



FINAL REPORT OF THE VISIONING TEAM

For Annesley United Church Board and Congregation

Abstract

This report tells you about the work of the Visioning Team from October 2021 until September 2022. It is filled with good information that is setting the direction for Annesley's immediate future. Read on! Join us in the grand possibilities that lie ahead! And may we each and all listen for the voice of the Spirit calling us on!

Note: Any errors or unintentional omissions are completely mine and I offer my apologies in advance.

Drafted by Rev. Kathy Underwood in consultation with the Visioning
Team

kathyunderwood@bell.net

CONTENTS

Summary of our work:	2
Terms of Reference for the Visioning Team	4
Part one: meeting the ministry needs of annesley united church.....	7
part two: making the building pay for itself	8
Building Steering Committee Terms of Reference	10
Update on the Seven Approved Tasks to Make the Building ‘Pay for Itself’	13
Task 1: Renovations to kitchen	13
Task 2: Address accessibility needs so that the entire building is accessible.	13
Task 3: Rental Fee Structures	14
Task 4: Marketing and Promotion for Weddings Specifically	14
Task 5: Broader Marketing and Promotion Team.....	15
Task 6: Staffing Needs to Meet the Increased Demand of Renters/Tenants	15
Appendix 1: List of Ideas for the Building and results of research	17
A. Encourage an art group or musical group to use Annesley as a venue.....	17
B. Rent the Building or Parts of the Building to Other Groups or Individuals:	18
C. renovate the kitchen to meet commercial standards	19
D. Develop annesley as a ‘community hub’	19
E. Sell the building to an individual or consortium	20
F. close the building/sell the building and rent space elsewhere.....	20
G. daycare rental in basement of annesley	21
H. seek historical site recognition/designation	21
I. redevelop the property and build/renovate for rental housing units	22

SUMMARY OF OUR WORK:

The following is the final report from the Visioning Team to the Annesley Church Board and Congregation. The need for the Visioning Team was identified at the October 17, 2021 meeting of the Annesley United Church congregation. Terms of Reference were developed and then approved at the following Board meeting. The Visioning Team members were appointed by the board, each of whom gave generously and whole-heartedly of their time, energy and wisdom:

Dale Beare, Bill Legate, Della Goetz, Kathy Fraser, Lacey Sciamanna, Lynn Wyville, Jill Lawford, (Rev.) Kathy Underwood

We met almost every other week and in between individuals did research and met with others. In total, we met 18 times which represents 200 hours of human investment in our meetings alone. This does not include the many hours and meetings when individuals did follow up work and consulted with others. We worked hard on behalf of Annesley United Church. We are proud of the work we have done and we believe that we listened for the voice of the Spirit in all of the work and conversations.

This report is broken into three parts:

The Summary (which you are reading now),

Part One addresses the issue of Ministry Personnel for Annesley and makes a recommendation to strike a Search/Interview Team whose responsibilities would be two-fold:

1. To re-write the congregational documents to tell about the exciting work that is ahead in terms of redevelopment of our building with the goal being for the building to pay for itself—in turn, congregational givings will be directed toward Ministry Personnel and other staff;
2. To continue to develop relationships with other United Churches in the area through which we can explore ways to better work together and encourage one another to meet our common needs and interests. We hope in the future that this may lead to sharing of technology and perhaps creating a “Ministry Team” of multiple ministry personnel to meet the needs of more than one congregation.

Part Two focuses on the work done on ‘how to make the building pay for itself.’ It is placed second because it is basically, an update on what was presented in May in the Preliminary Report. It outlines the tasks that were approved by the Board and Congregation at the May 2022 congregational meeting AND provides a very brief update of progress made on each task since that time.

What is most apparent at this moment in Annesley's history is that this is the time for people to come forward and be a part of this big and exciting project to redevelop the physical building AND to offer themselves to be part of the Search Team.

Does this take time and commitment? For sure it does. We need you to help on one of the Task Groups, or even sit on the Building Steering Committee, or even put your name forward to be part of the new Search Team. Perhaps you can't take on one of these roles but you are willing to help in the 'big clean-up' that we have to undertake before we can start any renovation or updating in the lower level. Whatever you can offer is what we need!

Is it worth it? Only you can answer that question. We as a Visioning Team believe that God has plans for Annesley United Church. We invite you to jump aboard with us!

