Annual Vestry Meeting Agenda

Sunday, February 27th , 2022
Time: 10 – 1 pm (arrival 9:45 am)
St Catherine's Gym and Zoom (computer/phone)

Morning Prayer: Transfiguration Sunday

Honouring those who died in 2021

Welcoming New Members in 2021

Feasibility Study Report (*included in this package*)

Presentation *(Linda Robertson, Rob Waller)*

Questions/Responses *(Robb Watt, Rob Waller)*

Re-establishing Community Connecting after COVID - Table Conversations
(Rev. Sharon Smith, Rob Waller; Tables/Zoom facilitated by Parish Council)

- Community Connection: social places & programs
- Worship: Liturgies to meet religious and spiritual needs
- Neighborhood Connection: Strengthening & building partnerships

(This remainder of the meeting with be recorded on Zoom for the purpose of vestry minutes)

1. Regrets, New Business and approval of agenda
2. Acceptance of Vestry Minutes:
    a. Minutes of the 2020 Vestry Annual Vestry Meeting (Vestry Report 2021: pages 12 – 18)
    b. Minutes of the 2021 Special Vestry Meeting (Vestry Report 2021: pages 19 – 20)
3. Business Arising from the Minutes
    (Motions included in this package)
    a. Financial Sustainability: Fundraising Campaign (MOTION 1)
    b. Financial Sustainability: Property Sale & Development (MOTION 2)
    c. Sacred Spaces: Building Repair & Maintenance (MOTION 3)
    d. Sacred Spaces: Creating Flexible Space in the Church and Chapel (MOTION 4)

4. Receipt and Discussion of Annual Report
5. Worship: Approval of Eucharistic Ministers
6. Leadership: Report of Nominating Committee (Vestry Report 2021: pages 11 - 12)
    a. Call for nominations from the floor
    b. Elections if any
7. Financial Sustainability: Financials & Budget (Bruce Davidson)
    a. Report of Independent external accountants for 2021
    b. Treasurer's Report – 2022 Budget
    c. Appointment of Independent Accountants
    d. Appointment of Signing Officers
    e. Motion to appoint Fund Trustees – Parish Initiatives Fund
8. New Business from the floor
9. Honouring Parishioners - Friend of St Catherine's Pins
10. Honouring Parish Council Members and Vestry Secretary
11. Adjournment/Closing Prayer

