

Amalgamation Steering Committee Report



Amalgamation Steering Committee Report
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Executive Summary

1. Introduction

After more than five years of joining together to worship, socialize and participate in each other's programs and events, a group of representatives from St. Andrews United Church ("SAUC") and Deer Park United Church ("DPUC"), Rev. Hillary, Rev. Tom, the chairs of each council, Jocelyn Gelinias of Deer Park and John Palmer of St. Andrew's as well as Richard Betts and Jan van Egteren (The Moving Forward group), met to talk about how our two communities of faith could work more closely together in the future. With the approval of both the SAUC and DPUC councils, this team held a series of "Moving Forward, Building the Future" workshops with members of the two congregations and an online survey in the last quarter of 2019 to get feedback from our members.

Building on the feedback received, the Moving Forward group looked at different options of how the two congregations could move forward together and in February 2020 recommended to the two councils that:

- ***That the two congregations agree to work towards the amalgamation of our two communities of faith into a single entity.***
- ***That a joint Deer Park United Church and St. Andrew's United Church Amalgamation Steering Committee be established as soon as possible and that both St. Andrew's and Deer Park appoint 5 people to the committee.***

Both of these recommendations were unanimously passed by both councils and the Amalgamation Steering Committee (ASC) was formed and had its first meeting on April 20, 2019. The members of the ASC as selected by the 2 councils are: Tom Melvin, Brenda McKellar (alternate for Hillary Van Spronsen while she is on parental leave) John Palmer, Jocelyn Gelinias, Richard Betts, Jan van Egteren, Karen Decoux, Shelley Spence, Merle Ann May and Bruce Dean. Lee Spice, as a representative from Chinook Winds Region Pastoral Relations, has acted as an advisor to the ASC.

This report is a culmination of the deliberations of the ASC to date. The ASC fully endorses and is unanimously in favor of amalgamation for SAUC and DPUC. Based on this unanimity and on feedback from both existing communities of faith the ASC hereby recommends that:

- ***The Faith Communities of Deer Park United Church and St. Andrews United Church each hold a vote to determine whether or not to proceed with amalgamation of the two faith communities into one faith community (the Amalgamation Vote);***
- ***The Amalgamation Vote occur in late October or early November 2021 but no later than November 7th, 2021;***
- ***The two communities of faith each vote in favour of amalgamation; and***
- ***If the Amalgamation Vote is in favor of amalgamation that amalgamation be implemented on January 1, 2022.***

It is important to note that all of the recommendations outlined in this report must first be accepted and ratified by both faith community Councils. A more detailed proposal pertaining to

the vote and an amalgamation implementation process is contained in the Governance section of this report.

It is also especially important to note that the ASC does NOT believe amalgamation should occur due to necessity. It does maintain that amalgamation will allow the combined community to grow, to provide more faith, pastoral and outreach services as a single entity, rather than as two separate organizations. The ASC believes amalgamation opens up exciting new horizons.

2. Faith, Vision, Mission and Call to Action Statements

The ASC has developed proposed Faith, Vision, Mission and Call to Action Statements for the new community of faith assuming a vote in favour of amalgamation. The ASC recommends that these statements form the foundation of the new community of faith. The new statements were developed based on the following key criteria. They should be:

- more than just a “mash-up” of the existing statements
- short and memorable;
- active/dynamic;
- forward looking
- inclusive and inviting.

The ASC recommends that the following Faith, Vision and Mission Statements and Call to Action be adopted by the new community of faith if amalgamation is approved

Faith Statement:

We are an inclusive, open, and progressive community of faith within the liberal Christian tradition. We aspire to live out God’s call by our actions, day to day.

We celebrate that we are not alone and that the mystery and excitement of God’s love for all persons and creation was taught to us by Jesus and lives in us by the spirit.

We are an affirming community of faith where all people are invited and welcomed, accepted and not judged, honouring all ages, races, family structures, physical and mental abilities, sexual orientations, gender identities, socio-economic status, and spiritual point of views.

We take the Bible seriously, but not literally, recognizing that parts of the tradition came out of specific historical circumstances and need re-interpretation for our time. We believe that a questioning theology is a healthy part of one’s spiritual journey.

We are called to live God’s love and follow the way of Jesus by:

1. Loving and serving others
2. Respecting all creation
3. Celebrating life
4. Embracing diversity
5. Pursuing justice for all
6. Nurturing spiritual growth

Vision Statement:

“Continually striving to be a wholly-inclusive and vibrant Christian Community of Faith, caring for all God’s people and Creation”

Mission Statement:

“Reaching out with unconditional love, a dynamic faith, and compassionate hands”

Call To Action:

As a community of faith, we commit to:

- Doing all things in love and compassion.
- Intentionally inviting others in the spirit of genuine hospitality to participate in our faith community, where all will be welcomed, accepted, honoured, and supported.
- Creating inclusive, safe ministries and environments with a shared sense of belonging.
- Nurturing and proclaiming our faith through our ministries and programming.
- Seeking out opportunities to actively engage with and serve our local and broader communities.
- Taking action against injustices in our world and helping to find solutions.

3. Name for the New Community of Faith

Assuming a vote in favour of amalgamation, one of the first things that will need to be done is to choose a name for the new community of faith. This needs to occur primarily for legal reasons and for changes that need to be made to various entities that the community of faith has to deal with. For example, the Canada Revenue Agency needs to be informed as soon as possible in order to maintain our non-profit status. A Naming Sub-committee has been struck and is seeking feedback from both faith communities. It is not the intention of the committee to make the final decision on a name. The final decision on a new name will be made by members of the newly amalgamated Community of Faith immediately following the Amalgamation Vote. One name will be presented by the Naming Committee, with a full explanation and context provided for why the committee is suggesting it. The congregation will then indicate its approval with a vote that will require the same mandate as the amalgamation vote. Here are some of the names that have been suggested and are under consideration: (i) Fish Creek United Church, (ii) Creek’s Edge United Church, (iii) Common Ground United Church, (iv) Mountain’s Edge United Church, (v) Horizons United Church, (vi) The Awakening United Church, (vii) South Connecting United Church, (viii) Connections United Church, (ix) River’s Edge United Church, (xi) Embrace United Church, (xii) Living Waters United Church.

4. Financial Matters

The ASC has looked at the financial statements of both faith communities for the period 2017 to 2020 inclusive. The primary goal of this analysis was to determine if the faith communities needed to make significant changes to expenditures upon implementation of amalgamation. The ASC has determined in its opinion that no major reductions in expenditures are required upon implementation of amalgamation. Because both faith communities are in good financial shape, the ASC recommends that all programs, Ministries and current staffing levels can and should be maintained. In addition, by eliminating overlaps in financial, volunteer and personnel

resources, additional Ministries and programs can be developed and offered at existing funding levels. The Governance section provides details on a proposed process for developing and implementing a budget for 2022 prior to January 1 2022.

5. Governance

Setting up a governance structure for the potentially amalgamated Communities of Faith is important so that the Community can operate and live out its mission, values and faith in an efficient manner. The governance section of this report details a number of legal and organizational issues that must be dealt with when forming a new governance structure. Because of these complexities and the requirement that the new faith community have a governance structure in place commencing on January 1 2022, the ASC recommends that the two communities of faith have a “joint congregational” meeting in late Nov. or early Dec. At that meeting the new community of faith would:

- Vote in a Transitional Council, such slate to be recommended by the joint councils of the existing faith communities;
- Vote in a Board of Trustees; the ASC recommends that all members of the currently existing Boards of Trustees be invited to serve on the Board of Trustees for the new faith community; and Vote in a Ministries & Personnel Committee, the ASC recommends that all members of the currently existing Ministry and Personnel committees be invited to serve on the Ministry and Personnel committee for the new faith community; and
- Vote on a proposed budget for 2022.

6. Staffing

The staffing section of the report provides a summary of the responsibilities of all existing staff of both faith communities. The ASC believes that the current “level “of staffing is appropriate and affordable for the new community of faith. Therefore, the ASC recommends that:

- all current staff be retained;
- the new M&P committee in conjunction with staff review all positions and Ministries to determine where current responsibilities may overlap; and
- the M&P committee work in conjunction with staff to recommend how freed up personnel resources could be utilized to institute new, or augment existing, Ministries and programs.

7. Ministries and Programs

The ASC has completed an extensive review of the more than 45 ministries and programs currently (pre-pandemic) offered by our communities of faith. The Ministries and Program section of the report provides a summary of the programs by key focus areas and Appendix ----- is a listing of all the programs with additional details for each of the programs.

The ASC recommends that all of the Ministries and programming being offered continue upon amalgamation, if amalgamation is approved.

The ASC also recommends that we look for ways to effectively coordinate programs and pursue opportunities for collaboration between programs. This will help ensure that we have the necessary staff, volunteers, space and financial resources in place as well as identify new

opportunities to grow stronger, expand our reach and further develop meaningful ministries and programs.

8. St. Andrew's Regional Ministries

St. Andrew's Regional Ministries is a key ministry of the St. Andrew's Community of Faith. The programs being run involve the participation of various communities of faith throughout Calgary and area. St. Andrew's Regional ministries has its own management committee and dedicated funding that was established using the majority of the funds from the sale of the St. Andrew's church building. This section of the report provides a summary of the various St. Andrew's initiatives.

The ASC recommends that St. Andrew's Regional Ministries become a ministry of the new community faith. The Regional Ministries would continue to operate under the same terms of reference as it currently has, but amended to reflect that it would now be ministry of the new community of faith.

9. Facilities

The lease for the St. Andrew's Center terminates in November 2023. Based on previous discussions with the St. Andrew's Centre landlord, it is highly unlikely that an early termination agreement could be worked out (that did not require significant early termination payments). Therefore, for the present time the ASC has assumed that the St. Andrews Center space will continue to be available and utilized until November 2023. As a result, there is no immediate need to make room for SAUC staff or programs operating in the DPUC building. However, the ASC recommends that facilities and space planning start now for the post November 2023 time frame. As a result, the ASC has constituted a Facilities Committee to begin such deliberations.

10. Honouring and Celebrating our histories

The ASC recommends that new community of faith identify ways to honour and celebrate our histories that are a part of the firm foundation that the new community of faith will be built on.

The St. Andrew's youth group has already offered to help create a video and Deer Park will be hiring 2 summer students to do research on our histories.

More detailed information on each of these areas of consideration for amalgamation is provided in the body of the full Amalgamation Steering Committee Report.

Amalgamation Steering Committee Report June 2021

Deer Park United Church & St. Andrew's United Church



This report has been prepared by the Joint Deer Park and St. Andrew's United Churches Amalgamation Steering Committee (ASC) for consideration by the both Communities of Faith as the move towards making on decision on whether or not to Amalgamate.

1) Amalgamation Steering Committee Recommendation on Amalgamation

The ASC hereby recommends that:

- ***The Faith Communities of Deer Park United Church and St. Andrews United Church each hold a vote to determine whether or not to proceed with amalgamation of the two faith communities into one faith community (the Amalgamation Vote);***
- ***The Amalgamation Vote occur in late October or early November 2021 but no later than November 7th, 2021;***
- ***The two communities of faith each vote in favour of amalgamation; and***
- ***If the Amalgamation Vote is in favor of amalgamation that amalgamation be implemented on January 1, 2022.***

This report addresses many of the aspects that will need to be considered if the two communities of faith to proceed with amalgamation and makes some recommendations for consideration by the communities of faith.

2) Introduction

St. Andrew's and Deer Park started their journey together in 2013 when St. Andrew's decided to sell its church building and use the proceeds from this sale of to establish St. Andrew's Regional Ministries. That decision included finding a way for St. Andrew's to continue Sunday AM worship as a key part of its vibrant community of faith. After much discussion and testing the waters over a few services, Deer Park and St. Andrews put a Shared (Sunday Morning) Services Agreement in place in November, 2013. This agreement included jointly providing worship services, children's (Kids in Action) and youth programs on Sunday mornings.

After over five years of worshipping together, getting to know each other better, and participating in each other's events and programs, a group met to talk about how our two communities of faith could work more closely together in the future. Members of this group were Rev. Hillary, Rev. Tom, the chairs of each council, Jocelyn Gelinias of Deer Park and John Palmer of St. Andrew's as well as Richard Betts and Jan van Egteren (both of whom were instrumental in the initial and ongoing collaborative work of Deer Park and St. Andrew's United).

With the approval of the two councils, this team held a series of "Moving Forward, Building the Future" workshops with members of the two congregations and an online survey in the last quarter of 2019 to receive feedback from our members:

The following questions were asked:

1. How and why do you participate in the faith community?
2. What has been your experience of the relationship between Deer Park and St. Andrew's United Churches?
3. Going forward how do you see growth in Deer Park and St. Andrew's United Churches?
4. What will the next steps in the journey look like for Deer Park and St. Andrew's United Churches?

Over 120 people participated in the workshops and survey. The feedback from the session was gathered and summarized. A key outcome of those sessions was that there was consensus that both congregations wanted to find a way to move forward together.

Building on the feedback received, the Moving Forward group looked at different options of how the two congregations could move forward together. In February 2020, the Moving Forward group recommended the following:

- That the two congregations agree to work towards the amalgamation of our two communities of faith into a single entity.
- That a joint Deer Park United Church and St. Andrew's United Church Amalgamation Steering Committee be established as soon as possible. Both St. Andrew's and Deer Park appoint five people to this committee.

These recommendations were passed by both councils and the Amalgamation Steering Committee (ASC) was formed. Its first meeting was held on April 20, 2019.

A copy of the presentation from the Moving Forward group to the councils that summarizes the feedback of the workshop and the recommendations to the councils can be found on the websites of both communities of faith

The members of the ASC as selected by the two councils are:

Tom Melvin, Brenda McKellar (alternate for Hillary Van Spronsen while she is on parental leave) John Palmer, Jocelyn Gelinis, Richard Betts, Jan Van Egteren, Karen Decoux, Shelley Spence, Merle Ann May, Bruce Dean and Lee Spice (Chinook Winds Region Pastoral Relations minister)

In June of 2020, the ASC held a series of sessions open to the members of both congregations to:

Review the Moving Forward Report and Recommendations
Get feedback and answer any questions
Review current Status and Next Steps

The Sessions were held via Zoom because of Covid-19 restrictions. A copy of the presentation given at the sessions can be found on the websites of both communities of faith

The feedback from the sessions was that the congregations were onside with working towards an amalgamation decision.

