

5/20/2022

BUILD more room for God FAQ

*Frequently asked questions and
answers about our journey to BUILD
at Centre Street Church.*



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Chapter 2 of the BUILD journey (post Sept 2021)

1. What is our Chapter 2 Goal of the journey to BUILD more room for God?

During Chapter 1 of our giving journey (May 2018-Sept 2021), God blessed us through your generosity as we raised \$15.7M toward the minimum 18M goal.

We are now in Chapter 2 of our giving journey, after embarking on a cost clarification process during the summer of 2021, we have been able to project the following need:

- \$2.3M is the shortfall from the Chapter 1 goal.
- \$7.5M is the net cost increase for the entire project including Bearspaw, Central, Global and Other Campuses. One Project, Many Locations.

As a result, \$9.8 million is our goal, also known as our Chapter 2 Goal.

2. How long will it take to complete these projects?

As of September 2021, we've determined that if giving toward the BUILD project continued at its current rate, it would be possible to fully pay for the project including full development of phases 2&3 in about 3 years. The remaining construction period is about 2 years.

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 reasonable pricing on the remaining costs (through project tenders in a high inflation environment).
- our ability to delay some costs without losing the good pricing available to us.
- ministry needs in the spaces.

It is pertinent to note in a Spring 2022 update that giving has been lower than anticipated and if this trend continues for any length of time this could have an impact on the above stated timelines.

3. What went into the cost clarification process undertaken over the summer of 2021 and what was the result?

In the face of higher construction costs announced in June 2021, we undertook a cost clarification process over the following summer, which included:

- Putting out tenders
- Modifying our phasing strategy (between phases 2/3 & 4)

- Adding some costs for potential delays due to COVID
- Researching current market prices

The results of that process were the following:

- We discovered that costs were much higher than anticipated
- We decided to delay some tenders to a future date, hoping prices will go down (we are already seeing some prices go down).
- To honour our commitment to provide a new goal to the congregation in the Fall of 2021, we developed a budget projection based on inflated prices. This is how we established our new \$9.8 million goal.

4. If we did not hit our three-year financial target in 2021, and we said we were going to phase construction, why didn'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	
<p>Advantages</p> <ul style="list-style-type: none"> • We are debt free • We can complete future phases as we have funds 	<p>Disadvantages</p> <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

5. 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 both the challenging seasons and the victorious seasons of our journey to impact our communities for His eternal purposes. Specifically:

- Continue to pray for our BUILD projects and the future of our church.
- Pray that God would supply the resources needed for our people and for this BUILD project.
- We also want to pray in alignment with our new Faith Goals.
 - PRAY God will continue to fill all of us with a boldness to introduce people to Jesus.
 - PRAY we will listen to God's promptings to become more involved in Christ-filled, discipline community.
 - PRAY for the future of God's church - that God would raise up leaders as we face the challenges of being Christ followers.

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

We asked for pledges in 2018 and have decided that we will NOT ask for new or renewed pledges as we move through chapter 2 of our giving journey. We ARE asking you to prayerfully continue to give. We know that some of you have been affected by job loss and other things that make it difficult for you to continue to give, but we also believe that God is going to supply the resources that are necessary, primarily through you, our faithful congregation. We look forward to what God will do through you.

7. 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 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.

8. 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.