Date of Special Vestry Meeting: Sunday May 15th, 2022

Date of next Annual General Vestry Meeting: Sunday February 26th, 2023

Waller & Associates Ltd.
Specialized Consulting and Fundraising Services

FEASIBILITY STUDY REPORT

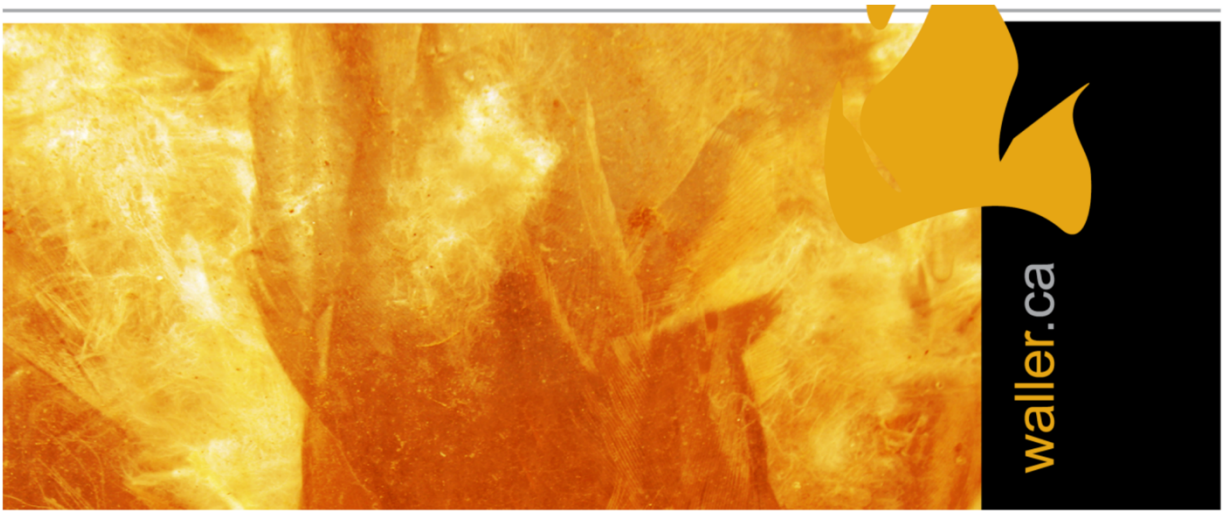
EXECUTIVE SUMMARY

Prepared For

ST. CATHERINE'S ANGLICAN CHURCH

North Vancouver, BC

February 15, 2022



INTRODUCTION

Waller & Associates Ltd., a specialized lower mainland Christian fundraising consulting firm, was retained by St. Catherine's Anglican Church to conduct a Feasibility Study for a proposed Fundraising Campaign to repair, renew and reconfigure several critical church facilities, and undertake additional new initiatives involving staffing and program development. In the final report and this Executive Summary, the word 'Counsel' is used in reference to the professional counsel that Waller & Associates have provided.

The study, conducted in January 2022, consisted of a series of personal interviews with individuals associated with the parish and a survey open to all members of the St. Catherine's church community. The primary objective of the study was to gauge the ability and inclination of the St. Catherine's community to support the proposed campaign and test their support for undertaking a Fundraising Campaign to raise as much as $1.1 million.

INITIAL SUMMARY OF FINDINGS

To say that everyone involved in this study loves St. Catherine's, understands the importance of what needs to be done, and truly desires to see this plan become a reality, would not be an understatement.

However, beneath this high level of desire is a strong undercurrent of skepticism and fear of the consequences of another failure, to the point where many individuals are clearly hesitant to commit themselves to the level of financial support that they are actually capable of.

While this is probably not a surprise to the St. Catherine's leadership, it should also not be considered a deterrent. The challenge facing the church community is daunting, but the study has suggested that by moving forward sooner, rather than later, there are actions that would positively impact the skepticism that currently limits the potential of a campaign.

The study has also revealed that making some important changes in current worship service-related activities would be seen as a positive step. The concerns related to this were actually more significant than what was expected from the plan to replace the pews.

It has also become clear that St. Catherine's is still very much connected to the local Edgemont community, which it appears is being revitalized. Building new and stronger relationships that go beyond space rental agreements is key to creating a long-term plan for sustainable revenue generation that will allow for greater annual maintenance of the physical church.

Parishioners taking part in the study are strongly supportive of all three components of the plan, as outlined in the Project Overview, but what the study has also revealed is that parishioners need to better understand the vision behind these components, before they are able to fully embrace the campaign and provide the level of support needed to fund them.

Additional leadership strength, new voices and stronger communication will be needed for both the campaign and the changes that it can bring in the years beyond. One of the added advantages of a Fundraising Campaign is that it can create opportunities for individuals who have a desire to do more than just make a financial commitment. In the opinion of Counsel, there are one or two such people out there right now interested in stepping forward in a longer-term leadership role.

Finally, there is the importance of two key external factors: approval from the Diocese to sell part of the parking lot and retain the revenues; and approvals from the District to proceed with subsequent plans. While the ultimate goal of repair and renewal of the physical plant is not solely dependent on these two outside factors, it would be able to proceed much more quickly and would provide a major boost in donor confidence if the church is seen publicly to have Diocesan support to secure these needed funds as part of the launch of the campaign.

PERCEPTIONS OF ST. CATHERINE'S: When asked about their perception of St. Catherine's, most interviewees (86%) replied 'Good', and the positive energy behind this was attributed by many to the impact that Rev. Sharon has clearly had on this parish.

RESPONSE TO THE PROJECT OVERVIEW: Interviewees and survey participants were asked how important they believed the plans outlined were to the parish's vision and/or mission.

Respondents	Very Important	Important	Somewhat Important
Interviewees	26 (74%)	8 (25%)	1 (1%)
Survey Responses	8 (47%)	8 (47%)	1

While interviewees and respondents were almost exclusively from within the parish community, Counsel did interview a representative 'rental' client, whose enthusiastic support and projections of significant potential revenue from within his field of activity underscores the importance of developing much stronger relationships with the local community through a Partnership Plan.