3) Faith Statement, Vision, Mission and Call to Action for a New Community of Faith

One of the first tasks of the ASC was to work on developing a proposed Faith Statement, Vision Statement and Mission Statement for the new community of faith. These statements will form the foundation that the new community of faith will build on. The feedback for the 2019 workshops was that the new statements should be more than just a “mash-up” of the existing statements of the two congregations.

A draft of the proposed statements was developed by small group of the ASC in June, 2020. Those draft statements were used as the basis to solicit feedback from the congregations via a series of newsletter articles that ran from July to September.

The ASC continued to work on the statements building on the additional feedback received in response to the newsletter articles and the outcomes of two ASC workshop sessions facilitated by Lee Spice. A revised set of statements was created and on March 29, 2021 a zoom workshop, open to members of both congregations, was held to work on finalizing the statements.

Some of the desired key characteristics of the statements were that they be:

- short and memorable
- active/dynamic
- forward-looking
- inclusive and inviting

The statements were revised based on the workshop feedback and circulated for one final round of input.

The group felt that it is important to provide direction as to how the mission will be carried out and will work towards the vision. To support implementing the statements, a Call to Action was also created.

The following includes:

- Faith Statement
- Vision Statement
- Mission Statement and
- Call to Action

For a new community of faith.

Faith Statement:

We are an inclusive, open, and progressive community of faith within the liberal Christian tradition. We aspire to live out God's call by our actions, day to day.

We celebrate that we are not alone and that the mystery and excitement of God's love for all persons and creation was taught to us by Jesus and lives in us by the spirit.

We are an affirming community of faith where all people are invited and welcomed, accepted and not judged, honouring all ages, races, family structures, physical and mental abilities, sexual orientations, gender identities, socio-economic status, and spiritual point of views.

We take the Bible seriously, but not literally, recognizing that parts of the tradition came out of specific historical circumstances and need re-interpretation for our time. We believe that a questioning theology is a healthy part of one's spiritual journey.

We are called to live God's love and follow the way of Jesus by:

1. Loving and serving others
2. Respecting all creation
3. Celebrating life
4. Embracing diversity
5. Pursuing justice for all
6. Nurturing spiritual growth

Vision Statement:

"Continually striving to be a wholly-inclusive and vibrant Christian Community of Faith, caring for all God's people and Creation"

Mission Statement:

"Reaching out with unconditional love, a dynamic faith, and compassionate hands"

Call To Action:

As a community of faith, we commit to:

- Doing all things in love and compassion.
- Intentionally inviting others in the spirit of genuine hospitality to participate in our faith community, where all will be welcomed, accepted, honoured, and supported.
- Creating inclusive, safe ministries and environments with a shared sense of belonging.
- Nurturing and proclaiming our faith through our ministries and programming.
- Seeking out opportunities to actively engage with and serve our local and broader communities.
- Taking action against injustices in our world and helping to find solutions.

While the Faith Statement, the Vision, Mission, and Call to Action Statements will undoubtedly evolve over time, the ASC recommends that the statements provided herein be adopted as the initial statements of the combined Faith Community should amalgamation be approved by both DPUC and SAUC.

4) Naming the New Community of Faith

Should our two Communities of Faith vote to formally amalgamate a new name will be needed for this new church. As such, a Naming Committee has been struck to explore how this is best achieved. It is a priority for this committee to receive feedback from the two communities as to what might appeal in a name, and this has been communicated in the emails and newsletters that go out regularly from the church offices. It is not the intention of the committee to make the final decision on a name – we want and need your participation, and any name chosen will be done so by a vote of the congregation members.

During our initial meetings we have been developing some parameters to guide us in the choice of a meaningful name:

- The name will be completely original to the new Community of Faith we are creating, without reference to any part of the names St. Andrew's or Deer Park
- The name will contain the phrase United Church as we feel it is important to establish our identity as a member of the denomination.
- The name will not contain words that reference more traditional/historical figures in the church (ex: St. John's or McClure).
- The name should reflect one or both of two "types" of church names, a geographically based name (ex: Foothills United or Woodcliffe United) or a Mission & Vision-based name (ex: Living Spirit or New Hope).

We are receiving many fine suggestions for names, and as a committee continue to brainstorm other possibilities. Below is only a sampling of the submissions:

- Fish Creek United Church
- Creek's Edge United Church
- Common Ground United Church
- Mountain's Edge United Church
- Horizons United Church
- The Awakening United Church
- South Connecting United Church
- Connections United Church
- River's Edge United Church
- Embrace United Church
- Living Waters United Church

The final decision on a new name will be made by members of the newly amalgamated Community of Faith. One name will be presented by the Naming Committee, with a full explanation and context provided for why the committee is suggesting it. The congregation will then indicate its approval with a vote that will require the same mandate as the amalgamation vote.

The members of the naming committee are:

Rhonda Blakney, Nicole Campacci, Wendy Campbell, Darlene Kemp, Peggy Scott, Shelley Spence, and Trudi Steber.

5) MINISTRIES AND PROGRAMS REVIEW

As we look toward the possibility of amalgamation, we are blessed to be part of two strong and flourishing faith communities. St. Andrew's United Church and Deer Park United Church have so many valuable and important ministries through which we live out our own faith and reach out into the wider world. As part of exploring the amalgamation of the two communities, we have examined all of the programs and ministries to get a better understanding of the breadth of programs being offered. We have taken into account all aspects of what it takes to offer these programs in terms of staff, volunteers, time, space and funding. There are many opportunities to coordinate or consolidate programs so that we might free up resources to offer more programs as a new community of faith.

It is the hope of the Amalgamation Steering Committee that in bringing our two Faith Communities together more formally, these ministries, programs and events will continue to flourish and expand.

The following narrative describes the Ministries and programs of the two communities of faith. It is not meant to be an exhaustive description of all programs and Ministries. This section is an overview of just some of the many programs and Ministries offered. We have attempted to demonstrate the complementarities of the two communities of faith while maintaining a reasonable degree of brevity for the report. A program or Ministry NOT mentioned in the following narrative does not mean that program or Ministry is unimportant. The ASC regards **all** the programs and Ministries offered by the two communities of Faith to be important. Finally, because of the size and complexity of the St. Andrews Regional Ministries' programs, this very important Ministry is covered in a separate section of the ASC report.

There are over 45 programs and ministries offered by the two communities of faith. It is important to know the details of all of them so that we can develop a common understanding of the programs and identify opportunities for coordination and collaboration between existing offerings and opportunities new programs that we could offer. The details also help ensure that we have the staff, volunteers, space and dollars to effectively run the programs. Appendix 1 is a listing of all of the programs and ministries that includes the details of each and will be a useful tool for helping to ensure we maximize our ability to follow our mission and work towards our vision.

St. Andrew's Regional Ministries is a key ministry for St. Andrews. It is the reason that St. Andrew's sold their building to provide the funds to establish and support programs aimed at providing offerings to the wider community of faith that are complementary to the programs being run by individual congregations in Calgary and area. As those programs are managed and funded separately, these programs and ministries are covered in a separate section of this report.

WORSHIP

Since 2014 Deer Park United Church and St. Andrew's United Church have worshipped together on Sunday mornings, and at other services throughout the church year. These worship gatherings are an excellent example of a successful merger. The clergy from each Faith Community share the responsibilities of planning worship, with a Worship Planning team; each service sees one minister preaching and the other presiding.

Our wonderful choir, the Spirit Singers, provides us with inspiring music every Sunday and throughout the year at many special services. We are also treated to our children's choir All Join In, which practices after church, and shares the gifts of music in some of our Sunday morning worship services.

None of these services would be successful without the many volunteers that help to create meaningful worship: Sanctuary visuals team, Scripture readers, sound and lighting technicians, PowerPoint creators and operators.

This past year has added the extra challenge of creating a worship experience that can be enjoyed at a distance, first via a pre-recorded service available online and currently with our live-streaming services. Spirit Singers continues to be a central part of our worship services as they consistently contribute beautiful selections that have been individually recorded and then edited together. One would never know they were not all standing side by side together to perform.

During Sunday morning services our children gather together to listen, share and reflect in the Kids in Action program. Kids- in- Action is run by staff and volunteers from both St. Andrews and Deer Park, uniting children and adults from both faith communities for fun, fellowship and spiritual growth.

During several of the Sunday services members of Kids in Action, or the Youth, actively participate worship service, sharing in scripture readings or song. Some years they have even taken the reins and created an entire service; it is always a delight to see these young faces in the sanctuary!

Despite the difficulties the pandemic presents, Lisa Penzo, (DLM), our Children & Family Ministry lead, has continued to provide our children with fun and meaningful experiences on Sunday mornings.

The youth of our community also gather on Sunday mornings, with a staff youth leader from either Deer Park or St. Andrew's, to share time together and engage in conversations about faith, and topics of interest and concern to youth in today's world. Brenda McKellar, (DLM) continues to facilitate this time with the youth, albeit online these days.

Our youngest children are welcome to join our wonderful nursery during Worship, where they are cared for by a qualified supervisor and volunteer carers. This gives parents and tots alike a break!

Of course, it has become even more clear during this Covid year of being apart, no Worship service feels complete without a time for welcoming others and visiting each other.

Thanks to our dedicated volunteers who usually act as Ushers and Greeters, and staff the Welcome Table and the after-service Coffee and Chat, we are able to offer such hospitality each Sunday morning when we worship in person. This social time together has contributed to members of the two faith communities getting to know each other, and our ministers, better and to feel more united.

PASTORAL CARE

Pastoral Care has always been a vital part of the life of our Communities of Faith with significant portions of our budgets and our staff time being dedicated to the pastoral care of our members. This past year has clearly emphasized the importance of Pastoral Care to a Faith Community. With in-person meetings almost non-existent, our staff have really stepped up to provide the care and compassion so desperately needed by many who were ill or in isolation, grieving, or overwhelmed by the stresses of the pandemic. Phone calls, Zoom calls and outdoor meetings became the norm. Tom, Hillary, Kiran, Brenda and Lisa, (and Amy during Hillary's leave), offer ongoing pastoral care to many in our communities. Brenda is always available to meet the needs of our younger members and their families. Kiran, as Parish Social worker, works to connect people from the congregation, as well as many others from across Calgary, with the supports that they need.

The Prayer Shawl Ministry has been active for many years, with shawls provided from and to, the members of our communities, as well as many people from outside the churches. This ministry is a special blessing at this difficult time with more people than ever receiving all the warmth and the prayers of these lovely gifts.

In more "normal times" we would see the dedicated volunteers of the Healing Team offer in person Healing Touch, and the Prayer Ministry groups would be able to join hands but know that these groups are still actively contributing prayerfully to the wellbeing of our faith communities.

Compassion is such an important value to both of our faith communities, one that we see lived out fully in all of these acts of pastoral care.

COMMUNITY

When we first started looking at amalgamation, we asked for feedback about what everyone valued most about our Communities of Faith. The single most frequent response was the sense of belonging to a loving community.

There are so many ways for our communities to get together and socialize, it must certainly be what we most miss about this difficult time! Many of our groups have rallied and become experts at online meetings and gatherings, a few have met outdoors, but we will all be grateful to be back together whenever it is safe.

There are opportunities for people of all ages, from young children to seniors to build community and friendships. With several of these groups and ministries, the lines are already blurred between who is from Deer Park and who belongs to St. Andrews: Women of Spirit, Book Clubs, Friday Evening Youth Group, Gathering of Men, Tuesday Walks, Family Night Events and "Care Create and Connect", a drop-in time for Parents/Caregivers and their young children.

Of course, what Faith Community isn't drawn together by food. There are so many meals we celebrate together, such as after church potlucks, Connections lunches at the Centre and the annual Turkey Dinner and Silent Auction.

Before Covid, gatherings happened regularly at the St. Andrew's Centre, Deer Park and offsite locations, and were open to members of both faith communities. Our faith communities have facilitated and /or hosted the Coffee House series', Wing & A Prayer, Movie Nights, AA meetings, Ups and Downs, Yoga, Tai Chi and the Bridge Club.

Our hope is that once we are again able to gather in person, we will all explore even more chances to meet, get to know each other and interact as one united faith community.

SOCIAL JUSTICE AND OUTREACH/CHURCH in COMMUNITY

In looking at all of the ministries and programs being run by the two faith communities it quickly becomes obvious how passionate we all are about living out our faith. Both Deer Park and St. Andrew's exemplify faith in action, in the many ways we reach out and support others in our neighbourhoods, our city, and the wider world.

We have long been committed to outreach and social justice in the wider community with our involvement in The Malawi Water Project, Inn from the Cold, the Drop Inn, Acadia Place, St. Vincent de Paul, the YYC Interfaith Council, Coldest Night of the Year along with many other initiatives.

For the past several years St. Andrew's and Deer Park have joined forces with Red Deer Lake United Church and Parkland Cares, to help many families enjoy a happier holiday season, through our Christmas Hamper and Mitten Tree ministries.

Our Affirm Committee is comprised of members from both SAUC and DPUC, and is very active in events across Calgary, reflecting a commitment to being Affirming Congregations, and our desire to pursue justice and belonging for all.

During the pandemic a revised Food Security Program has been running non-stop out of Deer Park, with the support and help of many members of our faith communities. As well, both communities have for several years supported programs like the Cobbs Bakery free bread pick up, Spinz-A-Round, the Calgary Food Bank, and the Community Gardens, helping to provide our neighbours and communities with healthier food options.

All of these ministries are so valuable and important and will only be enhanced by the strengthening of our ties that amalgamation will bring.