We have been blest with not only talent but in having individuals willing to share their skills and who believe strongly in Annesley. Kathy Underwood has nudged us forward as we've sorted through the hopes and disappointments of projects that reached an end. The Visioning Team is grateful for the opportunity to explore Annesley's future directions. It has at times been a challenging task. Undoubtedly, we are all guided by a strength that is far outside of our understanding. We trust the board and congregation will receive the report with enthusiasm and refreshed outlook and take on the exciting tasks that lie ahead! God is with us—we are not alone!

Our work as a Visioning Team ends with this report and we entrust the work to you.

The Visioning Team

TERMS OF REFERENCE FOR THE VISIONING TEAM

To best understand the work we did, the recommendations we made and the updates on those recommendations, it is important first to revisit the Terms of Reference that were established by the Board in November 2021.

PURPOSE OF VISIONING TEAM: (why do we need this group and what do we want them to do)

The Board and congregation of Annesley United Church recognize that as a faith community they want and need a minister who is able to lead with continuity and enthusiasm. There is a strong base of lay support as evidenced by the many people who stepped forward to serve in new ways at the October 17, 2021 congregational meeting.

The Board and congregation also recognize that they have been and continue to spend more than they bring in through regular givings and fundraising. The cost to simply maintain the building is about \$9000 per month based on current costs including insurance etc. To call a full-time minister, hire a music director and maintain our current staffing of the Office Administrator, Custodian and Envelope Secretary would take these costs to at least \$16,000 per month. Over this past year, envelope givings have amounted to an average of about \$8500 per month (although it must be noted that the October givings were up substantially as a result of resuming in-person worship). There is also recognition that Annesley has been over-reliant on fundraising for many years. With COVID and the restrictions on fundraising this became even more clear.

There is recognition that the building is taking not only increasing financial resources but also draining the precious supply of time, energy and skills offered by the Board and its committees. Finding a way for the building to either better pay for itself OR getting out from under the yoke of the building altogether is needed in order to further the ministry of Annesley United Church.

And finally, there is recognition that what has been 'the norm' for Annesley United Church in the past will never be the 'norm' going forth in the 21st century. There is need for imagining how we 'do' church differently to better meet the needs of families and the community. The questions of what shall we look like in 5 and 10 years are essential if Annesley United is going to continue to have a vital ministry past the next five years.

This short-term Visioning Team cannot possibly address all of these concerns, particularly the last one related to medium and longer-term visioning. Therefore, the purpose of this Visioning Team is:

- To consider ways to for the building to better pay for itself whether through partnerships with other denominations, utilization of church space for other paying services such as a daycare, or even sale of the building.

- To consider ways to call a minister that will meet the short-term needs of Annesley and help them to vision for the medium and long-term whether through partnerships with other United Churches, with other non-UC Markdale-area churches, or other innovative solution.

It is understood the Visioning Team will NOT be researching or recommending ways to enhance fundraising or regular giving (stewardship) or building the membership.

TIMELINE FOR THEIR WORK: November 17 to June 30, 2022

Membership: Kathy Fraser (Co-Chair), Dale Beare (Co-Chair), Della Goetz, Lacy Sciamanna, Lynn Wyville, Jill Lawford, Bil Legate

Resources: (Rev.) Kathy Underwood, (Rev.) John Neff (Western Ontario Waterways)

EXPECTATIONS AND OUTCOMES: (more specific and more measurable than the purpose—how will they and we know they have finished their work?)

The work of the Visioning Team will be provided in the form of a report that includes the following:

- # of meetings (and minutes);
- List of ideas that were brainstormed;
- List of ideas that were turned down and the reasons;
- Explanation of each idea that was researched including
 - Description of the idea
 - Where the idea has been tried before and what that congregation(s) found out;
 - Approximate cost to bring the idea about (if any),
 - Approximate timeline to bring the idea about;
 - Whether there are any known sources of funding or grants to support this initiative;
 - Pros and cons associated with the specific idea.
- The ideas will be divided into sections:
 - Making the Building Pay for Itself (daycare, events, other community services, office rental space etc.)
 - Selling the building (and renting space from the new owners, moving in with another congregation or some other option not yet considered)
 - Ministry options that involve other United Church congregations
 - Ministry options that involve non-United Church congregations (indicate here how many letters we sent out to non-UCC congregations, how many we heard back from, how many non-responses);

- Other ideas that don't fit anywhere else.

