

6/1/2021

BUILD Q&A

Questions and answers about our journey to BUILD at Centre Street Church.



GENERAL BUILD QUESTIONS (CLICK ON THE QUESTION AND IT WILL BRING YOU TO THE ANSWER) 3

1. **WHAT IS CSC BUILDING AND WHAT IS THE STATUS OF THESE PROJECTS.** 3
2. **HASN'T COVID AND THE GATHERING RESTRICTIONS DEMONSTRATED THAT CHURCH BUILDINGS NO LONGER MATTER?** 3
3. **IN WHAT WAYS HAVE THE EVENTS OF COVID INCREASED THE IMPORTANCE OF THESE BUILD PROJECTS?** 4
4. **WHY DID WE BUILD A NEW FACILITY FOR OUR BEARSPAW CAMPUS (NORTHWEST CAMPUS) CONGREGATION, WHICH HAS DECLINED IN ATTENDANCE DURING COVID?** 4
5. **WHY ARE WE EXPANDING OUR CENTRAL CAMPUS?** 5
6. **WHY DOES CSC WANT PERMANENT BUILDINGS FOR OUR CAMPUSES? HOW WILL THESE FACILITIES HELP US ACHIEVE OUR MISSION?** 6
7. **WHY DID WE SELL OUR WEST CAMPUS INSTEAD OF JUST CONTINUING TO USE IT INDEFINITELY?** 6
8. **WHAT ARE OUR LONG-TERM PLANS FOR PERMANENT BUILDINGS?** 7
9. **WHAT BUILD PROJECTS HAVE WE FUNDED AROUND THE WORLD?** 7
10. **WHAT IS THE CENTRE FOR THE CITY?** 8
11. **HAVE WE COMPLETED ALL OUR GLOBAL BUILD PROJECTS? WHAT PROJECTS ARE WE LOOKING AT DOING IN THE FUTURE?** 8

SPECIFIC CAMPUS DEVELOPMENT QUESTIONS 8

12. **WHEN WILL BEARSPAW CAMPUS BE READY TO OPEN?** 8
13. **WHY IS NORTHWEST CAMPUS BEING CALLED BEARSPAW CAMPUS?** 8
14. **WHAT IS THE OFFICIAL ADDRESS OF BEARSPAW CAMPUS?** 9
15. **WILL THERE BE A SATURDAY PM SERVICE AT BEARSPAW CAMPUS?** 9
16. **WHAT IS THE TIMELINE FOR COMPLETION OF THE CENTRAL CAMPUS EXPANSION? WHEN WILL IT BE COMPLETE?** 9
17. **WHY IS CONSTRUCTION OF CENTRAL CAMPUS EXPANSION BROKEN INTO PHASES? WHAT ARE THE PHASES?** 9
18. **CENTRAL CAMPUS WAS ORIGINALLY DESIGNED WITH TWO FLOORS. I NOW SEE WITH THE EXPANSION IT IS FOUR FLOORS. CAN YOU EXPLAIN ALL THE FLOORS?** 9
19. **WHY ARE WE EXPANDING ON THE WEST AND NORTH SIDES OF CENTRAL CAMPUS? WASN'T CENTRAL CAMPUS DESIGNED TO ACCOMMODATE CONSTRUCTION OF ADDITIONAL FLOOR(S) ON BOTH THE SE AND SW CORNERS?** 10
20. **WHAT ADDITIONAL UPGRADES DID WE APPLY TO OUR WORSHIP CENTRE? IF THESE CHANGES WERE NOT PART OF OUR ORIGINAL BUILD PLANS, WHY DID WE CHOOSE TO DO THIS?** 10
21. **IN WHAT WAYS DID OUR OTHER CAMPUSES BENEFIT FROM BUILD CAMPAIGN FUNDS?** 11

MOVING FORWARD POST MAY 2021 11

22. **HOW ARE WE MOVING FORWARD AND WHAT ARE SOME OF THE IMPORTANT DECISIONS FACING BUILD PROJECT LEADERS?** 11
23. **IF WE DID NOT HIT OUR THREE-YEAR FINANCIAL TARGET, AND WE SAID WE WERE GOING TO PHASE CONSTRUCTION, WHY DON'T WE JUST STOP BUILDING?** 12
24. **IN THE FACE OF THESE DECISIONS REGARDING THE PACE TO MOVE FORWARD, HOW SHOULD WE BE PRAYING?** 12
25. **WILL WE HAVE A NEW FUNDRAISING GOAL?** 13
26. **WILL CSC BE ASKING PEOPLE TO RENEW THEIR PLEDGES?** 13

27. HOW LONG WILL IT TAKE TO FULLY FUND AND COMPLETE THE CENTRAL CAMPUS EXPANSION?	13
28. WHO IS GIVING OVERALL LEADERSHIP TO THIS CAMPAIGN AND TO OUR BUILDING PROJECTS?	13
29. WHO IS BUILDING THESE PROJECTS?	14