SPIRITUAL FORMATION/SPIRITUAL GROWTH

Nurturing our spiritual selves is a key reason many of us belong to a church and that need is fulfilled at Deer Park and St. Andrew's in many ways, not the least of which is our shared worship on Sunday mornings.

Our children and youth thrive in the programs they attend Sunday morning and throughout the week. They have continued to interact during this pandemic with a move to regular online meetings, as well as take-home packages for Kids-In-Action.

Summer Play Day Camp is a free ecumenical day camp offered to the wider community. The program is offered free of charge to families who wouldn't be able to access summer programming otherwise. During the summer of 2020 Summer Play programming took place online, with take home packs for campers to pick up on Mondays.

Adults too thirst for nurture and knowledge. We have had successful book studies, Broadview magazine studies, special gatherings to study scripture, or other readings, for Advent and Lent.

The Women in Spirit group have been meeting together on a Wednesday morning to explore a wide variety of topics, for close to 30 years now!

These opportunities are led by the staff and lay leaders of our two faith communities and are held at both St. Andrew's Centre and Deer Park. With the combined leadership and expertise of our two Faith Communities, we can look forward to many more such chances to nurture our minds and our spirits.

IN CONCLUSION

Often amalgamation is seen as a move to save congregations, perhaps when their members are no longer engaged or invested in the life of the church. Nothing could be further from the truth at Deer Park and St. Andrew's. These faith communities are vibrant, dynamic and committed to living out their values, visions and missions. This is reflected in the many Ministries and programs coming out the two faith communities, often as a joint effort. After a review of all of the Ministries and programming being offered by both St. Andrew's and Deer Park, it is readily apparent that there is no immediate need for any of them to be eliminated upon amalgamation, should the amalgamation vote be in favour of creating one faith community.

As we continue to explore amalgamating, we will need to look for ways to effectively coordinate programs and pursue opportunities for collaboration between programs. Working together as a single community of faith will help to ensure that we have the necessary staff, volunteers, space and financial resources in place. The Amalgamation Steering Committee's believes that joining forces will be a means to grow stronger, expand our reach and further develop meaningful ministries and programs.

6) ST. ANDREW'S REGIONAL MINISTRY

St Andrew's Regional Ministry is a legacy that St Andrew's has built and one of which its members are extremely proud. It is a key part of what St. Andrew's United Church would bring to this new Community of Faith.

HISTORY

The decision to sell the St Andrew's United Church building was not a "hurried process" nor was it a process necessitated by finances. It was a process of discernment and visioning taken by a congregation with the foresight to look ahead to not only its own needs but the needs of the United Church in Calgary and the trust to willingly give up their building to fund the St Andrew's Regional Ministry.

St. Andrew's vision journey began with the question "Can St Andrew's faithfully and practically continue being and doing what we are currently doing?". A Vision Team was formed to discern God's plan for St Andrew's in the light of current and emerging Church and community realities at that time. None of the options considered seemed to provide an adequate long term strategic solution. Then one of the founding members suggested "Perhaps it's time to get rid of the building and use the funds for ministries" and the Vision was born.

A new approach to "being Church" and to "follow the way of Jesus" emerged. The essence of the Vision was that St Andrew's would remain as a vibrant congregation and would liberate the value of the St Andrew's facility and use the proceeds to develop new or shared ministries to advance United Church ministries in south Calgary.

Immediately following the sale of St. Andrew's building, work switched from "what will we do" to the details of "how will it be done". The net proceeds from the sale were deposited in the Regional Ministry Fund. The Regional Ministry Management Committee was established to govern the ministry and to direct the use of the funds to ensure the objectives of the Vision were carried out. The Terms of Reference and Management Principles were established at that time and with only minor updates they continue to govern this ministry today.

REGIONAL MINISTRY GOVERNANCE

The Regional Ministry Fund and its supported ministries and programs are governed and managed by the Regional Ministry Management Committee (RMMC) that is accountable to the Council of the Community of Faith (CF) and to Chinook Winds Region (CWR). The RMMC is structured to be independent from the normal operations of the CF. Membership on the committee includes members of the CF, other United Churches or other supported agencies, up to two members from CWR and representatives from the Operating Groups established to support specific ministries.

Although the CF is the registered owner of the Regional Ministry Fund, its assets and financial statements must be structured to be totally independent from the general funds of the CF.

Responsibilities of the RMMC are generally to ensure the Mission of the Ministry is carried out through:

- Oversight of the Fund and Annual Financial Plans
- Review and approval of new ministries or program presentations
- Support and oversight of approved ministries and programs through establishment of an

Operating Group that is responsible for the management of that individual ministry,

REGIONAL MINISTRY TODAY

The ministries and programs supported by the Regional Ministry Fund are to reflect the vision, mission, values, and theological outlook of the community of faith, the Chinook Winds Region and The United Church of Canada. They are to be large enough in scope that they reach beyond the community associated with a single community of faith. Typically, the ministries and programs are undertaken in partnership with other communities of faith or other allied groups and agencies within and/or outside of the United Church of Canada.

When we started out, we were a bit naïve thinking that if we just kicked off a couple programs, things would take off. After an initial start, the RMMC spent considerable time in 2016 reviewing the work that was being done and in Strategic Planning for the future of the Regional Ministry. We examined the financial strategy, governance structure, stakeholder engagement, and strategies for ministries and staffing and identified “focus areas” for work that needed to be done.

Some things we had learned were that:

- We can't do it alone but we can act as a catalyst to build networks with a common purpose
- We need to work with other Communities of Faith to complement not replace their ministries
- Establishing operating groups to support each program leads to more successful growth through stronger leadership and commitment to planning and execution
- Leadership development is a key part of each program and plays an important part in nurturing the faith of the participants and the ongoing viability of the program and the United Church
- Providing a safe place for the programs is critical
- We need to continually seek new opportunities and partners

We developed Vision and Mission statements for The Regional Ministry.

Vision

“As we live the Gospel, we provide opportunities for people in the Calgary area to connect with, grow and live out their faith.”

Mission

“We are a catalyst for growth through partnerships and new ministries”

Since then, Regional Ministries has earned recognition and support from most Calgary United Churches and from Chinook Winds Region. In fact, one report identified 19 Calgary United Churches, 3 United Churches outside Calgary, and 15 other partner agencies that were participating in Regional Ministry by attending Regional programs, providing space for the programs, receiving grants from RM or providing grants to RM.

St Andrew's Regional Ministry currently funds several key ministries including:

- **Youth and Young Adult Ministry:** This ministry includes pastoral care of youth, leadership development for youth, training for youth leaders in Calgary programs, and communication

through a Y&YA newsletter and website. Programs include Naked Faith Worship, Jam n Kram Drop In, Summer Youth Camp, Dirty Theology and other relationship building youth events.

- **Affirming Connections:** Through our programs, community work, and public presence, Affirming Connections shines a light and gives a platform to Affirming and inclusive theology, which also serves an important role in harm reduction for LGBTQ2S+ individuals and their loved ones. St Andrew's Regional Ministry and Calgary Presbytery began this shared ministry 3 years ago in Calgary. Affirming Connections has now expanded to include Chinook Winds Region and it is now jointly funded by Regional Ministries and CWR.
- **Campus Ministries YYC:** Regional Funding allowed Campus Ministries to expand from University of Calgary to Mount Royal and SAIT. Programs include Drum Circle, Simple Suppers, BBQs, Labyrinth, Women's Circle and sharing of Dirty Theology with the Youth and Young Adult Ministry.
- **Camp Caravan:** Regional Ministry staff create the programming, staff and manage weekly day camps at various churches in Calgary and area during July and August. Children explore their faith through a variety of activities and media sources such as music, crafts, stories, games, science and themed snacks!
- **Calgary Queer Church:** CQC meets Sunday evenings twice a month from September through to May. CQC addresses the needs of the LGBTQ community seeking a safe space to worship whose needs were not currently being met.

For further details on these and other Regional Ministries and further information on governance and financing, please see Appendix 2 in this report.

Regional Ministry As Part of the New Community of Faith

The Regional Ministry Management Committee and St. Andrew's Council have approved a motion to recommend that, should the amalgamation be approved, the St Andrew's Regional Ministry would become a ministry of the new Community of Faith. It is our understanding that this transfer will be approved by Chinook Winds Region as part of the amalgamation.

The Regional Ministry would continue support of the ongoing key ministries and would be governed essentially as it is today. The Terms of Reference and the Management Principles would require minor updates to reflect the name of the new Community of Faith. A new management committee would be named with accountability to the new community of faith and to Chinook Winds Region. The Regional Ministry Fund would be transferred to the new community of faith.

Regional Ministries will continue to seek new opportunities to be a *"catalyst for growth through partnerships and new ministries."*

7) Communities of Faith Membership Profile and Financial Comparison

1. Introduction

This section of the ASC Amalgamation Report will provide a snapshot comparison of the membership and adherent profile for each Faith Community as well as a comparison of the financial situation for each Faith Community. The objective of this section is to provide the reader with:

- I. a sense of the relative sizes of each Faith Community,
- II. a sense of the financial viability of the two Faith Communities
- III. background information regarding administration of the finances for each Faith Community,
- IV. recommendations on how that financial administrative system will have to be modified under an amalgamated structure, and
- V. recommendations on a transitional budget that will be required on day one of the amalgamated Faith Community, should a positive vote for amalgamation be returned by both Faith Communities.

2. Setting the stage

Before delving into the Faith Community comparisons, it is important to understand the basic structure of how expenses and revenues are accounted for in each Faith Community and how spending decisions are made.

- I. Revenue for DPUC's activities come from five major sources. These are:
 - a. General contributions from members and adherents
 - b. Fund raising activity
 - c. Special bequests and donations
 - d. Rental and special events and
 - e. The cell phone tower lease agreement.
- II. DPUC expenses can generally be thought of as consisting of three types of expenditures. These are:
 - a. Operating expenses. Operating expenses includes those incurred for worship, ministries, and general expenses incurred on other activities such as fund raising. It is important to note that day to day building expenses and virtually all salaries and benefits expenses go toward supporting worship and ministries programmes.
 - b. Capital expenses. These expenses tend to be those that are used primarily for the long-term upkeep and improvement of the DPUC building and surroundings. A number of years ago DPUC made the decision to try to cover capital expenses from revenue received from the cell tower lease. However, from time to time, large capital expenses may also require special fund-raising efforts. For example, repair to the exterior roof required a substantial fund-raising effort while smaller repairs to the interior of the roof in the sanctuary and the kitchen were primarily funded by the cellphone tower revenue.
 - c. Designated Ministry expenses. On occasion bequests have been made by members for funds to be set aside for specific purposes. Because of the specific

use criteria set by the bequesting party, only expenses that meet those criteria can be incurred. For example, a bequest that has been made to support children's programming cannot be used to fund a new sound system for the sanctuary. Designated funds and expenses are broken out from general revenue and operating/capital expenses to illustrate that there is less discretion on how certain pots of money can be utilized. This is an especially important consideration when comparing DPUC to SAUC.

- III. Spending decisions are generally responsibility of the DPUC Council. DPUC trustees may request that council undertake certain capital expenses to ensure the integrity of DPUC assets are maintained. For day-to-day operating expenses Council will make spending decisions based on a Congregationally approved annual budget. Operating expenses can be undertaken by Council at any time and are generally not subject to a priori congregational approvals. Spending capital projects do not necessarily require congregational approval but some major capital projects have in the past been approved through special congregation approval processes. A recent example of this is the installation of solar panels on the roof of the building.
- IV. Revenue for SAUC generally comes from the same sources as DPUC.
 - a. General contributions/givings,
 - b. Fund raising,
 - c. special bequests and donations,
 - d. rentals and special events, and
 - e. investment earnings
- V. Expenses incurred for SAUC are primarily for operating expenses and Designated Ministry expenses. SAUC has some small capital expenses for office equipment, the grand piano and some leasehold improvements but no major capital expenses associated with owning a building. However, when compared to DPUC, SAUC's designated ministry expenses are much more significant than DPUC's. This will be illustrated in the financial snapshot section.
- VI. Similar to DPUC, the spending decision processes for SAUC is also the responsibility of its council. The trustees are responsible for the management of investment funds that are held with the with Fiera in the same funds as the United Church of Canada Foundation. Also similar to DPUC, for SAUC day-to-day operating expenses, the SAUC Council makes spending decisions based on a Congregationally approved annual budget. Operating expenses can be undertaken by Council at any time and are generally not subject to a priori congregational approvals. SAUC's annual budget runs from July 1 to June 30.
- VII. SAUC Regional Ministries finances are managed separately from the SAUC congregational finances. The regional ministries has its own dedicated funding which is not available for use for Congregational operational or capital expenses. Regional Ministries are managed by the Regional Ministries Management Committee (RMMC) that reports to SAUC's Council. The SAUC Regional Ministries are governed following agreements signed by St. Andrew's and Chinook Winds Region. The RMMC makes spending decisions based on an annual Regional ministries budget that is approved by SAUC's council. approved annual budget.

3. Community of Faith Profiles.

Table One below illustrates the relative sizes of the two Faith Communities. There is nothing inherent in this data that suggests amalgamation of the two Faith Communities should or should not go forward. But what the data does suggest is that one Faith Community totalling 560 members likely has a greater capacity to accomplish the goals inherent in the Vision, Mission, and Faith and Call to Action statements outlined earlier in the Report than do two smaller Faith Communities. Simply put, there are synergies inherent in an amalgamated Faith Community. We can do more together than we are doing as two separate organizations.

Table 1
Community of Faith Summary Profiles

Data Point (2020)	SAUC	DPUC	Total
# of Members Dec. 31 2019	305	262	567
# of Members Dec. 31 2020	296	264	560
# of Families under Pastoral Care	264	328	592
Estimated # of Adherents*	235	238	473
# of Identifiable givers – local expenses	129	181	310
Number of full-time employees	2	3	5
Number of year-round part time employees/contractors**	4	8	12

* Because DPUC and SAUC have shared worship services for over 7 years it is becoming increasingly difficult to estimate adherents for each community of faith.

