

INFORMATION PACKAGE

PRELIMINARY OPTIONS FOR THE BEST USE OF THE RESOURCES
TO SUPPORT THE MISSION AND MINISTRY
OF THE ANGLICAN AND LUTHERAN CHURCH IN THE CITY OF PETERBOROUGH

OUR VISION

“We Are a Joyful Presence of God’s Love in Our Community”

OUR MISSION

“We Will Show and Share the Teachings of Christ in All We Do”

*“We Will Reach Inward and Outward to Support One Another,
Spiritually, Emotionally and Physically”*

*These statements were created using feedback from all congregations in the Covenant

Contents

1. Executive Summary
 2. Short History of the Commission
 3. Commission Terms of Reference
 4. Steps to the Development of Preliminary Options
 5. Preliminary Option Development and Assessment
 - Current Status of the Lutheran/Anglican Churches (2014/2015)
 - Preliminary Options
 6. Next Steps
- Appendices



PRELIMINARY OPTIONS INFORMATION PACKAGE

1. Executive Summary

This Draft Report on Preliminary Options will outline seven possible reconfigurations for the Anglican and Lutheran churches in Peterborough and the methodology that led to their identification.

In November of 2015, Bishop Linda Nichols called us together and charged us all to accelerate the pace of cooperation. She challenged us to be bold. Declining congregations in all locations is unsustainable. However, if all we do is consolidate what we currently do into fewer locations, we will just be stretching out the decline. One way of defining madness is doing the same thing over and over and expecting different results.

Our challenge as a faith community will be to restructure in a way that meets our current needs but also allows us to do church in a different way, in a way that allows us to be experimental and create new expressions of church that are relevant to the growing population that does not see the church as relevant. We will not change our core as a faith community, but there will be changes. A great part of that challenge will be to see the “church” not as a building, but as a “people”.

Being bold still requires due diligence and so a process of gathering and consolidating existing data was undertaken. Our congregations were consulted to tease out what we collectively saw as the future of our church. The Commission also visited three churches in Ontario that have also undergone reconfiguration recently and looked at models from other jurisdictions as well.

The options presented in this report reflect a common vision and mission statement that grew out of the consultative process and that was presented to all churches in May. The next step is to determine how our physical resources can be used to best allow us to fulfill this new vision and mission. The consultation process allowed the Commission to identify several criteria against which to assess options. There are many commonalities and so the choices will need to be based on assessment of the criteria where there are differences.

Here is the framework:

1. Reflect the range in styles of worship that exist across the parishes (Anglican, Lutheran, traditional, contemporary)
2. Open the way for support of new expressions of church (Open Circle, Messy Church, Home Church and any others that may present themselves)
3. Maintain and grow the focus on serving the broader community based on need (food bank, thrift shop, warming room, community meals, garden club etc.)
4. Consolidation of collection and other revenues and pooling of the value of physical resources to the extent that is possible.
5. Facilities will be in locations that are environmentally and financially sustainable, flexible in use and expandable.

2. Short History of the Commission

The Commission's inaugural meeting was held at All Saints on Wednesday 6 January. At that meeting, attended by all delegates and clergy, Dave Watton and Raymond Yip Choy were selected as co-chairs. It was decided that meetings should be held weekly initially to get things going. Minutes of the meetings are posted at each church. The meeting on 13 January was held with lay members only to allow them to get to know each other and each other's churches in a relatively informal way.

A workplan was adopted to start to gather the required information.

Workplan Item 1. Articulate a vision of a mission and ministry of the five congregations

At the meeting on 13 January, attendees felt strongly that simply consolidating physical assets would not bring us the desired outcome of a vibrant and sustainable worship community, but that we had at the same time to explore our vision for what our mission would be. This would be an ongoing process alongside the collection of asset information and would be necessary to ensure that the diverse parishes would be able to articulate a united vision. This process began with members sharing activities and information about their parishes in a relatively informal manner and will continue under Workplan Item 7.

Workplan Item 2. Summary of the Fiscal, Physical and Staff Resources Available

A detailed template was proposed and distributed and the initial reports from each parish were collected at the meeting on 20 January. The reports include the following sections:

- Parish Demographics and Trends
- Parish Revenue and Expenditures
- Other Specific Assets (Trust Funds, Capital Funds etc)
- Buildings
- Staffing

The initial reports were very detailed, 7 – 10 pages in length and very time consuming to assemble. Comparison of the incoming information highlighted the very different asset sets for the parishes. Some gaps were identified, particularly the market value of the real estate. It was felt that site and floor plans would be helpful. Peter Tovell, the facilitator provided by the Diocese, was helpful in obtaining ones that were not readily available in the parish files. By the end of February, all of the information from the various parishes had been consolidated into one document. This document is continually being updated as information is refined and confirmed. It is attached as **APPENDIX 1**

Workplan Item 3. A Summary of the Mission & Ministry of Each Church

This exercise is intended to capture what the parishes actually do. This exercise was completed by Commission members and handed in at the meeting on 27 January. The sections include:

- Parish Mission Statement/Vision (includes 2014 program budget)
- Parish Outreach Programs (Name, Focus, Size/Attendance, Frequency, Number of volunteers)
- Other Parish Ministries (as above)
- Lay Led Ministries
- List of Special Gifts/Persons within the Parish
- Parish Governance (size of Vestry, Parish Council, Frequency of meeting, Responsibilities)

As with Workplan Item 2, this information has been consolidated into one document. **APPENDIX 2**

Workplan Item 4. SWOT Analysis of the Worship Community

This was started at the meeting on 3 February and continued for the next several weeks. This work provided a more in-depth look at the strengths and weaknesses of each parish individually and also the first identification of opportunities and threats that the parishes are facing.

Workplan Item 5. Identify the Objectives Needed to Support the Mission & Ministry of the Five Congregations.

This item was modified to “Criteria for the Assessment of Options” and was undertaken in April and May.

Workplan Item 6. Research and Propose Options for the Best Use of the Resources to Support the Mission & Ministry of the Five Churches.

This item was guided by the information and analysis that was undertaken in April and May

Workplan Item 7. Consult with Diocesan Staff, Clergy, Area Bishop and Congregations.

Consultation with Parishioners: Commission members conducted extensive consultations with parishioners on a one-on-one basis and in small and large groups based on a set of questions that were used across all churches. These questions were also available as paper based and online. The online version was distributed to parishioners via email and on parish websites. This ensured that people who were more comfortable online or parishioners who were travelling could also participate. A copy of the survey questions is attached as **APPENDIX 3.**

The responses to the groups and surveys were open ended and so took several weeks to compile and consolidate. First results for each parish were reported. The combined results provided the basis for a vision and mission statement that was then shared with all congregations. This would be the basis that would guide the exploration of how a reconfigured church in Peterborough could best serve its current parishioners and the community at large.

Consultation with the Bishop: An interim report was submitted to Bishop Nichols in March and The Commission met with Archbishop Colin Johnson in early May to update him on the work done to date. The Archbishop gave some advice on communication with our congregations and offered whatever support we might need.

Consultation with Clergy: All of the serving clergy are ex-officio members of the Commission and have been copied on all minutes. Clergy are invited to and have been attending Council meetings as they see fit and have been active in providing input as needed.

Consultation with the Covenant Council: The members of the Council have been invited to two Commission meetings and are copied on all minutes. In addition, until May, Al Butson (Chair of the Council) sat on both groups and therefore has served as an additional link.

Visits to Reconfigured Parishes: Peter Tovell facilitated visits and discussions with parishes who had gone through reconfiguration. Several Commission members visited Grace Scarborough, Holy Spirit of Peace Anglican/Lutheran in Mississauga, and Church of the Ascension in London. These visits allowed Commission members to tour the consolidated facilities and speak with clergy and parishioners.

Workplan Item 8. Communicate Regularly and Clearly with Each Congregation and the Covenant Council.

Every effort has been made to have the process as transparent as possible:

- Meeting minutes are placed in a binder at each church and are posted on parish websites
- A short progress report is sent to church secretary's after each meeting to be included in the weekly service bulletins.
- A series of presentations have been made to parish advisory boards and councils and then directly to the congregations on various Sundays.
- Commission members have tried to be available to parishioners after church and at other times to answer questions or to receive comments.

In April the Commission presented a case top Bishop Nichols for an extension of the process to allow for a thorough investigation of the huge amount of information gathered and to allow the five congregations time to be updated and process the options that would rise to the surface. The extension was granted and the revised timelines were presented to parishes.

Next Steps: the revised timeline calls for the Commission to provide the five congregations, clergy, Council and the bishop with "Preliminary Options" Information Package by mid June and a shorter list of "Proposed Options" to consider at the end of June. Feedback and comments from parishes is due by mid September and the final recommendation will be delivered at the end of September.

3. Commission Terms of Reference

- To review all of the resources available to the five Peterborough congregations (Anglican & Lutheran)– including both physical and human resources
- To review the mission and ministry of the five Peterborough congregations (Anglican & Lutheran) – including *particular gifts; programs; ministry initiatives*
- To research and propose options for the best use of the resources to support the mission and ministry of the Anglican and Lutheran Church in the City of Peterborough

4. Steps to the Development of Preliminary Options

- a) We undertook an extensive review of all of the resources available to the five Peterborough congregations and consulted on our findings.
(See Appendix 1: A Consolidation of the Fiscal, Physical and Staff Resources Available to Commission Churches, Peterborough)

- b) We consulted with the five parishes on Vision and Mission and summarized feedback from the 5 congregations into six common themes (Worship, Congregation, Ministries, Leadership, Facilities and Financial).
- c) We synthesized and consulted on a new Vision and Mission statement for the five congregations
- d) In order to assess Options for the best use of the resources to support the mission and ministry of the Anglican and Lutheran Church in the City of Peterborough we developed Criteria based on:
 - A review of the results of the Vision and Mission surveys to identify the things that should not change and things that could or should change.
 - Sustainability criteria used by the Diocese
 - Logistical issues (attendance, building size etc.)
 - Implementation Feasibility (financial, staffing, timing etc.)
- e) We then developed several potential Options that we felt could result in the best use of the resources to support the mission and ministry of the Anglican and Lutheran Church in the City of Peterborough; then we assessed them against the criteria (as shown below):

5. Preliminary Option Development and Assessment – Developed using feedback from congregations through surveys and town hall meetings/presentations

a) ASSESSMENT CRITERIA

Assessment Criteria

Consistency with Vision/ Mission Worship Criteria

Liturgy will be grounded in Anglican and Lutheran traditions but will be flexible to meet changing needs.

Type of Worship will honour current practices and will include different expressions as may be identified under our vision and mission.

Consistency with Vision/ Mission Congregation Criteria

Will still have a gathering place but the number of people who gather could change

There will still be a sense of community but the community could be broader more diverse

Consistency with Vision/ Mission Ministry Criteria

Enhanced outreach programs while maintaining space dedicated for church use

Service to the community will continue but there could be more programs (-personal loss - family relationships – spiritual growth -mental health)

Pastoral programs will continue to exist but there could be more of them and they could be more focused (prayer chains -ageing community -music -ACW/LCW)

Consistency with Vision/ Mission Leadership Criteria

We will still have qualified/ordained clergy but the number may change and / or we could have specialists (e.g. Outreach, worship)

Lay leader involvement will continue but we could have more leaders and more involvement and more training by clergy and others

We will still have Deacons but they could serve in a different way (extended Ministry)

Consistency with Vision/ Mission Facilities Criteria

There will still be sacred space but there could be fewer buildings, re-configured space, different denominations, multi-use

We will still have dedicated space for church-only use with increased use and better coordination among churches

We will still have committees but there could be improved coordination and sharing among the five churches

Communication / Presentation will continue with better use of technology

Consistency with Vision/ Mission Financial Criteria

Offerings and other revenue will be needed but operations MUST be sustainable

Resources for Outreach will still be necessary but they could be expected to increase

Special fundraising will continue to be needed but it should be designated for outreach or special projects only, not operations

Administration will continue to be very important but it could be better coordinated with the sharing of specialists

Staff costs could be expected to decrease

Clergy costs may not decrease but could

be reallocated to different purposes (specialists for special programs)

Diocesan Sustainability Criteria

Absence of consistent or projected deficits.

