

Transcona Memorial United Church

Facilities Task Force Final Report

Prepared by: Facilities Task Force

Prepared for: Transcona Memorial United Church Congregation and Official Board

Date: 1 May 2009



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Notice of congregational meeting

The Official Board advises the congregation of Transcona Memorial United Church that a meeting of the Congregation is being called for Monday May 25th, 2009 at 6:30 pm in Yale Hall.

As previously discussed at the 55th annual meeting of TMUC on Jan 27, 2008 a Facilities Task Force was established to consider the options around the future of the building and property of TMUC. The task force has updated the congregation on a number of occasions through the course of their work and have now narrowed down the viable alternatives. Their preferred option is to partner with a developer to create affordable housing for seniors providing a revenue stream for both partners which will help fund the construction of a new church adjacent to the housing. Their second option is to renovate the existing facility and four different designs have been considered. The task force has completed the work they were asked to do and this document is the final report on their activities. While the Board is comfortable that there are two viable options, the Board feels the congregation requires more information before being asked to make a decision on the appropriate direction. That additional information would be a business case for the developer partnership and detailed drawings and costing for the renovation options. Professional help will be required to put together this information and therefore additional expenditure will be required.

At the meeting two things will happen. Firstly, the Task Force will present an overview of their work and findings and secondly the Board will be asking the congregation for their support in funding and completing the business case and drawing / costing of the options. Upon completion of this work which is expected to be later this year or early next year that information will be provided to the congregation and at that point the congregation will be asked to choose their preferred direction. The Board feels it is important to do proper due diligence before making the final decision on the appropriate direction and this next phase of work is designed to accomplish that.

Please plan to attend this very important meeting as this decision must be made by the congregation as a whole.

Thank you

The Official Board of TMUC

Summary

The Facilities Task Force has recommended that the Official Board call a special congregational meeting in May 2009. At this meeting the congregation will be asked to approve expenditures to develop business cases for two options:

- Working with a business partner to develop to develop an affordable seniors housing facility and a new church at a new location
- Performing major renovations to our existing building

In October of 2006 our church community developed a Mission, a Vision, and a number of Goals. We recognized that our church building may not be adequate to serve the needs of our community, so we decided to put together a Facilities Task Force to look at our building, and assess six options.

- Status quo
- Upgrade present facility
- Rental facility
- Building a new building off current site
- Partnering with business (seniors complex) to build a new building
- Virtual facility/site

The Task Force sent a survey to church committees and to groups that use our facilities and we sought congregational input and expert advice. Based on survey results and feedback, we developed a set of requirements for a church building. Each option was reviewed against these requirements.

Partnering with business to build a new building

The Task Force prefers this option.

It's likely that we would find a business partner to build a joint seniors facility/church. The partner and the church would share the cost of the development and would share the revenue from the housing portion of the venture. The equity we have in our existing building would, in part, fund our portion of the development along with considerable fund raising and acquisition of debt. Revenue from our share of the seniors' facility development and continued fund raising would service our debt and support the activities of the church.

Building a new church means that we can get a building that meets our requirements with few compromises.

Upgrade present facility

Upgrading our present facility would be supported by the Task Force.

An upgrade of our present facility could meet most of the congregation's requirements, but we would be making many compromises. Accessibility and parking issues would be difficult to address. On the financial side, we would still require a significant outlay and would end up with a building that could be worth less than the amount required for the upgrade.

The Task Force presented four potential scenarios to the congregation. Should we choose to stay at our current site and renovate, it's unlikely that any of these scenarios would be our final choice. Feedback from information sessions should be considered and incorporated into a final concept that could be developed.

Other options

We have rejected the status quo, rental facility, new building, and virtual facility options. The Task Force believes that none of these options will allow TMUC to adequately serve its Mission and Vision.

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Recommendation

The Facilities Task Force has recommended that the Official Board call a special congregational meeting on May 25th, 2009. At this meeting, the congregation will be asked to approve expenditures to do business cases on two options:

- Partnering with a developer to build affordable seniors housing and a new church at a new location
- Performing major renovations of our existing building

This decision will be based on information provided by the Facilities Task Force at the April 19 information session and this report. The Facilities Task Force prefers the partnership/affordable housing option.

Background

See Appendix A for a timeline of Facilities Task Force activities.

Strategic plan

In October of 2006 our church community came together to discuss what we want TMUC to be, to develop a Mission and Vision, and to establish some Goals.

Our Vision TMUC is an evolving, welcoming, sharing, and inclusive community church serving Christ.

Our Mission As a church we seek justice, foster and nurture growth by teaching, worshiping, through music, sharing and being welcoming to all. We value and share our gifts, protect the earth and walk humbly with our God.

Goal To live with respect in creation and to do our share in protecting the earth.

Goal Develop activities to encourage the participation of 15-45 year olds within the church community. The target is for a visibly increased participation of youth.

Goal To ensure TMUC is very active in outreach locally and globally.

Discussion surrounding these items often came back to our church building.

Our Vision says we're welcoming and inclusive. How welcoming and inclusive is our building for those with mobility issues?

Our mission states that worship and music are important to us. How amenable is our sanctuary to different styles of worship and performance of different types of music?

We're here to protect the Earth. How friendly to the environment is a 50+ year old building? We want to be relevant to a younger demographic. Can we reach out to younger people and provide them the space they need for their style of spiritual reflection?

We came to recognize that our church building may not be adequate to serve the needs of our community, so we decided to put together a Facilities Task Force to look at our building and assess our options.

The Terms of Reference for the Task Force are included as Appendix B. A list of Task Force members is attached as Appendix C.