FINANCIAL QUESTIONS **14**

30. WHY DO OUR COSTS AND OUR FUNDRAISING GOALS (FROM \$15 MILLION TO \$18 MILLION) KEEP INCREASING?	14
31. WHAT ARE SOME EXAMPLES OF THE COST INCREASES?	14
32. I THOUGHT WE WERE NEVER GOING INTO DEBT. ARE WE GOING INTO DEBT FOR THIS PROJECT?	15
33. WHAT IS THE TOTAL AMOUNT OF BRIDGE FINANCING AND WHAT KIND OF FINANCING IS BEING OBTAINED (AT WHAT RATE AND PAYMENT SCHEDULE)?	15
34. HOW LONG WILL IT TAKE TO FULLY FUND AND COMPLETE THE CENTRAL CAMPUS EXPANSION?	15
35. WHAT ARE THE PROJECTED FULL COSTS AND REVENUES OF THE PROJECT?	16
36. I'M CONFUSED BY THE TARGET FOR GIVING – IT SEEMS THE PROJECT TOTAL COSTS IS \$42 MILLION BUT OUR TARGET WAS ONLY \$18 MILLION.	16
37. WAS THERE ANY CONTINGENCY FUNDING INCLUDED IN THE PROJECT?	17
38. WHAT IS CSC'S OVERALL FINANCIAL SITUATION RIGHT NOW, WITH ALL THE EVENTS OF COVID, AND LOWER GIVING?	17
39. HOW IS IT THAT OUR EXPANSION OF CENTRAL CAMPUS IS GOING TO COST MORE THAN THE COST OF THE ORIGINAL BUILDING?	17
40. CAN PEOPLE CONTRIBUTE SHARES, SECURITIES, LAND, OR OTHER TYPES OF GIFTS TO THE CAMPAIGN?	17
41. HOW CAN FAMILIES AND INDIVIDUALS CONTRIBUTE TO THIS CAMPAIGN?	17
42. AM I BEING ASKED TO REDIRECT THE MONEY I'M ALREADY GIVING TO CSC TO SUPPORT THIS CAMPAIGN?	18

General BUILD questions

1. What is CSC building and what is the status of these projects.

With God's help and the support of our entire congregation, we are advancing construction projects that reach deeper and further to impact lives for Christ. For the most recent project status updates, visit <https://www.buildmoreroom.ca/stories-and-updates/updates/>

As of April 2021:

- **Bearspaw Campus (Northwest Campus):** We built a permanent facility for our Northwest Campus, now called Bearspaw Campus, on CSC-owned land in Bearspaw. It is nearly complete. It seats approximately 700 people and will offer week-long ministry opportunities for children, youth and the community. Although we experienced delays due to COVID-19, we hope to open Bearspaw Campus to the public this summer (2021).
- **Central Campus:** We are expanding Central Campus to include more space for children, youth, young adults, families, people with special needs, people in need, and the community to meet Jesus or grow in Him through discipleship, service, and fun. Our Central Campus Phase 1 construction is advancing rapidly, and we are currently undertaking a small portion of our future phases so we can have as much useable space in the expansion as possible.
 - **Centre for the City:** The Central Campus expansion includes a facility called Centre for the City which will include space to serve people in need more effectively through our Compassionate Ministries and New Canadian Friendship Centre. This facility will be a significant asset in our Global ministries.
- **Other campuses:** We provided needed upgrades to our campuses in Bridgeland, South Calgary and Airdrie to enhance our ministry environments.
- **Global projects:** With 10 per cent of all proceeds from the BUILD campaign going to Global Mission Capital projects, the church has funded several capital projects for our Global Ministry partners, helping them transform the vision to which God has called them, into reality. This includes:
 - South Africa | Reconciliation Road Church
 - Four churches in Ukraine
 - Ministry Centres in SE Asia
 - Quebec Canada (a project yet to be pursued this year)
 - Centre for the City construction is partially funded from this Global Missions Capital fund, because the Centre for the City will be a significant asset in our Global Ministries.

2. Hasn't COVID and the gathering restrictions demonstrated that church buildings no longer matter?

We believe in the importance of the gathered church and the scattered church. Right now, we're in a season of being the scattered church, out in our communities, learning, serving and sharing Jesus with our neighbours and loved ones, but biblically speaking, gathering will always be a fundamental way that

we do church. In fact, we're already seeing significant indicators that many in our church prefer or will prefer the traditional gathering over the online gathering. While the 15% capacity limit was in place we've been regularly reaching that capacity limit, and had to increase the number of services to accommodate more attendees. Even today, this is an indicator that the gathered church is embedded in our values and our culture.

The early church modeled elements of both the gathered church, and the scattered church. They would gather at the temple courts, and then they would scatter into homes, into the community and all around the world. In the history of CSC there were times that we were more focused on the gathered church, gathering to worship and learn about God's word, and times that we encouraged the scattered church – bringing Jesus into the world. Sometimes we were too heavily focused one or the other. We've learned that there is a balance and today the Holy Spirit guides us to strike the right balance.

