

CROSSROADS UNITED CHURCH

Amalgamation

April 2009

Amalgamation Report

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April 24, 2009

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An intergenerational community following Jesus Christ: inviting and welcoming the stranger, moving with the Holy Spirit, and practicing faithful stewardship of our gifts and resources.

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1 Introduction

This document contains the plan for the amalgamation of Royal Heights United Church and St. John's Strawberry Hill United Church. It has been compiled by the Amalgamation Steering Committee, and is being recommended for adoption to the congregations by the Board of Royal Heights and Executive Council of St. John's Strawberry Hill.

Once approved by the members of both congregations and Fraser Presbytery, the two churches will be amalgamated and become Crossroads United Church effective July 1, 2009.

Throughout the planning for this Amalgamation we have encouraged wide participation and as much feedback as possible. Most of the decisions and directions contained in this document have been seen by the congregations and endorsed at previous congregational gatherings. We have incorporated feedback wherever possible and will continue to refine this plan in response to what we hear prior to the congregational meeting on May 3. We thank God for the faith that has been shown by both congregations in their willingness to lay down their lives for a new life together.

Crossroads United is not a merger of our former selves, but a new church. By combining the people and material assets with which God has blessed us, we hope to create a vibrant, faithful, and sustainable expression of the United Church in West Surrey and North Delta.

According to the Vision, we believe that God is calling us to be a Church with doors open to all who would follow Jesus Christ, a church that works to invite and welcome the stranger, a church that listens carefully to the whispers of the Spirit, and a church that is a blessing to the community around it.

To realize this Vision we have articulated a Mission Strategy that focuses on a gift-centred style of ministry. In this approach, the ministries that occur at Crossroads United Church will reflect the Spiritual Gifts of the gathered people. Ministries will grow and fade in response to where we discern individual and collective callings and where people feel their energy and passion moving.

The amalgamation working teams have worked tirelessly on behalf of both congregations to see that the plan is consistent with the Vision and Mission Strategy and lays the foundation for the new life that God has in store for us.

Trusting that God has given us all that we need to fulfill the work to which we are called, we will embark on this journey together, following Jesus Christ, inviting and welcoming the stranger, moving with the Holy Spirit, and practicing faithful stewardship of our gifts and resources.

2 Exploring Amalgamation

In December of 2005, the Board of Royal Heights invited St. John's Strawberry Hill and Oak Avenue to begin talking about the future of the United Church in our area. These early discussions between Chairpersons and Ministers were a helpful time of sharing the current realities in each congregation and looking at the possibilities of future shared ministry. With the Presbytery appointment of an Interim Minister to Oak Avenue, they withdrew from these discussions. In November 2006 the congregation of Royal Heights United Church passed a motion to explore Amalgamation with St. John's Strawberry Hill United Church.

We began this process with the shared belief that a successful Amalgamation required a common and compelling Vision from God for our new life together. Leadership identified and named its commitment to involve the entire congregation in the process, and scheduled regular opportunities for questions, discussion and feedback.

A planning team was struck with members from both congregations to plan a Visioning Event for the congregations. Titled *Into the Wilderness*, this day-long event was held on October 27, 2007. This God-inspired day was marked by a spirit of enthusiasm and openness for new ways of being the United Church in our neighbourhood. Building on the hope and energy of the day, a group of representatives from both congregations was asked to articulate a common vision from the material that was produced.

After a period of consultation, the following Vision was affirmed as a call from God in individual congregational meetings on Feb. 10, 2008.

2.1 The Vision for a New United Church in West Surrey and North Delta

An intergenerational community following Jesus Christ: inviting and welcoming the stranger, moving with the Holy Spirit, and practicing faithful stewardship of our gifts and resources.

We will be a community that intentionally makes space for people of all ages who are seeking to follow Jesus Christ. We will be a place of nurture and support for each other as we walk together, deepening our faith. Worship that is faithful, uplifting, and challenging will be central to our community.

We will actively invite and welcome people into this community through a variety of entry points. In worship, in fellowship, in our work and in our structures we will practice hospitality to the stranger, seeking to share the source of our hope and faith.

Our church will be a place of listening for and responding to the prodding of the Holy Spirit, both in people's own lives and in our life together, as we seek to be present to the ever-changing wider community around us.

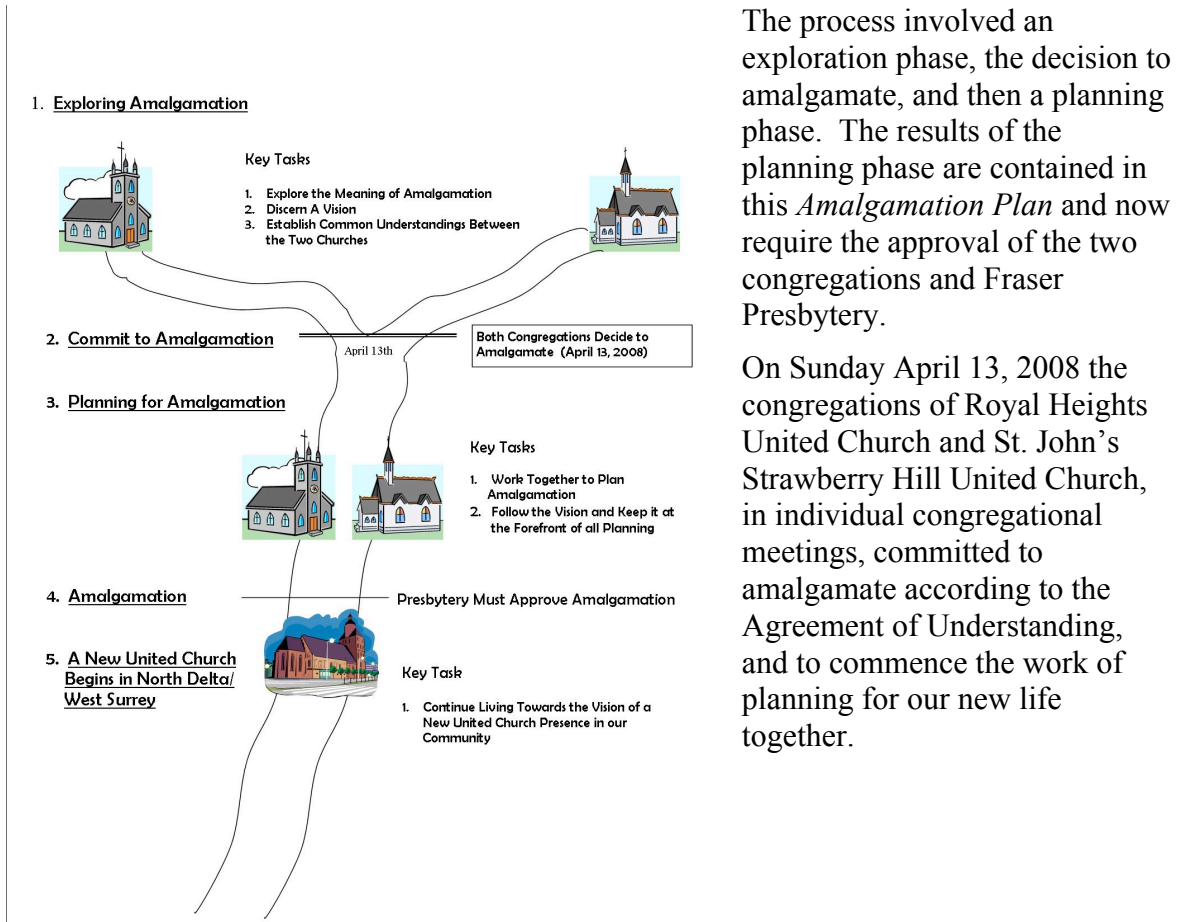
God has richly blessed us. We will assist each other to discern and use our spiritual gifts. Together, we will practice faithful stewardship of our gifts and resources. Our church - its building, its property, and its people - will be for the benefit of the community, a place where the grace of God in Jesus Christ is felt and seen.

