

# Our Journey to BUILD more room...

## 2017

See how events progressed from the time leading into our journey to BUILD more room for God, up until today. From the growth in need to the major environmental shifts and cost changes we praise God through every victory and challenge in this faith journey.

Northwest Campus sees an average of 370 families attending, heightening the limitations of rented space at the Crowfoot Theatres – including barriers in our time, worship, relationships and ministries over the course of the week.

With an average weekend service attendance of 753 at our Children's Ministry, occasionally families are being turned away from Children's Ministry at Central Campus due to lack of space.

An average of 250 families are supported by Special Needs Ministry on average, with an estimated 1,000 individuals, including caregivers and family members, being touched by ministry to people with special needs. Each week the prayer chapel and the Special Needs Room is overflowing with people and their caregivers.

Compassionate Ministry has been in operation for one year. The church is connecting with up to 600 people in need each month, and 2,000 people will walk into CSC looking for help and life change by the end of the year. 300 people have asked us to walk with them towards life change in the name of Jesus and out of cycles of poverty.

**JUNE 2017:** We accepted an offer from a Christian organization to purchase our aging West Campus. The proceeds of \$8.5M will help us consolidate ministry activities at Central Campus and develop a Centre for the City so we can better walk alongside people in deepest need.

**NOVEMBER 2017:** After 10 years of waiting, the land title for ~10 acres of land is donated from the Damkar family to Centre Street Church, providing a location on which to build our Northwest Campus.

2000  
people in need  
seek help from CSC  
by end of the year

## 2018

EVENTS THAT LEAD TO COST INCREASES  
ARE REPRESENTED BY



**JANUARY 2018:** Northwest Campus relocates to Bearspaw Lifestyle Centre as an interim space solution, addressing some of the ministry barriers at the Crowfoot Theatre space, while awaiting their new permanent home on over 10 acres of recently donated land.

**FEBRUARY 2018:** The Central Campus galleria and chapel are re-purposed to accommodate significant growth in children's ministry and to prevent families from being turned away. Families who watch the service in the chapel and galleria are relocated throughout the Atrium. Children's Ministry average yearly attendance grows from 753 to 829 in 2018.

**APRIL 2018:** After sensing God's leading to expand, we began the formal BUILD journey with concept drawings and a step of faith. We challenged ourselves to a three-year minimum goal of \$15 million based on cost estimates of a total of \$33.5 million (NW \$12M, Central \$19.2M, Global Mission Capital projects including Centre for the City \$2M, Other Campuses \$0.3M). The remaining project costs would be met from available funds which total \$18.5 million, including \$8.5M from the sale of the West Campus.

**MAY 2018:** As a church, we commit pledges to raise 98% of the minimum three-year goal.

**JULY 2018:** We engage in community consultations with neighbours around the property of our future Northwest Campus home as part of our application process to receive the Development Permit from Rocky View County.

**AUGUST 2018:** Funds from our 2016 CSC Global Mission Capital Fund (which receives 10% of the donations to our BUILD fund) go to HART and our partner church in Ukraine to begin construction of a church building in Rivne. "For many unbelievers, this construction process is a good testimony of God's power, which can transform people and places. The location where we are constructing the church was once a place for garbage and frequented by people with drug-addictions" says Pastor Oleksandr Gavrelyuk.

**OCTOBER 2018:** We receive approval for the Development Permit to begin construction of our Northwest Campus based on updated construction / architectural documents which reflect scope changes made in response to community consultations, and reflecting conditions defined by Rocky View County.



The scope changes, which required updated architectural drawings, include:

- Increasing the number of trees and shrubs,
- Adding four rock landscape terracing

**753 to 829**

Change in growth of average yearly Children's Ministry attendance from 2017/18 to 2018/19 after re-purposing Galleria and chapel.

**2019**

**6M**

Raised in the first year of BUILD more room for God.

