

Stewardship, Preservation, and Development

WARDENS' CONFERENCE

June 17, 2017
St, Thomas, Mamaroneck, NY

The Episcopal Diocese of New York

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1. Organization

- Episcopal Diocese of New York
- Parish leadership (Rector and vestry)
- Building committee
- Consultants

1. Process

- Planning
- Design
- Development

3. Lessons Learned

- Common experiences
- Cross-pollination of experiences and ideas
- Different parishes in different phases of the process



Manhattan & Bronx



Westchester

Organization

Managing change (tradition & continuity vs. change & renewal)

Leadership and roles of different individuals (dedication and perseverance)

Transfer and continuity of leadership (Rector, vestry and congregation)

Communications (ongoing and archival)

Process

1. Existing conditions survey

Physical survey

Archival documentation

Photo documentation



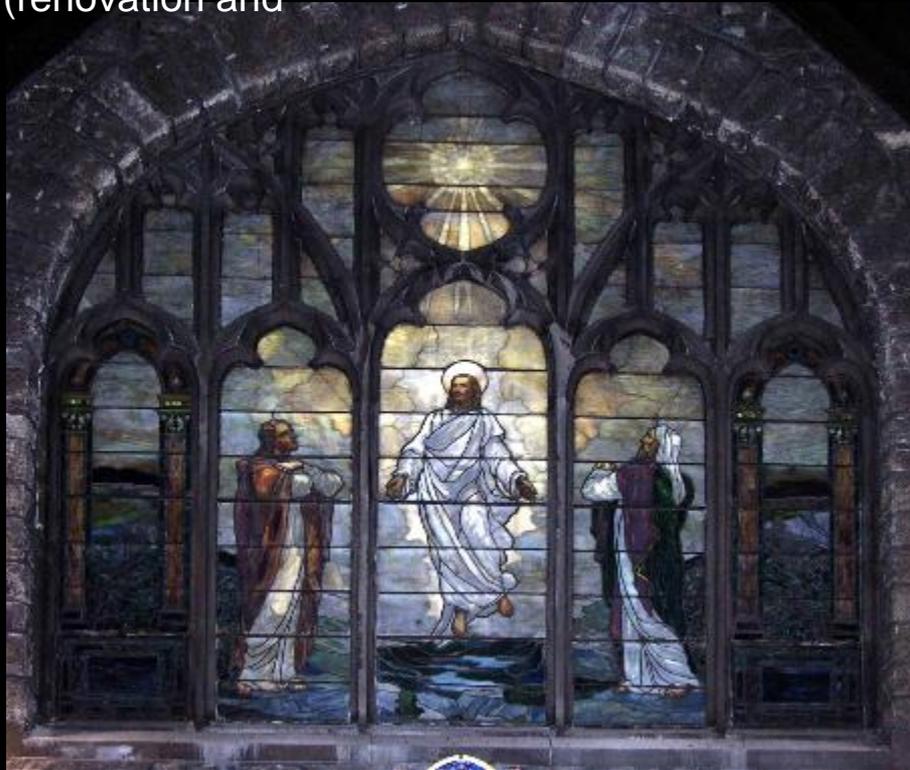
Process

1. Existing conditions survey

Immediate critical (health & safety)

Mid-term (repairs and replacement)

Long-term (renovation and upgrades)



Process

Costs of deferred maintenance become capital expenses

10x to 100x

Code compliance is a legal requirement. Violations related to health and safety can be criminal charges.



