

Church Mission: We, Saint Scholastica Catholic Parish, follow Jesus Christ and His Church in obedience to His command: "Go, therefore, and make disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, teaching them to observe all that I have commanded you." (Mt 28:19) Grounded in the eternal love of the Most Holy Trinity, we evangelize the people of Erie, Colorado, revealing the Kingdom of God on earth as it is in heaven

Development Mission: The Development Committee fosters the parish's physical future. We prepare the groundwork for expansion of St Scholastica's capacity to help its parishioners grow in holiness and evangelize serving the wider community. We are accomplishing this through diligent research and coordination with various entities to identify a prudent plan of action.

1. History of St. Scholastica: Catholic Mass services began in Erie, Colorado around 1871. The initial series of Priests that supported the Catholic community in this area were from the Arch Abbey Benedictine Order in LaTrobe, PA. Surrounding parishes in Boulder and Longmont provided a Priest to hold monthly Masses in Erie until Father Cornelius Enders arrived in 1896. Father Enders was based at Sacred Heart in Boulder but helped Ward, Colorado build their first Catholic Church and was instrumental in the start of building St. Scholastica in Erie. The coal miners that settled Erie were mainly Lithuanian, French, Slovic and Italian. They provided the labor to build St. Scholastica and the original Sanctuary and Parish in the 1890's. St. Scholastic Catholic Parish was dedicated in 1899 in honor of St. Scholastica the twin sister of St. Benedict and was established on the principles of the Benedictine Order.

There have been many changes to the Church over the years. A bell was added to the steeple in 1909, a gift from Mr. and Mrs. George Zimmerman. In 1957 the current Parish Hall was moved from St. Ida (Immaculate Conception) in Lafayette to St. Scholastica. The Parish Hall is the original Columbine Mine Chapel in Erie that was moved to Lafayette in the 1920's and served as the Parish Hall for St. Ida. The Columbine Mine Chapel predated the construction of St. Scholastica. In 1989 the Church was expanded with the addition of the Sanctuary, allowing additional seating to handle the overcrowding. Again, parishioners provided the majority of the construction.

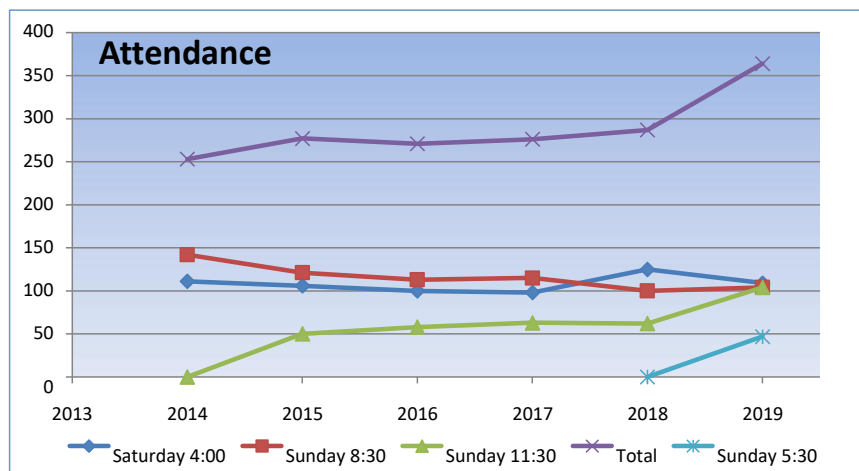
St. Scholastica has primarily been a Mission Church, with an occasional Priest being assigned to the Parish. Lacking a fulltime Priest, St. Scholastica has often struggled with developing programs and vision to meet future growth and development. In 1975, St Scholastica became a Mission of St. Theresa in Fredrick and was part of a Tri-Parish Mission with St. Theresa in Frederick and Guardian Angel in Mead until 2016.