** Does not include Regional Ministries contracts that involves 7+ people.

Figure 1
Members and Adherents SAUC, DPUC and Combined

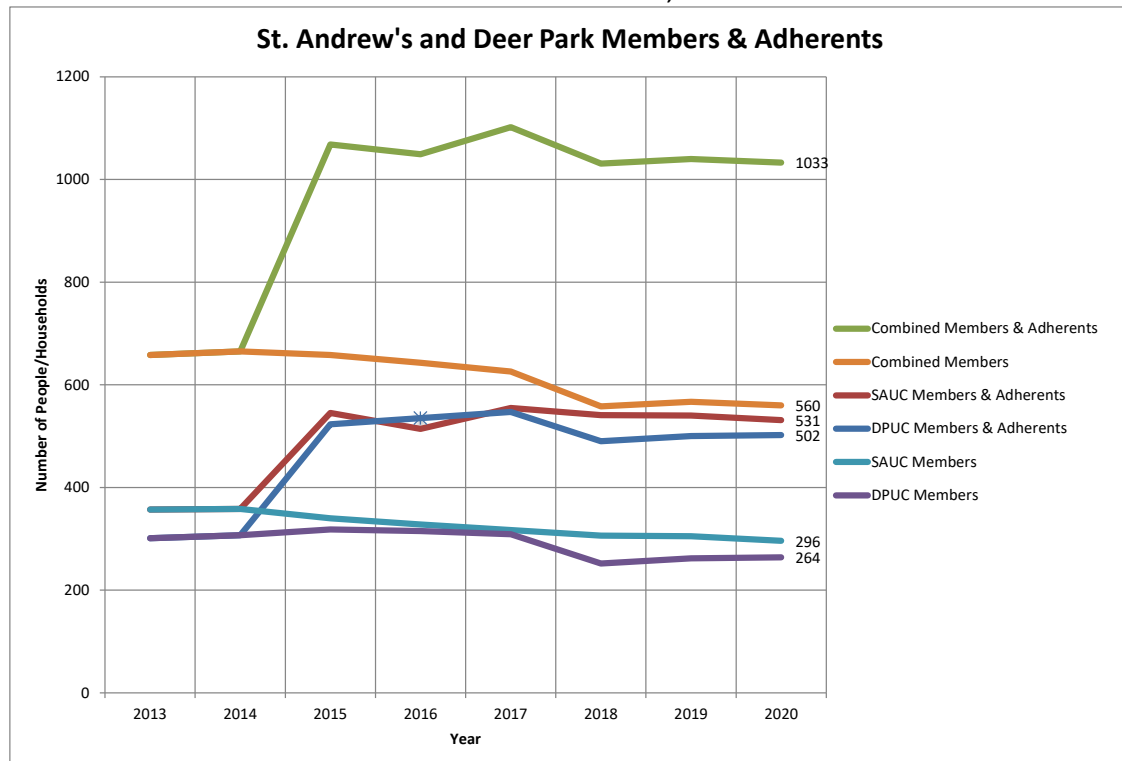
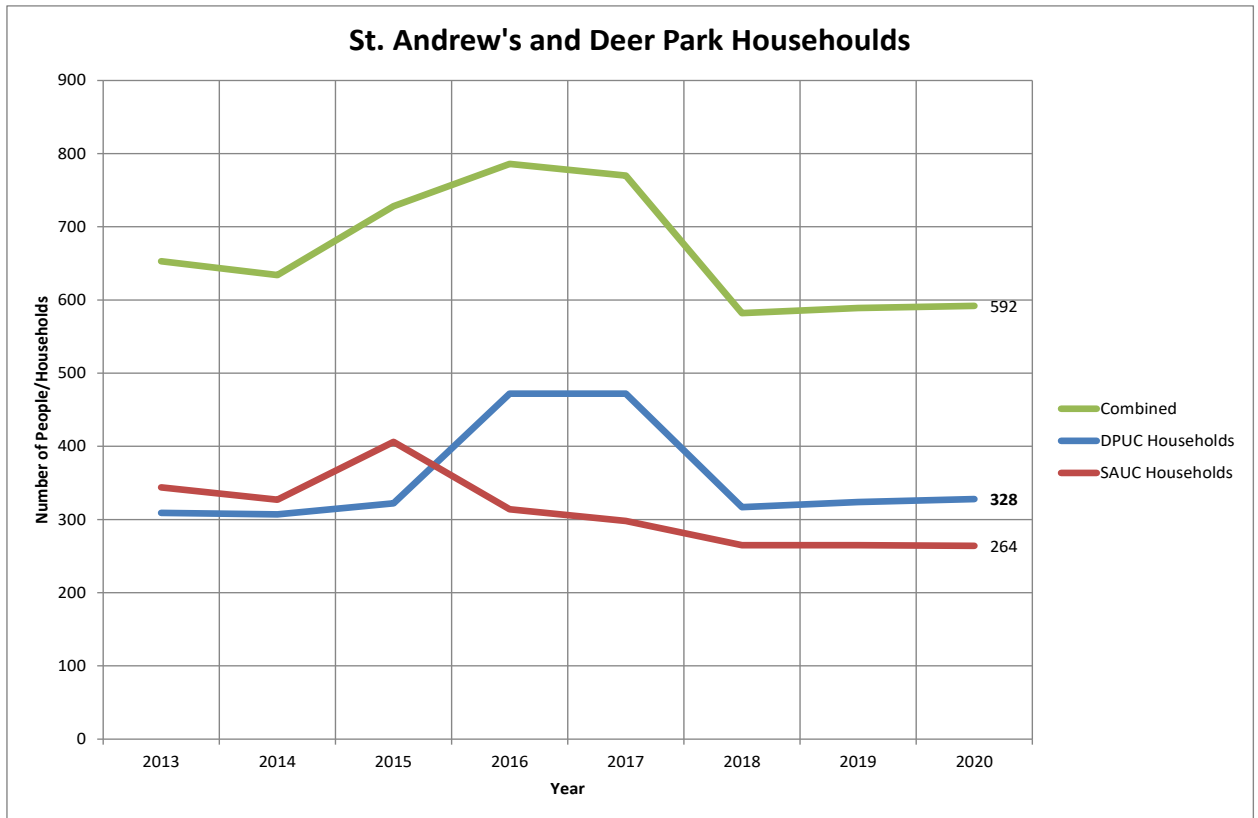


Figure 2
SAUC and DPUC Households



It is interesting to note that the two Faith Communities are of similar size in terms of the number of members and estimated adherents. In that sense the proposed amalgamation represents a union of two equal partners, NOT the absorption of one smaller partner by a larger, presumably stronger, partner. This is an excellent starting point for an amalgamation.

4. Comparative Financial Data

Table Two below provides comparable financial data for the two Faith Communities. To provide an apples-to-apples comparison the Regional Ministries data is broken out separately from SAUC data. As explained in the previous section, Regional Ministries is subject to its distinct set of decision-making criteria due to the agreement between SAUC and the Chinook Region.

Comparative Average Financial Data for 2017 to 2020 Fiscal Periods
(SAUC Congregational data does NOT include SAUC Regional Ministry Expenses nor Revenue)

Financial Summary	DPUC (2017 - 2020)	SAUC Congregational (2017 - 2020)	Regional Ministries (2020)
Financial Institution	Royal Bank	CIBC/Fiera	CIBC/Fiera
Bookkeeper	No	Yes	Yes
Auditors	No	BDO Canada Ltd	BDO Canada Ltd
Fiscal Year end	December 31	June 30	June 30
Total Income All Sources	\$349,533	\$378,765	\$160,731
--General Contributions	\$262,603	\$290,585	\$42,367
--Worship Sharing	\$26,890	-	-
--Fund Raising	\$26,641	-	-
-- Other sources/RMMF* (Net of Fees)	\$33,399	\$88,181	\$118,364
Total Expenses	\$343,292	\$429,836	\$408,566
--Compensation	\$244,525	\$196,135	\$57,133
--Rent/Building Expenses	\$47,839	\$84,174	\$136,498
--Worship Sharing	-	\$26,890	-
-- Other Worship	-	\$3,091	-
--Grants & Managed Prgms.	-	-	\$199,531
--Amortization	-	\$23,849	-
--All Other Expenses	\$50,928	\$95,698	\$15,404
Net Income**	\$6,241	-\$27,222	-\$247,835
Net Surplus (Deficit)		-\$20,980	
Net Surplus (Deficit) + Rent		\$63,193	

* RMMF stands for Regional Ministries Management Fund

** SAUC Amortization expenses removed.

Over the last four years, average income and expenses for each Faith Community are fairly similar.¹ Total SAUC revenues for 2017 to 2020 inclusive averaged \$378,765. Total revenue for DPUC averaged \$349,533². General contributions have fallen over the last four years for both communities of faith, a situation that a combined community of faith should address as soon as possible, the average of level of general contributions for SAUC was \$290,585 while it was \$262,603 for DPUC.³

¹ Income and expenses for Regional Ministries is presented for information purposes for 2020 only. Because Regional Ministries has a separate funding source, it is not included in comparisons concerning the ongoing viability of each faith community.

² DPUC revenue does NOT include revenue (\$28,800) from the cell phone tower lease. That money goes directly into a Ministry Designated Fund called the Sustainability Fund. As mentioned earlier, the Sustainability Fund is used for major capital expenses and the money set aside in this fund are not used for day to day, or operating, activities.

³ The Regional Ministries income and expenses illustrates that the SAUC Regional Ministries Management Fund is being drawn down over time to fund a variety of Regional Ministries programs. It is important to note that a significant portion of the Regional Ministries operating costs have been offset by the investment earnings realized by the Regional

SAUC expenses averaged \$429,836 over the last four fiscal years while DPUC's expenses averaged \$343,292. It is important to note that SAUC has included substantial amortization costs for the past number of years in its expense statements. DPUC does not include amortization expenses. The SAUC amortization expenses are now complete. To provide an accurate comparison of revenue minus expenses, the amortization expenses booked by SAUC have been removed in the SAUC Net Income calculation. In addition, SAUC expenses include a portion (40%) of the rent and administration costs associated with the St. Andrews Center, the Regional Ministries Program incurs the rest (60%), and SAUC compensates DPUC for sharing in worship services as per the DPUC – SAUC Agreement Regarding Shared Services dated November 5, 2013 as amended. Obviously, upon amalgamation the amount currently transferred from SAUC to DPUC for shared worship services will stop.

To provide a very high-level assessment of the combined financial health of the two faith communities, combined Net Income has been calculated. With amortization removed, the average combined Net Income for 2017 to 2020 for the combined communities of faith was (\$20,980) per year. In other words, the combined community of faith would have incurred expenses that were approximately \$83,920 more than revenue from all sources. While this is a sobering picture, it must be recognized that a large part of SAUC's negative Net income incurs because of the lease costs of the St. Andrews Center. If those costs had not been incurred, the combined community of faith would have shown an average yearly surplus of \$63,193, or about \$252,772 over a four-year period.

The St Andrews Center lease runs until November 2023, or about 21 months beyond an amalgamation date of January 2021. If all revenues and expenses stayed the same, the question becomes does the combined community of faith have enough cash reserves to cover an annual deficit of approximately \$21,000 until such time as the St. Andrews lease expires or is replaced by a less costly alternative. Fortunately, as will be demonstrated below, the answer to this question is YES!

It is important to note that simply summing up revenues and expenses for each Faith Community does not provide a true picture of the financial capability of the amalgamated Faith Community. To get a more fulsome view of the financial capability of the combined organization, one needs to look at each Faith Communities discretionary cash position as well as the other liquid assets for each Faith Community and funds set aside for Designated Ministry expenses. Table Three below provides a comparison of assets and liabilities.

Table 3

Ministries Management Fund. For more detail on the Regional ministries programs please refer to the Programs and Ministries chapter of the Report.

Comparison of Assets and Liabilities (as of Dec 31, 2020)

Financial Summary (2020)	DPUC	SAUC	Regional Ministries
Designated Funds - Total	\$155,746	\$56,945	\$2,324,000
Total Current Assets	\$246,240	\$183,087	-
--Operating cash	\$90,494	\$82,087	\$46,273
--Designated & Term deposits	\$155,746	\$101,000	\$2,324,000
Fixed Assets	\$977,535	\$201,255	N/A
Grants/Accounts Receivable	(\$100,981)	\$18,399	\$3,305
Lease deposit/Prepaid expenses	N/A	\$21,224	\$350
Total Assets	\$1,122,794	\$423,965	\$2,373,928
Liabilities - Designated Funds	\$155,746	-	\$2,237
Deferred Contributions	-	\$56,945	-
Major Accounts payable	-	\$16,355	-
Members Surplus (Equity)	\$967,049	\$310,665	N/A
Loans*	-	\$40,000	-
Liabilities & Equity	\$1,122,749	\$423,965	\$2,371,691

*Note – 25% of this loan is forgivable upon repayment.

As mentioned in the Introduction, one of the main reasons for doing a financial comparison of the two Faith Communities is to ascertain the financial viability of each Faith Community. It is almost axiomatic to say that an amalgamation where neither Faith Community imposes a financial hardship on the other has the best chance of succeeding.

A simple test to determine whether or not this is true is to calculate the length of time that the amalgamated Faith Community could survive based on existing liquid funds assuming no changes in revenues and expenses.⁴

- I. This can be done by summing up discretionary cash and short-term liquid assets and subtracting off any near-term liabilities such as short-term loans and accounts payable to provide an estimate of cash available to cover operating losses.
- II. Based on the data presented in Table Three the sum of cash and short-term discretionary deposits for the two Faith Communities is \$222,204. (This includes \$10,000 from SAUC's forgivable loan from CEBA). Subtracting from that the near-term liabilities of major accounts payable and loans, (totaling \$56,355) leaves a discretionary cash and liquid assets balance of \$165,849.
- III. As shown in Figure Two above the combined community of faith has run an annual average deficit of approximately \$21,000. Therefore, with approximately \$165,000 of discretionary cash available to the combined community of faith, it should be possible for the combined entity to cover the remaining cost of the St. Andrews lease, and hence endure operating losses, or negative Net Income, for the period until the St. Andrews lease is terminated or reduced in size.⁵ This simple "survivability test, which leaves aside all other designated funds, demonstrates that the combined Faith Community

⁴ It is not necessary to do a multi year comparison of assets and liabilities. The purpose of this section of the ASC report is to assess the financial viability of the combined community of faith. Therefore, assets and liabilities as of January 1 2022 are what will be available to the combined community of faith and is therefore the only measure relevant for the viability assessment.

