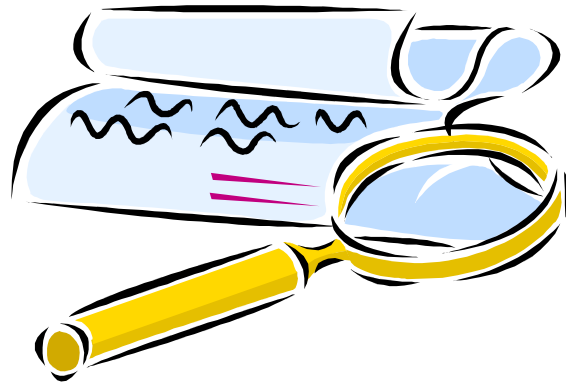


**Shakopee Area Parishes  
Envisioning Team Report  
April, 2008**

**Section I  
Project Overview**



## **Project Objective**

The Envisioning Team was formed in response to Archbishop Flynn's letter of November 9, 2006 requesting that St. Mark's, St. Mary's – Shakopee, & St. Mary's – Marystown, consider what strategic facility and resource-sharing options might best serve the Catholic population in this region for the foreseeable future. This group was authorized by the canonical leadership of the three Shakopee area parishes: Fr. Stolzman, Fr. Wehmann, and Deacon Weiland.

## **Project Team**

The Envisioning Team was composed of six parish leaders (two from each parish) recruited by their respective parish canonical leader. They included:

Sue Kirley  
Brent Matter  
Terri McKenzie  
Jim McNearney  
Cheryl Moriarty-Kaley  
Loretta Wolf

Two additional resources were provided to the team including:

Steve Hofer, Archdiocesan Representative and Team Facilitator  
Jerry Roth, Project Consultant [Jerry Roth & Associates, LLC]

## **Stakeholder Communication**

The team implemented multiple avenues of communication that created inclusive opportunities for feedback, dialogue, and discussion including:

- Website
- Parish Bulletins
- Project email box
- Hard copy feedback box in each parish
- All-parish mailings
- Meetings with key stakeholder groups [parish leaders, parish staff, Catholic Education Center (CEC) staff, archdiocese, neighboring Catholic parishes, neighboring Protestant churches]
- Joint tri-parish meetings for members-at-large

Communication objectives included:

- Parish members can easily follow the progress of the project
- Parish members believe their thoughts were heard and considered

## **Data Development**

Options outlined in this report are based on analysis of information obtained from the following sources:

- Catholic Finance Corporation
- City of Shakopee
- Met Council
- Neighboring Catholic and Protestant Churches
- Parish & CEC canonical leaders, staff, leadership bodies, members at-large
- Scott County [2030 Comprehensive Plan]
- Shakopee School District
- TeamWorks International [Archdiocesan Demographics]
- United Properties

## **Data Analysis**

### **Key Findings**

#### **1. Population**

- 1.1 Significant population growth will continue in the Shakopee area region into the foreseeable future.
- 1.2 Scott County projects a growth rate of 153% from 2000 – 2030 (actual population growth is over 31,000 people).
- 1.3 The timing of this growth will be affected by national economic conditions, regional housing growth as high-end housing remains strong in Scott County, employment growth, and construction of major highway arteries connecting Shakopee to the metropolitan Area.

#### **2. Immigration**

- 2.1 The Hispanic/Latino community will be the major immigrant population affecting parish membership and services over the next 25 years.
- 2.2 Hispanic/Latino ministry leaders at St. Mark's believe this population will remain highly transient over this time period as new waves of immigrants will arrive seeking housing, work and faith communities in the Shakopee region.
- 2.3 As Hispanic/Latino ministry leadership provides expanded services in the parish community, the Hispanic/Latino populations will eventually become less transient.