2. St. Scholastica Today: Today the church has approximately 3,127 sf of usable space between the church and support area. The church and support area are connected and can be accessed through one another. The church consists of 1989 sf including the Narthex, Choir Loft, Nave and Sanctuary. The attached support area houses the Sacristy, office, kitchen/meeting area, two classrooms and two bathrooms providing an additional 1138 sf. The Parish Hall is a separate facility and adds 1000 sf of

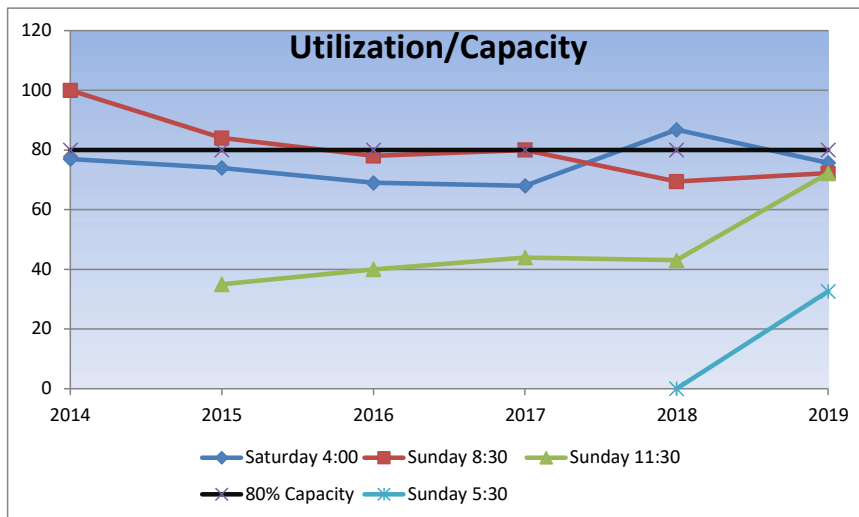
additional room that houses a kitchen area (~300 sf), two bathrooms and a meeting area (~700 sf) that can be partitioned into thirds for Religious Education.

3. A Building Fundraising Campaign in 2004 raised over \$600,000. Part of this was used to purchase the current Rectory, additional contributions were made to offset this purchase bringing the total back up to \$600,000. The funds are invested in the Irrevocable Revolving Fund at the Arch Diocese and are earmarked for remodeling or building a new facility. Surplus funds have been added to the Trust over the years that can be used in any manner the Parish decides.

As of June 2020, there are 217 households registered at St. Scholastica. The median age of the parishioners is approximately 47. Average weekly attendance is 354 between the four masses. The reported seating capacity of the church is 159, a comfortable seating capacity is approximately 144 people. Full capacity was determined to be 80% of maximum or 115 people per Mass. The 115 people per service is considered full utilization (Graph 1.2). The Sunday Morning 8:30 and 11:30 Mass and Saturday Evening Mass are near capacity (Graph 1.1).



Graph 1.1 Annual Church Attendance taken annually each October.



Graph 1.2 Full utilization is at 80% capacity. Three services are near capacity.

There are several reasons attendance growth has slowed the last few years that include the lack of awareness that there is a parish in Erie, convenient Mass times, youth group programs and the small capacity of the church. The Parish Staff is currently addressing the issues listed above and identifying overall space needs to meet the anticipated growth within the parish.

In March 2018, the parishioners of St. Scholastica were surveyed with the intent to identify the needs of the church and provide overall demographic data. Two general themes, more social activities with fellow Catholics and focused efforts in meeting the spiritual needs of the parish were identified as being the primary needs of the church. Also identified were slight shifts to Mass times that better meet the parish's overall needs. Plans for both were addressed and implemented in December 2018.

Religious Education is held Sunday Morning after the 8:30 Mass in the Parish Hall, Youth Group meets Sunday Evening in the same facility. Overall, the Parish supports 18 Mission Groups and 5 subgroups that utilize the Parish Hall six days a week. The Parish Hall is at full capacity supporting the current missions and will not be able to support additional missions or expansion of existing programs.

4. Town of Erie Demographics: The Town of Erie straddles Boulder and Weld counties, just west of I-25. Erie's planning area spans 48 square miles, bounded on the northside by CO Hwy 52, CO Hwy 7 on the south, and between I-25 to the east and US 287 on the west. The parish boundaries start from the Southeast corner at State Highway 7 and I-25, go north to Co Hw119 then go east to County Road 1. Then go south to Or hard road and go west to State Highway 287 go south to Arapahoe Road go east to County road 1 then go south to State Highway 7 then go back to the starting point of the intersection of Sh7 and I-25.