**18M**

Updated goal due to cost increases following consultations, meetings with the county and tenders process.

walls to address concerns of slope erosion in heavy rain,

- Lowering the height of the building,
- Switching from a wood building to a steel building after discussion with Rocky View County and interpretation of code requirements, and
- Moving the building further away from the property line with our neighbours.

**NOVEMBER 2018:** We update the congregation on the advancement of Reconciliation Road Church in South Africa – a church in South Africa that is tearing down racial divisions and is now planting other churches with support from CSC, training and equipping an entire team of church planters. CSC Global Mission Capital funds go towards the church's new building which sits on the border between an affluent, predominately white urban community and a deeply impoverished community of black people, serving like a bridge by providing a library, soccer field, free wifi and a safe place where kids come and play.

**97%**

Of the BUILD fundraising goal committed to be raised by the congregation.

**JANUARY 2019:** We submit our Building Permit application for the Northwest Campus.

**FEBRUARY 2019:** The Northwest Campus project goes to tender. We present updated floor plans 1 to the church.

**MARCH 2019:** We submit our Development Permit application for the Central Campus expansion.

**APRIL 2019:** We break ground at our Northwest Campus construction site.

**MAY 2019:** We hold our Sod Turning Ceremony and prayer walk at the Northwest site. We also have our second annual BUILD more room for God offering. We write names of loved ones we are praying for on stones to include in the foundation of Northwest Campus. After the first year of giving to BUILD, God helps us raise \$6 million (nearly 40% of the estimated \$15 million funds).

**JUNE 2019:** We have our first congregational meeting, with updates on scope changes to both Northwest Campus and Central Campus resulting from our community consultations, Development Permit requirements from Rocky View County, prayerful insights from ministry leaders (which are still in process for Central Campus) and key decision makers. This results in updates to our projected costs and financial plan.



**COST INCREASES:** Due to higher than anticipated costs of materials and supplies following the tenders process, as well as updates to construction drawings to meet regulatory requirements and requests from the community, our costs increased.

• **Central Campus expansion & renovation:** increased from \$19.2 million to \$24.9 million primarily as a result of a decision to add a top (3rd) floor (shell only) and interstitial floor, because it would be at a lower cost per square foot than what it would cost in a future expansion.

**Note:** We are revising the way we refer to these new floors. We are now referring to them as the 4th (top) and 2nd (interstitial) floors. The originally planned 2nd floor becomes the 3rd floor.

• **Northwest Campus:** increased from \$12 million to \$15 million. This cost increase is primarily related to the scope changes described above in the October 2018 section.

• **Capital upgrades to other campuses:** remain at \$0.3 million

• **Global Mission Capital projects, (local and international):** increased from \$2 million to \$2.5 million. Includes \$1.25M

allocated from the Global Mission Capital Fund to construction of the Centre for the City which is part of the Central Campus expansion.

**Projected available funds:**

- Available funds: \$18.5 million, including proceeds from the sale of the West Campus.
- Updated faith goal: \$18 million.
- Future estimated gift from partner donor on sale of property: \$1 million

**Changes to our financial goal:** In light of cost increases we increase our minimum three-year goal to \$18M.

**Scope changes included:**

**Northwest Campus Scope Changes**

The Northwest Scope changes are described in the October 2018 section above.

**Central Campus Scope Changes**

In June we presented draft plans that were still not fully complete as consultations with ministry leaders were still in progress. There was also a possibility that further changes could be required during the permitting process with the City of Calgary.

Based on the extensive work done to that point in time, the following scope changes were incorporated into the drawings, resulting in an adjustment to projected costs:

- The overall footprint was reduced, and a 4th (top) floor was added which will be largely unfinished allowing for future

# flood events

Lead to cost increases.

# Unexpected soil removal, heating & hoarding.

Lead to cost increases

development. A 2nd (interstitial) floor is added in order to develop 9 classrooms, simply by adjusting the elevation of the 2nd floor which becomes the 3rd floor. Adding these floors made economic sense because it would be at a lower cost per square foot than what it would cost in a future expansion.