⁵ The worship sharing costs paid by SAUC to DPUC do not affect this assessment. In the combined entity, by definition the shared worship costs disappear. What would have been an expense to SAUC and a form of revenue to DPUC is simply cancelled out. Therefore the size of the combined Net Income remains unchanged.

does not have to make any immediate drastic changes to how it operates in order to survive.

- IV. In short there is no near-term liquidity crisis that needs to be dealt with. It demonstrates that the proposed amalgamation is NOT required for the survival of either Faith Community.
- V. In fact, quite the opposite. The data shows that both Deer Park and St. Andrews are strong Communities of Faith. The prospect of freeing up financial, personnel and volunteer resources by the two Faith Communities joining together to do even more than they do today is an exciting prospect indeed.

The foregoing survivability analysis is not meant to suggest that incurring negative Net Income is acceptable. In fact, the combined entity should assess its operations to determine if there are cost savings that can reduce the anticipated deficit or, if so desired, be used to fund additional programming. A following section of the ASC report provides some examples of redundancies, both financial and resource personnel, that the ASC feels can be eliminated to reduce costs or to support additional programs.

It is difficult to assess how much of the expenditures of both Faith Communities, in conjunction with Regional Ministry programs, go directly and indirectly to programs that enhance the well being of community around us. In addition, the financial statements cannot capture the value of such programs as the food distribution program, or benevolent fund activities, or other social welfare and faith promotion programs. However, a number of years ago DPUC participated in a study that was designed to try to capture the intrinsic and extrinsic value of the programs and services provided and sponsored by DPUC. This study, The Halo Project, was a socio-economic study that asked the question "If Deer Park United Church ceased to exist, what would it cost to replace the programs and services the congregation provides to the wider community?" The study concluded that:

Deer Park United plays a key role in the social and economic life of Calgary and Ward 14 with a Halo value of \$1,321,099. This represents a per capita index for every worshipper of \$6,005. Church members and program leaders expend more than 18,000 volunteer hours totalling more than half a million dollars in socio-economic impact and for every dollar the congregation spends the community receives \$3.81 in social benefit.

That is, for every dollar spent in the DPUC operating budget, \$3.81 of value is generated in the community. If the operating expenditures of SAUC and DPUC and the Regional Ministries are all added together (\$1.1MM), and if the same value multiplier is applied to those total expenditures, then the Halo affect of the combined Faith Community is \$4.2MM. Over time as the combined Faith Community frees up resources by the eliminating duplication of resources and volunteers, the multiplier affect of the operation of the combined Faith Community will only grow. This emphasizes that **the proposed amalgamation is based on opportunity.** The opportunity to do more and achieve more.

It should be noted at this point that the lease agreement for the St. Andrews Center terminates at the end of June of 2023. Rental payments are SAUC's single largest outlay. Whether or not the St.

Andrews Center rental expenses disappear after June 30th 2023, will be determined by the deliberations and recommendations of the Facilities subcommittee of the ASC. The Facilities committee recommendations will be subject to approvals by the amalgamated Faith Community Council (see Governance Section) and by an eventual Faith Community congregational vote.

5. **Financial Administrative Matters**

1. DPUC currently banks with the Royal Bank. SAUC banks with CIBC & Fiera. The amalgamated Faith Community will only need to deal with one banking institution. While it does not make sense to move all of the accounts and funds held to a totally new bank, the ASC recommends that the treasurers of each respective community of faith meet to determine which bank all the funds should be transferred to or whether it does in fact makes sense to open entirely new accounts with a different institution.
2. New signing authorizations should be reviewed for both Faith Communities and new signing authorizations will have to be put in place.
3. For whichever bank is chosen as the institution for the combined Faith Community, then PAR designations may have to be modified to be directed to the new banking institution.
4. Assuming a positive vote for amalgamation in October or November, the bank recommended by the treasurers should be contacted at that time to initiate all of the steps necessary to change the name of the bank accounts, to arrange for transfers of DPUC monies to the and to arrange new signing authorizations.
5. SAUC has a fiscal year end of June 30th. It is recommended that six month, and final, SAUC financial statements be issued for December 31 2021. It is also recommended that twelve month, and final, financial statements be issued by DPUC for December 31 2021. New consolidated financial tracking should begin on January 1, 2022.
6. In order to cover any expenditures incurred by DPUC in 2021 that may be payable after January 1, 2022 the DPUC bank accounts should not immediately be closed and some funds should be left to cover the 2020 payables.
7. Currently, DPUC does not employ a bookkeeper. Given the complexities of the SAUC accounts, it is recommended that the bookkeeper and auditors used by SAUC be employed by the new Faith Community entity. After completion of the 2021 financial statements, any arrangements with DPUC's bookkeeping firms and auditors should be discontinued.
8. Assuming a positive vote for amalgamation in October or November, CRA should be contacted to inform that institution of the upcoming amalgamation. One charitable donation registration number will need to be discontinued and one existing charitable registration name will have to be changed to the name of the amalgamated Faith Community.
9. Other registrations will also have to be changed to the new amalgamated Faith Community name. A list should be compiled of all required registrations. Any duplication should be eliminated.
10. One insurance policy, or set of insurance policies, can be eliminated as well. This is a function of the trustees. Since trustees are elected at Faith Community meetings, insurance policies should be left in place until such time as new trustees are installed

and then eliminated and changed as soon thereafter as possible. A review of existing insurance policies should be undertaken by the respective Faith Community trustees, or a joint trustee subcommittee immediately after the amalgamation vote.

11. Authority for capital spending is currently not well defined. While Trustees have the authority to request that Council undertake capital spending programs to ensure the continued viability of the building and grounds, it is often Council that undertakes capital spending projects which may or may not have a specific congregational approval. Governance of capital spending decisions should be reviewed prior to amalgamation. A specific set of rules should be developed for all major capital spending projects. In addition, the new Faith Community should have a periodic engineering assessment done at least every five years to recommend what repairs should be planned for and when, and what monies should be held in reserve to cover future required major capital projects.

6. Need for a Transition Budget

Assuming a vote in favour of amalgamation, it is recommended that the SAUC and DPUC Councils jointly prepare a one year transitional budget for approval by both Faith Communities prior to the implementation of amalgamation on January 1, 2022. Based on the financial assessment provided earlier, there does not appear to be any major reason why expenditures for 2022 need be substantially different than 2021 unless Councils anticipate major reductions in revenue. Summary and Conclusions

This section of the ASC report attempts to provide a comparison of the financial capabilities and viability of the SAUC and DPUC Faith Communities. Upon reflection, the most important aspect of the financial review and comparison section is to demonstrate that there are no “hidden minefields” that might deter either Faith Community from amalgamating with the other. Fortunately, both Faith Communities are in relatively healthy financial condition, and it does not appear that there is any particular financial impediment to amalgamation. Therefore, based solely on financial considerations, this section of the report results in a recommendation in favour of amalgamation.

Perhaps more importantly, as stated previously, the financial stability of both Faith Communities when combined with the ability to free up resources, both monetary and volunteer, presents opportunities to “do more” with the same resources. Synergies, elimination of duplication and the combined energy and enthusiasm of the two Faith Communities presents an opportunity to grow the combined Faith Community and to achieve the Vision, Mission and Values and goals that would be difficult for each Faith Community to achieve separately.

7. Examples of Synergies and Resource Savings

As stated above, the ASC views amalgamation as an opportunity to save, or free up resources, both financial and personnel, to do more than the two communities of faith can do on their own. This section attempts to outline a few areas where resources will be freed up after amalgamation. Before outlining some of these opportunities however, it is instructive to look back at an example of freeing up resources, or combining to produce a synergy, when the two communities of faith started to share services. The combining of the choirs for the two

communities of faith is such an example. The combined choir, The Spirit Singers, is a much stronger organization than were the two choirs. A much fuller sound resulted and with greater representation in all four voice sections, there came a much better ability to tackle a greater variety of songs with the resultant music provided for worship services being of better quality and meaningful to attendees. The same has held true during this time of the pandemic.

Other examples of synergies and/or possible resource savings are as follows:

- I. Fewer volunteer personnel needed for Governance including Trustee's and Council members.
- II. Fewer volunteers needed for the treasury/financial function.
- III. Fewer volunteers needed for stewardship campaigns as well as potential cost savings resulting from running one campaign instead of two.
- IV. Fewer volunteers required for coordination of various volunteer functions.
- V. Fewer office administrative resources required, for example only one year end report will be needed to be issued to CRA and the UCC, thereby freeing up some personnel to take on new responsibilities.
- VI. Streamlining or combining some programs such as the senior's groups.
- VII. Eliminate duplicative fund-raising campaigns.
- VIII. Savings on communications programs – eliminate the need for one website and the time required to keep two websites up to date.
- IX. Other cost savings such as:
 - a. Eliminate one set of insurance policies;
 - b. Eliminate one set of bank fees;

8) Governance

Setting up a governance structure for the potentially amalgamated Communities of Faith is important so that the Community can operate and live out its mission, values and faith in an efficient manner. The Governance section of this report is organized into the following sub-chapters:

- Key Considerations (for Community of Faith governance)
- Current Governance Models for both SAUC and DPUC
- Recommended Transitional Governance Models.

Key Considerations

The United Church of Canada (UCC) manual lays out a number of key considerations for governance of the potentially amalgamated Community of Faith as follows:

- The community of faith is responsible for having a governance structure as a framework for the life and work of the community of faith. The governance structure must free people to live out their commitment to God and to each other.
- A community of faith is responsible for having a governing body. It must:
 - a) decide on a governance model for the community of faith ; and
 - b) when the community of faith has decided on its governance model, it must seek regional council approval.
 - c) elect the members of the governing body. Some people are automatically members of the governing body because of the position they hold in the
 - d) The governing body is accountable to the congregation or pastoral charge.
- The governing body may be any structure that:
 - a) fulfills all of the responsibilities of a governing body in United Church Manual;
 - b) fulfills the membership and other requirements for a governing body in these bylaws;
 - c) is approved by the community of faith; and
 - d) is approved by the regional council.
- The United Church of Canada 2013 guide – “Models of Board Governance” describes the following structures:
 - 1. A Session & Stewards** (or Official Board) model, where:
 - a. The Session, is responsible for the spiritual leadership of the congregation, including worship, education, pastoral care, and outreach.
 - b. The Committee of Stewards is responsible for the temporal matters of the congregation, including stewardship development, remuneration of personnel, capital expenditures, property maintenance, and day-to-day administration of finances.
 - 2. A Unified Board** model; where:
 - a. The traditional functions of spiritual leadership and financial management are united into one Board
 - b. It also coordinates the work of various task groups or committees

3. **A Church Council** model, where:
 - a. The Church Council develops policy and plans that are implemented by various committees and groups of the community of faith.
 - b. The community of faith determines the organization and duties of Council committees and elects from among the members and adherents people to serve on the committees.
 4. **A Mission Team model with three teams:**
 - a. Spiritual leadership team: Motivates, equips, and trains leaders for effective ministries in and beyond the church. The work of visitation and pastoral care is assigned to this team.
 - b. Church management team: Deploys the resources of the congregation to facilitate the ministries of the community of faith. The work of the Trustees is assigned to this team.
 - c. Leadership development team: Nurtures volunteer and salaried participants to discern gifts and callings and to work together responsibly in healthy relationships. The work of the Ministry and Personnel Committee is assigned to this team.
 5. **A Streamlined Board model, where:**
 - a. Those who serve on the Board do not have to serve on any particular group, and those who serve with a group or team do not have to attend Board meetings.
 - b. The streamlined Board empowers mission teams by providing overall directions and boundaries for action while freeing teams to manage their mission as they see fit. The Streamlined Board discerns mission, forms policy, develops strategies, deploys leaders, and monitors progress. Staff and participants have freedom and authority to act, guided by the community of faith's purpose and core values and the parameters of each leader's role.
- There are some minimum requirements the governing body must have:
 - Chair
 - Secretary
 - Treasurer
 - At least one ministry rep must attend meetings
 - The community of faith must also have
 - **A Ministry and Personnel Committee (M&P)**
 - being available for consultation and support for matters involving the pastoral charge staff;
 - overseeing the relationship of the pastoral charge staff to each other and to people in the congregation;
 - regularly reviewing the working conditions, responsibilities, and compensation of all pastoral charge staff;
 - making any recommendations needed as a result of these reviews to the governing body;
 - revising position descriptions of pastoral charge staff as needed;
 - conducting annual performance reviews of the pastoral charge staff;

- ensuring pastoral charge staff make use of opportunities for continuing education that they have been given; and
 - maintaining close contact with the regional council Pastoral Relations Committee or equivalent.
- **A Board of Trustees** that is responsible for holding all congregational property for the congregation as part of the United Church. The Trustees must comply with:
 - all decisions about congregational property that are made by the governing body and the regional council; and
 - all other United Church requirements for trustees and congregational property.

Existing Governance Structures at SAUC and DPUC

Currently St. Andrews follows the Church Council model and Deer Park follows a Streamlined Board model. DPUC currently has 9 council members including 1 ordered minister and SAUC has 12 council members including 1 ordered minister.

Both congregations have different membership on the Council but with the following commonalities:

- Council Chair (required)
- Secretary (required)
- Vice Chair (or Past Chair)
- The chair of M&P (required)
- Treasurer (required)
- Other councilors have various duties/responsibilities depending on the mission and vision.

