

The Seed PROJECT



The StAAC Building Redevelopment



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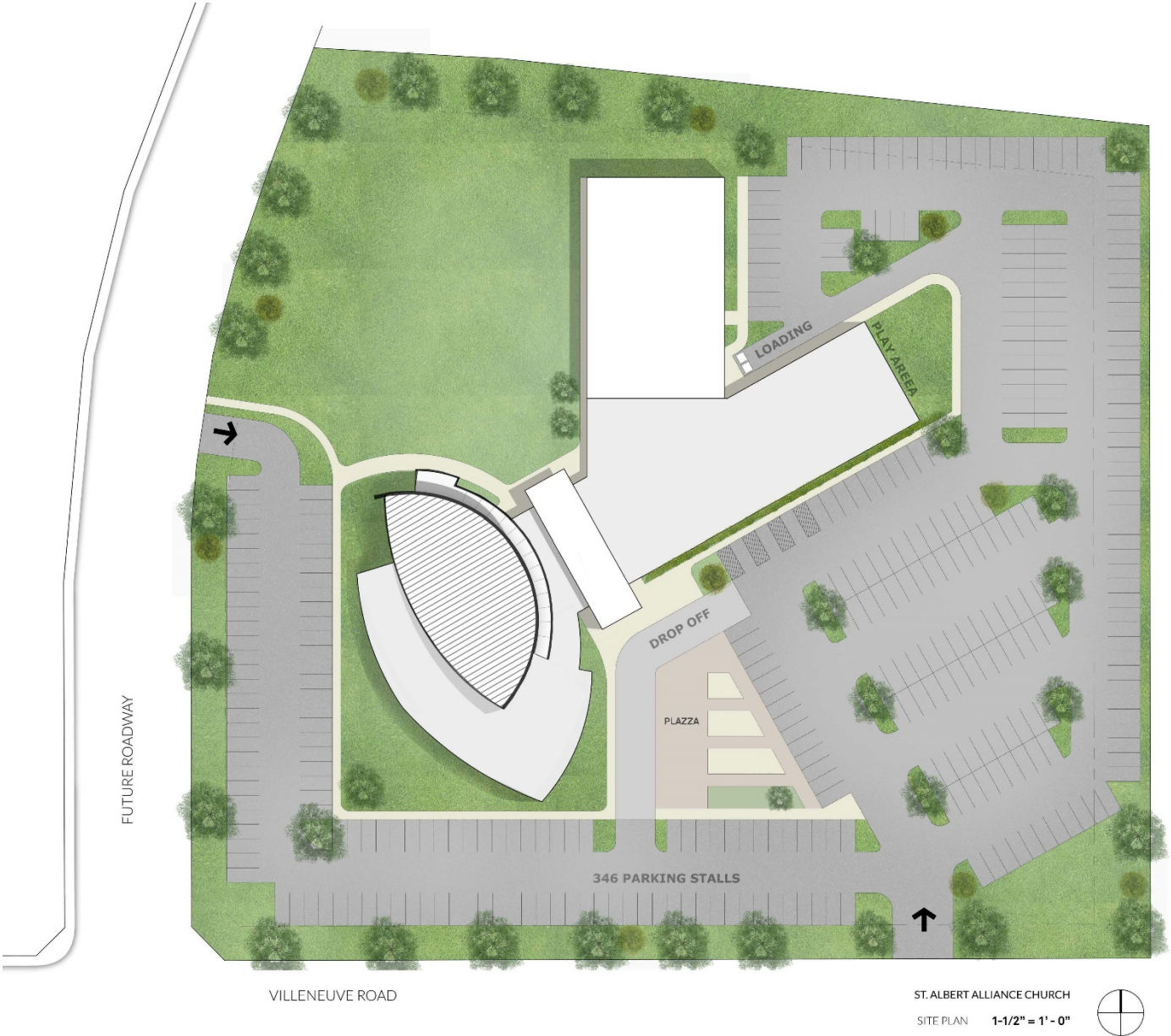
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SECTION 1

Rationale for Building Redevelopment

(Identifying The Best Vehicle For Ministry)



Factor #1: "Jesus First in Everything"

It was Tuesday, August 18th, in the Fall of 2015 that I was spending some time alone with Jesus to ask Him about His desire and intent for our Building Redevelopment effort, which we are calling 'The Seed Project.' With a project of this size and scope, it is so important to be clear on 'why' we are taking steps towards a redeveloped facility.

As I sat quietly before Jesus, I asked a simple question and then listened in prayer.

I wrote in my listening prayer journal: "Jesus, what is your vision for StAAC? What are you dreaming about that you are waiting for me to wake up to? What is the potential you see? Why do you want us to build a new facility?"

To be honest, I expected Jesus to say something about growing our ministry potential; to talk about how our impact in our community might increase; to cast a big vision of all the things we might be able to accomplish with a redeveloped facility.

But as I sat there listening, I heard the voice of Jesus speak so clearly to my heart these words:

"Jeremy, this is how I will teach my people to put me first in their lives."

And in that moment, the penny dropped for me. Of course! Jesus has been urging us as a community to re-arrange our lives differently, that we might truly learn to put Him first in everything; that we might have no other idols in our hearts before Him.

And while there are many other factors that have helped us understand why God is leading us into this project at this time, Jesus was crystal clear that this is first about our hearts. Who (or what) has first place?

The litmus test for so many of us as to whether Jesus really is first in our lives is how we handle His money. Does He get to direct the money He has entrusted to us, or do we hold tightly to what we've been given to serve our own purposes?

A project of this size and scope will require three things from us: obedience, sacrifice and miraculous provision. We are required to do the first thing (obedience); we are invited to do the second thing (express our love for Him through sacrifice); and we are to pray for the third thing (that God would provide in ways beyond what we can now see – both personally and collectively).

If everyone of us had the courage to ask Jesus what He was asking of us, and then the obedience to follow through; and if we would learn as a community to sacrifice something that is ours for the sake of someone else; then we can be confident that God will make up the difference – beyond what we can ask or imagine.

Factor #2: “Existing Reality”

There are 2 primary categories of thought that help us think and pray through the answer to the question of ‘why?’ ‘Why a building project? Why now? What’s wrong with what we have?’

Category 1: Physical reality of existing building

The first category of thought we have considered is the physical reality of our current building. In other words, “*What is the actual condition and potential for repurposing of the facility we are currently in?*”

No doubt, many of you can relate to the dilemma we face of when to replace our old vehicle with a new (or newer) vehicle. That point where you say to yourself, “How much money do I keep sinking into this car before it costs me more than it's worth?”

Often what precipitates this dilemma is when you take your vehicle in for a \$50 oil change, and you come out with a \$3500 repair estimate!

This describes the dilemma we’ve been faced with over the past few years as we’ve had some ‘repair’ estimates done on both the immediate and longer term needs of our existing building.

Bottom line? We need more than a \$50 oil change.

Some of the repairs are urgent. For example, we have an ongoing water issue with our Xtreme Kids wing that needs to be addressed as soon as possible (at an estimated cost of \$50-\$100K).

Beyond this, in order to simply repair and maintain what we currently have, we will need to spend approx. \$1.2M over the next 3-10 years, with another anticipated \$400,000 over the following 15 years (this includes roofs, windows, the alarm panel, etc.)