Our leaders have sensed the Holy Spirit guiding us to pursue God and mission, both scattered in our communities and as a gathered church. It is not one without the other. Our multisite church model facilitates our need to scatter into our communities on mission for Christ, and to gather each week in a place nearby (so we can invite our neighbours) for grounding in worship, biblical teaching and discipleship. It is also a part of our Global Mission ethos – to equip churches (the sustainable presence of Jesus in the community) around the world to be bridges to and from the community.

3. In what ways have the events of COVID increased the importance of these BUILD projects?

We believe God is using the challenges of COVID to draw more people to himself. COVID has created deeper needs that will be met in three distinct ways through our BUILD projects:

- 1) Growing need for truth and discipleship - there is a growing thirst for hope and truth. Multipurpose spaces facilitate discipleship of all ages and stages of people's spiritual journey. Prior to COVID we faced challenges with rental facilities for our northwest campus, and at our Central Campus we lacked space in our children's ministry, special needs ministry and needed purpose-built space for deeper discipleship.
- 2) Growing need for community - Growing numbers of people are being impacted by the isolation and anxieties of COVID. We need intentional spaces for building deeper connection, community and fun. As a result of COVID we are finding more people comfortable meeting in a roomy third space (such as a church) than at a home.
- 3) Growing need for help – we are serving more people who are struggling than ever before. And we need the space to do that efficiently and effectively. COVID opened an unexpected mission field that will be optimally served through our future Centre for the City, a facility that will house our Compassionate Ministries, New Canadian Friendship Centre and clothing store. During COVID, from July to December of 2020, the number of people being served by Compassionate Ministry increased over 600% as we moved from serving an average of 899 people each month (in 2019) to serving an average of 5475 people per month (in 2020).

4. Why did we build a new facility for our Bearspaw Campus (Northwest Campus) congregation, which has declined in attendance during COVID?

This campus is set to inevitably grow. Before COVID-19, the congregation was estimated to be around 500 people with an average weekly service attendance of 300-400 people. There is also a lack of

churches in this area of the city. Tuscany, for example, is one of the largest communities in Calgary and it does not have a physical church building – the Northwest Campus would be the closest one.

A permanent Bearspaw Campus (Northwest Campus) building will provide far more suitable environments in which to encounter God in worship and community with space to linger after services, have meals together and build meaningful relationships. The building will also serve as a high quality, permanent space for biblical teaching. Other notable reasons we decided to build a permanent facility for our northwest congregation include:

- It will enable a broad spectrum of ministry activities for all age groups throughout the week as we engage our surrounding communities in meaningful relationship helping them find meaning and hope. This is something which is not possible in rented facilities.
- A permanent campus building will act as an important visual symbol of the church's presence and the love of Christ in Calgary's northwest communities, where people can come and find help, meaning and belonging.
- There is no guarantee that our present rental space will be available to CSC into the indefinite future. Suitable rental facilities for a church campus are increasingly hard to find and we face the very real possibility of being asked to vacate the space permanently on a month / year's notice depending on the facility.
- We will be "masters in our own house," not bound to the priorities of the owners of a rented facility.
- Each year, we spend tens of thousands of dollars on rental costs for our Northwest Campus. It makes more sense for us to spend this money on operating costs for our own permanent facility, which will now be called Bearspaw Campus.
- In late 2017, we took ownership and received the title for these 10.91 acres of land.
- All of the deep engineering services on the land were done in 2017.

5. Why are we expanding our Central Campus?

Before the gathering restrictions of COVID, we experienced critical space constraints, and we believe these space constraints will return when gathering restrictions are lifted, including:

- We were desperately short of Children's Ministry space to minister to children and parents during our Sunday morning services. Sadly, we have had to regularly turn children and parents away due to lack of room.
- We don't have enough purpose-built space to effectively and safely serve our large Special Needs' Ministry children, adults and their caregivers.
- CSC's Compassionate Ministry to those in need and our New Canadian Friendship Centre, serving new immigrants would be greatly enhanced by a purpose built Centre for the City at our Central Campus.
- We're very short on small, medium and large-sized meeting room spaces for ministry activities throughout the week.

- We don't have a regulation-size gymnasium to facilitate ministry to youth, young adults and the surrounding community.
- After the strategic sale of the West Campus, we had access to that facility for three additional years to June 2020. All of CSC's ministry activities that were located in that facility, including our Youth and Young Adults Ministries, simply cannot be relocated to our Central Campus without constructing more space at the Central Campus.
- We don't have a spacious on-site facility for large banquets and eating events. These must now be held in the Atrium, which was not purpose-built for such events and can only hold a maximum of 350 people.

6. Why does CSC want permanent buildings for our campuses? How will these facilities help us achieve our mission?

Many years ago, God gave us a vision for one church in many locations, and, in time, permanent buildings for each of those locations. We envisioned each building as a hub for local kingdom work, a place of gathering to be fed by the Holy Spirit, and a place of equipping to send us out into the community, connected to a powerful network of Christians united on mission locally, nationally and internationally as one CSC family.