The Visioning Team through its report will make three recommendations to the Board and Congregation at a congregation meeting to be held no later than June 30, 2022.

PART ONE: MEETING THE MINISTRY NEEDS OF ANNESLEY UNITED CHURCH

We are aware that there are hundreds of United Church congregations looking for Ministry Personnel at this time and that there are not enough Ministry Personnel to 'go around.' There is no 'quick fix' to addressing Annesley's ministry needs.

While we continue our work, we are very grateful for the work of the Lay Worship Team for its ability to find excellent pulpit supply and music leaders as well as lay people to support the worship through candle lighting, reading, welcoming and announcements and other participation.

The Visioning Team worked hard to 'think outside the box' when looking at how we can meet our needs for Ministry Personnel. The information that follows below summarizes our work as we looked at ways to partner with other churches:

We agreed that we do not need to be constrained by our denomination and that there may be ways that we could share buildings and/or ministry personnel with another denomination(s) that is within the Markdale area and/or to other United Church congregations in the broader area.

We sent out letters to Meaford UC, St. Joseph's Catholic Church, Gentle Shepherd, Markdale Community Church, Christ Church Anglican, Central Westside, Georgian Shores, Crawford United Church, Highland UC, Dundalk UC and Cooke's Presbyterian. As a result of those letters, we did the following:

- Met three times with Board members from Meaford United Church after which we agreed that it did not feel like the two congregations were looking for the same type of Minister; Members of from Meaford UC have come to Annesley to look at our technology as one outcome of our conversations;
- Markdale Baptist Church offered regular worship leadership through their Minister, Chris Crocker, however this would have required changing the time of worship. There were also concerns about very different theological positions. This, coupled with the excellent worship leadership being offered through the Lay Worship Team and a regular slate of experienced people offering pulpit supply led us to decline this offer with gratitude;
- We met with a group from Central-Westside United Church (Owen Sound) and were hearted by the many similarities between our congregations. They have an idea of creating a group/family/cluster of congregations in the area that may be able to share ministry personnel through technology. They are very interested in following up on this with others;

- Members of the Visioning Team and perhaps others from Annesley are invited to attend Southampton United Church which uses ‘hub technology’ to join in worship each week with four congregations that are separated from each other by distance.
- We met with a small group from Georgian Shores United Church who have recently completed a Visioning process. They are interested in our technology and possibly sharing some resources.

As a result of these many conversations, we recommended to the Board in July that Annesley host a meeting of United Church congregational lay leaders from Grey County to talk about our similar and differing needs and how we might support and encourage one another and possibly collaborate together in calling Ministry Personnel, using technology etc. We are planning a ‘morning of conversation’ on Saturday October 15 from 9:30 a.m. to Noon. Congregations are urged to send 2-3 lay leaders to participate in this congregation. We have invited representatives from Western Ontario Waterways to be present and participate as resource people in terms of how to move ahead with new ways of ministry. We hope that Jill Strapp, of the Toronto United Church Council, might also be able to provide support and ideas as we investigate new ways of working together with other congregations.

The idea of partnering with other congregation(s) is just that—an idea at this time. It will take quite a few further conversations to bring any partnership to fruition and to be able to call a minister(s) to that partnership. This is the reality.

At the same time, the Visioning Team feels that Annesley has a ‘new story to tell’ that is not reflected in the information that we previously used to search for a new Minister. We really believe that the last year has been one of growth and seizing new opportunities especially related to redeveloping the building. We think we have good news to share—we think Annesley is finding its feet and we’d like to try the Search process again by writing this ‘new story!’

So we are recommending that new Search Team be established with two responsibilities:

- **To re-write the documents and search and interview for our part-time ministry position, and**
- **To continue the process of talking with other congregations about how we could better work together, encourage one another, share technology and perhaps, in the future, create a ministry team.**

PART TWO: MAKING THE BUILDING PAY FOR ITSELF

At our first three meetings, we brainstormed ideas about how the building could be more fully utilized by the congregation and community at-large. This is the list of ideas that we originally developed:

