7,990.00	
		-\$82,031.02
<i>Less One Time Only Expenses:</i>		
Capital Costs	-\$2,414.27	
*Professional Fees/Stipends	-\$64,903.72	
		-\$67,317.99
Ordinary Expenses		\$543,318.49
General Funds Available for Parish Operations (2008)		-\$40,669.50

* The majority of this figure comes from work connected to the facility needs of our parish, including \$47,534.32 paid to Trifos Design Consultants for work throughout 2007 and 2008; \$9800 in stipends paid to John Higgins and Greg O'Keefe; \$1065 to DJF Consulting for Subsidence study of the Saint Agnes site.

Please Note: The extraordinary income and expenses that have been factored out are part of our overall bottom line. They have been removed in these charts to allow for a direct comparison between 2007 and 2008. Also note, as per our diocesan policy, the sale of buildings cannot be used to offset general operational expenses.

In just one year, our net loss has increased by more than a factor of four. The expectation is that this decline will continue in 2009. Looking at only the Sunday contributions, the weekly average contributions in the month of January have fallen from \$6137.00 in 2008 to \$5,111.53 in 2009. Based on our finances for 2008, our ordinary operational expenses currently exceed \$10,000 a week. *This is evidence that the status quo will not suffice – it is no longer viable. Action must be taken to solidify the financial position of the parish.*

Evaluation of Current Land Holdings and Properties

As part of the fact gathering process, the Steering Group engaged with a local realtor to assess the assets of the parish. This assessment was completed and a report tabled in April of 2008. A summary of the information reveals that our most marketable assets are valued at \$985,500. Not included in the amount are:

- Mount Carmel, Saint Agnes, Saint Alphonsus and St. Michael church buildings;
- Saint Agnes Centre;
- Current residence on Union Highway; and
- A parcel of land attached to the current Saint Michael site's parking lot.

These assets were deemed either to be potentially used in the future by the parish, or to have an indeterminable market value as far as resale is concerned. In keeping with a conservative approach, if the parish were to sell as surplus the assets listed above at 75% of their market value, it would benefit from the receipt of \$739,125.

Diocesan Policies Concerning the Disposition of Parish Assets

The Steering Group has remained cognizant of diocesan policy related to the pastoral planning process. Some of these policies relate to both the sale of parish assets and the use of funds received from the alienation of such properties. Any potential sale must have the approval of our Bishop. Upon approval and subsequent disposition of properties, use of any funds received is restricted. Funds received must be invested in the name of the parish. The parish is free to make use of any interest earned on such investments. The use of the capital funds are subject to the approval of the Bishop. While on first read this policy may seem restrictive, the intent of this policy is understood as being one that protects parishes. Parishes are protected from eroding their assets in order to cover ordinary operational costs and, in effect, not deal with the underlying problem of addressing their ongoing stewardship issues.

Striving to Find a Viable Solution

Work has been done to review the status of the buildings that are part of the Parish of St. Leonard as well as the celebrations, programs and services that these buildings serve to

house. Central to this work is the desire of the Steering Group to seek out both the structure and the means that would best enable the Church to serve the pastoral needs of its people. As such, it is recognized that:

- Inaction is not appropriate;
- There is a compelling need to rationalize the human and physical resources to meet the current pastoral needs and build the Church for the future;
- Without the due diligence of a pastoral planning process, the parish may sacrifice the opportunity to be active participants in vital decisions that will affect and determine its future direction; and
- The process itself has caused pain and hardship to some parishioners. While this is seemingly unavoidable, it is no less regrettable.

There is much talk about the ever-present need for evangelization within our catholic community. The pastoral needs are ever changing and the ability to meet these needs, given our current demographics, has changed. The current context of ministering to the population must be understood. It is a population that is stressed by multiple demands on personal time and energies. One has to wonder how such evangelization might best be carried out. There is need for changing how we do what we do in order to speak to identified needs of parishioners. While much work remains to be done, we celebrate that our parish's catechetical programs have made healthy strides in this direction.

A very fundamental question emerges. Why do we have what it is that we have? It is essential that we understand that **all** parish resources are meant to be at the service of the Church's mission. It is through the **most appropriate use** of these resources that we build up the Church. This is how we help ensure that its mission in our world will be most effective. These resources include human and material resources – land, buildings, finances, building contents, and human resources.

How do we, as Church, increase the willingness of the people to accept changes while maintaining the centrality of the Eucharist? Such changes may include lay people stepping up and taking their rightful role in leading liturgies, deacons presiding at funeral services, weddings, baptisms, etc. It is clear that increasing the participation and involvement of the laity is critical to our future as Church. Additional broad areas that must be considered within this pastoral planning process include:

- appropriate physical structures/facilities to support worship, programs and administrative functions within the parish;
- an assessment of current and emerging needs;
- programs and services that serve to meet the needs of parishioners;
- stewardship education and development;
- financial planning;
- study of appropriate residential arrangements for priests; and
- facility management.

It is clear that the fullness of this work is not for the Steering Group alone. It has involved, and must continue to involve parishioners and parish committees. This

includes the Liturgy Committee and the Finance and Administration Committee. The visioning of our Catechesis and Youth Ministry team is also an essential part of the process. So, too, is the shared leadership of our Pastoral Team in collaboration with the Pastoral Council.

In keeping with best practices, the planning work has been focused on addressing the need identified during the majority of the year. Every effort has been made to accommodate less frequent but nevertheless significant needs that arise at other times, such as the higher seating capacity required for larger assemblies. These larger assemblies tend to gather during Ash Wednesday, Good Friday, Easter Vigil, Christmas Eve, and for larger funerals.

As for the Steering Group, one focus has been on the evaluation of real properties held by the parish in order to determine how best to ensure that future holdings are limited to those that best serve the needs of the Church. Surplus holdings can then be freed to contribute to serving the Church's mission through a number of different ways – either through the redirection of their use, or through their disposition whereas proceeds may help to meet future capital expenditure requirements.

Expert Consultation Required, Sought, and Well Utilized

The Steering Group specifically sought to gather more in-depth information regarding a modified cost and design to accommodate the expressed needs of the people of the parish. It sought to do so in the most reasonable, sustainable, and manageable way possible. This required that the Steering Group continue to consult with Trifos Design Consultants. This work began with the Facility Committee engaging an Infrastructure Review Study in 2007. It became evident that significant design modifications needed to be fully explored.

Trifos Design Consultants were able to provide the Steering Group with the advice and design modifications. As well, they were able to engage DJF Consulting Limited. This group undertook the work of investigating potential subsidence issues. Without such expertise, the work of the Steering Group could not have proceeded. It was critical to get objective, credible information regarding potential site locations. Members turned to Trifos Design Consultants many times. During such meetings, more questions, proposed approaches, and queries were asked and answered. The Steering Group became more convinced than ever that a more economically feasible solution had to be found.

Demographic data was also sought to help determine what seating capacity requirements exist within the parish. This was considered a key issue on the Steering Group's agenda. With the support of the Cape Breton Regional Municipality, the Steering Group was able to ascertain the data it required.

Other Areas of Inquiry

Efforts remained focused on the best fit of parish needs with parish resources, both current and into the future. This included pastoral as well as temporal (practical) needs. The Steering Group worked diligently to ensure that the process did not become one solely driven by finances. In addition to finances, parish viability is understood to include: degree of lay leadership; quality of worship; vitality of catechetical programs; service to the poor; and pastoral care. Other areas of inquiry included accessibility and parking as well as the risk of subsidence as it related to other options.