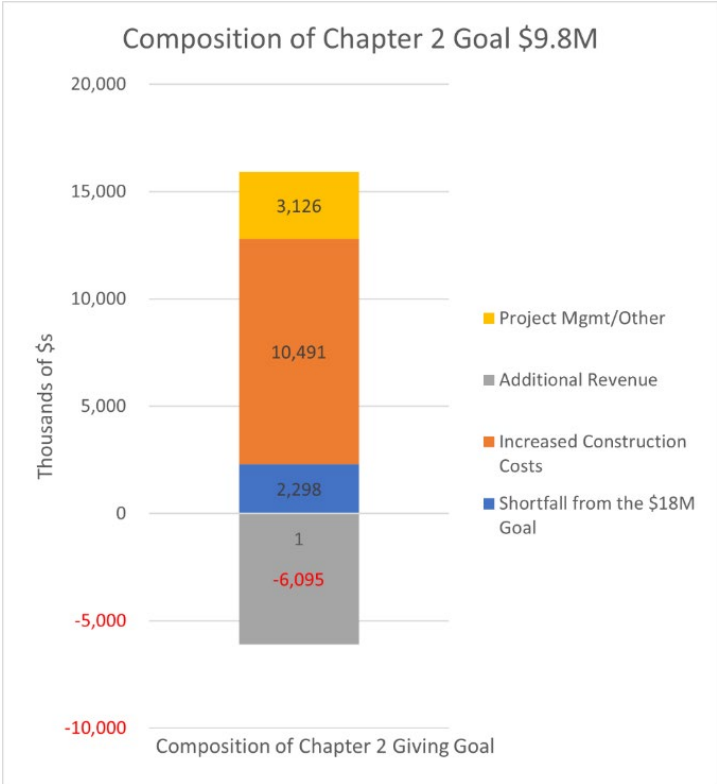
Financial Questions

1. What does the current \$9.8 million goal include? How does it break down?

Chapter 2 of our giving journey began in Fall 2021 with a new giving goal of \$9.8 million, which includes:

- \$2.3M is the shortfall from the Chapter 1 goal.
- \$7.5M is the net cost increase for the entire project including Bearspaw, Central, Global and Other Campuses. One Project, Many Locations.

The composition of the new goal covers all updates to the project since the \$18M minimum goal was established in June 2019 as shown on the next page:



2. What caused higher costs than the original estimates?

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.

Specific cost increases by project or cause are outlined below:

Bearspaw Campus

- Increased costs driven in part by community consultations and requirements by Rocky View County, including:
 - Changing from wood to steel structure
 - Revising building location on the property
 - Lowering building height
 - Redesigning the roof
 - Landscaping additions
- Unexpected costs for soil removal
- Increase in atrium size to facilitate community and fellowship

Central Campus

- The expansion was not fully designed when we launched BUILD. In the finalization stages we decided it made economic sense to add a 4th (top) and 2nd (interstitial) floor allowing us to obtain the best value for the additional structure and ensure the best functionality for the foreseeable future, always planning to phase the interior development.
- Added renovations in the existing facility:
 - Worship Centre upgrades to bring the 18-year-old facility up to new building code standards while addressing barriers to the gathering and worship experience.
 - NE Corner – added 2nd floor.
 - SE Corner – converted 2nd floor office space to 2 meeting rooms.
 - NW Corner – Centre for the City.
 - SW Corner – Special Needs, Children’s Ministries.
 - East Entry/Library & Bookstore – relocate reception from second floor to main floor by the east door.
 - After a flooding event in 2020, we were alerted to design flaws in the existing building and the upcoming expansion, and redesigned both to mitigate future flood risks. We see Gods leading as he allowed us to identify this before any major work had been done and, although there were increased costs, they were less than they could have been if this flooding event had happened after construction had started.

COVID-19

The pandemic resulted in some unforeseen impacts to our financial plan, including:

- Reduced costs from our tenders for Central Campus Phase 1 but also higher than estimated costs at Bearspaw and remaining Central Campus phases.
- Increased costs due to delayed schedule (later delivery of materials, concrete work being done in the middle of winter, etc.).
- Saving money by releasing contracts in the summer of 2020 when costs were low. In the first half of 2021, costs increased as much as 15% – 30% or more in many areas and we were able to avoid those increases for the work that was released in the summer of 2020. However, these higher costs are going to have an impact on remaining work.

3. What are the cost increases in total per project?

- 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. Cost clarifications during the summer of 2021 add \$2.3M to the estimated cost of Central Campus phases 2/3 resulting in a total budget for Central Campus phases 1 to 3 of \$29.8M, including some extra contingency.
- Bearspaw Campus: From \$12 million (April 2018) to \$15 million (June 2019), to \$16.2 million (May 2020) to \$16.8 million (March 2021).
- Global Mission Capital projects, (international and local projects, including the Centre for the City): From \$2 million to a total of \$4.1 million, with \$1.7 million going to national and international projects AND \$2.4 million going towards construction of the Centre for the City, which is part of the Central Campus Expansion The Centre for the City will house our Compassion ministry and our New Canadian Friendship Centre and will be a significant asset in our Global Ministries.

