

All Saints | Christ Lutheran | St. John the Evangelist | St. Barnabas | St. Luke's

**Draft Report Of 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**

June 30 2016

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”***

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Draft Report Of 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, June 30 2016

The Covenant Commission would like to thank the many members of the Lutheran and Anglican parishes who took the time to discuss the previous draft document (May 31 2016)¹ that contained a number of preliminary options for reconfiguration. There has been a wealth of feedback as well as new thoughts that were used to inform this Draft Report of Options (June 30 2016) document that outlines two different visions of our future faith community.

Our new combined vision and mission recognizes where we are now and gives us the direction to do new and exciting things. We have been challenged to be bold, so let us go forth boldly with the faith that God will lead us. God has already provided what we need. Glory to God whose power in us can do infinitely more that we can ask or imagine.

Over the past weeks we heard very clearly that brand new construction would be impractical with long lead times and high cost. We also heard that one physical location would restrict us with respect to the variety of worship and ministries that we are being called to explore. Options 1, 5 and 6 in the last document were all based on having one principal worship location and so are now not being considered.

The principle still remains that we need to reduce overhead and structural costs and so the May 31 2016 preliminary Options 2a, 2b, 2c, and 4 have been reworked using the congregational input in June. They now offer the possibility to reduce five locations to two or three, depending on how bold we want to be.

The total current combined Sunday attendance is around 530 people and it is unlikely that all of these would ever be in one place. There will be a need for several styles of worship that might include BCP or 8:30 style, traditional (Anglican/Lutheran) or 10:30 style, contemporary interactive and flexible style, alternative style as well as ones that we might not even have yet identified.

With a very large range of outreach activities across all of the churches there is a desire to keep a strong outreach presence in the city. The structure of a reconfigured worship community will need to maximize the opportunities to work with the surrounding communities.

In developing this Draft Report of Options we expect that the Diocese will offer its expertise and assistance to the plan that is eventually endorsed by the parishes. This could include assistance in the disposition and re-allocation of resources where they are

¹ The May 31 Preliminary Options Report consisted of four documents including the Preliminary Options Report itself and three Appendices: Appendix 1 "A Consolidation of the Fiscal, Physical and Staff Resources Available To Commission Churches, Peterborough"; Appendix 2 "Mission and Ministry"; and Appendix 3 "Summary of Vision Surveys".

needed for renovations as well as expertise in real estate, planning, congregational development and parish governance.

We also note that any parish can opt out of the process at any time; however, the Diocese will concentrate its assistance on the churches that choose to remain in the process.

Next Steps

This Draft Report of Options is to be shared by July 10, 2016 for the five congregations to consider and reflect on over the summer months.

By mid September, we will ask for feedback on this Draft Report of Options from clergy, councils, congregations and individuals. We will then prepare and submit a Final Report with Recommendations for Next Steps by the end of September.

Draft Report Of Options contains two Options for consideration:

	Option 1	Option 2	
Parish Structure	One parish with a new name, one governance structure, worshipping at two locations	Two parishes, each with a new name, two governance structures, worshipping at two or three locations	
Parish Names	New Name	New Name	New Name
Parish Locations	All Saints and St. John	One of: Christ Lutheran St. Barnabas St Luke	One or both of: St. John All Saints
Actions	Three other locations sold Temporary Satellite Locations as required ² for ministry not located downtown	This group of churches would initiate a process to decide which location to use. Temporary Satellite Locations as required	This group of churches would initiate a process to decide which location(s) to use. Temporary Satellite Locations as required

² Temporary Satellite Location is defined as “renting space, for example in a store front location or sharing space within an existing church of a different denomination.

OPTION 1 JUNE 30 2016
ONE PARISH WITH A NEW NAME, ONE GOVERNANCE STRUCTURE,
WORSHIPPING AT TWO LOCATIONS

OPTION 2 JUNE 30 2016
TWO PARISHES, EACH WITH A NEW NAME, TWO GOVERNANCE STRUCTURES,
WORSHIPPING AT TWO OR THREE LOCATIONS

Note:

For brevity in the text, we sometimes use the terms “Suburban Parish” (one of Christ Lutheran, St. Barnabas, St. Luke’s) and “Downtown Parish” (All Saints)/St John’s).