In keeping with its mandate, to complete the work of the *Cherishing the Past, Embracing the Future* document, the Steering Group continued to research whether or not the proposed St. Michael site location could be adequately modified to meet identified parish needs. A number of documents and drawings were drafted and re-drafted. Associated budgets were reviewed. Related questions were asked and answered. Alternative solutions were debated. Conversations were had around usage, both current and anticipated. Every effort was made to separate what was **necessary** from what would be **nice**. The Steering Group aimed to first identify what was essential. Things that would be nice to have could come later, perhaps during a second or third phase.

This work involved being painfully real about what the parish needed and what it could afford. Obviously, many wants would need to be put aside in order to create something that would be sustainable into the future. It is difficult work.

Final Proposed Budget – Trifos Design Consultants

By September, 2008 a revised building layout and related budget was submitted. It was reviewed by the Steering Group. The budget and visual concept of this submission can be found in Appendix 1.

This budget, the last of three submitted, was the most sustainable one received from Trifos Design Consultants. The Steering Group spent time analyzing figures and began considering various possibilities. This included the possibilities a phased-in approach might have to offer. Some proposed budget items were deemed unnecessary given existing parish resources. Others were deemed unnecessary during an initial phase, but perhaps desirable during a later phase. Still others were named as absolutely essential.

As further details unfolded with respect to parish finances, it became evident that the parish did not have the capacity to move forward in this way. Although desirable, from a practical perspective, such a large investment of funds seemed out of reach. It was noted, however, that with the right amount of support and willingness from the people, such a venture could be considered at a future point in time. The strength and resourcefulness of a unified parish should never be underestimated! For these reasons, the fullness of the proposed budget is included in Appendix 1.

Time is Money

As the Steering Group was cautioned many times, so it cautions the reader of this report on the rising costs of construction. Time is money in the construction business these days. All costs submitted are reflective of that particular point in time. As time passes, these costs rise. It is anticipated, for example, that a one-year delay in moving forward could add upwards of 25% to the projected cost of the project. Notably, one year has already gone by in relation to the original budget estimates (October 18, 2007).

Subsidence Concerns Investigated at Saint Agnes Site

Scope and Deliverables Outlined

As part of its ongoing efforts to be thorough, the Steering Group felt it needed to gather more information regarding potential subsidence issues related to the Saint Agnes site. During its own investigation, the Steering Group learned that room and pillar mining from both the Number 12 and the Number 16 mines meant that underground workings existed that might affect the site. As well, that upward of 100 years later, sags could very well still be imminent. Therefore, Dave Forrester, PhD., P.Eng of DJF Consulting Limited was engaged to do some further investigation work as he is highly credentialed in this field of study and came highly recommended.

The scope and deliverable related to this work, as detailed in the report, was “*a desktop mining site assessment of St. Agnes Church, Convent Street, New Waterford, NS. This is a non-intrusive study based on documents provided by Trifos Design, mining information obtained direct from Cape Breton Development Corporation (Devco) and information from a site visit. The deliverable is this written letter with hand-drawn sketches which summarize the principal mining subsidence risks affecting proposed future development in and around the church building and immediate grounds. It concludes with advice on management of mining-related risks*”. (Source: DJF Consulting Limited Correspondence to Trifos Design Consultants, September 26, 2008)

Findings of Subsidence Investigation

The findings of this work reveal that the church building itself, located over room and pillar mining in two seams, is generally stable and in good condition. The noted exception is the east-end, most especially the south-east corner. Two possible explanations exist: It is possible that there a foundation problem is responsible for the visible movement; it is also possible that because the church straddles the edge of the former mining subsidence zone, minor ground movement has caused the edge of the foundation to creep downwards, pulling away from the stable remainder of the building.

However, in itself, this movement has caused relatively minor damage which has been repaired at little expense.

Because mining subsidence should have ceased a long time ago and should not reoccur under the building but may flood sometime in the future, with the fact that some creep and minor damage has and continues to occur closest to the depillaring zone there are some implications to consider. In a worst case scenario, the report reveals that the building will be sensitive to any future ground movement from mining related causes. Such movement, should it occur, would likely increase related damage I the south-east corner of the building and possibly affect more of the building. The amount and extent of the damage would depend on the magnitude of movement related to the Harbour seam workings (No. 12 Colliery).

The report goes on to qualify that this is very much a worst-case scenario, but that it should be considered. In the context of the future planning for facilities for the parish the main impact of this assessment is noted as being simple. *“There is a slightly higher risk to the edifice [building] at this site than others and therefore it would be prudent to budget more resources to address repair of future deterioration of the south-east corner of the building”*.

Conclusions Related to Subsidence

In conclusion, the report states:

- That the site has a very low risk of future mining-related subsidence damage from abandoned mine workings. However there is a documented precedent in adjacent workings.
- It notes that the former No. 12 Colliery workings in the Harbour Seam may flood in the future which increases the risk of subsidence.
- As well, that over many years, mining-related ground movement has induced structural cracking in the east-end and south-east corner of the church building, possibly due to deterioration of conditions underground in the Harbour Seam.
- The building site is on the edge of active subsidence zone during depillaring of both the Harbour (No. 12) and the Phalen (No. 16) seams shortly after construction of the church in 1914-18.
- Finally, the report concludes that though unlikely, an extension of the depillared gob towards the church due to unpredictable future pillar collapse is possible, especially if active flooding occurs under the site. In turn, this could cause migration of tensile cracking under the east end of the building inducing instability and damage, threatening the safety of users.

The mine water situation also calls for consideration. The Harbour Seam (No. 12 Colliery workings) is slowing flooding and at some time in the future the water level can be expected to rise under the church. Such circumstances in the recent past in the Phalen

Seam (in Caledonia and Dominion, Glace Bay) have triggered existing remnant pillars to collapse and form at the surface in the form of mining subsidence “sag”. Although noted as remote, the possibility of such an event affecting the church cannot be discounted.

Recommendations to Manage Subsidence Risks

Three recommendations were made by the expert review of the situation:

- The Committee [Steering Group] should increase the budget for this option [understood to be referencing original options noted in Trifos Design Consultants October, 2007 report] to cover possible repair of ongoing development of minor movement in the south east corner of the building;
- Any future repairs, upgrading, and extension of the building should incorporate flexibility in the structure to accommodate future ground movement from any deterioration of pillars adjacent Harbour Seam depillared areas; and
- The Committee [Steering Group] should monitor the status of rising water levels in No. 12 Colliery over the next six months and take further professional opinion as required.

Operational Costs Need Much Consideration

It can be easy to focus all of the attention on the capital costs of a project such as the one that the parish is trying to realize. However, it is of the utmost importance to also consider the ongoing operational costs involved. These costs can vary considerably depending on what combination of building or buildings are proposed to be used.

In pursuing the one-site option using the River Ryan site, work was done to prepare an operational budget. Budgets for both St. Ninian’s and Our Lady of Fatima were gathered and reviewed in order to inform the one-site budgeting process.

Staffing Costs

As staffing costs represent the largest expense for the parish, it was important to demystify these costs through close examination. Conversations regarding budgeting, therefore, included a review of staffing resources. Steering Group members reflected on the existing staff positions and surmised about what complement of staff would be required if the parish were to move to a one-site location. Given that there are a couple of parishes within the Diocese of Antigonish that mirror what a potential one-site location could resemble in New Waterford, the Steering Group felt that some data from these sites could help to inform the process. The two sites (St. Ninian, Antigonish; and Our Lady of Fatima, Sydney River) were very helpful and willing to share information.