MINISTRY PLANNING INITIATIVES: While not everyone will be supportive of removing the pews, the connection that many are making between flexibility and revenue potential is important to overcoming the skepticism that is prevalent in terms of the overall plan. The sooner that alternative user groups can be identified in more detailed plans, the more powerful this can be in giving potential donors confidence in the campaign itself.

In the opinion of Counsel, offering both a traditional and an alternative worship service on Sundays would send a message that while changes are taking place, the traditional is still important. In anticipation that 'learning to live with COVID-19' will bring a return to in-person services and other activities, bringing people back to the church has to be a priority.

Based on the feedback around coffee time, Counsel would also suggest that 'after service' gatherings could be more beneficial to rebuilding personal connections and improving communications. This relatively older parish community limits the effective use of online technology to the point where in-person connections will be essential to undertaking a Fundraising Campaign.

SUPPORT FOR THE CAMPAIGN: While overall support for the idea of a campaign appears to be strong, and recognition of the important need to implement the proposed activities – especially those for the physical plant – the hesitation of individuals to make a commitment of financial support comes through.

Would you personally support a Fundraising Campaign for St. Catherine's?

Respondent	Yes	No	Uncertain	No Comment
Interviewees	27 (77%)	5	3	0
Online Survey	5 (29%)	2	7	3

PRIMARY RECOMMENDATION

It is the primary recommendation of Counsel that St. Catherine's Anglican Church in North Vancouver should move forward with planning the implementation of a Fundraising Campaign as soon as possible, with a minimum goal of raising $500,000 to $600,000. The purpose of a study is not to find every gift, but to identify the potential for receiving gifts. In the opinion of Counsel, there is the potential to raise $600,000 and much more, depending on the successful implementation of Counsels recommendations

It's recommended this process begin with a 'Preparations Phase' during March – April 2022, preparing leadership to then undertake the campaign as soon as possible after that – ideally through May and June 2022. During the Preparations Phase, it would be suggested that ideally repairs should begin to the roof as a visible demonstration that the campaign is already enabling urgent repairs to move forward.

FURTHER OBSERVATIONS & RECOMMENDATIONS

Vision & Ministry Plan: The Ministry Planning exercise has had a major impact on St. Catherine's, with unanimous support for its adoption from parishioners last year. However, that same level of support to implement it has not been realized; there has been no real excitement to financially enable these plans. Counsel believes that a Fundraising Campaign creates the opportunity to cast the Vision of the Ministry Plan, and how the 'Place + People + Presence' plans support this vision in both the short- and longer-term.

Related Diocesan Initiatives: It's well known within church circles that the declining fortunes of five Anglican parishes on the North Shore must be addressed. However, the lack of any decisive action merely supports the feelings of St. Catherine's parishioners that no one has stepped in to help them. On the understanding that the nearby St. Martin's parish has been directed to close soon, the leadership of Rev. Sharon in undertaking this campaign to ensure the long-term viability of St. Catherine's could be leveraged to encourage the Diocese to authorize melding St. Martin's into St. Catherine's. Such a decision would provide an expanded parishioner base along with new financial resources that could be dedicated to the plan for long-term financial sustainability.

Business Plan: During the Preparations Phase, a detailed campaign business plan along with a longer-term financial plan that demonstrates sustainability both need to be prepared and presented to the parish community. These are both critical to addressing the levels of skepticism and fear among potential donors.

Community Partnership Plan: Concurrently, a plan to build relationships with a range of community partners, including potential rental clients, is needed to demonstrate this potential to those who are hesitant to commit their full support to a campaign. The comments from the *Lights Up Musical Theatre School* representative (*who suggest potential rental income of $30 - $40,000 annually*) along with other potential community partners, need to be quantified so that potential donors can see that a sustainable revenue-stream would be possible as the result of a successful Fundraising Campaign. Approaching potential partners to better understand their needs might result in facility upgrades that would best meet their needs and potentially offer a larger rental return.

