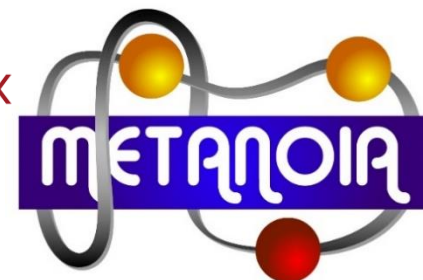




Greek Orthodox
Church of
St Nektarios



Strategic Review of Hall Options

Final Presentation

18/03/2020

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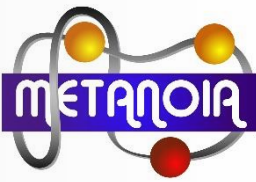
Conclusions and Recommendations



St Nektarios attracts up to 40 children (up to 14 years of age) at the divine liturgy service on Sundays on a regular basis. In order to maintain this momentum and to potentially found a central Orthodox Youth Group it is considering the facilities such a group could use. It is already known that there are populations of several orthodox faiths living in the area and the central Orthodox Youth Group will be open to all Orthodox churches (Greek, Serbian, Russian etc.). The main options are co-usage of aged care day centre facilities (currently under construction) to be leased out to a third party or a dedicated hall be built for the purpose of gathering youths of orthodox churches.

St Nektarios is keen to review both options and better understand their implications.

Executive Summary



- Demographic Data suggests that a youth group at St Nektarios would be feasible for any of the three considered target areas.
- Based on the current and planned events it can be confirmed that there is an acute need for a hall. Such a hall would ideally provide multi-use options, include a kitchen area, a stage, multimedia and IT facilities, storage, and the possibility to divide the hall as well as breakout rooms for smaller groups.
- Best practice shows that all fast-growing churches have invested heavily in youth work. These events commonly feature social time (often with food and always with drink), a service with music, singing and multimedia presentations (video, slide shows etc.), followed by break out sessions during which the youth gather in year groups to talk.
- A comparison of options shows that co-usage is unlikely to yield the result St Nektarios needs and could instead pose a risk to successful community and youth work.

In conclusion, it is recommended to pursue a multi-use dedicated hall and review its specifications based on the identified drivers for successful youth work.

To analyse St Nektarios' options, three different perspectives were chosen :

- **Potential Usage**

Demographic data on the Greek Orthodox youth population size. This helps to understand if the local Orthodox population can sustain a hall at St. Nektarios.

- **Current & Planned Usage**

A review of current and planned events to highlight how a hall will most likely be used.

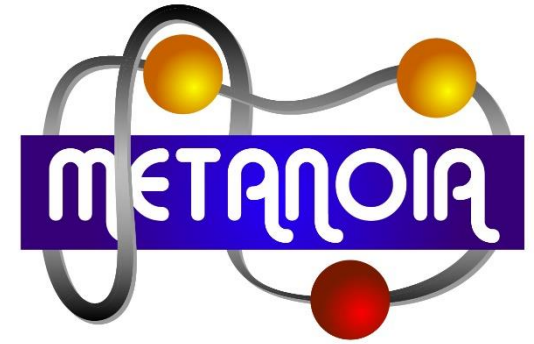
- **Best Practice for Youth Engagement and Required Facilities**

Using local examples, the role that facilities play for successful youth work is explored. This aims in particular at pointing out what is needed for successful youth work, by showcasing how other communities use their facilities.

The combination of these three perspectives helps to establish a holistic understanding of the available options and allows for clear recommendations.



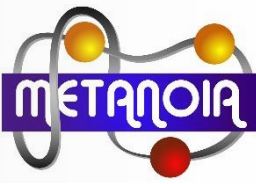
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Key Considerations

Main Report

Hall Options for Consideration



Two options for a hall are considered in this report:

- **Option One: Shared Hall in Co-usage with an Aged Care Day Center**

This hall is currently under construction next to the church. The hall might be available to St Nektarios on weekends and potentially selected weeknights, however, usage arrangements are not yet defined.

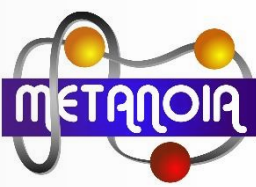
Unfortunately, no plans were shared with St Nektarios therefore it is assumed that basic media facilities would be available. It is unclear if access to a kitchen area is possible. There is no stage and it is assumed that this hall is not dividable.