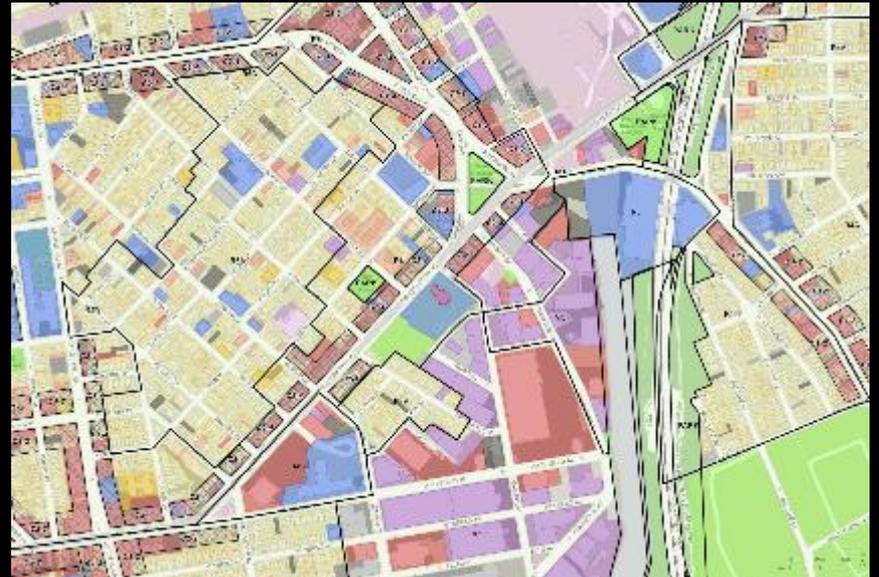
Process

2. Property evaluation

Site analysis

Demographics

Zoning analysis



Process

3. Planning

Mission (Community outreach, food kitchen, music/arts, school, day-care)

Development strategy (Sale of property, Development partnership)

Mission and strategic goals:

“Research shows churches that are sure about why they exist and what they should be doing are far more likely to grow than those without a clear purpose.” Another marker that distinguishes growing congregations is spiritual vitality” (Strategic Planning Report, Christ Church Alexandria)

Process

3. Planning

Mission and development strategy (Community outreach, food kitchen , music/arts, school)

Program and space use (occupancy, floor areas, 'stacking')

Needs evaluation (projections for physical, operations and staff)

Zoning analysis

Asset analysis and financial analysis (OPEX and CAPEX)

Determine assets:

A churches real property assets are vital to its mission. Like human capital, a churches facilities portfolio is an enabler that cuts across all of a churches activities.

(adapted from the U.S. Department of Energy "Real Property Asset Management Plan, August 2005)

It is essential to understand what a church owns (inventory), what it needs (capital and resource requirements), and what it costs to manage its real properties (operations & maintenance, life-cycle costs)

Process

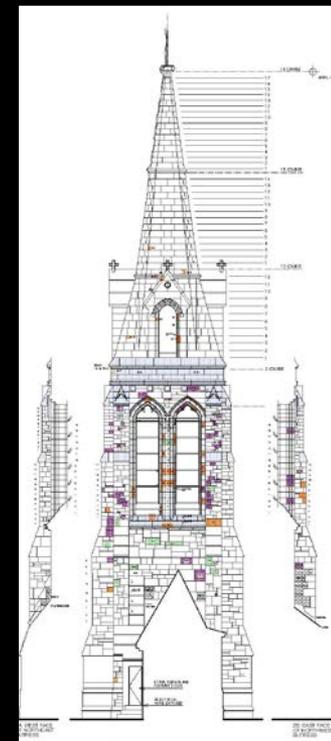
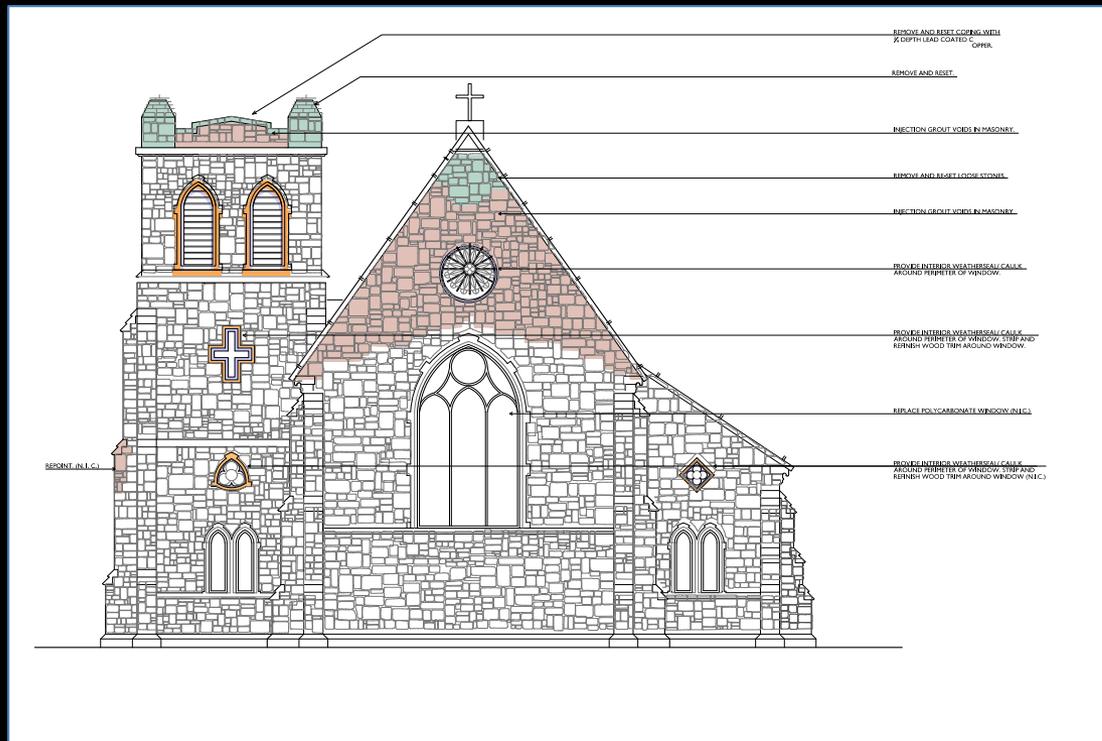
4. Design