The median age of the population in Erie is 37.1 years with 59.5% of the population having a bachelor's degree or higher. The median household income is \$113,300 and a per capita income of \$37,760. Single family homes are valued at \$470,500 and multi-family home values are \$273,300 (Zillow). Comparatively, Metro Denver is at \$81,687/\$65,241, with Colorado at \$65,458/\$58,456. Average incomes and wealth of Erie residents are well above average for the state and local area.

The Town of Erie is expected to grow at a 6% annual rate between 2020 and 2035. City planners are anticipating 400 single family construction permits to be submitted annually for the next 10 years. In early 2020, Erie's estimated population is 27,058, an increase of 44% since 2010. Projections are forecasting the population to be 31,000 in 2023, a 14.7% overall increase. From 2010 to 2020 the number of households has risen from 6,590 to 9,017 and are projected to be 9,800 in 2023 (Building Permit Projections).

Using Census data, approximately 16% of the population of Colorado is Catholic (Archdiocese uses 20%). Based on the census estimates, the Catholic population of Erie today is around 4,330 and will be 4,965 in 2023. St. Scholastica is not capable of providing adequate services to the Catholic Community in the Parish Boundary. Based on the Archdiocese contribution records, Catholics in Erie are attending Immaculate Conception (Lafayette), St. Theresa (Fredrick) and St. Anthony (Broomfield) as well as St. Scholastica. Attendance at the 2017 Christmas Mass Services was 79% over the average weekly attendance, a good indication that there is a need for the local Catholic Community.

5. Options are limited to meet growth and the needs of the Parish and Community. St. Scholastica will not be able to expand at the current location. The parishioners of St. Scholastica and the Archdiocese agree that a new location will need to be purchased. The size of a new property will need to be 7 to 15 acres that will allow for long term growth. After acquiring suitable land, long-term solutions to meet the growing needs of the community and the church include:
 - a. Build a large church and phase in additional support facilities: office area, RE classrooms, parish hall, Rectory
Advantages: Single relocation, full facilities, grow into final size
Disadvantages: Raise enough capital to fund requirements will take several years, existing parishioner base has already raised capital and will be exhausted quickly, and building too large of a church giving the perception of an empty church
 - b. Buy land with a planned phased growth program over a multi-year period. Using existing funds to relocate current church facility, build a Parish Hall to support larger Mass attendance, initiate project phases as parish grows
Advantages: Utilize current capital, visibility within the community, expand parishioner and support base, meet growth as it occurs
Disadvantages: Multiple Capital Campaigns, changing needs may not fit location

There are several Risk factors that will affect the success of building and relocating the are:

1. Annexation into the Town of Erie/Fredrick – possible easements and assessments
2. Sexual abuse scandal – effects on attendance, tithing

3. Not meeting growth goals: within the parish and community
4. Overestimating ability to raise capital
5. Phased projects and drawn out time frames
6. Ability to acquire useable land with necessary facilities - water, sewer, electrical
7. Soils issues that exist in the area
8. Boulder County buffer zone
9. Oil and Gas development
10. Overall economy due to uncontrolled circumstances (pandemic, financial etc.)
11. Continual increases for the price of land and construction services

Additional risk factors may exist and will need to be identified and explored in order to determine overall risk and exposure that may exist with building new facilities.

Short-term options to meet the needs of the Parish include temporary facilities or renting space for Mass and RE. If temporary facilities are used on the current location, permits from the Town of Erie will be needed and must include a plan for water and restroom facilities. Renting space, such as a warehouse, school or Rec Center, is a viable option, however, there will need to be more growth within the Parish.

6. Recommended Strategy

Based on current and projected development in the area, acquiring land will be critical. With the size of the parish and the anticipated growth in the area, a Phased Growth Plan will be the most viable choice moving forward. This option is modeled off the Northern Colorado Growth Plan that has proven successful with several smaller parishes in Northern Colorado that have similar circumstance to St Scholastica with significant population growth and high land costs. This option provides flexibility.

