

Summary of Recommendations

St. Andrew's and Deer Park
Moving Forward Committee

May, 2020

Moving Forward – Shaping the Future Group

- In the Spring of 2019 both councils approved that a group comprised of:

- Jocelyn Den Otter (Chair of DPUC Council),
- John Palmer (Chair of SAUC Council),
- Reverend Tom Melvin,
- Reverend Hillary van Spronsen,
- Richard Betts (member of SAUC Council)
- Jan van Egteren (member of DPUC Council)

“Continue to examine how the 2 congregations can work and grow together going forward.”

- The group held 5 group discussions with members of the 2 congregations (1 joint session and 2 additional sessions for each congregations) reaching 120+ participants
- An online survey was also carried out
- The Group committed to analyzing the results of the sessions and survey and provide go forward recommendations to the councils in Feb 2020. – Timing was delayed due to the Covid-19 pandemic

Some Facts

- Reverend Tom is retiring in June 2021
 - Replacement planning should start in the fall of 2020 and needs to reflect potential future options
- Reverend Hillary is committed to remaining with St. Andrew's for several years
 - Hillary is taking 1 year maternity leave starting the beginning of June 2020
 - ½ time supply minister has been arranged
- St. Andrews is locked into the Centre's lease until October 2023
- St. Andrews Regional Ministry initiative and dedicated funds are governed by the Terms of Reference in place with Chinook Winds Region. This is for both the Management of the Regional initiatives and the use of the dedicated funds
 - The intent is that the Regional Ministries initiative remain in place for several years even if Deer Park and St. Andrew's Amalgamate

Options Considered and Primary Recommendation

- Dissolution of the Existing Shared Service Arrangement
 - Rejected – this was only suggested as an option by a few participants IF the congregations could not find away to work together more effectively
- Maintain the Status Quo
 - Rejected – preponderance of survey responses suggested closer ties and a desire to become a single entity.
- Two Point Pastoral Charge
 - Rejected – This would add complexity - still have 2 councils plus the addition of a joint council. This is primarily a minister salary sharing approach and would represent a step backwards from current shared services agreement and reinforce separateness
- ✓ **Amalgamation**
 - **Recommended**

Establish an Amalgamation Steering Committee ASAP

- Setting up an Amalgamation Steering Committee is critical to the process and would be the key group to establish a plan for moving forward.
- This would include first looking at our Core Values, Mission and Vision, and creating guiding principles for the work. The Steering Committee would commission a number of various task groups to discuss things like location, staffing, finances, programs, name, etc.
- Each congregation to appoint 5 members to the steering committee – include current Moving Forward Group Members – complete
 - Merle Ann May and Karen Decoux from St Andrews and Bruce Dean and Shelley Spence from Deer Park were added to form the steering committee
 - Brenda McKellar will cover Rev. Hillary's position on the committee during Hillary's maternity leave

Areas to be considered during the Amalgamation process

- **Develop (preliminary) Vision, Mission and Faith Statements for the new entity**
 - Define what we believe is important and what we see for our future
 - Define impacts on our current ministries & programs and new ones we might develop
 - Define key work to complete before Amalgamation decision – some work can be done over time
- **Timing – Needs further discussion**
 - St. Andrew's Centre lease is up October 2023
 - How do we manage through ministry leadership changes?
 - Hillary's maternity leave and replacement for Tom
 - Impacts on communications and plans related to the pandemic
- **Understand and Manage the Chinook Winds and National Church requirements and expectations**

Areas to be considered during the Amalgamation process

- **Staffing**
 - Current staffing – leave unchanged at the outset
 - Future Staffing – determine through a process to meet new needs/programs
 - Define process for searching and hiring
 - Supply during Hillary’s maternity leave - complete
 - Commence the search for Tom’s replacement
- **Governance – maintain separate Councils** until amalgamation but convene Joint Council sessions as needed.
- **Ministry and Personnel Committees – maintain separate** until amalgamation but will need to agree on collaboration needs for hiring supply for Hillary’s maternity leave and search for Tom’s replacement

Areas to be considered during the Amalgamation process

- **Ministries and Programs**
 - Which ministries and programs are aligned with new Vision and Mission?
 - Opportunities for coordination/consolidation?
 - New programs/ministries for growth?
 - Alignment with St. Andrew's Regional Ministries
- **SAUC Regional Ministries management and funding continue as is under the existing terms of reference**
 - the terms of reference will need to be updated and submitted to Chinook Winds if amalgamation proceeds
- **Name/Logo/Signage** – new fresh name (not some combination of current names)
- **Information Technology/Social Media/Communications** – need to assess the melding of the information technologies/Social Media strategies of the two congregations

