

The Future of Holy Rosary Hall

Preamble: Holy Rosary Hall was built in 1962 for the use and enjoyment of the parishioners of Our Lady of the Holy Rosary Parish. After nearly 60 years of service, several issues have arisen with the hall. Some of these include: the hall generates a negative cash flow (deficit) every year; attendance at hall functions is declining; a new roof is required; the washrooms are in dire need of renovations and the kitchen requires upgrading and repairs. Estimates to repair the roof, renovate the washrooms and complete other needed repairs and renovations are over \$1,000,000.

Options: Faced with these issues, the parish has come up with three options to resolve the issues.

1. Sell the hall and the land and use the church basement as the parish hall.
2. Tear down the hall, retain the possession of the land, partner with a developer to build a condo complex with underground parking and a small gathering room that could be used for some parish functions.
3. Repair and renovate the hall and turn it into a long term viable asset for the parish.

Proposal: A number of parishioners have come forward with a proposal that supports Option 3 and have suggested the formation of a hall management committee to implement the proposal. As pastor of Our Lady of Holy Rosary Parish, I have agreed to further investigate this proposal. The yet-to-be-named Hall Management Committee will be given a period of 2 years to demonstrate that the hall can be a long term viable asset of the parish. To that end, below are listed a number of expectations and deliverables for the committee to achieve along with time lines.

Formation of a Hall Management Committee:

- The committee will consist of a minimum of 7 parishioners
 - The committee members should be representative of the demographics of the parish.
 - At least 4 of the parish societies that use the hall should be represented on the committee.
 - At least 2 of the committee members should have business acumen or business experience.
 - One or more members should have management skills.
- The committee will report to the pastor on a monthly basis

Deliverables by the Hall Management Committee

1. Develop a viable business plan that shows a long term surplus or break-even cash flow.
2. The business plan should cover a minimum of 3 years into the future.
3. It should include:
 - a. A complete restoration and repair plan.
 - b. A marketing plan.
 - c. A day-to-day management plan.
 - d. Pro forma income and expense statements for each year of the plan.

- e. A fund-raising proposal with specific activities and approximate dates.

Time Lines:

- Hall Management Committee to be appointed by March 15, 2020.
- Business Plan developed by May 15, 2020.
- Meeting on June 10, 2020 with the pastor and the Diocese to review the business plan.

Project Reviews:

- A formal review of the Holy Rosary Hall revitalization project will be held in January 2021. This review will determine if the short term goals are being met and sufficient progress is being made toward achieving the longer term goals.
- After 2 years in operation, the hall management committee must clearly demonstrate that the business plan is working, that repairs and renovations are being completed in priority order and a break-even income and expense position is truly attainable. If this is not clearly demonstrated, then the other two options will be further explored.
- Annual reviews will be held in January every year thereafter.

Project Termination:

- The pastor, together with the parish finance council, have the right to discontinue the project at any time if, in their opinion, the goals and deliverables are not being met.