### **3. Collaborative Ministry**

- 3.1 The Shakopee region has a long history of effective collaborative ministry among the three parishes.
  - 3.1.1 An outstanding example of this collaboration is the nearly forty years with the consolidated Shakopee Area Catholic School (SACS) and the building of the Catholic Education Center.
  - 3.1.2 Other examples also include nearly 30 years of the Shakopee Area Religious Education (SARE) and the consolidated Youth Ministry Program, as well as many other collaborative ministry activities.

### **4. Financial Status**

- 4.1 None of the parishes have significant debt or current operating losses.
- 4.2 Both St. Mark's and St. Mary's in Shakopee need to address projected operational deficits in future years.
- 4.3 Based on Catholic Finance Corporation (CFC) projections, any major building construction project would need to be financed through capital campaign revenues, not current operating revenues. Current operational budgets must be balanced in order to gain approval for a capital campaign from the archdiocese.
- 4.4 The CEC has approximately \$1,000,000 of long-term debt remaining from construction of the Education Center. This debt is being paid off within its operating budget and does not need a capital campaign to be retired.
- 4.5 Some parishioners expressed concern about regional capital campaign fatigue due to past funding of the CEC, restoration of St. Mark's sanctuary, as well as family budget impact of school tuition requirements. This concern is heightened by national economic uncertainty and regional housing instability.

### **5. Property Management – St. Mary's - Marystown**

- 5.1 The sanctuary and ministry space are well maintained.
- 5.2 Sanctuary space is adequate for the current population and Mass frequency.
- 5.3 The 2030 population projections for this area of Scott County will put significant pressure on the current facilities to accommodate the ministry needs based on the projected increase in Catholic population.
- 5.4 A decision is needed on the future of the rectory and associated required updates.

## **6. Property Management – St. Mary’s –Shakopee**

- 6.1 The sanctuary and rectory are well maintained.
- 6.2 Sanctuary space is adequate for current population and Mass frequency.
- 6.3 Ministry space is inadequate for the current population.
- 6.3.1 Parishioners have expressed a strong desire to build an office and ministry space building on the site.
- 6.4 The minimal distance to St. Mark’s, inadequate ministry space, and sanctuary size combined with unknown availability of ordained sacramental support may inhibit parish population growth.
- 6.5 A property development analysis of the site indicates it is an attractive location for future collaborative development.

## **7. Property Management – St. Mark’s - Shakopee**

- 7.1 The sanctuary has recently been restored due to a previous fire.
- 7.1.1 Sanctuary space is adequate for current population and Mass frequency.
- 7.2 Ministry space is well maintained.
- 7.3 A major issue is the re-use of the existing school building.
- 7.3.1 Current plans are to identify a tenant, for example a charter school, to lease this space.
- 7.3.2 Upgrades may be required depending on tenant function and local codes.

## **8. Property Management – Catholic Education Center (CEC)**

- 8.1 The CEC currently houses SACS, SARE and Youth Ministry programs.
- 8.1.1 SACS has approximately 880 students with a capacity of approximately 1,000 students in PreK-8<sup>th</sup> grades.
- 8.1.2 SARE has approximately 470 students enrolled in Grades 1-10 programs.
- 8.2 The building and grounds are well maintained.
- 8.3 Pressure on operating budgets, such as increases in benefit costs, continues as indicated by a request for a slight increase in parish subsidies for the 2008-09 fiscal year.
- 8.4 There is continued interest in purchasing the 10 acres adjacent to the existing southern property boundary.
- 8.4.1 This is the only undeveloped property adjacent to the CEC and would allow for future worship and/or educational ministry growth on this site.

## **9. New Building Initiatives**

- 9.1 Analysis by the CFC of current and projected operating budgets for the three parishes and the CEC would not support the capacity for major building expansion in the near future.
  - 9.1.1 In the opinion of CFC, major building proposals would not receive archdiocesan or lender support at this time.
  - 9.1.2 This position may change as the parishes experience the effect of regional growth in Scott County.
- 9.2 Feedback from parish members indicates strong opposition to a major capital campaign in the next several years, with the exception of building a ministry center at St. Mary's – Shakopee.
- 9.3 Parish members acknowledge the future need to build a larger sanctuary in the region in response to significant growth in the Catholic population.