The Steering Group felt that an in-depth review of human resources was outside of its primary mandate. However, given the Steering Group's need to prepare an operational budget it did focus some time and energy in learning about other staffing complements around the diocese.

A staffing model that is worthy of further consideration is that of Our Lady of Fatima in Sydney River. This parish has over 1,000 families and operates out of one site. Approximately 500 contribution envelopes are regularly received. The volume of walk-in and telephone activity appears to be comparable to that of our parish as well.

The main differences between the two parishes lies in the number of buildings we are trying to support, the number of cemeteries we must maintain, the age of the populations (anecdotal information only), number of funerals, and our current financial positions. If the parish moves to a one-site location, it seems very workable to move to one administrative support position as is the case at Our Lady of Fatima.

A rough outline (not intended to be read as full disclosure of all tasks) of the work schedule at this parish reveals the following approach:

- the collection is counted and contribution accounting completed on Mondays;
- Tuesdays are designated for bulletin preparation;
- Cheques are prepared and invoices paid on Wednesdays;
- Thursdays see the completion and copying of the parish bulletin; and
- Fridays are used for general office work, including accounting work, meeting preparations and the preparation of certificates.

Threaded throughout the week is the answering of phone calls and meeting the needs of those that drop by the office. This system has been working very well and warrants serious consideration.

Currently, there are 51 hours per week for 44 weeks of the year (including vacation time) paid for administrative support and accounting work within the two contract positions of the parish. In addition, a casual position currently exists to add to the administrative support of the parish. Making the changes suggested would reduce the weekly hours available to 35 hours, to be provided by one staff person rather than two but extend the work year to 52 weeks, including vacation time. In support of this proposed direction, a \$12,000 allowance would be set aside to accommodate casual office support.

Another staffing area for reconfiguration should a one-site location be accepted would be in the area of building and ground maintenance. Again, there are numerous examples where one person is employed to carry out these functions within parishes of the diocese.

Our Lady of Fatima operates with one day per week household support which is used for general cleaning purposes. The level of household support that the Parish of St. Leonard can afford to provide to its priests should also be reviewed as part of the staffing review process.

Given the volume of tasks that are involved with faith formation across the full age spectrum of children, youths and adults it would appear that the position of Pastoral Assistant for Catechesis and Youth ought to remain as a 10 month permanent staff position within the parish. The success of this position to date is directly linked to the educational background and skill set of the person employed. These skill sets include skills in the areas of communication, young engagement, understanding of the faith and creativity in addition to a huge degree of passion for the work. These skills sets satisfy both the needs of the Church as well as the mission of the Parish of St. Leonard.

With respect to the cemetery work, it is suggested that the parish give every consideration to having these tasks completed by a second person. This person's part time work would involve all aspects of the administrative work related to the cemeteries. As well, a caretaker specifically for the cemeteries could be employed part time to look after the cemetery grounds. This would ensure that the cemeteries get the full time and attention they warrant while keeping the other parish related administrative work completely separate. There are sufficient funds available and designated for the use of the cemeteries to allow this to happen.

The Steering Group recognizes the sensitivity that delving into the area of staffing resources brings to the surface. While fully appreciating the sensitive nature of this area of inquiry, Steering Group members felt responsible to consider staffing implications as a necessary part of the review process. With staffing costs being the largest single budget item, Steering Group felt that not addressing this area would have been irresponsible. As well, it was within the mandate of the Steering Group to consider an operational budget. Such work required a proposed budget line to meet future staffing requirements.

The Steering Group has estimated that a reasonable budget for ongoing staffing within the parish given a one-site location would be \$212,125. The matter of if and how the parish might proceed to decrease its current staffing to fall within this range, should the estimate be found to be acceptable, is left for the Pastoral Council to consider understanding that details of such issues are most usually deferred to its Finance and Administration Committee.

Operational Budget for One-Site Location

In reviewing the details of a one-site location the following projected budget is proposed:

Projected Budget Figures

Receipts	
Revenue Available for Ordinary Operations	\$450,000.00
Total Ordinary Revenue	\$450,000.00

Disbursements	
Heat, Lights, Water- General	\$20,000.00
Heat, Lights, Water – House	\$7,000.00
Insurance	\$5,000.00
Property Tax	\$3,500.00
Payroll (includes stipends)	\$212,125.00
Household Support (Groceries, Room/Board, Housekeeping)	\$20,000.00
Equipment and Furnishings	\$2,500.00
Repairs and Maintenance	\$5,500.00
Liturgy	\$10,000.00
Professional Development	\$7,500.00
Professional Fees	\$2,000.00
Program Materials (See below)	
Library Resources	\$1,500.00
Literature and Periodicals	\$800.00
Catechesis – Child, Youth and Adult	\$12,000.00
Fundraising Materials	\$20,000.00
Office Supplies	\$18,000.00
Telephone	\$4,500.00
Levy	\$53,000.00
Interest and Bank Charges	\$3,500.00
Social Justice	\$4,000.00
Transportation	\$8,000.00
Meetings	\$2,000.00
Total Disbursements	\$422,425.00

NET INCOME	\$27,575.00
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Exploring Various Possibilities and Alternatives

The following sections offer summary points revealed after studying the various possible solutions to the issue at hand.

Some Obstacles and Challenges Identified

Within the Infrastructure Review report (October, 2007) probable cost considerations for improvements at the Mount Carmel site are quoted as \$273,659. However, as with all of the other sites, these costs do not include costs that will only become apparent when the investigation begins to look behind walls and under floors. Trifos Design Consultants reminds the reader of the Infrastructure Review report that *“no intrusive demolition or dismantling of assemblies was conducted for the purpose of this review”*. Further to this, the reader is also reminded that *“the report findings are based on visual review of accessible components of the individual church buildings”*.

Mount Carmel Site

Key obstacles identified when considering the Mount Carmel site include:

- The cost of improvements suggested per the Infrastructure Review report is \$273,659. The architect cautions that this analysis is subject to more in-depth study (i.e. once walls are opened, etc., the need for further work may become apparent);
- The cost of heating such a large space is problematic and more expensive than other sites available within the parish;
- Current liturgical norms are less able to be met at this site compared to other available sites within the parish;
- The space is less flexible when considering its use for catechetical activities such as Liturgy of the Hours, Breaking Open the Word, etc.;
- Access to adequate parking is an issue; resolution involves demolition, regrading of the land, creation of lay-bys and significant costs;
- Significant electrical upgrades required as indicated by local contractor;
- Significant repair work required after electrical upgrades completed (wall repairs, painting);
- The outside cladding needs to be repaired; windows require attention;
- The back meeting room area is experiencing trouble by way of decay, etc. There is great potential for additional costs to need to be incurred in this area of the building as noted in the Infrastructure Review report; other structural issues require attention/repair;
- Given the age of the building, it is highly likely that significant unanticipated costs will come up during any proposed renovation; this caution is duly noted in the Infrastructure Review report;
- Ongoing operational costs high as the building is very large;
- With the current Pastoral Centre site demolished, a site for the Pastoral Centre would need to be found and related costs incurred; this site would not be in

- the same physical proximity as the church building should this site be used;
- In the event that Mount Carmel school closes, there would be no access to a parish gathering space (the auditorium will not be able to be sustained once the school ceases to cover costs such as heating, cleaning, etc.)
- Accessibility and barrier-free access require much work;
- Insulation is a concern at this site and further investigation is required;
- Choir loft raises health and safety concerns such as access to address medical emergencies, evacuation concerns in case of fire etc.