The basic needs of the parish will require a 450-seat church that can be expanded to 1200 seats with a choir and music loft, sufficient office facilities for staff, RE facility, Parish Hall and Rectory. The long-term vision includes a campus with inside/outside worship areas, a facility for continuing education, RE and/or a private school and with the possibility of income generating facilities such as retreat space or senior housing.

A thorough needs analysis will be done prior to developing architectural plans to ensure the long-term vision is incorporated into the plan to meet the needs of the community for the next 100 years.

a. Land Acquisition

To meet the future needs of the Catholic Community in Erie, St. Scholastica will need to acquire a parcel of land that will allow the church to grow and expand. A parcel of 7-15 acres are needed to meet current and future needs of the parish. A lot of this size will require the church to move outside the current town limits of Erie and into Weld or Boulder Counties. Erie's overall master plan includes sizeable land parcels that will be annexed into the town over the next 3 to 20 years. Eventually the

parish will be within Erie or Frederick Town Limits. Additional costs for annexation in the form of permits and infrastructure assessments are anticipated.

The St. Scholastica Development Committee has designated three targeted areas for a future site:

1. Area south of Erie Parkway between I-25 and Briggs Street
2. Area north of Erie Parkway between I-25 and Weld County Road 5 north to Hwy 52
3. An area north of the current location going east from East County Line Road to WCR 3 and north to Hwy 52

The basis for selecting these areas were for the ease of access with major roads, near population centers and to maintain distance from existing parishes.

Land costs have varied greatly across the parish district, ranging from a low of \$50,000/acre to \$200,000/acre as of March 2020. Outside of the initial purchase price, costs for inspections are planned as part of the property acquisition costs adding an additional \$25,000-\$100,000 to the overall cost. Costs to run utilities to the land need to be investigated to insure viability of the project. Inspections include:

1. Phase 1 Environmental – should go quickly
2. Alta Survey – Identifies boundary, utilities
3. Mining Evaluation
4. Easement – Title Report
5. Boring – soils analysis
6. Town of Erie: Traffic Impact, Annexation

b. Northern Colorado Growth Model

St. Scholastica intends to follow the Northern Colorado Growth Model that the Archdiocese has successfully implemented in the area. The plan is to follow this model to grow from our current size (217 families, 324 average attendance/week) to a 1200 seat facility over the next 30 years. The implementation of this model will be accomplished in phases, allowing the church to grow as its membership expands. As new members enter the church, the donor base will expand leveling the financial burden.

The initial phase, a Capital Campaign to generate the resources for land acquisition, occurred between 2001 and 2004 and is complete. The funds will be used to purchase land and cover inspection costs. The current balance of the Capital Fund will not cover the full acquisition cost of the property; therefore, a loan will be needed to complete the acquisition.

With the purchase of land, a Capital Campaign will be initiated with the goal to fully pay off the property loan, fund a needs analysis to allow for architectural site plans, and install infrastructure. An Architectural Design (AE) firm will be selected to begin the concept design process for all the facilities on campus to meet the vision of the parish. The timing of facility construction will be based off the estimated cost of each building and the potential to raise capital to cover the costs. Each new building will need to be paid in full prior to initiating a new capital campaign for the next facility. Roughly 50% of

the design/build cost will need to be available before construction begins. With the completion of land acquisition, a divestiture plan for the current church property will also be developed. (Target: Year-end 2022)

Once the debt on the property is retired, a separate Capital Campaign for building the Parish Hall (interim church) and bringing utilities to the location will be initiated. Upon reaching the 50% threshold to build the facility a loan will be secured, a General Contractor will be selected, and construction will begin. Once construction is complete, the church will move into the new facility. The Parish Hall will be used for Mass and all support services (RE, meeting rooms, offices, etc.), and planning for the construction of a separate church building and rectory will begin. This phase is expected to last between 6 and 12 years. The debt for the Parish Hall will be retired prior to the start of church and rectory construction. (Target: Year End 2032)