- Encourage an art group/music group to use Annesley as a venue (e.g. like the Harmony Centre in Owen Sound)
- Rental of building to groups like After school program for youth - Music, dance, art, homework (like the Henley Institute?) or Other faith groups or retail not-for-profit like Pennywise
- Renovate the kitchen to meet “Commercial Kitchen” standards (established by Public Health) and rent out to caterers/chefs etc.
- Establish the building as a “Community Hub” that is available to the community for events, concerts, plays, Friday/Saturday Movie Family Movie nights etc.
- Sell the building to someone else or to a group (consortium) and Annesley rents space for its own use in the building (becomes a tenant in the building);
- Sell the building and Annesley rents space elsewhere;
- Rent space to a daycare provider in the basement;
- Consider having the building designated as a heritage building to ensure the building’s unique character is maintained regardless of its use;
- Redevelop parking lot into a building with rental units (?4);
- Address accessibility so that everyone can access all levels of the building (will enhance use for congregants but also for potential tenants and other users);
- Look for other partners who may need space e.g. Southeast Grey Community Health Centre

Individual Visioning Team members conducted research on various ideas. Each of these ideas were investigated to various degrees. A summary that includes a description of the research we did, the changes/updates that would be required and our decision for each of these ideas is provided in Appendix 1 at the back of this report.

As a result of the research and discussion among the members, we came to a number of conclusions which were shared with the Board and Congregation as a preliminary report at a congregational meeting on May 29, 2022. (For the actual motions, please ask Patti Shaw for copy of the minutes from that meeting.)

Our Recommendations:

We recommended that the congregation and Board take the necessary steps immediately (including accessing capital, loans and applying for grants) to optimize the physical, esthetic and acoustic strengths of the building to make it a preferred venue for cultural events, concerts, theatrical presentations and other events in the sanctuary (including weddings and funerals). This recommendation includes updating the kitchen to a ‘commercial standard’ so that renters or tenants renting the sanctuary can also access a fully inspected and approved commercial kitchen for their purposes.

Further, we recommend that the lower floor be renovated and accessibility addressed so that the rooms can be used for studios, offices or other functions.

Seven tasks were outlined in the preliminary report and were further discussed at the Board meeting on June 28, 2022. (Copies of these minutes can be obtained from Patti Shaw). There was discussion of the importance of keeping the momentum going that had been generated through this Visioning Team work including whether it would be useful to have a paid Project Manager to ensure the work is coordinated and moving along. Instead it was agreed that Mark Worthington would look into Project Management Software and that a new group, called the Building Steering Committee, would oversee the completion of the seven tasks as quickly as possible.

BUILDING STEERING COMMITTEE TERMS OF REFERENCE

PURPOSE OF Building Steering Committee: (why do we need this group and what do we want them to do)

The congregation of Annesley United Church voted at their May 29 congregational meeting to approve the recommendations of the Visioning Team in their preliminary report (See attached minutes of the congregational meeting for the motions that were voted on and moved.)

The Steering Committee will provide oversight and coordination to the seven task groups outlined in the preliminary report recommendations and report to the Board.

TIMELINE FOR THEIR WORK: (when do they start and when do we want them to be done?)

The Building Steering Committee will begin their work as soon as the members can be approved by the Board (July 2022).

They will continue in their role until the seven tasks have been completed (or such time as the Board and congregation determine that their work is completed). It is anticipated that the majority of the work will be completed in 2022-23.

Each member of the team will be responsible for one of the 'tasks' that is outlined below under Expectations and Outcomes.

The Chair person will keep in close communication with each 'task leader' but will not be responsible for any one task.

Membership: each of the following is a member of the Building Steering Committee.

Name	Task	Contact Information
	Chair	

	Kitchen	
	Rental Fee Structure and Rental Policy	
	Wedding Marketing Brochure	
	Lower level accessibility	
	Sanctuary Performance Space	
	Marketing and Promotion Plan	
	Staffing Needs	

Resources: (Rev.) Kathy Underwood, (Rev.) John Neff/Ann Harbridge (Western Ontario Waterways), Lloyd Hunt (architect)

EXPECTATIONS AND OUTCOMES: (more specific and more measurable than the purpose—how will they and we know they have finished their work?)