No debt outside the capacity to repay.

Clear engagement in mission & ministry in the community.

Stable or growing congregation.

Sustainable buildings.

Proposed Logistics Criteria

Adequacy of Buildings.

Weekly Attendance (≥ 150 weekly attendance)

Congregation Size and Trend

Location

Proposed Implementation

Feasibility Criteria

Financial
Property
Clergy
Other Staffing
Timing

b) CURRENT STATUS OF THE LUTHERAN/ANGLICAN CHURCHES (2014/2015)

We felt that in order to assist the process of developing and assessing Preliminary Options for the best use of the resources to support the mission and ministry of Peterborough's Anglican/Lutheran Church community, a summary description/assessment of the current status of the churches, based on our extensive review of all of their current resources, was essential. Outlined below is the summary of the current status of the Lutheran/Anglican Churches (2014 / 2015).

Mission and Ministry of the five Peterborough congregations

- Each church has defined Mission and Ministries programs. Collectively they are rich in number and complexity. Major categories include Outreach, Mission and Ministries, Other Ministries, Special Gifts and People and Ministries in Common (See Appendix 2: Mission and Ministries Graphic Diagram)

Physical Resources :(including fiscal i.e. Parish Revenues & Expenditures, Other Assets, Financial Position 31 December, 2014,

- The number of identifiable givers declined in all 5 Churches from 2001 to 2014. The overall decline was $1185-736/1185=40\%$.
- Offerings in all 5 Churches in 2015 were not sufficient to meet operating expenses and had to be supplemented by other income (investment income, investment principal, property rentals, facility rentals, and other income).
- In 2015 one church had to use investment principal to meet operating expenses and one church's total income did not meet its operating expenses.
- Some churches have significant assets in addition to annual revenue. These include Trust Funds, Capital Funds, Rectory Funds and other special purpose funds.
- Based on Sunday attendance declines, shortfalls in givings relative to operating expenses, and their ability to access other income to meet operating expenses, the five churches will all become financially unsustainable in the near term or medium term.

Human Resources (demographics and trends)

- Average Sunday attendance declined in all 5 Churches from 2001 to 2014. The overall decline was $1002-526/1002=48\%$.
- Current trends project future declines in membership and attendance for all Churches.

Maintenance Costs

Sources: Sources: WP#2

- All churches have maintenance costs commensurate with the use of their buildings

Buildings (Building Values (Insured Replacement Value) Building Values (Market Value)

- The number of buildings owned by churches is variable. Two churches have significant property assets in addition to church buildings.
- Assessed property values for each church is variable depending on the number and quality of structures involved.
- All church buildings are judged to be in good condition.

Clergy and Lay leadership

- St John’s has a full time minister; Christ Lutheran pastor supplies part time support (1/2 day a week) to St Luke’s (paid for by St Luke’s) and All Saints’ minister supplies part time support (1/7 of his time) to St Luke’s (paid for by St Luke’s); St. Barnabas’ minister supplies part time support (one Sunday/month) to St James Emily (paid for by St James); St Luke’s has no full time minister but pays for part time support from other ministers.
- Each church has some or all of associate clergy, honorary clergy, deacons, lay readers.
- All churches have a part time administrative assistant.
- Four churches have a part time custodian/cleaner and one church has a full time.
- Three churches have a part time organist/choir master.

c) PRELIMINARY OPTIONS

In the text below we have identified 7 Preliminary Options for the best use of the resources to support the mission and ministry of Peterborough’s Anglican/Lutheran Church community. Each Option is described (what does it look like), then assessed (using the assessment criteria described previously in this document).

It is important to note that implicit in all of the Options is a need for major changes to the current physical configurations, as well as to the fiscal, administrative, staffing and governance status (Cannon 25) of all of the five churches.

The following chart shows the title of the option and its mission/ministry description. Each option, as of May 30, is then presented. Discussion and feedback to the Commission is anticipated.

Summary of each Option's Mission/Ministry

Option 1	Option 2a	Option 2b	Option 2c	Option 4	Option 5	Option 6
Close/Sell all five churches and Build a New Church	Keep St. John's and St. Barnabas	Keep St. John's and St. Luke's	Keep St. John's and Christ Lutheran	Create One Congregation with one new name, worshipping and ministering in two locations (St. John's and All Saints)	Build one new church and keep/use satellite locations for Outreach programs	St. John's as a Centre of Worship and Spiritual Growth, sell all other churches and properties to build a new community church.
A fresh start on Implementing the new Vision, Mission and Ministry	Maintain the historic and traditional worship site of St. John's	Maintain the historic and traditional worship site of St. John's	Maintain the historic and traditional worship site of St. John's	Maintain the historic and traditional worship sites of St. John's and All Saint's	Establish a new location for worship and administration of ministry programs while maintaining outreach programs in satellite locations	A new approach on Implementing the new Vision, Mission and Ministry, including adding a Centre of Spirituality
Multigenerational congregation worshipping in a variety of styles based on traditions and faith of all churches involved	Multigenerational congregation worshipping in a variety of styles based on traditions and faith of all churches involved	Multigenerational congregation worshipping in a variety of styles based on traditions and faith of all churches involved	Multigenerational congregation worshipping in a variety of styles based on traditions and faith of all churches involved	Multigenerational congregation worshipping in a variety of styles based on traditions and faith of all churches involved	Multigenerational congregation worshipping in a variety of styles based on traditions and faith of all churches involved	Multigenerational congregation worshipping in a variety of styles based on traditions and faith of all churches involved
One central location for worship and coordinating Outreach programs	Offer a second worship space in suburbs (different from downtown) giving a fresh start in implementing the Vision, Mission & Ministry to the 4 churches which have not been deemed	Offer a second worship space in suburbs (different from downtown) giving a fresh start in implementing the Vision, Mission & Ministry to the 4 churches which have not been deemed	Offer a second worship space in suburbs (different from downtown) giving a fresh start in implementing the Vision, Mission & Ministry to the 4 churches which have not been deemed	In addition to providing two worship spaces, St. John's becomes A Center for Spiritual Growth and All Saints, A Center for Outreach.	A new church would be designed to be flexible in its configuration and make optimal use of modern	A new church would be designed to be flexible in its configuration and make optimal use of modern technology.
A new church would be designed to be flexible in its configuration and						

make optimal use of modern technology.	“Sustainable” by the Diocese	“Sustainable” by the Diocese	“Sustainable” by the Diocese	Parishioners from all five Anglican/Lutheran churches will have the option of choosing between two locations and five types of services in newly re-configured worship spaces at St. John’s and All Saints.	technology. Keeping key locations which are already owned and operated may allow existing programs to continue seamlessly	If this option is chosen the new congregation would endeavour to provide the outreach services currently offered by all 5 churches
If this option is chosen the new congregation would endeavour to provide the outreach services currently offered by all 5 churches	Honour the best of the Covenant mandate and ideals – separate but shared resources/ contracts where feasible between the 2 site. If this option is chosen St. Barnabas would endeavour to accommodate programs currently run out of the other 3 parishes.	Honour the best of the Covenant mandate and ideals – separate but shared resources/ contracts where feasible between the 2 sites. If this option is chosen St. Luke’s would endeavour to accommodate programs currently run out of the other 3 parishes.	Honour the best of the Covenant mandate and ideals – separate but shared resources/ contracts where feasible between the 2 sites If this option is chosen Christ Lutheran would endeavour to accommodate programs currently run out of the other 3 parishes.	If this option is chosen the new congregation would endeavour to provide the programs currently offered by St. B., St. L., and C.L.	If this option is chosen the new congregation would endeavour to provide the outreach services currently offered by all 5 churches	

OPTION 1: CLOSE ALL FIVE CHURCHES AND BUILD A NEW CHURCH

Option 1 Description:

Mission and Ministry

- A fresh start on Implementing the new Vision, Mission and Ministry

Physical Resources:

- Consolidate members of the current congregations into 1 congregation
- Consolidate all givings and operating expenses into one church
- Consolidate all current assets (investment income, investment principal, property rentals, facility rentals, and other income) into one church

Human Resources

- Adjust human resources staffing and costs based on one church

Maintenance Costs

- Consolidate all maintenance costs into one church

Buildings

- Use proceeds of sale of all current properties for the construction of a new church

Clergy and Lay Leadership

- Adjust clergy and lay leadership costs based on one church

Option 1 Assessment:

Vision/ Mission **Worship Criteria**

- CRITERIA MOSTLY MET: Liturgy and the type of Worship will stay the same but the design of a new building could accommodate changes to spatial arrangement and type of worship could vary by Sunday (but not by church since only one building).

Vision/ Mission **Congregation Criteria**

- CRITERIA MET: Will have a gathering place; the number of people who gather would change. There will still be a sense of community but the community would be broader and more diverse.

Vision/ Mission **Ministry Criteria**

- CRITERIA MET: Will still have outreach but there could be more (due to critical mass and taking place in dedicated space). Service to the community will continue but there could be more programs (- personal loss -family relationships – spiritual growth -mental health) due economies of scale in staffing and money. Pastoral programs will continue to exist but due economies of scale in staffing and money there could be more of them and they could be more focused (prayer chains -ageing community -music - ACW/LCW).

Vision/ Mission **Leadership Criteria**

CRITERIA MET: We will still have qualified/ordained clergy but economies of scale means that the number could change and / or we could have specialists (e.g. Outreach, worship). Lay leader involvement will continue but we could have more leaders and more involvement and more training by clergy and others. We will still have Deacons but they could serve in a different way (extended Ministry).

Vision/ Mission **Facilities Criteria**

- CRITERIA PARTIALLY MET: There will still be sacred space but there would be fewer buildings, re-configured space, and multi-use. We will still have other space (not sacred space) with dedicated space for church only use. We will still have a “Property” Committee but there would only need to be one, and there would not be a need for coordination efforts. A new church could be designed to maximize the use of modern communication and presentation technology.

Vision/ Mission **Financial Criteria**

- Operating Funds: CRITERIA MET: Offerings (2015 total offerings from all 5 churches = \$834,861) and other revenue will be needed but offerings will most

likely be sufficient to cover operations. Special fundraising will continue for outreach and special projects only, not operations. Administration will continue with better coordination and sharing of programs and specialists. Staff costs will be expected to decrease. Clergy costs may not decrease but could be reallocated to different purpose (specialists for special programs).

- Capital Funds: CRITERIA PROBABLY NOT MET: Sale of all current properties (approx. 3.2 million) will probably not be sufficient for construction of an adequate new building with all requirements.

Diocesan Sustainability Criteria

- CRITERIA MET: The pooling of current resources to create one church should result in medium to long term financial stability resulting in the medium to long term absence of deficits, no debt outside capacity to repay, and adequate funds for an expanded engagement in mission & ministry in the community. Congregational decline may continue but new programs may result in increased membership and the combination of congregations will result in the impact of any decline being felt over a longer term. Buildings are expected to be sustainable. And financial assets as a result of combining parishes are expected to be substantial.