A big part of our approach to evangelism and discipleship is building strong relationships inside and outside the church. Permanent buildings serve as bridges from the community to the church, providing purpose-built spaces to serve people in need (such as our planned Centre for the City), and for the community to join us in learning together, growing together, and having fun together.

Additionally, permanent church buildings create greater planning certainty and autonomy in how and when we use facilities than do rental facilities. Buildings empower us to make decisions in the best interest of our church, our community and our mission.

We believe a church in the community is a visible sign of God's presence in that community, lived out through His people. Unlike a rented facility, a church building serves like a lighthouse, a visual reminder of the call to pursue God, and that anyone seeking help, meaning or belonging is welcome... all week long.

7. Why did we sell our West Campus instead of just continuing to use it indefinitely?

In 2017 we sold the West Campus, for the exceptional price of \$8.5 M, to the Wing Kei Christian Nursing Home Association for the following reasons:

- The sale price was very attractive.
- Costs of maintaining the older West Campus would have escalated over time.
- Keeping the West Campus would not solve the current ministry pressures at our Central Campus. Selling the West Campus freed up the funds needed to consolidate Ministry space at Central Campus to enhance overall impact of several important ministries.

8. What are our long-term plans for permanent buildings?

In the future (est. 2022- 2040) after our Northwest and Central Campus projects are completed, we believe God will later lead us to dream about continued growth in the following ways:

- Land for a permanent Southwest Campus facility
- A camp location for camp ministry
- A permanent Airdrie Campus facility (on land already owned by CSC)
- Build out the fourth floor of the Central Campus expansion
- Acquire space adjacent to Central Campus for expanded parking

9. What BUILD projects have we funded around the world?

With 10 per cent of all proceeds from the BUILD campaign going to Global Mission Capital projects, the church has been able to help several Global Ministry partners transform the vision to which God has called them, into reality. Global projects (national and international) are projected to receive \$1.1M, and our local project, Centre for the City, is projected to receive \$2.3 million. Projects complete or in process include:

- **South Africa | Reconciliation Road** is a church in South Africa that is tearing down racial divisions and now planting other churches with support from CSC, training and equipping an entire team of church planters. Their new church building 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.
- **Four churches in Ukraine:** In 2019, CSC announced the construction of a church in Rivne Ukraine. The church was one of four churches in Ukraine in various stages of development being supported by funds from BUILD in partnership with Humanitarian Aid Response Team (HART). Two of these churches are being built to transform lives in poverty-stricken gypsy villages, Kherson and Berezhan. 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.
- **Ministry Centres in SE Asia:** BUILD funds were 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. BUILD funds supported the resourcing of this training centre with beds, projectors, air conditioning units, desks, computers and a library.
- **Calgary Canada | Centre for the City:** The Global Capital Fund, which applies to local, national and international construction projects, is partially paying for the Centre for the City (projected at \$2.3M). For more information about the Centre for the City read answer to the question below, or visit www.cschurch.ca/centre-for-the-city/.

10. What is the Centre for the City?

The Centre for the City is a facility in our Central Campus expansion that brings together both Compassionate Ministries and the New Canadian Friendship Centre to make a bigger difference in the city as we partner, love and walk alongside people in deepest need, just as God calls us to do in scripture.

By consolidating these ministries into one facility with dedicated space, designed with a missional purpose, we increase our capacity to support those in need with food, clothing and intentional spaces for training, classes and community. Our vision is to transform Central Campus into a hub for mission work, allowing all ministries to work together to serve with more efficiency, building stronger bridges between the church, community partners and concerned Calgarians.

The 'Centre of the City' will be a place of welcome, practical help, refuge and hope for those in need or those simply looking for a place to belong (even before they believe). Picture people coming to a safe place to make appointments, to get food or receive training, or to drop in for a cup of coffee, prayer and support in whatever they may be struggling with. They can be a part of mentorship programs (for individuals or families), as well as opportunities to access the gym and other multiuse spaces for fun activities and gatherings like Crossover Sports, monthly community meals, a play structure for children while families connect, and more. Our hope is many of these people will be drawn into a relationship with Jesus.

11. Have we completed all our Global BUILD projects? What projects are we looking at doing in the future?

The Canadian province of Quebec has become increasingly secularized. This upcoming year and beyond we will pursue our relationships in Quebec to help establish a local church with a proper building so they can be equipped to pursue discipleship, mission and relationships with their community.

There are still more projects to be completed across the world, and we're excited to let you know what those projects are as they develop.

Specific campus development questions

12. When will Bears paw Campus be ready to open?

Bears paw Campus is so close to finalization. We have experienced some delays over the last year, especially due to factors attributed to COVID. We are hopeful that we will be able to open doors, in accordance with health and safety guidelines, sometime in summer 2021.

13. Why is Northwest Campus being called Bears paw Campus?

We are a church in the community, for the community. It is our desire to have a naming convention for our permanent church campuses that reflects the communities in which we gather, worship and serve. This will be for all current and future permanent campus buildings, like our Bridgeland Campus for example.

Our campuses that are held in rented facilities are more broadly named (for example, South Campus) to allow flexibility as locations can be subject to frequent changes. But once a certain campus is in a permanent facility, we want to reflect how we are a church in that community.