**Shakopee Area Parishes  
Envisioning Team Report  
April, 2008**

**Section II  
Proposed Options**



# Option 1

## Tri-Parish Collaboration Council

### Concept

Building on prior experience, a tri-parish collaboration council will be developed.

### Detail

Each parish will have its own trustees, parish pastoral council and finance council. In addition, the three parishes will develop a Collaboration Council (CC) which will consist of representation from each of the parishes. The purpose of the council will be to encourage collaborative ministry and services for the three Catholic communities in the Shakopee area.

### Supportive Data

- This council will focus on services and ministries among the parishes, reduce duplication of programs, and provide outreach and special events to the Catholic community of the Shakopee area.
- This Collaboration Council will continue and build upon our history of successful collaboration among the parishes in the Shakopee area.

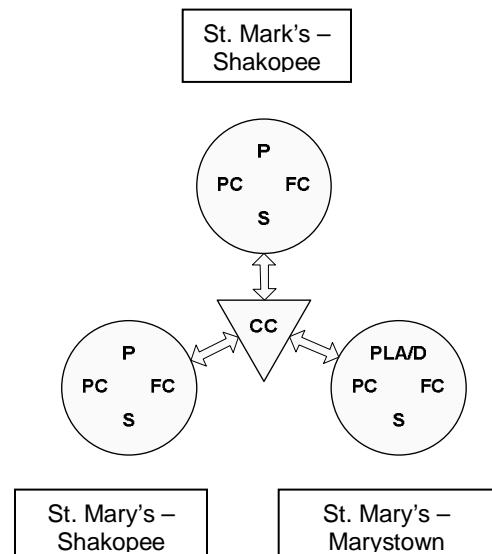
### Benefits/Drawbacks

- Current ministries will be maintained and new ministries will be developed.
- Lay leadership would expand and allow us to help shape our Catholic community now and in the future.

### Leadership Structure

**Separate Parishes – Collaboration Council**

- Each parish has a:
  - Pastor (P) or Parish Life Administrator (PLA) /Deacon (D)
  - Pastoral Council (PC)
  - Finance Council (FC)
  - Staff (S)
- Collaboration & regional planning facilitated by a Collaboration Council (CC)
- Collaborative sharing of programs, staff and resources is encouraged by the pastor & representatives on the CC with input from individual parish staff & leadership



## **Option 2**

### **Shared Staffing**

#### **Concept**

Tri-parish planning will explore possibilities for shared staffing.

#### **Detail**

The Collaboration Council identifies and recommends opportunities for shared staffing among the three parishes.

#### **Supportive Data**

- Both collaborative programming and shared staffing will be encouraged.
- Staffing decisions will be made collaboratively by the canonical leadership of the three parishes.
- This assumes that leadership will remain the same as now - two priests and one Parish Life Administrator (PLA).

#### **Benefits/Drawbacks**

- Shared costs, reducing overall expenses.
- Supports expansion of tri-parish ministry collaboration.

## **Option 3**

### **Ministry Collaboration**

#### **Concept**

Through a Collaboration Council all three parishes join together to offer programming and resources to serve our Catholic community.

#### **Detail**

- This allows an opportunity for more member involvement and leadership; it reduces the number of ordained ministers and lay staff needed for existing and new programs.
- Collaboration will foster communication among the three parishes and help us to serve more members in our community.