2.2 Committing to Amalgamation

With a shared Vision, the leadership of the two congregations began work on some common understandings to clarify priorities and the process of a potential amalgamation. The resulting document titled *Agreement of Understanding* was produced and is included in Appendix 8.1

Figure 1 illustrates the overall process that we have been following as we worked towards Amalgamation.

Figure 1: Amalgamation Process



The process involved an exploration phase, the decision to amalgamate, and then a planning phase. The results of the planning phase are contained in this *Amalgamation Plan* and now require the approval of the two congregations and Fraser Presbytery.

On Sunday April 13, 2008 the congregations of Royal Heights United Church and St. John’s Strawberry Hill United Church, in individual congregational meetings, committed to amalgamate according to the *Agreement of Understanding*, and to commence the work of planning for our new life together.

2.3 Structuring the Work

The *Agreement of Understanding* called for three working groups to develop the plan and carry the process through to completion: 1) Property and Building, 2) Staffing, 3) Organizational Structure and Mission Strategy. Those working groups functioned under the oversight of a Steering Committee, which in turn was accountable to the elected leadership of each congregation, and ultimately to the congregations. A fourth team, the Finance Team, was created as the process moved along to create an initial budget and a long term 5 year financial plan.

Over the course of two evening meetings in May of 2008, members of the Board and

Council of the two congregations brainstormed the scope of work for each of these teams, considered what gifts would facilitate the work, and suggested names of people from each congregation who would be asked to serve.

The work of the teams was detailed to the best of our ability to foresee what would be required. The specific tasks were framed within the context of the Vision. Thus, the Steering Committee was called to be the "Vision Shepherds", to keep the Vision at the forefront and to ensure that the process followed the Agreement of Understanding. The Staffing Team took on the role of "Vision Supporters", to live in and trust the process of discerning a call for the staff of the new church. The Property Team became the "Faithful Stewards", responsible for planning for faithful stewardship and mission-oriented deployment of the buildings and property owned by both congregations. The Organizational Structure Team became the "Organization Imaginers", called to re-imagine a life-giving way in which the new church can live out its Vision and do the work it is called to do.

It became clear that the work actually involved more than the people who would serve on the teams; it involved everyone in both congregations. And so we created tasks for everyone: to pray for the ongoing work of amalgamation; to continue to care for and encourage one another; to trust in the work of the Spirit; to participate in the process by listening for updates and opportunities to be involved and by communicating ideas and questions to people serving on the teams; and to be open to assisting in specific components of the work when specific skills may be called upon.

Appendix 8.2 *Sharing the Work of the Planning Phase* outlines the area of responsibility entrusted to each group.

In all stages of this work those involved were encouraged to engage the work on an intuitive level, listening for the calling of the Spirit, while continually referring back to earlier decisions such as the Agreement of Understanding, the "Sharing the Work of the Planning Phase" document, the Vision and the Mission Strategy. Their work was also informed by feedback opportunities with the congregations.

3 Mission Strategy

3.1 Overview of the Mission Strategy

The first task of the Mission Strategy and Organizational Structure group was to develop a strategy for accomplishing our Vision. It was to include what we would do as a new congregation to move towards the Vision. The Vision, as a founding document for the new church, was necessarily broad in its scope. The Mission Strategy was meant to provide areas of focus for the new congregation.

The Mission Strategy was created using concepts generated at an Asset Mapping event attended by both congregations in October 2008, as well as referring to material from the Visioning Event in October 2007. The Mission Strategy Team also did some reading and listening to the experience of other congregations.

On Sunday, February 1, 2009 at a joint congregational gathering the following Mission Strategy was endorsed as the next layer in the foundation for the Amalgamation work that remained and to provide focus for our efforts in our new life together.

3.2 Mission Strategy

To Be a Spiritual Oasis in Christ for the Community

We will be a place where people can experience Christ's grace and peace and offer their God-given gifts to the community. To grow this ministry we will enable and support lay-people to discover and use their spiritual gifts and create the environment where people are able to put their gifts to use for God's work in the world.

Within the context of this gift-centred style of ministry we will focus on two areas:

1. WE WILL BUILD A NEW COMMUNITY OF FAITH:

- a) We will celebrate God with us in worship
 - Have intergenerational, inclusive worship
 - Have a variety of musical styles, with leadership that encourages and involves the musical gifts of the congregation
 - Use creativity in worship
 - Have mid-week worship periodically

- b) We will offer opportunities for developing and deepening faith for all
 - Have children's ministry
 - Have youth ministry
 - Have adult faith groups
 - Have a space for quiet personal reflection, prayer, study during the week or for small group gatherings, or counselling (an oasis)

- c) We will give support and nurture to one another
 - Have small groups for support
 - Have frequent intergenerational fellowship events
 - Train lay people to give pastoral care to the sick, shut-in, grieving

- d) We will encourage lay people to use their gifts and resources for ministry
 - Offer spiritual gift assessment for all ages
 - Exercise ministry in those areas where people have gifts, interest and calling
 - In gratitude, offer our financial resources to support the vision God has given us

2. WE WILL INVITE AND WELCOME THE STRANGER

- a) We will spread our message in the community, actively reaching out and inviting people to connect through their gifts and needs
 - Raise our profile
 - Share the source of our faith and hope
 - Have an open, inviting building and property with good signage and bulletin boards

- b) We will train people for hospitality
 - Train greeters for meeting and following up with newcomers
 - Be sensitive to the needs and the experience of newcomers at our gatherings
 - Have ministry staff that are able to help us liaise with community resources and those in need

- c) We will host community events
 - Host congregational/community dinners that connect with community resources and may be combined with a mid-week worship service that includes programs for children and youth
 - Host other events
 - Host groups that serve the community

4 Organizational Structure

“For as in one body we have many members, and not all the members have the same function, so we, who are many are one body in Christ and individually we are members one of another.” Romans 12: 4-5