You may be wondering why, under these new naming conventions that Central Campus is still being called Central Campus and not Greenview Campus. Central Campus is a church for the whole city. It's a commuter campus where people come from all quadrants of the city and beyond. In addition, it's in an industrial area (Greenview Industrial Park), and not situated in a well enough known residential neighbourhood to name the campus after the community.

14. What is the official address of Bearspaw Campus?

33 Damkar Court, Rocky View County

The campus is located next to 12 Mile Coulee Rd, south of Highway 1A, and directly opposite the Calgary community of Tuscany.

15. Will there be a Saturday PM service at Bearspaw Campus?

We will proceed with the current planned services on Sunday morning at Bearspaw Campus and as attendance increases we will be able to reassess what people need and add services as required.

16. What is the timeline for completion of the Central Campus expansion? When will it be complete?

As of April 2021, it will take about two years to complete construction (Phases 1-3), and about three years to pay for construction at the current rate of giving. Phase 4 will fully develop remaining spaces on the 4th floor and has been deferred to an unknown future date. This will all happen in God's timing as we trust Him and how He has led us this far.

17. Why is construction of Central Campus expansion broken into phases? What are the phases?

When COVID-19 first arose, we prayerfully decided to undertake construction of our Central Campus expansion in phases in light of financial uncertainties, so we could best steward the available funds in keeping with our best projections as to how much money will be available to complete the project. We have since adjusted our phasing strategy to ensure greater flexibility to realize long term construction cost savings and volume discounts.

Phase 1 (now estimated at \$21.5 million) will build and enclose the expansion. Remaining phases 2-4 (now estimated \$8.4 million) will build out the specific rooms and renovations required on each floor.

For detailed information on all the phases, visit: <https://www.buildmoreroom.ca/plans-and-finances/financial-plan/#phases>

18. Central Campus was originally designed with two floors. I now see with the expansion it is four floors. Can you explain all the floors?

We made the 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. We are now referring to them as the 4th (top) and 2nd (interstitial) floors. The originally planned 2nd floor becomes the 3rd floor.

We chose to take this approach to our floor plans when the opportunity to optimize our space came to light, achieving more meaningful space for ministry purposes and less overall cost per square foot.

The main floor features the Centre for the City, a play structure area for family connection, a large meeting room for banquets and events, nine smaller classrooms and one larger room with 180 seats for discipleship of children, youth, young adults and other ministry purposes.

The 2nd (interstitial) floor accommodates expansion of the chapel to 400+ seats, more multipurpose rooms and Dedicated additional space for the New Canadian Friendship Centre to support new Canadians, immigrants and refugees from throughout the city (as part of the Centre for the City).

The third floor features a college-size gym that can be divided into three separate multipurpose rooms as well as 10 additional classrooms.

The fourth floor will be partially developed for staff operations and development of the remaining areas on this floor are deferred to an undefined future date (not included in the current fundraising goal).

To see the floor plans, visit here: <https://www.buildmoreroom.ca/plans-and-finances/drawings/>

19. Why are we expanding on the west and north sides of Central Campus? Wasn't Central Campus designed to accommodate construction of additional floor(s) on both the SE and SW corners?

Our Central Campus was originally constructed with the option to build an additional floor on the southeast and southwest corners of the building; however, after considering all the options available to us, there are a number of reasons we decided back in 2017/18 not to move forward with this option:

First, and perhaps most important, proceeding with this option (and at the time, this would have been while we were at maximum capacity) would have been extremely disruptive to our Central Campus ministries during construction. Construction would be particularly disruptive to our Children's and Special Needs' Ministries, which would need to be moved on Sunday mornings to the West Campus during the construction of an additional floor. Hundreds of parents and caregivers would have to drop off their children and special needs' family members at the West Campus, an inconvenience that could last for almost two years. It's very possible that some parents would transfer to other churches that provided a more parent/child-friendly ministry option.

Secondly, constructing an additional floor on this side of the building would require some renovations on the lower floors, adding to the overall construction costs.

Finally, an additional floor on this side of the building would not provide adequate space to address all of our Central Campus space challenges, and we would still need to build more space along the northwest side of our building.

20. What additional upgrades did we apply to our worship centre? If these changes were not part of our original BUILD plans, why did we choose to do this?

The expansion required extensive welding to strengthen the roof trusses/beam along the side of the north worship centre. However, because COVID afforded us a narrow window of opportunity to perform intrusive construction work, we decided to go beyond the BUILD project and resolve some issues to bring the 18-year-old worship centre up to new building code standards. We also saw an opportunity to

resolve some barriers and make some enhancements that serve to improve our gathering and worship experience, and improve the video feed to our campuses, and the online congregation. Specifically those four opportunities were:

- Improving lighting for events of various sizes.
- Improving sight lines and visibility from all campuses – we wanted every seat to be a good seat.
- Increasing usability for tech and other ministries
- Creating consistency in the spirit of One Church in Many Locations. The new design of the worship centre is very similar to what you will see in the new Northwest Campus.