- **Option Two: Dedicated Hall**

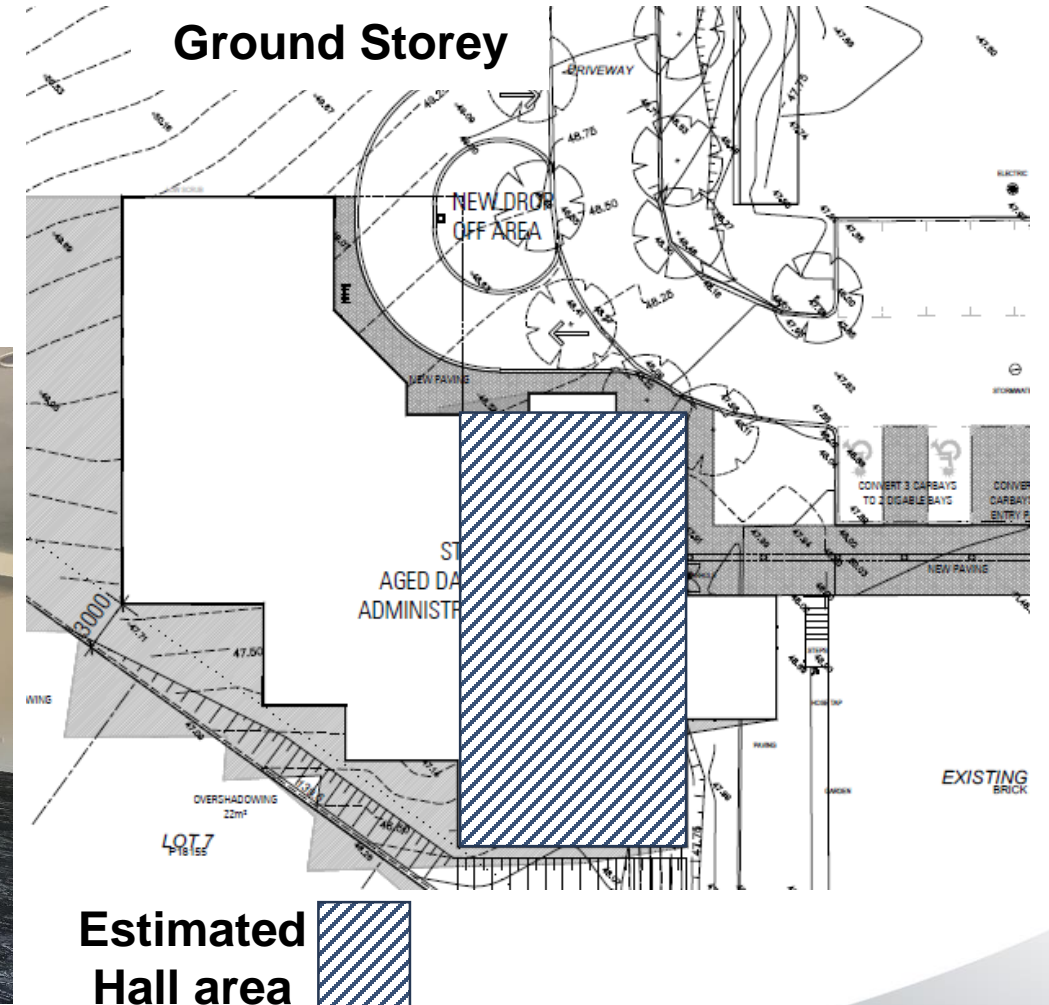
First designs for a dedicated hall opposite of the church have been completed but are still subject to changes. The hall would be purpose-built to meet St Nektarios' needs and would only be used by St Nektarios, being available whenever needed.

Current designs include two kitchen areas, a greater and a lesser hall with a stage each, an office, storage facilities and the option to divide the halls.

Shared Hall – Plans



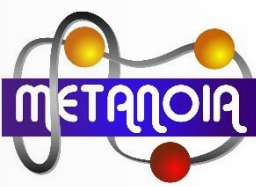
Option One is currently in an advanced stage of construction. Unfortunately no interior plans were shared with St Nektarios and therefore its size can only be estimated. This report assumes it is between 350 and 400 sqm.