The next phase will include a review and update of the overall Master Plan, and a validation of the church design. The plan to divest of the current church facilities will be implemented and all funds raised will be put towards the cost of the new church and Rectory. A Capital Campaign will begin to raise 50% of the cost of constructing a new facility, plus the cost to furnish the church (artwork, musical instruments, Liturgical settings, etc.). Once the 50% threshold is reached, a general contractor will be selected, and construction will begin. This phase will take between 5 and 7 years, with the full debt retired 10 years after the start of construction. While this portion of the debt is being retired, planning will begin Phase Religious Education Facility (REF). (Target: Year End 2040)

The final implementation of the Northern Colorado Growth Model will concentrate on the REF and ancillary facilities (Outdoor worship area, retreat area, etc.). The Parish Hall will be the interim facility for RE and meeting areas. The REF can be funded through either a Capital Campaign or by leveraging the land and facilities. Like all previous phases, once funding is secured, the General Contractor will be selected, and the facility constructed. (Target: Year End 2045)

As the vision of the parish changes, the priorities may shift, and this general plan should be flexible to adapt as needed. Likewise, if additional missions are taken on by the parish additional phases will need to be added.

In August 2020, the Parish closed on a property in unincorporated Weld County located at 649 Hwy 52. The long-range plans for the new St. Scholastica Campus include the following buildings:

1. 450 Seat Church w/ options to expand to 1200 seats, Office area w/ 8 offices (2 Priests, Business Mgr, Youth and RE Director, Marketing) Copy/Supply Room, Reception Area
2. Parish Hall – Seat up to 200 people, kitchen facility
3. Religious Education Classrooms – 6 to 8
4. Rectory – 2 bedrooms with prayer area
5. Maintenance Garage
6. Outdoor Worship Area/Garden
7. Relocation of the historic church building
8. School K-5

The development strategy for the new campus includes ten phases. The activities in each phase are described below:

- Phase 1: Renovate and occupy the existing Residence as a Rectory and Parish Offices, initiate a site plan development, obtain a Special Use Permit for Weld County, install water and sewer taps into Erie Town utilities, remodel or plan to scrape the existing garage and light industrial building. Obtain estimates for construction of infrastructure, individual buildings. Conduct regular Mass on the property, as well as RE Classes. Coordinate with developer for second access point into campus on north east or west side of property. Update Title Commitment (property lines, easements, non-irrigation, mineral rights). Begin research on moving existing historic church building.
- Phase 2: Pay-off the Property Loan, initiate a Phase 3 Capital Campaign to obtain 50% of building costs. Divest of current Rectory. Establish outdoor worship area. Expand the Special Review Permit with Weld County (CDOT Coordination). Explore annexation into Erie/Fredrick. Begin Discussions for School.
- Phase 3: Begin construction of a Parish Hall. Scrape buildings that will no longer be used. Finish infrastructure installation and modify entry access point. Initiate contributions for school.
- Phase 4: Evangelize and grow the Parish Base. Pay off existing loan, begin capital campaign for Phase 5. Expand Special Review Permit with Weld County (CDOT Coordination). Relocate existing Parish. Explore annexation into Erie/Fredrick. Divest of current property in Erie.
- Phase 5: Build 450 seat Church and offices. Begin concentrated efforts for K-5 school.
- Phase 6: Evangelize and grow Parish Base. Pay off existing loan, begin capital campaign for Phase 7. Expand Special Review Permit with Weld County (CDOT Coordination). Finalize annexation into Erie/Fredrick.
- Phase 7: Construct Rectory and remaining facilities.
- Phase 8: Evangelize and grow Parish Base. Pay-off loan. Kick-off Capital Campaign for K-5 School. Expand Special Review Permit with Weld County (CDOT Coordination).
- Phase 9: Build K-5 School.
- Phase 10: Pay-off School Loan.

Phases 1 to 8 are planned over a 20 to 25-year period. The Parish will need to grow during each phase in order to meet the financial demands of each phase. New members will need to pick-up most of the costs for later Phases as current members will eventually reach their giving saturation point.