The majority of the 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 the facility 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.

21. In what ways did our other campuses benefit from BUILD campaign funds?

We have provided 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.
- We expect to make other investments in these campuses bringing the total to about \$300K

Moving forward post May 2021

22. How are we moving forward and what are some of the important decisions facing BUILD project leaders?

Due to lower giving over the pandemic, we did not meet our three-year financial goal of \$18 million. With this challenge, and higher costs, we have faced tough decisions about the pace to advance remaining phases of Central Campus construction. We have already proceeded with construction of a small portion (\$1.8M) of phases 2&3 to ensure the expansion is functional and can be used for ministry. The space may not be fully finished aesthetically, but it will be functional.

The next decision is how far to proceed with the balance of phases 2&3, estimated to be at least \$4.2 million, to fully equip the ministry spaces on all floors except the 4th floor.

The decision regarding the pace at which we move forward will be determined by:

- the pace of giving toward the project.
- our ability to obtain & retain good pricing on the remaining costs (through project tenders which are being done over the summer of 2021).
- our ability to delay some costs without losing the good pricing available to us.
- ministry needs in those spaces.

23. If we did not hit our three-year financial target, and we said we were going to phase construction, why don't we just stop building?

We weighed out the advantages and disadvantages of stopping construction and proceeding with construction. We found that the disadvantages of stopping construction outweighed the advantages.

Advantages and disadvantages of stopping construction	
Advantages <ul style="list-style-type: none">• We are debt free• We can complete future phases as we have funds	Disadvantages <ul style="list-style-type: none">• Limited utility with shelled space.• Cost to delay future phases.• May lose project manager and team.• More difficult to re-start. Lose energy, momentum.• Will lose trades and advantages of already negotiated volume discounts.• Will need to re-tender at greater cost.• –Disappointment. Not getting the use of undeveloped space in the expansion & losing utility of some existing space.

The advantages of moving forward with our construction for Phases 2 & 3 include: Accomplishing the BUILD vision

Ensuring maximum ministry space is available

Taking advantage of volume discounts

Taking advantage of low interest rates

Proceeding with Phases 2 & 3 at a measured pace, deferring costs where possible.

Minimizing the cost of delay

Retaining the project team

Bridge financing costs are less than the cost of delay.

24. In the face of these decisions regarding the pace to move forward, how should we be praying?

Join us in praying for God's help in guiding the future of our church, and His strength in carrying out His will in all our lives. That He will use us during this challenging season to impact our communities for His eternal purposes. Specifically:

- Pray for God to provide as we continue to give: Pray that God will reveal His will for your generosity as we BUILD more room for Him and that together we would maintain our current rate of giving.
- Pray for outcomes of the tender process during summer of 2021, and that they would be favourable for the remaining portion of phases 2&3.
- Pray for the wisdom of leadership in the face of complex advantages and disadvantages for each option we face in deciding the pace to move forward.
- Pray prayers of thanks for what He has done! We are so blessed that we locked in on significant cost savings in our previous tender selections! Over the last three months costs of some materials and services have increased by 15-30%! Our church has been protected from those cost increases. PRAISE THE LORD!

25. Will we have a new fundraising goal?

We are still finetuning our cost estimates for the remainder of phases 2&3, due to variables (unknowns) that need to be resolved including the outcomes of the tenders over the summer of 2021. The estimate was \$4.2M for that work, but we are not certain whether that will hold in the current inflationary environment. Some costs such as lumber are currently approximately three times what they were a year ago (an even bigger increase than we understood at the June 7 2021 Townhall).

Current forecasts indicate our new goal may be approximately ten million dollars (on top of what has been raised to April 2021). By fall of 2021 we hope to have a more complete view of our cost estimates and we are planning to provide an update on our fundraising goal to the congregation.

26. Will CSC be asking people to renew their pledges?

Not at this time, but if you already fulfilled your old pledge and feel led to complete a new pledge, the commitment card is available on our website at www.buildmoreroom.ca/pray-and-give/give/

We ask that everybody continue to give as they have been, and to consider giving if they have not been giving to BUILD.

27. How long will it take to fully fund and complete the Central Campus expansion?

Based on the current rate of giving toward the project we estimate that:

- it will take about 2 years to complete construction
- it will take about 3 years to fully pay for the project including phases 2&3 of the Central Campus expansion

We have taken a decision to delay phase 4 of the Central Campus expansion to an as yet undefined point in the future. This will limit the use of Bridge Financing and provide us with an opportunity to determine how best to design this space.

28. Who is giving overall leadership to this campaign and to our building projects?

More than seven years ago, the Campus Development Committee was formed to make recommendations to the CSC Executive Team and the Board of Governors regarding future capital projects.

In 2017 a Building Committee was formed to give leadership to this specific campaign and building projects.

The Building Committee reports through its Chair, Myles Hamilton, and CSC's Executive Pastor, Gentry Stickel reports to CSC's Senior Pastor and the Board of Governors.