Dedicated Hall – Plans



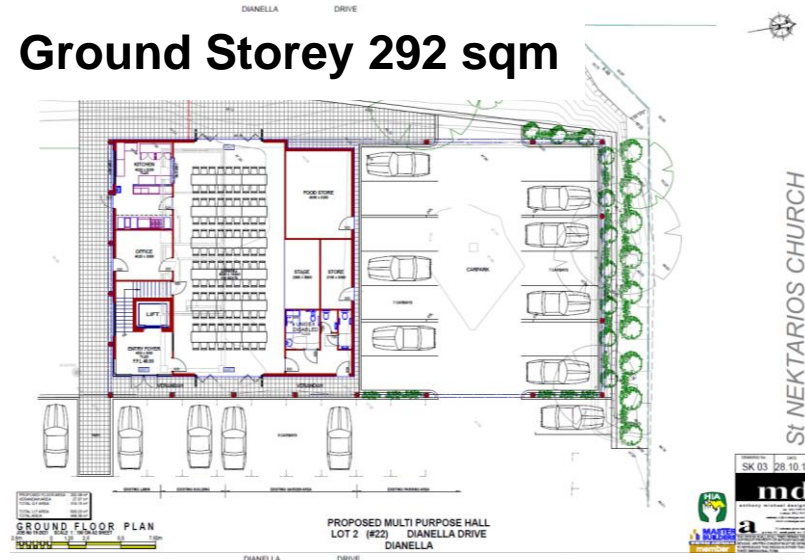
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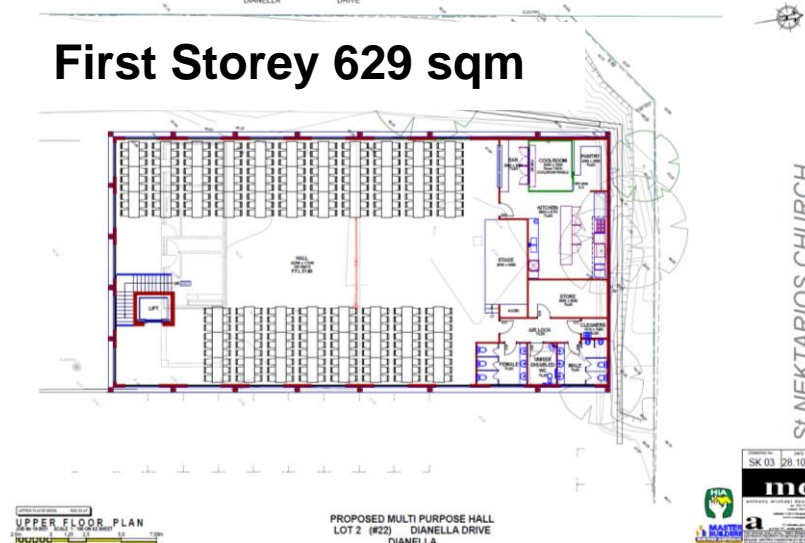
Option two is a design study, showcasing what usage of the grounds would be possible. The currently considered design features two storeys and 14 undercover car bays.

Please note that this design option is for discussion and might still undergo changes, giving St Nektarios the capability to shape the hall according to its needs

Ground Storey 292 sqm



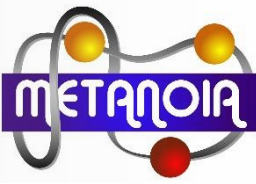
First Storey 629 sqm



Exterior View



Potential Usage: Target Areas



To structure the demographic analysis three zones have been defined by their geographic proximity:

- **Main Target Area: Dianella and Neighbouring suburbs**

This area includes the suburbs of Dianella, Nollamara, Westminster, Balga, Mirrabooka, Malaga, Nooranda, Morley, Bedford, Inglewood, and Yokine.

- **Secondary Target Area: Suburbs Adjacent to the Main Target Area**

This area includes: Warwick, Hammersley, Girrawheen, Koondola, Ballajura, Beeboro, Embleton, Bayswater, Maylands, Mt. Lawley, Menora, Coolbina, and Balcatta.

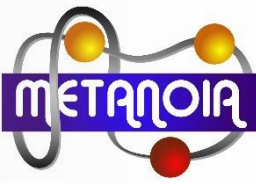
- **Tertiary Target Area**

Greater Perth.

The target areas represent local, subregional and citywide potential to recruit members for a youth group. The tertiary target area was chosen to highlight the potential of a central orthodox youth group in Perth.

For the purpose of a youth group those aged between 10 and 18 and of Orthodox Faith or of Greek ancestry were considered.

Target Areas Youth Population



Main Target Area

Greek Orthodox Youth 10-18: **200-210**

Total Population with Greek Ancestry: **1,400-1,500**

The suburbs around and including Dianella have a high proportion of population who label themselves Greek Orthodox and/or with Greek Ancestry. Almost 10% of the estimated total Hellenic community live here and a slightly higher share of young families.

Driving distance to St. Nektarios would be below 10 minutes.

Secondary Target Area

Greek Orthodox Youth 10-18: **130-140**

Total Population with Greek Ancestry: **1,500-1,600**

Whilst results might seem similar to the Main Target Area, this area is more than twice as large in size and population. Driving distance varies between 10 and 15 minutes.

Tertiary Target Area:

Greek Orthodox Youth 10-18: **1,200-1,300**

Total Population with Greek Ancestry: **ca. 15,000**

There are also 1,200-1,300 youths of other orthodox faiths, with over half of these being Russian or Serbian Orthodox. It is likely that a substantial share of these live in the Main Target area, but due to small cell sizes and ABS policy no detailed data is available.