And this \$1.6M doesn’t include any costs associated with bringing our existing facility up to current building code requirements including a sprinkler system, more washrooms upstairs, and addressing the sloped lobby floors transitioning into the auditorium and Xtreme Kids wings (which may not meet handicap accessibility requirements) to become more handicap accessible.

Any major renovation we do *requires us to bring the whole building up to code.*

While we don’t know everything that would be required, we have estimates as high as \$1M just to bring the building up to code – beyond the approx. \$1.6M in repair and maintenance costs.

It's enough money that it causes us to stop and consider what wise stewardship looks like in this scenario.

All of this raises the question – *“Is it good stewardship to invest that kind of money into our current facility (knowing what we know, let alone what we don't know) without improving functionality in helping us achieve our vision to live as apprentices of Jesus in the now-available Kingdom of God?”*

Friends, we need more than an oil change. And so the question is: *what does this tell us about the need to consider a new vehicle to take us where God is leading us?*

Factor #3: “Safety Ratings”

As we consider the answer to the question: “Why a building project? Why now?” in addition to the first category of the existing physical reality, we also need to consider a second category which seeks to answer the question: *“What kind of ‘vehicle for ministry’ would best serve our ongoing and future needs?”*

Whenever we have to spend a lot of money just on vehicle maintenance, we start to think about the overall cost in conjunction with other important values like safety ratings, fuel efficiency, comfort, and sometimes even style.

Now its clear that Jesus is calling us well beyond our physical building to the places where we live, learn, work and play. Indeed, a vehicle itself does not produce ‘life,’ nor is it the only place or even the primary place where life is found. *But it does often help us get to where we want to go.*

So as we’ve considered some of these values, as it relates to the ‘vehicle’ that helps us move forward in ministry, there are some things we discover as it relates to the outworking of our vision and ministry in our existing facility.

Let’s talk about safety ratings.

Our kids are of utmost importance to us, and our Xtreme Kids leadership team do an extraordinary job to keep our kids safe with vigorous attention to Plan to Protect (P2P) requirements (Plan to Protect is a national standard for ensuring appropriate and safe environments for children and teenagers).

As far as volunteer screening, training, and appropriate process goes when engaging kids, our team does a phenomenal job, but the reality is that there are some physical limitations to our existing space.

Ideally according to P2P, we'd have ***a secure wing of the church*** that only has one access point for security reasons – that way we can easily monitor everyone who goes in and out of the kids wing.

Currently, we have 5 access points to our Xtreme Kids wing that we can't close off due to the way we're configured. For example, we need access to the washrooms on Sunday mornings. We need access to the kitchen. The worship team comes up on the stage through Xtreme Kids hallway.

We do everything we can with what we have currently, but the truth is, we wouldn't get the highest possible safety ratings for the ministry vehicle we are currently using.

Is it enough reason to go through the effort and expense to redevelop a building by itself? No, but we take the safety of our kids seriously, and its one of the considerations.

Additionally, as anyone who has ever had to make their way to the second floor of our building knows, the stairs provide a safety concern. Steep and unforgiving, our kids ascend and descend these stairs multiple times a week, and we are conscious of the safety risk they impose on anyone who requires their use.

Have we made it work while increasing our cardiovascular capacity? Has God graciously protected our children over the last decade – thankfully yes! Does it get high safety ratings? Not exactly.

Factor #4: “Fuel Efficiency”

As we consider the second category of thought – which has to do with what kind of ‘vehicle for ministry’ will best enable us to achieve the vision Jesus has given to us – we are conscious of our “fuel (ministry) efficiency.”

For most people, when considering a vehicle that will take them where they want to go, a key consideration is this: what vehicle will give me the best possible fuel efficiency?

There are several things about our current vehicle for ministry, that is our existing facility, that significantly limit our current level of ministry efficiency.

Consideration #1: Utilizing Multiple Spaces at Once

Every week we run up against the reality that we can't do multiple things in our existing facility at the same time. Our two biggest rooms (lobby and auditorium) can't have something happening in both at the same time (due to noise and access to washrooms).

It's challenging to use the lobby and LDC at the same time because we only have one entrance, and in order to get to the LDC, you have to go through the lobby, and thereby disrupt what may be happening there. And to get from the LDC to the kitchen for coffee and food also requires traversing through the lobby.

For the same reason, we can't use the lobby and the upstairs classroom space at the same time without some disruption (again people have to go through the lobby to get upstairs).

Have we made it work? As best we can. Are we getting maximum efficiency? No. We've had numerous pastoral team conversations over the years about what we can offer (and not offer) simply due to poor efficiency of the space we do have.

Consideration #2: Weekly set up and tear down of the auditorium

Due to the fact that we can't use the lobby without impacting every other space, and because we don't have a gym or dedicated youth space, we end up setting up and tearing down the auditorium every week (sometimes multiple times a week).

As such, we have to be conscious about how scheduling occurs for various events, including things like hosting community events and funerals based on the set up of the auditorium either the night before or the night of. (For example, we can't easily have the auditorium torn down for our students at Merge on Wednesday night if we have a community event or funeral on Thursday morning). We constantly need to

manage the tensions of the time, energy and money required to set up and tear down each week.

Can we make it work? Yep – it just isn't the most "fuel"-efficient option.

Consideration #3: Leveraging Technology.

There are all kinds of technological advancements that are available now that schools and businesses are taking advantage of that in a different structure would be available to us. While we've made some small upgrades, we still have a number of things that are either clumsy, inefficient, or unavailable. Things such as tech in kids' rooms, ease of use for students and volunteers, video capacity and live-streaming could all be significantly improved to help us do more with less.

Additionally, there are many times when our auditorium is used essentially as a gym for our kids and teenagers, and we are constantly aware that the very expensive sound and lighting equipment, as well as instruments, are all in the line of fire essentially every week because we have no other space for them.

Consideration #4: Facilitation of Hospitality

We want to be a church where it is normal to be sharing meals together in all kinds of contexts, and we are limited by the location and design of our kitchen.

In terms of location, access to the kitchen is least available to two of the rooms that use it most (LDC and Auditorium) and it is situated in the one place where it is least needed (down the Xtreme Kids hall). In terms of design, the lack of adequate ventilation, food preparation areas, and freezer storage has proven to be a challenge to those who try to cater for large numbers of people. Is it a deal-breaker? No. Could it be more efficient? Definitely.

Consideration #5. Loss of utilized space on the stage

Our current stage in the auditorium is enormous. To give you a visual idea - our current stage is the same square footage as our lobby. We don't believe this to be necessary nor a good use of the limited space we have. Additionally, having a stage as large as we do sends the wrong message to our visitors. The gathering of the church is not about a performance. We want our building to reflect our real priorities of apprenticeship, meaningful fellowship with others, and strategic mission.

We take seriously the vision God has given us to live together as apprentices of Jesus in the now-available Kingdom of God, and we know that the ministry vehicle we are

now utilizing – our existing building – has some practical limitations that reduce the efficiency of the outworking of that vision.

Factor #5: “Comfort”

When considering a ‘vehicle for ministry’ that will help take us where Jesus is leading us, a third area for thoughtful reflection is what we might think of as “comfort” when it comes to facilitating relationship.