4.1 Governance Structure

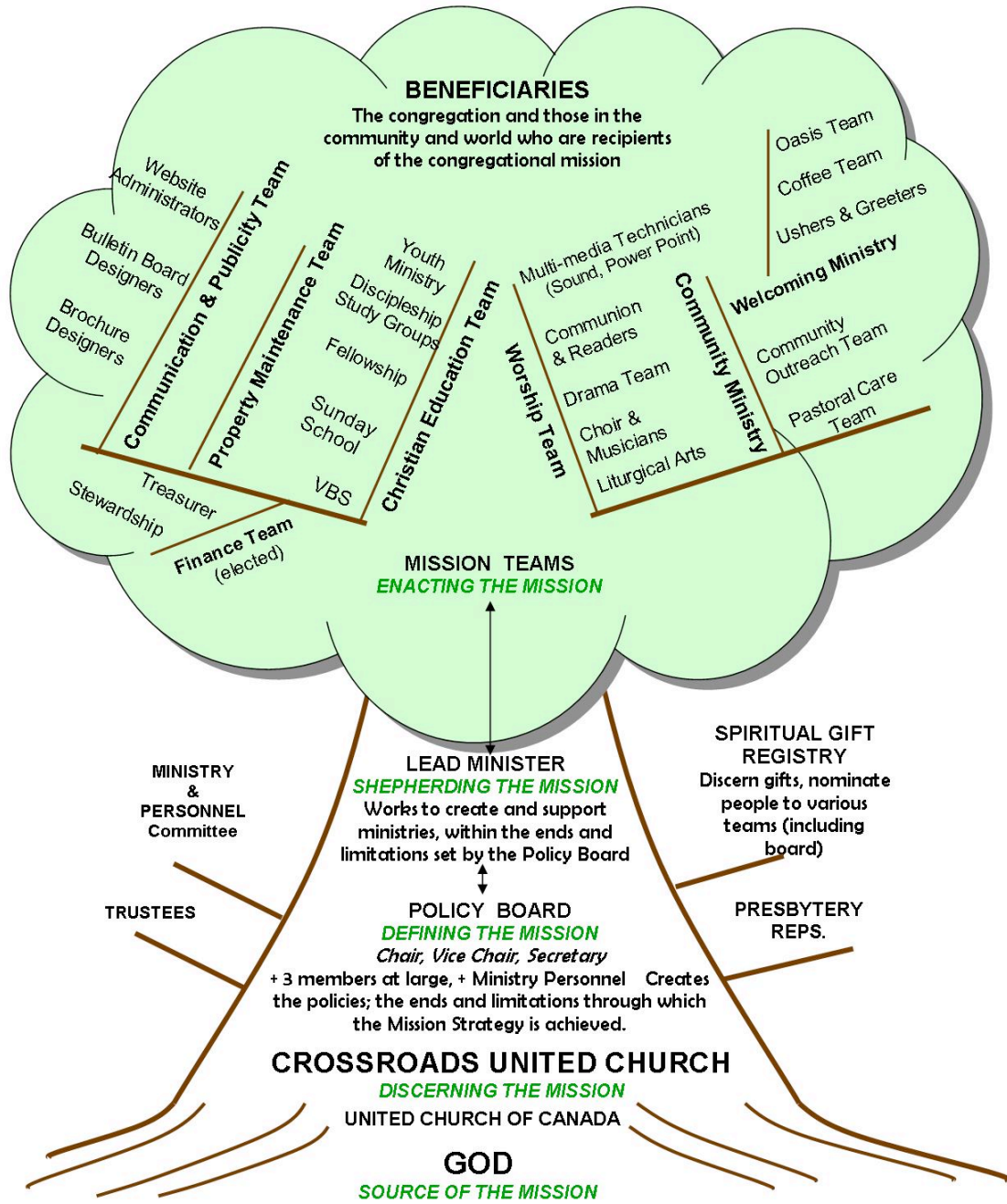
In choosing an organizational structure to recommend to the new congregation of Crossroads United Church we had four goals in mind: to facilitate a gift-based ministry; to free people as much as possible from Board and Committee management so that they would be able to use their gifts for ministry; to encourage a permission-giving environment where people do not need to go through several layers to get permission to begin a new ministry; to have clearly defined roles and expectations so that people know what they have agreed to do and where they can receive support or guidance, as well as accountability. As well, we were careful to see that the structure complied with United Church Polity.

With this in mind, we have looked at the organizational structures of many United Church congregations and we are indebted to Canadian Memorial, Gilmore Park, Northwood, and First United, Kelowna for sharing their structures. We particularly thank Rev. Bruce Sanguin for his help, and we were helped by his book *The Emerging Church: a Model for Change and a Map for Renewal* (Copper House, Wood Lake Publishing). We also watched a video of John Carver speaking about the model he has created. Both of our present ministers, Rev. Cari Copeman-Haynes and Rev. David Martyn have experience working with this model.

The Organizational Structure that we propose is outlined in Figure 2. We believe that this model accomplishes the goals that were set and meets the requirements of the United Church of Canada.

Under this model, it is the congregation, listening to the Spirit, which sets the Mission Strategy and Vision for the church. The Policy Board is elected from the congregation to oversee the work towards the Vision and Mission Strategy. This Board is responsible for setting objectives, monitoring progress, and communicating with the congregation. The Policy Board will be composed of people with the gifts of discernment, wisdom, and communication. The Mission Teams (leaves and branches of the Tree) work on Mission Strategy and Vision. The goals for these teams are that they be flexible in their composition and focused on a particular ministry. New Mission Teams will emerge when folks have the energy and calling to participate and will fade when the Spirit draws them into another ministry. The lead minister oversees and facilitates the work of the Mission Teams and ensures they are consistent with the Policies of the Board.

Figure 2: Organizational Structure



Besides the Policy Board, there are four other standing ministries that are a permanent part of the Structure. They are found in the trunk of the model: Trustees, the Ministry and Personnel, Presbytery Representatives, and Spiritual Gift Registry. The Trustees and Ministry and Personnel Committees will be formed in accordance with the Manual and will communicate directly with the Policy Board as required. The Spiritual Gift Registry

will act as the nominating committee and also work between nominating times to help individuals discern and apply their Spiritual Gifts in the life of the congregation. When conducting their role as the nominating committee, the Spiritual Gift Registry will communicate directly with the Policy Board. Their ongoing work to identify and lift up the gifts of the congregation will be structured like the Mission Teams, with the Lead Minister having responsibility to oversee the work and report to the Board. The Presbytery Representatives will report directly to the congregation.

4.2 Policy Governance

The model of decision making and division of responsibilities that we recommend to make this structure work is based on the Policy Governance® Model as outlined and expressed in this Governance Document. We believe this will be an effective discipline to keep the Policy Board focussed on its big picture responsibilities and a valuable tool to structure the relationship between the Policy Board and the Lead Minister. This model is in accordance with the United Church MANUAL Section 279.

When passed, this document, along with the Organizational Structure, Vision Statement and Mission Strategy will become the constitution of Crossroads United Church.

Preamble:

We gather in Christ's name "who though he was in the form of God, did not count equality with God a thing to be exploited, but emptied himself, in the form of a servant." (Philippians 2:6-7) As followers of Jesus Christ, we are his body, the visible presence of Christ in the world, the church. The church gathers, equips and send out all people to participate in the ministry of Jesus Christ in the world. The MINISTERS and MISSION TEAMS are called by God to *equip* the CONGREGATION for this mission.

