

# ARC PARISH SURVEY RESULTS, FEBRUARY 14TH, 2024

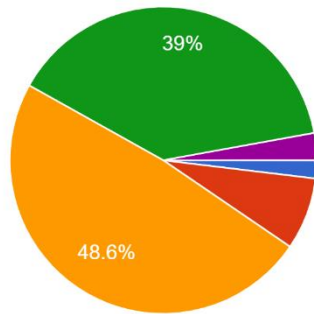
ASSET REVIEW COMMITTEE FOR A SUSTAINABLE  
FUTURE FOR ST. GEORGE'S ANGLICAN CHURCH,  
CADBORO BAY, VICTORIA, B.C.

This summary report includes the full results of the survey conducted by the Asset Review Committee between February 4th and February 11th, 2024. A total of 107 responses were received (99 online and 8 by paper). The survey was made available to approximately 180 members of the St. George's community. The response rate was 59.4%. The first two pages of the report summarize the responses to the multiple-choice questions. Pages 3 – 10 of the report are the written comments (verbatim) which were provided by the respondents.

John Oldale, Chair, ARC

What is your age? (check one)

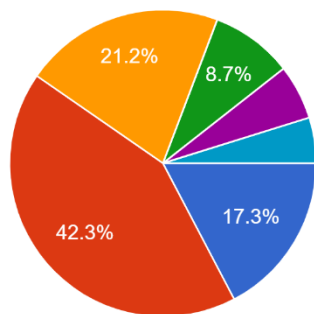
105 responses



- Under 50
- 51-64
- 65-80
- Over 80
- Prefer not to answer

I would describe myself as (check one)

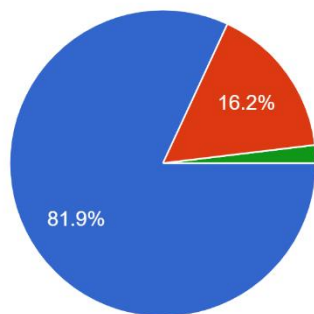
104 responses



- A very active member of the parish
- An active member of the parish
- A regular attendee at services but not active in parish activities
- An occasional attendee
- A friend of St. George's
- None of the above

How important is the future sustainability of St. George's? (check one)

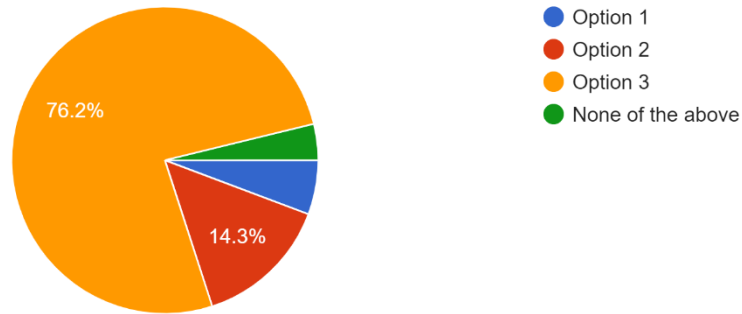
105 responses



- Very important
- Somewhat important
- Not at all important
- No comment

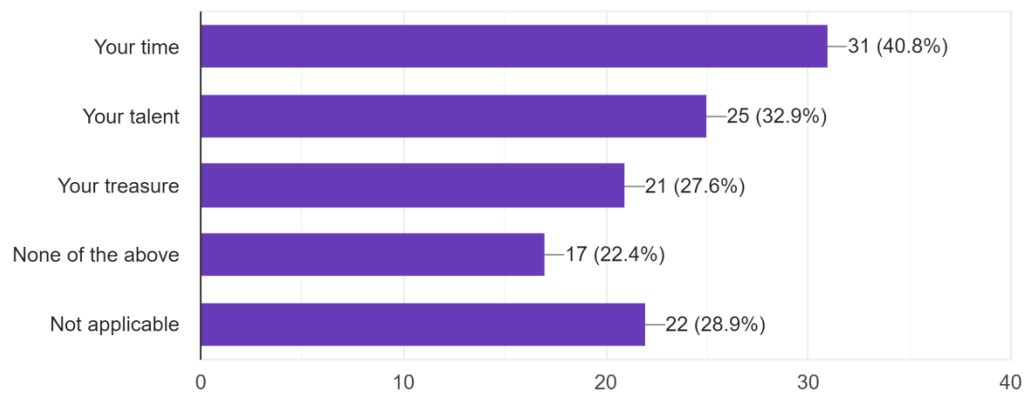
Which of the above options are you leaning toward? (check one)