The Official Board of TMUC presented the Task Force with six options to consider:

- Status quo
- Upgrade present facility
- Rental facility
- Building a new building off current site
- Partnering with business (seniors complex) to build a new building
- Virtual facility/site

Consultation with the church community

Survey

We developed a survey and distributed to church committees and groups that use our facilities. The survey and results are attached as Appendix D and Appendix E.

Respondents were asked to rate our building on a number of characteristics. Most areas were rated between 2.5 and 3.5 on a scale of 1 to 5. A few notable exceptions were poor ratings for;

- Accessibility for those with mobility or vision issues (1.7 out of 5)
- Flexibility for alternative services such as Jazz Vespers, Folk Communion, and others (2.3 out of 5)
- Serving the spiritual needs of young people (2.3 out of 5)

When asked if our building reflected the nature of our congregation as outlined in our strategic plan, we rated it 2.5 out of 5.

We asked some open ended questions to solicit opinions on what characteristics respondents felt a church building should have. A few recurring themes came out.

- One level throughout building
- Modern AV system
- Adequate parking
- Accessibility for people with disabilities
- Contemporary architecture
- Reconfigurable worship and meeting space
- Worship space that can be used as performance space
- Energy efficiency

A surprise for the Task Force was that almost all respondents indicated a preference for one service. The only exception was 50% of the Stewardship Committee who preferred to continue with two services.

Congregational input

The Task Force solicited input from the congregation at a number of congregational information sessions and between services throughout the months of February and March, 2009. We used concept drawings for a number of possible renovation scenarios to trigger conversation about what makes for a good church building and to promote creative thought. The results of this feedback for the most part supported the feedback we got from the committees and groups who completed the survey. Individuals also presented new ideas for what makes a good church building.

Consultation with experts

See Appendix F for a list of individuals we consulted with.

United Church of Canada Architectural Resources Group

The Task Force consulted with Michael Boretski, an architect with the Architectural Resources Group of the United Church of Canada. Michael has a vast experience designing church buildings and consulting with congregations like ours who are considering major changes to their facilities.

Michael provided his observations on what makes a building project succeed. The Task Force was reassured that the approach that we were taking aligned quite well with the approach that Michael suggested. Having a recently developed Mission and Vision were key elements, as were consultation with the church community. We were reminded that the church building is only there to support the Mission, Vision, and Goals. The building of a new church should not be a goal itself.

City Councillor

Members of the Task Force met with Russ Wyatt, City Councillor for the Transcona community. Russ provided insight into zoning requirements, variances that might be required, and City of Winnipeg initiatives that could be supportive of our project. He also provided us with a list of developers and others who would also be willing to provide advice.

Developers

Task Force members met with a number of developers to discuss options that are open to us for renovation and for new construction.

Requirements

Based on survey results, feedback from the congregation, and advice from experts, we developed criteria for a church building that meet the requirements of modern construction standards, reflects the nature of our congregation, and allows us to fulfil our Strategic Plan. Our requirements include

- Entrance, gathering space, and curb appeal that portray the welcoming nature of our congregation
- A large narthex that we can use as a gathering place before and after services, and as meeting space at other times

- A sanctuary that will allow us to have one service on regular Sunday mornings. This will require seating for 300 to 350. We can currently seat 225 people in our 1536 ft² seating area
- A worship space that we can reconfigure to suit a wide variety of worship styles and which we could turn into performance space
- Efficient and reconfigurable seating
- Upgraded library, possibly in the new narthex area
- Less separation between the chancel and the congregation
- Efficiently laid out, office space with natural lighting
- Consolidation of administrative space, with potential to expand
- Adequate parking that exceeds City of Winnipeg zoning requirements
- A large hall, adjacent to the kitchen, that can be reconfigured as meeting space, dining space, and for church events
- Electrical service and plumbing that meets or exceeds current building codes
- Modern and upgradeable audio-video capabilities
- Accessibility for people with disabilities that exceeds current building codes and practices
- A commercial kitchen that meets the requirements of all of our congregational and outreach activities
- An environmental footprint that demonstrates our leadership in stewardship of the Earth to our community
- Modern meeting space that we can readily reconfigure
- Increased and efficient storage space

Review of options

Each option that the Official Board presented to us was evaluated against our requirements.

Partnering with business (seniors complex) to build a new building

Task force members met with a number of developers, consultants, and our City Councillor to discuss the potential for finding a business partner and a developer to build a seniors' facility of some sort and have a new church built as part of that development.

It's likely that we would be able to find a partner to build a joint seniors facility/church. Two of the developers we spoke to expressed interest and one suggested that, if we put the word out that we were considering this type of venture, other potential business partners would show interest.

The partner and the church would share the cost of the development and would share the revenue from the housing portion of the venture. Cost savings would be realized by both partners through shared costs for the construction of areas required by both facilities such as dining areas, kitchens, and halls.

The equity we have in our existing building would, in part, fund our portion of the development along with considerable fund raising and acquisition of debt. Revenue

from our share of the seniors' facility development and continued fund raising would service our debt and support the activities of the church.

Our investigation showed that many churches have taken this approach. Some are successful and some are not. Location is a key consideration for a seniors' facility. Tenants will want a location that is close to the services they require – preferably within a reasonable walking distance. These services would include;

- Medical (optometrists, dentists, doctors offices)
- Grocery store
- Convenience store
- Aesthetics (hair stylists, barbers, salons)
- Financial services

Transcona has the advantage of having retained the character of being a small city. Most of the services that would be required are available within a small area. This is the reason that recent seniors' facilities that have been built in the area have had such success.