Proposed Logistics Criteria

- CRITERIA PARTIALLY MET: A newly constructed church will ensure the adequacy of its buildings; Weekly attendance will be far in excess of 200; Congregation Size will probably be in excess of 400 and although some current members may choose not to continue to be parishioners ($\pm 10\%$) and congregation size may continue to trend downward, the impact of any decline being felt over a longer term. One location will make parishioner access and mission logistics more difficult.

Proposed Implementation Feasibility Criteria

- Financial: There will be a large degree of financial complexity in disestablishing 5 churches and building a new one, including treatment of Trust Funds, negotiating with the Diocese on retention levels of funds by the new church. Sale of all current properties will probably not be sufficient for construction of a new church building.
- Property: There will be a large degree of complexity in disestablishing the properties of 5 churches and building a new one. Some properties may not be salable; others may not attract a value sufficient to warrant a sale. There will also be complexity in the design, building and financing of a new church building(s).
- Clergy: This option will potentially affect the number and certainly the skill sets of clergy required. This will require the preparation and implementation of a transition strategy.
- Other Staffing: Fewer support staff will be required requiring a transition strategy to be prepared and implemented.
- Timing: The implementation issues discussed above will mean that the establishment of a new church will need to take place over several years.

- Communications: The process of closing five churches and building a new church is not only logistically complex, it has traumatic emotional impacts. A Communications Strategy to keep parishioners informed throughout the process will be required as will the provision of counselling services to individual parishioners and groups.

OPTION 2A: KEEP ST. JOHN'S AND ST. BARNABAS

Option 2A: Description: (What the option looks like)

Mission and Ministry

- Maintain the historic and traditional worship site of St. John's
- Offer a second worship space in suburbs (different from downtown) giving a fresh start in implementing the Vision, Mission & Ministry to the 4 churches which have not been deemed "Sustainable" by the Diocese
- Honour the best of the Covenant mandate and ideals – separate but shared resources/contracts where feasible between the 2 sites.

Physical Resources:

- Consolidate members of the 4 unsustainable congregations into 1, essentially resulting in 2 congregations in Peterborough. (St. John's and St. Barnabas)
- Givings and operating expenses administered according to each worship site.
- Current assets (investment income, investment principal, property rentals, facility rentals, and other income) would follow congregation to new location.

Human Resources

- Adjust human resources staffing and costs based on two churches

Maintenance Costs

- Adjust maintenance costs to reflect two churches.

Buildings Building Values (Insured Replacement Value) Building Values (Market Value)

Property allows for two options:

1. Construction of new worship space with NEW NAME. Existing church building (fully accessible) could be used as hall for outreach, community programs, nursery school, performance space, multi-use . . . OR

2. Present worship space can be enlarged both westwards and eastwards, and meeting rooms, offices, kitchen, multi-use space etc. added on as extension to present building.

Maintain All Saints Hall for “Community Hub” for Outreach

- Plenty of parking,
- Present worship space can be re-configured to serve as “transitional worship space” during construction or expansion (increased pews/chairs).
- Maintenance costs of newer expanded building will be lower.

Clergy and Lay Leadership

- Adjust clergy and lay leadership costs based on two churches

Option 2A: Assessment (relative to assessment criteria)

Vision/ Mission Worship Criteria

- CRITERIA MET: Liturgy and the type of Worship will stay the same with the ability to adopt/explore different styles of service. The re-design of St. Barnabas would accommodate changes to spatial arrangement (chairs, moveable pews) and different worship needs can be taken care of in the two locations or in the different halls of St. John’s with different times for worship. e.g .Instrumental Sunday, integration of Lutheran liturgy, Open Circle, Messy Church. With 2 sites there can easily be 3 co-ordinated programs at the same time.

Vision/ Mission Congregation Criteria

- CRITERIA MET: Will have a gathering place; the number of people who gather would change There will still be a sense of community but the community would be broader more diverse. Covenant would encourage “cross-worship” between two sites.

Vision/ Mission Ministry Criteria

- CRITERIA MOSTLY MET: Outreach would be more extensive (due to critical mass and taking place in dedicated space designed for this purpose). Service to the community will continue but there could be more programs (personal loss, family relationships, spiritual growth, mental health). Two different geographical sites will enable two different focuses. - St. John’s active in downtown, St. Barnabas serving suburbs. Pastoral programs will continue to exist but due to economies of scale in staffing and money there could be more of them and they could be more focused (prayer chains -ageing community -music -ACW/LCW meal programs)

- St. Barnabas is well positioned in North end of Peterborough - visibility, transit, parking, proximity to Trent University.
- North end of Peterborough has highest proportion of geared-to-income housing in the city. Partner with City/Community groups in programs to serve outside of downtown area. E.g. Garden Club Program already established with youth and families at 999 Hilliard Street., Kid's Club, Food Bank, Thrift Shop
- Because of proximity, geographical location allows programs already in place at Christ Lutheran to continue operating from St. Barnabas site.
- Thrift Shop and Food Bank presently at St. Luke's could be relocated to expanded St. Barnabas site to serve North end suburbs.
- It will be difficult to re-locate many of the
- Outreach programs currently based at All Saints without maintaining a downtown presence.

Vision/ Mission Leadership Criteria

- CRITERIA MET: We will still have qualified/ordained clergy but economies of scale mean that the number could change and /or we could have specialists (e.g. Outreach, Youth, Prisons, Counseling, Hospice/Hospital Chaplaincy, Parish Nurse, Music). Lay leader involvement will continue but we could have more leaders and more involvement and more training by clergy and others. Deacons will be an important resource, bringing expertise in special designated areas of ministry.

Vision/ Mission Facilities Criteria

- CRITERIA MOSTLY MET: There will still be sacred space but there would be fewer buildings, and reconfigured flexible space, serving a variety of needs. We will still have dedicated space for church only use with flexible configuration of chairs/pews.
There would be increased use and better coordination between the two church sites, maintaining the ideals and concepts of the Covenant since we would be focused on just two sites.
The changes to the building would maximise the use of modern communication and presentation technology

Vision/ Mission Financial Criteria

Operating Funds

- CRITERIA PARTIALLY MET: Offerings (2015 total combined offerings excluding St. John's = \$ 609,861) and other revenue will be needed but givings will most likely be sufficient to cover operations.

Special fundraising will continue for outreach and special projects only, not operations. Administration will continue to be very important and will have better coordination and sharing of specialists. Staff costs will be expected to decrease. Clergy costs may not

decrease but could be reallocated to different purpose (specialists for special programs.)
Central purchasing on behalf of two sites
Rental income will still play an important role due to St. John's rental lands that are long-standing.
Trusts as they currently exist may not be able to be applied to new arrangements.
Rental agreement with St. Barnabas Nursery School.

Capital Funds

CRITERIA MET: Sale of 3 properties (approx 1.8 million) should be sufficient for improvements/ renovations.

Diocesan Sustainability Criteria

- CRITERIA MET: The pooling of current resources to create second church, should result in medium to long term financial stability resulting in the medium to long term absence of deficits, no debt outside capacity to repay, and adequate funds for an expanded engagement in mission & ministry in the community. Congregational decline may continue but new programs may result in increased membership and the combination of congregations will result in the impact of any decline being felt over a longer term. Buildings are expected to be sustainable. And financial assets as a result of combining parishes are expected to allow expansion of programs to pursue new areas of mission and ministry with families and young people.

Proposed Logistics Criteria

- CRITERIA PARTIALLY MET: A newly configured/constructed church will ensure the adequacy of its buildings; Weekly attendance between the two sites will be larger than at present; Congregation size will probably increase at St. John's and be around 150-200. Some current members may choose not to continue to be parishioners (+/- 10%) and congregation size may continue to trend downward, the impact of any decline being felt over a longer term. Having two locations may mitigate this trend.

Proposed Implementation Feasibility Criteria

Financial: There will be a large degree of financial complexity in disestablishing 3 churches and keeping St. Barnabas, including treatment of Trust Funds and negotiating with the Diocese on retention levels of funds.

Property: There will be a large degree of complexity in disestablishing the properties of 4 churches and building a new one. Some properties may not be saleable; others may not attract a value sufficient to warrant a sale. There will also be complexity in the design, building and financing of a new church building.

Clergy: This option will affect the number and certainly the skill sets of clergy required. This will require the preparation and implementation of a transition strategy.

Other Staffing: Fewer support staff will be required requiring a transition strategy to be prepared and implemented.

Timing: The implementation issues discussed above will mean that the establishment of a new second church will need to take place over several years.

Communications: The process of reconfiguration is not only logistically complex, it has traumatic emotional impacts. A Communications Strategy to keep parishioners informed throughout the process will be required as will the provision of counselling services to individual parishioners and groups.

OPTION 2B: KEEP ST. JOHN'S AND ST. LUKE'S

Option 2B: Description: (What the option looks like)

Mission and Ministry

Multigenerational congregation worshipping in a variety of styles based on traditions and faith of all churches involved

External types of creative worship to encourage community participation

A willingness to work together to share traditions with love and respect

Preaching the Gospel and living our Faith through Music, Bible and book study, Pastoral Care, internal and external outreach which will continue to develop as the church grows.

Physical Resources:

Assuming St. John's is one church; combine the other 4 churches in one location.

Givings and operating expenses administered according to each of the two worship sites.

Current assets would follow each church, but could be under advisement of the Diocese and Lutheran Board

Human Resources

Adjust human resources staffing and costs based on two churches

Maintenance Costs

Adjust maintenance costs to reflect two churches.

Buildings

Building Values (Insured Replacement Value) Building Values (Market Value)
Use proceeds of sale of other properties required for reconfiguration or renovations or expansion of St. Luke's. There is room to do so and still keep large, level parking lot. Church proper is wheelchair accessible from car on parking lot and from lower level by chair lift. There are plans for an elevator. The nursery is on entry level but the Friendship Meeting room has 2 steps. There is a kitchenette and washroom on that level
It is hoped that maintenance costs would be lower.
Can be reconfigured to suit the new congregation.
Costs of AC and Insulation should be considered

Clergy and Lay Leadership

Adjust clergy and other leadership costs as necessary.
Clergy shares leadership with Lay Readers, Deacons, Wardens, Councils, and open communication with parishioners.

Option 2B: Assessment (relative to assessment criteria)

Vision/ Mission Worship Criteria

CRITERIA MOSTLY MET:

Liturgy and type of worship may depend on new congregation. Spatial arrangements would accommodate different types of worship as required.

Must always be room for Music

Two sites would ensure variety of worship

Vision/ Mission Congregation Criteria

CRITERIA MET:

We hope it would be a broad community gathering place with special welcome to families and those in need.

Vision/ Mission Ministry Criteria

CRITERIA MOSTLY MET:

Service to the Community will continue and expand both internally and externally. With a larger congregation there will be an opportunity for this through new ideas etc.

St. Luke's can accommodate many Outreach programs especially suited to the needs of East City people. Many single people attend various activities and walk or use a bus which stops in front of the church.

Thrift Shop and Food Bank would remain at St. Luke's.

St. Luke's and Christ Lutheran have developed a friendly relationship and are planning to have joint services in the summer. St. Luke's will also join St. John's for worship, on June 5th.

Vision/ Mission Leadership Criteria

CRITERIA MET:

Ordained Clergy, Deacons, Lay Readers and Volunteers would have opportunities to be involved in all aspects of Church Life.