## **History of Collaboration**

- ❖ 1971-Present: St. Mark/St. Mary Cemetery Association which includes St. Mark/St. Mary Cemetery and Calvary Cemetery.
- ❖ 1971-Present: The three parishes' schools consolidated to form SACS.
- ❖ 1997-Present: Memorial Day Mass in St. Mark/St. Mary Cemetery.
- ❖ 1998-Present: Catholic Pastors, Administrators and Coordinators (CPAC). Meet regularly to coordinate tri-parish and CEC joint programs.
- ❖ March 2001- November 2004: Tri-Parish Council met once per year.
- ❖ 2001-Present: St. Mark/St. Mary Community Caring for Life (CCL) joint committee.
- ❖ 2001-Present: St. Mark/St. Mary Social Justice Committee; expanded to include St. Mary of the Purification in 2008.
- ❖ 2001-Present: Lenten services & adult education.
- ❖ 2003: Built Shakopee Area Catholic Education Center (SACEC) to house the Shakopee Area Catholic School (SACS) & Shakopee Area Religious Education (SARE)
- ❖ 2004: St. Mary's added a 6:00 pm. Sunday evening Mass to their schedule which serves all three parishes.
- ❖ 2006: Tri-Parish Photo Directory
- ❖ 2007: RCIA and baptism preparation program shared between St. Mary, Shakopee and St. Mary of the Purification.
- ❖ Evangelization Initiative
- ❖ Pastors and PLA meet monthly to discuss common issues.
- ❖ Pastors share Masses at Friendship Manor and St. Gertrude's (nursing homes).

## **Possible opportunities**

Baptismal Classes	Pastoral Ministries
RCIA	Social Justice
CCL	Befriender Ministry
Sunday School	Music Ministry
Adult Learning	Marriage Preparation
Eucharistic Ministry	Grief & Loss Support Group
Funeral Committee	Separated & Divorced Support Group
Prayer Groups	Council of Catholic Women
Shared Bulletin	

## **Supportive Data**

- Fewer ordained priests, deacons and/or deacon couples means more involvement is needed by the lay members and leaders of our parishes.
- As our community continues to grow our parishes will continue to expand, and we will need to use our resources to their full potential.
- Separate programs are not an effective use of staff, time and resources. By coordinating resources, we will be able to serve more of the people in our Catholic community.
- A Collaboration Council would be able to oversee this collaboration process and help it reach its full potential.

## **Benefits/Drawbacks**

- Share costs and staffing.
- Offer more ministries and services to provide for needs not currently met in our Catholic community.

## **Option 4**

### **Coordination of Liturgy Schedules**

#### **Concept**

Reduce the number of masses offered regionally in the Shakopee area.

#### **Detail**

Reduce the number of masses offered per weekend from the current twelve to a lesser number as space and sacramental ministers are available.

#### **Supportive Data**

- The churches are not full at this time.
- Based on current data, at the 7:30 a.m. and 8:00 a.m. masses, 500 people attend mass on average, among all three parishes. Seating capacity at all three churches combined is 1400.
- The number of ordained clergy available to preside over liturgies is projected to decrease.
- Priests are limited to no more than three masses per day.
- Larger parishes (seating capacity of 1500) with the same number of registered families as the three Shakopee area parishes offer three or four masses per weekend. Based on our church building sizes, this would be equivalent to offering six masses per weekend in the Shakopee area. We currently have twelve masses offered per weekend in the Shakopee area, including one Spanish mass.

## **Benefits/Drawbacks**

- The Hispanic/Latino community would continue to be served.
- It would alleviate the need to obtain as many outside priests to offer masses on weekends.
- It would make outside priests that serve our community available to help other communities when needed.
- It still allows for various mass times to encourage families to attend Sunday liturgy.
- Additional masses may need to be added at Christmas and Easter times, and as our community grows.

In a 1943 speech about the reconstruction of the bombed House of Commons, Churchill declared, "We shape our buildings and afterwards our buildings shape us." If our churches are properly designed, and the land uses around them properly zoned, we twenty-first-century believers will have as large an effect on our world as the fourth-century churches and charities, the medieval monasteries, and the California missions had on theirs.

## **Option 5**

### **Lease St. Mark's Vacant School Building**

#### **Concept**

Market St. Mark's vacant school building to a tenant consistent with its intended use.

#### **Detail**

St. Mark's has an already existing school building in good condition. It has been leased in the past as a school building for the local public school district for needed capacities. Although the local school district no longer needs the building at this time a charter school may have an interest.