Building a new church means that we can get a building that meets our requirements with few compromises. New construction at a new site will allow us to meet Leadership in Energy and Environmental Design (LEED) environmental standards, meet or exceed current standards for accessibility, and resolve our parking issues.

Over the years, sites for such a development have come available from time to time. Should we decide to take this path, it would be necessary to put a mechanism in place where we could make decisions and act quickly when a suitable opportunity arises. The congregation and board could set out requirements for a property and empower a small group of people to act on its behalf to review properties as they come on the market, and make offers on properties that meet our requirements.

Potential partners

To date, we have received interest from two developers who would be willing to partner with us, and to develop a facility.

NVR Construction: The CEO of NVR Construction, Vic Reykdal, has close ties to our church having grown up in Transcona and attended TMUC. Vic has a genuine interest in seeing Transcona develop and flourish and believes that a new TMUC building could be part of that development.

Jilmark Construction: The President of Jilmark, John Froese, met with the Task Force and provided valuable advice. He has been involved in a number of church construction projects recently and is open to working with us on our project.

Potential sites

At present, there are a number of suitable sites available for this type of development. The current best sites, in the opinion of the task force, are

401 Pandora Ave W This is the vacant area between Hoka and Madeline on the north side of Pandora. The site has a small building at the east end that may be suitable for renovation into a commercial property. The total area is about 2.5 acres, just under 2 of which is available for development. The City of Winnipeg wishes to retain about half an acre as green space. Developers we've spoken to see the green space requirement as a detriment, preferring to develop an undivided space. The City's preference suits our church, which could use the green space as community gardens, a gathering space, a meditation area, or an area for environmental education. The remaining space could be developed to meet the needs of the developer and us.

Given TMUC's track record as an organization that supports the community, the City may be open to a virtual donation of the land to us.

Pandora at Bond The developer who built the new condominiums at the former Dominion Lumber site has close ties to TMUC. The condominium project is the first of several phases for this property, and the developer is open to TMUC being part of subsequent phases.

These sites are close enough to our current location that the change in travel time should not be a hardship for the majority of our congregation. They are on a feeder bus route and close to major bus routes on Regent, should members desire alternate transport.

The size of either of these sites would be sufficient to resolve our parking issues.

Upgrade present facility

An upgrade of our present facility could meet most of the congregation's requirements, but we would be making many compromises. The multi-level nature of our building means we would require many ramps and a large elevator to make the building fully accessible. An upgrade also does nothing to resolve our significant parking issues, which would be made worse by going to a single service on Sunday mornings. On the financial side, we would still require a significant outlay and would end up with a building that could be worth less than the amount required for the upgrade.

The Task Force developed three potential scenarios for renovation of our existing building. We presented these to an architect for the production of preliminary concept drawings that could be used to stimulate conversation and solicit feedback from the congregation. The architect provided drawings for our scenarios, and added one of his own.

Possible scenarios

In the first two scenarios, a large narthex would be created at the eastern end of the CE building adjacent to the sanctuary, possibly including a mezzanine to be built over a part of Yale Hall. A passage or passages would be made between the new narthex and the existing sanctuary. A larger elevator would serve all levels in the CE building and the sanctuary. Windows could be cut between Springfield Hall and the sanctuary, turning Springfield Hall into a crying room/overflow space for services while still allowing it to be used for other purposes during the week.

- A. The orientation of the sanctuary would be turned 180°. The new chancel would be where the old narthex was. The sanctuary would extend all the way back to the west wall of the old part of the building, turning the existing choir loft into congregational space. This would increase the seating area by 460 ft² or roughly 25% and should accommodate about 280 people in total.
- B. The south wall of the sanctuary would be moved south by 15 feet. The orientation of the sanctuary would be turned 90° with the new chancel at the north side of the building. This would increase the seating area by 750 ft² or roughly 50% and should accommodate about 340 people in total.
- C. Yale Hall would be converted into a sanctuary. After space consideration for a chancel, the seating area would be about 2019 ft². This would be 480 ft² or roughly 30% larger than the current sanctuary and should accommodate about 290 people.
- D. Most of the floor of Springfield hall would be removed and rebuilt at the same level as the main entrance to the CE Building. A portion of the floor would be left at the east end. The new sanctuary would be built in the newly created room, with overflow seating and crying room in the upper level remaining at the east end. After space consideration for a chancel, the seating area would be about 2019 ft². This would be 480 ft² or roughly 30% larger than the current sanctuary and should accommodate about 290 people.

Should we choose to stay at our current site and renovate, it's unlikely that any of these scenarios would be exactly what we end up with. Feedback from information sessions should be considered and incorporated into a final concept that could be developed.

Status quo

We have rejected the Status quo option.

It is clear from survey results and feedback from the congregation that the building we're in no longer suits the character of our congregation.

We want to have one service on regular Sunday mornings and our current sanctuary is too small to comfortably accommodate everyone most Sundays from September to May.

In order to be relevant to a younger demographic, we recognize that we will have to provide alternative services that would appeal to this group. Our current sanctuary is set up for a *traditional* church service and can't be readily reconfigured.

Our clergy occupy two separate offices, one of which is too small and isolated from the administrative area. The administrative area itself is also too small and poorly configured. For efficiency we require clergy offices and support staff to be located near each other.

Our meal programs are thriving and have expanded beyond the capacity of our kitchen. Food storage has reached the crisis level. We are a congregation that feeds the community literally as well as spiritually. Food service facilities must be expanded and improved.

The limitations of the building as it exists are hindering our ability to remain true to our Mission, Vision, and Goals. Changes of some sort are required.