Vision/ Mission Facilities Criteria

CRITERIA MOSTLY MET:

Worship space would be sacred for our use but be flexible for use for other purposes. St. John's could continue all the present services for which it is widely known.

Changes in the building would maximize the use of modern communications and technology.

Vision/ Mission Financial Criteria

Operating Funds

CRITERIA MET:

Offerings (2015 total combined offerings excluding St. John's = \$ 609,861), special gifts and bequests should be sufficient to over operations. Fundraising should be for fellowship benefit of parishioner's needs and Outreach if so wished.

Central purchasing should decrease costs.

Trusts as they presently exist depend on ruling from the Diocese

Steady rental from the Day Care as well as several other bequests and rectory funds.

Capital Funds

CRITERIA MET: Sale of 3 properties (approx 1.75 million) should be sufficient for improvements/ renovations.

Diocesan Sustainability Criteria

CRITERIA MET:

At the present time, St. Luke's has no debt and a balanced budget. With our special emphasis on Stewardship we hope to continue this path. We are certainly trying to meet a goal of sustainability. With two churches it should certainly be possible.

Proposed Logistics Criteria

CRITERIA PARTIALLY MET: Weekly attendance between the two sites will be larger (at each) than at present; Congregation size will probably increase at St. John's and be around 150-200 at St. Luke's. Some current members may choose not to continue to be parishioners (+/- 10%) and congregation size may continue to trend downward, the impact of any decline being felt over a longer term. Having two locations may mitigate this trend.

Proposed Implementation Feasibility Criteria

Financial

There will be a large degree of financial complexity in disestablishing 3 churches and building/reconfiguring/expanding a new one, including treatment of Trust Funds, negotiating with the Diocese on retention levels of funds by the second church etc. Persons with expertise and vision in this type of sale will be needed.

Property

There will be a large degree of complexity in disestablishing the properties of 3 churches and building/reconfiguring/expanding a new one. Some properties may not be saleable.

Clergy

This option will affect the number and certainly the skill sets of clergy required. This will require the preparation and implementation of a transition strategy

Other Staffing

This option will potentially affect the number and certainly the skill sets of staff required. This will require the preparation and implementation of a transition strategy

Timing

The implementation issues discussed above will mean that the establishment of a second location will need to take place over a year or two

Communications

The process of closing three churches and moving to another location has traumatic and emotional impacts. A Communications Strategy to keep parishioners informed throughout the process will be required as will the provision of counselling services to individual parishioners and groups.

OPTION 2C: KEEP ST. JOHN'S AND CHRIST LUTHERAN

Option 2C: Description: (What the option looks like)

Mission and Ministry

A change toward implementing the new Vision, Mission and Ministry.

Maintain the historic and traditional worship site of St. John's which is sustainable due to its provision of needs identified in the new Vision, Mission and Ministry

Offer a second worship space in suburbs (different from downtown).

Honour the best of the Covenant mandate and ideals – separate but shared resources/ contracts where feasible between the 2 sites.

Physical Resources:

Consolidate members of the 5 congregations into 1, resulting in 2 locations for implementing the new Vision, Mission and Ministry in Peterborough. St. John's and Christ Lutheran.

Givings and operating expenses administered according to each worship site.

Current assets (investment income, investment principal, property rentals, facility rentals, and other income) would follow the congregation. If St. B, St. L & AS chose to join CL, all assets would be consolidated in the one site of CL.

Human Resources

Adjust human resources staffing and costs based on one church with two sites

Maintenance Costs

Adjust maintenance costs to reflect one church with two sites.

Buildings

Building Values (Insured Replacement Value) Building Values (Market Value)

Use proceeds of sale of 3 properties for the reconfiguration of Christ Lutheran and its parsonage

Christ Lutheran is presently investigating improvements to accessibility.

Expansion would be possible as there is ample room on the property to build a separate building or add to the existing church building.

Presently the church is home to regular 'Community Living' activities, bible studies, Luncheons, craft groups, nutritional programs (partners with 2 Peterborough public schools) and Kid's Club activities. The basement hall is large enough to host meals/events up to 100. Parking exists at both levels of the lot. Transit stops are at the front of the building.

Clergy and Lay Leadership

Adjust clergy and lay leadership costs based on one church with 2 sites

Option 2C: Assessment (relative to assessment criteria)

Vision/ Mission Worship Criteria

CRITERIA MOSTLY MET: Reconfiguration of the present worship space would be easily achieved (it is one rectangular space) The design of a second new building or addition could accommodate further changes to spatial arrangement and the type of worship offered could vary. E.g. Instrumental music, integration of Anglican and Lutheran liturgies. (share space with other user/worship groups?)

Vision/ Mission Congregation Criteria

CRITERIA MET:

Will have a gathering place; the number of people who gather would change There will still be a sense of community but the community would be broader, more diverse. Covenant would encourage "cross-worship" between two sites.

Vision/ Mission Ministry Criteria

CRITERIA MOSTLY MET:

Expanded Outreach and service to the community will continue (Kid's Club, Slice and Dice nutrition programs for two public schools, Senior get-togethers, etc.) but there could be more programs (personal loss, family relationships, spiritual growth, mental health). Two sites will enable two different focuses. Pastoral programs will continue to exist but due to economies of scale in staffing and money there could be more of them and they could be more focused (prayer chains, ageing community, music, ACW/LCW)

The church parsonage could become a hub for various outreach ministries, refugees, victim services, spiritual retreat centre, Fresh Ideas etc., or it could become the center of administration for the various ministries. It could continue to provide a regular source of rental income.

Geographical location (on Highland Road between Brookdale plaza on Chemong and Fairbairn Avenue) allows programs already in place at Christ Lutheran (Community Living, Kid's Club, Nutrition program) to be maintained because of proximity to geared-to-income housing and surrounding residential area. This is the part of Peterborough which is experiencing a high rate of growth and a freeway is expected to be completed in the vicinity (ease of access?)

Vision/ Mission Leadership Criteria

CRITERIA MET: We will still have qualified/ordained clergy but economies of scale mean that the number could change and /or we could have specialists (e.g. Outreach, Youth, Prisons, Counseling, Hospice/Hospital Chaplaincy, Parish Nurse, Music). Lay leader involvement will continue but we could have more leaders and more involvement and more training by clergy and others. Deacons will be an important resource, bringing expertise in special designated areas of ministry.

Vision/ Mission Facilities Criteria

CRITERIA MOSTLY MET: There will still be sacred space but there would be fewer buildings, re-configured space, different denominations, multi-use. We will still have space dedicated for church-only use (eg. Office, cupboards/ storage).

There would be increased use and better coordination between the two church sites, maintaining the ideals and concepts of the Covenant since we would be focused on just two sites.

Changes in the building would maximize the use of modern communications and technology.

Vision/ Mission Financial Criteria

Operating Funds

CRITERIA MET: Offerings (2015 total combined offerings excluding St. John's = \$ 609,861) and other revenue will most likely be sufficient to cover operations. Use of the parsonage as a rental space would ensure regular income. Special fundraising will continue for outreach and special projects only, not operations. Administration is expected to be more easily coordinated, including the sharing of specialists. Staff costs will be expected to decrease. Clergy costs may not decrease but could be reallocated to different purpose (specialists for special programs).

Capital Funds

CRITERIA MET: Sale of 3 properties (approx 1.8 million) should be sufficient for improvements in accessibility and/or possible construction of a new small building or wing. OR the renovation of the parsonage into another use, other than rental income.

Diocesan Sustainability Criteria

CRITERIA MET: The pooling of current resources to create a second church site, should result in medium to long term financial stability resulting in the medium to long term absence of deficits, no debt, and adequate funds for an expanded engagement in mission & ministry in the community. Congregational decline may continue but new programs may result in increased membership and the combination of congregations will result in the impact of any decline being felt over a longer term. Buildings are in good condition and are expected to be sustainable. Financial assets as a result of combining parishes are expected to be substantial.

Proposed Logistics Criteria

CRITERIA PARTIALLY MET: Weekly attendance between the two sites will be larger (at each) than at present; Congregation size will probably increase at St. John's and be around 150-200 at Christ Lutheran. Some current members may choose not to continue to be parishioners (+/- 10%) and congregation size may continue to trend downward, the impact of any decline being felt over a longer term. Having two locations may mitigate this trend.

Proposed Implementation Feasibility Criteria

Financial

There will be a large degree of financial complexity in disestablishing 3 congregations, including treatment of Trust Funds, negotiating with the Diocese on retention levels of funds by the new configuration. Sale of three properties may not be sufficient for construction of a new church building, but would allow for substantial upgrades to the accessibility of the existing structure(s) including a possible addition

Property

There will be some degree of complexity in disestablishing and selling properties of 3 churches.

Upgrading the existing building(s) could easily be completed. Building an addition or new smaller building could have some timeline challenges.

Clergy

This option will affect the number and certainly the skill sets of clergy required. This will require the preparation and implementation of a transition strategy

Other Staffing

This option will potentially affect the number and certainly the skill sets of staff required. This will require the preparation and implementation of a transition strategy

Timing

Due to the governance model that Christ Evangelical Lutheran Church follows, it is possible for the Church Council to make decisions within a matter of weeks or months, depending on the decision and course of action to be followed. The choice of Christ Lutheran as a second site would allow for programming to continue (almost seamlessly) and be expanded in a short period of time, it would be a matter of communicating location and time changes (scheduling) to those involved in programs and worship. Upgrades to the facilities could be completed in a matter of months.

It is anticipated that combining assets and selling properties would require time (perhaps 1-2 years)

Communications

The process of closing three churches and moving to another location has traumatic and emotional impacts. A Communications Strategy to keep parishioners informed throughout the process will be required as will the provision of counselling services to individual parishioners and groups.

OPTION 4: ONE CONGREGATION WITH A NEW NAME IN TWO LOCATIONS (ST. JOHN'S AND ALL SAINTS)

Option 4 Description

Mission and Ministry

- Revitalizing our Ministry in the community: maintaining two established churches; expanding our programs and outreach to seven days a week.
- In addition to offering worship services, St. John's becomes **A Center for Spiritual Growth** and All Saints, **A Center for Outreach**

Physical Resources

- Parishioners from all five Anglican/Lutheran churches will have the option of choosing between two locations and five types of services in newly re-configured worship spaces at St. John's and All Saints.
- Current outreach programs are maintained and enhanced at both locations. All Saints becomes a community hub for outreach.
- St. John's offers courses/programs/activities that meet the spiritual needs of Anglicans and Lutherans and the broader community
- The corner of Water and Hunter becomes a visual and spiritual gateway to St. John's. In keeping with the church's commitment to care for all creation, it is transformed into a public garden with trees, gardens, benches and perhaps a labyrinth. It is a place of welcome for all who want to enter and rest.
- Low rise affordable housing is built for people with low incomes. There is some commercial space –perhaps a Deacons' Bench café where people can gather and learn valuable food preparation and service skills.

Human Resources

- Ministry teams are formed to lead regular worship services, the Center for Spiritual Growth and the Center for Outreach.
- Teams include: clergy, deacons, lay leaders and community members which allows for opportunities to train laity in the different ministries
- The Spirituality Center could include a Christian counsellor and a Spiritual Director. The Outreach Center would benefit from the services of a Parish Nurse.
- One congregation means a more centralized governance structure, less duplication of staff, the consolidation of offerings and expenses and the ability to maintain income from property.