The following work will be completed under the oversight and coordination of the Building Steering Committee:

- Consultation with Lloyd Hunt to explore concept of these renovations/changes within an ‘overall master plan’ including what he referred to as life-safety-plan for concerts?????
- New rental fee structure and policy for rentals and tenants will be approved and implemented by the Board (by October 1);
- Marketing brochure for use of Annesley for weddings will be printed, distributed and made available through website (by November 30);
- Kitchen will be renovated to meet commercial kitchen standards (enhanced ventilation, third sink at a minimum; consideration of stainless steel countertops and convection oven (by December 30);
- Lower level will be accessible to everyone including washrooms (to enhance opportunities for rental/tenancy income (by March 31, 2023);
- Sanctuary ‘performance space’ (front of the sanctuary) will be redeveloped to maximize accessibility and flexibility of this space; a plan will be developed including exploration of grants and loans and presented to the Board and congregation, and Western Ontario Waterways as required (by September 30, 2023);
- Marketing and Promotion plan for Annesley’s building will be developed and include the following (at a minimum):
 - Print brochure outlining the various spaces available, photographs and fees and policy;
 - Social media presence (website, Facebook? Other websites e.g. Chamber of Commerce)

- Consider staffing needs relative to increased income from rentals and tenants (Board, M&P and Patti, Custodian, ? Sharon as treasurer?) – by June 30, 2023?

ACCOUNTABILITY AND DECISION-MAKING: (who do they provide their outcomes to? Do they have any decision-making responsibilities or are they providing recommendations?)

The Steering Committee reports monthly to the Board and congregation even if only to report that there has been no activity.

Minutes of meetings are available when requested.

All expenditures must be approved by the Board prior to purchase or beginning of work.

As per the May 29 motion, any purchase or work that exceeds \$5000 will require the provision of two quotes to the Board as well as a recommendation from the Steering Committee as to which quote is recommended and rationale for that recommendation (if it is not the lowest quote).

Any change to the building that is considered a ‘major renovation’ by Western Ontario Waterways will be approved by WOW through its required forms and approval processes.

BUDGET:

Each task team will develop an initial budget (equipment purchases, labour costs, consultant fees, other etc). This budget will be approved by the board.

Where the budget exceeds the current amount available for the task (e.g. if budget for kitchen exceeds \$30,000) then the Steering Team will recommend additional sources of revenue to the Board. The Board will make decisions about fundraising, grant applications and loans and use of funds overseen by the Trustees.

UPDATE ON THE SEVEN APPROVED TASKS TO MAKE THE BUILDING 'PAY FOR ITSELF'

Congregations are required to have the approval of the Regional Council, in our case, Western Ontario Waterways, for any changes to the building that exceed 10% of the building's value (insured value). Kathy Underwood consulted with Ann Harbridge, Interim Staff person with WOW, to confirm that the changes and updates being made were unlikely to meet this threshold and therefore no approval was required. The Building Steering Committee will, however, continue to keep WOW apprised of their work by copying John Neff, WOW, on all minutes of the Building Steering Committee.

The following provides a brief update on each of the seven tasks:

TASK 1: RENOVATIONS TO KITCHEN

New quote was requested for previous work and received however the previous quote did not include stainless steel counter tops. Additional funds have been received from an anonymous donor to complete the kitchen renovation.

TASK 2: ADDRESS ACCESSIBILITY NEEDS SO THAT THE ENTIRE BUILDING IS ACCESSIBLE.

1. Accessibility is central to making all of Annesley' spaces available as potential revenue-generating venues. We feel strongly that accessibility is essential in making our entire church available to all possibilities.

Bill Legate and Dale Beare were both in contact with Garaventa, an Inclined Platform Lift company. Images of the space has been sent to Sales Rep. Kevin Wells, kevinw@savaria.com. Fire Inspector has indicated that the installation of a lift at the lower door into the Office may require moving of a fire door so will need to involve Lloyd Hunt or another architect to look at this and other potential implications. Better option may be to look at installation of a lift at the main floor stair well which is a safety concern already. A quote was expected on Friday August 26 from Garaventa.

Tim Reilly, with whom Annesley already has a relationship for sound and live-streaming services, has brought in a contractor to identify things that need to be updated in order for the Lower Level to be rented out as office or other tenanted space. These include leveling of the basement floor, adding electrical sockets etc. A quote will be sought once the list of items have been received and reviewed.

2. Develop a small team that includes a member of the Property Committee along with two others to consult with other United church congregations locally who have made changes within their sanctuary to minimize accessibility challenges in the 'performance area' of the sanctuary. Develop a proposal and bring back for consideration by fall 2022 including possible sources of grant and loan funding. No further action thus far on this sub-task.

TASK 3: RENTAL FEE STRUCTURES

No update at this time.