Rental facility

We have rejected the rental facility option.

We as a congregation have unique needs. We require a kitchen and food service facilities that can quickly and efficiently feed up to 200 people. We require a worship space that can double as a performance space. We require a hall that can double as meeting space. It is unlikely that we would be able to find a facility for rent that meets our needs.

It is common for a business to have a developer build a facility that suits the needs of the business and rent back it back from the developer. Our specialized requirements mean a specialized building and it would be unlikely that a developer would build a facility for such a narrow market. In addition, our requirements for our facility include flexibility and the ability to reconfigure our building. This is more difficult to do if we do not have ownership of our own building.

Building a new building off current site

We have rejected the option of building a new facility and financing all of the construction ourselves.

Building a new church means that we can get a building that meets our requirements with few compromises. New construction at a new site will allow us to meet LEED environmental standards, meet or exceed current standards for accessibility, and resolve our parking issues. However, we have learned that a new church building that is about the same size as our existing building would cost over \$3,000,000.

The mortgage payments for this amount at current interest rates would be approximately equal to our entire current budget. Over the life of the mortgage, interest rates are very likely to go up. We believe it's unlikely that our congregation would increase its givings by 100% or more.

Virtual facility/site

We have rejected the virtual facility option.

A virtual church has no *bricks and mortar* facilities. It's a community that meets wherever it can and carries on many of its functions online.

Most of the activities our church is involved in require facilities of some sort. In addition to our weekly services, we have meal programs, we host the food bank, we house a library, and host frequent social/community events. The nature of our congregation is such that we require a physical presence.

Dissolution of the Facilities Task Force

The Task Force has fulfilled its duty. We have reviewed all of the options presented to us, and have prepared our recommendations. At the congregational meeting on May 25th, we will have a decision and mandate from the congregation to start a new journey. A replacement committee is required to take action on the congregation's decision.

Appendix A

Timeline of Task Force activities

Date	Activity
Oct 2006	The TMUC strategic planning session takes place.
Jan to Oct 2007	The Official Board refines the Strategic Plan and decides to establish a Facilities Task Force.
Nov 2007	The Official Board selects Stephen McKendry-Smith as Chairperson for the proposed Task Force.
Dec 2008	Stephen searches for members for the proposed Task Force.
Jan 2008	Congregation approves the establishment of the Task Force at the Annual General Meeting. Stephen finalizes the selection of members.
Feb 4, 2008	The Task Force holds its first meeting.
Feb 2008	We consult with Michael Boreskie of the United Church of Canada Architectural Resources Group.
Mar 2008	We review current activities in the existing church building and develop a survey to be sent to church committees and groups.
Apr 2008	The review of survey results indicates that changes will be required. <i>Status quo</i> is off the list of options. We have a second consultation with Michael Boreskie.
May 2008	The options of building a new church on our own, and having a virtual church are removed from the list of options.
Jun 2008	Stephen attends the United Church of Canada's More Franchises than Tim Horton's conference in Toronto.
Jul and Aug 2008	We consider what characteristics TMUC's church building should have.
Aug 2008	Concept drawings for potential renovations are commissioned.
Sep 2008	The concept drawings are presented at a Congregational Information session.
Oct to Dec 2008	Feedback is solicited from the congregation on potential church designs.
Jan 2009	The congregation is updated on activities to date at the Annual General Meeting.
Jan to Mar 2009	Potential renovation plans are refined. We consult with developers and contractors on potential business partnership scenarios.
Apr 2009	Stephen reports to the Official Board on what our final recommendations would be. He presents motions to ask the congregation for approval to create business cases, and to dissolve the Task Force and form a Building Committee in May.
May 1, 2009	With input from the Task Force members, Stephen prepares the final report to the congregation and Official Board and makes it publicly available.

Appendix B

Terms of reference

1. The Task Force shall examine all options for the present/future facility enhancement/acquisition/rental/construction and report by to the Official Board on or before December 31, 2008 with recommendations of how to proceed.
2. Six options will be considered:
 - a. Status quo
 - b. Upgrade Present Facility
 - c. Rental Facility
 - d. Building a new building off current site
 - e. Partnering with business (seniors complex) to build a new building
 - f. Virtual Facility/Site
3. All members of the Task Force will be selected by invitation to participate based on expertise required for adequate assessment of the options. All must be members of TMUC although consultants and experts may advise the Task Force and participate in some of their discussions. Building and Property, Stewardship and the Board of Trustees shall have one representative on the Task Force
4. Progress reports to the Official Board will be given during regular monthly meetings of the Official Board either orally or in writing.

Appendix C

Task force members

The Task Force comprised

- Jack Binkley
- Delsie Cousineau
- Darrell Fierheller
- Don Heinrichs
- Dennis Hruda
- Stephen McKendry-Smith
- Gerry Miller
- Gail Purcell
- Merlin Shoesmith
- Melanie Sidorow
- Ben Theissen

Appendix D

Committee and group survey

Transcona Memorial United Church Facilities Task Force

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Church office: (204) 222-1331
Email: stevems1958@gmail.com

March 29, 2008

Group Leader
Group Name

Dear Group Leader,

I have attached a questionnaire prepared by the Transcona Memorial United Church Facilities Task Force. Our intent is to get a consensus opinion on some important points that the task force needs to consider. Results from this survey will provide information to help us evaluate the scenarios presented to us by the Official Board against the values of our church community.

Please complete the attached survey, and return it to me at your earliest convenience. Responses from each group will be shared with members of the task force only. Collated results will likely be shared in a more public forum within the church community.