Policy Governance® was developed by John Carver, and is outlined in his books *Boards That Make a Difference*, *Re-Inventing Your Board*, and other writings. This model is a complete, universal theory of governance especially for "servant-leadership" organizations such as non-profit groups and public institutions (hospitals, school boards, etc.) The Policy Governance® Model is applicable to and has been implemented by many churches across North America. Several United Churches in Canada, as well as B.C. Conference, have implemented the model either in whole or in part, and many more are considering and studying it.

It is our belief that that Policy Governance® is an effective form of governance because it will free up church leaders to use their spirit-given gifts, discern the will of God, and implement decisions with minimal bureaucracy and time-consuming meetings. It will also free up more of the people of the congregation from running the church to allow them to exercise their own ministry by growing in their faith through small groups for learning or service, and taking part in outreach or social justice projects in the community and throughout the world.

How Policy Governance® Works (1)

The CONGREGATION entrusts the BOARD of elders to carry out the MISSION STRATEGY of the CONGREGATION. If the CONGREGATION does not achieve what it wants to achieve then ultimately the BOARD is responsible. But a group that only meets for two hours once a month cannot possibly do all the work that is required. The BOARD, therefore divides the work into two basic components: Ends (The actual ministry of the congregation, known as “Ministry”) and Means (the particular way the Ministry will be achieved).

Work on Ends (“Ministry”) is kept solely in the BOARD’s hands. This is the work of ensuring that all the members and interested persons in the CONGREGATION are heard and that God is listened to and addressed through prayer and the study of Scripture. This is in order to determine what direction the CONGREGATION should be going, what its needs, hopes, dreams, worries and visions are. Based on that hearing process, the BOARD then lays out clearly and in written form what direction and goals it will pursue. It starts doing this broadly based on the CONGREGATION'S Mission Strategy, then narrows down to be more specific. *It is disciplined in not saying how it will achieve these things but only what it wants achieved.*

The BOARD then takes a look at the Means (“how do we actually do this?”). This “how to” work is assigned, along with a budget, to the LEAD MINISTER with written policies outlining the expectations for how the work will be done and what standards will be followed. These policies include a list of the values the work shall follow, as well as the standards for work in such areas as personnel, budgeting, the protection of assets, treatment of BENEFICIARIES, etc. Before even starting to undertake work, the expectations of the BOARD are known to the LEAD MINISTER. These policies are monitored regularly by the BOARD to ensure they are being followed. They become living, useful tools of governance rather than lofty ideals stored in a binder.

Within the limitations imposed by the BOARD and directed by the Ministry Policies, the MINISTRY PERSONNEL are free to use their gifts to accomplish what has been asked. Within the budgetary constraints imposed, staff and volunteer-led ministries are initiated and committees or teams are struck or disbanded. As power was delegated from the BOARD to the LEAD MINISTER, power is further delegated by the LEAD MINISTER to other staff and mission teams using the same discipline of stating the Ministry to be achieved and the limitations in which to work. Clear about the extent of their power and the goals to be achieved, the staff, committees and teams can exercise their gifts with imagination and passion. The initial Governance Policies for Crossroads United Church have been adapted with gratitude from Canadian Memorial United Church and are included in Appendix 8.3.

(1) Adapted from “Policy Governance and Power” by Doug Goodwin, United Church of Canada BC Conference Publication, © 2002 United Church of Canada

Compliance with United Church Polity

This structure is in compliance with the Manual of the United Church of Canada, (“MANUAL”), either in actual provisions, or in the spirit in which the MANUAL was developed and written, and is striving for the same ends as the MANUAL provides.

Congregational Requirements

1. The CONGREGATION shall meet at least annually, in accordance with the requirements of the MANUAL. Section 110
2. The CONGREGATION shall be constituted according to the requirements of the MANUAL sections 104 and 113-116.
3. The CONGREGATION will elect a BOARD as its spiritual leaders or elders according to the requirements of the MANUAL sections 130-136. The Spiritual Gift Registrars will discern people with gifts as outlined in the Board Governance Policy Handbook. They will approach these people and assist them in discerning if this is God’s call to them at this time.
4. Six people will be elected to the Board, each for a three-year term, with two new members being elected each year. (For the first term, two will be elected to serve until Feb. 2011, two until Feb. 2012, and two until Feb. 2013. Thereafter all terms will be three years. Ministry personnel are full voting members (ex officio) of the Policy Board. The chairperson, vice-chair, and secretary will be appointed from the 6 elected members. Board members may serve for two terms to a maximum of six consecutive years before taking at least one year off.
5. All of the authority of the CONGREGATION between annual meetings is delegated to the BOARD apart from any exceptions noted in the Governance Document.
 - a. Amendments to BOARD Policies may be made between annual meetings of the CONGREGATION, and acted upon.
6. The CONGREGATION has the right to appeal any decision of the BOARD, and if they are not satisfied on appeal may make further appeal to the Presbytery. Such appeal must be made in writing.
7. The CONGREGATION will approve the following annually:
 - a. All new BOARD Ministry Policy
 - b. All annual Financial Statements
 - c. An annual budget.
8. The CONGREGATION will review the MISSION STRATEGY at least every two years.
9. The CONGREGATION will elect Presbytery Representatives and a Finance Team and appoint Trustees according to the requirements of the MANUAL.
 - a. The Finance Team will appoint one of its members to be the treasurer.
 - b. If the CONGREGATION is unable to name presbytery representatives, it shall fall to the BOARD to appoint individuals as Presbytery Representatives.

4.3 Definitions

BOARD *means*

The group of people called and duly elected as *elders* of Crossroads United Church along with the MINISTRY PERSONNEL. In accordance with the MANUAL Section 130: “Elders are those persons of the Pastoral Charge or Congregation who are chosen by the Pastoral Charge or Congregation for their wisdom, caring, spiritual discernment, and other gifts of the Spirit, and to whom the responsibility of leadership amongst the whole people is entrusted as appropriate by and within a particular community of faith.”

CHURCH *means*

Crossroads United Church, a congregation of the United Church of Canada situated in North Delta, B.C.

MINISTRY PERSONNEL *means*

The ministers who are called and duly settled or appointed to the congregation of Crossroads United Church and are accountable to Fraser Presbytery.

LEAD MINISTER *means*

The one paid, accountable minister named by the congregation to be responsible for seeing that the Ministry Policies of the Board are enacted, within the limitations and accountability laid out.

STAFF *means*

The paid, accountable ministers, the music minister, the person or persons entrusted with the ministry of administration and other paid, accountable ministry personnel.

GIFT REGISTRY *means*

A small group appointed by the Board, who work with the Minister to help the congregation discern their gifts and ways to use them in mission, and to act as the nominating committee for elected positions as required.

MISSION TEAMS *means*

Teams or groups of people who meet for a specific ministry, accountable to the LEAD MINISTER.

CONGREGATION *means*

The members, adherents, and occasional worship visitors to Crossroads United Church, along with the STAFF. (“Members” and Adherents” are defined in the MANUAL section 001.)

OWNERSHIP *means*

1. GOD who has called this congregation into ministry and given it a vision and mission.

2. The CONGREGATION who are called by God in Christ into ministry in the world, the members of which develop a MISSION STRATEGY and elect the BOARD.
3. The United Church of Canada and its courts with whom the CONGREGATION are partners in ministry.