The membership of the current Councils, Boards of Trustees and Ministry and Personnel Committees are shown in Table 1 below for both DPUC and SAUC.

The following observations are provided:

1. Ministers/Designated Lay Ministers (DLM)
 - all are considered members of council
 - at least one of these needs to be present at the council meetings
 - Note: ministers can vote as a member of council but usually refrain from doing so
2. Minimum/Required Council Members
 - these are highlighted in **Green** in Table 1
 - Note: Some members of SAUC council have more than one role as shown in Table 1
3. Committees
 - Both DPUC and SAUC have Board of Trustees and a Ministry and Personnel Committee
 - SAUC committee chairs sit on council
 - the committees meet as needed for support/coordination of activities
 - members of committees usually have specific tasks/responsibilities they look after (i.e., worship support (greeters, readers, communion etc.), specific outreach initiatives etc.
 - DPUC does not have a similar formal committee structure other than M&P committee and Trustees
4. Chinook Winds Region Representatives

- The number of reps depends on the size of the congregation – if amalgamation proceeds then the amalgamated congregation would be eligible to have a total of 4 representatives.
5. Trustees
- The UCC manual sets the maximum number of trustees at 15
 - When amalgamation occurs trustees from both communities of faith become the Board of Trustees. DPUC currently has 7 Trustees and SAUC has 6 Trustees including the ordered ministers
 - At least one minister needs to be a member of the Trustees
6. M&P Committee
- This is a required committee
 - Both communities of faith currently have 5 members
7. SAUC Regional Ministries
- The Terms of Reference for SAUC Regional Ministries mandates that the Chair of the Regional Ministries Management committee is a member of council
 - The SAUC Regional Ministries Management Committee (RMMC) will be looking at what updates to their terms of reference are required if amalgamation proceeds
 - SAUC Regional Ministries has its own dedicated fund but Council approves the annual budget and the RMMC is responsible for developing that budget and managing the expenditures
 - The various Regional Ministries have their own operations support committees but there a several of the people running the ministries are under contract, the contracts are with St. Andrew's, approved by the council and signed by the chair of the RMMC and the Chair of Council
 - More information about SAUC Regional Ministries and its operations is provided in a separate section of this report.

Table 1: Current Makeup of DPUC and SAUC Councils and Trustee's

Council			
DPUC		SAUC	
Minister	Tom Melvin	Minister	Hillary van Spronsen
		Designated Lay Minister	Brenda McKeller
		Designated Lay Minister	Lisa Penzo
Chair	Jocelyn Gelinias	Chair	John Palmer
		Vice Chair	John Penzo
Past Chair	Monica Stewart-Bittner	Past Chair	Karen Decoux
Secretary	Vacant (Jim Adamson)	Secretary	Barb Reid
Treasurer	Dave Patterson	Treasurer	Heather Campbell
M&P Chair	Anne Morgan	M&P Chair	Donna Betts
Property	Jim Adamson	Property	Richard Betts
Member at Large	Rhonda Blakney	Member at Large	George Steber
Member at Large	Esther Hudson	Member at Large	Mike Sword
Member at Large	Sheila Macleod		
		Committee Reps	
		Stewardship & Finance	Vacant
		Church in Community	Marion Wolff
		Children & Youth	Heather Campbell
		Integrated Worship	Karen Decoux
		Trustees Chair	Richard Betts
		Communications	Richard Betts
		Affirming	Karen Decoux
		SAUC Regional Chair	Merle Ann May
Chinook Winds Region Rep	Vacant	Chinook Winds Region Rep	Merle Ann May
Chinook Winds Region Rep	Vacant	Chinook Winds Region Rep	Richard Betts
Chinook Winds Region Rep	Vacant	Chinook Winds Region Rep	Mike Sword
Trustees			
DPUC		SAUC	
Minister	Tom Melvin	Minister	Hillary van Spronsen
Trustee	Dennis Miller (2022)	Trustee (Chair)	Richard Betts
Trustee	Bruce Dean (2027)	Trustee (Insurance)	Geoff Weeks
Trustee	Bryon Delarue (2022)	Trustee	Wendy Campbell
Trustee	Donna den Otter (2027)	Trustee	Pamela Scott
Trustee	Rick Solinger (2024)	Trustee	John Palmer
Trustee	Jan van Egteren (2024)		
Ministry & Personnel Committee			
DPUC		SAUC	
Chair	Anne Morgan	Chair	Donna Betts
	Bernadette O'Connor		Merle Ann May
	Dale McKnight		Barb Reid
	Nancy Swerhun		Donna Kernaghan
	Monica Stewart-Bittner		Shirley Lisson

Recommended Governance Model and Transition

According to the United Church manual, a Community of Faith must have the following governance structures in place:

1. Governing Body – Council
2. Ministry and Personnel Committee
3. Board of Trustees

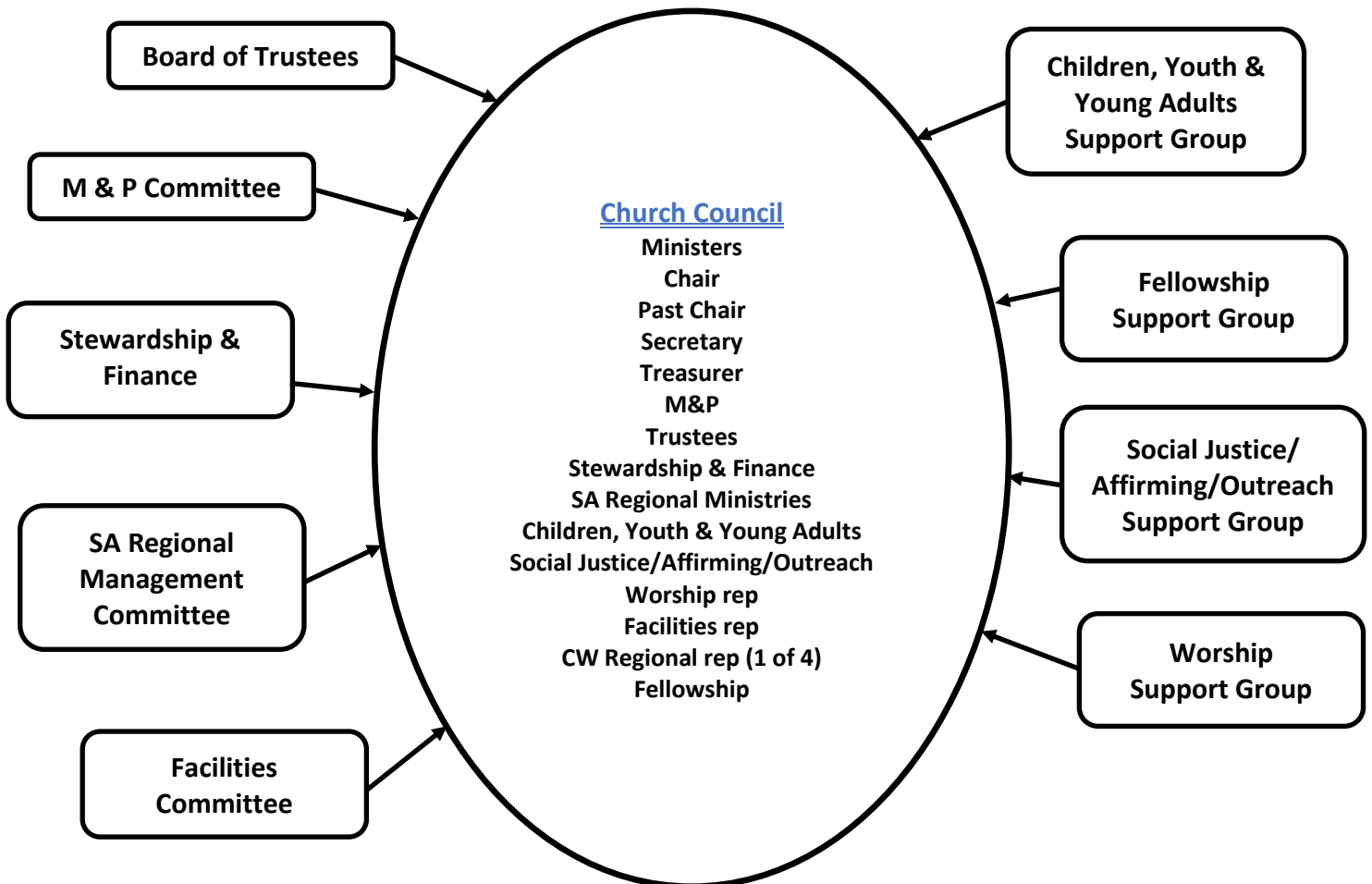
The amalgamated Community of Faith will decide/vote on the makeup of each of these governance structures over time as they evolve. The recommendations below are meant to provide interim governance until the a duly called meeting of the Community of Faith (expected in Q1 or Q2 of 2022) where the new community of faith would elect members for Council, M&P Committee, Board of Trustees and standing committees.

Transitional Council

If the Communities of faith decided to amalgamate, the recommendation is that the amalgamated Community of Faith adopt a Church Council model which could be adjusted as needed in the future.

Figure 1 illustrates a proposed Church Council model for the new community of faith. It shows the potential make-up of the Council and various committees and groups that would have representation on the council.

Figure 1: Church Council



Transitional Council Membership

The suggested approach is that the two existing Councils of SAUC and DPUC should decide on how to organize the Transitional Council including a slate of candidates for the proposed Transitional Council. The transitional council would have members responsible for addressing the various aspects of the new community of faith through the transition.

If amalgamation is approved the slate of candidates proposed by the joint councils would be presented to a meeting of the new community of faith for approval.

Ministerial Staff Representation on the Church Council

All ordered ministers and designated lay ministers are ex-officio members of the governing body and at least one of them must be present at council meetings. While interim supply minister Cindy Christie-Brooks is not yet an ordered minister, it is recommended that she also be a member of the council.

Table 2 below is a listing of the proposed membership for the new community of faith council. Following the table is a short description of each of the proposed committees and groups that would be represented on the council.

Table 2: Draft Transitional Council Membership for the New Community of Faith

Ordered Ministers & DLMs (1 must attend)
Chair (required)
Vice Chair or Past Chair
Secretary (required)
Treasurer (required)
Ministry & Personnel Chair (required)
Property/Facilities Committee Rep
Worship Committee Rep
Stewardship & Finance Committee Rep
Children, Youth & Young Adults Committee Rep
Chinook Winds Regional Rep (1 of 4)
Social Justice, Affirming, Outreach Committee Rep
SAUC Regional Ministries Chair
Fellowship Committee Rep

Ministry and Personnel (M&P) Committee

The recommendation is that the initial M&P Committee be made up of all of the members of both of the existing M&P Committees for DPUC and SAUC. The M&P committee would select one of its members to be the Chair of the committee and represent the committee at council meetings.

It is anticipated that there will be more than enough work to do for the M&P Committee over the first Quarter of 2022 to put the SAUC and DPUC M&P committees together. This will also provide some stability for staff since all current staff representatives will continue on M&P for the amalgamated Community of Faith. Work with staff to identify areas of overlapping responsibilities and develop recommendations for new position descriptions that meet the requirements of the new community of faith. In particular recommendations for replacement of the DPUC interim

supply minister and extending the appointment of the current DLM appoints beyond June 30, 2022 will need to be made.

Board of Trustees

The recommendation is that the initial list of Trustees be made up of all of the members of both of the existing DPUC and SAUC Trustees. The Trustees can be adjusted at the first duly called meeting of the Amalgamated Community of Faith in 2022. The Board of Trustees would select one of its members to be the Chair and represent the Trustees at council meetings.

Other Committees

One of the key reasons for amalgamating is so we can promote cooperation and collaboration between the over 50 programs and ministries that our 2 communities of faith offer and free up resources so that we can pursue additional opportunities. Having support groups in place to support this integration will be critical to realizing a successful amalgamation.

Under the Church Council Model, the Chairs of other standing committees are usually members of the Church Council. Given the wide range of programs and ministries being offered by the amalgamated community of faith and the need for collaboration and coordination to optimize those offerings, the following are standing committees that the new community of faith may want to consider establishing. The council empowers the standing committees to carry out the activities that they are responsible for. Each committee would be responsible for establishing their scope and working with the treasure/stewardship and finance committee to develop a budget and manage expenditures.

Worship Committee

This committee would deal with all things relating to worship. The worship planning committee that currently meets every 2 weeks would be the core of this committee. They would work with the coordinators of the various support groups. The support groups would include:

- tech group, supporting for live streaming and internet posting, prerecording as required, visuals sound etc.
- worship support groups - greeters, ushers, readers, communion, coffee, spirit singers etc.,

Stewardship and Finance Committee

This committee would be responsible for transitioning financial management considerations from the current 2 communities of faith to the new community. They would also support ongoing financial operations of the new community faith. They would also provide support and coordination of Stewardship and Fundraising initiatives. The Treasure will be a member of this committee.

Property/Facilities Committee

This committee will manage the two facilities that we currently have as well as plan for future facility requirements based on the needs of the community of faith especially as we get closer to the termination of the St. Andrew's Centre Lease at the end of Oct. 2023

Children, Youth & Young Adults (First Third Ministry) Committee

This aligns with the specific responsibility of the community of faith as given in the manual. This group would support the DLMs and other staff responsible for leading these programs. It is also

the direction that Chinook Winds Region is taking as well as many of the programs run by SAUC regional ministries. This would include Kids-in Action, Youth group(s) etc., summer camp(s) etc.

Fellowship Committee

Both congregations currently have several programs aimed at building fellowship and connections with-in our community of faith. This committee would support those managing these programs and promote opportunities for co-operation and collaboration. This would include programs such as Sages, Women of Spirit, Connection Lunches and the Coffee House.

Church in Community (Outreach/Social Justice/Affirming) Committee

In our “Call to Action” we commit to:

- Seeking out opportunities to actively engage with and serve our local and broader communities
- Taking action against injustices in our world and helping to find solutions

Both congregations currently have several programs that reach out in to larger community. This committee would support our initiatives such as Affirming Connections, Food Security programs, Community Ministry Funds and Christmas Hamper/Mitten tree.