When it comes to the dilemma of whether its time to upgrade an old vehicle needing significant repair, one of the considerations is the comfort of the space.

As it relates to our ministry environment, we think of this as the places where we create hospitable, welcoming environments for people to experience the love of God for them and one another.

Though not insurmountable, there are several aspects of our current building that don’t communicate our hearts’ intent to be a hospitable, welcoming place.

Consideration #1: Lack of dedicated youth space

We continually want to raise the value of our student community, to communicate to them that they are an integral part of our church family. Guess what actual dedicated space we’ve given to them to this point? A corner of the lobby and a storage room! It’s one thing to say our students are important to us, but our current building structure doesn’t reflect our heart posture towards our youth.

Consideration #2: Location of staff offices

Our staff offices are on the second floor, behind a locked door. When you walk into our current building, there’s no one to greet you except a locked door with a keypad. We then require you to call the receptionist who gives you a ‘secret’ security code, and then once through these doors, you need to trudge up these daunting stairs before seeing a ‘live’ person.

It doesn’t communicate, “We’re glad you’re here. We’ve been anticipating your visit with us.” It doesn’t communicate that we are open to you and easily accessible. Rather it says – “Don’t bother us. We’re busy. Oh – and by the way, we don’t trust you.”

When we think about a vehicle for ministry, we want our structure to reflect our hearts’ desire that says, ‘The Kingdom of God is available and accessible to everyone’; it’s not closed off; there aren’t entrance hoops to jump through; come as you are...

Consideration #3: Lobby presence

A third consideration when it comes to vehicle comfort or creating a hospitable, welcoming environment is how we utilize our lobby presence. We want to communicate that "we're glad you're here; don't rush; hang out; enjoy each other; there's space for you..."

As such, we think our building – and our lobby in particular – needs to feel sort of like our family living room; a place where it is comfortable to come and go, relax and connect with others.

Though our team has done a great job working with what we have, we would love to have capacity for more than 10% of people at a Sunday service to have a place to sit and connect with each other (which is our current reality).

Consideration #4: Layout of the existing auditorium

The room configuration going the 'long way' isn't the most conducive to naturally creating a sense of intimacy and connectedness in the room. The 5 foot high stage creates unnecessary separation and lends itself to a "performance orientation" instead of a "family all on equal footing" orientation. And on the whole, there is very little in the room that speaks to those who are aesthetically drawn into worship and the presence of God. There are other environments that are better suited to intimacy, worship, and the splendor of God than we currently have available to us.

Consideration #5: Prayer

We have a high value for prayer, and we would love to have a dedicated space for people to engage God in prayer – both on Sunday morning and through the week. Currently our library doubles as small prayer room that seats 4 people.

Consideration #6: Outside space

As we soon will be in the centre of a brand new neighbourhood (Jensen Lakes), we will have people from our community within walking distance of our building. Part of the area structure plan for Jensen Lakes includes the green space that is connected to our property – in other words, we have the potential to create an inviting space where the community will naturally gather.

We would love to be able to take advantage of some of the space outside our building for our kids, teenagers, to facilitate community events and have a place for neighbourhood kids to be able to gather and play. We think there are more inviting ways to facilitate that than the parking lot we have currently ☹️!

Consideration #7: Managing “energy in the room”

We’re conscious that the energy in a room and the experience someone has, is related to being in an appropriate-sized room for the number of people you have. To have 50 people meet in a room designed for 600 or to have 100 people meet in a room designed for 80 has an impact on people's comfort and experience.

Our current reality is that we just don't have much in the way of options to manage various sized groups (and as noted previously, certainly not at the same time, or without significant set up and tear down in the lobby and auditorium in particular).

We certainly do the best we can, but we feel these limitations on an ongoing basis.

Factor #6: “Style”

In addition to factors such as safety, fuel efficiency, and comfort when considering a ‘vehicle for ministry,’ whether we like to admit it or not, style also plays a role in community perception.

Let's face it, the way a vehicle looks makes an impression. Rightly or wrongly, people make conscious and sub-conscious assessments of people based on the vehicle they drive and a perception associated with it.

We recognize that our building is not just for us. We are called to this city, and we need to honestly assess how our building helps or hinders the task Jesus has given us to be his ambassadors in St. Albert.

Together we need to ask questions like:

- *What impression does our facility make in the community that will be built up around us over the next few years?*
- *Does it communicate openness?*
- *Does it communicate relevance to the cares and concerns of people's every day life?*
- *When you just look at the ‘vehicle’ we're in – the existing building – does it communicate life and vitality or something else?*
- *What might the perception be from those driving by or living next door?*

For someone who has any kind of spiritual stirring, *does our existing facility give the impression that this is the kind of place where something that is relevant, pertinent, timely and life-giving is likely to take place?*

Most people wouldn't consider it wise stewardship to upgrade a vehicle solely on style points. We don't either! But we'd be naive to think that it doesn't affect how people view and perceive us (even subconsciously), and how it might impact their openness to coming and exploring what happens here.

Factor #7: Legacy

All of these things I have outlined here have factored into a lengthy, prayer saturated discernment process to move towards a new, redeveloped facility.

Beyond all of this, we know that our current building won't last forever. Most of us who are reading this didn't contribute anything financially to the building of this existing facility. For most of us, it was here before we showed up.

Other people sacrificed so we could gather here to worship, to be equipped as apprentices of Jesus, to find community and to be a witness to our city and the world around us.

And aren't you grateful for them?

This space has served us well for many years, but we believe Jesus is asking us to invest in a redeveloped space that will serve well people who aren't currently here with us but, by the grace of God, will be one day.

Jesus is asking us to put Him first in every area of our lives. He's asking us to consider other people ahead of ourselves and what might best serve them. He's inviting us to be conscious of our sons and daughters, kids and teenagers, of people who are currently far from God, and those who need to discover a place of healing, belonging and ultimately a loving, life-transforming relationship with God through Jesus Christ for decades to come.

A project of this magnitude will not be accomplished by human efforts alone. No question about it, unless God is in this, we will never be able to see this dream fulfilled.

Fortunately, Jesus has already made provision for that. ***He's not asking us to do what we cannot do; He's simply asking us to do what we can do – and that's to be obedient and sacrificial in whatever it is He is asking of us.***

For most of us, that may very well mean arranging our financial affairs differently so that we can participate in this project as Jesus is asking of us. It will require a choice from each of us – will we choose to put Jesus first or not?

For several years now, many have joined me in praying an S.O.S. prayer:

“God would you soften our hearts, open our eyes, and strengthen our obedience to all you are asking of us.”

May we each have the courage to pray that prayer that we might learn to put Jesus first in everything, and may He do more than we can ever ask or imagine...

Children

How is security improved?

The new wing allows for us to have a completely secure wing for Children's Ministry. This is a huge advantage for our safety protocols and security measures. The nursery will have a drop off window area which enables us to completely secure the nursery area. Our drop off and pick up areas will be improved which will allow for increased security. All children will be in one area which will also help with our ratios and supervision protocols. Our check in procedures can be customized for elementary check in with kiosks to speed up and eliminate congestion in the children's ministry area.

Why are the rooms different sizes?