Saint Agnes Site

Likewise, obstacles also arose when considering the Saint Agnes site. This included:

- The cost of improvements suggested per the Infrastructure Review report is \$489,829. The architect cautions that this analysis is subject to more in-depth study (i.e. once walls are opened, etc., the need for further work may become apparent);
- Access to adequate parking is an issue; resolution involves demolition, land acquisition, street closure and significant costs;
- The closing of a municipal street in order to enhance safety was viewed as a monumental task to embark on and with little known about the chances for a positive outcome;
- While having some flexibility, this site is not as easily able to accommodate catechetical activities;
- Significant electrical upgrades required as indicated by local contractor;
- Significant repair work required after electrical upgrades completed (wall repairs, painting);
- Front entrance is perilously close to the street, safety concerns are further magnified if usage increases;
- Given the age of the building, it is highly likely that significant unanticipated costs will come up during any proposed renovation; this caution is duly noted in the Infrastructure Review report;
- Given the age and physical condition of the building, there are concerns with regard to the suitability of its electrical heating system;
- As previously referenced, the subsidence issue related to this location is worrisome; evidence of the stairs beginning to pull away from the wall (near choir area) is indicative of potential subsidence issues;
- Water filling in the old mine workings and nearing the church building site raises concerns about underground erosion and the ill effects this could have on the stability of the building;
- Much work/costs involved in creating barrier-free access and accessibility;
- Ongoing operational costs high as the building is very large;
- The failing floor in the baptistery area and dampness in the back room currently used by St. Vincent de Paul are cause for concern; other structural issues require attention/repair;

- While St. Agnes Centre is available nearby to act as a parish gathering space, there is approximately \$76,385 owed on that building;
- Insulation is a concern at this site and further investigation is required;
- Choir loft raises health and safety concerns such as access to address medical emergencies, evacuation concerns in case of fire, etc.

Saint Alphonsus Site

During the course of the Steering Group's work, data was gathered with respect to this site. However, given the size of this facility, its major structural issues and the pastoral and financial benefits associated with having one worship site, the Steering Group determined that this site was unable to meet the facility needs of the Parish of St. Leonard.

Saint Joseph, Lingan Site

During the course of the Steering Group's work, data was gathered with respect to this site. However, given the size of this facility and the pastoral and financial benefits associated with having one worship site, the Steering Group determined that this site was unable to meet the facility needs of the Parish of St. Leonard.

Saint Joseph, New Victoria Site

During the course of the Steering Group's work, data was gathered with respect to this site. However, given the size of this facility and the pastoral and financial benefits associated with having one worship site, the Steering Group determined that this site was unable to meet the facility needs of the Parish of St. Leonard.

Saint Michael Site

Key obstacles and challenges exist when considering the Saint Michael site as well. They include:

- The cost of improvements suggested per the Infrastructure Review report is \$327,544. The architect cautions that this analysis is subject to more in-depth study (i.e. once walls are opened, etc., the need for further work may become apparent);
- Back portion of the roof is leaking; areas used by St. Vincent de Paul are damp; spalling re: corners of foundation requires attention;
- The chair lift is broken beyond repair rendering this site inaccessible, installation of elevator means significant cost;
- The parking lot would need to be expanded to better accommodate traffic flow and increase safety;
- Insulation is a concern at this site and further investigation is required;
- While unanticipated costs may arise during any proposed renovation as is cautioned in the Infrastructure Review report, the age of the building lends itself

- to comparably less risk than either the Mount Carmel or Saint Agnes site; and
- Seating capacity is more of a concern at this site than in the two larger sites of Mount Carmel and Saint Agnes.

Additional Concerns Regarding Larger, Older Structures

Subsequent to the Infrastructure Review report, the Steering Group desired to have some more specific work done in order to garner more information regarding potential costs. An experienced electrician was invited to review (in greater detail) the electrical condition of the three larger church buildings. As a result, it was learned that the electrical work alone, required at the Saint Agnes site could cost in the vicinity of \$52,000. The comparative figure for Mount Carmel was \$42,000. Saint Michael site required \$2,700 in electrical work. These electrical costs do not include the costs of repairing walls that would sustain damage in the process of doing the required electrical upgrading.

Ongoing repairs and maintenance costs can be anticipated to be higher in larger, older buildings. Both Mount Carmel and Saint Agnes are large, aged structures. The same increased expenditures can be expected related to ongoing operating budgets. The older, larger structures require higher operating budgets than does the newer structure at St. Michael's. It is reasonable to assume that the building that will cost less over time. Such ongoing repairs and maintenance are typically less expensive in younger buildings. There is adequate land at this site for parking; the grade of the land is flat. The presence of the Gaul Centre means that there is a gathering space available in the basement of this church building. This space is flexible and can be used to meet a large variety of needs.

Seating Capacity

The issue of seating capacity requirements and possibilities was the focus of much attention during Steering Group's work. There are many different numbers floating around the community with regard to exactly how many people can be seated in the various church buildings. The number of opinions in this regard can be quite overwhelming and incredibly difficult to shift through. The Steering Group was very conscious of the need to be very careful in this area. It worked hard to ensure that the data used was accurate as much of what is shared as "common knowledge" was found to be conjecture and not fact-based.

- The seating capacity presently at St. Michael's is 340. The potential seating capacity quoted for the Saint Michael's site comes from architectural depictions of the current space, utilizing extra seating areas where the current Reconciliation Room and Vestry are located. The final seating number is 464 persons, based on a 21 inch allowance per seat.

- The seating capacity figures quoted for the Mount Carmel space come from measuring the pews that currently exist within the Mount Carmel church building. An allowance of 21 inches per person was used. Seating capacity includes both the East and the West wing. In other words, it assumes that the area most currently known as the Saint Leonard Meeting Room (former Winter Chapel area) will be used for seating and has the same capacity as the wing located just opposite to this area. At 21 inches per person (most comfortable arrangement), the seating capacity is 480.
- The seating capacity figures for the Saint Agnes church building come from written records. The figure consistently provided throughout a review of such records is 500. This figure lines up with the lived experience at this site.

A second issue with respect to seating is the type and flexibility of seating, given the different types of celebrations that the parish provides throughout the year. These celebrations include weekly sessions of Breaking Open the Word as well as weekly celebrations of Evening Prayer. It has been duly noted that the flexible, mobile nature of the seating at the Saint Michael site accommodates these celebrations in ways that the stationary, immovable seating arrangements within the other church buildings cannot. While this may seem trivial, it is an area worthy of consideration as it has an impact on how well the space accommodates our celebrations of what it means to be Church.

Census data, by way of physical counts that have taken place over the course of over two years in each of the worship spaces, confirms that the St. Michael's site has the capacity (within the main body of the church building) to accommodate those that regularly celebrate Eucharist within the parish.