References

- The United Church Manual, 2021.
- Models of Board Governance/Manual 2013.
- Trustees Handbook

9) Staffing Needs for a New Community of Faith

Our dedicated staff and volunteers are the backbone of how our communities of faith live out our mission.

If we proceed with amalgamation, we are doing so because we believe that we can do more together than we can do separately and that it will help free up resources to help us grow.

Current Staff

Between our two Communities of Faith, we have a significant complement of staff that lead and support the wide range of programs and ministries that we offer.

The following is a list of the current staff complement with key areas of responsibilities and approximate time they commit to the 2 congregations. The work involved is often quite dynamic (especially adapting to covid 19 constraints).

Ordered Ministers

- **Tom Melvin – Deer Park Lead Minister -**

- fulltime (40 hrs/week)
- Responsibilities
 - DPUC staff team lead
 - Worship & Sacramental Life - delivers the reflection 3 Sundays a month
 - Pastoral Care Lead
 - Lead Minister Social Justice and Outreach
 - Lead Minister Faith/Spiritual Formation
 - Congregational Resources – council, Stewardship & Finance, Trustees
 - Larger United Church of Canada

retiring June 30, 2021

*Cindy Christie-Brooks – student supply minister to fill position – July 1, 2021 to June 30, 2022

- **Hillary Van Spronsen – St. Andrew’s Coordinating Team Minister**

- full time (40 hrs/week)
- Responsibilities
 - SAUC staff team coordinator
 - Worship and Sacramental Life - delivers the reflection 1 (or 2) Sundays a month
 - Pastoral Care and Senior’s Ministries – “Connections Ministry” Lead
 - Outreach – Church in Community, Community Ministry fund
 - Congregational Resources – Council, Stewardship & Finance, Trustees, Communications
 - Larger United Church of Canada
 - SAUC Regional ministries – approximately 20% allocation

returning from parental leave June 1, 2021.

*Amy Haynes – half time supply minister (20 hrs/week) partially filled position - June 1, 2020 to May 30, 2021

Leaders Supporting Children, Families, Youth and Young Adults

- **Lisa Penzo** – Designated Lay Minister (DLM)– Children and Families Ministries
 - half time (20 hrs/week)
 - Lead for Kids in Action program
 - Pastoral Care Support especially for Families
 - St. Andrew’s Connections Ministry
 - SAUC regional Ministries - approximately 20% allocation
- **Amy Wong** – children’s ministry leader
 - 7 hrs/week - Hours reduced during covid
 - Kids in Action Program
- **Casandra Edwards** – Deer Park Family Community Events Coordinator
 - 15 hrs/month - Suspended during pandemic
 - Monthly Family Event program planning & execution
- **Trish Fowler** – Nursery Coordinator
 - 2hrs/week - Suspended during covid
 - Sunday morning nursery
- **Brenda McKellar** – Designated Lay Minister (DLM) – Youth and Young Adult ministries
 - half time (20 hrs/week)
 - St. Andrew’s youth and young adult programing throughout the week
 - Pastoral Care Support especially for youth
 - Note: Brenda’s leading SAUC Regional Youth and Young Adults programing is NOT included in her time allocation for this position. Her SAUC Regional work is covered under a separate contract
- **Simon Middleton** – Deer Park youth leader
 - 8.5 hrs./week - suspended during covid
 - Sunday AM and Friday evening youth programs

Community Engagement & Congregational Care

- **Kiran Stewart-McKee** - Congregational Designated Minister (CDM)/Social Worker
 - 30 hrs/week
 - Responsibilities
 - Community Engagement Coordination – church family and surrounding neighbourhood - building connections, program and volunteer support
 - Congregational Care Coordination – visitation ministry, prayer shawls, meals ministry, Care programs
 - Marketing, Communications and fundraising support

Office Administration/Communications Support

- **Jennifer Aldous** – Office Administrator (St. Andrew’s Centre) – 35 hrs/week
 - Office administration
 - Communications Lead
 - Program and Fund-Raising support
 - Time allocation (approximate)
 - 70% congregational support - 30% is SAUC regional ministries support
- **Emma Goertzen** – Office Administrator (Deer Park United) – 24 hrs/week
 - office administration
 - program and communication support

Music Program

- **Louise Forsyth** – Music Director – 20+hrs/week
 - music program lead for both congregations
 - worship planning
- **Marie Lewin** – Accompanist - ~4-5 hrs/week - every other week
- **Lori Chang-Shivji** – Accompanist - ~4-5 hrs/week - every other week

Book Keeper

- **Courtney den Boer** – St. Andrew’s Bookkeeper – 8-10 hrs/month
- **Deer Park bookkeeping** – managed by volunteers

Custodial Staff

- **Deer Park Church Custodian** – contract – hours as required
- **St. Andrew’s Centre** – custodial and security services provided by building owners

Future Staffing Needs

Based on the belief that we can do more together than we can do separately and that amalgamation will help free up resources to help us grow, there are 2 key commitments that we have made when looking at the staffing requirements for the new community of faith:

- 1) all staff will maintain their positions until June 30, 2022.
- 2) the current level of staffing is appropriate and affordable for the new community of faith

As a first step to supporting this vision Deer Park has hired a full-time interim supply minister Cindy Christie-Brooks to take on Deer Park’s lead minister role from July 1, 2021 to June 30, 2022.

Similarly, St. Andrew’s is requesting that Chinook Winds Region extend the DLM appointments for Lisa Penzo and Brenda McKellar for another year to June 30, 2022

As we look forward to the opportunities that our Communities of Faith have it will be important to work with our staff on how best to carry out our mission. There have been opportunities to have some initial engagement with the current staff on how we can move forward together, however as Hillary Van Spronsen has been on maternity leave since the end of May 2021 it will be essential to get her input on our future direction and needs as soon as reasonable after her return to work in June of this year.

If our communities of faith approve proceeding with amalgamation, we are recommending that a new M&P committee consisting of the combined members of the 2 current M&P committees be formed thereby allowing them to bring their staff knowledge and connections to the table and ensuring that our staff continue to get the support they need.

In some instances, the current staff have similar and/or overlapping responsibilities, if amalgamation proceeds it is recommended that the new M&P committee, with the support of council, will:

- 1) Work with the staff to identify areas of overlap/duplication to see if there are opportunities to consolidate responsibilities. This will include reviewing the staff responsibilities for each of the program/ministry focus areas that have been identified. There may be focus areas where we need more than one staff member working in that area especially if they have complimentary skills, knowledge, and passion.
- 2) Identify opportunities for staff to pursue and/or support new opportunities for the new community of faith

The goal is to build a strong staff team that will work with the community of faith to carry out its mission.

10) Facilities Committee

1. Introduction

This section of the ASC Amalgamation Report provides a description of the proposed roles and responsibilities of a Facilities Committee in the event a vote in favour of amalgamation is positive.

2. Setting the stage

The lease for the St. Andrews Center terminates in November 2023. Based on previous discussions with the landlord, it is highly unlikely that an early termination agreement could be worked out that did not require early termination payments. Therefore, for the present time the ASC has assumed that the St. Andrews Center space will continue to be available and utilized until November 2023. As a result, there is no immediate need to make room for SAUC staff or programs run in the St. Andrews Center. However, the ASC recommends that facilities and space planning start now for the post November 2023 time frame. As a result, the ASC has constituted a Facilities Committee to begin such deliberations.

3. Current Committee Members

- I. Richard Betts
- II. Jan van Egteren
- III. Geoff Weekes
- IV. Rick Solinger

4. Current and Future Mandate

The Facilities Committee currently exists as a sub-committee of the Amalgamation Steering Committee. Upon creation of the combined Community of Faith, should that event occur, the ASC recommends that the new Governing Body and the new Trustees (see Governance Section of the ASC report) mandate the committee to continue its work.

5. Roles and Responsibilities

The Facilities committee currently exists to provide analysis, advice and expertise initially to the ASC and ultimately to the combined faith community governing bodies, pertaining to the space requirements for the combined faith community. The Facilities Committee has met and has agreed upon a preliminary set of tasks that it should undertake. These tasks are:

- I. Determine if there might be alternative early lease termination arrangements that could be achieved for the St. Andrews Center. Notwithstanding previous discussions with the landlord the Facilities Committee felt that this task should be undertaken to try to reduce combined Faith Community costs. For example, the landlord may be willing to trade the St. Andrews space for a smaller less expensive location if the lease was extended beyond 2023. This could be a good fit if it is determined that the combined Faith Community required additional space post November 2023 that that which is available in the DPUC building.
- II. Provide a baseline space availability and use assessment – i.e. determine what all of the current facilities are used for what purposes and functions.
- III. Determine if there are space savings that could be achieved. This will likely primarily relate to storage space.

- IV. Determine what facilities and space would be required for the amalgamated Faith Community post 2023 taking into account such factors as increased ability for staff to work from home.
- V. Provide a preliminary assessment of facilities that might be added to the Deer Park building to accommodate the combined Faith Community post 2023. For example, the original design of the DPUC building provided for a balcony that could be used to add office space if that was deemed to be necessary.
- VI. To determine what other alternatives might be viable if increased space is required post 2023. Other alternatives that might be considered are:
 - a. A new or different building located somewhere else in south Calgary. (This might be particularly suited for an aggressive growth scenario.)
 - b. Alternative commercial space rentals similar to the St. Andrews Center. (This might be particularly appropriate for a series of “store front” or satellite centers that offer combined faith Community programs and worship alternatives to the DPUC building.)
 - c. Simply creating additional storage space utilizing the existing DPUC property.
- VII. Provide an analysis of, and a recommendation for, upgrades and/or modifications to the existing DPUC building to create more of a combined Faith Community ambience than a legacy DPUC facility.

The Facilities Committee welcomes additional suggestions about tasks that might be undertaken to determine an optimized amount and use of space for a combined Faith Community.

11) Honouring and Celebrating Our Histories

The ASC recommends that new community of faith identify ways to honour and celebrate our histories that are a part of the firm foundation that the new community of faith will be built on.

The St. Andrew’s youth group has already offered to help create a video and Deer Park will be hiring 2 summer students to do research on our histories.

Appendices

Appendix 1

Saint Andrew's and Deer Park Programs and Ministries Details

A listing of the details of all of the current Programs and Ministries is contained in a separate document posted on the church website

Here is the link

<https://andychurch.org/wp-content/uploads/2021/06/SA-DP-Ministries-Programs-June-3-w-appendix.pdf>

Appendix 2

Regional Ministry Ministries and Programs

Seed Funding

Following are just a few of the ministries and programs that may not exist today without the “seed funding” that Regional Ministries provided to them during the past seven years.

Making Changes needed funds to allow their non-profit to expand and provide “**My Best Friends Closet**” to serve the clothing needs of less fortunate teenage girls. Regional provided \$80,000 seed financing from 2014-16. Their website now shows that each year they serve approximately 600 girls with over 10,000 pieces of clothing suitable for school or work.

Human Rights Conferences in 2015 and 2016 were primarily financed by Regional Ministries and the conferences played a role in the later formation of Affirming Connections.

Urban Indigenous Circle began in 2018 with funding from Regional Ministries. Funding was provided to Tony Snow to research the needs of the Indigenous community in Calgary and develop a plan to serve those needs. The Urban Indigenous Circle is now based at Hillhurst United Church.

Accessible Faith Project began in 2019 with seed funding to assist with the equipment needed for Rev John Crowdis to begin this work during his sabbatical. Accessible Faith Project continues now in BC and has been instrumental in producing nation wide United Church special worship services.

ONGOING FUNDED MINISTRIES

Youth and Young Adult Ministry

The Regional Youth and Young Adults Ministry builds on existing United Church Y&YA programs on a cooperative, regional basis and provides a mechanism to extend its reach to a broader base of youth and young adults. The programs are many and varied but all are centered around building meaningful relationships for Y&YA through unique spirit led programming. The leadership skills developed by the Y&YA act as a bridge for them to be or to later become engaged in the work of the church.

With the support of Chinook Winds Region, the Regional Ministry Fund provides the funding for the program costs, staffing and leadership. Many congregations host these programs by providing space free of charge.

Because of the pandemic, all Y&YA programs have been held “virtually” where possible and others had to be put on hold. The descriptions that follow assume that in-person programming will restart when possible.

PASTORAL CARE

This is a key part of the Regional Y&YA Ministry. Youth are often struggling with their everyday lives and need the support of youth leaders. Many of the youth who attend Regional Youth events do not necessarily have other church connections. If the youth are from another community of faith, the home church is asked to provide pastoral care as needed but this is not always appropriate or even possible.

Pastoral care needs have nearly doubled in our youth and young adults since the beginning of the pandemic and we anticipate that it will remain a high priority need.

NAKED FAITH

Naked Faith is an alternative worship service for youth and young adults in the Calgary area featuring a powerful message and energetic music. Traditionally, Naked Faith is held one Friday evening each month, October to June, in various United Churches in Calgary and area with up to 100 from 12-14 Calgary youth groups in attendance.

Naked Faith begins at 6 with supper and ice cream. Worship begins shortly after 7 or as soon as the leaders can convince the youth to move to the sanctuary! The Naked Faith Band comprised of youth and young adults provides the music; prayers and the theme message are led by young adult leaders. Following the service, youth gather for group activities and the young adults move to another location to share their time together.

For many youth, Naked Faith is now regarded as “their church”.

JAM & KRAM

Jam & Kram is a relationship building drop-in program held Mondays during the school year from 4-7 at St. Andrew’s Centre. It provides an opportunity for youth to interact with their peers, to seek assistance with their school studies, to interact with youth leaders and to reach out to ministers and leaders in attendance for pastoral care as needed. Young adults involved in other programs often make themselves available as tutors for the youth. This program began with youth from only nearby churches attending however it has now grown so that youth from across the city are attending.

Supper is provided for the youth, or sometimes is prepared by the youth, and the evening winds up “jamming” to music or playing board games.