Events held currently at St Nektarios, which would profit from an available hall:

- **Visitors/ Guests:**

Visitors and Guests are greeted with great interest from parishioners. These events are currently constrained by the limited capacity of the church kitchen (15 community members). Forcing everyone else to listen from outside the kitchen or leave without being able to interact with the visitor or guest.

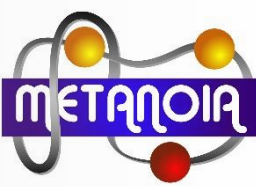
- **After Service Gathering:**

Many parishioners cherish the opportunity to meet after the services on Saturday and Sunday. These events attract ca. 30-40 on Saturdays and up to 120 on Sundays. Adverse weather conditions either cut these gathering short or force a cancellation.

- **Monthly Loukoumades:**

This popular event is offered once a month after the Sunday service. It attracts up to 100 church goers, however, can only be held if weather conditions are favourable, due to noise and smells from the portico area affecting the service.

Frequency	Timing	Visitation	Facilities
5-6/year	Sat, Sun, Weekdays	80-100	Kitchen, stage, sound system
120	Sat, Sun	30-40 Sat ca.100 Sun	Kitchen, sound system, storage for games & toys
12/year	Sun	80-100	Kitchen, sound system, storage for games & toys



Potential events at St Nektarios, which would require an available hall:

- Hellenic Community Events :**
 Community is an important part of the Orthodox/ Hellenic rites. Examples are baptisms, weddings, and funerals. With a broad cross-section of the Hellenic Community attending services at St Nektarios, such events are already being requested. Currently inadequate facilities act as deterrent.
- Greek Language School and Structured School Holiday Offers:**
 With neighbouring St. Andrews Grammar and the youth currently attending St Nektarios, these events could offer learning the Greek language as well as care and guidance during all school holidays. This event could be offered almost every weekday during school holidays. Both require breakout rooms and well-equipped facilities.
- Central / St Nektarios Youth Group Meetings:**
 St Nektarios would be ideally situated to host a central orthodox youth group. Youth groups typically meet Friday early evening for between 2 and 3 hours. They typically require breakout rooms and well-equipped facilities.

Frequency	Timing	Visitation	Facilities
20-25 /year	Mostly Weekdays Some Weekends	40-100	Kitchen, stage, sound system
2/week during school terms; 60 days during holidays	Weekdays	50-80	Kitchen, stage, sound system, storage for games & toys, IT
weekly	Fri	50-80	Kitchen, stage, sound system, storage for games & toys, IT

Potential events at St Nektarios, which would require an available hall:

- **Let Out:**

It is not unusual for churches to rent out their halls. Often this is done for private events of members related to the church e.g. wedding reception, or local community groups such as arts and crafts, senior groups, tutoring offers such as Kumon, associations such as toastmaster etc.

- **Church Luncheon:**

Currently twice a year the community celebrates with a luncheon. Currently this event is held at an external facility. Having a hall available would offer the opportunity to hold this event more frequently and at a smaller scale and it is anticipated to hold up to 6 events.

- **Community Assemblies:**

Currently only the small kitchen area next to the church foyer is available for meetings. A hall would allow larger gatherings and could invite more members to participate in the church. A multi-use facility would also provide more flexibility in regard to what can be offered during these assemblies.

Frequency	Timing	Visitation	Facilities
TBD	Weekdays Weekend	TBD	Kitchen, sound system
6	Weekdays Weekend	250	Kitchen, stage, sound system, storage for games & toys, IT
TBD	Weekdays Weekend	20-40	Kitchen, sound system, IT, storage, stage

Potential events at St Nektarios, which would require an available hall:

- Seminars and Short Course:**
 With archdiocese on the same property, St Nektarios could become an education centre of excellence. Education events could be held in an available hall and attract those interested in the Orthodox faith. There is potential for the archdiocese to consider a campus
- Playgroups:**
 Aimed at young mothers with children, would complement other planned events, by offering something for each age group. Similar events are common in other communities and are a great way for this target group to bond with the community.
- Hellenic Culture Events – Cooking Classes, Dance Lessons, Concerts:**
 These events would help build awareness of the rich Hellenic culture and help to keep it alive with 2nd and 3rd generation Greek Australians. As those born in Greece are decreasing in numbers, now would be a good time to ensure the cultural heritage is passed on.