- Plans for significant renovations to the SW, NW, NE and SE corners of the existing facility are included:

- SW corner, main floor (existing Children's Ministry) will feature: a new Special Needs Ministry area including three classrooms, washrooms and reception area; new early Children's Ministry room and mothers' room and a new entrance corridor from existing atrium into the new addition.
- SW corner, second floor (existing Children's Ministry) will include a renovation for new Grade 5 & 6 area and increased washroom space across from the Chapel.
- Renovations required to integrate the existing facility with the new facility:
- NW corner, will integrate the Centre for the City.
- NE corner, will re-locate space that is being used for the Centre for the City from the NW corner.
- Additional changes included the installation of a securely fenced area, and addressing drainage issues on the property.



**JULY 2019:** After the congregational meeting in June 2019, two heavy rainstorms and related flooding events at the Northwest Campus construction site result in unplanned costs from the clean-up (both onsite and in the surrounding community), from re-establishing and upgrading erosion control on the construction site and from the related construction delay.

## OCTOBER 2019:

- **Northwest Campus:** In keeping with CSC's longstanding tradition, we lay stones with the names of people we are praying for in the foundation at Northwest Campus. We continue pouring concrete walls, the basement slab & main floor slab.

- **Central Campus:** We conclude consultations with ministry leaders to receive final inputs on our Central Campus drawings. We apply for our Development Permit to include minor changes resulting from these meetings.

Global Mission Capital Projects: We announce several global projects:

- **SE Asia Ministry Centre:** Global Mission Capital funds are put towards resourcing a training centre in a country (we can't name) where church buildings are not allowed and Bibles are being destroyed and replaced with alternative texts espousing political ideology. The facility provides Bible training to house church pastors, verse by verse and chapter by chapter, allowing

pastors to go back and replicate scripture with other pastors and church members, and supported the resourcing of this training centre with beds, projectors, air conditioning units, desks, computers and a library.

- **Ukraine:** Global Mission Capital funds, in partnership with Humanitarian Aid Response Team (HART), go to four churches in various stages of development in Ukraine. Two of these churches are being built to transform lives in the poverty-stricken gypsy villages of Kherson and Berezhany. They will be used not only as churches but as a community centre and a school where people will learn how to read and write. Now, when we send Bibles to these centres, people will know how to read them.



**NOVEMBER 2019:** Northwest costs increase due to unexpected removal of soil from the site to get the grading to required levels. Additionally, heating and hoarding costs to ensure the concrete cures properly and does not freeze in cold winter weather are higher than budgeted due to delays from the early fall to the colder winter. The concrete also costs more because anti-freeze compounds must be added to the concrete mix.

At the AGM we announced upgrades (\$208K) to all Campuses:

- At our Airdrie Campus, sound-proofing was added to the worship area, and more space was added for Children's ministry.

- At our South Campus we added better electronic security on the doors we access and also enhanced the kitchen facility.
- At our Bridgeland Campus we began a major upgrade to the roof.



**DECEMBER 2019:** A preliminary set of construction drawings for Central Campus are reviewed and some fine tuning is ongoing. The drawings incorporate greater energy efficiency due to more stringent energy code requirements which are introduced after the initial conceptual drawings are completed and are needed to support the Building Permit application and the upcoming Central Campus tender process. The more stringent energy code requirements and some other changes result in a cost increase of approximately \$2 million, which is disappointing, but we are pleased that the expansion will be 40% more energy efficient than the existing building. A consultant is engaged to identify potential energy cost savings measures that could be applied to the existing Central Campus building; when that report is received there are very few economical changes available and those that are available have little impact on our construction plans for the expansion and renovation. Some of those recommendations may be applied at a future time if / when it makes economic sense to do so.

# 2020

## Covid-19 shutdowns

Provide opportunities for additional needed worship centre renovations not originally anticipated for this timeline.

## Bulk of NW contracts awarded

With \$1.2 million higher than anticipated costs.