105 responses



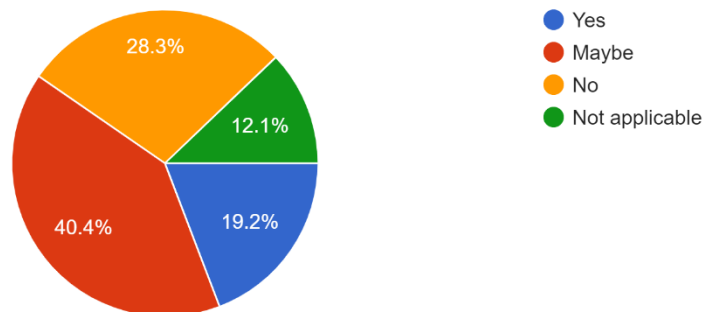
If Option 2 were the preferred option, would you be willing to contribute (check all that are applicable)

76 responses



If Option 3 were the preferred option, would you be willing to serve on a committee to work towards the implementation of this option? (check one)

99 responses



## COMMENTS AFTER “Which Option are you leaning toward?” QUESTION

I attend by Zoom

Today's presentation by Brandon and the ARC team were very good. The difficulty is that we do not have the time to sit and woolgather for the foreseeable future. We are planning for the future and we need to begin working on it immediately. Brendan indicated that Bishop Cowan spoke about this 20 years ago - I was there - we have made some progress, especially at St Georges but we should have started this process 5 years ago. We need to take action - my suggestion would be if the parish receives a positive response to option 3 at Vestry then we need to consider next steps and begin exploring how to proceed. If we do not then the other options could be the death by a thousand cuts.

It would have potential hazards if a developer were to be brought in to assist in working out the use of the land. My personal feeling is that St George's, of all the Victoria Parishes, has utilized its land and buildings most successfully. Surely they can continue to make their own decisions and ask for help when necessary.

St Georges serves the community well now. If the goal is additional community services it would be helpful to have more details.

There is huge potential for redevelopment if we are willing to rethink the use of the property. It's nice to have 'the woods' open to the community, It's nice to have the community garden - they could be somewhere else.

As I have put, I am leaning toward option 3 although I think it could be a few years before we need to seriously look at it.

Any development should keep in mind that we have charitable status which could be lost if we have too high an income, in other words, any income-producing development might need to be limited as to amount it earns.

Assuming that St. George's presently does not have the discretionary resources at present to "renovated/upgraded to meet St. George's future needs", it may indeed be necessary to engage an external partner to assist with the financing needed, with that/those external partner(s) compensated in some fashion to encourage their active participation. If there is a way to retain ownership over the land and facilities in some kind of lease agreement, that might be preferable to a 'co-ownership' result. Regardless, the ARC committee is correct in anticipating the need for an innovative approach and partnership relationship going forward.

Lost confidence in Wiser at Town Hall Meeting

The insights and comments regarding Wiser consulting as a potential partner were disturbing...more work needs to be done in this area. The competency/reliability of a firm in any capacity/domain is only as good as it's least competent member.

Given today's reality, 'the church' is irrelevant. To be a loving community member and honour our ancestral heritage we need to revamp and redevelop our 'possession' ....the land...