Three Largest Worship Spaces – Synopsis re: Major Areas of Inquiry

Area of Inquiry	Mount Carmel Site	Saint Agnes Site	Saint Michael Site
1. Costs of Improvements Suggested per Infrastructure Review Report	\$273,659	\$489,829	\$327,544
2. Electrical Cost Estimates (Not including costs to repair walls, etc.)	\$42,000	\$52,000	\$2,700
3. Insurance Costs	\$7,574	\$4,607	\$3,562
4. Heat, Lights and Water Costs (2007)	\$23,129	\$19,481	\$5,202
5. Parking (See Below)			
a. Demolition Costs	~\$25,000 (re: current Pastoral Centre)	~\$50,000 (re: former convent)	n/a
b. Land Acquisition	n/a	~\$70,000	n/a
c. Grading/Gravel Costs	Significant costs to correct grade of the land	Minimal costs	n/a
d. Street Closure	Not Required but Lay-bys needed – cost unknown	Required	n/a
e. Parking Spots Required (per CBRM - 1 spot per 100 sq. ft. building area)	100	96	67
f. Estimated Parking Lot Costs (for comparative purposes only – using Infrastructure Review Report of \$1,350 per spot – all inclusive)	\$135,000	\$129,600	\$90,450
6. Barrier Free Access (See Below)			
a. Current Ramp Condition	Not to Code	Poor Condition	Not Accessible
b. Entrance/Exits Renovation Required to become barrier free	\$80,000 (ramp per Infrastructure Review Report)	\$70,000 (ramp per Infrastructure Review Report)	\$117,000 (Lift and revisions)

c. Washrooms	Extensive Work Required – Addition of New Washroom Likely Required	Extensive Work Required – Addition of New Washroom Likely Required	Upgrading Work Only
7. Ongoing Operational Cost Considerations (repairs, maintenance, snow removal...)	More Costly as Building is Larger	More Costly as Building is Larger	Less Costly as Building is Smaller
8. Seating Capacity	480 (including the Saint Leonard Meeting Room or former Winter Chapel)	500	Upstairs: Current - 340 Potential - 464 Gaul Centre: 446 which can be connected via audio visual technology to the main body of the Church.
9. Subsidence Issues	n/a	Possible Issues as per DJF Consulting Limited correspondence to Trifos Design Consultants (notes cracks in foundation, stairs pulling away from walls, etc.)	n/a
10. Age of Existing Structure	1912 (97 years old)	1913 (96 years old)	1984 (25 years old)
11. Windows, Cladding, and Roofing Condition	Windows, Cladding, Issues re: Back meeting room area	Windows, Cladding , Roof, Baptistery Area	Some Roof Repairs, Dampness in some downstairs areas
12. Square Footage (per Considerations document)	10,000 sq. ft.	9,630 sq. ft.	6,708 sq. ft. Upstairs Only (does not include using technology to allow downstairs space to be used for overflow)

13. Structural Condition	Isolated Damage to Structure:	Significant Concerns:	Issues:
	a. Foundation has vertical cracks extending below grade that require pressure grouting	a. Mechanical room, St. Vincent de Paul area and Sacristy should be demolished or the points below acted upon:	a. Corners of foundation are spalling due to water absorption and the freeze/thaw cycle
	b. Floor system on the right side is in close proximity to grade [it has shifted and dropped to the earth]	b. Horizontal and vertical cracks need pressure grouting (requires excavation and underpinning with concrete)	
	c. Beam supports appear to be bearing on this poor soil material	c. Tower at the front of building near the right vestibule requires work on two upper timber diaphragms above the level of the second floor	
	d. Conference room area support posts are decaying and should be replaced immediately	d. Floor system in the baptistery area has failed. Widespread damage in this area due to grade, water, lack of ventilation	
	e. Perimeter pony wall shows straining of timber sills and studs	e. Overall – further investigation required and work to be done	
	f. Possible decaying of sills and studs		

Structural Condition (Cont'd)	g. Siding line at the rear basement entrance, right side baptistery area, and right wall of side addition has shifted and dropped to ground		
	h. No visible decay, however it is suspected that the wall sheathing and sills are particularly decayed to some extent		
	i. Side wall of the right meeting room has a horizontal bow at the top that should be investigated and repaired		
	j. Overall – further investigation required and work to be done		
14. Suitability of Heating System	Suitable	Not Suitable	Suitable
15. Air Handling/HVAC System	No Current Capacity	No Current Capacity	Some Capacity in Downstairs Area
16. Flexibility of Space to Accommodate Catechesis Work (Child, Youth and Adult) such as Liturgy of the Hours, Breaking Open the Word, and other programs/services	Least Flexible	Somewhat Flexible	Most Flexible

17. Choir Loft	Serious Health and Safety Concerns	Serious Health and Safety Concerns	No Choir Loft
18. Possibilities to Have One Site Location for Worship Space, Gathering Space and Pastoral Centre	Not Possible	Somewhat Possible (using the Saint Agnes Centre – some significant space and cost concerns)	Most Possible (have the Gaul Centre downstairs)
19. Fire Alarm System & Emergency Lighting	Non existent	Non existent	Up to Code

Use of Current Technology to Augment Seating Capacity

For a minimal cost it is possible to connect the Gaul Centre space to the upstairs space using both video and audio technology. This means that we could potentially accommodate an assembly of over 800 (for those times of the year when overflow is anticipated) at this site. This capacity exceeds, by far, the current capacity of even the largest of our current church buildings.

The Steering Group is not suggesting that this technology be used weekly or as a regular way to celebrate Eucharist. Rather, we are suggesting that it would be very helpful during larger gatherings such as those that occur during Triduum, Ash Wednesday, Christmastime, and larger funerals. This increased capacity would accommodate more parishioners in one sitting than we have ever been able to accommodate before. The Steering Group checked out the liturgical correctness of using technology in this way. We were pleased to learn that it does comply with current liturgical norms. In other words, celebrating in this way would fulfill one’s Sunday obligation. Such technology is currently available in Eskasoni. It proves to be very helpful for those that gather there.

Three Smaller Worship Spaces - Constraints and Opportunities

St. Alphonsus

As noted in the Infrastructure Review report, St. Alphonsus church building is a “*unique architectural edifice, exemplifying characteristic elements of Gothic Architecture, on a scale ideally suited to this majestic site*”. However, this building is deemed to be too small and the repairs required too expensive to make upgrading it a reasonable option for

the Parish of St. Leonard. It has been suggested that, with the right human energies and financial backing, this site could become a wonderful shrine for worshippers to enjoy. It is easy to imagine this site as a tranquil destination for travelers and visitors who wish to nourish their spirit in peace and serenity, as is duly noted in the Infrastructure Review report.

St. Joseph, Lingan

Located in Lingan, St. Joseph church building is duly noted in the Infrastructure Review report as an inspirational and uniquely charming structure situated with a beautiful coastline view. While its small size reduces its viability as an ongoing site for the parish, this building has ample potential for alternative use. Most notably, the building could easily be adapted for a local bed and breakfast or other hospitality purpose. It also has lots of potential as a future residential property or even an eating establishment. The picturesque site and manageable size of the building make it very attractive when thinking about alternate use.

St. Joseph, New Victoria

St. Joseph, New Victoria church building is strategically located on a lot that is easily accessible to both New Waterford and Scotchtown residents. Its smaller size makes it less attractive for future use by the Parish of St. Leonard. Several concerns exist regarding this site. These include concerns around planning, positioning and the creation of an effective and safe pedestrian and vehicular layout as is required for cars, emergency vehicles, wedding parties, and funeral processions. Such concerns make it difficult to imagine this site with the significant increase in usage that would be required were it to remain a parish resource. However, the building is structured in such a way that it can be easily imagined to have alternate uses within the community.