Areas to be considered during the Amalgamation process

- **Space & Location –several areas to be considered** – will need to establish Working Group to look at short and long term options
 - **St. Andrew’s Centre**
 - St. Andrew’s is tied into its lease until Oct. 2023 – staff offices, meeting space, program space, not for profit and others rentals.
 - How will the centre be managed under amalgamation & what is required post Oct 2023?
 - **Deer Park Building**
 - Staff offices, worship and program space
 - There is not sufficient space to house current staff and programs of both congregations
 - Should building expansion be considered?
 - Refurbishment – consider refurbishments such as furniture, paint, worship service accoutrements be done to encourage feelings of togetherness in the short term

Areas to be considered during the Amalgamation process

- **Space & Location –Continued**
 - **New/Different Facilities (longer term)**
 - Build seniors or similar facility on Deer Park Lands?
 - Build/Acquire larger building more accessible to communities in SE Calgary?
 - Part time rental access to run programs in various locations as needed
 - Note: continued ability to use the St Andrew’s Centre to Oct 2023 provide some time to develop future options
- **Finances** – commission a finance working group with members from both SAUC and DPUC to:
 - exchange financial information
 - assess the relative finances, and obligations of both congregations
 - assess the financial implications of the recommendations put forward by various working groups
 - establish financial structure and accounting practices for the new entity

Resolutions

St Andrew's and Deer Park councils have approved motions to:

- **Work towards the amalgamation of our two communities of faith into a single entity**
- **Establish an Amalgamation Steering Committee as soon as possible and that both St. Andrew's and Deer Park appoint 5 people to the committee**

What is Amalgamation?

Amalgamation is the uniting, in all aspects, of two (or more) congregations into a single, new community of faith.

In effect, both congregations agree separately to dissolve and form a new community of faith. This is done by vote of the individual congregations.

Why Do Communities of Faith Choose to Amalgamate?

Communities of faith choose to unite as a single entity because they believe, separately and collectively, that their core values are aligned and that their mission and vision can be best achieved by combining resources and ministries. The new community collectively believes that together it is stronger, more capable and better equipped to carry out God's plan than either of the individual congregations.

Amalgamation is not a "takeover" of one congregation by another or even a merger of assets and ministries. It is the forging of a new community of faith that respects the legacy of each of the parts while looking to the future with enhanced capabilities that aspire to a new mission and vision.

What Are The Implications Of Amalgamation? (Not in order of timing or importance)

- A new mission, vision and a set of core values are adopted to describe the beliefs, purpose and aspirations of the new community of faith. Common short and long term goals for the new community are established.
- A new name for the community of faith is chosen. Signage, web site presence, logos, letterheads, social media, etc. are designed and put in place to reflect the values, mission, vision and goals of the new community of faith.
- All members of the previous congregations become members of the new community of faith. Adherents automatically become associated with the new community.
- A consolidated technology and communications strategy is put in place.
- All assets of both congregations are merged into the new community. (some assets, by agreement, may be have specific conditions)
- All financial resources (income, expenses, debt, obligations, receivables, bank accounts, investment accounts, etc.) are merged into the new community. A single charter of accounts is established. The new community of faith is registered with the United Church, CRA and the Provincial government. New signing officers and financial protocols are put in place.
- A single governance body (Council) is elected to govern the affairs of the new community of faith.
- Single governance processes are established to manage the affairs of the new community. Committees of Council are established, combined and consolidated to meet the needs of the new community of faith.
- A single Board of Trustees is established to oversee the management of assets.
- Facilities (land, buildings, offices etc.) are optimized to meet the needs and objectives of the new community
- Programming and ministries are, over time, selected and designed to meet the needs and objectives of the the new community. Many programs are continued with broader participation and reach. Some individual programs are consolidated to avoid duplication and increase reach and effectiveness. Some programs may be discontinued.
- Events and fellowship programs are selected and carried out to meet the needs of the new community and all are welcome.
- Staff resources are commissioned by the new community to meet its new mission and vision and the ministries and programs it has chosen to put in place. Often staff resources do not initially change until informed decisions related to needs have been made.