Work with the Board's rental fee committee to establish rental format and cost. Use research being conducted on behalf of Grey Highlands to guide fee structure. Take into consideration cleaning fee, need for AV technician or other staff member as a component of the fees and usage based on full day, half day and hourly rate. Balance all of these with the need to 'not price ourselves out of the market.'

Consider each of the following 'spaces':

- Small classrooms for studios, meeting rooms, personal office space,
- Lower level open area for birthday parties etc;
- Fellowship hall;
- Kitchen use;
- Sanctuary (will need to include some rooms associated with the sanctuary as the 'green room' for performers);
- Use of sound system
- Use of gardens for wedding photos

TASK 4: MARKETING AND PROMOTION FOR WEDDINGS SPECIFICALLY

No update at this time. Identify three people NOW to prepare a brochure specifically for wedding promotion. This small working group will require a budget to develop and print the brochure. Brochures and advertisements promoting Annesley can be enhanced by professional staging. Kimberley, of Markdale Florists is very skilled at setting the stage and she is willing to work with an Annesley team. Kim understands the importance of Annesley and renting out the spaces for income and that we should jump on this wagon ... fast. She has told Lacy customers have expressed that renting from the municipality is difficult & expensive.

TASK 5: BROADER MARKETING AND PROMOTION TEAM

Despite there being no formal work being done on the marketing plan, the rental income has increased significantly since the work of the Visioning Team began. As confirmed by Patti Shaw, Church Administrator, rental revenues in the past have averaged approximately \$7000 per year. Current rentals are averaging approximately \$1000 per month and she is predicting that rental income will be approximately \$12,000 for this calendar year. With additional marketing as well as renovating and updating the lower level, this rental income could continue to increase, thereby making a substantial contribution toward the 'building paying for itself.'

Focus is to promote the many varied venue rental options that Annesley affords through the website, (other social media?) and other networks such as Chamber of Commerce, travel bureaus, Grey County Tourism, local museums, restarants and other tourist locations etc.

a. Website and Other Social Media:

No work done thus far. Work with Tim Reilly and Patti to build on the excellent work they have already done on the website to incorporate a "Venue Rental" component to the website. Goal would be to have pictures of all of the venues, an easy "Contact Us About Our Venue Options" fillable form that people can complete and send via the website.

b. No work done thus far on the Print brochure: There should also be a print brochure available for distribution. Utilize excellent suggestions made by David English from the Guelph Dance Group and Michelle Patey, Chamber Administrator, Markdale Chamber of Commerce. Example included here:

"The stately Annesley United Church is a beautiful building, full of winding passageways and short flights of stairs that allude to additions over the years. The building's numerous rooms of different sizes, some accessible through different entrances, lend themselves to different uses. Whether a small group or large, a quiet meeting or a loud concert, Annesley has the perfect space for it. It's not likely necessary to say that the acoustics in the main area are phenomenal."

TASK 6: STAFFING NEEDS TO MEET THE INCREASED DEMAND OF RENTERS/TENANTS

No update at this time.

Develop Job Description that incorporates what we have learned about how a building becomes a preferred venue (scheduling, rental/lease agreements, insurance needs (temporary or ongoing), key transfers, custodial preparation and clean-up, security of the building. This needs to be done in close consultation with Patti who is already managing this in addition to her many other hats. This may lead to the adding of hours to the Office Administrator's position and/or the hiring of additional staff person to meet these new needs.

APPENDIX 1: LIST OF IDEAS FOR THE BUILDING AND RESULTS OF RESEARCH

(Note these are in no particular order.)

A. ENCOURAGE AN ART GROUP OR MUSICAL GROUP TO USE ANNESLEY AS A VENUE

(e.g. like the not-for-profit Harmony Centre in Owen Sound)

We looked at the model of the Henley Institute in Flesherton as an inspirational model. We had conversations with Tim Reilly of Leaking Ambience Studio (Flesherton). Through Tim, we met by phone with Michael English of Toronto Dance Theatre. Michael suggested the need to make technical upgrades more permanent. Identified that the basement would be useful for individual dance studios. Also identified need to work in consultation with the community. Michael may be interested in renting space for his company archives and possible performance venue.

What Changes/Updates Would be Required?