Responsibilities of the church and the developer

Legal documents

Site survey

Architecture and engineering design (schematic design, design development, construction docs)



Process

5. Development

Mission and development strategy (Community outreach, food kitchen , music/arts, school)

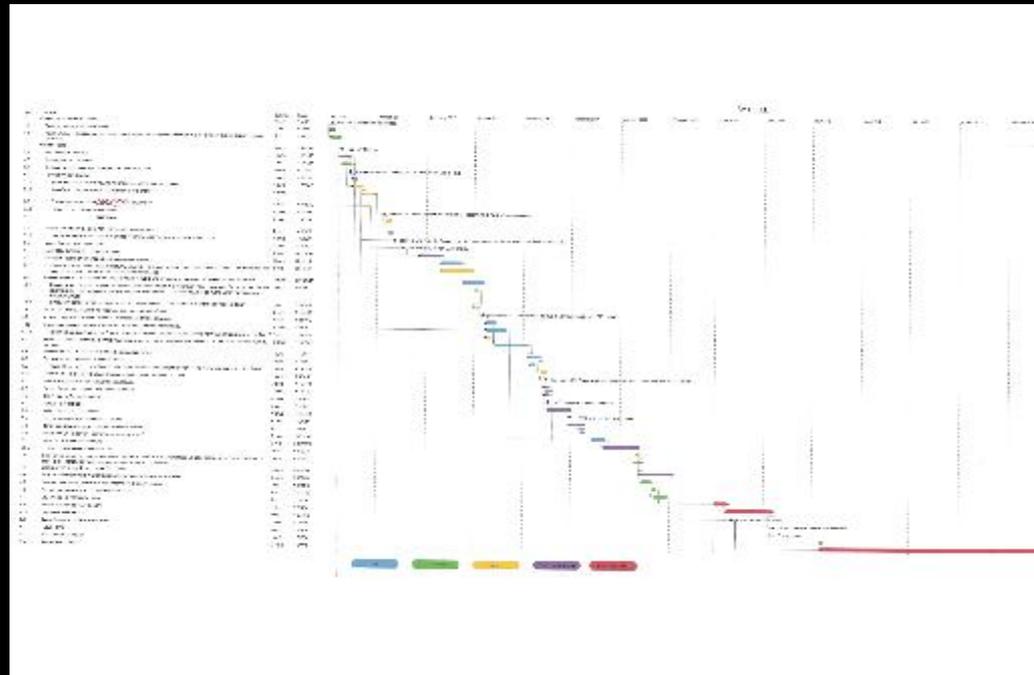
Type of development (sale, lease, other)

Prepare development RFP (site and zoning, terms and conditions)

Pre-qualify developers (compatibility, financial stability, 'track-record')

Select development partner

Negotiate development agreement



Lessons learned

Changing demographics, culture, and expectations

Leadership and organization is essential to continuity and growth

Mission as a clear expression of identity and purpose

Development strategy based on mission and strategic goals

Development partnerships that are consistent with mission and long-term compatibility

Development that reinforces the place of church as the center of the community

Stewardship



“Architecture, then, can be a means of teaching those who enter the Church what it is to be one in Christ. Liturgical architecture provides the space and tools in which the central acts of the Christian life are performed in the common worship of God.

The building is indeed a most important concern of the Church since it provides all the physical conditions necessary for crucial part of our work done in God’s service, our common worship.” ”

(James F. White, Protestant Worship and Church Architecture, p. 201)