The overall BUILD project budget was also increased to accommodate additional for support costs (project staff, offering costs, etc.) by \$205K to a total of \$2.2 million, and bridge financing by \$56K to a total of \$136K. *Note: All cost estimates include contingency. There was not enough contingency; at Bearspaw the budget was increased in March 2021 to \$16.8M to add more contingency and we are projecting to finish Bearspaw construction on budget. At Central Campus, where as part of the cost clarification process during the summer of 2021 we have increased the contingency to 12.3%, because, 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 12 – 18 months of construction ahead of us, it is too soon to tell.*

4. How long will it take to complete these projects?

As of September 2021, we've determined that if giving toward the BUILD project continued at its current rate, it would be possible to fully pay for the project including full development of phases 2&3 in about 3

years. The remaining construction period is about 2 years.

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 reasonable pricing on the remaining costs (through project tenders in a high inflation environment).
- our ability to delay some costs without losing the good pricing available to us.
- ministry needs in the spaces.

It is pertinent to note in a Spring 2022 update that giving has been lower than anticipated and if this trend continues for any length of time this could have an impact on the above stated timelines.

5. Is it possible we will have to update the goal again?

By using high-priced current market conditions and tenders to develop the budget, and by increasing the contingency, we believe \$29.8M is sufficient. By the grace of God, we hope to complete Phases 1, 2 & 3 using less than this new budget.

6. What happens if giving does not continue as anticipated, and costs remain high?

We continue to seek God's wisdom for the expansion project at Central Camps, including the pace of construction for phases 2/3. We continue to believe the current timeline communicated in the fall of 2021, which is to complete construction in 2 years and pay for it in 3 years, is attainable.

We are working to limit the impact of inflation which continues to be a challenge. Please be praying for God's hand in pricing the work (through remaining tenders etc.) – that inflationary pressures will ease off and prices will return to more reasonable levels.

7. Do we have an estimate of how much Phase 4 will cost?

The work completed over the summer of 2021 also indicated that the budget for Phase 4 should be increased from \$2.4M to \$3.1M which potentially increases the overall budget for the entire Central Campus expansion from \$29.9M to \$32.9M. Phase 4 is deferred to an undefined future date, and \$3.1M is the best estimate based on the square footage of the space which is not yet fully designed. When the design work is complete, it will likely affect the budget.

8. Why do our costs and our fundraising goals keep increasing?

At the beginning of the Build more room for God project we started with some seed money, a gift of land, the sale of our West Campus, some rough concept drawings, a step of faith and a rough Goal of \$15M over three years. With the advancement of tenders and shifting realities, our overall project costs increased, sometimes due to factors outside our control, and other times due to factors within our control that were in the long-term interest of our church. Our initial goal increased to a minimum of \$18M in three years in 2019 was in response to cost increases we faced in the project in that first year which you can read about here: <https://www.buildmoreroom.ca/2019/06/17/scope-changes-update/>

Our use of the word “minimum” has been a subtle acknowledgement that cost estimates and realities could shift as the project unfolded. Today, having undergone a thorough cost clarification process for the remainder of the projects over the summer of 2021, we have the information we need to complete the project, and provide a final goal.

Our leadership acknowledges that different approaches could have been taken in estimating the full cost of the build projects throughout this journey. We apologize communication was not clearer in the initial stages of this project and that the initial \$15M goal was a starting point for working with cost estimates based on conceptual drawings. We walk in humble recognition that there have been many lessons learned during this journey, and that God has been using us in all our strengths and weaknesses to fulfill His purposes for Centre Street Church.

9. What are some examples of the cost increases these projects experienced?

Bearspaw Campus Unexpected Soil Work and Removal \$307K
Bearspaw Campus Landscaping including Walls, Trees etc. \$319K
Bearspaw Campus Roof Redesign \$299K
Bearpaw 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.

10. 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 went into long term debt to help pay for it. Over time, that debt was repaid due to the faithful giving of our congregation. Since then, we have occasionally used short-term bridge financing when it makes financial sense to do so. For example, when we built our current Central Campus, we took some short-term bridge financing to help complete that construction project, and that financing was repaid quickly due to the ongoing faithful giving of our congregation.

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.

11. 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 (initially 2.45%, now 3.2%) 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 \$4M,
- B) in place for about 2 years, and
- C) fully repaid in about three years ... about one year after central campus phases 1 – 3 are complete.

12. What are the estimated full costs and revenues of the project?

The table on the next page shows the estimated full costs and revenues for the project. These are the best estimates we have as of **August 2021**.