We want the completed questionnaires back before the church committees break for the summer. Members of the Task Force have agreed to help facilitate at your meeting as you discuss the last part of the survey. If you would like a task force member to attend at your meeting, please contact me at stevems1958@gmail.com as soon as possible and I will make arrangements.

Thanks for your time, and thanks for your support of this initiative.

Sincerely,



Stephen M^cKendry-Smith

TMUC Facilities Task Force questionnaire

Instructions

This document has been distributed to committee and group leaders. Please complete this questionnaire together at the next convenient meeting of your committee or group. Each group will complete one questionnaire that reflects the consensus of your group. I encourage you to distribute this document to members before the meeting, so they have time to contemplate their answers.

Answer all of the questions that you feel able to answer. Some questions fall within the scope of specific groups and some groups may not have the information required to answer all of the questions. If you look at a question and are not sure how to answer it, then that question is not for you. Just mark it Not Applicable (NA) and move on.

This questionnaire has been distributed as an MS Word file. In consideration of environmental stewardship, I encourage you to distribute this to your group by e-mail.

You may complete this questionnaire either by editing the Word file and returning it to me by e-mail at stevems1958@gmail.com, or by printing it out and returning it to the church office. If you choose to edit the Word file, indicate ratings by selecting the appropriate number and making it bold or underlining it. For the long answer questions, there is a blank paragraph under each question. Just type your answers in there.

If you choose to print this out and complete it on paper, use separate sheets for the long answer questions.

Background

This past year, TMUC created a three year strategic plan for our congregation. We developed a Vision, a Mission, and a number of Goals that direct us to do the things that we believe are important. One of the results of this strategic planning was the desire to take a serious look at our physical facilities.

The official board of TMUC established the facilities task force and presented us with 6 scenarios to consider.

- Status quo with no major changes to the existing facilities
- Upgrade Present Facility as appropriate
- Rental Facility – renting space for worship and other church functions
- Building a new building on a new site somewhere in Transcona
- Partnering with business (seniors complex) to build a new building
- Virtual Facility/Site – no building

We're doing a comparative cost benefit analysis of these scenarios. The costs and benefits that can be measured in dollars are relatively easy to compare. The costs and benefits that are less tangible—how well each scenario will allow us to meet our Mission, Vision, and Goals—requires more creativity.

The purpose of this questionnaire is to help the TMUC Facilities Task Force evaluate some of these “intangible” costs and benefits.

The task force met with an architect from the United Church of Canada's Architectural Resource Group. He suggested that when considering any change to a church building, we should answer three questions:

- Who are we in God?
- How do live out who we are in God?
- What facilities do we need to live out who we are in God?

Our Strategic Plan provides answers to most of the first question, and much of the second question. We need your help to complete our answer to the second question.

Our Vision

TMUC is an evolving, welcoming, sharing, and inclusive community church serving Christ

What impact does our building have on our Vision?

Value	How does a building help us honour this value?
Evolving	Easily reconfigured to suit our changing needs
Welcoming	Easily accessible and inviting—calls people to come in and see what we're all about.
Sharing	Provides the ability for many diverse groups to use the space
Inclusive	Provides easy access to all, regardless of ability or social situation.

Our Mission:

As a church we seek justice, foster and nurture growth by teaching, worshiping, through music, sharing and being welcoming to all. We value and share our gifts, protect the earth and walk humbly with our God.

Goal

To live with respect in creation and to do our share in protecting the earth.

Goal

Develop activities to encourage the participation of 15-45 year olds within the church community. The target is for a visibly increased participation of youth.

Goal

To ensure TMUC is very active in outreach locally and globally.

What impact does our building have on our Mission and Goals?

Value	How does a building help us honour this value?
Teaching	Provides space and functionality to facilitate learning.
Worshiping	Provides space that can accommodate many diverse ways of worship.
Music	Provides a good space for musicians to share their gifts.
Protection of the Earth	Has as little negative impact on the environment as possible. Allows us to lead by example in green buildings
Walk humbly	Design reflects the serious nature of our congregation.
Encourage youth participation	Allow for exciting, interesting, and non-traditional gatherings for worship, reflection, and youth oriented events.
Active outreach	Provides spaces to house programs that help our neighbours

In consideration of the above, answer the following questions about our building.

Identification

1. Please provide the name of your group or committee.
2. Date completed.

Ratings

3. Picture Yale Avenue on a Sunday morning as you turn the corner and see the church. Considering parking, the entrances, and the curb appeal of the building, how inviting is our church?

Not inviting	1	2	3	4	5	Very inviting	NA
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4. How easy do you think it is for someone with mobility or vision difficulties to move around our building?

Very difficult	1	2	3	4	5	Not difficult	NA
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5. If you were to present a seminar in our building, would you have a useful space and all of the tools you need to present an effective learning session?

Nothing available	1	2	3	4	5	Ready to go	NA
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6. Thinking of our existing sanctuary, how usable is it for alternative types of services and music?

Difficult to use	1	2	3	4	5	Very usable	NA
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7. How well are our choirs served by our existing sanctuary?

Not at all	1	2	3	4	5	Well served	NA
------------	---	---	---	---	---	-------------	----
8. How well suited is our sanctuary for small groups, such as the combos we have for Jazz Vespers and large groups such as the Advent Band?