BENEFICIARIES *means*

The CONGREGATION along with those persons who are recipients of the outreach, social justice and other ministries of the CONGREGATION. Beneficiaries also includes all of creation, human and other, to whom the CONGREGATION is called to proclaim and enact the Gospel of Jesus Christ.

MANUAL *means*

The current Manual of the United Church of Canada.

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5 Staffing

5.1 Overview

As the Vision Supporters, the role of the Staffing Team was to "live in and trust in the process of discerning a call for the staff of the new church." The Staffing Team relied on the Vision and on the specifics set out in the Mission Strategy document to imagine how this yet-to-be-born congregation might be enfolded. For example, in order for Crossroads United to live out its mission to be a blessing to the wider community and to welcome the stranger, among other things it will be important to staff the building adequately, and so the hours for the Office Administrator position have been set at 40 hours per week. As well, the position identifies the Office Administrator's role in welcoming people to the building in all circumstances, and allowing the time to ensure that people feel welcome and that the church is a safe oasis. Similarly, the Caretaker position focuses on keeping the interior and exterior of the building neat and tidy, appealing to the congregation and to the wider community. The Music Minister position has a strong emphasis on encouraging and cultivating the musical gifts of the congregation, as well as providing entry points for the wider community through music, whether that be mid-week worship services, community music lessons, community choir, concerts, etc.; we trust that the specifics will be revealed as Crossroads comes to life.

As identified in the Mission Strategy, Crossroads United will be a gifts-centred congregation, a place where people are helped to identify their spiritual gifts, and then enabled to put those gifts to work for God's work in the world. The Staffing Team also used this principle as a starting point in creating job descriptions. The Team tried to identify the gifts that are likely to facilitate the work of each position, with the goal that by matching a sense of call with the work to be done, that the work will be life-giving and productive for staff, as well as serve to enliven the life of Crossroads.

5.2 Process of the Staffing Team

Our Team began meeting in June 2008. In the beginning we felt a bit overwhelmed, not having any idea about what our new church would look like. We each read a book about organizational change called "Who Moved My Cheese" (a good quick read, many copies available if any congregation members interested) and discussed it at a subsequent meeting. It brought to the forefront our need to be sensitive to the different ways our current staff may be dealing with the upcoming changes.

We invited BC Conference M&P minister Treena Duncan to attend two of our meetings. She has a wealth of information, so was able to give us a foundation for our work and some direction on how to proceed. From here, we established what jobs are being done at each church and who is doing them. We then spoke directly with staff members to collect detailed data on each job, i.e.: what specific tasks are required to fulfill the current job description, is anything falling through the cracks, are there any ideas on how certain tasks could be done better, so we have a sound idea about what is required in the day to day function of a church.

Once the Mission and Vision of the new church was approved, we were able to use that new document to form a staffing framework. In January, we began meeting more frequently and at each meeting would focus on writing one specific job description. We put together all the data collected earlier in our work, and formed draft descriptions for each position required at the new church always with a focus on the gifts and skills required for each job to carry out the Mission and Vision. Since the Mission of Crossroads guides us to be a gift-centred church, the staffing committee incorporated this component into the job descriptions. Though our timeline was quite restrictive and we were yet unaware of the budget or organizational structure of our new church, we feel we gave careful and open thought to each position.

Each of our meetings was attended by at least one liaison from the Steering Committee, who would then take each draft back to their group for discussion. We would make any recommended changes and resubmit each staffing document to be added to the final package that was presented to the congregation. On March 26 we wrote our last job draft and submitted it, along with our final framework to the Steering Committee. The Steering Committee, the Board and the Executive Council went over our work, and made a few necessary changes to have the positions fit within the proposed budget of our new Crossroads United Church. The final product was endorsed by the congregations on April 5th, 2009 and the decision was to proceed with the hiring process to fill the positions as submitted.

5.3 Hiring Process

When our congregations voted to amalgamate on April 13, 2008 we did so according to the Agreement of Understanding (Appendix 8.1). On staffing, the Agreement of Understanding was clear that personnel matters would be decided with the following in mind:

- 1. The Vision will be the guide for determining the staff positions that are needed for the new church.*
- 2. We will trust in the process of discerning a call for our staff positions, with faith that God will provide the people who have the gifts and skills to help us to live out our Vision.*
- 3. Both churches highly value their relationships with current staff. We will attempt to retain those staff members of both churches who wish to continue in their positions.*

The Staffing Team worked hard to consult with relevant groups in both congregations and create positions and job descriptions that are consistent with the Vision and would contribute to it. These descriptions have been presented to all current staff for their consideration. As part of valuing our relationships with current staff, we committed to first considering the fit for the positions with current staff before seeking any outside applicants.

5.4 Ministers

Our shared commitment to valuing our relationships with our staff extends to Ministry Personnel, as well. Both congregations have been capably served by their ministers and we believe that continuing these relationships in this time of change will be a tremendous asset. Rev. Cari Copeman-Haynes and Rev. David Martyn have been very involved in our amalgamation process and have an in-depth of understanding of this plan and the people involved that will allow us to move forward quickly with common purpose.

Rev. Cari has expressed on numerous occasions in the six years she has been minister at St. John's Strawberry Hill that she felt God had called her to a congregation where a new and exciting future was "hovering on the horizon." Very early, the Vacation Bible School cooperative ministry between Royal Heights and St. John's created close working relationships and common purpose between the two congregations. As time progressed and it became clear that amalgamation was the direction the Spirit was leading, she began to discern a call to serve the new congregation of Crossroads United Church. She is fully supportive of the vision and mission strategy of Crossroads, including the spiritual gifts emphasis, as well as the intergenerational focus. Her experience with policy governance will be another asset as we all learn a new model of governance. Rev. Cari now offers her commitment to spiritual leadership at Crossroads, dedicating the full complement of spiritual gifts which God has given her. At the centre of her ministry is this purpose: the transformation of lives by God's grace, as folks encounter the living Christ, through worship, spiritual formation, faithful relationships, and service in Jesus' name.

The congregations affirm this call for Rev. Cari to be our lead minister.

With this amalgamation plan we are asking Presbytery to approve the call of the Rev. Cari Copeman-Haynes to Crossroads United Church effective July 1, 2009 and to appoint the Rev. David Martyn from July 1, 2009 until his retirement October 31, 2009.

Rev. Cari and Rev. David have been working closely with one another for many years now. For the four months that they continue in ministry together, they will be equal team-mates. They have identified and will follow a division of responsibilities for these four months which is included in Appendix 8.4.

5.5 Additional Ministry Staff

In the dreams that were shared during the Visioning event and continuing afterwards we felt that God was calling us to an expanded ministry for our community of West Surrey and North Delta. We believe that an additional ministry staff person is a key part of making this growth a reality. We plan to hire a half-time paid accountable ministry staff. The scope of this position and the division of responsibilities between this minister and the lead minister will be determined by a Joint Needs Assessment Committee, with hiring by a Joint Search Committee to follow. We anticipate this minister starting January 1, 2010 or July 1, 2010.