Leadership: Counsel is aware that the leadership team, while small in number, is passionate and totally committed to moving this campaign plan forward. There is no question that within the parish community, there is a very high level of confidence in the leadership, but there is also concern that there is no one else stepping forward to support and eventually take their place. However, Counsel has identified a few individuals who are interested in, and willing to become more actively involved. It's recommended that current leadership consider bringing these individuals in to the campaign team, with an objective of mentoring them over the next two years towards taking on a leadership role.

Rebuilding Active Participation: So many different factors have contributed to the slow decline in the active membership of the parish over the past decade, many of them beyond the control of leadership. For many, COVID has felt like the last straw, with people becoming more discouraged about the future of the church the longer they are unable to physically attend services. However, a campaign should also be seen as a means to rebuilding connections with parishioners. It will take some work to accurately determine how current members get their information, especially those who only use email, and those who have no access or ability to use technology. This will lead to developing several different strategies to ensure everyone is receiving the information they need about the campaign and how to support it. Further, reaching out to those who are no longer active members will require research, as they are still potential donors. Activities and events that bring people together, and back into the church, should be planned as part of the campaign plan. As anticipated, other concerns brought forward included the loss of 'traditional' activities and the former music program leader, and the impact of COVID, which has meant that most people have not been able to connect and worship in-person for some two years. The traditional vs. contemporary worship experience needs to better accommodate both desires. However, the failed land development proposal of three years ago needs to be 'put to rest once and for all' as part of campaign communications plans and the Case for Support.

Strength of Personality: There is no question that the arrival of Rev. Sharon has made a hugely positive impact on the St. Catherine's community, and it is the strength of her personality that will be central to success in a Fundraising Campaign. This campaign will require at least 50% of her time in the Preparations Phase.

In hoping that the Diocese will support the request being made by St. Catherine's, this will be seen as a major triumph by the Parish and the role of Rev. Sharon in accomplishing this needs to be lauded to the church community – even if she isn't comfortable with it! This kind of success, due in part to an individual who is so highly regarded within the church family, would go a long way to building confidence in the plan. It would subsequently be important to bringing local government onside with the plan.

In the opinion of Counsel, there are a good number of individuals with the capacity to make a major financial commitment, but these kinds of pledges will not be secured until people start to believe that the proposed plan is achievable.

A FINAL WORD

The study has confirmed that the challenge facing the church community is daunting, but it has also suggested that by moving forward sooner, rather than later, there are actions that would positively impact the skepticism that currently limits the potential of a campaign.

The study has also revealed that making some important changes in current worship service-related activities would be seen as a positive step and demonstrate that leadership has listened to and responded to concerns voiced by members in the study process.

In addition to the *People + Place + Presence* initiatives that this plan envisions, the importance of developing stronger long-term relationships in the greater community is directly related to the need to establish financial sustainability. This is the only thing that will ensure the future of the parish.

Perhaps the most important issues still undetermined are the two key external factors: approval from the Diocese to sell part of the parking lot and retain the revenues; and approvals from the District to proceed with subsequent plans.

Counsel is certain that parishioners taking part in the study are strongly supportive of all three components of the plan, as outlined in the Project Overview, but parishioners need to better understand the Vision behind these components. The Ministry Plan has allowed members to see more clearly where the church wants to go. The execution of the Ministry Plan and this renewal plan, along with the study recommendations as soon as possible, can turn skepticism into a revitalized parish community that can imagine a faithful and exciting future for St. Catherine's.

Waller & Associates would look forward to the opportunity and privilege to come along side in this journey, with the experience and expertise that we know will be required.

MOTION 1
“On the Basis of the Feasibility Study, launch the Fundraising Campaign following a special Vestry in May 2022, to provide funds to initiate the 2022 works program as included in the draft 2022 budget.”

Motion 2: Property Development Motion for 2021 Vestry (February 2022 meeting)

Proposed motion: "Vestry continues to support the redevelopment of St. Catherine's property and instructs Parish Council to continue its work to determine the feasibility of proceeding with Option 2 of the LaMere Report (to sell a portion of the property and use the funds to maintain or upgrade the remaining property), and to present a report to a future meeting of Vestry."