Frequency	Timing	Visitation	Facilities
80-100	Weekdays	80	Kitchen, sound system
Weekly	Weekdays	20-30	Kitchen, sound system, storage for games & toys, IT
TBD	Weekdays Weekend	40-60	Kitchen, sound system, IT, storage area

Events are an important reason for having a hall, but there are also other purposes that could make good use of it:

- **Supporting the Poor:**

St Nektarios supports those who are not well off, with food and clothing. This is now done from a room of ca. 3.6 m x 4.2 m. The current space does not allow for a proper display of the available clothing and has limited capability to show the available food.

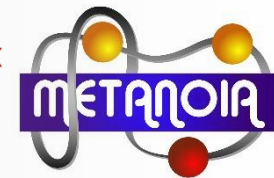
Ideally a larger space were available and potentially a separation of food and clothing. This facility should allow for up to 20 clothes horses show the donations from the community and provide space to freely move between them. It is estimated this could be ca. 40-50 m² or roughly 3 times the space available now.

- **Other Purposes:**

An available space will provide the community with the freedom to accommodate initiatives of its members or the Greek Orthodox Church of Australia. A Greek Orthodox or general library, art or other exhibitions, forums to show the work of the Greek Orthodox Church, craft groups, native animal care and many others come to mind. Some of these groups will need storage and the ability to access storage without interrupting groups currently in the hall.

A hall can be much more than a meeting place. It provides the community with room for its initiatives and gives it space to express itself.

This aspect of a hall is only possible in a dedicated facility. Granting the community the right to dedicate parts of its facility permanently or for a longer period of time to a purpose.



Purpose:

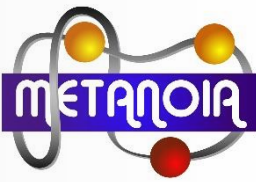
Almost all events serve to strengthen and sustain the Greek Orthodox Faith in WA. A hall used for such events would ideally reflect this strong sense of purpose and be clearly set apart from other communal spaces.

It is noteworthy that the youth group is unique as it is the most likely event to grow the Greek Orthodox Faith in WA. Following the “After Service Gathering” this makes it the second most important purpose of a hall and it should be treated as such when considering the requirements and specifications for this facility.

Frequency & Timing:

The most frequent event is the “After Service Gathering”, demonstrating how the weekly services form the centre of the community at St. Nektarios. It is estimated that a hall would need to accommodate events every weekend day, almost every Friday and an average of one to two weekly events.

Based on the current and planned events, a hall at St Nektarios is clearly aligned with the goal of strengthening the Greek Orthodox faith in WA, making it a crucial vehicle for this purpose. Frequency and timing of planned events clearly highlight the need for flexibility and weekday access.



Visitation :

Visitation varies from 20 to 250, this requires flexible facilities with the ability to create an intimate setting as well as sufficient space for the whole community. Other halls achieve this through a mix of smaller rooms with dedicated purposes and one larger hall with inbuilt room dividers.

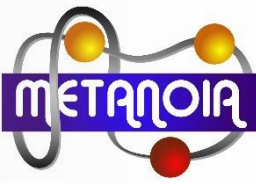
Facilities:

It is apparent that a well equipped and accessible kitchen area is a must for almost all planned events. Based on feedback from the community at St Nektarios and other religious communities the kitchen would ideally be as close as possible to the hall, to allow for easy interaction but also increase safety through easy barrier-free access. The same applies to a lesser extent to a storage area for toys, games, equipment etc. The ability to provide ICT access as well as an integrated sound system appear to be a necessity too as the majority of planned events need these to be successful. Especially modern youth work requires access to video and music in order to create an engaging experience.

Further including facilities such as a library, a bookstore, and basic gymnasium facilities would make this a true multi-use venue and provide the necessary freedom to shape a sustainable future for St Nektarios.

A suitable hall will need to offer options to shape its interior, as well as one or two smaller rooms. Facilities will be major drivers of a hall's success, as they enable modern and engaging events. They will also have to be accessible before and after events to plan and prepare.

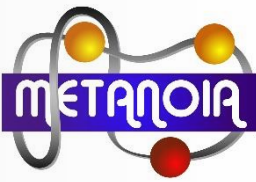
Best Practice for Youth Engagement and Required Facilities



In this section three examples are introduced before key insights and learnings are summarised.

- Interviews were conducted with C3 Hepburn Heights, Kingdom City Mandurah and South Mandurah Uniting Church. Each of these churches contributed valuable insights and helped to better understand the role facilities play for youth work.
- C3 Hepburn Heights and Kingdom City are key examples of rapid growth partially driven through engaging youth work. Whilst not all aspects are transferable to St Nektarios, both churches provide best practice approaches to facility design and features.
- South Mandurah Uniting Church had to take a different approach to youth work as its facilities are far more limited. The issues it faces can help to understand the impact of a lack of dedicated facilities and how these could be mitigated at St Nektarios.