Need time, knowhow and professional expertise

I hope Wiser Consulting Co is more competent/assiduous than was reflected in insights from members familiar with errors/redundancy reflected in the initial feasibility studies done for St. George's. Not reassuring....if we were to select. them as a partner going forward.

we need expertise business advice with a neutral viewpoint

We need to expand our asset base and hopefully encourage some income, hopefully on a non-profit basis in order to maintain our charitable status

We need to ensure control of the process remains with the parish community throughout.

I do not think it responsible to choose option 1 regardless of perspective - 'Not consider how the parish will sustain itself in the future'. The parishioners that provided this wonderful place of worship to all of us that enjoy it now certainly didn't have this approach; we shouldn't either.

If we are to consider large changes in how we best use any of our 'assets', we need to ensure we have the best advice available. Whether it is different use of our real estate portfolio or how to invest our liquid funds, it shouldn't be done by those without the necessary and current expertise. There may be parishioners that have expertise in that area who can guide us in selections of expert advisors but I believe we should still seek the best advice we can. There is no reason for us to accept less than best in class advice.

The survey report given to us does not give me a lot of confidence. I feel that we are better off to undertake any project ourselves. We have experience with the Orchard, Narthex and other projects and have the necessary talent and resources to get it done. We do not want outsiders come in and cream off the profits. They would be better spent on programming and maintaining our parish.

I like the idea of residential plus daycare/preschool with a plan to encourage integration of young and old. I would also like to see more garden plots so that residents and children can grow plants.

We should consider a long-term relationship with Arts Calibre to ensure a continuous rental income stream from our existing facilities.

This is too big and too important to try to do it ourselves. And it needs to be addressed.

I think we should begin on our own. This may lead to a decision that the project would benefit by having a community partner but that choice would not have been made in advance.

Has the Christian church a purpose? Locally, nationally and internationally? We are too divided, despite Jesus calling us to be one.

I selected option 3 because it seems to me that option 2 would impose an impossibly large burden on volunteers. For example, even with the Narthex project we needed to retain an architect/engineer design team, and use a contractor for construction -- even as we had our own volunteer project team, and we kept control of the whole project. Option 2 doesn't seem to allow even than level of external involvement. On the other hand in option 3, unless the nature of any project was clearly defined, and there were very specific safeguards in place, I would see us avoiding a transfer of land to some external developer to carry out the project -- even if it provides quite substantial financial benefits to the parish/diocese. Finally, we have done this before: The Orchard. In that project, seed money from parish members was needed to get it started. In recent years the parish has received small donations from the Housing Society. Overall the parish has received no funds from The Orchard; but it has provided an exceptional affordable housing option for seniors in Cadboro Bay. I'm not suggesting there be a repeat of The Orchard. But that project, even though it started about 40 years ago, is evidence that a significant, present day, option 3 project of some significance is not beyond reasonable expectation.

Appears scope to modernize the apartments and make better use of land where old hall was built.

This project would best be completed by others with our input regarding location and function. In consideration of the Local Area Plan

I believe we have an opportunity that is unique to the times we are in...Saanich is already looking at Cadboro Bay to increase various housing models. We have the chance to build a wide reaching Community Centre anchored by a Christian place of worship [maybe a Labyrinth built in?]. .... to appeal to the people that reside in Cadboro Bay, as well as University youth, all while embracing Indigenous footsteps. Big dreams!

The hall is beyond its useful life. The Narthex wasn't designed to be used as it is now. It is too small for after-service coffee hour and other receptions especially if the weather is poor and outside is unusable. A long term plan needs to be put in place for better land use and sustainability. With proper planning this and more can be achieved. At present we would be hard pressed to fulfill our role as a disaster relief centre as well. We can be much more for the community and our own needs.

I would take Option 3 a step further: tear down the church (and other small Anglican churches) and amalgamate all Anglican services into one centrally located big Anglican church such as St.

John's. Retain ownership of the land at all locations and build affordable housing at each location.

Option 3 is the only option that gives our church a chance at long-term financial sustainability in the face of the demographic and church-attendance data we are all too aware of. ALSO, it is the only option that enables us to share our assets with the broader society and demonstrate the power of our community of faith in a meaningful and much-needed way... as God would have us do.