Not suited at all	1	2	3	4	5	Well suited	NA
-------------------	---	---	---	---	---	-------------	----

9. Do you think our building reflects the nature of our congregation as outlined in the strategic plan?
- | | | | | | | | |
|------------|---|---|---|---|---|---------------|----|
| Not at all | 1 | 2 | 3 | 4 | 5 | Perfect match | NA |
|------------|---|---|---|---|---|---------------|----|
10. Does the building provide the environment needed to facilitate the spiritual needs of people between the ages of 15 and 45?
- | | | | | | | | |
|------------|---|---|---|---|---|-------|----|
| Not at all | 1 | 2 | 3 | 4 | 5 | Fully | NA |
|------------|---|---|---|---|---|-------|----|
11. Based on your understanding of how various community groups (scouts, seniors programs, etc) use our building, how well do we serve their needs?
- | | | | | | | | |
|------------|---|---|---|---|---|------------|----|
| Not at all | 1 | 2 | 3 | 4 | 5 | Completely | NA |
|------------|---|---|---|---|---|------------|----|

Discussion points

For the following section, we're not looking for complete, essay type answers. Just provide a list of the significant words that your group uses as they discuss the following topics. When considering these topics, don't think of our existing building in particular. Forget about money and practicality issues, too. Think about what you would consider as the "perfect" building. We call this "blue sky" thinking. There are no bad ideas.

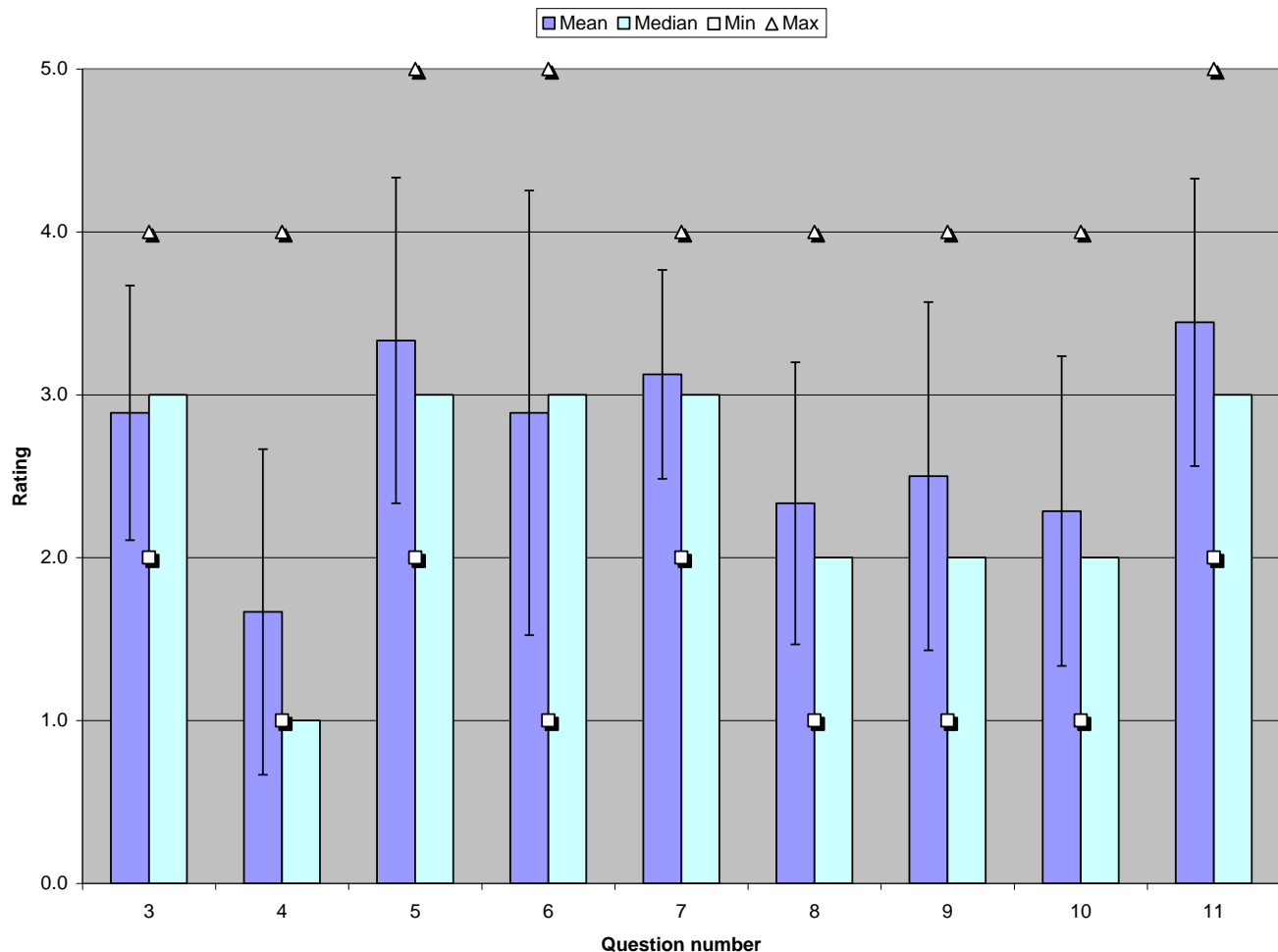
12. Thinking of all of the activities that go on in a church building, discuss what types of space and other characteristics a building would need to allow it to be quickly and easily reconfigured to meet the needs our congregation and community might have in the coming years. In addition to our congregational activities, consider how we serve community groups and our neighbours.
13. Think about buildings you've walked by and felt compelled to enter, just to see what's going on inside. Discuss what it was about these buildings that made them inviting and compelled you to go in.
14. What features and facilities make a building readily accessible to all, no matter what their physical ability?
15. Are the members of your group in favour of going to one service on regular Sunday mornings all year round if we have a facility that can accommodate it? Provide a count of for/against/abstentions and any comments.
16. Think about various classroom or other learning situations you've been in. What were the best physical features of these learning facilities?
17. What design elements of a sanctuary are necessary to accommodate a diversity of worship styles?