Youth work is complex and requires many drivers and enablers within a community, however, across all three examples common themes could be identified as to what is needed to establish, sustain, and grow a youth group.



C3 Hepburn Heights:

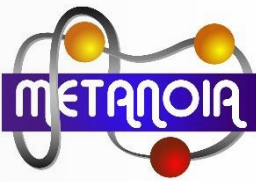
Was founded in the United States as Christian City Church and first established in Perth in 1975. It has now grown to over a thousand members in Perth and expanded to 3 campuses in Perth. Part of this success is its engaging youth work that helps draw in youth and young families, but also helps retain young adolescents who are in very vulnerable life stage in regards to losing their faith.

C3 Hepburn Heights has a hierarchical structure with a very strong grassroots involvement. For example the youth work has over 40 so called leaders involved, who are mostly in their twenties. They play a crucial role for shaping the Youth group meetings.

Youth meetings are held each Friday, with occasional additional events on other days. They attract around 100 youths the majority of whom are children of community members, however, there is also a substantial number of youth who have been brought to the group by their friends.

A typical Youth meeting starts with a ca. one hour social gathering where the youth gather in and around the hall. Drinks are always offered and frequently food as well. During the first hour the focus is on social interaction in a semi-supervised setting. The Youth have free reign of the hall and use this time to wander from group to group and form social bonds.

Continued ->



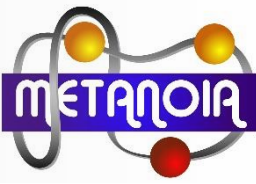
C3 Hepburn Heights:

After one hour the main service starts which last ca one hour. This utilises a large dedicated hall which can accommodate 300-400 people and features a large stage. Bands and or music are present at most services, as well as videos. An example for this is the Alpha video series, which feature professionally produced content and explain Christian values and teachings.

The main service is followed by a breakout phase which can last between 30 min and one hour. During the breakout phase the youth separates by high school year groups, which are each led by one or several leaders. Each group either takes up a separate room or a section of the main hall which has been separated with dividers . All leaders are volunteers and have been trained to conduct youth groups. These separate groups are called Connect groups and are used to discuss the message of the service.

Overall a Friday youth group meeting will last between 2.5 and 3 hours, making extensive use of the facilities. The hall is used as place of worship on Sundays and has to be cleaned and prepared immediately after the meeting. A gymnasium and a billiard/games room are also available and often integrated into the meeting.

C3 has been very successful in engaging and retaining youth. Whilst this is also driven by its strong involvement of volunteers, the dedicated hall is another very important driver. The availability of a large kitchen, a dividable large hall, 2-3 breakout rooms and other spaces creates a flexible and appealing setting under one roof.



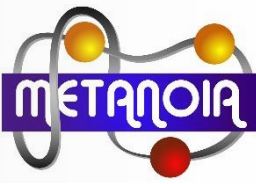
Kingdom City:

This has been one of the fastest growing churches in Perth. Starting with only 300 in 2008 it now has over 7000 members in Greater Perth. In many ways it is similar to C3 Hepburn Heights, however, it has an even stronger focus on group events and evoking strong feelings during their service. Services always feature singing, band performances and are often complemented by video.

The youth group meetings are almost identical in structure to C3 Hepburn Heights, but larger in scale. Similar to the services they feature singing in a concert like atmosphere, made possible by highly sophisticated light and sound systems.

In Mandurah the youth group attracts between 150 and 170 participants, whilst as mentioned the structure is almost identical to C3, the hall has a very large stage which offers room to various performers and a band as part of the main service. The hall can also be divided but there are multiple rooms available as well for the breakout groups.

Being one of the youngest and largest communities in Perth Kingdom City offers dedicated state of the art facilities, with a particular focus on creating an engaging experience through the use of multimedia. Its facilities create an ideal balance between “belonging to a large group” and intimacy during the breakout sessions.



Uniting Church South Mandurah:

Whilst the Uniting Church was founded in 1977 its member churches have been in existence much longer and can be considered more of an established church than the other two case studies. As such it benefits from a strong administration and network but also has to deal with decreasing memberships, as most established churches. Rather than best practices this case study demonstrates the impact limited facilities can have.

Being a small community of ca. 200 members, youth work has faced many challenges and up until recently the Friday youth group was 8-12 members strong. Facilities are limited and the youth group was held in a converted garage, with some mobile ICT, such as projector and speakers for a PC. The facility and equipment needs to be set up for each meeting as the converted garage is not a dedicated facility. A kitchen is available but not directly from the facility, making it harder to offer food.

Over the years the youth group has struggled to maintain a sustainable size and become a permanent feature, this is mostly due to the lack of dedicated facilities and equipment.