5.6 Staffing Plan for Crossroads United Church

1. Minister of Word, Sacrament & Pastoral Care

The Spiritual leader of the congregation is responsible for Sunday morning worship and assisting the congregation to live toward its Vision and work on the Mission Strategy.

This is a full time position

2. Additional Minister

We anticipate this position beginning in January, 2009 or shortly thereafter. The scope of this position will be determined by Crossroads United Church after amalgamation.

Position is .5 FTE

3. Office Administrator

The Office Administrator will demonstrate sound administrative skills, balanced with compassion, understanding and patience. The individual will feel a call to offer that support and expertise to the congregation, other staff and the community. The Office Administrator performs all office, administrative, and bookkeeping functions.

Position is full-time, or forty hours per week for that last two weeks of August through to June 30th plus 15 additional days in July and August.

4. Music Minister

The Music Minister will work with the congregation to discern and develop the musical gifts and talents God has given us. The music minister will work closely with clergy to incorporate excellent and eclectic music into our worship services and other congregational events.

Position is .5 FTE, or 20 hours per week. Sept-June 5 hours per week in July and August

5. Accompanist

The accompanist supports the music ministry as directed by the music minister through providing instrumental accompaniment during worship service and as required.

Position is .25 FTE, or 10 hours per week Sept.-June.

6. Caretaker

The Caretaker takes personal pride in keeping all areas inside and outside of the building, including the "Oasis", welcoming to the members of the congregation, visitors, and "the stranger".

Position is .30 FTE, or 12 hours per week

7. Nursery Caregiver

The nursery caregiver nurtures children from age one through four by providing a safe, loving and fun environment for them to enjoy while their parents attend the Sunday worship service.

Position is approximately two hours per week.

6 Property

6.1 Background

Royal Heights and St. John’s Strawberry Hill congregations have been blessed with two properties from which to worship and conduct their ministries for many years. Early discussions between us established a Vision Statement for the new amalgamated congregation, which was jointly adopted on February 10, 2008. From the Vision it was determined that the 120th site offered the most suitable location due to its potential to reach out to the wider community. The decision to occupy the 120th Street site was affirmed and agreed to in the *Agreement of Understanding* (Appendix 8.1) passed on April 13, 2008 when both congregations committed to amalgamate.

Under the *Sharing the Work of the Planning Phase*, Appendix 8.2, the Property Team was established to develop a plan for the Property and Buildings currently owned by Royal Heights and St. John’s, including the sale of the 116th Street location and the type of improvements possible to the 120th Street location.

The Property Team has deliberated both internally and with outside resources to determine the most faithful course of action for both properties. Early in the process, the Property Team reviewed the decision made in the Agreement of Understanding to sell the property at the 116th Street site and renovate or replace the property at the 120th Street site. A review of both sites was undertaken, including a review of the sizes of the property and the existing buildings and a review of the assessed value of both sites. Both sites have very similar land areas and building footprints. Also, both sites had very similar assessed values in 2008. Based on our initial review, either site could be developed or sold as is, or either site could be renovated or replaced with a new church. There was nothing found in our review that caused us to question the decision to locate the new church on the Scott Road site. Based on this initial review, we proceeded into the detailed work of determining the best course of action for the sale of the 116th Street site and for the renovation or replacement of the 120th Street site. The general details of the existing properties and buildings are shown below:

116th Street Site

- Land area: 1.13 acres
- Zoning: P (Public)
- GBA: 13,000 sf
- Net Area: 8,800 sf +/-
- Site Coverage: 26%
- 2008 Assessed Value:
 - Land \$1,269,900
 - Bldg 728,000
 - TOTAL \$1,997,900

120th Street Site

- Land area: 1.168 acres
- Zoning: P (Public)
- GBA: 11,000 sf
- Net Area: 8,200 sf +/-
- Site Coverage: 22%
- 2008 Assessed Value:
 - Land \$1,377,400
 - Bldg 552,000
 - TOTAL \$1,929,400

6.2 Property Requirements

The Property Team worked with the Steering Committee and both congregations to keep everyone informed of our work. Input was sought from the congregations as well as the other working groups to determine the requirements for a new or renovated church. From those consultations we determined a desire for the following.

From the Vision:

- Building and Property that would be a benefit to the community;
- Access for people of all ages;
- Welcoming exterior;
- Spaces that encourage listening for the Spirit;
- Space for multiple entry points; and
- A sanctuary that enables worship.

From Consultations with the congregations of St. John's and Royal Heights:

- Lots of windows (bright space throughout the whole building);
- Areas to be multipurpose (warm room for meetings, groups, flexible space); and
- Large kitchen to meet standards for serving large meals (church functions, community dinners, weddings and funerals).

From the Mission Strategy:

- Providing a separate sacred space for reflection / meditation;
- Open office/narthex area visible to the public;
- Spaces that consider the needs of our intergenerational community and allow us to offer programs that deepen their faith; and
- Using the property to be a blessing to the wider community.

From the Staffing Team:

- One full time minister and an additional minister will require two separate offices and a small meeting space as well; and
- Office Administrator will need a new space that is open and welcoming, as well as a separate photocopying/document production area.

6.3 Royal Heights Site, 9316 116th Street

Once it had been confirmed that the new congregation would be using the 120th Street site, the Property Team started reviewing multiple options for the sale of the 116th Street site. Options for the 116th Street site that were reviewed included:

- Selling the site as is for use as a publicly zoned church facility;
- Selling the site as is for use as a redevelopment site;
- Subdividing the site into multiple lots and selling unserviced lots; and
- Subdividing the site and servicing and selling the new serviced lots.

The potential revenues increase slightly from top to bottom with each of the options outlined above. However, the greater the potential revenues are, the greater the initial outlay of capital and the greater the risk. Selling the 116th Street site as a church facility

carries the least potential risk and provides the greatest certainty for realizing revenues quickly to fund the work at the 120th Street site. Furthermore, an analysis of current market conditions indicates a significant demand for publicly zoned properties, while residential properties would likely take significantly longer to sell. Selling the 116th Street site as a church also maintains a positive presence in the community after the congregation of Royal Heights moves to the new amalgamated church. After an initial evaluation of the options for the sale of the 116th Street property, the Property Team felt that the best option was to sell the property as is.

However, through consultation with the Trustees at Royal Heights, the Property Team felt that more information was needed prior to finalizing the recommendation for the property at on 116th Street. The Property Team recommended to the Board of Royal Heights and the St. John's Executive that a professional appraisal be done on the property and building at the 116th Street site. Penny and Keenleyside, a professional real estate appraisal firm, was hired to review the property on 116th Street. Their report, completed on February 25, 2009, stated:

“A review of the highest and best use for the subject property indicates that the current use for the church purposes represents the highest and best use of the subject property considering its size and public assembly zoning”

The appraisal estimated a sale price of \$2.1M if the building is sold as is for use as a church or similar function, subject to no existing environmental liabilities. We have adjusted this projected revenue to \$2.0M to allow for legal, real-estate and other closing costs.

Based on our prior work and this professional appraisal, the property team recommended that the 116th Street property be sold as is. This recommendation was presented to a gathering of both congregations and endorsed on April 5, 2009.