The number of children in a certain age bracket tends to fluctuate from year to year. Varying room sizes will allow us the flexibility to customize rooms based on fluctuations in our age range numbers. This will also assist in helping us to utilize the rooms to better serve our MOPS ministry.

Are there specific improvements to the nursery?

The nursery is designed to allow greater flexibility than we currently have. The napping and parents' room will provide a flexible space for children on Sunday mornings as well as for the MOPS program and their fluctuating needs with younger babies and toddlers.

The nursery will have a drop off window area thereby eliminating the need for the large drop off counter area in the room which will then be used as space within in the nursery. The elimination of gates in the nursery area will also help with children who are anxious and upset and who tend to use the gates as an area for trying to reach their parents.

We also anticipate live video streaming from the sanctuary into the parents' room so parents can still participate in the service when they need to be with their little ones.

How is the space more efficient?

The new design has much less unutilized space. There is a much better distribution of space that allows for more efficient ministry and assists us in our Plan to Protect ratio protocols. Our elementary and preschool teaching rooms are much more appropriate in size to better facilitate our ministry needs.

Washrooms in the preschool classes eliminate the need for transferring children across hallways, which requires more volunteers. That is a huge security asset for us in our new design.

Another huge benefit of our new space is that all children's ministry will be on one level. This has huge benefits for Team D. By having all small groups meet in break out rooms on one level it allows for better security for our Plan to Protect protocols. Our ministry areas will also be more cohesive with our preschool and elementary students, parents, and volunteers interacting with one another in a greater team environment. Having all ministry on one level also allows great accessibility for children and youth with disabilities.

Our children's ministry resource room will also be located close to both the preschool and elementary areas allowing for better access to supplies and materials that are used on a weekly basis.

When elementary kids are dismissed from the service, how will they get to their classrooms safely?

We will identify a team to assist with moving the children from the auditorium to the children's wing. The preschool ministry will be engaged in their classrooms when the elementary children are dismissed which will allow for a streamlined dismissal and efficient transfer to the elementary large group space. The elementary volunteers will also be dismissed at the same time as the elementary children and will assist in moving the elementary children to their large group room safely.

What will the outside play area consist of? Will it be secure? When will it be used?

The outside Play area will consist of a small playground and green space and provide a fun space to run and play. This area will be fully fenced and able to be secured with access only from the children's ministry wing. This area will be primarily used during our MOPS programming as well as during Team D and weekend ministry for our play time.

How will the gymnasium benefit Kids ministry?

The gymnasium will be utilized weekly by Team D for large group games. Preschool may use this area for special events such as year end parties, Christmas parties, etc. MOPS will utilize this space for their large group games with children.

How will the space encourage community?

Our new spaces have been designed with community interaction in mind. The large group areas are designed with space for parents to connect with one another and their families after they have picked up their children from programming. We value community and it is our intention to foster that interaction in an intentional way by creating natural spaces for families to congregate and connect.

How will the space assist with creating a teaching environment?

The new spaces will allow us to better utilize our technology needs with better placement of screens, video and sound. As well, we anticipate the use of touch screens to make the use of technology simpler for volunteers to operate. Our new spaces will also have better electrical outlet placement.

Our current facility has challenges in regard to temperature, and our new facility will allow for more consistent heating and cooling which will help us create an environment more conducive to both teaching and learning.

Youth

How will the new youth room be utilized? Why is it valuable?

The youth room will be a space used primarily on Sunday mornings as well as Wednesday and Friday nights and will be a place that our students can truly call their own. With a room that is completely tailored to them, we prayerfully hope to create a space that fosters community through teaching, Friday events and just a general place to hang out.

We want to continually communicate to our teenagers that they are not an afterthought and that we have a place just for them! By creating a significant youth room, we tangibly acknowledge the vital place students have as part of our church today.

How will the gymnasium add to youth and young adult ministry?

To this point, we have used the auditorium as a makeshift gym for various group games and activities but have felt its various limitations, including trying to protect all the technology and musical instruments that are always present in the room.

With a dedicated gym space, our games and larger events will have more freedom of variety, a safer place for games of all kinds and the ability to really use a gym space to its full capacity. We anticipate the creative ways we'll be able to use a dedicated

gym for outreach to draw more students into a fun and meaningful experience at MERGE.

How will the new building further enable the fostering of community among students?

At the end of the day, more space is more opportunity for community. We want to create spaces that are not only inviting to our current students and young adults, but also spaces that are welcoming to newcomers. Having a dedicated space that our student and young adult community can call their own not only creates a sense of belonging but also ownership. These two things are key in keeping the next generation engaged in church life.

What new opportunities will there be to reach out to unchurched youth and young adults in our community (ie. gym, outdoor green space, etc.)

One of the dreams our youth team has is to have spaces that are also designed with drop-in programs in mind. From afterschool sports to Apprenticeship Prayer Partner time before MERGE, we envision students, who would normally find themselves on the outside looking in with respect to church community, finding a program that is inviting and a place where new Christ-centered relationships can form.

Seniors

How will the new building more easily facilitate our packed Classics luncheons?

With the gymnasium fully equipped with excellent sound and video capacity and washrooms accessible directly off the gym, we will be well-equipped to serve the 'more experienced' in our community well!

The gym will be able to accommodate up to 300 people around tables, meaning we can almost triple our current capacity. Additionally, the larger, more functional and equipped kitchen is ideally located for easy access to the gym and will make the serving of food convenient and efficient.

Group Life

Where will we facilitate on-site small groups and Apprenticeship Training classes?

The new building will have many more options for various-sized rooms, allowing us to better accommodate various group sizes (groups of 12 all the way to 300 people around tables) for classes, seminars and courses. We know that having rooms that are appropriately sized for the number of people present makes a significant difference in comfort, intimacy and ambience of the room.

The various spaces proposed will allow us the flexibility to engage either large groups for an on-site study (as many as 300 people at a time around tables) or a smaller groups for a more intimate gathering (in the Learn spaces or Create space).

The various sizes of rooms that can be utilized include:

- Large meeting room in the offices (340 sq ft)
- Learn spaces (2 @ 700 sq ft that can be opened to be a larger room of 1400 sq ft)
- Kids learn space (1000 sq ft)
- Create space (with direct kitchen access) (1340 sq ft)
- Youth space (2200 sq ft)
- Gymnasium (4700 sq ft)
- Lobby (5000 Sq ft)
- Auditorium (5700 Sq ft) (+ another 800 sq ft in platform space)

Office Space

What is smart about the office space design?

For the first time, people will not be greeted by a locked door when they come in to the building!

The reception area will be located off the vestibule and will help visitors feel welcome and assist with traffic flow. The decision was made to have smaller offices and to instead add meeting rooms for staff to meet with visitors (which could also be used by volunteers as needed). These meeting rooms are of various sizes and are located close to reception to minimize unnecessary traffic through the main office area.

A collaborative/copier/print space has been added to allow for room to work on projects for staff and volunteers, and we have created a couple of work stations for volunteers to use when needed.

We also anticipate that this collaborative space will have a hospitality area with coffee, fridge, sink, etc.

Worship Space

How will the new sanctuary strengthen and improve functionality and our worship experience?