18. What would a sanctuary that can be comfortable for either a soloist or a large band look like?
19. What attributes does a building need to minimize its environmental impact?
20. What kind of space do young people need to form community, engage in activities of interest to them, and worship and reflect in their own way?

Thank you for your participation. We value your comments. Please return this questionnaire by email to stevens1958@gmail.com or by sending a printed copy with responses to the church office.

Appendix E

Survey results



21. Thinking of all of the activities that go on in a church building, discuss what types of space and other characteristics a building would need to allow it to be quickly and easily reconfigured to meet the needs our congregation and community might have in the coming years. In addition to our congregational activities, consider how we serve community groups and our neighbours.

Common themes: One level, modern AV System, adequate parking, accessibility for people with disabilities, reconfigurable space, seating (some prefer comfortable pews, some prefer chairs), conference-type facilities.

- 1) Completely reconfigure the sanctuary into a multipurpose area with accessible toilets next to it, ground level entry and easy access elevator to basement level from the sanctuary
- 2) adequate space and juxtaposition of space (offices and meeting room) devoted

to ministers and Admin Assistant

3) efficient use of Springfield Hall devoted primarily to rental space

Comfortable meeting rooms with ability to do effective presentations, computer accessibility, theatre type room, easier access for seniors and individuals with disability. Better sound systems, place to gather outside sanctuary.

Large kitchen, soundproofing, great sound system needed (tech no stuff), big screens for service & hymns (paperless), good leadership for music, more instruments, larger choir loft area for lots of uses, movie theatre area, need one level, theatre seating, parking lot, lots of ladies washrooms

Parking, storage washrooms, accessibility

Reconfigurable sanctuary, Green building, Large sanctuary stage, Good a/v system, multi-purpose rooms

Pews or no pews?, Good parking necessary, State of the art audio and visual equipment, Reconfigurable space - like a hotel ballroom, One level, Lots of open space, Lots of natural light, Permanent youth room, Breakout and group rooms, Games and craft rooms, Concert capabilities,

Many different kinds of space, Fully accessible, One floor is sanctuary and one floor is everything else, modern, Sound system integrated into the entire building, Welcoming entrance, Parking, Covered parking, Lots of power outlets

One level, easily accessible washroom facilities (multiple stalls), larger sanctuary (for one service), larger staging for pulpit, removable/movable pews, projection system for hymns, verses, large kitchen, large meeting room/gym for all congregation, good sound system/good acoustics, no carpet (or hardwood floors), nursery/Sunday School/library, other meeting rooms to rent out (for revenue)

22. Think about buildings you've walked by and felt compelled to enter, just to see what's going on inside. Discuss what it was about these buildings that made them inviting and compelled you to go in.

Common themes: Contemporary architecture, glass doors, inviting signage, level entrance.

- 1) Contemporary architecture that appears spacious, "green" and warm in design,
- 2) approach to the entrance that is easy access from the street and parking areas

A professional and attractive sign out from. Inviting doors that you can see into the facility through. We maintained building and property.

Open doors, seeing other people going in, served coffee, huge narthex, outside music speakers (obviously not blaring but welcoming), church bells

Architecture, Exterior artwork, Landscaping, Signage

Lots of glass to see inside, Mix of old and new architecture, Visible activity,

Architecture, Openness - Visibility through the front doors, Inviting signage, Lots of glass, Level entrance

View inside the building, attractive features (stained glass), contemporary design (not old world looking)

23. What features and facilities make a building readily accessible to all, no matter what their physical ability?

Common themes: Ground level entrance, one level throughout building, Wide hallways, aisles, staircases, drop-off loop, handicap parking, front door handicap entrance, proper elevator, easily opened doors,

- 1) Ground level entrance and access to all doors
- 2) same level access within the building (no stairs)
- 3) critically located elevator for access from sanctuary to basement either external or internal
- 4) washrooms adjacent to main centre(s) of activity within the building

One floor, wide doors, natural lighting, lots of windows, good sound system, sign to shut off all cell phones

Ground floor access, main entrance, signage, lighting

Ground level access, Wide straight hallways, Wide aisles, Lower light switches, Wider doors, hearing devices, Wheel chair accessible bathrooms, Handicap parking, Drop-off loop

Single level, Wide aisles, Non obvious handicapped access, Signage for the visually handicapped, Guide strips on the floors and walls, Wide elevators, Power lifts, Minimum stairs

Accessible bathrooms, No steps, Easy ramps, wide doorways, good lighting, automatic doors, Internal door handles - not knobs, Elevators, Hearing impaired equipment, Large print hymn books with music, Lots of power outlets, Clear signage directing people around the building, Site maps inside the buildings

Large doorways, one level building, ramps, automatic doors, larger elevators, accessible facilities

24. Are the members of your group in favour of going to one service on regular Sunday mornings all year round if we have a facility that can accommodate it? Provide a count of for/against/abstentions and any comments.

Common themes: All respondents indicated a preference for one service, with the exception of 50% of the Stewardship Committee. They had the following comments; Concerns about space and losing people, People are sensitive about the service time, Resistance to change, Support for evening services

25. Think about various classroom or other learning situations you've been in. What were the best physical features of these learning facilities?

Common themes: Built in AV facilities, adjustable lighting, tables/desks, Wi-fi, reconfigurable,

- 1) Audio/visual permanent fixtures in the room and accessible to all without setup and takedown
- 2) adequate lighting and heat/cool temperature

3) reduced distractions from external such as huge windows or noise from hallways, open doors, thin walls

Comfortable chairs, excellent audio/visual systems. Good lighting.