#### **Supportive Data**

- The existing structure is in good condition, has no debt and as the community grows a need for use by the parish may arise.
- The building has an existing functional cafeteria and kitchen.

## **Benefits/Drawbacks**

- The space would be utilized and maintenance, heating and cooling and any property improvements would limit or eliminate parish expenditures creating a positive asset for the parish and community.
- This will help offset the forecasted 1-2% expense deficit per year beginning 2009.

## **Option 6**

### **Develop Master Plan for St. Mary's – Shakopee**

#### **Concept**

Explore a partnership with a regional agency whose mission is consistent with the parish, develop a master site plan and build a parish center on their current site.

#### **Detail**

The property currently sits on a prime piece of real estate near downtown Shakopee. By continuing to own this property, whether operating it as a church or utilizing it for some other mission and ministry related use, partnering with an outside resource such as Catholic Charities, Common Bond, or Senior Services is plausible.

#### **Supportive Data**

- The property value today for this property is approximately \$400,000 per acre.
- According to the Scott County 2030 Comprehensive Plan demand for senior housing is expanding as the number of baby boomers reach retirement age. Current spaces are filling and all communities are affected.

## **Benefits/Drawbacks**

- Considering the expected population growth of the surrounding area, the parish may be able to transition to a new location over time and develop a fiscally responsible relocation plan to build a new church campus that would adequately meet the needs of the community.
- The existing church building may be able to maintain its historical significance to the community if allowed to remain as a perpetual adoration chapel and other worship space at its current location.

## Option 7

### Relocate and Build a New St. Mary's – Shakopee Campus

#### Concept

Land will be purchased and a new church and related facilities will be built to replace current sanctuary space.

Possible timeline:	New Parish Center with partner	1-5 years
	Planning & financial commitment, and utilize the CEC as transitional expansion space	6-10 years
	Build & move	11-20 years

#### Supportive Data

- According to its 2007 census data St. Mary's parish currently has 874 families. Shakopee's population is expected to grow by 153% by the year 2030. The current church building with 398 seats will not be adequate to minister to the community.
- If 35% of registered members attend mass weekly at St. Mary's then the average number of registered members attending mass at St. Mary's is 991, not including non-members. According to the data a minimum of 33% (323 members) currently attend mass at 10:00 a.m. each Sunday. At an annual parish growth rate of 2.5% twenty-two new families will register each year increasing the number of persons attending mass at 10:00 a.m. by 9 new persons per year. The current church building therefore will exceed its capacity each week within 8 years. By 2014 St. Mary's will need to add a fifth mass each weekend. Due to the low availability of Priests an additional mass may not be possible. Therefore, a larger worship space should be considered.
- According to the parish census for St. Marks and St. Mary's most parishioners attending Mass currently reside north of the Highway 169 corridor indicating that residences south of Highway 169 will be better served with a new church building in the area.
- According to the Scott County 2030 Comprehensive Plan growth is expected to continue at a higher rate south of Highway 169 through Shakopee as compared with other communities within the twin cities metropolitan area. Since the housing rate is expected to expand, and as a new State Highway 41 bridge is expected for construction by the year 2030, a need in this area for a new church building will prove to be necessary to compliment the mission and ministry of the Catholic Church in our community.
- Land is currently available adjacent to the CEC. St. Mary's may be able to combine resources with the CEC to better maintain fiscal responsibility and further provide efficient ministry to the community until a new church building can be built.
- The 10 acres of land, adjacent to and south of the CEC, is a reasonable option as a site for a new worship space at this time. The space would offer more options for collaborative ministries and gathering space to build on cooperative efforts with the CEC, which will further emphasize and promote Catholic education within the community.