Option Descriptions

Mission and Ministry

Option 1:

- Revitalizing our Ministry in the community: maintaining two established locations; expanding our programs and outreach to seven days a week.
- Parishioners from all five Anglican/Lutheran churches will have the option of choosing between two locations and several types of services.
- The Vision and Mission is lived out through the development of spirituality and outreach initiatives that address the needs of parishioners and the community of Peterborough
- Parish governors (clergy, wardens/councils) would refine specifics and location of mission and ministry
- Satellite locations would be rented as required e.g. in the north end to meet the identified need and established ministry in this area

Option 2:

- Revitalizing our Ministry in the community: maintaining two or three established locations; expanding our programs and outreach to seven days a week.
- Parishioners from all five Anglican/Lutheran churches will have the option of choosing between two locations and several types of services.
- Spiritual growth and outreach could be undertaken by both parishes. The parish governance structure (clergy, wardens, council) of both parishes could define the

specifics and location(s) of mission and ministry for their respective parish. Specialization of existing Lutheran ministry is enhanced.

Physical Resources

Option 1:

- St John's and All Saints worship spaces could be reconfigured (e.g. removal of pews) for multi-purpose use to accommodate traditional, modified and experimental liturgies and spiritual outreach initiatives.
- Parish governors (clergy, wardens/councils) would coordinate physical improvements consistent with Mission and Ministry. This could include initiatives such as: the corner at Water and Hunter becoming a visual and spiritual gateway to St. John's, or determining the need for Temporary Satellite locations to meet program requirements.

Option 2:

- Worship spaces of both parishes would be reconfigured (e.g. removal of pews) to accommodate traditional and modified worship services and outreach/spiritual foci.
- Parish governors (clergy, wardens/councils) would coordinate physical improvements consistent with Mission and Ministry. This could include initiatives such as: the corner at Water and Hunter becoming a visual and spiritual gateway to St. John's, or determining the need for Temporary Satellite locations to meet program requirements.

Human Resources

Option 1:

- Ministry teams, led by an incumbent including deacons, lay leaders, music directors and community members trained in the different ministries, are formed to lead regular worship services. Other specialised resources could include a Christian counsellor, a spiritual director and parish nurse.
- One parish means a more centralized governance and operational support structure, less duplication of administrative, maintenance and speciality staff, consolidation of offerings and expenses and the ability to maintain income from property.

Option 2:

- Ministry teams, led by an incumbent including deacons, lay leaders, music directors and community members trained in the different ministries, are formed to lead regular worship services. Other specialised resources could include a Christian counsellor, a spiritual director and parish nurse.
- Two parishes would mean less centralized governance and operational support structure, duplication of administrative, maintenance and speciality staff, less consolidation of offerings and expenses. The two parishes share resources as appropriate.

Maintenance Costs

Option 1:

- Higher maintenance costs of retaining two large churches will be offset by having fewer church locations to maintain.

Option 2:

- Higher maintenance costs of retaining two parishes in 2 or 3 locations will be offset by having fewer church locations to maintain.

Buildings / Building values

Option 1:

- St John's - \$9,000,000 insured replacement value plus rental income from buildings located on property owned by the Diocese.
- All Saints - \$10,000,000 insured replacement value plus rental income from buildings located on property and the St Albans site owned by the Diocese, and from the Terraces apartments, owned by the church

Option 2:

- St John's - \$9,000,000 insured replacement value of the church buildings plus rental income from buildings located on property owned by the Diocese.
- All Saints - \$10,000,000 insured replacement value of the church buildings plus rental income from buildings located on property and the St Albans site owned by the Diocese, and from the Terraces apartments, owned by the church.
- St Barnabas, Christ Lutheran and St Luke's insured replacement value of the church buildings respectively is \$1,700,000, \$1,000,000 and \$2,500,000 plus rental income from associated buildings.