Mr. Larry Fournier, an experienced construction manager, has been hired to serve as CSC's Project Manager for these projects.

29. Who is building these projects?

In 2018, CSC hired Larry Fournier to act as CSC's Project Manager for these two projects. He works with the architect, Alvin J. Fritz, to finalize costs, develop plans, and oversee bids from construction and trade firms. He hires and oversees Site Supervisors for each project. This is the same construction model CSC used when it built its Central Campus in the early 2000's. Mr. Fournier has more than 30 years of experience in the construction field and has most recently served as owner/manager of NVR Construction. He has been a project manager for various large-scale projects, including the recent large-scale renovation for the Cochrane Alliance Church. Larry attends Foothills Alliance Church in Calgary.

Architect Alvin J. Fritz, headquartered in Lethbridge, has more than 30 years of experience as an architect and has planned numerous church, non-profit and commercial facilities. He attends a Baptist church in Lethbridge.

Financial Questions

30. Why do our costs and our fundraising goals (from \$15 million to \$18 million) keep increasing?

At the beginning of the Build more room for God project we started with nothing but some seed money, a gift of land, the sale of our West Campus, some concept drawings and a step of faith. With the advancement of tenders and shifting realities, our overall project costs have increased, sometimes due to factors outside our control, and other times due to factors inside our control that were in the long term interest of our church.

Some of the cost increases were due to changing global realities impacting material costs and timelines and some of the increases were in response to community/ministry consultations, county requirements, new information arising on the construction site or the tendering process. And, finally, some of the cost increases were due to decisions made for the long-term benefit of the church and our ministries, designing with the future in mind as new insights emerged (for example increasing square footage of the foyer at NW campus, or taking advantage of COVID to upgrade the Worship Centre at Central Campus).

31. What are some examples of the cost increases?

A full breakdown of cost increases can be found at <https://www.buildmoreroom.ca/plans-and-finances/financial-plan/#increases>

Below are estimates of some of the top causes for cost increases.

Bearspaw Campus Unexpected Soil Work and Removal \$307K
Bearspaw Campus Landscaping including Walls, Trees etc. \$319K
Bearspaw Campus Roof Redesign \$299K
Bearspaw Campus Community Consultation & Other Miscellaneous Items \$215K
Central Campus Energy Code Change \$445K
Central Campus Flood Mitigation \$401K
Central Campus Two Additional Floors \$5,520K
Central Campus Sanctuary Renovation \$250K

Total \$7,756K

Note: this is not an exhaustive list of items leading to cost increases. These are the top items.

32. I thought we were never going into debt. Are we going into debt for this project?

Many years ago, when the original campus was built, CSC used Long Term Debt. Since then, we have occasionally taken short-term debt when it makes financial sense to do so. For example, when we built our current Central Campus, we took some short-term debt to help complete that construction project.

We have determined that the use of short-term Bridge Financing makes sense for the Central Campus expansion in order to help us complete the Build more room for God construction project for the following reasons:

- interest rates are at an all time low,
- the cost of bridge financing is less than the cost of delaying phases 2&3 of the Central Campus expansion.

33. What is the total amount of bridge financing and what kind of financing is being obtained (at what rate and payment schedule)?

We reviewed several financing options and then, with board approval, chose a line of credit at prime rate (currently 2.45%) with maximum flexibility to repay at any time (daily) as funds become available. If giving were to continue at the current rate, our projections currently show that the maximum amount of the bridge financing would be:

- A) just under \$5M,
- B) be in place for about 2.5 years, and
- C) be fully repaid in about three years ... about one year after central campus phases 1 – 3 are complete.

34. How long will it take to fully fund and complete the Central Campus expansion?

Based on the current rate of giving toward the project we estimate that:

- it will take about 2 years to complete construction; and
- it will take about 3 years to fully pay for the project including phases 2&3 of the Central Campus expansion.

We have taken a decision to delay phase 4 of the Central Campus expansion to an as yet undefined point in the future. This will limit the use of Bridge Financing and provide us with an opportunity to determine how best to design this space.

35. What are the projected full costs and revenues of the project?

The table on the next page shows the projected full costs and revenues for the project. These are the best estimates we have as of **April 2021**. We are working to refine some of the estimates over the summer of 2021, when we tender the remaining portions of phases 2&3 of the Central Campus expansion. We will have an updated projection in the fall of 2021. We appreciate your prayers for the tenders to be done over the summer and for wisdom for the BUILD committee and the leadership team.