## **Benefits/Drawbacks**

- Allows more space for worship, collaborative ministries and community building.
- Addresses the low availability of ordained ministers.
- The existing or current worship space could be maintained as an oratory or used in collaboration with a new property owner.
- As the community grows south of the Highway 169 Right of Way corridor a new church will be better able to serve the community and serve to provide additional ministries to the community.
- St. Mary's will be able to carry the newest growth of our Catholic community as the population increases in the Shakopee area community.
- As the community increases, future pressure will be on the space needed for the school and religious education programs.

## **Option 8**

### **Identify Use of St. Mary's – Marystown Rectory**

#### **Concept**

Evaluate rectory condition, identify potential mission-related purposes, and identify required facility upgrades.

#### **Detail**

The rectory is currently not utilized under its intended use but may serve for other uses (low income charitable housing, transitional housing, senior care housing facility, retreats or sleeping quarters for visiting priests, rental property, etc.).

#### **Supportive Data**

- The rectory is currently not in use.

#### **Benefits/Drawbacks**

- The house would be available for reuse as a rectory when need becomes necessary in the future.
- The rectory would maintain its historical significance to the community.
- Ongoing maintenance and/or updating of the building may be necessary.

## **Option 9**

### **St. Mary's – Marystown Land Acquisition**

#### **Concept**

Explore acquisition of additional land adjacent to current property for future growth and expansion.

#### **Detail**

There may not be enough developable land on the present campus to adequately expand facilities in the long term. St. Mary's should explore the possibility of acquiring an additional 12 acres of land contiguous to the existing property.

#### **Supportive Data**

- Given the projected housing density by 2030, the existing 28.45 acre site may not be large enough to permit adequate expansion of worship space, related facilities as well as surface water management requirements.
- Expected growth will be governed by existing plans for a new bridge crossing a short distance to the north of the site, Hwy 41 is expected to connect east of the city of Chaska located north of the Minnesota River.
- A road extension plan to connect east/west bound traffic to Hwy 169 is expected and will pass one mile to the south of Marystown.
- A major right of way corridor expansion/relocation for County Road 15 (Marystown Road), which currently passes through Marystown, is planned after 2030 to bypass Marystown in order to handle the increased population growth and traffic flow in the area.
- An additional site for another school building may be needed in the long term if the present facility outgrows its current capacity for expansion. It would be most desirable to locate such a facility adjacent to one of the parish churches.

#### **Benefits/Drawbacks**

- Acquisition of additional land contiguous with the existing parish property would maximize the parish's ability to expand as needed.
- Exploration of additional land acquisition should be timed/based on land development in Marystown and County Highway 15 is reconfiguration.
- The financial capacity of the parish to acquire additional land could be quite challenging in the short term.

## **Option 10**

### **Purchase 10 Acres Adjacent to Catholic Education Center**

#### **Concept**

The CEC purchases available 10 acres adjacent to their southern boundary.

#### **Detail**

Buy the ten acres adjacent to the Catholic Education Center.

#### **Supportive Data**

- The CEC is expected to reach capacity in the next 5-10 years. It should have reserve land available for future expansion and/or worship space availability.
- SARE numbers are increasing and currently 470 students are enrolled in the program.
- This would allow the CEC to control the future use of adjacent property.
- The land is currently available, thus controlling this property should be a high priority since its use can prove to be complimentary to the mission and ministry of the Church in our community.
- The CEC has approximately \$1,000,000 of long-term debt remaining from construction of the Center. This debt is being paid off within its operating budget and will not require another capital campaign to achieve pay off.
- As the community increases, future pressure will be on the school and religious education programs as well.

#### **Benefits/Drawbacks**

- The reserve land could be used as a combined CEC expansion area and/or future church facilities option.

## **Option 11**

### **Catholic Cemeteries**

#### **Concept**

The respective cemetery boards will need to begin strategic planning for future needs based on available space and expansion options for the three cemeteries (St. Mark/St. Mary, St. Mary-Marystown and Calvary). The cemetery boards must consider and recognize the changes in the current types of burials with consideration to include columbaria and/or mausoleums. The Shakopee cemetery boards should begin consultations with the archdiocesan cemetery office.