Maintenance Costs

- While the maintenance on two older buildings will remain high, this will be offset by having three fewer churches to maintain

Buildings Building values – insured replacement costs of all buildings

- St John's - 9,000,000 Plus rental income from buildings located on property owned by the Diocese
- All Saints - 1,000,000 Plus rental income from the Terraces, owned by the church

Clergy and Lay Leadership

- One city wide congregation led by one priest with support from Deacons and lay people.
- The Center for Spiritual Growth is under the leadership of a part time priest while drawing on existing resources in the church and in the community, e.g. the chaplain at Trent University.
- The Center for Outreach Ministry team includes a Deacon, whose salary is partially funded by the Diocese (and includes a youth ministry), with additional support of a part- time priest.

Option 4 Assessment (relative to assessment criteria)

Vision/Mission Worship Criteria

- CRITERIA MET. St. John's offers Sunday mid-morning morning worship following the Anglican/Lutheran liturgy (BAS); Wednesday morning services (BCP); and Taize alternate Sunday afternoons.
- All Saints offers an early Sunday morning service (BCP) followed by an Open Circle service. The Open Circle configuration includes rows of chairs in a semi-circle; the format follows Anglican liturgy but includes an open discussion of the homily and scripture readings. This interaction leads to a deeper and more personal understanding of the message and the formation of relationships.

Vision/Mission Congregation Criteria

- CRITERIA MET. Relationships that have developed in individual churches will remain and be enhanced as more people worship together.
- There will be greater diversity in our churches as we reach into the community in new ways.

Vision/Mission Ministry Criteria

- CRITERIA MET. St. John's becomes The Center for Spiritual Growth, offering courses, programs that address the spiritual needs of the community. This could include, but is not limited to courses on: Centering Prayer, Celtic Spirituality, Conscious Aging, Caring for Creation, Walking as a Spiritual Discipline, Music as Ministry, Biblical Storytelling, Hiking through the Bible, Finding God in Everyday Life...

The Center could become an extension of the Abraham Festival bringing diversity into a space that already welcomes Buddhists and Catholics.

- The lower Parish Hall continues to be available to the Lighthouse Community Outreach program in partnership with CMHA.
- All Saints reclaims its roots as a mission church, building on existing outreach programs to become a community hub for people living in the downtown core.
- Programs are based on building the capacity of people and examining what we can do *with* people who are vulnerable rather than *for* or *to* them.
- This ministry provides for many possibilities (as identified in the Commission's SWOT Strengths, Weaknesses Strengths Opportunities analysis): one location for people living on the margins; increases the capacity of people to help one another; provides street and youth activism; encourages mentoring of youth by seniors; provides daytime respite for mothers with small children and babies; as well as provides the location for an enriched youth group.
- Neighbourhood Music Ministry includes a community choir of non-traditional singers and the continuation of the Choral Scholars program.

Additional Ministries – using meeting or kitchen space at St. John's or All Saints

- Garden Club for low income Youth, Messy Church, Smile dresses, Prison ministry, Cameron House - St. Barnabas.
- Food for School kids, Kids Club, Feed the Hungry – Christ Lutheran.
- Lighthouse tutoring, Community drumming, Collective kitchen – St. John's.
- Friday night coffee, Community garden, Food bank – All Saints.
- Senior's dinner, Thrift shop, Community dinners – St. Luke's.
- Ministries in common: Pastoral visiting, Refugee sponsorship, Faith Works; Prayer Chains; Chancel guilds; ACW; Sunday school.

Vision/Mission Leadership Criteria –

- CRITERIA MET. Ministry Teams are an effective and efficient way to utilize the expertise and talents within each church.
- Leaders would be able to work in areas of special interest: worship, outreach, spirituality, teaching, music etc. Administrative duties would be centralized.

- Deacons and lay people would be trained to be active listeners, tutors and community connectors to address the needs and offer support to those accessing the Center.

Vision/Mission Facilities Criteria

- CRITERIA MET. The two largest churches in Peterborough provide the greatest flexibility for worship and outreach space, while maintaining meeting space and kitchens for congregational use.
- The nave in each church will remain but they will be re-configured with chairs or moveable pews to allow for multiple uses throughout the week: e.g. discussion groups, courses, music outreach, meditation space, etc.
- The upper Parish Hall at St. John's, including the kitchen, the "choir room," and Sunday School room will be dedicated for church use, with one exception: The Community Collective kitchen will have access to the kitchen once a week.
- The Lighthouse program through the CMHA will continue in the lower Parish Hall as long as the arrangement is satisfactory to both parties.
- The lower level of All Saints church will house a thrift shop and food bank with space in the current library and nursery for one-to-one sessions with outreach workers or the Parish nurse.
- There will be one Property committee for the two buildings and one custodian.

Vision/Mission Financial Criteria

- CRITERIA MET. Total assets of All Saints and St. John's are \$3,383, 799.
- These two churches have 61% of current parishioners, and 56% of givers who contribute 47% of total annual offerings (\$477,000 in 2015).
- All Saints Heritage Trust and Doris Fund (for disadvantaged people), and Cornerstone Fund will remain intact as will the rental income from the Terraces. Total \$838,000.
- St. John's has investment income and income from rental properties and facilities rental and grants totaling \$396,000.
- Fundraising for special projects could become a joyful event rather than a burden.
- St. John's currently receives \$58,400 in rental from the City for the Lighthouse program. The lease is for three more years: this money is not guaranteed beyond that time.
- Resources and expenses of the two churches will be shared with a new governance structure put in place.

Vision/Mission Diocesan Sustainability Criteria

- CRITERIA MET. Consolidation of churches and the eventual sale of churches will remove existing debt and deficits.
- St. John's and All Saints are over 100 years old and their buildings require additional maintenance. These on-going costs are offset by the historical significance of St. John's and its facilities, and the location of All Saints as a community hub.
- A common vision and mission can be realized by revitalizing the church, bringing greater engagement of current and lapsed parishioners.
- It provides opportunities to build and enhance partnerships within the community: e.g. The City of Peterborough and CMHA, and the Warming Room, Lighthouse program. New partnerships could be realized with Peterborough Housing, Ontario Disability Support and COIN (training programs) for the development of the Hunter/Water St. property.
- To maintain our financial viability, we need to look for new ways to reach into the community and support people spiritually, emotionally and physically, not just on Sundays but at times and in places that meet their needs. The Center for Spiritual Growth would have a fee for service component.

Vision/Mission Logistics Criteria

- CRITERIA MET. Current parishioners have the option of attending five different services in two locations at the time that suits them.
- People from current churches will continue to worship together; have their outreach projects continue; maintain current relationships and build new ones.
- The physical location of St. John's may pose a problem for older parishioners who need parking. For people living in the St. John's Center it offers easy access to services. For those with mobility issues, a BCP service is offered at All Saints.
- Additional parking can be explored behind the Court House off Brock St. since many of their services are moving. An additional seven accessible parking spaces could be created off the Brock St. entrance (approx. cost in excess of \$50,000)

Implementation Feasibility Criteria

Financial:

- Large trust funds stay in place; the two churches with the greatest capacity for outreach remain; the two churches with the highest property values and attendance and weekly offerings remain.
- Once the worship space is reconfigured, All Saints will be able to accommodate over 500 people.
- The feasibility on all levels is easier if two existing churches remain: there are no capital costs.

Property:

- Cost incurred to expand accessible parking at the Brock St. entrance of St. John's (approx. \$50,000).
- St. John's requires a new roof in the next 5 years which will cost approximately \$100,000.
- There may be a cost associated with accessing parking behind the Court House.
- A church with an historical designation is maintained.
- All Saints has a new furnace and Terraces are well maintained.
- St. John's has two commercial grade kitchens.
- Both churches have organs of the highest calibre.

Clergy:

- There would be one full time priest, two part-time priests and one staff deacon whose salary is partially paid by the Diocese.

Other Staffing:

- The roles of the two organists will change and hours re-distributed
- Administrative roles will be combined with opportunities for two administrators to have specialized roles: e.g. building contracts, finance, outreach, governance etc.
- The talents of five deacons will serve the larger Anglican/Lutheran community.

Timing:

- Consolidating assets would allow for the reconfiguration of space to begin immediately.
- The process of amalgamation could begin after Vestry meetings.
- The development of the Hunter/Water St. location would require an architectural drawing, community consultations, approval from parishioners and all levels of church governance.

Communication:

- A transition team will be put in place to begin this phase. It will include opportunities for people from all churches to come together and get to know one another before any move takes place.
- Once a decision is made, a Communications Strategy will be developed to assist parishioners whose churches are closing with the difficult emotional process ahead.

OPTION 5: BUILD ONE NEW CHURCH AND KEEP/USE SATELLITE LOCATIONS FOR OUTREACH PROGRAMS

Option 5: Description: (What the option looks like)

Mission and Ministry

-Establish a new location for worship and administration of ministry programs while maintaining outreach programs in satellite locations

-Multigenerational congregation worshipping in a variety of styles based on traditions and faith of all churches involved

- A new church would be designed to be flexible in its configuration and make optimal use of modern technology.
- Keeping key locations which are already owned and operated may allow existing programs to continue seamlessly

Physical Resources:

- Worship space would be sacred but also flexible for other purposes.
- Outreach ministry could be continued from; St. John's which would be a "strategic location" downtown, All Saint's Parish Hall (for further outreach downtown) and Christ Lutheran as an outreach centre in the northern suburbs
- Other Diocese owned properties might be used, if they are not sold to contribute to the capital costs of building a new building on the already owned lands identified in the west of the city.

Human Resources

- Adjust human resources staffing and costs based on one central site and satellite locations

Maintenance Costs

- Consolidate all maintenance costs for the new church and satellite centres identified for full-time optimal use.

Buildings Building Values (Insured Replacement Value) Building Values (Market Value)

- See physical resources above (this vision is flexible but risky in the sense of not knowing which buildings would be most saleable, affecting the action timeline and hence how much capital there would be to work with, when required for the new building).

Clergy and Lay Leadership

- Adjust clergy and lay leadership costs based on new structure of one central site and Outreach programs located at satellite locations

Option 5: Assessment (relative to assessment criteria)

Vision/ Mission Worship Criteria

CRITERIA MET:

Liturgy and the type of Worship will stay the same but the design of a new building could accommodate changes to spatial arrangement and type/times of worship
Worship services could vary by Sunday and weekday in addition to providing flexibility in the programs and hours of operation at the satellite centres (which would focus on the multitude of Outreach Programs already being provided by the 5 churches)

Vision/ Mission Congregation Criteria

CRITERIA MET: Relationships that have developed in individual churches will remain and be enhanced as more people worship together. There will be greater diversity in our churches as we reach into the community in new ways.

Vision/ Mission Ministry Criteria

CRITERIA MET:

Outreach can be more extensive (due to critical mass and taking place in dedicated space designed for this purpose). Expand existing programs which serve the Community. There could be more programs (personal loss, family relationships, spiritual growth, mental health), due to availability of satellite locations to address specific neighbourhood needs.

Increased synergies within the congregation would provide a new sense of direction and purpose focused on community service, prayer chains, serving ageing community, ACW/LCW, music program serving children, youth and seniors.

If this option is chosen the new congregation would endeavour to provide the programs previously offered at all current churches.

Vision/ Mission Leadership Criteria

CRITERIA MET:

Ministry Teams are an effective and efficient way to utilize the expertise and talents within each church.

Leaders would be able to work in areas of special interest: worship, outreach, spirituality, teaching, music etc.

Administrative duties would be centralized at the new building.