- We look forward to a significantly revised layout that we expect will promote a stronger sense of community. The sanctuary will feel more intimate than our current space with greater potential for engagement in light of the seating layout (only about 12 rows deep instead of 20+ in our current configuration when the room is full). Additionally, a lower stage will also aid in this creating of intimacy in community as there is not the same separation from those on the platform with those in the congregation.
- The placement of screens and video and better general lighting will help create a more aesthetically pleasing worship space.
- The sanctuary will be a better space acoustically for our worship services. This will help facilitate better audio mixes and should make it easier for everyone to experience good sound quality.
- In addition, the space should allow for a greater corporate sense while singing together as the acoustics will help us, as the congregation, hear ourselves singing more clearly.
- The new sanctuary will be much quieter than what we have now, without the noisy fans. This will help enable better sound in the room and make it easier to hear each other and what is happening on the platform.
- Access from outside to the backstage area for loading and unloading will be significantly better (currently the outside access is 5 feet off the ground!).
- There will be direct access to washrooms backstage for those serving on Sundays, as well as for events like baptisms (currently baptismal candidates have to walk through the kids wings to get to the washrooms in wet clothes!).
- A green room backstage will allow for a focused space for music teams to meet before, during or after services as needed to pray and prepare for the service. This space will also be a place for people who are about to be baptized and

anyone else needing to be backstage before or after their involvement in the service.

- The worship pastor's office will be easily accessible from backstage and will be sound-proofed. This space can be used for small rehearsals, for recording and mixing audio, and potentially for facilitating such things as audio/video streaming of our services online. Being able to have vocal rehearsals in this space while the band is rehearsing on stage gives greater flexibility, and the space can also be used for training and equipping musicians or working with potential new volunteers in the music ministry.
- Choirs will be able to rehearse in the main sanctuary or the Create space, which, with a high ceiling, will be a good space acoustically for singing.
- The dedicated video room will allow for the equipment to stay set up and be used regularly as needed to create videos. This will allow for more longevity of equipment and less staff time spent in set up and tear down. Currently the equipment needs to be moved every time it is used. It will also allow us to create a space that is comfortable for people to be in, as well as space that is aesthetically conducive to good video.

What are some of the technological opportunities and benefits that will become available to us?

The new building will allow for building-wide audio and video connectivity greatly simplifying the setup and delivery of media to various rooms.

With the new layout and technology, we will be better prepared to stream our services online and make videos of our services with a more pleasing visual aesthetic.

How will this design improve facilitation of prayer ministry?

We are deeply committed to growing in the posture and practice of prayer and, as such, it was important to us to establish a designated prayer room, open throughout the week, for anyone to use. Our current library serves as a small gathering room (4 chairs) for people to pray, but we wanted to expand our capacity here.

The new prayer room will have about 4x more useable space and is strategically positioned at the back of the sanctuary for both easy access during the week and for post-service prayer. One of the challenges of our current set up is that, for post-service prayer, it is intimidating for some people to come to the front for prayer and in the line of sight of the congregation. By enabling people to head out of the

auditorium at the close of the service into a room with a quiet atmosphere better suited to connecting with God, we anticipate (pray!) that our congregation will be better served.

Why is the sanctuary designed to seat 600 people? Shouldn't we be building for future growth?

In our current auditorium, when every chair is set up (like on Christmas eve), we are allowed a maximum of 580 chairs per St. Albert Fire Services. On a normal Sunday morning, we have approx. 450 chairs set up (or $\frac{3}{4}$ of what will be in the new auditorium).

There are several factors to consider when deciding on the size of the sanctuary.

a) The size of the auditorium determines the size of every other room.

We need kids' classroom space, lobby size, and washrooms to correspond with the number of people who can fit into a single service. Any increase in sanctuary size requires an increase in square footage for the rest of the building and drives up the overall cost.

b) Proximity and intimacy in worship

One of the things we have thought carefully about is how to create a greater sense of community and 'family-feel' in worship (hence the design that reduces the number of rows deep by nearly half). The larger the space, the more impact this has on proximity and intimacy.

The larger the space, the greater the impact there is when initiating new services. If, for example, we were to have 200 people commit to attending a third service (because we had outgrown our current two Sunday services), the "feel" in the room is notably different if 200 people occupy a space designed for 600 than if 200 people occupy a space designed for 800 people. While we don't know if or when this might be required, proximity and intimacy in worship is important, and so we are conscious of this in determining the appropriate size of the new sanctuary.

c) Overflow space

The gymnasium in the new building will serve as a service overflow space with the capacity for a live feed from the sanctuary, allowing for up to another 300 people to be seated. This means we could reasonably accommodate upwards of 1500 people on a Sunday morning between our current two services and over 2000 in weekend attendance if we added a third service.

d) Church planting

We believe in the value of planting churches and, should we outgrow our redeveloped facility at some point, our intent would be to plant new churches.

Where is the baptismal tank?

We anticipate utilizing a portable baptismal tank to allow us maximum flexibility. As previously noted, we are also looking forward to having washrooms right off the back stage for baptismal candidates to be able to change without walking down the kids' hallway as they need to currently!

Where will The River be held?

We will have two options for the River. The gymnasium will be outfitted with a suitable sound system and can accommodate up to 300 people depending on the configuration of the room.

We can also use the new sanctuary, in particular with the use of high curtains (serving as partitions) that can help make the room feel smaller and more intimate.

Lobby

Will we be upgrading the capacity of the Fresh Ground coffee bar to include a wider selection of coffee options?

There are several considerations we are looking at related to the Fresh Ground coffee bar. All options are based in the high value we desire to place on hospitality as we welcome people in. To this end, we've been intentional to keep our coffee choices simple in order to allow us to offer coffee free of charge to everyone.

One of our current limiting factors has been the fact we have no running water or drainage at the Fresh Ground station. This will be addressed in the future building (ie. we will have plumbing to Fresh Ground), and so it opens the opportunity to explore offering other possible drink options. We are continually looking at ways to raise the bar in the area of hospitality on Sunday mornings, and an upgraded Fresh Ground coffee bar in the new building will provide us a greater opportunity to do that.

Are we still going to have seating in the lobby?

We have worked hard over the past several years to create an environment in our lobby that promotes connection and community building, and as such, one of our

intentions with the new building has been to create even more space for people to be able to connect. The new lobby space is more than 65% larger than we have currently, and the increased space will provide us with increased opportunities to facilitate more comfortable places for people to connect. At the same time, the designated section for small tables and chairs provides adequate space to help the flow of traffic as people enter and exit the sanctuary and drop off or retrieve their kids from Xtreme Kids.

Why is there so much glass in the lobby area design? What are we trying to communicate?

One of the early questions we wrestled with as a building committee together with the architects was how our building could communicate openness to our community. As we contemplated where our main entrance would be and which direction it would be facing, we were concerned with “having our backs” to Jensen Lakes that is developing around us. We wrestled with how to communicate an ‘openness’ and ‘hospitality’ to all of the surrounding community – both in front and behind us.

This precipitated the idea of having the lobby open to both the north and south sides (as in the proposed design), with the large green space and walking trail in the Northwest corner of the lot serving as an inviting place for the community to gather and to be able to access the building.

When considering a hospitable space, we’re conscious of how natural light through skylights and both main entrances will create a warm and inviting space.