## Central Campus construction is phased

to best steward funds during the pandemic.

# 800K

Estimated cost savings due to decision to award contracts in the earlier months of COVID.

**JANUARY 2020:** We announce the Development Permit for our Central Campus expansion has been conditionally approved. At Northwest Campus we report the tender process is being done in stages and has experienced some delays.

**FEB 2020:** The tender process for the balance of Northwest and a large portion of Central Campus begins. The drawings that were used to support the Central Campus Building Permit application are also being used to support the tender process. We are grateful that the City of Calgary has allowed the Building Permit application to proceed while the Development Permit is being finalized.

**MARCH 2020:** Major milestones in the construction of Northwest Campus are advanced. With the basement floor concrete slab at Northwest Campus completed, installation of the steel structure begins, and the building now truly takes shape in a more visual way when it rises above the ground.

**APRIL 2020:** COVID-19 shut-downs present an opportunity to complete not only the renovations that are required for the expansion, but also additional renovations that will enhance the worship experience and add some efficiencies to the Central Campus worship centre. Plans are put in place to take advantage of that opportunity during a time when the worship centre is not being used for weekend services. As a result, these renovations cost more than originally

planned but we sense this is God's leading and we are trusting Him to supply all that is necessary if we step out in faith. Those plans take further shape in May and June and are described in those sections.

### MAY 2020:

**Northwest Campus:** The bulk of Northwest contracts have been awarded, bringing the total cost of Northwest Campus to date from \$15 million to \$16.2 million.

**Central Campus:** Both the Development Permit and the Building Permit for Central Campus construction have been approved. Central Campus cost has increased from \$24.9 million to \$29.6 million primarily due to 1) the more stringent energy code requirements, and 2) the estimated cost to fully complete the 4th floor.

The Building Committee, the Campus Development Committee, the Executive Leadership team and the Board of Governors dedicate a lot of time to praying and discerning the Lords will about whether to proceed with construction and the tendering process. We sense the Lord directing us to construct in phases, in order to take advantage of great tender pricing available to us (in part due to the pandemic) and to evaluate how best to pay for the remaining work in light of the impact that the pandemic could have on giving to the project.

The Board approves proceeding with construction of Phase One of the Central Campus expansion.

### Phase One \$20.2M

- All site work is completed, including the south parking
- Addition is built as a shell only, fully enclosed with no interior build out
- 4th Floor print shop and décor room are built out.
- 2nd floor chapel extension is completed.
- Rehearsal /AV room facility renovations are completed.

### Phase Two \$3.9M

- All work included in Phase One, PLUS:
- The main floor and 2nd (interstitial) floor are built out, including the classrooms, multi-purpose rooms, compassion center, NCFC and; renovations to the existing children's ministry floors.

### Phase Three \$2.3M

- All work included in prior Phases PLUS:
- The 3rd floor is built out, including the classrooms & gym

### Phase Four \$3.2M

- All work included in prior Phases PLUS:
- full development of the remaining spaces on the 4th floor



**JUNE 2020:** The initial contracts for Central Campus have been awarded and most of the contracts came in on or below budget. In fact, several months after these contracts were awarded, costs for materials increase by 15-30% and by March 2021 we are able to estimate savings in excess of \$800K due to God's leading for the church to award contracts at this point in time (during the early months of COVID). We are grateful for these savings, and also starting to experience increased costs from the Pandemic as a result of delays on the construction sites, some of which are from delayed delivery of materials.

Work begins on the first phase of the Central Campus expansion, including excavating the northwest parking area in order to install deep underground services, and converting the south lawn into additional parking.

Renovations in the existing building, particularly in the worship centre, begin and we are thankful for the opportunity to complete them in a way that is not intrusive during weekend services. We believe the Lord knew that the pandemic would present us with this opportunity, and we are grateful. The scope of the worship centre upgrades include:

- Strengthening the roof structure on the west side of the existing building to take some additional weight where it will intersect with the roof structure of the expansion. This

**15 - 30%**

Increase in material costs months after contracts are awarded and volume discounts are secured.