It seems to me this (option 3) is the only choice to enable the church to have the resources it needs to continue

I can visualize the hall coming down and a new building taking its place using the Orchard parking lot for part of the new building, with the agreement of the Orchard. I can imagine one floor being used for a community centre or daycare centre. I can see three floors of housing, a number of those suitable for families. I would like to see the housing being affordable.

Let's keep control of our own assets.

I remember an old business course adage: "Partnership can be a dangerous ship to sail in." So I am cautious about "going into business" with another entity. Also, the potential for enough income for the church to replace rentals of the halls, upstairs and downstairs and Administration level, must ensure a reasonable return on our investment in the property. However, I do wonder if there are people within the parish with the expertise and energy that a development takes, so I lean to this option (option 3).

No rush in these unclear times. Reflection, wisdom, and 'grounding' is exactly the prescription for our anxiety riddled society. I can see space allotted for community 'counsel' ...closure of Queenswood was a great loss to our community. It was a welcoming 'open', meditative, healing, and gathering place. There has been a vacuum since its closure years ago. Now with the closure of Cadboro Bay United I feel St. George is it and there is invisible space.

Place (the space) is very important in non-measurable dimensions. The physical structure and historical markings are part of a space's vitality. The tree is part of its healing presence and attraction. We are its guardians.

Elders and children matter. Our direction must come from within the parish - community nucleus, definitely not from an outside developer.

We feel it is best to partner with an external agent. The demographics of our current membership indicate that the energy and commitment required for a major project may not be feasible using only our own resources.

I would much prefer a community group involvement. I worry about any involvement with a developer. (paper #1)

Any projects that interfere with the quality of life of Orchard residents should be very carefully considered, including how to fairly compensate those concerned. (paper #5)

I have difficulty deciding between #2 and #3 - I don't know whether we can do it ourselves as I am no longer involved in such matters! (paper #7)

I am old and any options will happen after I am dead. Unless young people are encouraged so I think we need to perhaps help by providing housing for university cheaper with other programming directed to them. (paper #8)

**COMMENTS AFTER "willingness to contribute" and "willingness to serve on a committee" QUESTIONS.**

This is the only viable option. We have an aging parish - parishioners are tired and may not have the energy or capacity to make option 2 work. We have tried in some ways by way of rentals but this is not the future. I believe that to move forward in a positive way we need to engage with a third part to explore the possibilities.

I don't think I have applicable skills but I have time to do donkey work.

An age related answer of 'NO' - we are very elderly

I can bring some experience and a viewpoint which balances the keeping of prime church spiritual values with a realistic view to the future

Indeed, objective and sound reasoning would need to prevail around the table (of all participating individuals) on such a committee should Option 3 be the path chosen.

I am already working with two Affordable Housing Boards with Anglican Church connections ...

I would do this happily.

This will take time and dedication but is achievable.

At 95, and having served the church for many years in the choir and concerts, etc. I am now taking a rest.

I still work full-time, so am not sure of the time commitment and whether meetings would be during working hours



Although engaging with the project would be a priority, health realities may prevent it occurring - any engagement would have to be on a year to year basis - and not in a critical project role.

Property redevelopment is best managed through the Diocese with parish agreement.

I am not well these days, but would like to help in this time of change. My faith and my son's participation mean a great deal to me, as does St. George's. How can I help from home, wherever that is.

At this point, I have neither the time nor energy to participate. I would welcome the opportunity to share my thoughts moving forward as I have been a member of the parish and neighbourhood for decades.

My talents do not necessarily lie in "real estate" issues; however, I am willing to prayerfully engage in discussions

Due to health constraints, it would be imperative to clearly know the commitment requirements ahead of time. Perhaps an advisory role is one option.

I am in my 90's so wouldn't feel capable of taking on any large job.