Background: In February 2019, Vestry instructed Parish Council to investigate development proposals for Options 5 or 4 of the 2017 LaMere Report. The Vestry motion instructed Parish Council "to undertake research that assesses all aspects of the feasibility of Option 5 and Option 4, and that Parish Council presents this report to a future meeting of Vestry." Parish Council has undertaken this review, and considers that the financial and cost implications, logistical issues, as well discussions with the Diocese and District of North Vancouver, indicate that these options are not feasible at the present time.

Option 5 (building a new church) and Option 4 (renovating and upgrading the existing church building alone) in the LaMere Report assume that these activities would be part of a major property redevelopment project. Such redevelopment would need to include development of rental, affordable or social housing and other facilities to help finance the overall development costs, and could result in the need to develop a joint ownership model to manage the facilities.

Since 2019 significant work has been directed at both growing the parish and looking at how we can develop our property in light of the changes around us. In 2020 and 2021, St Catherine's has been largely focused on sustaining ourselves during the pandemic. However, we have also continued discussions with the District and Diocese, and we have learned of many changes in their policies. During this time there has also been a dramatic escalation in both land values and construction costs. In 2021 we prepared the St. Catherine's Ministry Plan and we have conducted analysis of property development costs in the context of the financial sustainability of the parish.

The escalation in both land values and construction costs affects our choice of development options since the LaMere report was prepared in 2017. From a cost perspective alone, the increase in land values and construction costs makes considerations of developing social or affordable housing much less attractive. The increase in construction costs also makes the rebuilding or renovation of the church considerably more costly. In 2017, the cost of building a new church or significantly renovating and upgrading the existing church building (about 6,250 sq ft) was estimated at about $2.4 million. This has risen to $3.2 million or more in today's prices based on the construction price index (CPI). The project will also require additional expenditure for architectural, engineering and project management services, as well as the demolition of the gymnasium and/or other buildings and improvement of the grounds. These church development costs, either being part of a major property development or as a stand-alone project, are considered to be beyond the financial capacity of St Catherine's at the present time.

Given these realities of property development, Parish Council has been working towards Option 2 of the LaMere Report, which is to sell a portion of the property and use the funds to maintain and upgrade the current church buildings. The estimated cost of this project is $2.3 million for repairs and refurbishment over the next 5 years, of which about $1.7 million could be funded through the sale of a portion of the property[1] and the balance funded by the parish through a Financing

[1] It is proposed to sell the residential portion of the Church parking lot (1058 Ridgewood Drive) adjacent to Wellington Crescent. In order to comply with District of North Vancouver public assembly zoning, it is proposed to "swap" the current rectory lot at 1062 Ridgewood Drive (classified as residential) for the residential portion of the church lot, and to re-draw the lot boundary of the church lot to include 1062 Ridgewood Drive in the public assembly

Campaign over the next 3 years. This option will also require increased annual expenditures for maintenance of the facilities as well as a plan to finance future refurbishment costs beyond 5 years.

In moving forward with our property development initiative we have met with the District and the Diocese several times, and conducted various internal discussions, as follows:

1. **The District of North Vancouver:**

i) The District of North Vancouver has recently advised us they will not allow public assembly land to be re-zoned as residential. They know that once public assembly land is given up (whether it's a park or a community building like a church) they can't get that public land back. The District (like everywhere in the Lower Mainland) is running out of land to use for public purposes. This policy means we cannot develop social housing on our property without many years of lobbying and consultation.

ii) Even if we could somehow convince the District to allow us to develop social housing, this could mean significant opposition by our neighbours to either rental or co-op housing being built. AMICA had a very long process to get permission to build their senior residence with strong opposition from some of the neighbours around Edgemont Village. We would likely face a similar long consultation process.

iii) In our conversation with the District mayor, he indicated that swapping the residential zoning so the rectory could become public assembly land for parking and then zoning the current parking lot from public assembly to residential would likely be accepted by Council (who ultimately must agree to this). This option could take 2 years or more of working with consultants to prepare the necessary plans then neighbourhood consultation hearings and meetings with the District before this could proceed.