The Trustees of Royal Heights have started investigating possible sale opportunities, with the knowledge of Presbytery, bearing in mind that no agreement can be finalized without congregational and Presbytery approval. Several interested parties have viewed the 116th Street building and property.

With approval of this plan, and the required motions from the congregation of Royal Heights and Fraser Presbytery, the Trustees will be asked to get the 116th Street property onto the market, and sold as soon as possible. The quicker the sale, the better, due to the ongoing costs that would be associated with operating and maintaining two buildings and properties, as well as potential security costs to keep the building at 116th Street safe.

6.4 St. John's Strawberry Hill Site, 7655 120th Street

As the *Agreement of Understanding* (Appendix 8.1) indicated, the Property Team reviewed the property and building at the 120th Street site to determine the best way to make use of the site, in the context of the Vision.

The location of the 120th Street site fits the Vision in terms of being in an area transitioning to multi-family uses with significant population centres, having good street exposure and being on a well serviced public transit corridor. However, the existing building and property is deficient in a number of areas, including:

- The lack of a welcoming exterior;
- The lack of space for multiple entry points (coffee area, oasis, library etc.);
- Limited access from Scott Road;
- Limited parking; and
- Limited spaces available for people of all ages and abilities.

Options considered for the site included a renovation of the existing building, replacing the existing church with a new church or building a new church along with a residential component for seniors housing, assisted living or other multi-use facilities.

Through consultation with both the Steering Committee and members of both congregations, it was felt that we are not currently in a position to consider building any other facilities other than a new or renovated church at the 120th Street site. The focus of both congregations should be on the joining of both congregations and exploring how we will be living out the Vision. We expect that the development of the 120th Street site can be planned with enough flexibility that if the amalgamated congregation discerned a call to add a multi-use space in the future, this would still be possible. With the focus on the renewal of the building and the property at 120th Street for worship and living out the Vision, the Property Team developed two options for congregational review.

Option 1 that was reviewed was to demolish all current structures on the 120th Street site and build a new building. The preliminary costs of building a brand new church were estimated to be at least \$2.3M to \$2.5M including design fees, outside landscaping and revised parking and access. Based on the review of the potential revenues from the sale of the 116th Street site and the estimated costs of building a new church, there is not enough revenue from the sale of the 116th Street site to fund a new church at the 120th Street site. Option 1 would require a significant sum of money be borrowed or raised.

Advantages of Option 1 included:

- Would allow the greatest flexibility for incorporating the requirements of the congregants and clergy;
- Could meet current standards with less potential for hidden costs; and
- Would have a brand new facility.

Disadvantages of Option 1 included:

- Substantial fundraising commitments well in advance of groundbreaking with continued large funding required during the construction phase;
- Debt for the new church;
- Would require an alternate place to worship during construction;
- Complete loss of user groups during construction; and
- No additional funding available for programs.

Option 2 that was reviewed was to renovate and retain part of the existing structure and replace the remainder with a new, better suited addition. We believe that most, if not all of desired spaces outlined in *Section 6.2* can be achieved through a major renovation of the 120th Street site for an estimated cost of \$1.7M to \$1.8M including design fees, outside landscaping, revised parking and access. This leaves monies for funding programs, which are outlined in *Section 7.4*, while avoiding or minimizing the debt load of the new amalgamated congregation.

Advantages of Option 2 included:

- Allow funding for staffing / programs;
- Possible to accommodate some of our existing user groups during construction;
- Use of the CE Hall to worship during the renovation process, for some, if not all of the construction period;
- Greater flexibility for adjusting scope if costs are higher than expected; and
- No debt or minimal debt.

Disadvantages of Option 2 included:

- Less flexibility for layout of new and existing facilities;
- Greater risk of unexpected costs (mitigated with contingency funding); and
- Requirements for meeting current seismic and fire protection standards.

These options and a recommendation from the Property Team to pursue Option 2, the renovation, were presented to a gathering of both congregations and endorsed on April 5, 2009.

[Section 6.5 is available to candidates for the second ministry position on request.]

7 Financial Plan

7.1 Overview

With the combined resources of our two congregations we have the foundation for a financially sustainable Church. But in the Vision and Mission Strategy we have discerned a call to be a greater blessing in our community, and to actively welcome the stranger into our church.

To fulfill the Vision and implement the Mission Strategy, we have identified three financial priorities: The redevelopment of our property to reflect our Vision into the community and enable our ministries, funding for an additional ministry staff person, and program funds to help get new ministries off the ground. In gratitude for the resources that God has blessed us with, we also propose to make a gift to the wider church by contributing to the capital campaign at Naramata Centre.

Our Vision and Mission Strategy call for us to be a church that welcomes the stranger. Our building and property should reflect this. The building as it stands does not project a welcoming presence: accordingly, we will undertake a substantial renovation project. A renovated building will also provide better flow, more useable space for programs and staff, and the creation of the Oasis space that was named in the Mission Strategy.

To fully support the Vision and Mission Strategy we will hire a half-time minister. Based on the offerings we anticipate from our combined congregations we would not be able to financially support an additional ministry staff person. To fund this position we will set aside money to cover a portion of this salary for the first 6 years of our life together. This money will start by funding the entire cost of the position and will decrease over time and be gradually replaced by an increase in stewardship so that the position is sustainable into the future.

The Vision speaks of a variety of entry points for new people to connect with the church. The Mission Strategy is clear in our desire to enable people to use their Spiritual Gifts to do ministry. To enable these new ministries to get off the ground, we will create a fund of \$45,000 to be spread over the first five years of the life of Crossroads United Church to help get new ministries off the ground. The goal is that when people have the passion and energy for a new ministry we will be able to offer the financial resources to support it. One of the first tasks of the Policy Board will be to write the policy for the disbursement of these funds.

In gratitude, we would also like to make a gift of \$35,000 to the capital campaign at Naramata Centre. Both congregations have a connection to the ministry of Naramata Centre, and the current congregation of Royal Heights has an especially deep connection. We would also like to offer this gift in recognition of interest portion of the loan to Royal Heights forgiven by BC Conference in September 1996.

Based on strategies adopted to fulfill its vision and the financial plan presented in this section, it is the opinion of Crossroads United Church that it has no surplus funds.

[Sections 7.2 to 7.5 are available to candidates for the second ministry position on request.]

8 Appendices

8.1 The Agreement of Understanding

Agreement of Understanding between RHUC and SJSH

On February 10th, the congregations of Royal Heights United Church and St. John's Strawberry Hill United Church each met and adopted a vision for a new United Church in West Surrey and North Delta. To try to be clear about what each congregation believed amalgamation could look like, the congregations also developed or approved some early understandings and expressions of the things that would be important to them moving forward. The following agreement is the result of the combination of the work of both congregations and the conversations between the Board of Royal Heights and Executive Council of St. John's with feedback from both congregations.