Clergy and Lay Leadership

Option 1:

- One city wide parish with one ministry team led by an incumbent including clergy, deacons, lay leaders, music directors and community members trained in the different ministries.
- A potential spiritual growth speciality drawing on existing resources in the church and in the community, e.g. the chaplain at Trent University.
- A continued outreach speciality team to fulfill the Mission.

Option 2:

- Two city wide parishes, two ministry teams led by two incumbents, including clergy, deacons, lay leaders, music directors and community members trained in the different ministries.
- A potential spiritual growth speciality drawing on existing resources in the church and in the community, e.g. the chaplain at Trent University.
- Speciality team resources shared between the two parishes

Option Assessment By Criteria³

Criterion 1: Vision/Mission Worship

Option 1:

Parishioners, from all five Anglican/Lutheran churches in the parish, will have the option of choosing between two locations and several types of services. Specifics and location of mission and ministry would be refined by parish governors (clergy, wardens / councils). Ministries could include, but not be limited to; mid-morning/morning worship following the Anglican/Lutheran liturgy (BAS/LBW); Wednesday morning services (BCP); Taize, Open Circle, Messy Church etc.

Option 2:

Parishioners, from all five Anglican/Lutheran churches in the parishes, will have the option of choosing between two or three locations and several types of services. Specifics and location of mission and ministry would be refined by parish governors

³ Nine Criteria used in assessing options in this Report and the options in the Preliminary Options Report (May 30 2016) were developed using feedback from congregations through surveys and town hall meetings/presentations

(clergy, wardens / councils). Ministries could include, but not be limited to; mid-morning/morning worship following the Anglican/Lutheran liturgy (BAS/LBW); Wednesday morning services (BCP); Taize, Open Circle, Messy Church etc.

Criterion 2: Vision/Mission Congregation

Option 1:

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.

Option 2:

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

Criterion 3: Vision/Mission Ministry

Option 1:

Spiritual growth initiatives need to present an opportunity for deepening an individual's relationship with God and one another. This could include: offering courses, programs and activities that address the spiritual needs of the community, becoming an extension of the Abraham Festival bringing diversity into a space that already welcomes Buddhists and Catholics.

Outreach initiatives could and do include the Lighthouse Community Outreach program in partnership with CMHA and The One Roof Diner which both build on existing outreach programs to be community hubs for people living in the downtown. This ministry provides for many possibilities: a location(s) for people living on the margins; increasing the capacity of people to help one another; providing street and youth activism; encouraging mentoring of youth by seniors; providing daytime respite for mothers with small children and babies; as well as providing the location for an enriched youth group.

The music ministry includes the continuation of the choir program including the Choral Scholars program. A neighbourhood music ministry could include a community choir of non-traditional singers. Other music ministry would include contemporary and alternate styles.

Ministries such as Pastoral visiting, Refugee sponsorship, Faith Works; Prayer Chains; Chancel guilds; ACW; Sunday school would continue or be enhanced.

Current Ministries continue by using St. John's or All Saints parish hall, church basement and kitchen space or Satellite Locations; these ministries include but are not limited to: Garden Club for low income Youth, Messy Church, Smile dresses, Prison ministry, Cameron House, Food for School kids, Kids Club, Feed the Hungry, Lighthouse tutoring, Community drumming, Collective kitchen, Friday night coffee, Community garden, Food bank, Senior's dinner, Thrift shop, Community dinners.

Option 2:

Spiritual growth initiatives need to present an opportunity for deepening an individual's relationship with God and one another. This could include: offering courses, programs and activities that address the spiritual needs of the community, becoming an extension of the Abraham Festival bringing diversity into a space that already welcomes Buddhists and Catholics.

Outreach initiatives could and do include the Lighthouse Community Outreach program in partnership with CMHA and The One Roof Diner which both build on existing outreach programs to be community hubs for people living in the downtown. This ministry provides for many possibilities: a location(s) for people living on the margins; increasing the capacity of people to help one another; providing street and youth activism; encouraging mentoring of youth by seniors; providing daytime respite for mothers with small children and babies; as well as providing the location for an enriched youth group.