Lacking or too small facilities greatly impact the capability for successful youth work. The impact is two folded, wearing down volunteers while also struggling to ignite passion in the youth. Without adequate and dedicated facilities youth work is an uphill battle, showing the issues of an “establish a group first, then provide facilities” approach.

1. Availability of Digital Media and Sound Systems:

Access to (online) video, with high sound quality is now a hygiene factor. Today's youth is used to such facilities and expects them in their everyday life. Ideally these are part of the infrastructure and don't have to be specifically set up. Makeshift approaches negatively impact the flow of youth meetings, are often substandard, and are more likely to cause issues resulting in unsatisfying experience.

2. Ability to Serve Food and Drink:

Providing food at some and drink at all meetings is a major success factor. It creates a sense of community and is an important drawcard to an always hungry target group. Closeness of the kitchen and ideally a pass through or direct doorway ensure an easy integration into the meeting and increase the safety of transporting hot food.

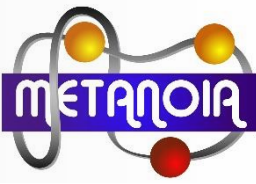
3. A Multi-use Space that can be Shaped:

Intimacy is created by matching the room size to the group size. Youth groups greatly depend on intimacy and dividers or smaller breakout rooms provide the necessary flexibility.

Today's youth has choices and will go where it feels welcome and supported. A hall should support this by providing all of the above enablers for youth work.

A facility that does not fulfill one or all of these aspects will need makeshift solutions necessary that endanger the success of the youth work.

Key Insights – Nice to Have

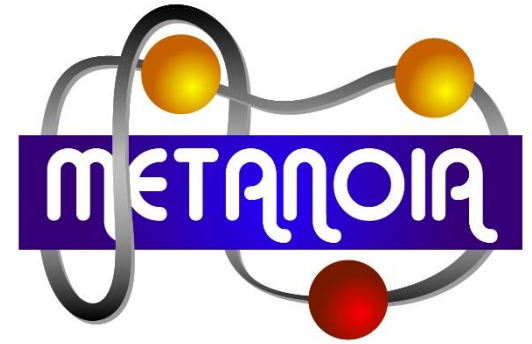


- **Stage with Projector, Screen, Sound and Light system:**
Music and especially live music can provide a unique experience that helps to feel part of a group and a faith. All modern churches use live music, communal singing and the ability to stream videos to a stage. A stage typically requires at least a small backstage area or side room to house the equipment and provide room for those supervising lights and audio.
- **Dedicated Areas e.g. Entertainment, Exercise, Meditation, Prayer, Counselling, Mediation:**
Some purposes require room for permanent or mobile equipment, such as billiard tables, table tennis, game consoles etc. In addition spaces that are always available for a specific purpose play a useful role, e.g. for prayer, counselling, mediation, or just to separate a group member who might need space to calm down.
- **A Place to Exhibit Youth Work:**
Showing the results of a youth meeting can make a place feel alive and invigorate a community. This requires at least a wall or board, but could also be a foyer or section of the main hall to exhibit what the youth created.

Most churches have purpose-built, multi-use, and dedicated halls and those that do youth work well, have planned for it when designing their facilities. It makes a big difference for youth if a place feels like “it fits for them” or if they are allowed to occupy a space designed for another purpose.



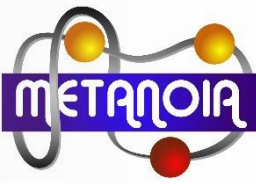
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Conclusions and Recommendations

Potential opportunities, risks, and recommendations

Conclusions – Hall Feasibility



Youth Group:

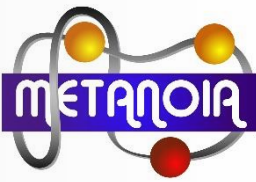
Demographic Data shows that the expectation of 50-80 youth group members between 10 and 18 years of age is realistic and could be achieved and surpassed even with the smallest assumed geographical reach. Dianella and surrounding suburbs are a stronghold of the Hellenic Community and most likely have a higher share of young Greek Orthodox families. In addition, the close vicinity to St Andrews Grammar School further adds to this beneficial environment, which is ideally suited to become a centre of Greek Orthodox Youth work in Greater Perth.

Hall Usage:

There is ample evidence that a hall at St. Nektarios would see regular usage during weekdays and weekends. Whilst current usage alone would justify a hall, the planned usage demonstrates how much the members of St Nektarios and the surrounding Hellenic Community had to find workarounds, other locations, or go without.

A hall could become a vibrant center of Greek Orthodox community life and provide the opportunity to sustain and grow the community. It would bring the heart of the community closer to the church, allowing those of faith to show it in another environment and those without to learn about it in an accessible way.