Royal Heights and St. John's Strawberry Hill will each conduct a congregational vote to formally commit each congregation to amalgamation, with the following agreed upon understandings. The vote will take place in the Easter Season of 2009

On the Amalgamation Process

1. We will endeavour to be true to our vision. The process itself and the decisions made during the process of amalgamation will, to the best of our ability, be consistent with the call of Christ and the vision as articulated.
2. Both congregations will be consulted widely throughout the process and will need to approve all major decisions.
3. There will be a new name for the amalgamated church, determined during the amalgamation process.
4. We recognize that the excitement of a new life as a new church will be accompanied by the sadness of the ending of the old lives as separate churches. Both congregations will take the opportunity to celebrate their histories and care for each other in this time of endings and beginnings.
5. The celebration of amalgamation will be planned for September 2009. We would seek final approval from Presbytery in June 2009.

On the Structure of the Amalgamation Process

6. We will create a Joint Amalgamation Steering Committee with members from both churches to oversee the process of amalgamation, allocate resources,

- administer the budget for the costs in the planning phase, and ensure timely communication with both congregations, their leadership, and Fraser Presbytery.
7. The Joint Amalgamation Steering Committee will oversee three working groups that will develop specific plans in areas of: 1. Property and Buildings, 2. Staffing, and 3. Organizational Structure of the new church.
 8. The Joint Amalgamation Steering Committee will present proposals for all major decisions to the Executive Council of St. John's Strawberry Hill and the Board of Royal Heights. After obtaining the recommendation of the respective leadership groups, and following a period of consultation on the proposed changes, all major decisions would be brought to the congregations for discussion and vote.
 9. The Joint Amalgamation Steering Committee will also be responsible for developing/overseeing the short and long term financial plans for the new church. The financial plans must be approved by both congregations and Fraser Presbytery.

On the Location of the New Church

10. The vision calls for a visible, accessible, and central location in West Surrey/North Delta. The St. John's location fits these criteria. We will proceed on the assumption that the new church will be located at the 120th St. location unless we encounter unworkable municipal restrictions that force us to consider an alternative that would better facilitate the vision.
11. The surplus church land and property will be sold to finance costs associated with the creation of the new church, be that building or renovation costs, staffing costs, process costs, and such, for which Presbytery approval will be sought in accordance with that process.

On the Building and Property for the New Church

12. One of the opportunities in amalgamation is to use some of the funds from the sale of one property to help make the physical presence of the new church match its vision.
13. When planning the possible changes to the physical presence, the Building and Property Committee will first investigate which parts of the current structures could be renovated and updated to better fit the vision.

On the Staff at the New Church

14. The vision will be the guide for determining the staff positions that are needed for the new church.
15. We will trust in the process of discerning a call for our staff positions, with faith that God will provide the people who have the gifts and skills to help us to live out our vision.

16. The Staffing Committee will consult widely with the committees and congregations of both churches to determine the job descriptions for staff.
17. Both churches highly value their relationships with current staff. We will attempt to retain those staff members of both churches who wish to continue in their positions. We will seek to be flexible in working arrangements and conditions. We recognize that this may result in some changes in terms of employment for some employees, and we will endeavour to take the employees' needs into account in our decision-making.

On the Things Owned by each Congregation

18. We will attempt to honour and find a place for those identified key artifacts and histories of each congregation as we create a new church.

8.2 Sharing the Work of the Planning Phase

Sharing the Work of the Planning Phase

Congregations of Royal Heights and St. Johns

1. Pray for the ongoing work of amalgamation
2. Continue to care for and encourage one other
3. Trust in the work of the Spirit
4. Participate in the process:
 - Listen for updates and opportunities to be involved
 - Communicate ideas and questions to the people on the teams
5. Assist the process:
 - There will lots of opportunities to help, from offering specific skills for a particular component of the work, to offering refreshments for a meeting.
 - Let people know if you have energy to participate in some way beyond the committee work.

RH Board and SJSJ Executive Council

1. Provide feedback to the Joint Steering Committee on the process and plan
2. Plan for ways to bring the congregations closer together through worship, fellowship and service
3. Invite groups of folks to begin thinking about and working on aspects of the vision that they feel called to
4. Plan ways for each congregation to celebrate their histories and make space for the feelings of grief and loss that will be with us as we move forward

Steering Committee: *Vision Shepherds*

Keep the Vision at the forefront during the Planning Phase and ensure that the process follows the Agreement of Understanding

1. Oversee the work of the Staff Team, Property and Building Team, and Organizational Structure Team, offering direction and feedback on their process and proposals
2. Administer the budget for the costs in the planning phase
3. Make preliminary allocation of future resources to the Property and Building Team and Staff Team, to assist them in creating their plans (preliminary = subject to the approval of both congregations and the Presbytery when plans are presented)
4. Work with the three teams to plan ways to gather information and seek feedback from the congregations
5. Keep both congregations, their leadership, and Fraser Presbytery informed about the process, seeking their input and support when needed
6. Present proposals for all major decisions to the Executive Council of St. John's Strawberry Hill and the Board of Royal Heights for their recommendation after which the proposals will be brought to the congregations for their approval
7. Compile the Amalgamation Plan by placing together the proposals that are agreed upon by both congregations
8. Develop/oversee the creation of a five-year financial plan for the Amalgamated Church
9. Guide the process of choosing a new name for the Amalgamated Church
10. Seek outside resources that would be helpful to the process

Staffing Team: *Vision Supporters*

Live in and trust in the process of discerning a call for the staff of the new church

1. Touch base with all current staff to confirm their plans for the future and explore what role they are feeling called to play in the amalgamated church
2. Undertake a Joint Needs Assessment (JNAC) to explore what areas of the vision would best be enhanced by the addition of ministry personnel and to develop position descriptions for all ministry personnel
3. Consult with the Ministry and Personnel, Worship, and Building Committees to develop job descriptions for music and support staff
4. Submit proposals to the Joint Steering Committee

Property Team: *Faithful Stewards*

Plan for the faithful stewardship and mission-oriented deployment of the buildings and property owned by both congregations.

1. Develop a plan for Property and Buildings currently owned by Royal Heights and St. John's including:
 - i. The sale of the 116th location (in consultation with real-estate professionals)

- ii. The type of improvements possible to the 120th location (in consultation with the municipality, architects and engineers)
2. Use the Vision as the guide when considering options for the physical presence of the new church
 - Key Ideas from the Vision include:
 - i. The Building and Property are to be for the benefit of the community
 - ii. Access for people of all ages
 - iii. Welcoming exterior
 - iv. Listening for the Spirit (in their work and in planning for a space that feels Holy)
 - v. Space for multiple entry points
 - vi. A sanctuary that enables worship
3. Submit proposals to the Joint Steering Committee

Organizational Structure Team: *Organization Imaginers*

Re-imagine a life-giving way in which the new church can live out its Vision and do the work it is called to do

1. Plan for the ways in which the new church will organize itself, by developing a Constitution and Mission Strategy
 2. Work within the requirements of the United Church of Canada (The Manual)
 3. Research new or innovative options that would be good fit for the vision
 - Key Ideas from the Vision include:
 - i. Hospitality to the stranger
 - ii. Being open to the movement of the Spirit (in their work and planning for a structure that nurtures and is open to individual and collective calls)
 - iii. Present to the community around us
 - iv. Faithfully utilizing spiritual gifts
 4. Submit proposals to the Joint Steering Committee
-