Lots of windows, comfortable chairs, good ventilation, sound system, good lighting, table for your stuff

Ceiling mounted projector and screen, Comfortable desks and chairs, Good light, natural if possible, Good acoustics, Reconfigurable, Wi-fi internet access, A/v system, Easy access to refreshments, Large washrooms

Good lighting, audio and visual systems, Reconfigurable space - from a number of small rooms to one large room, Lots of storage for craft and other materials

Sight lines, Lighting, Privacy, Acoustics, comfort - temperature, AV Systems, Comfortable chairs, Room already set up, White boards etc, Network,

Large open rooms, plenty of space to sit and be comfortable (indoor washrooms), fresh air, visibility from all spots in the room (elevated floors/inclined floors), projection area

26. What design elements of a sanctuary are necessary to accommodate a diversity of worship styles?

Common themes: Reconfigurable worship space, chairs instead of pews, large stage, excellent acoustics

Design must capture two major elements:

- 1) the warmth and inviting feelings that you are in The House of the Lord and not in a warehouse and
- 2) the flexibility of doing many Christian activities, programs, and special features from worship to choir shows that would make the Lord smile while it was occurring.

Using chairs instead of pew to allow for different configurations. Room for drums, guitars in with the choirs. Good sound system. Ability to have visual aids. (ie screen, projector etc)

Accessibility, lots of space

More floor space between pews and choir

Reconfigurable space, Ceiling mounted projector and screen or monitors, A/v system, Large "stage"/chancel area, easy washroom access

Good audio visual equipment including projection, Good light control, Pews in the front, lots of open space in the back, Space in the sanctuary for children and parents to go to, Good sight lines from the pulpit to all parts of the room, Debate on where to put the choir (front, side, rear)

Chairs instead of pews, Stadium seating, Wireless sound systems, Reconfigurable space, Chancel can double as a performance space, No carpet in sanctuary - acoustics, new organ, Pipe organ

Movable pews, large pulpit area, movable furniture, better acoustics

27. What would a sanctuary that can be comfortable for either a soloist or a large band look like?

Common themes: Excellent acoustics, theatre-like space, good AV system, lighting control, band/choir warm up room

- 1) Building design that captures the ultimate in acoustics regardless of the performer
- 2) possible a crescent-shaped arrangement of worshippers with adequate space for the performers/soloist in front or on stage

A theatre like appearance with a raised platform at one end. Speakers spread throughout the sanctuary with a sound system that carries the performance adequately.

Spacious, good sound system

Large, reconfigurable stage area (seating for 100), Band/choir warm-up room,

Ability to partition the front of the space, preferably by lighting control, Good sight lines

Better lighting, Bigger Choir loft, Spacious choir room, Storage for music and equipment, Secure area for personal items, flexible staging, Instruments (piano and organ) easily moved out, Flexible seating (removable pews or chairs), Proper sound board, lighting board,

Versatile area that can be divided up to accommodate a more intimate performance or expanded to fit a larger group

28. What attributes does a building need to minimize its environmental impact?

Common themes: AV system to facilitate “paperless” services, energy efficient everything, geothermal heating/cooling, water conserving fixtures, built from reclaimed materials, natural lighting

- 1) High efficiency and low cost heating/cooling system incorporated into the building design as well as utilities,
- 2) efficient water use system in kitchen and washrooms

The ability to use projection screens instead of creating paper. The ability to use laptops at meetings. A roof with solar panels. A well insulated structure, with energy efficient heating and cooling. Modern lighting suited to energy efficient bulbs. Low maintenance to reduce the need to paint or repair. Dishwashers so plates etc. can be reused.

Large screen (paperless), good insulation, CFL lighting

Latest in technology

Geothermal heating/cooling, Energy efficient windows, Insulation, Low flush toilets, Reuse grey water, composting, use recycled building materials, High-efficiency lighting

Geothermal heating, Natural lighting, Efficient furnace,

More natural light, open areas, energy efficient lighting, more energy efficient heating system (better insulation), more versatile areas that can change in a few moments notice, water conserving toilets and sinks, efficient appliances, projection system, more computers to facilitate technological communication

29. What kind of space do young people need to form community, engage in activities of interest to them, and worship and reflect in their own way?

Common themes: Dedicated space that remains under their control, computer access, recreational area

Their own dedicated space and activity centre where they have access to music, light refreshments, and computers.

Computer access whether at church or at home -blogs, chat lines etc. Ability to be comfortable while at church including having a water bottle, coffee or other drinks. Theatre type room for watching videos.

Gym, variety of spaces, casual

Their own designated space

Recreational area, Wi-fi access, Kitchen, Coffee bar

Space dedicated to them, Reconfigurable for events, activities or chilling out, Controlled entrances and sound proofed

Modern style/design, comfortable setting (couches, TVs, computers, sound system, etc.), access to other facilities (kitchen, gymnasium, etc.)

Appendix F

Consultants

Michael Boreskie, United Church of Canada Architectural Resources Group

Charles Thomsen, former Head of Landscape Architecture, U of M

Paul Drewniak, Contractor who has worked on our church

George Janzen, Georgian Bay Development

Vic Reykdal, CEO of NVR Construction

Greg Kendall, Manager of Real Estate for CN

Eric Vogan, Land Development Manager for Qualico NovaMet

Peter Kaufman, Alternate Broker for CB Richard Ellis

John B Froese, President of Jilmark Construction