Vision/ Mission Facilities Criteria

CRITERIA PARTIALLY MET: There will still be sacred space but there would be fewer buildings, re-configured space, different denominations, multi-use. Costs of maintaining and operating the satellite centres would have to be considered for each and every Outreach Program, but would provide some flexibility in costing.

We will still have a "Property" Committee which may have increased duties depending on which satellite centres are identified for use, and their condition.

Vision/ Mission Financial Criteria

Operating Funds

CRITERIA MET: Offerings (2015 total offerings from all 5 churches = \$834,861) and other revenue will be needed but offerings will most likely be sufficient to cover operations. Special fundraising will continue for outreach and special projects only, not operations. Administration will continue to be very important and improved coordination and sharing of specialists should happen. Staff costs will be expected to decrease.

Clergy costs may not decrease but could be reallocated to different purpose (specialists for special programs).

Capital Funds

CRITERIA NOT MET: Sale of 5 properties (approx. 3.2 million) will probably not be sufficient for construction of an entirely new church building and the costs which may be associated with maintaining satellite locations.

Diocesan Sustainability Criteria

Combined congregations expected to meet Diocesan Sunday attendance requirements.

Proposed Logistics Criteria

CRITERIA PARTIALLY MET: A newly constructed church will ensure the adequacy of its buildings; Weekly attendance will be in excess of 200; Congregation Size will probably be in excess of 400 and although some current members may choose not to continue to be parishioners (+/-10%) and congregation size may continue to trend downward, the impact of any decline being felt over a longer term.

The uncertainty of which locations would provide the best satellite locations make this a tricky option to consider.

Proposed Implementation Feasibility Criteria

Financial

There will be a large degree of financial complexity in disestablishing 5 congregations and consolidating into 1, including treatment of Trust Funds, negotiating with the Diocese on retention levels of funds by the new configuration. Sale of some properties may not be sufficient for construction of a new church building and the expected costs of operating satellite locations.

Property: There will be a large degree of complexity in establishing which properties to sell in order to maintain satellite locations, in order to build a new church center. Some properties may not be saleable. There will also be complexity in the design, building and financing of a new church building and establishing a program of maintenance for the satellite locations.

Clergy: This option will potentially affect the number and certainly the skill sets of clergy required. This will require the preparation and implementation of a transition strategy

Other Staffing: This option will potentially affect the number and certainly the skill sets of staff required. This will require the preparation and implementation of a transition strategy

Timing: The implementation issues discussed above will mean that the establishment of a new church will need to take place over several years

Programs could continue from the appointed satellite locations with one of them acting as the administrative center until the new building is constructed

Communications: A transition team will be put in place to begin this phase. It will include opportunities for people from all churches to come together and get to know one another before any move takes place.

Once a decision is made, a Communications Strategy will be developed to assist parishioners whose churches are closing with the difficult emotional process ahead.

OPTION 6: ST JOHNS AS A CENTRE OF WORSHIP AND SPIRITUAL GROWTH, SELL OFF REMAINING CHURCHES & PROPERTIES & BUILD A NEW COMMUNITY CHURCH

Option 6: Description: (What the option looks like)

Mission and Ministry

- A new approach on Implementing the new Vision, Mission and Ministry, including adding a Centre of Spirituality

Physical Resources:

- Consolidate members of the current congregations into 1 congregation utilizing one existing church (St Johns) and building a accessible main church for the Anglican and Lutheran community.
- Consolidate all givings and operating expenses to support the Centre for Spirituality and the new church property

- Consolidate all current assets (investment income, investment principal, property rentals, facility rentals, and other income) into one church

Human Resources

- Adjust human resources staffing to reflect the new structure. (Require 2 full time Clergy, 2 Full Admin Assistants, two part-time Sextons, one bookkeeper)

Maintenance Costs

- Consolidate all maintenance costs into existing church and new church

Buildings Building Values (Insured Replacement Value) Building Values (Market Value)

- Use proceeds of sale of all current properties for the construction of a new church and allocate funds to renovate existing church ie, New roof

Clergy and Lay Leadership

- Adjust clergy and lay leadership costs based on new structure

Option 6: Assessment (relative to assessment criteria)

Vision/ Mission Worship Criteria

- CRITERIA MET: Liturgy and the type of Worship will stay the same but the design of a new building could accommodate changes to spatial arrangement and type of worship could vary by Sunday in addition to adding the Centre for Spiritual Growth and services providing enhanced worship to the congregation.

Vision/ Mission Congregation Criteria

- CRITERIA MET: Will have two unique gathering places; providing a sense of community but offering additional worship styles and reflection.

Vision/ Mission Ministry Criteria

- CRITERIA MET: Outreach would be enhanced due to the consolidation of congregations within the two Churches.
Service would be enhanced to the community through the Centre for Spiritual Growth and the main church including such programs as coping with personal loss, managing family relationships, spiritual growth & reflection, mental health issues
- due to economic benefits of consolidation, increased synergies within the congregation would provide a new sense of direction and purpose focused on community service, prayer chains, serving ageing community, ACW/LCW, music program serving children, youth and seniors.

Vision/ Mission Leadership Criteria

- CRITERIA MET We will still have qualified/ordained clergy but economies of scale mean the number would change and provide clergy more specialized to serve the congregation. (e.g. Outreach, worship). Lay leader involvement will continue but we could have more leaders and more involvement and more training by clergy and others. We will still have Deacons but they could serve in a different way (extended Ministry).

Vision/ Mission Facilities Criteria

- CRITERIA MET: Not only would there be an accessible sacred space for worship but there would also be an existing church to provide a Centre for Spiritual Growth. The new church would be built in such a way as to be multi-purpose in nature providing a re-configured space for different denominations, services and programs.

There would be one Property & Finance Committee that would provide better coordination within the Anglican/Lutheran Community. The new church would be designed to maximize the use of modern communication and presentation technology and the existing Church would be renovated to incorporate new technologies.

Vision/ Mission Financial Criteria

Operating Funds:

CRITERIA MET: Offerings (2015 total offerings from all 5 churches = \$834,861) and other revenue will be needed not only to sustain the new church operations but also support the Centre for Spiritual Growth. Fundraising would have a new focus on Ministry Outreach with a certain percentage set aside for the Centre for Spiritual Growth. Staff and Administration will be reduced from the current staffing numbers but there will be a better coordination and sharing of resources and supplies. Clergy costs would be reduced from the current 4.5 down to 2 Clergy. This set up would also include two part-time sextons that would assist each other at either building as necessary but would have their home church.

Capital Funds:

CRITERIA PARTIALLY MET: Sale of 4 properties (approx. 2.2 million) will probably not be sufficient for construction of an entirely new church building. Trusts as they exist may not be able to be used.

Diocesan Sustainability Criteria

- **CRITERIA MET:** The pooling of current resources to create one the Centre for Spiritual Growth and a new main church would result in medium to long term financial stability with the Diocese indicating through their analysis that Peterborough can currently support two churches. With the Capital support from the Diocese on a new building there would be adequate funds for an expanded engagement in mission & ministry in the community. Congregational decline may continue but new programs may result in increased membership and the combination of congregations will result in the impact of any decline being felt over a longer term. Buildings are expected to be sustainable. And financial assets, as a result of combining parishes are expected to be substantial.

Proposed Logistics Criteria

- **CRITERIA MET:** A newly constructed church will ensure the adequacy of its buildings; Weekly attendance will be far in excess of 200; Congregation Size will probably be in excess of 400 and although some current members may choose not to continue to be parishioners (+/-10%) and congregation size may continue to trend downward, the impact of any decline being felt over a longer term. Having two locations would provide parishioners with opportunities to attend different locations, worship styles and times to meet their needs.

Proposed Implementation Feasibility Criteria

Financial: There will be a large degree of financial complexity in disestablishing 4 churches and building a new one and renovating St John's, including treatment of Trust Funds and negotiating with the Diocese on retention levels of funds by the new church.

Property: There will be a large degree of complexity in disestablishing the properties of 4 churches. Some properties may not be saleable; others may not attract a value sufficient to warrant a sale. There will also be complexity in the design, building and financing of a new church building(s).

Clergy: This option will affect the number and certainly the skill sets of clergy required. This will require the careful consideration and preparation to implement during the transition phase.

Other Staffing: Fewer support staff will be required and again careful consideration will be required during the transition.

Timing/Scheduling: Given the seriousness of the situation in which the Anglican/Lutheran churches find themselves, the implementation should be completed within the next two years.

Communications: The process of closing four churches and building a new church and refurbishing an existing church will have traumatic emotional impacts. A Communications Strategy to keep parishioners informed throughout the process will be required as will the provision of counseling services to individual parishioners, church groups and the wider Christian community.

6. NEXT STEPS

- | | |
|-----------------|--|
| June 5-June 12 | -Distribution, presentation and discussion of <u>Preliminary Options</u> Information Package with Covenant Council, Clergy, Church Wardens/ Lutheran Church Council |
| June 12 | -Distribution of <u>Preliminary Options</u> Information Package to congregations |
| June 12 – 19 | -Discussion of <u>Preliminary Options</u> and feedback from congregations |
| June 19 | -last date for feedback or comments |
| June 20-June 30 | - Prepare Draft Report of <u>Proposed Options</u> for the best use of the resources to support the mission and ministry of the Anglican and Lutheran Church in the City of Peterborough. |
| End of June | -Distribute Draft Report of <u>Proposed Options</u> to Congregations, Council, & Clergy |

- Summer months -Congregations to consider and reflect on the Draft Report of Proposed Options
- Mid September -Feedback on Draft Report of Proposed Options from Congregations, Council, Clergy & Wardens/Lutheran Council
-Start of preparation of Final Report
- End of September -Prepare Final Report of Proposed Options for the best use of the resources to support the mission and ministry of the Anglican and Lutheran Church for the sake of the City of Peterborough, and next steps.

APPENDIX 1

INFORMATION PACKAGE June 2016

A Consolidation of the Fiscal, Physical and Staff Resources Available To Commission Churches, Peterborough

DEMOGRAPHICS & TRENDS

Note: Data in Columns 2,3,5,and 6 taken from data supplied by the Diocese of Toronto