## Flooding events

Alert church planners to needed design changes, leading to higher costs now for long term savings down the road

## Delays due to wet weather & flood mitigation

Lead to higher costs at NW Campus

**\$1.09M**

Giving in the final month of the year in response to call for generosity amid giving shortfalls near the end of our 3-year journey.

required extensive welding to the roof trusses/beam along the west side of the worship centre and into the Atrium. About 20,000 pounds of drywall was also removed from the catwalks. NOTE: the existing roof was not at risk, this work was done to prepare for the expansion.

- Bringing the 18-year-old worship centre up to new building code standards.
- Removing some visual barriers in order to enhance the worship experience for the in-person and online congregation which includes the other campuses which receive the sermons via video feed.

The majority of these costs were paid from our BUILD more room for God fund as they related to getting the existing facility ready for the expansion and bringing it up to current building codes. A smaller amount was paid from our Sustaining Capital fund which is used to keep existing facilities up to date.

For more information on the worship centre upgrades [click here](#)<sup>2</sup>.



**JULY 2020:** Flooding events in July are a blessing in disguise for Central Campus. Parts of the facility are flooded, alerting project leaders to the need to improve the design on the North side to mitigate or eliminate the risk of future flooding. This increases costs to the project but will mitigate the risk of costly flooding events the future.

We adjust our campus phasing strategy to ensure greater flexibility to realize long term construction cost savings and volume discounts. The new strategy is Phase 1 (now increased to an estimated \$21.5 million) will build and enclose the expansion. Remaining phases (now reduced to an estimated \$8.1 million) will build out the specific rooms and renovations required on each floor.

### Phase One an estimated \$21.5M

- Summer 2020 - Phase One budget was increased to \$21.5M to take advantage of great tender prices. The budgets for other phases were reduced.

### Phase Two & Three an estimated \$5.5M

- These phases develop ministry spaces on the main, 2nd (interstitial) & 3rd floors. Also includes minor development on the 4th (top) floor.

### Phase Four an estimated \$2.6M

- This phase includes full development of the remaining spaces on the 4th floor.



**Northwest campus:** There are construction delays (such as for landscaping walls) due to wet weather and these delays result in cost increases. The cost of constructing the landscaping walls has increased because of the delays and also because the walls were extended to cover a larger section of the slope in order to further mitigate the risk of erosion and flooding.

**Compassionate Ministry:** Meals ministry launches. Partially funded by emergency government grants, we expand our food ministry and launch the boxed lunches and prepared meals program at Compassionate Ministry (which is part of the future Centre for the City) to respond to the exponential growth of food security issues across our city. We are providing food hampers, and/or prepared meals to over 1,700 households a week and the congregation is developing hundreds of notes of encouragements each month to include with the meals.

### AUGUST 2020:

**Central Campus:** We reconfigure the SW second floor office area to add two more meeting rooms.

**SEPTEMBER 2020:** As of September 30, 2020, our overall giving towards BUILD is \$12.4 million which represents 68.9% of our \$18 million minimum goal.

**OCTOBER 2020:** Central Campus Phase 1 excavation has been largely completed. Tenders are being released when needed as that gives greater flexibility. The new parking on the south end has been paved. Northwest Campus windows are complete. Delivery of some materials to both construction sites have been delayed due to factors attributed to the COVID19 pandemic and these delays result in ongoing costs of construction and site management that were not in the original budget.



**NOVEMBER 2020:** We celebrate the completion of the upgraded Central Campus [worship centre](#)<sup>3</sup>. At the AGM we communicate our adjustment to the budgets for the Central Campus construction phases, and the challenges of reduced giving which is affecting our Operating and Build More Room for God funds.