YOUTH COUNCIL

The Youth Council plays a major role in the leadership building component of this ministry. Youth Council members, generally those in grades 11 or 12, are selected through an application process. They have a voice in the selection of the activities planned for the year and then meet monthly to assist in the organization of these activities and in planning the annual youth camp weekend.

CAMP WEEKEND

Camp Weekend is held in June at various locations in the Calgary area for youth and their leaders from congregations in and around Calgary. Camp runs Friday evening until Sunday afternoon of the chosen weekend. The Youth Council plays a major role in planning, organizing and running the camp activities. Youth are encouraged to attend and subsidies are provided when necessary. Approximately 80 youth and leaders attend each year.

DIRTY THEOLOGY

Dirty Theology is a program for young adults that encourages young adults to explore their faith questions more deeply and provides a bridge for youth into church life. It is held monthly and runs in cooperation with Campus Ministries. Attendance varies from 8-20.

YOUTH LEADER TRAINING AND SUPPORT

Each fall training is provided for all Youth Leaders working in congregations in the Calgary area. This varies from a half day to full day program dependent on the number of new leaders and the availability of ministers to assist in delivering the program. First Aid Training is provided to ensure

that all the youth leaders have up-to-date certification. In addition, meetings of the youth leaders throughout Calgary are organized during the year to provide peer support as needed.

OTHER REGIONAL EVENTS

Several other intentional community building events are held each year. These events include volunteer opportunities, education on social justice issues, leading worship at their home church or attending worship led by youth at other churches in Calgary or simply fun events such as laser tag. Youth are responsible for costs at social events but subsidies are available as needed.

COMMUNICATION

A key element required to support the Calgary Youth and Young Adult Ministry is that of communication. The Y&YA website highlights youth activities in Calgary and area churches. A monthly newsletter is sent to all congregations, all youth leaders and to all youth and young adults highlighting the Regional events and Community of Faith Youth events for that month.

Campus Ministries

Funding received from the Regional Ministry Fund enabled Campus Ministries to expand their ministry from the University of Calgary to Mount Royal University and SAIT campuses. Regional Ministries provides an annual grant in support of Campus Ministries.

Campus Ministries holds a space for the spiritual-but-not-religious and for people on the margins of Christianity. CM is grounded in a liberal understanding of the Christian tradition and seeks to affirm people of any, or of no particular, faith tradition. This ministry has been useful to people of all orientations, backgrounds and upbringings.

Pre Covid, CM programs included Drum Circle, Simple Suppers, BBQs, Labyrinth, Women's Circle and sharing of Dirty Theology with the Youth and Young Adult Ministry. Classes on all three campuses have been online during the pandemic so Campus Ministries has had some of their programs run virtually.

Camp Caravan

Camp Caravan is a small group ministry summer day-camp program for children in kindergarten to grade 6. A camp where children explore ways in which they can experience God's love and "Follow the Spirit" in their everyday lives, all while building friendships and having fun. Children explore their faith through a variety of activities and media sources such as music, crafts, stories, games, science and themed snacks! All activities are facilitated by engaged active leaders that are focused on making sure all children feel included and accepted for who they are.

Regional Ministry plans the program and provides the staff for one week day camps for children at various churches in Calgary and area during July and August. All activities are facilitated by engaged and active leaders with police checks and first aid training. Hosting churches pay a nominal fee to reserve their desired week. Attendees pay very nominal amounts to attend which allows children to attend who normally might not be able to go to camp. Host churches are asked to provide subsidies for their children if this is needed by their members.

An **ELVES WORKSHOP** is usually planned for early December and attendees from the various Camp Caravan locations are invited to attend. This day is planned and staffed by the Camp Caravan staff and is somewhat similar in content. Fees are minimal and subsidies are available if needed.

Affirming Connections

Affirming Connections is an initiative under the St. Andrews Regional Ministries umbrella, directed by activist and speaker Pam Rocker. It originated in 2018 as a joint ministry between RM and Calgary Presbytery to address the injustices to the LGBTQ2S+ community in churches and in the community. Since then, RM and Chinook Winds Region have partnered to expand this ministry beyond Calgary and area into CWR.

This ministry helps to promote Affirming events, one-on-one resourcing of LGBTQ2S+ people and their loved ones, support churches in their Affirming journeys, foster partnerships between churches and community organizations, attend and present at public events, and participate in national work such as co-founding National Affirming/PIE Day, Affirming Leaders Day, co-founding of the CityWide Pride Service, expanded racial justice initiatives, and other innovative leadership work. It works within but also beyond church walls to bring Affirming theology into the public square. Building trust with non-religious organizations is its strength.

Calgary Queer Church

Calgary Queer Church ministers to the needs of the LGBTQ2S+ community who are seeking a safe space to worship and whose needs are not currently being met. Many individuals in the LGBTQ2S+ community still are not aware of or do not find their needs met by Affirming Churches. In many ways, CQC serves as a link between the LGBTQ2S+ community and Affirming churches in Calgary and area.

CQC meets Sunday evenings twice a month from September through to May. Prior to the pandemic, CQC was meeting at Parkdale United Church however since then CQC meets via Zoom which is difficult even for most churches. It is hoped that CQC will return to in person services but that it will also be shared on You Tube Live. That way, it will be available to those who cannot on Sunday evenings.

Children and Family Ministry

This ministry has had to be placed on hold temporarily however it is an important ministry that is needed. "All Children Welcome" was an example of leadership training that should be provided for volunteers who are often children's leaders in smaller churches. This was a training session for "how to be more inclusive when it comes to children with special needs and their families". It was led jointly by St Andrew's and Hillhurst trained children's leaders and originally held as a successful single day event with attendees from as far away as Red Deer. In following years, it was held in conjunction with Calgary Presbytery Learning Days and was somewhat less successful as often volunteers did not even attend the Learning Day.

Chinook Winds Region has recently formed a partnership with Pacific Mountain Region to provide "First Third Ministry" for children, youth and young adult ministry in CWR. Conversation is ongoing regarding how RM can also partner with them in the First Third Ministry.

Appendix 3
SAUC Regional Ministries
Terms of Reference March 2020

Regional Ministries Management Committee of St. Andrew's United Church, Calgary

Vision

“As we live the Gospel, we provide opportunities for people in the Calgary area to connect with, grow and live out their faith.”

Mission

“We are a catalyst for growth through partnerships and new ministries”.

St. Andrew's has established a Regional Ministries Management Committee (“the Committee”) to ensure that the Mission of the Regional Ministries Initiative is carried out and to direct the use of the St. Andrew's Regional Fund to work towards achieving its vision

A. Purpose

The purpose of the Regional Ministries Initiative is to establish and grow Ministries and Programs that provide opportunities for people in Calgary and its vicinity to connect with, grow and live out their faith. Such ministries and programs are to reflect the vision, mission, values, and theological outlook of St. Andrew's, the Chinook Winds Region and The United Church of Canada in general. The ministries and programs are to be large enough in scope that they reach beyond the community associated with a single community of faith.

Typically, the ministries and programs will be undertaken in partnership with other communities of faith or other allied groups and agencies within and/or outside of the United Church of Canada.

Partners will participate in the ministries and programs in one or more of the following ways

- Providing staff and/or lay volunteers to share in ministry and program planning and development
- Providing space requirements
- Assisting in program execution
- Providing program funding

B. Accountability

The Committee is accountable to St. Andrew's United Church Council, and also will ensure full compliance with all provisions outlined in the Manual of The United Church of Canada,

The Committee will collaborate with the Chinook Winds Region through:

- Chinook Winds Region having the opportunity to designate up to 2 representatives to the committee
- The sharing of ministry and program experiences and learnings with other groups in the Chinook Winds Region especially those that are looking to establish their own regional type ministries and programs

The Committee is structured to be independent, as much as is practical, from the normal operations of St. Andrew's. It is acknowledged however that St. Andrew's United Church is the registered owner of the invested funds designated for St. Andrew's Regional Ministries, and that St. Andrew's has legal responsibility for commitments made by or on behalf of the Committee.

The financial position and results of operations of St. Andrew's Regional Ministries shall be reported by the Treasurer of St. Andrew's (the Treasurer) to Council and to the Committee at each Committee meeting. Financial accounts shall be consolidated, as appropriate, as a part of the reporting of St. Andrew's and for auditing or independent review purposes.

C. Membership and Term of Office

The Committee shall consist of the following members:

- The Committee Chairperson;
- Current Council Chair of St. Andrew's;
- A representative from St. Andrew's Trustees;
- St. Andrew's Coordinating Minister
- Up to two representatives from Chinook Winds Region, to be appointed in consultation with the Chairperson of the Regional Ministries Management Committee;
- Members appointed by the Committee based on the knowledge and skills that they would bring to the committee
 - These members need not be members of St. Andrew's.
 - These members can be nominated by the operating/coordinating groups for St. Andrew's Regional Ministries and programs
- Such other representatives of St. Andrew's as may be necessary to ensure that they constitute a majority of the Committee's membership.

A representative of St. Andrew's shall be the Chair of the Committee. The Committee Chair shall also be a member of the St. Andrew's Council.

All appointments to the Committee are for a period of two years and shall be approved by majority vote of St. Andrew's Council, the governing body of record for oversight of the Committee's work. An existing Committee member may be re-appointed.

All members of the Committee shall have voting privileges.

D. Operations

The Committee shall meet at least quarterly or at the call of the Chair to provide adequate oversight on program development and fund management. The Committee shall keep minutes of their meetings that shall be distributed to Committee members and to St. Andrew's Council.

A separate bank account and accounting records for the St. Andrew's Regional Fund and its activities, has been established within the St. Andrew's financial system. The Committee shall be responsible to ensure that the necessary information, including all receipts of cash or cheques, is provided to the Treasurer for the payment of all accounts and maintenance of appropriate financial records of the activities of the Fund.

E. Duties and Responsibilities

The Committee will manage and oversee St. Andrew's Regional Ministries Initiative on behalf of St Andrew's.

The Committee shall have the following responsibilities:

- Generally carry out such tasks as are necessary to further the objectives outlined in the Mission, Vision and Purpose outlined above.
- Develop operating plans and objectives to progress the implementation of the Regional Ministries and Programs and steward progress to achieving the objectives established.
- To support such Ministry and Program initiatives as might be proposed from time to time by St. Andrew's or other agencies or groups in collaboration or partnership with St. Andrew's.
- If appropriate, develop the necessary "sharing agreements" with Partners to ensure that participants' contributions are mutually understood.

- Develop an annual budget, in cooperation with the Treasurer, detailing expected expenditures and revenue for the coming year. The budget must define the expected cash requirement for the year.
- To coordinate with the Treasurer the disbursement and receipt of funds to and from Partners and disbursements to service providers, staff and other parties as required in the implementation of agreed to plans

- To plan and implement day-to-day operations including such staffing arrangements as the Regional Ministries Management Committee, on approval of St. Andrew's Council, may deem appropriate from time to time.
- Develop and execute (on behalf of St. Andrew's) any staffing, service or other contracts that are required in the implementation of agreed to plans within prescribed limits.

- Provide oversight for each Regional Ministry and Program operating group, with the right to review and recommend on team function in the course of regular budgeting and operations.
- Ensure that each Regional Ministry and Program operating group names a communication link and alternate to facilitate feedback, budget requests, evaluation, and general support from the Committee for the work of each group

- Review plans and budgets with St. Andrew's Council and prepare the necessary documentation required to facilitate the requests for funding.
- To work with St. Andrew's to invest assets in such projects as may allow growth in the impact of ministry for faith communities in Calgary and area from time to time
- To work with St. Andrew's to develop appropriate arrangements for coordinating the management and administration of assets flowing from transactions with, or gifts from, third parties as may take place from time to time, with a view to growing the asset base of the regional ministries project and/ or generating ongoing operating revenue.

- Review plans and financing requests with Chinook Winds Region as Chinook Winds Region may require from time to time.

F. Staffing

The Committee may hire staff on a contract basis as required to carry out its mission.

Copies of contracts will be provided to St. Andrew’s council for information and record keeping.

G. Ministry Program Staff

Staff provided by current Communities of Faith in support of Ministry programs shall retain their current employment contract relationship and the Communities of Faith providing staff for this purpose may seek compensation under the “sharing agreements” described earlier.

H. Dissolution of St. Andrew’s Regional Ministries Initiative

If St. Andrew’s decides that the Regional Ministries Initiative should be dissolved or restructured in any significant way, St. Andrew’s will prepare a proposal to the Chinook Winds Region for dealing with the Regional Ministries property, which must be used for the mission of the Community of Faith or the wider United Church. The Chinook Winds Region will make a decision on the proposal. Both must follow the requirements for dealing with congregational property.

J. Key Relationships

St. Andrew’s United Church in Calgary
Chinook Winds Region
Partner Communities of Faith and Agencies

Approved by St. Andrew’s Regional Management Committee

Date:

Chair

Approved by St. Andrew’s Council

Date:

Chair

Approved by Chinook Winds Region

Date:

Chair

Appendix 4
Regional Ministries Budget

<i>REGIONAL MINISTRIES - PLAN</i>		<i>YE 2021</i>
INTERNALLY MANAGED PROGRAMS:		
Regional Youth and Young Adults	130,000	
Less Chinook Winds Region Grant	-20,000	
Camp Caravan	30,000	
Family Ministries	10,000	
TOTAL		150,000
SUPPORTED PROGRAMS:		
Affirming Connections	80,000	
Less Chinook Winds Grant	-50,000	
TOTAL	30,000	30,000
GRANTS:		
Campus Ministries	50,000	
CQC Grant	14,000	
TOTAL	64,000	64,000
Provision for new ministries		30,000
ADMINISTRATION:		
Director	10,000	
Rental expense:	140,000	
Administration support costs	37,000	
Communication - social media etc	15,000	
Other expense	5,000	
TOTAL		207,000
TOTAL EXPENSE		481,000
Less share of rental revenue		10,000
EXCESS OF EXPENSE OVER REVENUE		471,000