In Summary – Suggested Way Forward for Pastoral Council’s Consideration

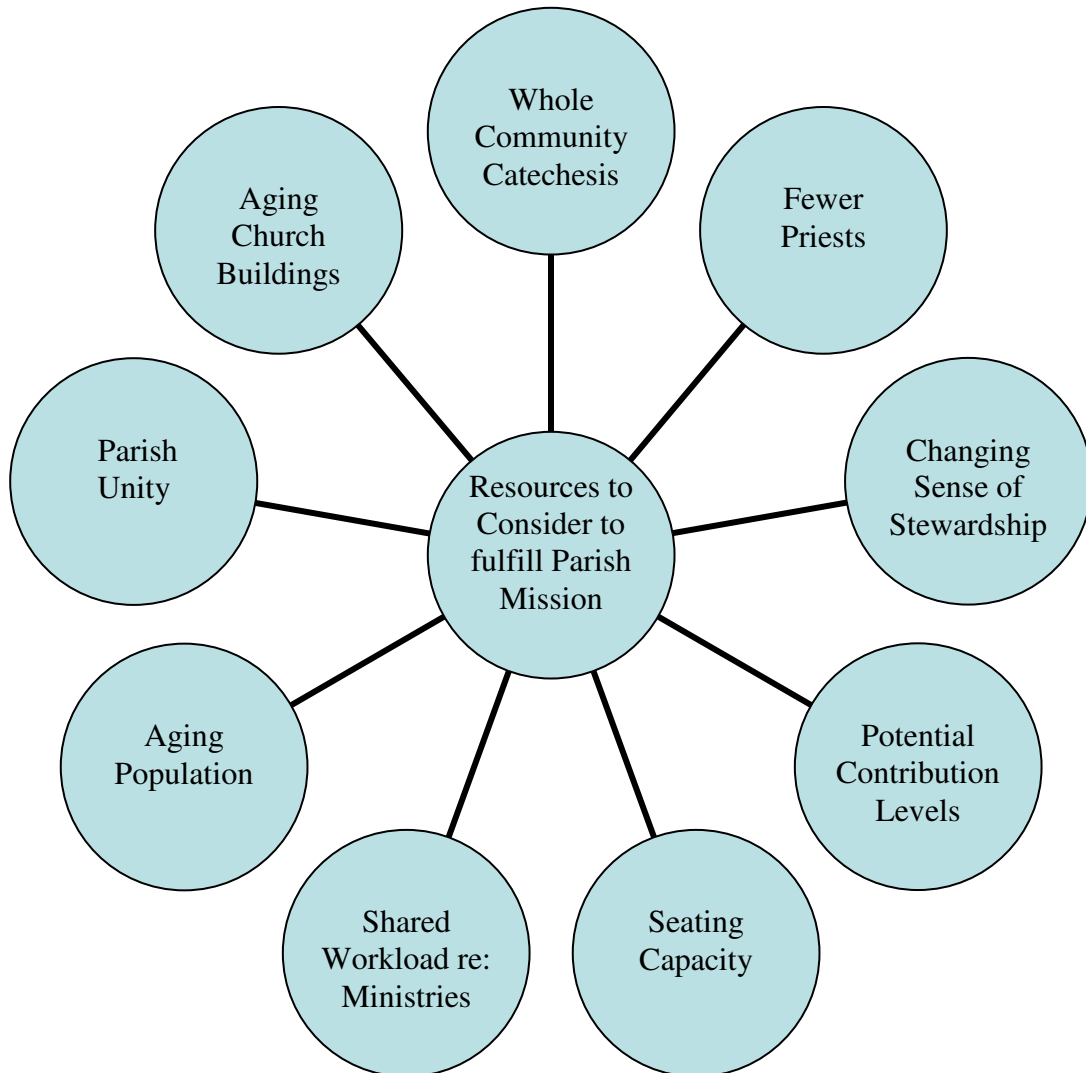
It has been almost a year since the Steering Group’s work began. During this time, the Steering Group has done its best to gather more data concerning the:

- Condition of various parish buildings;
- Programs and services that the parish community desires in order to live out its mission;
- Financial circumstances of the parish;
- Evaluation of parish assets;
- Seating capacity requirements;
- Parking requirements;
- Subsidence;
- Accessibility issues;
- Staffing considerations;
- Local demographic trends;
- Parish specific demographics;
- Feasible options available;
- Current and anticipated pastoral realities; and
- Other areas of inquiry as they arose.

The work proved to be very complex involving many sensitive issues. Some of the parish realities presented themselves as benefits and opportunities available to the parish. Such characteristics include our potential to become more unified and to grow and thrive as a parish. Other attributes present as challenges that make things difficult. Like the lack of much needed resources.

The following diagram, while not intended to be all inclusive, attempts to show how so many different factors needed to be researched, discussed, weighed and measured prior to drawing conclusions. It is intended to demonstrate how the work pushes and pulls in multiple directions. It is only through the painstakingly slow process of reviewing in detail all of the relevant data that solid directions can be discerned. The Steering Group has done its utmost to:

- Take the time required;
- Stick to the gathering and analyzing of facts;
- Draw expertise from solid experts and resource people;
- Be objective;
- Remain open to all possibilities; and
- Meet the mandate given to it by the Pastoral Council.



After carefully and thoroughly studying the issues, the Steering Group offers the following observations and/or suggestions to the Pastoral Council.

The Infrastructure Review report notes that *“of all the existing church sites, St. Michael’s church affords the most pragmatic and cost effective planning opportunities for expansion, and most significantly, the least constraints”*. **The Steering Group, having delved even deeper and over the period of one year, concurs with this expert finding. However, given the seriousness of the current financial position of the parish, its recommendations are much more conservative and restrained.**

It is recommended that the Parish of Saint Leonard acknowledge its dire financial position. The parish cannot maintain financial viability in its current configuration. Given this reality, it is suggested that the parish acknowledge its lack of capacity to continue to operate with the current infrastructure and actively put forward to the Bishop

a plan to create a more viable parish. Having studied the strengths, weaknesses, opportunities and challenges facing the parish, it is suggested that the following changes be considered as an integral part of that plan:

- That the Parish of Saint Leonard use one site as its worship space and that this site be located in what is presently known as the St. Michael site. The parish cannot sustain operations as they currently stand. Undue delay in implementing such change will put at further risk the parish's capacity to establish itself as a viable parish.
- That closing celebrations be held at all sites that will no longer be used as regular worship spaces for the Parish of Saint Leonard. These spaces are held historically, emotionally and pastorally significant in the hearts of our people.
- That time is of the essence. While the work is new to some, and the information new to others, the study of the situation is one that began in earnest back in 1997-98. Since that time, much study, research, and discernment has been undertaken by many people. We must transition from a time of study to a time of action as it pertains to our building usage. To further delay **taking action** is to cause harm. Undue delays will further compromise an already compromised situation.
- That every effort be made to address the hurts that such a process, and any related actions causes to the people. It is necessary to acknowledge and name the hurts that have been caused, and thereby enter into a more particular healing process. It is recognized that ongoing general efforts have been made throughout the process to address issues of ongoing hurt and healing.