Budget vs. Actual based on CSC Accounting Books			
CITY MISSION BUILD FUND			
	Millions to 1 Decimal		
	City Capital BUILD	Global Capital BUILD	Grand Total BUILD
BUILD Project Forecast (Includes some estimates)			
Covers the period from July 2017 to ~September 2024 (Note 5)			
Aug 2021 Results, plus forecasts to completion			
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 August 2021 (Note 4)	14.1	1.6	15.7
BUILD Offerings September 2021 Until Complete (Note 4)	8.8	1.0	9.8
Interest from Investments	1.1	0.0	1.2
Sale of West Campus	8.5	0.0	8.5
Partner Donations	13.6	0.2	13.8
Transfer from Global Mission Capital (Note 2)	2.4	-2.4	0.0
Transfer from City Mission (Note 2)	1.5	0.0	1.5
Transfer from Global Mission General (Note 2)	0.0	0.6	0.6
Borrow from Sustaining Capital (Note 2)	1.0	0.0	1.0
	52.5	1.1	53.6
Costs			
Bears paw Land and Land Servicing	13.1	0.0	13.1
Bears paw Construction	16.8	0.0	16.8
Central Expansion Phases 1, 2 & 3	29.8	0.0	29.8
Airdrie, South, Bridgeland Campuses	0.3	0.0	0.3
Global Projects	0.0	1.7	1.7
Project Management	2.2	0.0	2.2
Bridge Financing (Note 3)	0.1	0.0	0.1
	62.4	1.7	64.1
Estimated Fund Balance after Giving to the project is complete	0.0	-0.0	0.0

Total Giving, beyond the original 3 year timeframe.
 At the current rate, giving expected to be complete by ~September 2024.
 Funds invested until they were needed to pay for construction.
 Sale of our original facility on Centre Street @ 40th Ave N.
 NW Land & other Partner Donations.
 The Global Mission Capital Fund helps to pay for the Centre for the City.
 The City Mission Fund helps to pay for the Project
 The Global Mission General Fund helps to pay for Capital Projects
 Internal Funding To be Repaid from Future Giving to BUILD.

NW Land, build Damkar Court and bring underground services to site.
 Does NOT include Phase 4 which is deferred to an undefined future date.
 Contract & Other Staff to Manage the Projects.
 Interest & related costs to help complete the Central Expansion.

Estimated completion is September 2024 (Note 5).

Note 1: We are grateful for the vision for a NW Campus, and for the significant gift of Land from the Damkar Family.
 Note 2: To the extent possible, other funds are helping to pay for these projects.
 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 January 2024, approximately a year after construction is complete.
 Note 4: Donations to Build more room for God are allocated to the City Capital Fund (90%) and the Global Capital Fund (10%).
 Note 5: The project will be considered complete when Bridge Financing is fully repaid.

13. I’m confused by the target for giving – it seems the project total costs is \$42 million but our target was only \$18 million in the first three years and \$9.8 million thereafter.

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 \$10.5 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.

As explained above there are two chapters in our Giving Journey for this project.

- Chapter 1 giving goal - \$15.7M completed August 2021
- Chapter 2 giving goal - \$9.8M

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

Yes, but there was not enough contingency funding included. At Bearspaw the budget was increased in March 2021 to \$16.8M to add more contingency and we are projecting to finish the Bearspaw construction on budget. At Central where we have increased it to 12.3% 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 12 – 18 months of construction ahead of us, it is too soon to tell.

15. What is CSC's overall financial situation Spring of 2022, with all the events of COVID, and lower giving?

Giving to our City and Global Mission remains strong through these very uncertain times. We are so thankful for God's amazing provision for His church!

Giving to BUILD in 2022 has been below forecast. We continue to trust God, putting all our timelines and finances under His control. Please click here to see our financial audited statements for 2020/2021. In the past fiscal year, giving was 94% of budget.

Giving in the current fiscal year which started July 1, 2021 is posted on our website at <https://www.cschurch.ca/your-giving/#stewardship>.

16. 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.

17. Can people contribute shares, securities, land, or other types of gifts to the BUILD journey?

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.

18. 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. 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

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

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.

Specific campus development questions

20. When did Bearspaw Campus open?

Bearspaw Campus held its first service in the new facility in September 2021. To accommodate high attendance during the first opening Sunday, and due to provincial COVID measures that were re-introduced, we have added an additional Sunday morning service. Currently services are at 9 a.m. and 11 a.m. and in Spring of 2022 we have seen an average attendance of close to 600 each weekend!