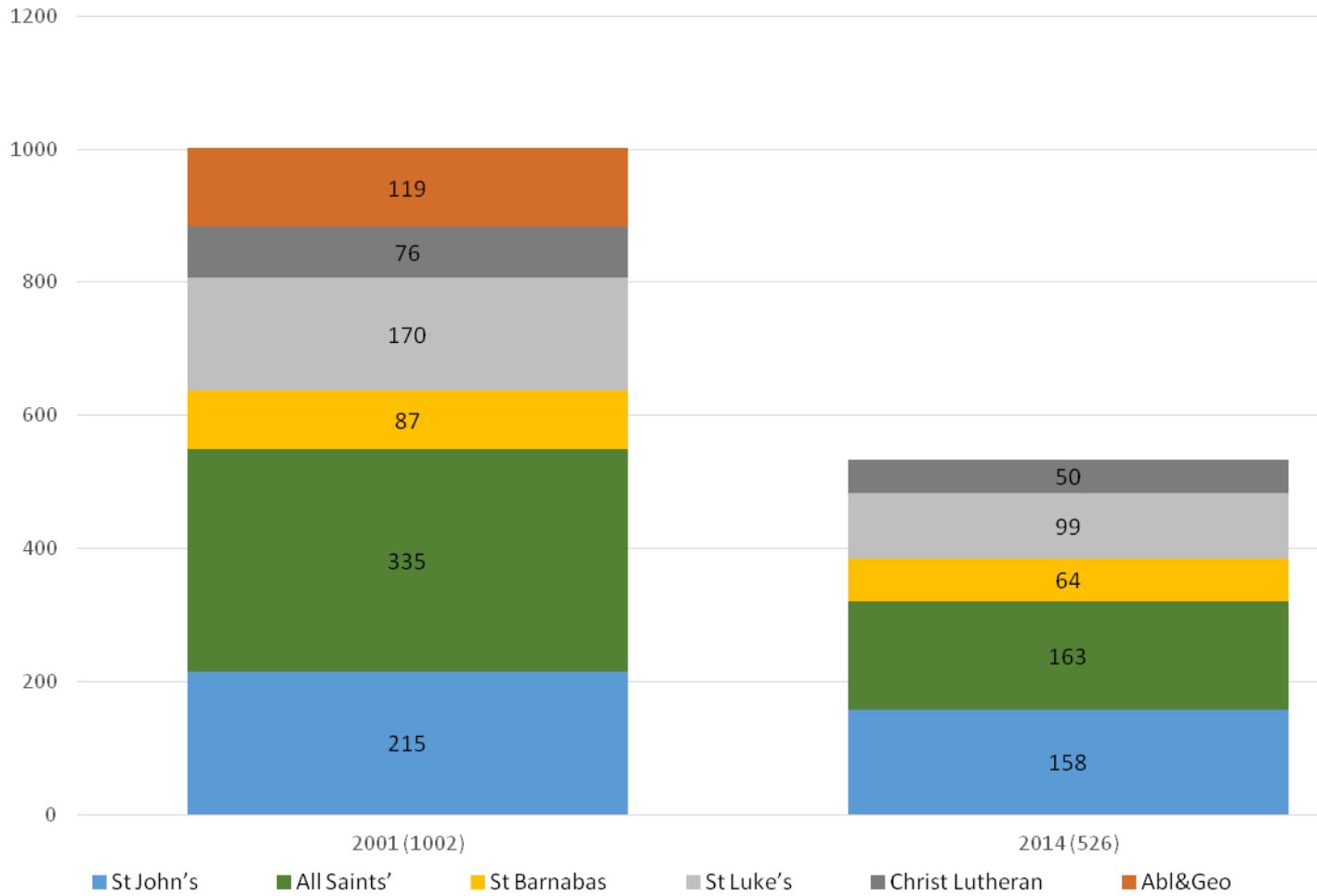
Data in Column 4 taken from data supplied by the Christ Lutheran

Data in Column 7 taken from data supplied by the Diocese of Toronto and by Christ Lutheran.

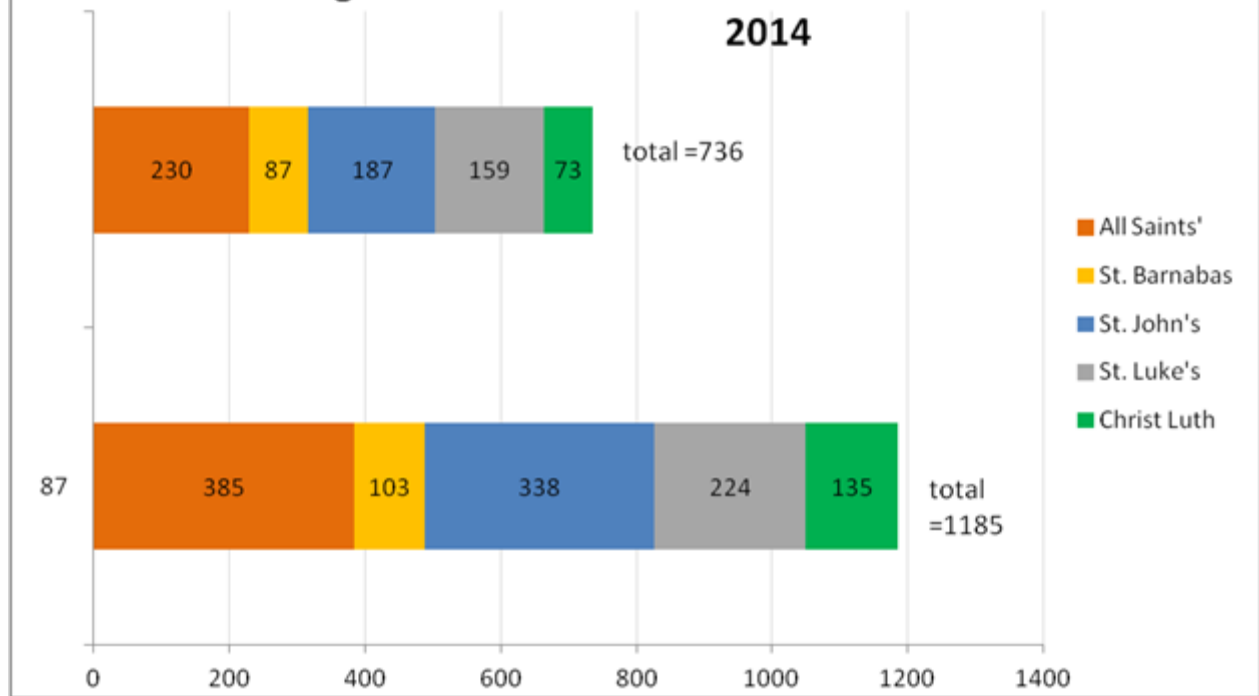
These data do not necessarily match an aggregation of Data from Columns 2, 3,5, and 6 due to several factors including the inclusion of St Georges and St Albans data in some of the 2001 calculations. For example Avg Sunday Attendance 2001, Column includes 4 Anglican (807) + St George and St Albans (119) + Christ Lutheran (76) = 1002

Column 1	Column 2 All Saints	Column 3 St Barnabas	Column 4 Christ Lutheran	Column 5 St. John	Column 6 St. Lukes	Column 7 Anglican + Lutheran Avg
Avg Sunday Attendance 2001	335	87	76	215	170	1002
Avg Sunday Attendance 2014	163	64	42	158	99	526
Identifiable Givers 2001	385	103	135	338	224	1185
Identifiable Givers 2014	230	87	73	187	159	736
Annual Gift Per Giver 2001	602	803	670	758	563	660
Annual Gift Per Giver 2014	1,180	1,321	1,520	1,317	984	1188
Annual Offerings 2001	231,699	82,754	94,490	256,240	126,158	≈792,000
Annual Offerings 2014	271,374	114,880	110,940	246,259	156,439	≈899,000

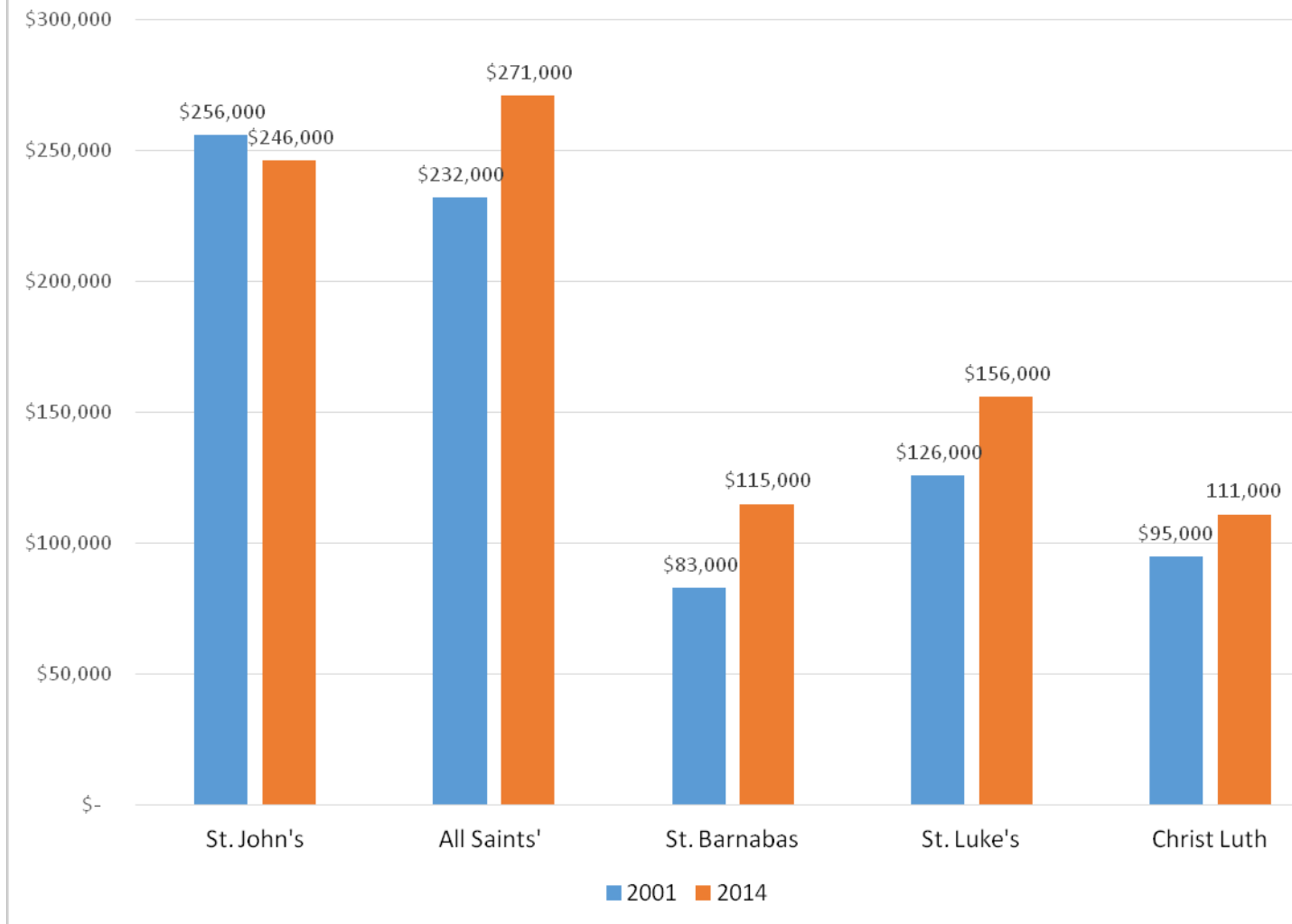
Anglican-Lutheran Average Sunday Attendance 2001 and 2014



Anglican-Lutheran Number of Identifiable Givers 2001-2014



Anglican-Lutheran Churches Annual Offerings 2001 and 2014



PARISH REVENUES & EXPENDITURES 2014 (From Annual report)

	All Saints	St Barnabas	Christ Lutheran	St. John	St. Lukes	Totals
Offerings	274,567	114,880	110,940	246,259	155,197	≈899,000
Other Revenue	70,198	45,913	42,335	417,864	76,193	≈ 653,000
Total Revenue	344,765	169,329	153,275	664,123	231,390	≈ 1,563,000
Total Expenditures	334,535	168,587	145,131	664,192	246,987	≈ 1,560,000
Surplus/(Deficit)	10,320	742	8,144	-69	-15,597	≈ 3,500

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Parish Offerings vs. Operating Expenses Deficit 2015						
		All Saints	St Barnabas	Christ Lutheran	St. John	St. Lukes
1	Offerings	252,175	108,870	97,812	225,000	151,004
2	Other Income	108,221	60,036	37,797	386,492	75,503
3	Total Income	360,396	168,906	135,609	621,496	226,307
4	Operating Expenses	301,105	138,998	103,614	618,756	181,603
5	Other Expenses	55,895	42,643	31,240	0	38,344
6	Total Expenses	357,000	181,641	134,854	618,756	219,947
7	Offerings (1) Minus Operating Expenses (4)	-48,930	-30,128	-5,802	-393,756	-30,599
8	Total Income (3) Minus Total Expenses (6)	+3,396	-12,735	+755	+2,740	+6,360