The music ministry includes the continuation of the choir program including the Choral Scholars program. A neighbourhood music ministry could include a community choir of non-traditional singers. Other music ministry would include contemporary and alternate styles.

Ministries such as Pastoral visiting, Refugee sponsorship, Faith Works; Prayer Chains; Chancel guilds; ACW; Sunday school would continue or be enhanced.

Current Ministries could use any location; these include but are not limited to: Garden Club for low income Youth, Messy Church, Smile dresses, Prison ministry, Cameron House, Food for School kids, Kids Club, Feed the Hungry, Lighthouse tutoring, Community drumming, Collective kitchen, Friday night coffee, Community garden, Food bank, Senior's dinner, Thrift shop, Community dinners.

Criterion 4: Vision/Mission Leadership

Option 1:

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.

Lay people would be trained to be active listeners, tutors and community connectors to address the needs of, and offer support, to those accessing outreach activities.

Option 2:

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. Lay people would be trained to be active listeners, tutors and community connectors to address the needs of, and offer support, to those accessing outreach activities.

Criterion 5: Vision/Mission Facilities

Option 1:

The two largest churches in Peterborough provide the greatest flexibility for worship and outreach space, while maintaining meeting space and commercial kitchens for congregational and community use.

The nave in each church would remain and be re-configured to allow for multiple uses throughout the week: e.g. discussion groups, courses, music outreach, meditation space, etc.

The Parish Halls at St. John's and All Saints will see enhanced community use with specific times/locations dedicated for church use. There will be one Property committee for the two buildings and one custodian.

Option 2:

In addition to the worship and outreach space, meeting space and commercial kitchens for congregational and community use (at either one or two of the largest churches in Peterborough), the suburban parish would provide permanent facilities in a different part of the city, thereby widening the potential reach of the Church in the city.

The nave in each church would remain but be re-configured to allow for multiple uses throughout the week: e.g. discussion groups, courses, music outreach, meditation space, etc.

The Suburban parish facilities along with those of the Downtown Parish will result in enhanced community use, with specific times/locations dedicated for church use. There will be one Property committee and one custodian for each parish.

Criterion 6: Vision/Mission Financial

Option 1:

The total assets of the five Lutheran/Anglican churches are substantial. (Appendix 1).

In addition to total assets, some fundamental current financial information for the combined five churches 2014/2015 is:

Givers:	736
Sunday Attendance:	526
Annual Offerings	\$834,681
Total Income:	\$1,512,714

These are substantial amounts, more than sufficient to support Option 1's one parish. Fundraising for special projects could become a joyful event rather than a burden. However, it should be noted that reconfiguring processes in other Ontario churches, resulted in a decrease in attendance and offerings.

Resources and expenses of the two churches forming the new parish will be shared with a new governance structure put in place.

Option 2:

Option 2 involves the creation of two parishes, resulting in the division of the overall assets of the current five parishes.

The relative distribution of the fundamental current financial information identified in Option 1(one parish), broken down relative to Option 2 (two parishes) follows:

	Downtown	Suburban
Givers:	57%	43%
Sunday Attendance:	60%	40%
Annual Offerings:	57%	40%
Total Income:	65%	35%

The Downtown Parish would have the consolidated Trust Funds that Include All Saints' Heritage Trust and Doris Fund (for disadvantaged people), and Cornerstone Fund. St. John's has substantial investment income and income from rental properties and facilities rental and grants, and All Saints has rental income from the Terraces Apartments and The St Albans property. St Luke's also has two Trust Funds. (see Appendix 1)

The Suburban Parish would have the funds from St. Lukes that include two designated endowments and the Hubbs Estate. All of the three current suburban parishes have

rental income and this would continue in some form that would be dictated by the configuration of the facility chosen.

The Downtown Parish and the Suburban Parish would both be financially viable in the medium term.

Criterion 7: Vision/Mission Diocesan Sustainability

Option 1:

Consolidation of churches and the eventual sale of churches will remove existing deficits. St. John's and All Saints are over 100 years old and their buildings require regular maintenance.