- Accessibility
- Stage improvements to increase accessibility and enhance the usefulness of the ‘performance area.’
- Completion of a “Life Safety Review” to ensure compliance with fire safety in the sanctuary for concerts etc.
- Would involve developing or partnering with others to develop a separate corporation that would oversee the use of the building

Decision:

Accessibility and stage improvements have been built into the seven tasks. The idea of developing a separate not-for-profit corporation (E.g. Annesley Arts and Cultural Centre) remains a possibility that could be further explored if there is sufficient interest. The Board and Congregation could, if they wished, retain control over this corporation, OR could sell the building to this new not-for-profit corporation and simply rent space from it for their own use.

B. RENT THE BUILDING OR PARTS OF THE BUILDING TO OTHER GROUPS OR INDIVIDUALS:

Potential renters might include After school programs for youth (Music, dance, art, homework, perhaps building on the model of the Henley Institute in Flesherton), other faith groups, not-for-profit retail like Pennywise.

We met with Kim from Markdale Florist who encouraged us to move ahead with cosmetic changes that would make Annesley a perfect venue for weddings as she states that it is hard to find affordable venues in this area.

Spoke to Verna Miller, with the Pennywise Shop. They were interested in the basement but accessibility was an issue. They would also need space to put their drop box and a shed which would take up limited parking spaces. They would like to take over the whole basement at a low rental rate since they are trying to keep their overhead down. At present it was not something the committee felt was a viable option to pursue because it would not generate sufficient revenue to actually help the building pay for itself.

We met virtually with Lloyd Hunt, Architect to investigate options for changes in the church. Lloyd was very enthusiastic about the possibilities for the church. **Further discussions recommended and consulting with Lloyd regarding a 'master plan' and the 'life safety review.'**

Michelle Patey, CEO of Chamber of Commerce, was very enthusiastic about the importance of Annesley and the importance in the community. She is willing to support advertising of Annesley to the broader community.

Katja Brittain of the Toronto United Church Council met with Lynn Wyville. Lacy Sciamanna, Patti Shaw and Jill Lawford to tour the Annesley building. They felt the spaces that Annesley has are wonderful potential rental spaces and strongly encouraged us to 'stage' the various areas (parlour, kitchen etc) and develop a separate website to advertise the building for weddings and other rent-generating events.

We all acknowledged other churches/buildings in the surrounding towns are also working to have events at their facilities so time is of the essence in 'jumping' on the changes/updates that are needed.

What Changes/Updates Would be Required?

- Accessibility
- Complete Life Safety Review
- Cosmetic changes to brighten and modernize specific areas ("Green Room" for performers, wedding spaces for brides/grooms, photography areas for weddings etc.)
- Marketing Brochure and enhanced marketing on website and possibly Facebook and other social media to advertise Annesley as a venue for multiple events e.g. performances, weddings, funerals, birthday parties, office space etc.

Decision:

We believe this is the direction that Annesley should choose to maximize the building's capacity to pay for itself. Go back to the main body of the report to find the seven tasks and an update on where each task is at.

C. RENOVATE THE KITCHEN TO MEET COMMERCIAL STANDARDS

We spoke with Gilles Hache, professional chef and former restaurant owner, and toured the kitchen at St. George's Anglican Church in Clarksburg. Also consulted with Public Health Inspector. Both confirmed that the kitchen will meet commercial standards with only a few upgrades including the addition of a vent to move heat out of the kitchen and if possible, the addition of a third sink (ideal but not required) and stainless steel counter tops (again, ideal but not required).

Katja Brittain, Associate Director, Property and Mission of Toronto United Church Council was impressed with Annesley's kitchen and urged us to make this a priority.

What Changes/Updates Would be Required?

See comments above.

Decision:

This has been incorporated into the Task List is identified as "Task 1" for the Building Steering Committee. Need to move ahead with this as quickly as possible. Will require new quotes (note that the Property Committee has previously provided quotes and not been allowed to move forward). There are existing funds for the kitchen renovation that have been set aside and these should be accessed now to move forward as quickly as possible. Property Committee also expressed concerns about the cupboards which they have been repairing for years and which they no longer believe are repair-able.

D. DEVELOP ANNESLEY AS A 'COMMUNITY HUB'

The idea of a community hub is a currently popular one. It entails updating the building to make it useful to the community and in direct response to identified community needs. It is consistent with the Mission Statement of Annesley in terms of supporting the community and reaching out to the community. Activities could include a wide range including Friday/Saturday Movie nights for families.

We investigated other community hubs, such as Kingsbridge Centre in Goderich. We know that Annesley may be in "competition" with the Hanley Institute who are developing a Performing Arts Centre in Flesherton.