We like the idea of communicating that we are ‘open’ with ‘nothing to hide’ and in no way restricted to ‘members only.’ People have all kinds of (mis)perceptions about what a church is and what goes on inside one. The idea of having more glass stemmed from a desire to consider these things with the physicality of the building.

Won't it be more costly to have so much glass in the lobby design?

There are a lot of things that go into the overall design of a building to create energy efficiency that meets the current building code (and which requires the achievement of significant energy efficiency targets). This is a ‘net-building’ approach, so areas that utilize glass and which have lower insulation values are offset by upgrading in other areas such as roofs & walls.

The other factor that makes this work is the energy that is offset with solar heat gained through the glass and a reduction of power required for lighting during the day.

Community Events

How will Share & Wear function? Will the new building increase our serving capacity?

This is another area where we are really excited about the new opportunities we will have!

In terms of flow, the intent is that shoppers will enter through doors to the gymnasium and will be able to experience hospitality indoors for the first time! (To this point, they've always had to wait outside, even in undesirable weather). With the close proximity of the kitchen and the use of the Create space for food lines where necessary, we'll be able to serve our shoppers in the warmth of a heated building with food and drink.

Once Share & Wear begins, shoppers will move down the hallway into the lobby and sanctuary where we will have about 40% more space than we've had previously to set up and enable people to move about freely and to accommodate further growth as needed. They will then head out the main entrance doors back to their vehicles with their tangible expressions of grace and generosity.

Our volunteers will have a specified space down the Xtreme kids wing (in Kids Learn space) where they can gather, connect and rest as is needed.

So, bottom line – we'll be able to welcome people indoors (instead of waiting in the cold outside), we'll have about 80% more useable space to accommodate growth (including the gym), and we'll be able to improve our flow of traffic from what we currently have.

Have we considered using the new space for a preschool or day care?

We have made no decisions on this but will investigate the costs to build up to current daycare code requirements in an upcoming design phase.

One of the considerations of using the facility for daycare is the potential impact it would have on any of our MOPS groups that use the Xtreme kids space every Wednesday.

Have we considered renting the building to other users as a means of generating revenue?

To this point, though we regularly partner with other non-profit groups (but only recoup some of base costs), we do not rent our facility to businesses.

There are several reasons for this, but a significant one is that as a faith-based community, we have certain biblical and moral values that we want to be upheld regardless of who is using the building. If we make provision for outside businesses to rent the space, it can create liability issues if it is perceived that we are discriminating against who is eligible to rent it out. Additionally, if we start regularly renting to businesses, we become a business, and this is not our mandate. We re-examine our current policies on an on-going basis, considering all the facets involved.

How often is our current facility used for community-focused events and do we expect that will increase in a new building?

Current:

- St. Albert Library – every Tuesday morning during school year
- Mini-fest (Vanguard) – 1x per year
- Weddings & Funerals – 5-10x per year
- City of St. Albert CIVC – 1-2x per year
- School concerts/awards nights, etc. – 2-4x per year
- Share & Wear 2x per year
- Blood donor clinic – sporadic
- Election Polling Station – sporadic

With increased space in the new building and more diversity in the kinds of spaces available, we look forward to exploring other possible ways in which we can tangibly serve our community and steward the use of the building to bless and minister to (and with) our community.

Kitchen

Why aren't we building a Commercial Kitchen?

The term “commercial kitchen” covers a broad spectrum of facilities that prepare food. The goal is not to have a “commercial kitchen;” the goal is to have “highly-functional kitchen” that is equipped to meet the needs of events that are serviced by external catering groups and for use by groups within the church. By ensuring that we have the right equipment (most of which will be commercial in design) and by creating good work flow with good design, we can meet & exceed the requirements.

Additionally, it requires more to manage a commercial kitchen (cleaning, coordination, finding sufficient volunteers during daytime hours for large events). We would also have additional food handling requirements for licensing, as well as we'd have additional liability insurance that would be required.

Why do we think the new kitchen is big enough?

Most people would be surprised at the actual size of kitchens in hotels and other places that service large catering events. The key to maximizing a kitchen's effectiveness is having the appropriate equipment and an organized approach to food service. ‘Bigger’ does not automatically equate with ‘better.’ The proposed size of the kitchen (25% larger than our current kitchen) will be more functional in design and have better storage (our biggest need!). We will be able to comfortably accommodate 300 people in a luncheon or banquet style arrangement (note: most of our larger food needs are catered).

We lend our building out to community-based organizations and charge only to recover the facility costs (facility person, sound, cleaning, etc.) – food is prepared in licensed offsite kitchens and brought in (such as CIVC, funerals and other catered events)

What are the advantages of the proposed location of the kitchen?

- The outside access provides easy transfer of catering and food supplies and ensures minimal disruption to the rest of the facility
- It allows the team working in the kitchen to work out of the mainstream flow of the facility. (i.e. not having to worry that they are impacting others using the facility)
- It has great access to the gymnasium, and the Create space provides an ideal place to set up buffet style arrangements

- Most events (with food) will be held in the Play area (gymnasium)

***What about other areas of the building aside from the gym and Create space?
Isn't the kitchen far away?***

When catering companies and hotels are preparing and serving meals to large groups, food that is prepared ahead of time can be reheated and then kept at serving temperature in warming trays. Some units also have the ability to add humidity to keep food from drying out. It also frees up oven space for items that are best cooked and served immediately.

The reality is, no matter where the kitchen is located, all food will be transported by cart and warming trays. Even for the gym, which is closest to the kitchen, people won't be carrying food 'one plate at a time' – all of it will be moved using carts.

The kitchen is positioned in the place where it will be used most often (i.e. closest to the gym, with access to the Create space for buffet lines).

What have our greatest limitations been with the current kitchen and how does the new kitchen help address them?

We're grateful for the ways in which our current kitchen serves us at present, but there are four main opportunities we look forward to addressing – lockable storage, proper ventilation, smarter electrical wiring and capacity, and significantly more fridge and freezer space (for large events in particular). Increasing the size by 25% will also be a tangible benefit!

SECTION 3
FINANCIAL PICTURE
(Ministry Vehicle Costs)

How does District Funding work?

While there is no absolute rule for funding, the starting paradigm for churches is to have 1/3 of the total project in cash, 1/3 of the total project in 3 year faith commitments and then churches can carry up to 1/3 of the total cost through borrowing (usually a maximum 15 year mortgage).

Churches can explore being funded through the District cash reserve fund at a rate of prime + 0.5%. This makes it easier to secure funding and is also a way of re-investing into Kingdom work as all the interest paid to the District goes back into various ministry opportunities (like church plants and Christian camps, etc.).

Given the size of the total cost of the building, why can't we extend our 3 year faith commitment to 4 or 5 years?

There are several reasons why this is generally unwise.

First, the research indicates that the follow through rate (i.e. people fulfilling their financial commitments) drops noticeably after 3 years.

Second, churches usually experience a lot of growth and turnover over the course of 3 years. Prayerfully, many new people will have joined our church family during these three years who will have not had the opportunity to commit to the project. In other words, those who were present at the beginning of the project are carrying a larger financial load than those who joined at a later date. By keeping the commitment period to 3 years, it still allows for a substantial amount of money to be given, at a statistically high follow through rate, and then, in turn, allows more opportunity for new people to also participate.