**DECEMBER 2020:** We call on the congregation to prayerfully consider BUILD in their year-end donations. The congregation rises to the occasion with God's help and gives \$1.09M in total, bringing the three-year minimum goal of \$18 million from 68.9% (in September) to 77% of the goal by year end.

# 2021

## Bridge Financing

put in place to protect from costs associated with potential delays of phases 2&3 for Central Campus construction.

## \$27.5M

Total estimated cost of phases 1-3 of Central Campus construction.

## \$14.8M

Total funds raised towards 3-year minimum goal of \$18 million.



**JANUARY 2021:** As we enter the new year, the Northwest Campus is nearing completion with both exterior and interior work progressing rapidly. Some materials required for the occupancy inspection have been delayed due to COVID-19.

At Central Campus, Phase 1 construction is well under way. The Board approves spending \$1.8M of phases 2 & 3 in order to ensure the space is more than just an enclosed shell and has walls, making it usable for ministry purposes. This will include the development of the copy centre on the 4th level.

Interest rates are at an all-time low and we've determined that the cost of Bridge Financing is lower than the cost of significant delay of phases 2&3, which includes the potential for costs to increase down the road with inflation and other factors. So, we've taken a decision to put Bridge Financing in place to help us move forward.

At this point it looks like the full cost of Phases 2 & 3 has increased to \$6M and the cost of Phase 4 has decreased to \$2.4M. If those costs are confirmed the estimated total for Central Campus is increased to \$29.9M, but we've also made a decision to delay phase 4 indefinitely to some unknown point in the future so the estimated total costs to complete phases 1, 2 & 3 is \$27.5M.

Over the next few months, we'll be firming up the costs for the remaining portion of Phases 2 & 3. If our current estimate is \$4.2M is confirmed, the total of phases 1, 2 & 3 will remain at \$27.5M. We are planning a communication in the fall of 2021 which will include an update on this.

**FEBRUARY 2021:** Installation of the steel at Central Campus begins - for the first time, the expansion truly takes shape in a more visual way.

**MARCH 2021:** A cost analysis reveals that materials costs today have increased by 15-30%. The BUILD committee praises God because the project is shielded from these increases as many contracts were awarded last summer. The total amount of dollars saved due to awarding contracts last summer is estimated to be over \$800K.



**APRIL 2021:** We celebrate as we complete the third year of our journey to BUILD. As of April, we have raised \$14.8 million towards our minimum \$18 million goal.

In total our costs have increased:

- Central Campus expansion, including renovations: from \$19.2 million (April 2018) to \$24.9 million (June 2019), to \$29.6 million (May 2020) of which \$20.2 million was for Phase 1, to \$27.5 million (March 2021). The March 2021 costs exclude full development of Phase 4 which is deferred to an undefined point in the future.

- Northwest Campus: From \$12 million (April 2018) to \$15 million (June 2019), to \$16.2 million (May 2020) to \$16.8 million (March 2021).

- Capital upgrades to other campuses: remain unchanged at \$0.3 million

- Global Mission Capital projects, (local and international): increased from \$2 million to \$2.5 million. We now expect \$2.2M will be allocated from the Global Mission Capital Fund to construction of the Centre for the City which is part of the Central Campus expansion. The Centre for the City will be a significant asset in our Global Ministries.

Note: All cost estimates include contingency. We had hoped to avoid spending any contingency but at Northwest costs will exceed contingency. At Central where we have a 10% contingency, we have already seen a trend where it will be necessary to spend some of it, perhaps all of it, as costs are increasing (examples: the increased carbon tax and an almost doubling of plywood costs). With another 18 - 24 months of construction ahead of us, it is too soon to tell.

**SUMMER 2021:** Northwest Campus will officially open its doors. It will be known as the Bearspaw Campus of Centre Street Church.

### Footnotes:

1. <https://www.buildmoreroom.ca/plans-and-finances/drawings/>
2. <https://www.buildmoreroom.ca/sanctuaryupdate>
3. <https://www.buildmoreroom.ca/sanctuaryupdate>