Modifications to this plan will be made beginning in Phase 3 to meet anticipated financial constraints, which will extend the time frame until completion of the campus.

c. Public/Private Partnership Program (3P Program)

Due to the amount of time needed to implement the Northern Colorado Growth Model a 3P Program should be investigated once a property is purchased. The 3P Program will use/build facilities on either

the current church property or the newly acquired property for income generation. There are several models and companies that are active in this arena and will need to include the AoD in this option if pursued. Currently this program is not a good fit for St. Scholastica.

7. Financing Options

- a. The parish must have 50% of the cost of any renovation or construction project either in-hand as cash/equivalents or a combination of cash/equivalents and promissory commitments from parishioners over a specified time frame before the program can begin.
- b. There are alternatives to the 50% funding that are available through the Archdiocese. One of which is a 100% loan on a 10-year note, purchase of the land and building construction can be handled separately as long as the 50% funding is met. This option will require much more detail with financial statements and documentation with how the note will be retired. These options fall under the Traditional method for building new facilities.
- c. Traditional – This method requires the parish to raise a minimum of 50% of project costs through donations or a capital campaign before purchasing land or beginning a construction project. The 50% threshold is applied to all project costs within the project scope. All land purchase costs, building cost and furnishings must be included together to determine the 50% minimum level. Projects can be phased but will require additional capital campaigns and debt to be retired before beginning the next phase.
- d. Alternative – Partnership funding. This is a new option that has presented itself to the church and needs to be considered and was briefly discussed above as a 3P Program. If this option is pursued it will need to be approved by AoD and will need the involvement of the Finance Committee, Development Committee, and Pastoral Council.

8. Evangelism/Missions

The active missions within St. Scholastica Parish is continuing to grow in numbers and expand in participants. Included in the supported Missions are groups like Knights of Columbus, Daughters of St. Scholastica and the Boy Scouts.

Most Missions can meet in shared facilities such as Religious Education (RE) rooms throughout the week. Locking file cabinets be used to safeguard information or items that are used during their assembly.

Specific needs include the following:

- a. Parish Hall with attached commercial kitchen, huge storage space for chairs and tables that can be used for Parish meetings and large events such as dinners and wedding receptions.
- b. Prayer garden
- c. Music/choir practice room
- d. Outdoor Mass area
- e. Adoration Chapel

9. Religious Education – Youth Group

The size of RE classes and the Youth Group will depend on overall demographics of Erie and the surrounding area. Erie is an outer suburb in the Denver Metropolitan area and will continue to attract younger families that place a high value on education and will have higher incomes than the surrounding area. For this reason, St. Scholastica will want to provide for these demographics with ample classroom space to educate children up through the Sacrament of Confirmation. Individual classrooms will be needed for each grade level. An interactive playground that will help facilitate faith education and youth activities such as volleyball and basketball.

The Youth Group requires a dedicated space that comfortably meets the needs of the Youth and is conducive to teaching middle and high school students.

RE facilities will be shared with other Mission Group meetings and Adult Education throughout the week. The RE facilities will also be a hub for Vacation Bible School (VBS) and Youth Lock-ins.

Offices to accommodate both the youth minister and RE director are required.

10. Parish Staff

As St. Scholastica grows the Parish Staff will also expand. Office support facilities will be attached to the Parish and include the Sacristan with room to accommodate Mass preparation activities.

The minimum size of a future parish will be a 450-seat sanctuary and will require dedicated office spaces for a larger support staff, controlled storage area for church records, confidential files and Offertory safe, copy/supply room, a reception area, conference room and a break room. The Church will be designed to eventually grow to a 1200-seat sanctuary, as the seating capacity grows the office area will also be expanded. The Sanctuary will include a future Choir Loft.

To meet the Spiritual needs of the Parish, the Narthex will need to be large enough to host confessionals and to allow parents/children to still see and hear Mass with close by bathrooms and baptismal font. For younger families, a large Cry Room will be included. A maintenance building for a 7 to 15-acre campus will be incorporated in the campus plan. Snow removal and lawn maintenance equipment will be the primary purpose of this building. Repair tools for minor maintenance and repairs will also be stored in this facility.