Third, once construction is complete, we are responsible to start paying down the mortgage. It is not prudent to expect to be fulfilling large faith commitments while also carrying the mortgage costs.

How much will our mortgage cost us per month/year?

The mortgage rate charged by the District is prime + 0.5%. Approximate costs on \$4M mortgage using the current prime rate (3.2%) with 15-year amortization would be approximately: \$29,000 monthly (approx. \$348,000 annually). In this scenario, the mortgage costs would fluctuate with changes to the Bank of Canada prime rate.

How are we going to be able to afford adding a mortgage payment to our existing General Fund budget which is often behind regular offerings?

No question, our financial donor base will have to increase, and the commitments of those currently participating will have to deepen. However, there are a few things to consider:

- a) It is reasonable to anticipate numerical growth to accompany the outcome of this project, and with it, presumably an increased donor base. While we are reticent to project growth rates (it is ultimately the LORD who determines these things), it is not uncommon for churches who build new facilities to see growth of 20-30% within a year or so. In particular, with a whole new community building up around us, we expect to see an increase in engagement with our ministry. Even a 15% increase in attendance (with corresponding average giving) would address more than half the mortgage cost.
- b) A \$4M mortgage, at \$29K in costs per month, works out to approx. a \$72/month increase per current giving unit (even with no increased attendance and giving). While not inconsequential by any means, it presumably falls within the realm of plausibility.
- c) Perhaps most importantly, as we mature as apprentices of Jesus and make deliberate choices to 'put Jesus first' in the area of our finances, the funding issue almost becomes a moot point. The simple truth is that if everyone in the church family chooses to return a 10th of their income back to God (a tithe), we would not require a building campaign in the first place. The ultimate 'miracle' of provision for this project will be the miracle that takes place in people's hearts as they come to truly understand that everything they have been entrusted with, actually belongs to God. The straightforward principle of returning to God what He has asked for would see all our financial needs met and much more. This is part of the work of discipleship in the life of our church family.

How does a capital campaign work? Is there going to be a high pressure 'sales pitch' for me to participate?

As previously mentioned, the best "strategy" for seeing a financial goal of this magnitude reached is for everyone to do their part in correlation to the means God has provided. Our prayer is that throughout the church family, we would see "equal sacrifice" (not "equal gifts"). In other words, in order for this project to come to fruition, we will need everyone on board and committed to seeing it through and actively participating as God directs.

A capital campaign is an intentional and strategic way to facilitate a large group of people working towards a common financial goal.

In order to secure funding, we have to be able to demonstrate there is a tangible will on the part of the congregation (as demonstrated by 3 year faith commitments) to fulfill our financial obligations. We need to reach approximate benchmarks (ie. 1/3 in cash, 1/3 in faith commitments) before we can apply for 1/3 of the cost through borrowing.

The campaign involves both a 'quiet' and a 'public' phase. The quiet phase involves inviting key leaders and volunteers to express their faith commitments first as a means of demonstrating tangible commitment to the project. This quiet phase will be taking place over approximately the next 5 months. We then anticipate a public phase where the rest of the congregation will be invited to express financial commitments towards our overall goal. Our intent right now is to facilitate the public phase in the Fall of 2018.

While we have absolutely no intention of putting high pressure on anyone, we know that the LORD is challenging us to not back down from making a bold invitation to participate. What we *can* commit to is always being honouring, respectful, and humble in the way we invite each person in the congregation to participate as Jesus is asking of us.

What is our fundraising goal?

As of December 31, 2017 (Draft), our Building Fund Balance was: \$1,301,338.33 + estimated land sale net after tithe** is approximately \$2,461,370.

The total estimated cost of the project is as follows:

- \$10.7M in construction costs (estimated \$226/sq. ft.)
- \$490K remaining in architect fees
- \$60K in civil engineering, site surveys, and landscape design fees
- \$500K+ rough estimate in furniture, fixtures & equipment (including, but not limited to: audio/visual, technical, stage sound & lighting, acoustic panels, kitchen outfitting, window coverings, furniture, baptismal tank, moveable walls, etc.)

In addition to the above cost estimate of \$11.75M, we have a current projection of \$500K in levies payable to the City of St. Albert upon development permit, for a total cost of approximately \$12.25M (we continue to be in prayer and conversation with the City to determine if the cost of the levies can be amortized over a period of time).

Our fundraising goal is to see another approximate \$1M to be given in cash over the course of 2018 and then to see \$4M committed over a 3 year period.

This scenario would see us at approximately \$3.5M in cash with an additional \$4M in faith commitments for a total of \$7.5M. This would put us in the ballpark to receive District approval to break ground in 2019.

** The tithe off the land sale (approx. \$129K) has been committed by the Elders towards church planting efforts and other ministry beyond StAAC.

What happens if we don't reach our fundraising goal?

There are two primary options for us to consider in this scenario.

1. Delay the project until we have sufficient funding.

The size of the gap between our goal and reality would play a significant role in how we might choose to proceed and what kind of delay we may have to consider.

2. Move forward with a phased approach to construction (see next page)

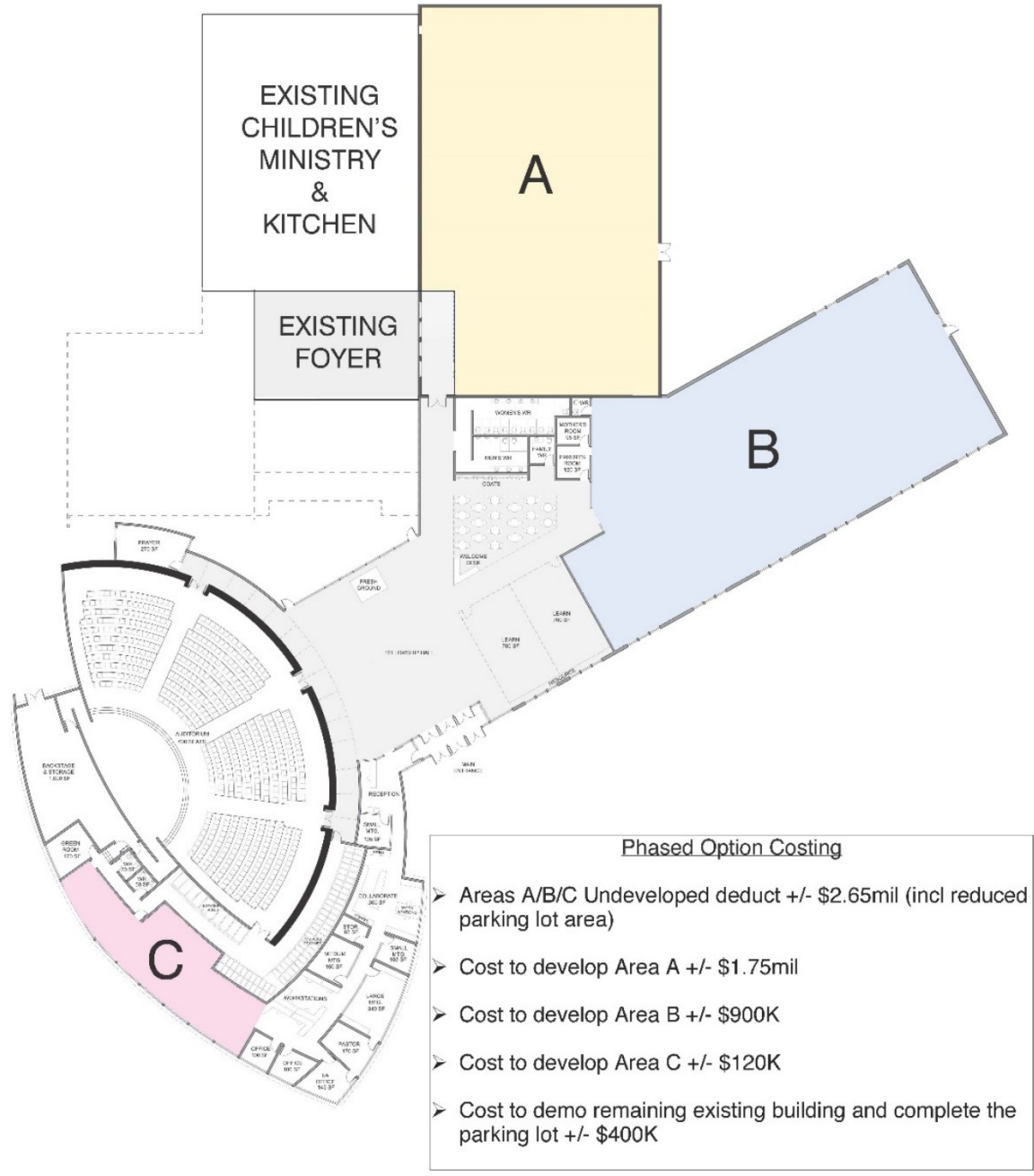
One thing that God has provided us with is a proposed plan that allows us to stay in our current facility while all the new construction is taking place (that's part of why the design looks the way it does) which means we don't have to tear down any of our existing space until after the new construction is finished.