21. Why is Northwest Campus being called Bearspaw 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 change. 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.

22. What is the official address of Bearspaw Campus?

33 Damkar Court, Rocky View County, T3L-0H4

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

23. What is the timeline for completion of the Central Campus expansion?

As of August 2021, it will take an estimated two years to complete construction (Phases 1-3), and about three years to pay for construction at the current rate of giving. Phase 4 which will fully develop remaining spaces on the 4th floor 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.

24. Why is construction of Central Campus expansion broken into 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 2-3 (now estimated \$8.3 million) will build out the specific rooms and renovations required on each floor. Phase 4 is deferred to an undefined future date and is currently estimated to cost \$3.1M.

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

25. 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 started our journey to BUILD with very rough concept drawings. As we finalized plans, 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 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/>

26. 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 several 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 an alternate location 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 alternate location, 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.

27. 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.

28. In what ways did Airdrie, South and Bridgeland campuses improve through the BUILD project?

We have provided upgrades (\$208K) to all campuses:

- At our Airdrie Campus, soundproofing 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. Additionally, the gym is being renovated with a new rubber floor for a new sports ministry.
- We expect to make other investments in these campuses bringing the total to about \$300K

General BUILD questions

29. 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 September 2021:

- **Bearspaw Campus (Northwest Campus):** We built a permanent facility for our Northwest Campus, now called Bearspaw Campus, on CSC-owned land in Bearspaw. The campus opened in September 2021. There are a few things (Landscaping, Fencing around the A/C unit, etc.) still to complete in 2022 during warmer weather. It seats approximately 600 people and will offer week-long ministry opportunities for children, youth and the community.

- **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 moving forward to complete phases 2 & 3 as well.
 - **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, but requiring much prayer due to lack of location to build)
 - 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.

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

We go through different seasons as a church. We have seasons at CSC where we gather and seasons where we scatter. Throughout our history we have gone through seasons like this, even before COVID. There are times that we have focused our ministry and our volunteering on gathering together, but there have been years where Pastor Henry and all other CSC leadership have cast vision for being a church scattered in the community for the community, with the community. That's how we are as followers of Jesus, sharing His light out in our workplaces, clubs, family and friend gatherings.

We also go through seasons of being the church out in the community during times of COVID when gathering restrictions are higher and many of us do church in our living rooms or with our cohorts.

We believe in the importance of the gathered church and the scattered church. Sometimes during gathering restrictions we embrace our role as 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 gathering restrictions have been 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.

31. 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). Through COVID until Oct 12, 2021, we have given over 80,000 Hampers, Box Lunches & Frozen Meals.

32. Why did we build a new facility for our Bearspaw Campus (Northwest Campus) congregation?

This campus was always set to inevitably grow with an average weekly service attendance of 300-400 people (pre-covid). Tuscany also is one of the largest communities in Calgary and it does not have a physical church building – the Bearspaw Campus would be the closest one.

At the first service in the Bearspaw Campus, there were approximately 700 in attendance and the facility packs in much more than that on major holidays like Easter which drew in around 1000 guests. The campus started offering two services (at 9 a.m. & 11 a.m. each Sunday) on the following weekend, partly in response to the good attendance (it also helps during seasons of COVID restrictions).

to the biggest reason to build a permanent facility was to accommodate growing crowds of visitors coming from increasingly further regions north of Calgary, including Bearspaw, Cochrane, Canmore and even Banff. Other reasons for a permanent facility included:

- 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 10.91 acres of land. All of the deep engineering services on the land were done in 2017.

33. Why are we expanding our Central Campus?

Before the gathering restrictions of COVID, we experienced critical space constraints, and know that when gathering restrictions are lifted, we slowly starting to experience space constraints again:

- 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.

34. 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.

35. 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 \$8.5M, 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.

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

In the future, 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

37. 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:** A church in Rivne Ukraine 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.
During the war in Ukraine, the facilities we funded are being used to shelter refugees. Please be praying for our church partners and all those impacted by the events in Ukraine.
- **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/.

Additionally, the Canadian province of Quebec has become increasingly secularized. It is becoming more and more difficult to construct a church building in this Canadian province We have previously communicated our desire to establish a local church with a proper building so they can be equipped to pursue discipleship, mission and relationships with their community. However our partners have struggled for a few years to get municipal approval to build. For God to provide the right location and approval is a matter of urgent prayer for our global BUILD projects.

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.

38. 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.