To accommodate such actions, it is suggested that, upon approval, the Parish of Saint Leonard make some immediate investments into the current Saint Michael site. These first phase investments include:

- If not already present, the installation of audio/visual equipment within the downstairs Gaul Centre space to allow for electronic connection to the celebrations that take place upstairs. This will accommodate to the fullest extent possible, the larger gatherings of the parish – Cost estimate approximately \$1,500.
- Installation of a lift to ensure the space is accessible – Cost of \$117,000 which includes installation and required renovations;
- Upgrading of an upstairs bathroom to ensure full accessibility – Cost estimate approximately \$5,000;
- Painting of the walls and ceilings within the main body of the church building - Cost estimate approximately \$10,000

The Gaul Centre is deemed to be adequate space to accommodate administrative and parish programming needs (includes Pastoral Centre). The cost of refurbishing a portion of the existing space to become the Pastoral Centre is estimated at \$31,500.

It is recommended that the pastor and associate priest of the parish continue to be housed in the current residence.

In total, the estimated costs for these Phase One renovations is \$165,000. It is felt that these investments are immediate in nature and ought to be made as soon as possible. With these changes in effect, it is clear that the Parish of Saint Leonard will be able to redirect its energies. Energies that are freed from infrastructure issues can be refocused on the living of the mission – on being Church.

A second phase of investments in the one-site location is also suggested, but it is felt that they can be undertaken over time, if needed. These changes include the:

- Relocation of a space to celebrate the Sacrament of Reconciliation;
- Removal of the current reconciliation room and vestry area at the back of the church building to accommodate larger seating capacity upstairs;
- Changing of external doors to ensure compliance with current building code as seating capacity is increased;
- Extending of the current parking lot through the use of gravel, and eventually paved parking, when finances permit;
- Construction of a ramp to ensure that the sanctuary is fully accessible; and
- Laying down of new flooring for the main body of the church

Beyond these measures, there is the future possibility of more significant modifications should the capacity of the Parish of Saint Leonard improve.

Position of Pastoral Council

Pastoral Council has received and reviewed this work of the Steering Group. Prior to formulating recommendations to send to the Bishop regarding the facilities of the Parish of Saint Leonard, the Pastoral Council has chosen to distribute this discussion document, in its fullness, to parishioners and accept related feedback. Following this, a meeting open to all parishioners will be held, providing any required clarifications and allowing for additional feedback. Pastoral Council assures parishioners that all input/feedback will be given every consideration, recognizing that the opportunity for parishioners' input is a critical part of the pastoral planning process. Such input will be invaluable as Pastoral Council proceeds in formulating its recommendations to the Bishop. This process is in keeping with the commitment Pastoral Council made to the people during the 2007 Annual Meeting in that “no recommendations will be forwarded to the Bishop prior to parishioners having the opportunity to provide further input”.

Reference Articles and Documents

The following list of documents, articles, and readings is meant to provide due credit to some of the work that was either completed or reviewed over the course of this study. The Steering Group expresses its deep appreciation for the work of others as such has provided much guidance and support.

Built of Living Stone: Art, Architecture and Worship, United States Conference of Catholic Bishops, November 16, 2000

Canada Trustco Mortgage Company, Fixed Term Investment Documents, Various Years

Cape Breton Regional Municipality (CBRM) Overview 2008

Capital Construction Projects, Diocese of Antigonish Policy and Procedures Manual (Check copy in Pastoral Centre for dates – it's a big white binder)

Census Working Group Update Documents, Parish of Saint Leonard, Summer 2008

Church Costs re: Heat/Lights, Water, Maintenance, Insurance, Capital Costs – 2002 to 2006 Comparative Figures, St. Michael, Mount Carmel, St. Joseph, Lingan, St. Joseph, New Victoria, St. Agnes, St. Alphonsus

Church Needs to Imagine, Plan for a Different Future, Church at Home, Prairie Messenger, February 6, 2008

Church Repair Fund, Mount Carmel Parish, 2002

Considerations, Presentation to the Pastoral Council, Parish of Saint Leonard, April 2008

Cherishing the Past – Embracing the Future! Next Steps to Meet the Facility Needs of the Parish of Saint Leonard, Parish Council, Parish of Saint Leonard, January 27, 2008

Decision Making Tree, Parish of Saint Leonard, undated

Electrical Inspection Documents, Stan Poirier, Fall 2008

Electrical Inspection, Mount Carmel Church, Stan Poirier, May, 2008

Electrical Inspection, Saint Agnes Church, Stan Poirier, May, 2008

Electrical Inspection, Saint Michael Church, Stan Poirier, May, 2008

Forward in Faith Committee, Amherst Roman Catholic Parishes, Recommendations for Physical Amalgamation, June 20, 2005

Parish of Saint Leonard Discussion Document – February, 2009

Forward in Faith Recommendations Report Canadian Martyrs and Saint Thomas Aquinas Parishes, May 31, 2005

Forward in Faith, Report of the Committee on Planning for Pastoral Renewal, January 31, 2004

Forward in Faith, Saint Lawrence, Saint Pius X, Our Lady of Perpetual Help Parishes, December 10, 2005

Funeral Statistics, Parish of Saint Leonard, 2004 – 2007, undated
Interim Report, Next Steps to Meet the Facility Needs of the Parish of Saint Leonard, May 11, 2008

Journal Pioneer Article, Alberton, September 26, 2008
Keeping the Church Alive – Pastoral Care for the People of God Discussion Document, November 2007

Key Messages Document, January 27, 2008

Levy Calculation Details, Diocesan Business Office, Fall 2008

Mandate for Working Group [Steering Group], Parish of Saint Leonard, undated
Mass Attendance Statistics, April to June, 2007, New Waterford and Area Pastoral Grouping

Meeting Notes re: Gathering with Pastor of Our Lady of Fatima Parish, Fall, 2008

Meeting Notes, Trifos Design Consultants and Steering Group, June 3, 2008

Meeting Notes, Trifos Design Consultants, June 18, 2008
New Waterford and Area Basic Demographic Considerations, Government of Nova Scotia's Community Counts system, undated

New Waterford and Area Pastoral Grouping Financial Statements – 2005, 2006

New Waterford and Area Sacramental Statistics, 2003-2005
Notes from Follow Up Conversation with Spyro Trifos, Trifos Design Consultants, Spring 2008

Our Lady of Fatima Parish, Statement of Operating Receipts and Disbursements, Year Ended December 31, 2006

Our Lady of Fatima Parish, Statement of Operating Receipts and Disbursements, Year Ended December 31, 2007

Our Parish Community, The Parish of Saint Leonard, undated

Parish of Saint Leonard Financial Statements – 2007, 2008

Parish of Saint Leonard First Annual Report, 2007

Parish of Saint Leonard, Heat, Lights and Water Comparative Figures, 2007-2008

Parish of Saint Leonard, Real Estate Assessment Work, Doug Phillips, April 2008
(Paul has original document so double check with it re: Title and Date)

Pastoral Centre Spatial Considerations, Summer, 2007

Pastoral Leadership and Service in the Diocese of Antigonish – A Blueprint for Pastoral Planning and Change As we Enter the Third Millennium, Diocesan Pastoral Planning Committee, February, 1996

Population Forecast – Final Report for Cape Breton Island, February 7, 2008

Registration Data, Parish of Saint Leonard, Winter, 2008

Royal Mutual Funds, Investment Account Documentation, Various Years

Salary Breakdown - Pastoral Team, Office Staff, Maintenance, Housekeeping, Students, Stipends According to General Staffing and Cemetery Staffing, Fall, 2008

Speaking Notes, Pastoral Council Chair, Parish of Saint Leonard Annual General Meeting, May 2008