OTHER ASSETS						
	All Saints	St Barnabas	Christ Lutheran	St. John	St. Lukes	Totals
	Heritage Trust Fund 587,480	GIC 10,000	Faithlife Financial GIA 25,553.63	Crown rectory Fund 306,000	Designated Endowment 32,903	
	Doris Fund 99,427	Rectory Fund 230,000		Youth Fund Eldon Ray 23,100	Designated Endowment 167,993	
	ACW Easter Eggs 8,445			Sleeping Children Outreach Fund 20,800	Rectory Fund St Lukes 213,225 St Georges 80,595	
	Faithworks 2,315			Gardner Rush Funds (Clergy Housing)	Hubbs Estate 68,420	

				7,400		
	Cornerstone Campaign 98,300				Our Faith Our Hope 643	
	Music Ministry 5,517					
	Rectory Fund 270,000					

FINANCIAL POSITION 31 DECEMBER, 2014						
	All Saints	St Barnabas	Christ Lutheran	St. John	St. Lukes	
Assets	873,986	18,816	\$93,808	2,519,196	563,780	
Liabilities	9,383	992			21,091	
Net Assets (Note: As Per Auditors Annual report)	864,603	17,823	\$93,808	2,519,196	542,689	

BUILDING VALUES (INSURED REPLACEMENT VALUE)						
	All Saints	St Barnabas	Christ Lutheran	St. John	St. Lukes	
Church	8,407,105 (2013)	1,723,115	1,040,000	9,000,000 (Church & Hall)	2,540,720	
Hall	\$1,781,945 (2013)			(see Church)		
Rectory			??	900,000 Rectory/Glebe House		
Other Church Property	The Terraces Apartments \$946,086 (2013) St Albans Church and outbuilding \$1,119,000 (2013)					

REALTOR ESTIMATES OF ASSESSED AND MARKET VALUES						
	All Saints	St Barnabas	Christ Lutheran	St. John	St. Lukes	
Assessed Value Church & Hall	1,069,000	332,000	460,000	972,000	7,000,000	
Market Value Church & Hall	9000,000	450,000	400,000	1,000,000	5000,000	

BRIEF PROPERTY DESCRIPTIONS					
	All Saints	St Barnabas	Christ Lutheran	St. John	St. Lukes

Church Building	<p>Age:106 Years Main Worship Space: L 137'; W56' Capacity:500 Accessible: Y Known Liabilities: None Sate of Repair: Good /Excellent furnace, roofs Terrace apartment improvements. (\$400,000 spent in last 5 years).</p> <p>Other Rooms (Upper and Lower): -Bathrooms: 3 -Servers Room:1 -Archives: -Sacristy: 1 -Kitchens:1 -Choir Room:1 -Rectors Office: 1 -Church Office: 1 -Nursery:1 -Sunday School:1 -Meeting Rooms: 1 -Multipurp Lower Main Room :1 Annual Maintenance & Operating Cost: Insurance \$ 5,825 Cleaning supplies \$600 Lift Contract \$1,100 Electricity \$4,000 Gas \$ 3,800 Total \$15,325 Annual rental revenue: \$6,700</p>	<p>Age: 58 Years Main Worship Space: L; W Capacity:150 Accessible: Y Known Liabilities: Sate of Repair: Excellent</p> <p>Other Rooms (Upper and Lower): -Bathrooms: 2 -Servers Room -Archives: -Sacristy: -Kitchens:1 -Choir Room: -Rectors Office: -Church Office: 1 -Nursery: -Sunday School: -Meeting Rooms: 3 -Multipurp Lower Main Room :1 Annual Maintenance & Operating Cost: Insurance \$ 5,825 Cleaning supplies \$600 Lift Contract \$1,100 Electricity \$4,000 Gas \$ 3,800 Total \$15,325 Annual rental revenue: \$6,700</p>	<p>Age: 58 Years Main Worship Space: L38'; W 25' Capacity:160 Accessible: Known Liabilities: Sate of Repair: Good</p> <p>Other Rooms (Upper and Lower): -Bathrooms:2 -Servers Room -Archives: -Sacristy: -Kitchens:1 -Choir Room: -Rectors Office: -Church Office:1 -Nursery: -Sunday School: -Meeting Rooms -Multipurp Lower Main Room:1 Annual Maintenance & Operating Cost: Insurance \$10,000 Annual rental revenue: \$500</p>	<p>Age: 179 Years Main Worship Space: L87'; W 45' Capacity:279 Accessible Known Liabilities: Sate of Repair: Good to Excellent -Tower and Bells need stonework estimate: \$100,000. Church needs new roof in 5 years</p> <p>Other Rooms (Upper and Lower): -Bathrooms: -Servers Room: 1 -Archives: 1 -Sacristy -Kitchens: -Choir Room: -Rectors Office: -Church Office: -Nursery: -Sunday School: -Meeting Rooms: -Multipurp Lower Main Room: Annual Maintenance & Operating Cost: (Church and P Hall) Insurance Cleaning supplies Lift Contract Electricity Gas Total \$50.000 Annual rental revenue: \$22,000</p>	<p>Age: 50 Years Main Worship Space: L140'; W 40' Capacity:250/300 Accessible: Chair lift Known Liabilities: None Sate of Repair: Excellent New roof and furnace</p> <p>Other Rooms (Upper and Lower): -Bathrooms: 5 -Servers Room -Archives: -Sacristy:1 -Kitchens:1 -Choir Room:1 -Rectors Office: 1 -Church Office:2 -Nursery:1 -Sunday School: -Meeting Rooms: 3 -Multipurp Lower Main Room: Annual Maintenance & Operating Cost: Annual rental revenue: \$2,000</p>
	<p>Electricity (Hall) \$4140 Gas \$8,644 Total \$57,848</p>				

	All Saints	St Barnabas	Christ Lutheran	St. John	St. Lukes
Chapel				Age: 179 Years: Main Worship Space: L24'; W 35' Capacity:45 Accessible:	

<p style="text-align: center;">Separate Parish Hall</p>	<p>Age: Years: 125 Main Worship Space: L81'; W32' X2</p> <p>Capacity: 150X2 Accessible: Y Known Liabilities: None Sate of Repair: Very good Other Rooms: -Bathrooms: 3 -Kitchens:2 -Choir Room: NA -Rectors Office: NA -Nursery: NA -Meeting Rooms:1 -Multipurp Main Room : -Laundry: Annual Maintenance & Operating Cost: (See Church)</p> <p>Annual rental revenue: \$21,000</p>			<p>Age: Years: 166 Main Worship Space: L'; W'</p> <p>Capacity: 267 Accessible:?? Known Liabilities: ?? Sate of Repair: ?? Other Rooms: -Bathrooms: 2 -Kitchens:1 -Choir Room: 1 -Rector's Office: 1 -Nursery:1 -Meeting Rooms:1 -Multipurp Main Room :1 -Laundry: 1 Annual Maintenance & Operating Cost: \$?? Annual rental revenue: \$??</p>	<p>Age: Years: 50 Main Space: 2 L125'; W52' L114'; W30' Capacity: 180X2 Accessible: Known Liabilities: Sate of Repair: Good Other Rooms: -Bathrooms: -Kitchens:1 -Choir Room: NA -Rectors Office: NA -Nursery: NA -Meeting Rooms (Guild)1 -Multipurp Main Room : -Laundry: Annual Maintenance & Operating Cost: Annual rental revenue:</p>
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	All Saints	St Barnabas	Christ Lutheran	St. John	St. Lukes
Other Hall				<u>St John Area Leased to the Lighthouse Group</u> Age: Years: ?? Main Space: L60'; W29' Capacity: 160 Accessible Known Liabilities: ?? Sate of Repair: ?? Other Rooms:2 -Bathrooms: 1 -Kitchens:1 -Choir Room: -Rectors Office: -Nursery: -Meeting Rooms:1 -Multipurp Main Room : -Laundry: Annual Maintenance & Operating Cost: (See Church) Annual rental revenue: \$44,000	
Church & Hall Parking	54 + street parking	Generous	Generous	34 + street parking	
Public Transit	Proximity: Main bus line Frequency: 40 minutes -20 minutes peak time	Proximity: main bus line Frequency: ½ hour	Proximity: bus Frequency: 40 minutes	Proximity: Frequency:	
Rectory	NA	NA	Age:48 Years Description: Bedrooms: 4 Living:1 Family:1 Dining:1 Bathrooms:2 Kitchens: 1 Capacity: Family Parking: Good Accessibility: 2 steps State of Repair: Good Annual Maintenance and Operating Cost:\$5,750 Rental Revenue: \$14,400 Net Revenue:\$7,650	Rectory/Glebe House Bedrooms: Living: Family: Dining: Bathrooms: Kitchens: Capacity: Parking Accessibility: State of Repair: Good Annual Maintenance & Operating Cost: (Church and P Hall) Insurance Clean ing supplies Lift Contract Electricity Gas Total \$13,000 Annual rental revenue: \$64,000	125 Proximity: Corner of Property Frequency: 15 minutes

Other Church Property	<p><u>The Terraces Apartments</u> Age: ~60 Years Description: Seven 3 bedroom Row house Rent to Income Units Accessible: No Known Liabilities: \$175,000 City of Peterborough forgivable loan (<u>XX years</u>) for renovations. Sate of Repair: Good Annual Maintenance & Operating Cost: \$19,461 Annual rental revenue: \$53,313</p> <p><u>St Albans Church Building</u> Age: ~60 Years Description: In early 2013, St Albans was amalgamated with All Saints' Peterborough. The property in currently rented to several organizations Main Worship Space: L60'; W 32' Capacity:150 Accessible Known Liabilities: None Sate of Repair: Good Other Rooms: -Washrooms: 2 -Kitchens:1 -Choir Room: -Rectors Office: -Nursery: 1 -Sunday School: 2 -Meeting Rooms:1</p> <p>Annual rental revenue: Church and Quonset Hut \$24,750</p> <p>Parking:50 <u>St Albans Quonset Hut</u> Age: ~?? Years</p>				
	June 2016	<p>Description: Meeting/ Rental facility located on St Albans church property—large rental meeting room with kitchen and washroom facilities Main Space:</p>			

STAFF					
	All Saints	St Barnabas	Christ Lutheran	St. John	St. Lukes
Full Time Clergy	1	1	1	1	0
Part Time Clergy	0	1 Note: In addition St. Barnabas supplies part time support (one Sunday/month) to St. James Emily.	0	0	1
Associates	1	0	0	0	3
Deacons	2	3	0	1 (Part time)	0
Honorary	2	0	1	0	0
Lay Readers	11	2	20	0	4
Admin	1 (Part time)	1 (Part time)	1 (Part time)	1 (Part time)	1 (Part time)
Sexton (Custodian)	1(Part time)	??	1 (Part time)	1	0
Cleaner	1 (Part time)	1 (Part time)	0	0	1 (Part time)
Organist	1 (Part time)	1 (Part time)	0		1
Nursery Supervisor				1 (Part time)	0
Night Watchman				1 (Part time)	0
		St. James Emily in our St. Barnabas data. Rev. Mary takes one Sunday/month there.			

APPENDIX 2

MISSION/MINISTRY GRAPHIC

Created from a thorough listing of activities provided by each congregation.