Our new common vision and mission can be realized by revitalizing the Church, bringing greater engagement of current and lapsed parishioners. It also provides opportunities to build and enhance partnerships within the community: e.g. The City of Peterborough and CMHA, and the Warming Room, Lighthouse program and One Roof Diner. Strong potential exists for new partnerships.

To maintain our financial viability in the longer term, 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.

Option 2:

Consolidation of churches and the eventual sale of churches will remove existing deficits. St. John's and All Saints are over 100 years old and their buildings require regular maintenance.

Our new common vision and mission can be realized by revitalizing the Church, bringing greater engagement of current and lapsed parishioners. It also provides opportunities to build and enhance partnerships within the community: e.g. The City of Peterborough and CMHA, and the Warming Room, Lighthouse program and One Roof Diner. Strong potential exists for new partnerships.

To maintain our financial viability in the longer term, 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

Increased costs would be incurred to make the capital improvements needed to consolidate the Suburban parish. These could be offset by the sale of two other properties. The creation of the Suburban parish maintains a physical church presence in an expanding area of the city.

The Suburban and Downtown parishes would have adequate but declining congregation sizes. This will only change if we use the Vision and Mission and the reconfigured presence to be bold and make significant changes in how the Church supports its current members and how it reaches into the community.

Criterion 8: Vision/Mission Logistics

Option 1:

Current parishioners have the option of attending several different services in various locations at the time that suits them.

The physical location of St. John's requires creative solutions to the issue of parking. For people living in the St. John's Center it offers easy access to services.

Option 2:

Current parishioners have the option of attending several different services in various locations at the time that suits them.

The physical location of St. John's requires creative solutions to the issue of parking. For people living in the St. John's Center it offers easy access to services.

The three suburban churches are newer buildings with adequate and level parking.

Criterion 9: Implementation Feasibility

Financial

Option 1:

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. All Saints will be able to accommodate over 500 people. Fewer parishes and locations results in more attendees per location. There would be renovations that involve capital costs in the redesign of meeting and worship space. Remuneration for one incumbent.

Option 2:

Large trust funds stay in place; either one or two of the churches with the greatest capacity for outreach remain; either one or two of the churches with the highest property values and attendance and weekly offerings remain.

There would be renovations that involve capital costs in the redesign of meeting and worship space. The required costs for the capital improvements needed, to consolidate the Suburban parish, could be offset by the sale of two of the current properties. The existence of two parishes requires remuneration for two incumbents.

Property

Option 1:

A church with an historical designation is maintained. 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.

All Saints' requires kitchen stove exhaust renovations in order to continue hosting the Peterborough-wide One Roof Community Diner program. 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.

Option 2:

A church with an historical designation is maintained. 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.

All Saints' requires kitchen stove exhaust renovations in order to continue hosting the Peterborough-wide One Roof Community Diner program. 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.

There would be renovations that involve capital costs in the redesign of meeting and worship space in both parishes. The required costs for the capital improvements needed, to consolidate the Suburban parish, could be offset by the sale of two of the current properties.

Clergy

Option 1:

One city wide parish led by one incumbent with support from a ministry team (clergy, deacons, music directors, lay leaders and community members)

Option 2:

Two parishes led by two incumbents with support from ministry teams (clergy, deacons, music directors, lay leaders and community members)

Other Staffing

Option 1:

The make-up and direction of the music ministry will have to be redefined to meet worship and mission needs. Administrative and support roles will be consolidated to serve one parish.

Option 2:

The make-up and direction of the music ministry will have to be redefined to meet worship and mission needs. Administrative and support roles will be consolidated to serve two parishes.

Timing

Option 1:

Implementation of this Option could begin immediately following Vestry and Diocesan approval. The development of the Hunter/Water St. location would require an architectural drawing, community consultations, approval from parishioners and all levels of church governance.

Option 2:

Implementation of the two-parish Option would take longer than Option 1 due to the requirement to decide on which properties to divest and which to make capital improvements to.

Communication

Option 1:

A transition team will be put in place. 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 with the difficult emotional process ahead.

Option 2:

A transition team will be put in place. 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 with the difficult emotional process ahead.