St. Leonard Parish Centre Design – Mining Site Assessment, St. Agnes Church, New Waterford, DJF Consulting Limited, September 26, 2008

St. Leonard Parish Proposed Renovation, Trifos Design Consultants, September 8, 2008

St. Leonard Parish Worship Facilities, Infrastructure Review, Trifos Design Consultants, October 2007

St. Leonard's Parish, Proposed Expansion and Renovation, Trifos Design Consultants, June 3, 2008

St. Ninian Cathedral Parish, Financial Statement for the Fiscal Year January 1, 2006 to December 31, 2006

Summary of Flipchart Notes from General Meeting, January 27, 2008

The New Evangelization, Chancery Office, Diocese of Antigonish, undated

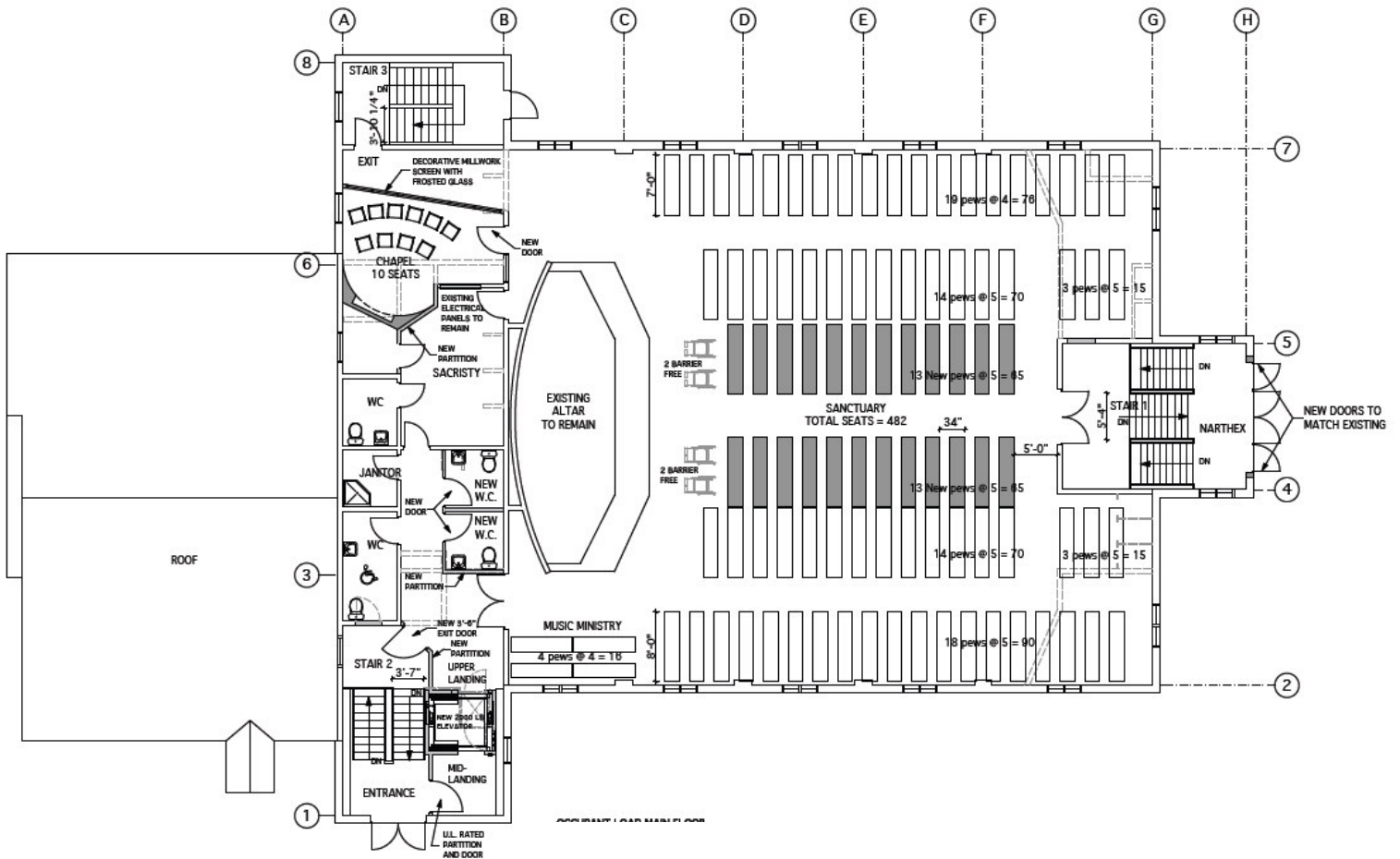
Trifos Design Consultants Correspondence, Opinion of Probable Construction Cost Options, June 26, 2008

Video, Considerations Meetings at the Knights of Columbus Hall, 2008

Weekly Contribution Collection Review, 2007 and 2008, Parish of Saint Leonard

Appendix 1 – September, 2008 Trifos Proposal

In September, 2008, the Steering Group received and reviewed a proposed design for the River Ryan site from Trifos Design Consultants. As details unfolded with respect to parish finances, it became clear that we do not have the capacity to move forward in this way at this time. A visual concept of this proposal and the associated costs have been included to show the possibilities within the existing structure.



MAIN LEVEL

1/8" = 1'-0"



Appendix 1 Continued

Proposed Renovation – September 8, 2008 – Associated Costs River Ryan, Nova Scotia	
Opinion of Probable Construction Cost Summary	Total
1. Architectural	
1.1 Demolition	\$10,000
1.2 Exterior Enclosure	40,000
1.3 Interior Partitions and Hoistway	37,500
1.4 Interior Doors	27,300
1.5 Vertical Movement (Lift)	70,000
1.6 Floor Finishes	50,000
1.7 Wall Finishes	18,000
1.8 Ceiling Finishes	70,000
1.9 Fittings and Equipment – Chapel Seating and Pews, Miscellaneous Specialties	65,500
Total Architectural	\$388,300
2. Mechanical	
2.1 Existing Building Nave, Hall, Ventilation, AC, and new Plumbing	\$285,000
Total Mechanical	\$285,000
3. Electrical	
3.1 Existing Building – Miscellaneous Electrical Modifications and New Nave Lighting	\$45,000
3.2 New Electrical Requirements, Elevator and Mechanical Hook- Ups	40,000
Total Electrical	\$85,000
4. Site Works	
4.1 Asphalt Patch and Repair; Parking Lines	\$75,000
4.2 Concrete Curbs and Walkways	55,000
4.3 Trees and Shrubs	7,500
4.4 Sod, Patch and Repair	10,000
4.5 Site Lighting	25,000
4.6 Signage	5,000

Total Site Works	\$177,500
5. Furnishings	
5.1 Furnishings, Artwork and Organ Relocation/Set Up Allowances	Nil
Total Furnishings	Nil
Total Probable Building Costs	\$ 935,800
Add: 7% Contingency Costs	65,506
Sub-Total	\$1,001,306
Add: 12% Unionized General Contractors OH&P and Expenses	120,157
Total Probable Building Construction Costs	\$1,121,463
Add: 12% Soft Costs (Legal, Accounting, Surveying, Soil Testing, Concrete Testing, Architectural, Engineering, Quantity Surveying, Printing, Advertising Expenses, etc.)	134,576
*Total Probable Building Project Cost	*\$1,256,038
* The following items are not included in the above costs: Furniture, Office Equipment, and HST	

(Source: Trifos Design Consultants Proposal, September 8, 2008)