Comparison of Hall Options



Option One: Shared Hall in Co-usage

Option Two: Dedicated Hall

Availability

Access is only possible in times outside the halls primary purpose. Currently this is unclear and might be subject to change as the service offering grows. Unplanned availability is unlikely.

At the discretion of St Nektarios. Planned and unplanned availability is possible, as well access during weekdays, public holidays, school holidays etc .

Facilities

Limited sound facilities and media, most likely no access to kitchen area due to health and safety regulations. Flexibility of venue is in doubt as the aged care requirements (heavier furniture etc.) limit this.

Bespoke facilities including kitchen area for communal use, stage, sound system, storage, dividable main area, breakout rooms, and media, IT capability and allow for multiple use options .

Other Features

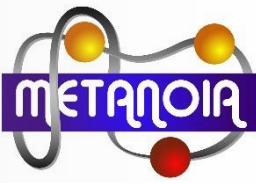
Built for purpose aged day care facility. Most likely with set up functional areas that limit the ability to customise the space (e.g. heavy sofas, chairs, tables etc.)

Purpose-built, with the ability to shape and decorate the space as the community sees fit. Two halls would allow parallel events, without interrupting either, offering greater flexibility.

Comparison reveals that the quality of the space is fundamentally different. The terms of co-usage are dictated by the primary purpose of the hall, which is day care for the aged. St Nektarios and the Hellenic Community are afterthoughts.

Under co-usage most current and planned events would only be possible with limitations or cannot be hold. This includes youth work.

Co-usage Conclusions 1



Youth Group:

It cannot be guaranteed that a Friday evening event would be possible under a co-usage scenario. In addition the space and its purpose would be greatly limiting the options of a youth group. In particular the absence of a kitchen and a stage, as well as breakout rooms or a dividable hall make youth work at the planned scale difficult.

Unplanned complications, such as breakage or spillage could endanger any standing arrangement and put the continuation of a youth group at risk.

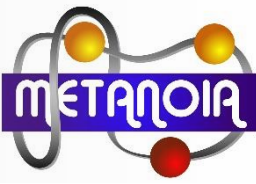
Hall Flexibility:

Under co-usage St Nektarios would face the difficulty of holding events with a range of different purposes in a space that is custom built for a single purpose. This is exacerbated by the fact that many of the current and planned events attract sizable crowds that could overwhelm the co-used hall.

Dealing with a co-used hall will make longer set up and clean up time necessary as the room as to be returned to its status quo to meet legal obligations towards the tenant. As a side-note it is unclear under what terms a tenant would agree to co-usage.

Co-usage also greatly limit St Nektarios' ability to expand its offering and grow into areas such as youth day care, a soup kitchen for the poor, or a scholarly center for the Archdiocese.

Co-usage Conclusions 2



Availability:

This is possibly the most pressing issue, as weekday availability is unlikely and it is unclear if weekend availability will continue to be granted as the aged care provider might want to grow its offering.

Due to set up and clean up times potentially overlapping with clean up times of the aged care provider, hall usage on weekday evenings is questionable.

Facilities:

Currently facilities under co-usage will not be sufficient for the current and planned usage. Most notably the absence of a stage, the lack of a corresponding sound and media system, as well as the fact that access to a kitchen is unlikely due to health and safety regulations.

Any work around would require further set up time and would create additional barriers to holding events at St Nektarios.

In conclusion co-usage cannot be recommended as it doesn't guarantee that St Nektarios will achieve the outcome it needs to. In addition it poses the risk that such an arrangement might be terminated, putting the future of events and the invested work by the community at risk.

Especially youth work on a Friday evening would be at risk of termination, as it poses the greatest risk of damage to the facilities and would require longer set up time. Worst case a plethora of rules will stifle youth work and/or a sudden termination of the event will alienate youth.

- It is recommended to pursue a purpose-built hall. This will provide St Nektarios with the necessary multi-use facilities and flexibility to host successful events and youth work.
- Co-usage is likely to disappoint or create risk for St Nektarios. Investing resources into such a solution is currently not recommended. Should co-usage be considered as a stop-gap solution until a purpose-built hall is available, then a legally enforceable contract should be considered or an ownership of the co-used hall with veto rights towards a tenancy.
- For youth work it is heavily recommended to use church owned facilities that allow for full control and flexibility. This is best practice and has proven itself as a major growth driver for religious communities.
- Youth events are the expectation and should include food (where possible), multimedia, and the possibility to divide the hall or have breakout rooms. In addition, involvement and training of community members is recommended to help shoulder the load and ensure high standards of youth work.

It is remarkable how long St Nektarios has made do without a hall. A hall is the most obvious option to sustain and grow the community.