With any new development a MEDICAL CLINIC that the church would have some input on design and development of a simple functional design with more urgent care for immediate community

St. George's could renovate and upgrade with the help of a local, perhaps a Cadboro Bay architect (of which there is at least one by the name of Denis Moore). A new facility could be built where the hall currently stands to generate revenue "for long-term church viability..." In other words, Option 2 and Option 3 should not be mutually exclusive. I do not think a developer should be involved unless or until St. George's and the ARC have a plan!!

When I was younger, I would have been glad to serve the greater community, but feel I do not have the energy anymore. (paper #4)

#### **COMMENTS AFTER "Please feel free to add any additional comments"**

I have been an active parishioner for a number of years. I am excited by the possibility of finding a new way forward that helps support the parish and the diocese. My number one concern is we need to recognize that we have a small window of opportunity to get moving. If we are faced with losing the school and the associated revenue this will add burdens that may be insurmountable. Option 2 would require significant effort and likely capital. We completed a capital campaign during my time at St George's and this helped to fund the original upgrades during Ralph's time and the building of the Narthex during Richard's time. A capital campaign to do it ourselves may be challenging and take many years to get the required capital. We were lucky to get the Narthex and without a substantial legacy to the church it may not have been possible. We should not rely

on legacies. We need outside resources with whom we can partner to explore viable options and to have the necessary capital to make any changes to which we agree.

These are challenging times - we do not know the outcome or the direction we will be led by God. I will add my prayers to the mix for an outcome that we can all support, and a future that will continue to see us be a light for our community and the future - whatever that may be.

Thank you to the ARC for their faithful work on behalf of the parish.

If St Georges is "fine" now is there a five or ten year confidence interval? A contingency plan if fine becomes not fine?

In looking for our future it should include the young people if we can find them !

Without giving the matter sufficient deliberation at this stage to suggest meaningful input, it would seem that the most appropriate partnership arrangement may be one that would not only benefit the independent mandates/missions of each participating party, but also where there are mutual benefits shared by both or multiple parties as the core foundation of that relationship. For examples, this might be an arrangement where two or more parties have a common interest in benefiting the broader Cadboro Bay community or, in the case of two or more Anglican Church locations, where there would be mutual beneficiaries - possibly providing low-cost housing supported/funded by the provincial or federal governments.

We need to give consideration to placing parameters on the physical location of any new development. Taking the approach of greenfield vs brownfield and only developing that portion of the site which already has buildings or parking.....brownfield.

I believe we have are very well positioned here at St Georges to thrive well into the future. Anything I can do to help ensure that view becomes reality would be my privilege.

The parish will need additional technical and financial help from the diocese.

We have to do something. The status quo is a long term dead end. Look at how positive our community involvement has become by the expansion of the narthex. We could be doing so much more.

I think/feel that making our assets and land more sustainable could potentially help the church to have a greater presence and ministry in our local community, as well as helping with the work of reconciliation with our Indigenous peoples on the island and inlets.

If we believe in Option 3 we need to engage experts in the field...some "consultants" may already be in the congregation. My first look at Wiser is not the best... they need to know that their way of engaging for the first time is underwhelming! This is a big and exciting project if it goes forward.... All while not losing sight of the beauty of the surroundings where we worship.... both

inside and out. If Option 2 is chosen I worry about sustained energy levels within the congregation for consulting, contracting etc. Thank you for all the work you are doing on this.... Thank you very much for this import work.

Thanks for being inclusive and transparent in this process.

The church hall has never been satisfactory. The acoustics in the upper hall are very poor and when serving food upstairs it is very inconvenient when the kitchen is on the lower level.

Have answered in the initial Comment at the top. Thank you.

One possible project might be to construct or repurpose a building for commercial rentals that could be used to provide spaces for community service agencies or health service clinics in either the private sector or non-profit sector. Another possibility might be to construct a small building with rental units geared to affordable housing needs, perhaps considering the 'Housing First' model.

Any future development (either option 2 or 3) must align with St. George's Mission Statement and serves the community of Cadboro Bay. The Orchard residents must be carefully considered at every turn.

I feel so fortunate to love here (the Orchard) (paper #4)

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END OF REPORT