We explored whether a partnership with Southeast Grey Community Health Centre may be a possibility however Kathy Fraser was able to confirm that SEGCHC is not looking for space in Markdale at this time.

Tim Reilly is an important contact with the arts community and we are in conversation with him.

What Changes/Updates Would be Required?

Same as mentioned in all the other ideas.

Decision:

The opportunity to develop the Annesley building as a community hub is a possibility in the future. The hub could be set up as a not-for-profit, a charitable organization or some type of co-operative with United Church of Canada support. The Visioning Team does NOT recommend pursuing this option at this time as the purpose of a community hub is primarily to meet community needs NOT to generate income so that the building can pay for itself. At this time, Annesley needs to focus on enhancing the building's capacity to pay for itself.

E. SELL THE BUILDING TO AN INDIVIDUAL OR CONSORTIUM

Annesley, in this scenario, would sell the building and simply rent the space it needs for its activities. The Visioning Team has requested a quote from a local Realtor. The building is currently insured at an approximate replacement cost of \$5 million. It would not sell for this amount. Selling the building would enable the congregation to invest the money (hopefully in an ethically-sound type of investment portfolio) and rely on this money to pay its rental fees for the future and in this way, the congregation's givings could be directed toward paying for a Minister and other staff).

What Changes/Updates Would be Required?

None.

Decision:

We did not take further steps toward this as based on our conversations, we believe there is sufficient need and interest in rental space to make the building an asset for the congregation at this time.

F. CLOSE THE BUILDING/SELL THE BUILDING AND RENT SPACE ELSEWHERE

This is a similar idea to the above.

What Changes/Updates Would be Required?

We would need to define what space we actually need on a weekly/monthly/annual basis and then find appropriate space in another church or facility.

Decision:

See comment under "Sell the Building to an Individual or Consortium."

G. DAYCARE RENTAL IN BASEMENT OF ANNESLEY

We researched requirements for a daycare. Della took the major lead on this idea, speaking with many people at Grey Highlands to consider bylaws as well as with Karen Standaloff of Queen of Hearts Daycare in Owen Sound (she now has four locations and may be interested in further expansion). We met virtually with George Prentice, Chair of Trustees for First United Church in Owen Sound to learn how they developed their daycare and eventually gave up control of the daycare and simply rent the space, first to River Forest Montessori and more recently to Karen Standaloff, owner of the Queen of Hearts Daycare who was very interested in starting a daycare business at Annesley. It was during her visit that she became aware of the problems with the window as well as the lower-level kitchen. There is insufficient window space available to meet Ministry requirements (Standards require 10% of floor space to be window space.)

What Changes/Updates Would be Required?

Not an option as the basement does not meet Ministry requirements and we do not recommend using main level for daycare as it limits other options.

Decision:

Decided not to pursue further.

H. SEEK HISTORICAL SITE RECOGNITION/DESIGNATION

We spoke with Nancy Matthews from the Heritage Grey Highlands who stated that there were advantages to having the property listed and but not designated. Mostly, it would make it harder for anyone to get a demolition permit. She would gladly come and speak to Annesley if we wanted.

Nancy was very excited about the prospect of having Annesley used as a Musical/Art venue. She spoke to a few councilors as well about the importance of the building.

What Changes/Updates Would be Required?

It would require work to fulfill the application and go through the process of 'listing' rather than 'designating' as a historical building.

Decision:

While listing the building on the historical registry may limit future owner's right to have the building demolished at any point, it does not do anything to help Annesley right now to generate income from the building. Therefore, we do not support moving ahead at this time with this application. Future consideration is a possibility should a congregant or group of congregants or the Board or the Trustees want to move ahead with this process (this would require Congregation and Board approval).

I. REDEVELOP THE PROPERTY AND BUILD/RENOVATE FOR RENTAL HOUSING UNITS

Jill Strapp and Carly Forrester of United Property Resource Corporation met by Zoom with Lynn, Lacy and Jill to explore the possibility of residential rental units at Annesley. It was determined that church property is insufficient in size to create rental units.

What Changes/Updates Would be Required?

There would be many issues to address in Annesley hosting residential rental units in the basement including fire safety and Annesley having to take on the role of residential landlord.

Decision:

Did not pursue after United Church Property Corporation confirmed that the parking lot space is too small to consider building a small rental building there. Visioning Team do not believe that having residential rental units in the basement is a wise idea.