This provides us with a very unique opportunity as far as phasing is concerned – an opportunity that most churches don't have. While there are some parts of the building that will have to be completed in the first phase, the reality is that we can use our existing space (by addressing a few immediate needs) until we can afford to complete future phases of the building if funding dictates.

In conversation with our Construction Manager, this is a viable possibility, though not without some implications. Due primarily to inefficiencies in construction, we should expect the overall cost of the project would increase if we did not complete everything at once (initial projections if we phased all 3 sections would be approximately \$525K in additional cost).

Additionally, the longer a project takes, the more potential there is for fluctuation in market prices making it more challenging to forecast a budget.

(Note, in the diagram, the designations of "A", "B", "C" do not reflect priority, but rather is a reflection of cost to complete – ie. "A" is most expensive followed by B, and then C).



KENNEDY

SCALE 3/32"=1'-0"

The rough estimate from our Construction Manager is that we could conceivably reduce our initial construction costs by \$2.65M if we phased all three sections (i.e. A, B, and C).

Essentially, in this scenario, we would complete the outer shell of the entire building, the lobby, the new sanctuary and some of the office space and continue to use the existing kids' wing and the current auditorium until we were able to raise more funds.

If we as a congregation decided this is how we wanted to proceed, it would lower the construction costs of phase 1 conservatively to around the \$8M mark (+ some of the additional costs referenced earlier).

While this scenario is not without some felt challenges, it does provide us with an alternative to pray about and consider should we not reach our fundraising goals in the next 12-16 months.

How much have we spent to date on building costs?

Revenue Received to Building Fund

Building Fund 2014 - 2017

Year	Revenue	Expenses	Description of Expenses
2017 (Draft)	937,486.86	309,411.41	Architect, Construction Manager, Fundraising Consultant, Civil Engineering Costs, Seed Project Commitment Cards, Envelopes & Videos
2016	362,715.38	6,956.29	Seed Project Videos & Architect Costs
2015	66,547.50	47,358.98	Architect & Construction Manager to Concept Design
2014	53,057.25	7,389.06	Legal & Building Lighting Costs
Total		371,115.74	Spent since 2014

Do we have the appropriate number of staff for our budget and size of church?

The short answer is that we are at an acceptable level of staffing costs relative to our overall budget and the size of our church. Our District does not have a set guideline that they expect churches to follow, but they generally encourage churches to invest between 60-70% of their total budget in staffing.

Staffing is always about what you are trying to accomplish and so, all things being equal, if your staff are all being productive and fruitful, then the more staff you have, the more you can theoretically pursue and accomplish.

Our most important asset is our staff, and so we have made a conscious decision to prioritize hiring quality staff over having more cash to run ministry programs and events. We do this because programs and events don't equip people... people equip people. This is the task of the ministry staff... to equip people to do the work of ministry.

Within other service and social sector fields, such as education and medicine, 50-80% of budget dollars are spent on staffing.

SECTION #4

Additional Questions

What is the total increase in overall square footage?

Our current facility is approximately 36,000 sq. ft. and the proposed floor plan is approximate 47,000 sq. ft. (about a 30% increase in overall space).

Do we have the capacity for future expansion?

No. This design is intended to maximize the current approx. 7 acres we have and is not intended to facilitate future expansion beyond the proposed 47,000 sq. ft. floor plan.

Why did the shape of the proposed floor plan change from the conceptual drawings that were approved by the congregation?

The intent of the conceptual drawings was about orientation of the building in relationship to the land we're on, and the relationship of various components of the building to one another.

As we delved more deeply into the specific needs of various spaces, some of the particulars needed to shift accordingly.

For example, after further discussion and prayer, we concluded that we needed to allocate more space to our youth ministry than was indicated in the initial conceptual drawings (leading to the development of the second floor).

Another adaptation was the inclusion of multi-purpose classroom space. With some reconfiguration, we were able to add double the multi-purpose classroom space with the added flexibility of being able to utilize movable walls (reflected in both the 'Create' and 'Learn' spaces).

Upon further conversation, we also concluded that moving the kitchen in closer proximity to the gymnasium (where the majority of the major food functions will take place) was also a more strategic use of the space.

With respect to the change in shape, in particular related to the kids wing, the redesign enabled us to minimize wasted hallway space in the conceptual design and also created some construction efficiencies in how the new building connects to the redeveloped auditorium.

Where is the library going to be in the new building?

The library/resource room is currently located in the Learn spaces and will become part of the lobby using storage solutions that can be open or closed. We anticipate that this space will be open on Sunday mornings and during the week unless the Learn spaces are being used for other things. We have yet to decide if these storage solutions will be on wheels or form part of the wall in the Learn spaces.

What are some of the overall advantages of the new building design, beyond what has been previously accounted for, that will improve functionality, feel and effectiveness?

- The ability to use the gymnasium for events, Team D, Merge, etc. will significantly minimize the wear and tear on the auditorium chairs (which are stacked every week) and reduce the time, energy and money invested to set up and tear down during the week.
- Functional rooms for events are located in different parts of the building which will allow for more than one event/meeting to take place at one time and still leave the lobby open for traffic flow most of the time.
- Washrooms located next to the gymnasium will offer convenience and the opportunity to close off part of the building for external users and events where this makes sense.
- Functional storage will be located near points of access (by the gym & Create space) and around the auditorium as well as in the Xtreme Kids wing. This will offer easier coordination for users.