2. **The Diocese of New Westminster:**

i) When we approached the diocese to discuss our property proposal in 2020, they said they would only consider this if we had a Ministry Plan showing our plans for the future sustainability of the congregation. The Ministry Plan was developed over many months and finalized at a Special Vestry meeting in 2021.

ii) When we presented this Ministry Plan to the Diocese, we were told that given the rapid rise in property values over the past 3 years, the Diocese now has a policy against selling rectories. Given the high cost of purchasing property everywhere in the diocese, this is a barrier to hiring new clergy. This policy is understandable. We advised the Diocese however that our Rectory is a tear-down and we will not be able to afford any significant future repairs to keep it habitable. We have not had a rector who has wanted to live in this house for more than 12 years.

iii) The Diocese has a further policy that if any land is sold, the sales proceeds are retained by the Diocese and the parish can only receive the interest off those funds.

---

zone. The current land valuation of residential portion of the Church lot adjacent to Wellington Crescent is estimated at approximately $1.7 million. This proposal has yet to be agreed by the Diocese and is subject to review and approval by the District of North Vancouver.

We were advised three years ago that this policy could be appealed if a strong case with a Ministry Plan were presented. In the interim, as property prices have escalated over the past two years, this policy appears to have become more difficult to challenge.

iv) We have now written to the Diocese asking them to reconsider their policy on the sale of rectories and asking that we be permitted to retain the sale proceeds and not just the interest. The sale of a single residential lot from part of our parking lot would result in approximately $1.7-1.9 million dollars today. On the positive side, this property will likely increase in value while we go through the re-zoning consultation with the neighbourhood and District.

We have received endorsement of the Diocesan Mission and Ministry Committee to take our request for the sale and keep the sale proceeds to Diocesan Council at their next meeting on 16th March. We will be meeting with the Diocesan Finance Committee on 22nd February to discuss our proposal.

3. St Catherine's Church:

i) If St Catherine's had embarked on taking down our building and developing social housing, it would likely have taken 8 years or more of consultation and building. The congregation would have had to move out of the church for 2 to 3 years and worship elsewhere. The pre-school would have had to close for 3 years and might not have been able to continue. This disruption would be challenging to maintain the community and return.

ii) Over the past three years since 2019, our church like others has focused on maintaining and growing the congregation in the face of the Covid restrictions (including loss of rental revenue and the inability to meet for in-person worship and other parish gatherings). Despite these restrictions, many people have stepped up to volunteer.

During the pandemic, we have continued to plan for future property development by developing a Ministry Plan; two wardens Chris and Gordon attended a 6- week program in 2021 on property development for non-profits; doing an extensive review of the LeMare Report plus many meetings with both the District and the Diocese.

Conclusion: Our current property development proposal, which is based on Option 2 of the LaMere report, is to take down the rectory and convert it to a new entrance and parking area accessible from Ridgewood Dr., and to sell part of the existing parking lot for residential development on Wellington Crescent. This option appears to be the most practical and achievable over the short- to medium-term, both in terms retaining and using our current facilities and also being able to finance the repairs and refurbishment in a manageable and sustainable way. It also seems to be the most likely option to be supported by the Diocese and the District. We currently have the volunteer capacity to do this.

MOTION 3
“Approve A&F/Parish Council to move forward with the planning and preparatory activities for the 2022 projects, and to initiate the activities included in the draft 2022 budget with funds are available”

Motion 4 Creating Flexible Space in the Church and Chapel For Rental and Worship (Parish Council & Gordon Lee)

Motion:

"We propose that Vestry appoints a committee to research the reconfiguration of the church and chapel that will include investigating types of chairs, possible configurations of the nave, and placement of the choir/musicians. To present their work at the end of May 2022"

Background:

Based on the motion at Special Vestry in May 30th, 2021, to "review the creation of flexible spaces within the chapel/church for additional rental and meeting space possibilities and consult with Vestry on opportunities for increased revenue"
(For 44; Against 0; Abstain 2 (includes 2 non-voting attendees), Parish Council did some preliminary research.

Projecting Rental income from Church Sanctuary Rental:

Conversations with performance groups (Presentation House, Kay Meek Centre, Lights Up Theatre and various music groups) indicate a need for middle range size performance venues on the North Shore.