BUILD Project Forecast (Includes some estimates) Covers the period from July 2017 to ~May 2024 Developed April 2021	Millions to 1 Decimal			
	City	Global	Grand	
	Capital BUILD	Capital BUILD	Total BUILD	
Fund Balance at July 1 2017	9.9	0.6	10.5	
Revenue				
Pre BUILD Offerings July 2017 to Apr 2018 (Note 4)	1.3	0.1	1.4	
BUILD Offerings May 2018 to Apr 2021 (Note 4)	13.3	1.5	14.8	\$14.8M received toward the \$18M goal.
BUILD Offerings May 2021 Until Complete (Note 4)	9.0	1.0	10.0	At the current rate, giving expected to be complete by ~May 2024.
Interest from Investments	1.1	0.0	1.2	Funds invested until they were needed to pay for construction.
Sale of West Campus	8.5	0.0	8.5	Sale of our original facility on Centre Street @ 40th Ave N.
Partner Donations	13.6	0.2	13.8	NW Land & other Partner Donations.
Trsf from Global Mission (Note 2)	2.3	-2.3	0.0	The Global Capital Fund helps to pay for the Centre for the City.
Borrow from Other Funds (Note 2)	1.0	0.0	1.0	Internal Funding To be Repaid from Future Giving to BUILD.
	50.3	0.5	50.8	
Costs				
NW Land and Land Servicing	13.1	0.0	13.1	NW Land, build Damkar Court and bring underground services to site.
NW Construction	16.8	0.0	16.8	
Central Expansion Phases 1, 2 & 3	27.5	0.0	27.5	Does NOT include Phase 4 which is deferred to an undefined future date.
Airdrie, South, Bridgeland Campuses	0.3	0.0	0.3	
Global Projects	0.0	1.1	1.1	
Project Management	2.0	0.0	2.0	Contract & Other Staff to Manage the Projects.
Bridge Financing (Note 3)	0.2	0.0	0.2	Interest & related costs to help complete the Central Expansion.
	59.9	1.1	61.0	
Estimated Fund Balance after Giving to the project is complete	0.3	-0.0	0.3	Estimated completion is May 2024.
<p>Note 1: We are grateful for the vision for a NW Campus, and for the significant gift of Land from the Damkar Family.</p> <p>Note 2: To the extent possible, other funds are helping to pay for these projects.</p> <p>Note 3: Bridge Financing Costs will help pay for completion of Central Campus Phases 1, 2 & 3. We estimate the cost of Bridge financing to be 0.25% of the total cost. If giving continues at current rate we expect Bridge Financing to be fully repaid by May 2024, approximately a year after construction is complete.</p> <p>Note 4: Donations to Build more room for God are allocated to the City Capital Fund (90%) and the Global Capital Fund (10%).</p>				

36. I'm confused by the target for giving – it seems the project total costs is \$42 million but our target was only \$18 million.

We are truly blessed. We began our journey with funds already in our BUILD capital fund from people having designated their tithes and gifts over the years with knowledge that we would be building in the future. When we began fundraising, we already had approximately \$10 million in our capital account. In

2017 we added an additional \$8.5 million from the sale of West Campus. We were also blessed with the donation of land for our Bearspaw Campus. God had been providing in advance of these projects and as a result, the amount we needed to raise was much less than the total costs.

37. Was there any contingency funding included in the project?

Yes, but there was not enough contingency funding included. 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.

38. What is CSC's overall financial situation right now, with all the events of COVID, and lower giving?

Giving to our City and Global Mission over the past year (2020/21) has been strong at 92% of budget. Giving is down approximately 3% compared to last year. Monthly financial updates are provided on our website under the giving tab.

39. How is it that our expansion of Central Campus is going to cost more than the cost of the original building?

Construction costs have gone up over the decades due to increased costs of materials and labour, which is largely due to inflation. We are starting to see an inflationary trend that is likely to continue into the future.

40. Can people contribute shares, securities, land, or other types of gifts to the campaign?

Yes, gifts other than cash are welcome: a gift of real estate, stocks, bonds, life insurance, matching gifts through your employer, tax refunds, inheritances and bequests. Once these gifts are received, CSC will seek to convert such gifts to cash as soon as possible. We would be happy to discuss these giving options with you.

41. How can families and individuals contribute to this campaign?

Individuals and families can contribute to this fundraising campaign by making a commitment to contribute a sum of money in a variety of ways over three years. These include:

- **Credit Card or debit (you can give online using Tithe.ly)**
- **EFT Withdrawal:** Set up payments to be automatically withdrawn from your account at cschurch.ca/EFTwithdrawal
- **E-transfer:** Using the email account giving@cschurch.ca enter the amount you wish to give. In the message line please include your full name, address (this information is necessary if you wish to receive a tax receipt)
- **Cheques or Cash:**

- Place it in the envelope, designated BUILD and put it in the offering plate along with your donation.
- Donations may also be mailed to our Finance Department:
Centre Street Church Attention:
Finance Department
3900 2nd Street NE
Calgary, AB
T2E 9C1
- **Planned Gifts:** Wills, Securities, Real Estate, Memorial Gifts, and Gifts in Honour.

For more info visit www.buildmoreroom.ca/give or email finance@cschurch.ca or call 403-520-1225

42. Am I being asked to redirect the money I'm already giving to CSC to support this campaign?

No. It's important that we all continue to donate our regular tithes and offerings to help meet CSC's annual ministry and missions budgets. As such, any funds we contribute to the "BUILD more room for God" campaign should be over and above our regular giving to CSC so that the needs of our day-to-day ministries continue to be met, and we can continue to carry out the work God has called us to. This will require sacrificial giving from us all.