St. Catherine's sanctuary current rental prices[1] (2019-2022) are the following:
Non-Profit: $65 per hour, for a minimum of 2 hours; For Profit: $100 per hour, for a minimum of 2 hours (If organ/piano is needed - additional $65 charge).
We currently have two regular rental groups making use of the Sanctuary on Tuesday and Thursday evenings at negotiated rates.

Our rough estimate is that without changing our rental prices, renting the Sanctuary out for 50% of the available evenings in a month, we would bring in $2500 per month in revenue (using the non-profit rate).

Providing Hospitality to the Neighbourhood:

In addition to providing much needed revenue, this is also an opportunity to grow our partnerships and connection with our neighbours on the North Shore. Viewing the buildings as a sacred space that is offered in a spirit of Christian hospitality to the wider community is part of a greater vision to be a Missional Church.

[1] Comparative prices with similar styled churches: Kerrisdale Presbyterian Church (seats 500 people): $150/hr. for non-profit organizations (4 hour maximum); $250/hr. for all other organizations (4 hour maximum); St Stephens Anglican (West Vancouver – seats 200 people); $70/hr for non-profit organizations (per hour); $130/hr for profit organisations (per hour).

In our effort to provide flexible space for rental and worship, we continue to propose the replacement of pews with chairs. Toward this end, Parish Council requested that Gordon Lee carry out some research.

Report on Chairs for the Church and Chapel (Gordon Lee)

Parish Council asked me to do some research on chairs for the church and chapel and I have provided Council with a full report including potential suppliers, 'things to consider', and costs.

I believe our sanctuary and chapel worship spaces are 'jewels'. The wood ceiling and reredos in the sanctuary and the wood ceiling and the stone wall in the chapel provide the spaces with what architects might call 'good bones', and the 'mid-century' design is unique (the District designates it a heritage building). This design could be enhanced by any renovations to the spaces including replacing the pews with chairs. To make these 'jewels' into 'exquisite jewels' could enhance our worship and attract others to join us in the best sanctuary and chapel on the Northshore. More Non-parishioners and parishioners would want to hold weddings, memorial services and other events in our sacred spaces. More groups would wish to use the sanctuary for concerts, recitals, and lectures. Replacing the pews with chairs that enhance the mid-century design of the sanctuary and chapel could make this possible. However, choosing the wrong chairs would not support making our sacred spaces 'exquisite jewels'.

Things to Consider

There a number of issues that should inform the choice of chairs. These include

Enhancing our Worship Spaces

- How well do the chairs fit into our mid-century worship spaces?
- Are the chairs customizable - e.g. St. Catherine's logo or Celtic Cross?
- Do the chairs look like church chairs as opposed to meeting room or hotel chairs?

Comfort (Sample chairs can be obtained for testing)

- Seat comfort
- Back support

Cost (Parish Council has initial cost spreadsheet)

- Initial cost including delivery
- Long-term cost estimate; upholstery will need to be replaced eventually.
- Monies in restricted funds such as the memorial fund could be used.

- What donations will parishioners make to defer the cost of the chairs? There may be more financial support for one chair or another.
- Will these donations impact the net cost to St. Catherine's?

Durability/Service

- Scratching/denting of wood
- Wood refinishing cost
- Soiling/Staining of fabric upholstery (for fabric covered seats)
- Upholstery replacement costs - matching fabric

Logistics

- Storage - space required in sq.ft. or sq.m. (We have limited space for storage.)
- Set-up and take-down time – to and from storage
- Weight of chairs - lifting, set-up and storage
- Maximum number of chairs that can be stacked

Add-ons (these may reduce stackability)

- Kneelers
- Book Storage

Sample Chairs

Storage/Stacking

Oaklok and Paragon chairs stack 7 high for convenient storage. Arm chairs stack 4 high.

Deepening our understanding of Worship Space (Rev. Sharon)

As we think about the reconfiguration of the church and chapel seating, we are aware that this has implications for our worship experience. Many believe that it could enhance our worship.

To this end we have invited Rev. Peter Elliot and Thomas Roach to provide our parish with a Lenten study to explore the History, Architecture, Beauty and Theology of Worship Spaces. This will take place on Zoom on the following dates: March 17, 24, 31 from 7- 8:30pm.